

LOGAN TOWN CENTER

INTRODUCTION

PLAN PURPOSE

This document represents a four (4) year strategic plan for the Logan Town Center, Inc., developed by the Board of Directors and contributing members. It is intended to be a living document that provides direction and establishes goals and strategies that are concurrent with, and supportive of, the organizations mission statement. This plan includes all activities related to the Logan Town Center organizational requirements as well as those related to the organization's vision for downtown Logan.

MISSION STATEMENT

It is the mission of Logan Town Center, Inc. to foster the redevelopment of Logan's town center in a public, private and philanthropic partnership, and to restore its economic and cultural vitality for the enjoyment and benefit of the residents, visitors and business/property owners in the Hocking Hills.

SITUATION ANALYSIS

Logan Town Center, Inc. *(VISION – 2009)*

An organization with a broad membership of business and property owners, Neighboring residents, public officials, representatives from all public service organizations and citizens concerned for the economic and cultural vitality of downtown Logan.

An organization that leads the efforts for the historic preservation, beautification, and economic development of downtown Logan.

An organization that develops, directs and supports community events, promotional programs and advertising campaigns that promote the attributes of downtown Logan, resulting in increased economic activity and investment.

LOGAN TOWN CENTER

An organization that works with community leaders to improve and expand new housing opportunities for the downtown and surrounding neighborhoods.

TODAY

The Logan Town Center, Inc. (LTC) is a not-for-profit corporation intending on becoming qualified as a 501c3 corporation. It was originally conceived in 2003 as an avenue for re-vitalization of downtown Logan, Ohio, following the guidelines of the Main Street Four-Point Approach, sponsored by the National Trust for Historic Preservation. In 2003, LTC filed an application to be designated a member of the Ohio Main Street Program of Downtown Ohio, Inc. That application was rejected for four (4) reasons:

- **A DART (Downtown Assessment Resource Team) visit is a requirement of the program and had not been completed.**
- **The budget needs to be strengthened.**
- **Community commitment and involvement needs to be strengthened.**
- **A National Register Historic District nomination should be initiated and a design review ordinance for the downtown should be developed.**

In 2004 a new effort to organize Logan Town Center, Inc. began to take shape. A series of town meetings took place which resulted in a general level of interest on the part of several business/property owners, public officials and citizens. A core group of these interested individuals formalized the organization and completed the administrative requirements of the corporation. An initial Board of Directors was designated and work began on this strategic plan. The plan is intended to be the foundation for growing the organization and pursuing organized activities to restore Logan's economic and cultural vitality.

STRENGTHS

The primary strength of LTC is a small group of interested individuals and public officials intent on re-vitalizing downtown Logan as the economic and cultural center of Hocking County.

LOGAN TOWN CENTER

WEAKNESSES

There are two primary weaknesses of LTC.

- The lack of broad-based participation on the part of business and property owners.
- The lack of seed money to support and sustain the organization through its development stage.

Downtown Logan

VISION – 2008

- *A safe, fun and hospitable destination for families and children.*
 - a. family center, theater, faith based activity centers, edutainment eg., martial arts, visual and performance art, dance, and music lessons.*
 - b. Open evening hours*
 - c. Weekly/monthly events eg., Late Night Logan*
 - d. Link with bicycle, hiking and rail trails*
- *A streetscape that encourages and accommodates pedestrians and vehicular traffic (horses too?). Connect Kachelmacher, Mingo and downtown Logan,*
- *A streetscape that incorporates native natural beauty, local art and locally produced materials such as clay and washboards.*
- *Aesthetically pleasing facades and appropriately designed new buildings.*
- *A downtown with a destination identity as a place to eat, sleep and be entertained.*
- *A community that effectively blends residential, retail, commercial and entertainment activities and ventures.*
- *A community that rebuilds itself through strong public, private and citizen support.*
- *A downtown whose front door at U.S. 33 is as attractive and welcoming as the beautified Main Street.*
- *A unique feature, amenity or business that attracts people on a regular and repeat basis.*

LOGAN TOWN CENTER

TODAY

Logan is located in the southeastern portion of central Ohio. It is the seat of Hocking County, Ohio's Scenic Wonderland which attracts 2+ million tourists per year.

According to the 2000 Census, Logan has a population of 6,704, with Hocking County's population at 28,241. Logan is located approximately 50 miles from Columbus, Ohio's capital and largest metropolitan area.

For decades, Logan was typical of small-town America, thriving as the center of county government activities and commercial enterprises serving the surrounding area. However, also typical of small-town America, the development of shopping centers located near US-33 caused Logan to lose its place as a retail and commercial hub. Retailers re-located to the new centers of shopping to take advantage of the increasing traffic resulting from increased tourism activity and a population boom caused by urban sprawl.

The decline of Logan's Downtown economic vitality, especially the retail segment, is evidenced by the growing number of vacant buildings on Main Street. However, Logan continues to maintain a base level of commercial activity, primarily consisting of financial institutions, government offices, real estate offices, etc. Restaurants, gift/art shops and other retailers continue to attract tourists and locals alike, but not to the degree of potential that the area offers.

STRENGTHS

County Seat that generates local traffic to the downtown area.

"Gateway" to the Hocking Hills, third largest tourist attraction in Ohio, bringing 2+ million visitors per year to the area, generating \$150 million in direct sales.

Regional tourism association with the financial resources and where-with-all to effectively market and promote the area.

Increasing population due to urban sprawl, fostered by the imminent opening of a new freeway from Columbus, bypassing Lancaster, a major traffic bottleneck on the way to Logan and Hocking County.

LOGAN TOWN CENTER

Diverse faith-based organizations that take a pro-active role in the community.

Pro-active city and county officials interested in the re-vitalization of downtown Logan.

Community spirit as demonstrated by its support of the local hospital and numerous charitable causes.

An annual music festival that draws locals and tourists to the downtown area, and numerous smaller events that take place in the downtown area.

An attractive downtown park that serves as a gathering place and an outdoor entertainment center.

WEAKNESSES

Lack of public monies to invest in the economic development of downtown Logan.

Lack of investment opportunity to encourage property owners to improve downtown buildings and to create incentives to retain and attract tenants.

Limited involvement on the part of property and business owners to support a cooperative effort to improve downtown Logan for the collective good of the community and its citizens.

Limited compatible vehicular and pedestrian traffic flow.

Limited demographic data and lack of understanding of available information to provide the basis for a realistic economic development plan.

Lack of comprehensive vision for a vital downtown Logan and surrounding neighborhoods.

LOGAN TOWN CENTER

THE PLAN

ORGANIZATION

Goal: Formalize an organizational structure that will support the mission of The Logan Town Center (LTC).

Strategy: Complete all legal and documentation requirements.

Strategy: Identify, elect and appoint appropriate organizational functions to carry out all activities of the organization.

- Directors
- Officers
- Committees
- Staffing Requirements

Strategy: Employ an Executive Director to be responsible for implementing all aspects of the Logan Town Center's Strategic Plan and managing the day-to-day operations of the organization.

Strategy: Establish an appropriate infrastructure required to support the operations of the organization, including but not limited to, office space, furniture, communications, computer hardware and software, etc.

LOGAN TOWN CENTER

ORGANIZATION

Goal: Implement a dynamic planning process that results in guidelines for accomplishing goals, strategies and tasks that support the organization's mission statement.

Strategy: Develop a Strategic Plan (3-5 years) that clearly defines measurable goals, and strategies for accomplishing those goals.

Strategy: Develop a 2005 Action Plan that identifies tasks, resources and timelines for completing tasks required to accomplish the strategies defined to reach goals.

Strategy: Implement a Plan Review Discipline that ensures reasonable progress in completing tasks, accomplishing strategies and meeting goals.

Goal: Develop a membership base that represents 100% of the property and/or business owners within the LTC target area, and 50% within a 2 block perimeter of the LTC target area.

Strategy: Establish an initial membership dues structure that encourages participation.

Strategy: Create a membership drive plan that utilizes all available resources and techniques to solicit membership participation.

LOGAN TOWN CENTER

ORGANIZATION

Goal: Establish strategic alliances with governments, agencies, associations and organizations that will assist in accomplishing the goals and strategies of the organization.

Strategy: Define and develop working relationships with the City of Logan, Logan-Hocking Chamber of Commerce and CIC, to provide guidance, financial support and assistance in conducting the business of The Logan Town Center.

Strategy: Define and develop working relationships with the Hocking County Commissioners, County Departments, the Hocking Hills Tourism Association, Hocking County Historical Society, Hocking Valley Railroad and Friends of the Hocking River to provide guidance, financial support and assistance in conducting the business of The Logan Town Center.

Strategy: Define and develop working relationships with regional, state and federal agencies and organizations to provide guidance, financial support and assistance in conducting the business of The Logan Town Center.

Goal: Establish a financial structure that supports the organization's needs for obtaining, managing and distributing monies required to accomplish its goals and strategies.

Strategy: Create an annual/quarterly operating budget, acquire adequate funding and establish a financial management review process to support the business function of LTC.

Strategy: Develop program budgets, funding plans and a financial review process for each project authorized by the Board of Directors.

LOGAN TOWN CENTER

DESIGN

Goal: Develop and implement design guidelines to improve the esthetic appearance of downtown Logan while respecting and preserving the cultural heritage and historic framework of the target area(s) and restore a sense of place within the community.

Strategy: Define a theme or themes to capture the essence of Logan's history and develop design concepts and requirements within the context of the desired theme(s).

Strategy: Develop an appropriate regulatory process that ensures that all renovations and repairs are completed within the design concepts and requirements.

Strategy: Develop a voluntary design assessment program to determine the most effective means to accomplish the design objectives.

Goal: Develop an adaptive preservation plan that suits the unique character and desired use for each structure of historical value within the target area(s) and beyond, as deemed appropriate.

Strategy: Prepare a comprehensive inventory of all structures and sites of historic value to Logan's architectural and cultural development.

Strategy: Explore the potential and determine the requirements for obtaining a Historic District designation.

Strategy: Conduct an assessment of each designated structure to determine preservation requirements.

Strategy: Develop a project plan and budget to complete appropriate restoration requirements.

LOGAN TOWN CENTER

DESIGN

Goal: Improve the functionality and esthetics of downtown Logan's infrastructure to better serve the business and residential community.

- Strategy: Develop and implement a downtown parking plan that improves availability, capacity and esthetic suitability, and meets the special needs of businesses, citizens and visitors.**
- Strategy: Develop and implement a plan to improve downtown streets, alleys and sidewalks to better serve the community's needs.**
- Strategy: Develop and implement a plan to improve the effectiveness and esthetic appearance of downtown lighting and signage.**
- Strategy: Develop and implement a plan for a downtown communications network that supports the technological needs of today and the foreseeable future.**

Goal: Working with service organizations and other interest groups, establish a continuous beautification program that enhances the streetscape of downtown Logan.

- Strategy: Support Logan's participation in the America In Bloom program by assisting the local chapter in promoting and implementing its annual efforts to achieve the program's objectives.**
- Strategy: Identify projects specifically intended to improve the esthetic appearance of downtown Logan and solicit support from local organizations in implementing project goals and objectives.**

LOGAN TOWN CENTER

ECONOMIC DEVELOPMENT

GOAL: Complete a comprehensive assessment of downtown Logan to determine realistic goals and strategies for improving economic vitality, employing the Downtown Market Analysis program developed by University of Wisconsin.

Strategy: Identify and employ resources to assist or complete the Downtown Market Analysis.

Strategy: Obtain grant funding to pay for completing the Downtown Market Analysis project.

Strategy: Develop a LTC team to work with consultants and/or advisors in completing the Downtown Market Analysis.

Strategy: Complete the Downtown Market Analysis.

- Finalize a building and business inventory.
- Complete a survey of business/property owners.
- Analyze the business mix.
- Update the Retail Trade Analysis and complete analysis of local economy, demographics, lifestyles and consumer attitudes.
- Complete evaluation of downtown business opportunities.
 - retail
 - service business
 - restaurants
 - entertainment & theater
 - residential
 - office
 - lodging

LOGAN TOWN CENTER

ECONOMIC DEVELOPMENT

GOAL: Based on the results of the Downtown Market Analysis, develop the goals, strategies and action plans for implementing an economic development program for the re-vitalization of downtown Logan.

Strategy: Develop economic development recommendations and action plan.

- business retention & expansion plan
- niche business strategy
- space utilization
- marketing plan
- business recruitment strategies

Strategy: Document goals and strategies based on realistic assumptions of expected results and required resources.

Strategy: Identify specific projects, develop reasonable action plans and marshal required resources for completion.

Strategy: Create a process to update and re-evaluate critical market analysis data.

LOGAN TOWN CENTER

PROMOTION

GOAL: Develop and implement a downtown Logan cooperative advertising campaign to increase traffic from local residents and visitors to the area, and to promote consumer activity for the downtown merchants and business owners.

Strategy: Identify and solicit downtown Logan business owners to join in a cooperative effort to collectively advertise Downtown Logan.

Strategy: Identify opportunities (needs) and develop advertising programs targeting specific consumer groups to “shop” Downtown Logan (HHTA Visitors’ Guide, internet promotion, brochures, etc.).

GOAL: Develop and implement a program to improve signage on all incoming traffic arteries that draw visitors to Downtown Logan.

Strategy: Work with Ohio Department of Transportation to upgrade and increase signage identifying restaurant, lodging and service facilities located in and near Downtown Logan to create an appeal factor that attracts passing traffic.

Strategy: Identify primary incoming traffic routes requiring improved signage for promoting Downtown Logan, and determine “best approach” for creating better visual tools for drawing visitors.

LOGAN TOWN CENTER

PROMOTION

GOAL: Leverage existing seasonal events by supporting promotional efforts, assisting to expand current event activities and/or developing complimentary events that will increase interest in visiting Downtown Logan.

Strategy: Working with downtown merchants, organize and sponsor additional events that will create opportunities to increase exposure by appealing to citizens and visitors on a recurring basis.

Strategy: Work closely with organizers of all community events to increase support from downtown business and property owners.

Strategy: Assist organizers of all community events in their efforts to raise money and solicit resources to support events.

Strategy: Provide marketing support for community events as a part of the efforts to promote the City of Logan.

* * * * *

LOGAN TOWN CENTER

Immediate Action Items--- Budget

First Year/ Annually

Organization

- | | |
|------------------------------|-----------------|
| 1. Join DOI | \$ 150 |
| 2. File for 501 (c) 3 Status | \$ 500-700? |
| 3. Hire PT downtown manager | \$14,000-20,000 |

Design

- | | |
|---|-----------------------|
| 1. Produce Historical Walking Guide | \$ 750 (grant funded) |
| 2. Explore Historic District Opportunities | |
| 3. Raise funds to assist Logan In Bloom | |
| 4. Assist with mural project | |
| 5. Tree trimming/ sidewalk maintenance/cleaning | |

Promotion (Annually)

- | | |
|--|---------------|
| 1. Late Night Logan | \$ 4,800/yr |
| Ad, flyer, internet promo, movies | |
| 2. Friends of the Park Summer Music | \$ 4,000 |
| 3. Co-op ad in HHTA Visitor's Guide | \$ 4,000 |
| 4. Assist Washboard Festival | \$ 50,000 (?) |
| 5. Holiday luminary events, holiday parade | \$ 500 |
| 6. Winter Ice Festival | ????? |

Economic Development

- | | |
|---|-----------------|
| 1. Inventory available space, terms, condition | |
| 2. Update retail trade analysis | \$ 2,500 |
| 3. Co-op with HHTA-
Tourism Consumer Market Study | \$ 5,000-15,000 |
| 4. Attract business/housing to anchor locations
(Print materials to mail, deliver to prospects)
(Create "CIC" for investment) | \$1500- 2000 |
| a. Elberfeld building | |
| b. Theater building | |
| c. Shaw corner | |
| d. Don Wood | |

Year one \$90,000

Annual \$?????

LOGAN TOWN CENTER

Logan Town Center SOURCES AND USES OF FUNDS			
SOURCES OF FUNDS	Year 1	Year 2	Year 3
Membership Dues	1,000	1,500	2,250
Property Owner (by lineal front)	5,000	10,000	15,000
Special Event Sponsorship	38,400	38,800	38,800
Grants (eg. ARC, ODOD, CDBG, FAO, NTHP)	15,000	15,000	15,000
Special Events (fundraisers)			
Strategic Partners (Chamber/CIC/HHTA/City County) (match grant)	5,000	10,000	15,000
Logan RLF	7,500		
Total Revenue Sources	71,900	75,300	86,050
USES OF FUNDS			
ORGANIZATION			
Admin (office, supplies, etc.)	1,200	1,320	1,452
Salaries & Wages	15,000	20,000	20,000
Legal & Prof (501 C 3)	750	300	300
Subtotal	16,950	21,620	21,752
ECONOMIC DEVELOPMENT			
Market (Consumer) Survey/Trade Analysis	15,000		
Bus. Ret & Recruitment	1,500	500	500
Subtotal	16,500	500	500
DESIGN			
Historical Walking Tour	750	200	200
Historic District Designation			10,000
DT Heritage Dist - Zoning Overlay		1,000	
Logan in Bloom (Partner)			
Subtotal	750	1,200	10,200
PROMOTION*			
LNL/Movie Series & Promo	3,600	4,000	4,000
Friends of the Park (Summer Music Series-partner)	4,800	4,800	4,800
Mural Project (partner)	???	???	???
Washboard Music Festival (partner)	30,000	30,000	30,000
Holiday Parade (partner)	???	???	???
Winter Ice Festival	???	???	???
Co- op Advertising (ads, billboards, internet, PR)	4,000	4,000	4,000
Subtotal	42,400	42,800	42,800
Total Uses	76,600	66,120	75,252
Revenue Gap/ carryover	-4,700	9,180	10,798

%
change
150%

10%