CITY OF LOGAN

DOWNTOWN LOGAN SPECIFIC PLAN

APRIL 2012

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City of Logan

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1.0 Introduction

2.0 The Process

3.0 Plan Area Context & Opportunities

4.0 Vision 2050

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CHAPTER 1 – INTRODUCTION

1.0 Introduction

This chapter is organized into the following sections:

1.1 Background

Logan's Downtown is the cultural and historic heart of the city. It is also located at the convergence of the main transportation routes through Logan. The Downtown has enjoyed a long history of vitality. However, development of shopping malls outside of the downtown area has lured many businesses out of the Downtown and reduced its attractiveness as a retail destination. The City is dedicated to preserving the Downtown as the city's cultural heart and is committed to reasserting the Downtown as the city's commercial hub.

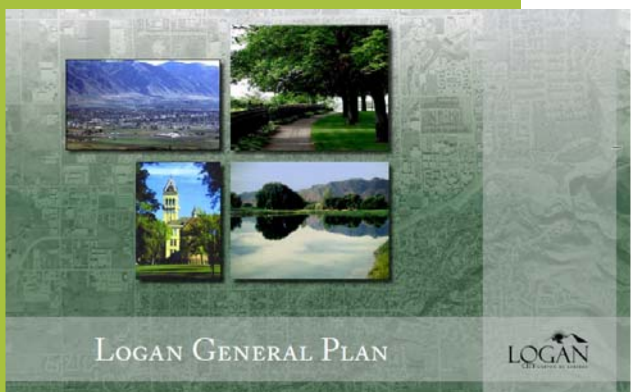
1.2 Purpose

The Downtown Logan Specific Plan (the Specific Plan) guides the future development, transportation enhancements, and recommended market and economic restructuring for the City of Logan and the Logan Downtown Alliance over the course of the next 40 years. This Specific Plan describes a vision for the Downtown and the necessary actions to achieve that vision.

1.3 What Is a Specific Plan?

A Specific Plan is a blueprint for the future development of a specific area. It is based on public input, planning initiatives, existing development, physical characteristics, and social and economic conditions. A Specific Plan is a useful tool for decision-makers, developers, and the general public to establish the community's vision for the area. The Specific Plan furthers the goals and policies outlined in the General Plan and is consistent with both the General Plan and zoning regulations. The Specific Plan is adopted by the City Council and establishes special design and development regulations to implement the General Plan and to supplement the zoning regulations in the Land Development Code, as explained in Section 1.5.

1.4 What Is the Main Street Approach?



The City of Logan and the Logan Downtown Alliance are fully committed to the process and the organizational principles of the "Main Street Approach" developed by the National Main Street Center of the National Trust for Historic Preservation. The Specific Plan adopts the National Trust's Four-Point Main Street Approach as a framework for this plan and addresses each of the approach's four points: Design, Economic Restructuring, Promotion, and Organization. Design reclaims the Downtown's architectural heritage, capitalizing on historic commercial buildings and Main Street's pedestrian orientation as economic assets. Economic Restructuring uses superior business practices to ensure the district's economic vitality. Promotion communicates to the public why the Downtown is a great place to shop, socialize, work, live, and invest. Organization brings together diverse stakeholders to work on the common goal of revitalizing and managing downtown. Design strategies are set forth in Chapter 4: Vision 2050, Chapter 5: Circulation Plan, and Chapter 6: Pedestrian-Friendly Streetscape Plan. Promotion, Economic Restructuring, and Organization are covered in Chapter 7: Market Strategy.

1.5 Relationship to Other Documents & Regulations

General Plan (adopted 2007)

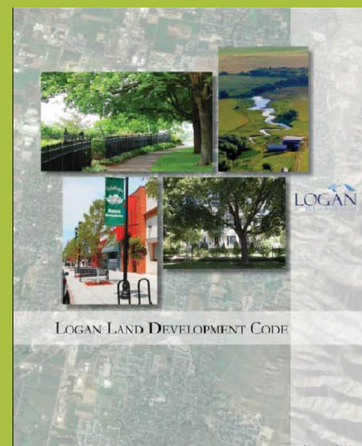
The City of Logan General Plan was adopted in June 1995 and updated over the years, with the latest update approved in December 2007. The General Plan is the City's overall guide for the use of the City's resources, expresses the development goals of the community, and is the foundation upon which all land use decisions are made. The Specific Plan is used as a tool for detailed implementation of the General Plan as it relates to the Downtown.

According to the Logan General Plan, almost all of the Specific Plan area is designated Town Center, which is designated for office, retail, residential, and civic uses. The function of this designation is to promote and complement the historic and cultural resources in the Downtown and to maintain the Downtown's function as a central hub in the Cache Valley region. The General Plan provides the design directives for new development in the Downtown, including use of traditional materials and architectural styles that are complementary to the historic downtown character.

Land Development Code (adopted 2011)

The Land Development Code allows a mix of uses, encourages compact and efficient development, requires a diverse mix of housing, and ensures that the development of the city accomplishes the goals expressed in the General Plan.

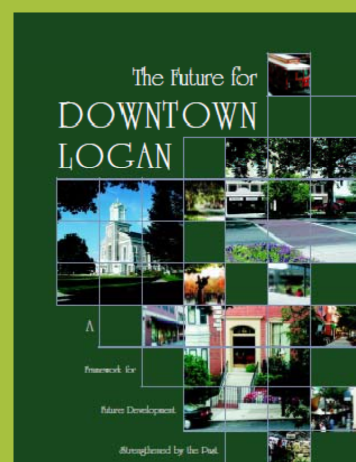
The code establishes the land use in the Future Land Use Plan and the building design standards and development standards for development within the Downtown Logan Specific Plan area, including building form (i.e., height), orientation, materials, density, setbacks, and parking requirements. Any new public or private development in the Specific Plan area must meet the requirements of the code.



The Future for Downtown Logan (adopted 2003)

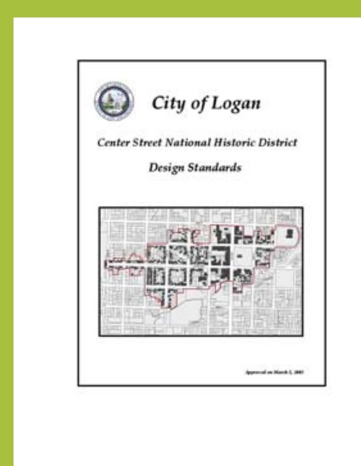
This visioning plan is a long-range framework for the future development of the Downtown. It has been a guide for increased retail, historic preservation, special retail, housing, services, restaurants, and government facilities in the Downtown. The four core objectives of the visioning plan have been incorporated into the General Plan's Community Design Element policies:

1. Make Downtown a thriving center of living where many people work, shop, eat, play, and reside.
2. Develop Downtown Logan to be a place of enjoyment throughout the year.
3. Preserve the historic character and qualities of Downtown Logan.
4. Create a lasting and outstanding appearance for Downtown Logan.



Historic District Design Standards (approved March 2003)

A portion of the Specific Plan project area located south of 200 N and north of 100 S falls within the Center Street National Historic District. Any new construction, demolition, or restoration to these properties must meet the design criteria set forth in the Historic District Design Standards document to preserve the historic integrity of each building, each property, and the overall district. The purpose of this district is to require new development in the district to undergo design review to ensure it is compatible with the historic elements of the area.



Other Regulations

Additional regulations may apply to a project proposal within the Specific Plan boundary. Information on these regulations and the above documents is available in the Department of Community Development office and on the City's website. Examples of additional regulations include:

- Logan City Design Guidelines
- Sign Regulations
- Public Works Standards and Specifications
- International Building Code
- International Energy Conservation Code
- Building Conservation Development Code

1.6 Project Goals

Project goals were developed through community input on the desires for the future of the Downtown project area. Specific project goals are to:

1. Retain and incrementally improve the condition of Downtown.
2. Preserve Downtown as the hub of historic, cultural, and civic activity.
3. Reassert the Downtown as the commercial and retail center of Logan.
4. Establish and promote the Downtown as a regional focal point within Cache County.
5. Encourage development characterized by a mix of uses.
6. Bring more housing opportunities and choices Downtown.
7. Enhance physical and social connections between the Downtown and the University.
8. Provide a circulation system that is safe, convenient, and efficient for pedestrians, bicyclists, public transit, and automobiles.
9. Make Downtown pedestrian friendly.
10. Support existing businesses and attract new target businesses to the Downtown.
11. Strengthen the Downtown Alliance.

12. Create attractive, usable, and inviting civic spaces for gathering and activities.

13. Create an outstanding appearance for Downtown Logan.

1.7 Document Organization

Eight chapters comprise the Specific Plan, as outlined below.

Chapter 1: Introduction provides the framework for the Specific Plan, including the purpose, project goals, and content of the document.

Chapter 2: The Process describes the planning process and public outreach strategy.

Chapter 3: Plan Area Context & Opportunities describes the project location, regional context, market conditions, circulation patterns, parking needs, and key opportunities and constraints of the project area.

Chapter 4: Vision 2050 outlines the suggested land use plan for new development within the downtown area.

Chapter 5: Circulation & Parking Plan describes pedestrian, bicycle, transit, and vehicular access, circulation, and parking. Travel Demand Management and Parking Demand Management strategies are addressed in this chapter.

Chapter 6: Pedestrian-Friendly Streetscape Plan sets forth pedestrian-oriented public space and street design standards, recommended street furnishings, and traffic calming strategies.

Chapter 7: Market Strategy sets forth goals, objectives, and actions for recruiting and retaining downtown businesses, promoting the Downtown, attracting housing, and strengthening the Downtown organizational structure.

Chapter 8: Implementation Plan identifies the action plan, funding sources, and incentive tools to revitalize Downtown. The action plan details critical actions necessary to implement the Specific Plan and identifies the timeline, potential funding sources, estimated costs, and the responsible party for each action.

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CHAPTER 2 – THE PROCESS

2.0 The Process

The specific planning effort was a two-year process with extensive public involvement. The process was organized into three phases as described below:

2.1 Phase 1: Where are we now?

2.2 Phase 2: Where do we want to go?

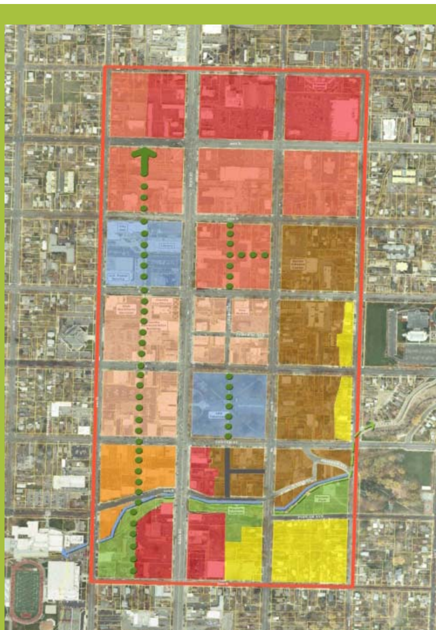
2.3 Phase 3: How do we get there?

2.1 Phase 1: Where are we now?

During Phase 1, the project team analyzed physical context, market conditions, and traffic and parking conditions. In January and February 2010, a series of stakeholder interviews, Downtown Alliance meetings, and a public presentation were conducted to introduce the project to the community and to invite public comment on how the community would like to see the Downtown improved and developed into the future. Over 40 stakeholder interviews were conducted, and approximately 35 members of the public attended the January public presentation, with representation from the Logan City Council, the Logan Planning Commission, and the Downtown Alliance. In addition to in-person interviews and meetings, the project team prepared an online market survey, which was intended to gather feedback from Downtown business and property owners. The survey was conducted over a two month period and garnered 63 responses.

Previously prepared reports and studies of the Downtown were reviewed and analyzed, and the findings were refined based on recent public input. Previous studies that provided a framework for this planning process include The Future for Downtown Logan adopted in 2003 and the results of the 2008 visioning charrettes.

The information analyzed during this phase was packaged in a number of reports, memos, and maps. A summary of the existing conditions analysis can be found in Chapter 3: Existing Conditions, and the complete reports can be found in the appendices.



2.2 Phase 2: Where do we want to go?

During Phase 2, the project team synthesized the land use opportunities and economic opportunities identified in the existing conditions analysis with the public comments to develop key opportunity sites. These sites were presented at a two-day public workshop in May 2010. During the first day of the workshop, attendees participated in a hands-on design workshop to develop a conceptual land use plan for the future Downtown. In addition, workshops with the Downtown Alliance were conducted to develop an 18-month Action Plan to support the market strategy. On the second day, the results of the existing conditions analysis and the design concepts developed during Phase 1, and the conceptual land use plan and the Downtown Alliance Action Plan developed on the first day of the May workshop were presented to the City Council, Planning Commission, and Downtown Alliance. Approximately 45 people attended the two-day May workshop.

The project team then developed a 2050 Vision Statement and Vision Plan for the Downtown based on the conceptual land use plan and input from the May public workshop. In January 2011, the draft Vision Plan 2050 and key action items from the Market Strategy were presented to the Downtown Alliance, Chamber of Commerce, Planning Commission, and City Council.

2.3 Phase 3: How do we get there?

Based on input during the January 2011 presentation, the 2050 Vision Plan was refined and finalized. The team moved forward with developing the various components of the Specific Plan in line with the overall vision. A final series of interviews and workshops were conducted in early March 2011 to identify priority business targets for the Downtown.

This final stage of the planning process synthesized all previous analysis and input to develop the circulation & parking plan, pedestrian-friendly streetscape plan, market strategy, financing strategy, and implementation plan. The draft Specific Plan was presented to the Downtown Alliance for final input and to the Planning Commission and City Council for adoption.

CHAPTER 3 – PLAN AREA CONTEXT & OPPORTUNITIES

3.0 Plan Area Context & Opportunities

This chapter contains the following sections:

3.1 Location

3.2 Economic Conditions

3.3 Physical Conditions

3.4 Opportunities & Constraints

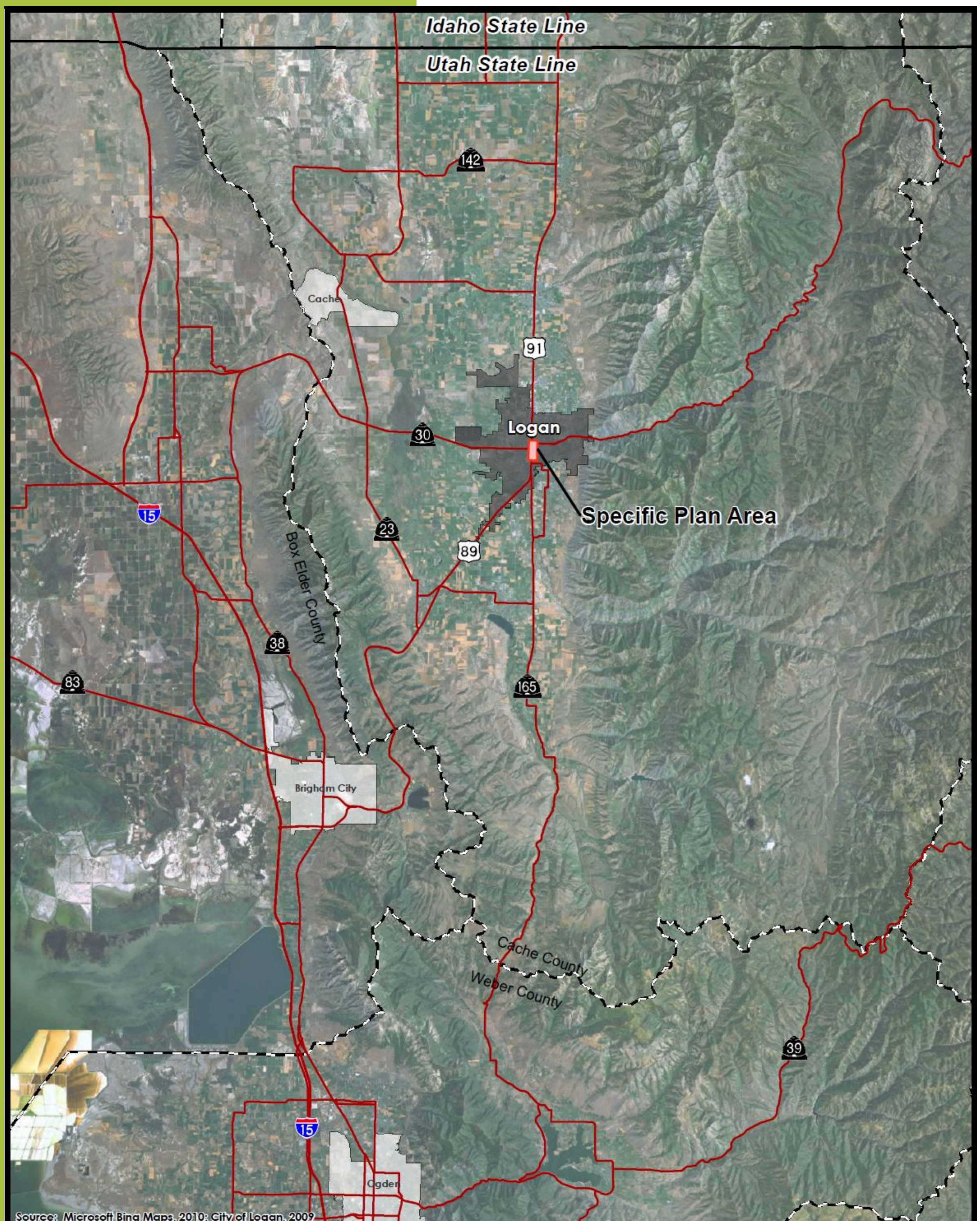
3.5 Guiding Development Concepts

3.1 Location

Logan's historic Downtown is centrally located within the city, at the crossroads of highways US 89 (Main Street and E 400 N), US 91 (Main Street) and US 30 (W 200 N) that connect the Downtown to the rest of the city and the region. **Figure 3.1 Location Map** shows the regional context. The Downtown Specific Plan project area comprises 21 city blocks and 233 acres, bound by 200 East, 100 West, 500 North, and 200 South. Landmarks in the project area include the Tabernacle, City Hall, Cache County Courthouse, downtown Transit Center, and the Lyric and Eccles theatres. The north branch of the Logan River traverses the southern portion of the project area. **See Figure 3.2 Project Area Map.**

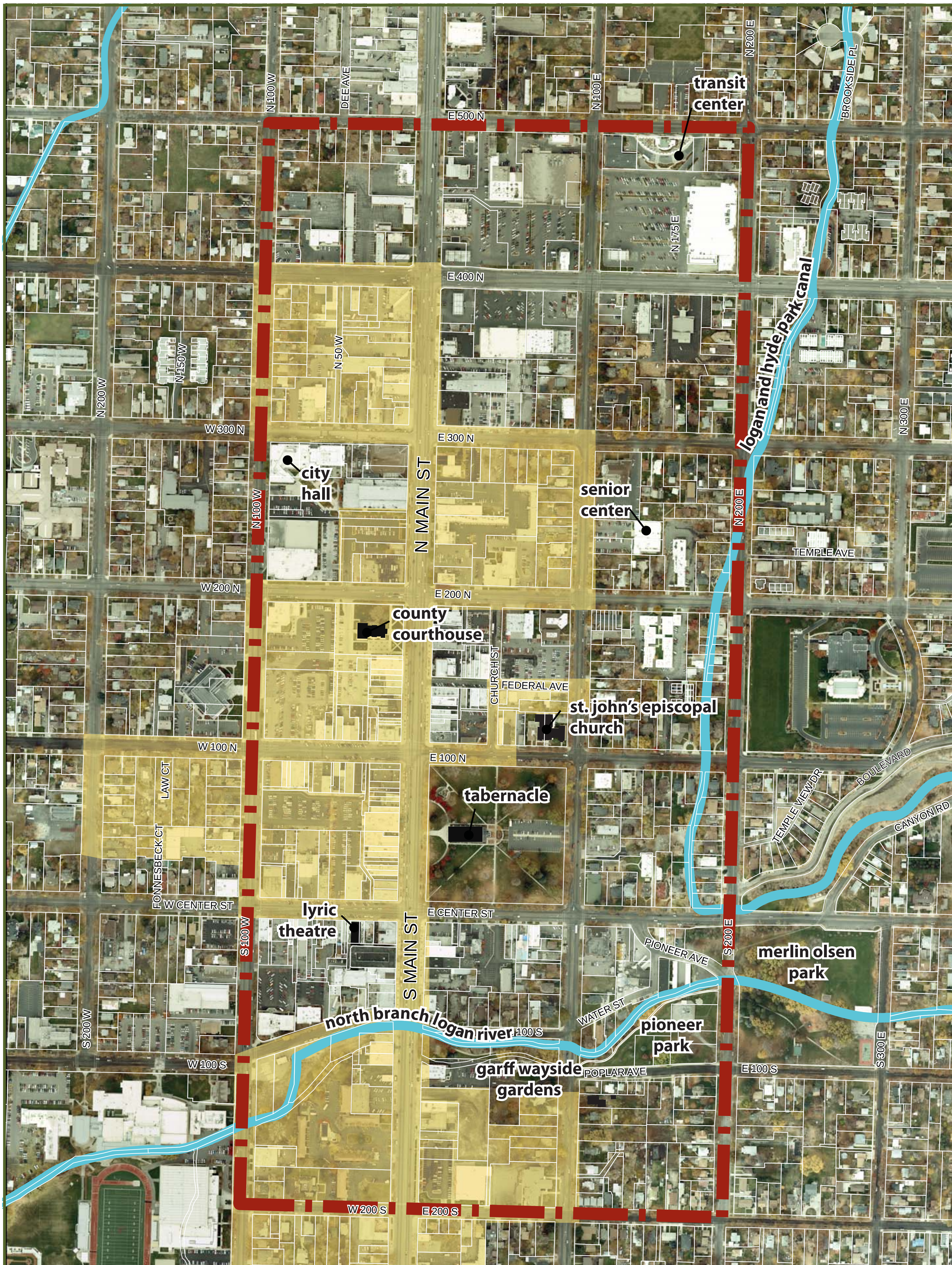
A portion of the project area is within the City's redevelopment area (RDA) boundary. Those properties within the RDA are eligible for RDA-funded projects and programs. The RDA boundary is shown in yellow in **Figure 3.2**.

Figure 3.1
Location Map

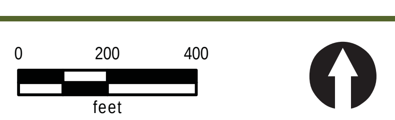


Project Area

Figure 3-2



DOWNTOWN LOGAN SPECIFIC PLAN



legend

Downtown Logan Specific Plan Area

Parcels
(shown in white on the map)

Redevelopment Area (RDA)

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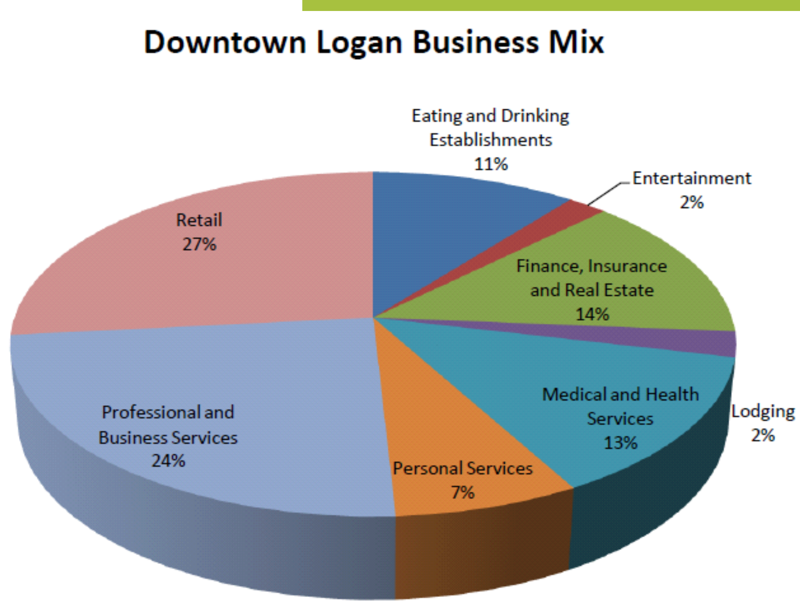
3.2 Economic Conditions

Downtown Logan enjoys a strong market position as a multifunctional center to the Cache Valley, an economically healthy region with significant population and economic growth. Downtown's diverse target market groups present considerable consumer demand and buying power, and the district serves them with a healthy mix of businesses and many dynamic business clusters.

A market study was conducted in 2010 to identify the Downtown's market opportunities. The report findings are summarized herein, and the full report is provided in **Appendix A**.

The market study identified the following market opportunities for Downtown Logan:

- Retail potential analysis indicates that current unmet consumer demand could support an additional 124,000 square feet of retail space Downtown. Population growth will bring the additional amount of supportable retail space Downtown to 168,550 square feet by 2020.
- One of Downtown's strengths is its professional sector, with finance, insurance and real estate, and professional and business services comprising 38 percent of the business mix. Upper-floor office rehabilitations and owner-occupied office space will continue to be a strong market for Downtown.
- Downtown is a promising location for accommodating a share of the region's housing growth while adding to the community's range of housing choices. Over the next decade, an additional 500 - 1,000 units of rehabilitated upper-floor housing and new housing products in housing and mixed-use developments is a conservative estimate of this share.
- Existing businesses are faced with extensive opportunities for retaining, strengthening, and expanding business through individual business enhancement initiatives. Even more promising is the array of cooperative business development actions achievable through a fully staffed and invigorated Downtown revitalization and management organization.



- Priority development target opportunities identified for the Downtown include a women's clothing store, restaurant, movie theatre, and housing.

3.3 Physical Conditions

Existing Land Use Mix

The Specific Plan area comprises several land uses including governmental offices, shopping centers, theatres, restaurants, commercial businesses, grocers, hotels, banks, and residences (including single-family and multi-family homes). Major Downtown destinations include City Hall, Logan Library, U.S. Postal Office, Cache County Courthouse, Cache County Administration Building, the Tabernacle, Emporium Shopping Center, Ellen Eccles Theatre, and major grocers including Fresh Market and Smith's Food and Drug Center.

Future Land Use Plan

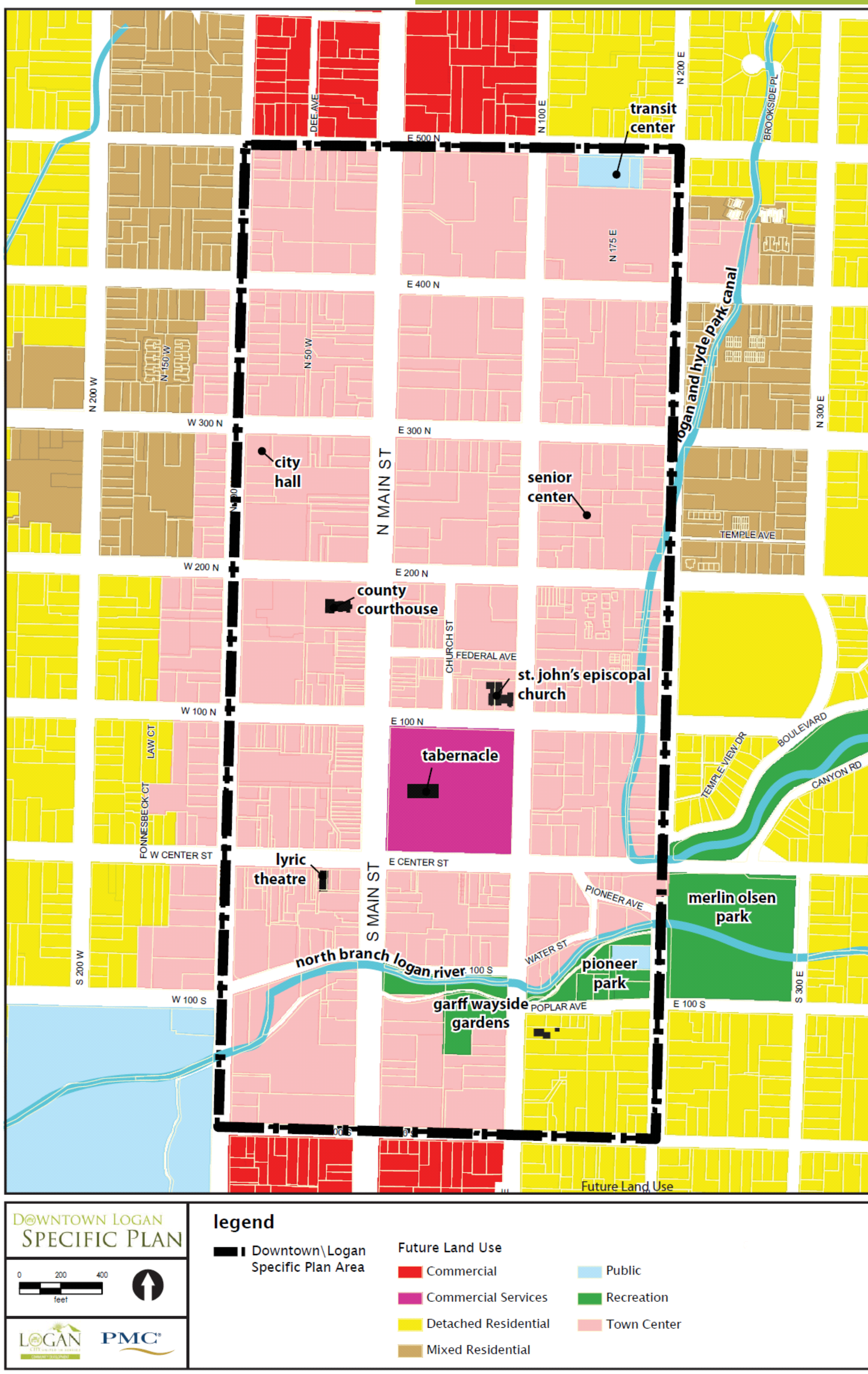
The Future Land Use Plan, which directs future zoning, designates almost all parcels in the Specific Plan area as Town Center. This is a mixed-use designation for office, retail, residential, and civic uses. The function of this designation is to promote and complement the historic and cultural resources in the Downtown and to maintain its function as a central hub in the Cache Valley region. See **Figure 3.3 Future Land Use Plan** for the land use designations within the Specific Plan area.

Circulation

The Downtown follows a grid system that is typical of many towns and cities that were founded by the Church of Jesus Christ of Latter-day Saints. The grid system originates at the intersection of Main Street running north and south, and Center Street running east and west. Each block north, east, south, or west of the origin increases in increments of 100 (100 North, 100 East, 100 South, and so forth) and is about 600 feet by 600 feet.

Main Street (US 89/91) is a five-lane facility (two lanes in each direction with a two-way left-turn lane in the center median) with a 35 mph posted speed limit. US 89/91 is the main north-south highway through Logan. 100 West and 100 East are north-south roadways that run parallel to Main Street and are each two-lane facilities (one traffic lane in each direction with a two-way left-turn lane in the center median). 200 North to the west and 400 North to the east are state highways that carry a substantial amount of vehicle traffic.

Figure 3.3
Future Land Use Plan



Parking

Main Street consists of storefront and building facades lining the corridor, with substantial off-street parking located in the rear of the buildings. The majority of blocks in the Downtown contain multiple surface parking lots. Larger surface lot parking is evident along the periphery of the downtown area, typically located in areas with shopping centers and big-box grocery stores. The Downtown blocks contain a significant amount of on-street parking spaces (parallel, diagonal, or perpendicular), which are, typically located along all four blockfaces.

A detailed parking supply and demand analysis of the downtown area was prepared in 2010. This study analyzed utilization of parking spaces located along the streets (on-street facilities) and parking spaces located in public and private parking lots (off-street facilities) in the Downtown. The complete analysis can be found in **Appendix B,** and a summary of the findings is provided here.

Parking study findings show that on- and off-street parking demand patterns increase throughout the day, notably decreases by the mid-afternoon hours, and incrementally increases by the early evening hours. This current parking trend reflects the parking behavior associated with existing land uses within the study area.

Blocks with a concentration of retail and service-oriented businesses in the downtown area experienced relatively high on- and off-street parking demand in comparison to other blocks. These areas include the blocks occupied by the Emporium Shopping Center and a multitude of local retail stores and office uses. Additional areas of notable parking demand include the blocks that house the governmental buildings, which typically generate higher parking demand during the midday hours due to the significant presence of employees and patrons during this time period.

Overall, the study findings indicate that on- and off-street parking throughout the entire downtown area is underutilized, with less than 5 percent of all observed parking facilities experiencing demand at or above practical capacity. Parking demand above practical capacity (over 85%) is shown in orange and red in **Figures 3.4** and **3.5**. Practical capacity means that it has reached a balance point between supply and demand where there are sufficient empty spaces to assure parking availability. As a result, available parking is abundant throughout the downtown area during a typical weekday. Two key factors may contribute to these findings: an evident oversupply in off-street, surface lot parking and the current restrictions on on-street parking. The average on-street parking demand rate was observed at 26 percent, with a peak hour demand rate of 31 percent, which are well below practical capacity (see **Figure 3.4 On-**

Street Parking Demand). These findings may be a direct result of Downtown visitors opting to park in off-street facilities with no designated time limit and avoiding the on-street parking restrictions.

The parking behavior and travel patterns analyzed may lead to positive changes to the downtown area. The low weekday parking demand and an evident oversupply of off-street parking offer potential redevelopment and infill opportunities in the Downtown.

Figure 3.4
On-Street Parking Demand

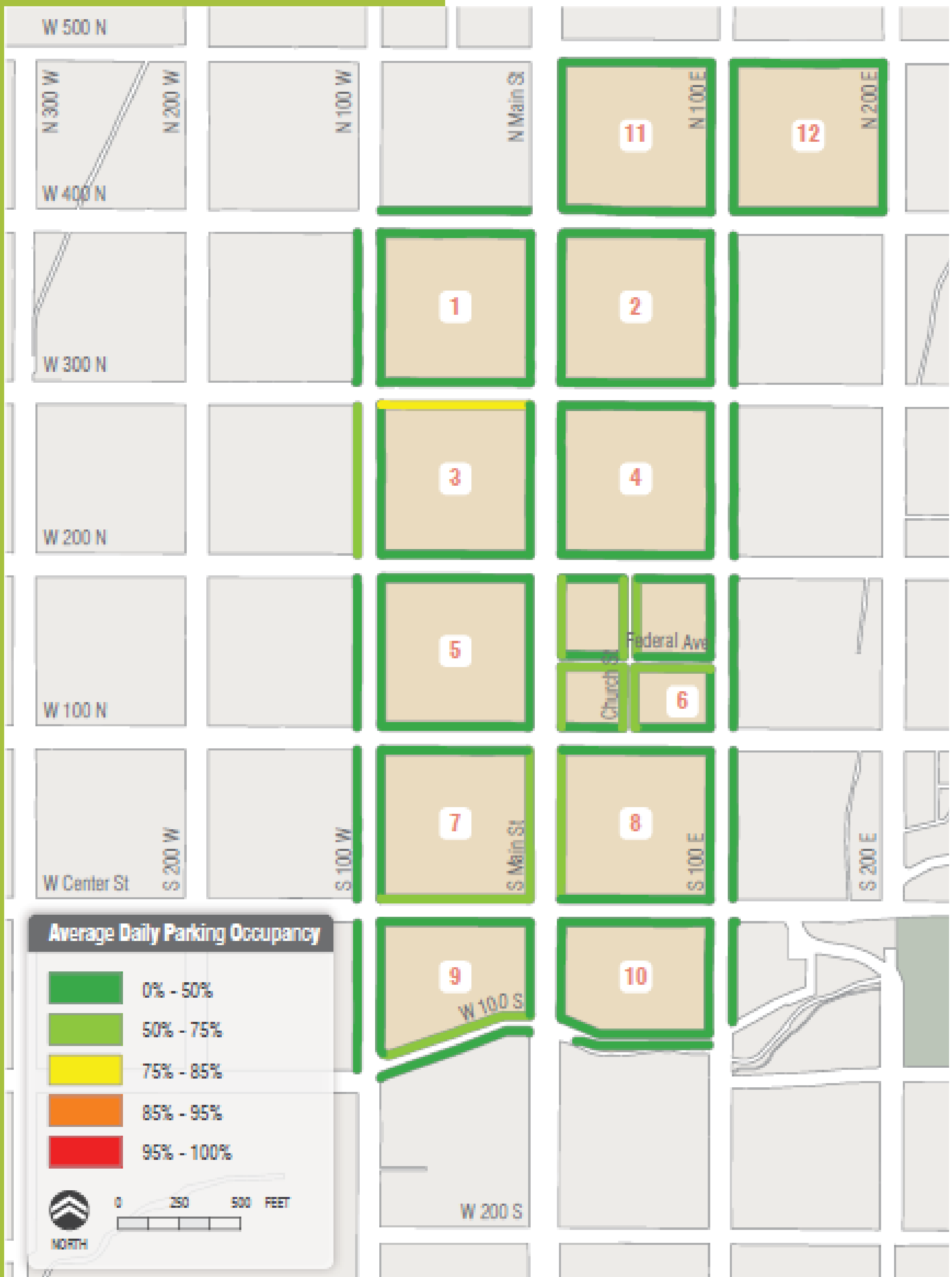
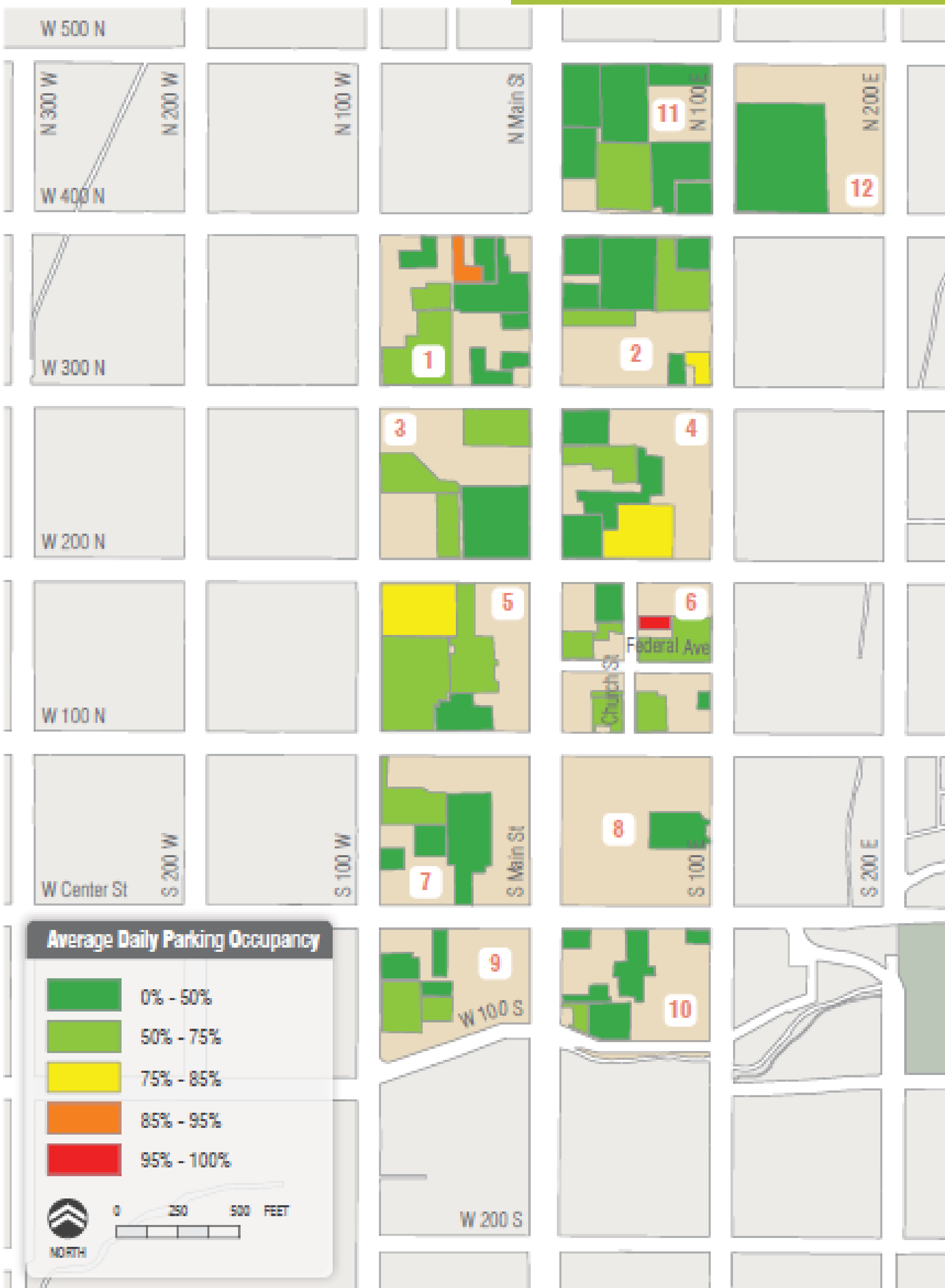
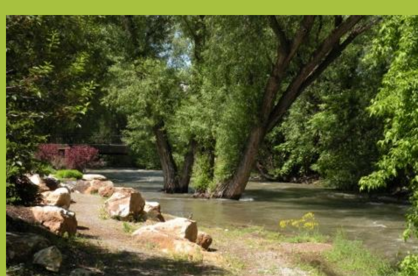


Figure 3.5
Off-Street Parking Demand





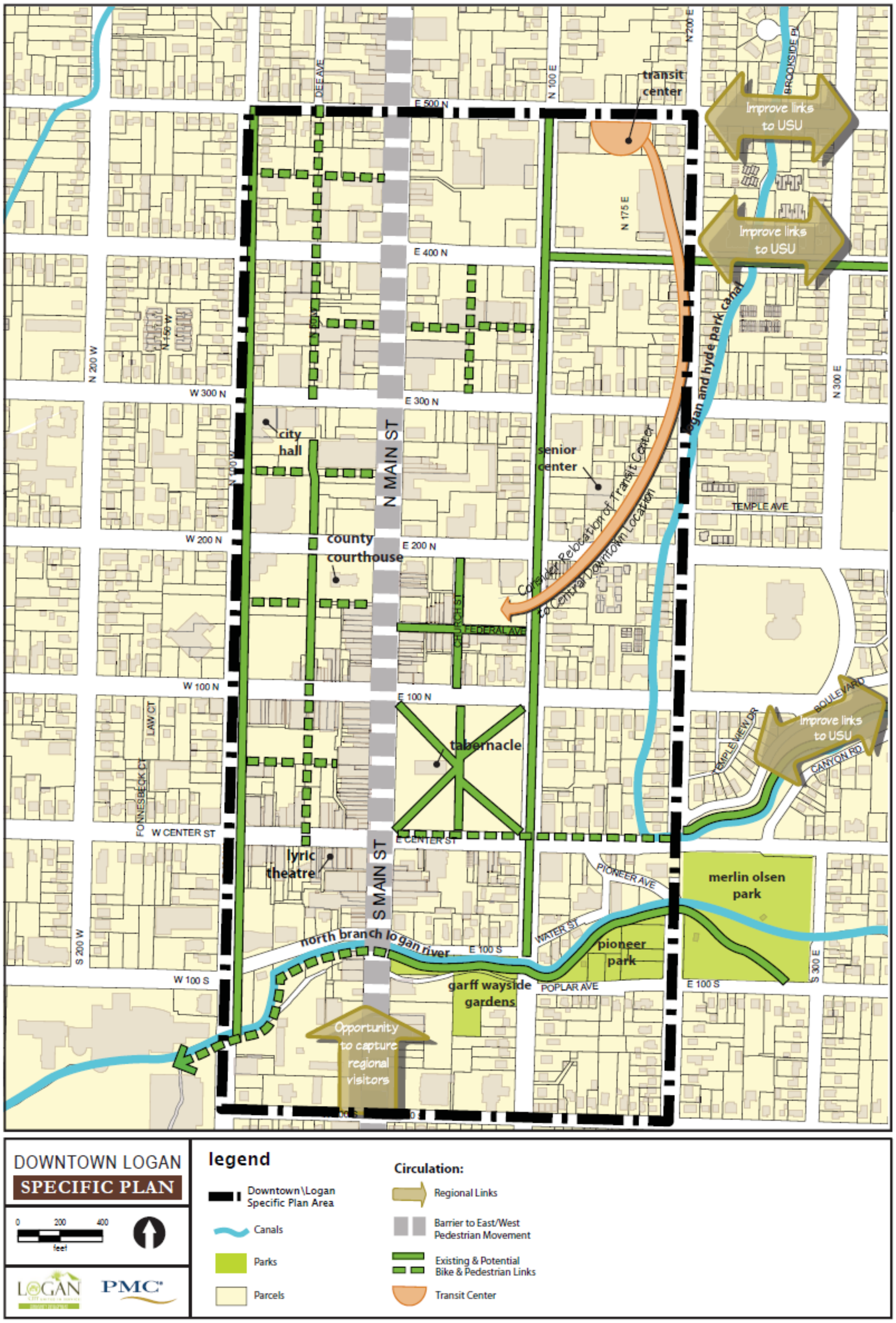
3.4 Opportunities & Constraints

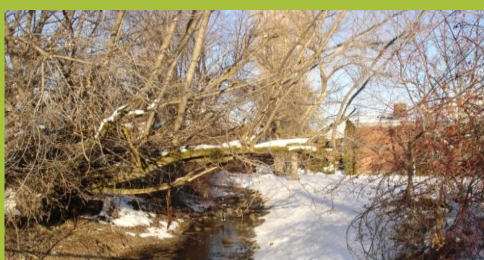
Circulation

Figure 3.6 illustrates the following circulation opportunities and constraints Downtown:

- **Main Street** currently acts as a physical barrier to east/west pedestrian movement, due to the roadway's broad width and amount of vehicular traffic. There are a number of opportunities for street design improvements that could alleviate this barrier, such as a median, diverting some of the traffic to 100E and 100W, and providing pedestrian priority routes.
- The **mid-block pedestrian promenade** between 100 W and Main Street and 100 N and 300 N presents an opportunity to enhance and extend this pedestrian pathway to span the entire length of the Specific Plan area. This would provide an alternative pedestrian route with improved amenities that links civic gathering places and destinations in the Downtown.
- The current location of the **transit center** is at the northern edge of the project area. There is an opportunity to add an additional downtown transit hub in a more central location to provide greater public transit connections into the heart of the Downtown. This would strengthen the tie between the University and the Downtown core.
- The **Logan River** runs through Downtown and links a number of parks and open space. There is an opportunity to enhance and extend the bicycle and pedestrian trail along the river from the Old Thatcher Mill site, through Pioneer Park, to the Boulevard, linking with the University.

Figure 3.6
Opportunities & Constraints: Circulation



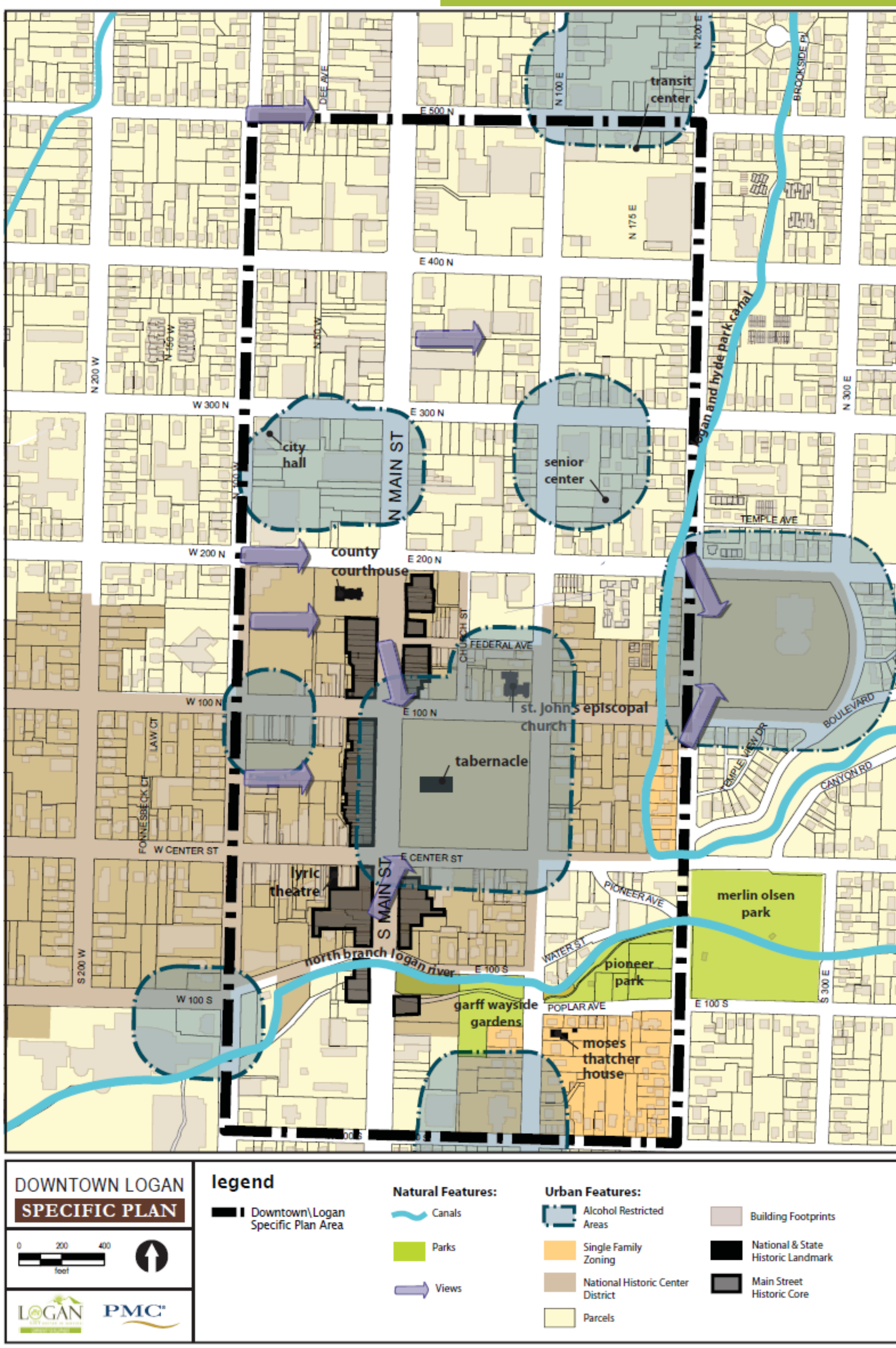


Urban & Natural Features

Figure 3.7 Illustrates the following urban and natural features that present both opportunities and constraints to new development in the Downtown:

- A portion of the Central Historic District overlaps with the Specific Plan area. While this helps preserve the historic and cultural character of the Downtown, it also limits the type of improvements that can be made to these properties. Within this district is the Main Street historic core that will be maintained to support the traditional and unique character of the Downtown.
- There are a number of regulations regarding proximity of alcohol establishments to churches and public facilities. The areas where alcohol is restricted are shown in blue in **Figure 3.7**.
- As discussed in the Circulation subsection above, the Logan River and adjacent parks present a great opportunity for an enhanced bicycle/pedestrian trail network through the Downtown and linking Downtown to the University.
- A number of established single-family residential zones within the Downtown Specific Plan will be preserved. It is important to continue to keep residents in and around Downtown to support pedestrian and commercial activity.

Figure 3.7
Opportunities & Constraints: Urban & Natural Features

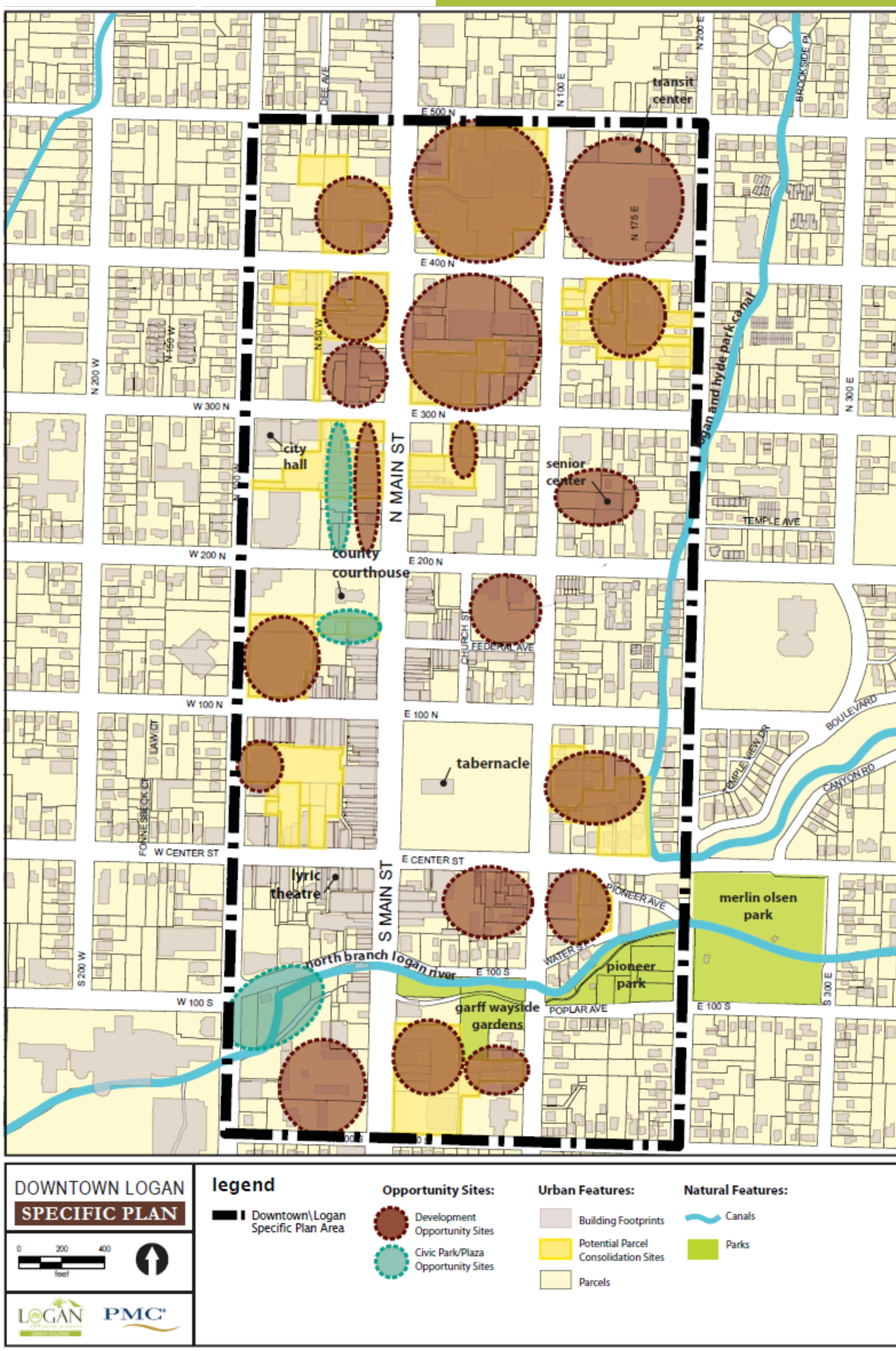


Opportunity Sites

Figure 3.8 highlights the key development opportunity sites and civic space opportunities sites in the Downtown. These sites will become the focus for new growth and development within the Downtown over the next 40 years. Sites not identified as opportunity sites are those that are seen to contribute to the historic quality and traditional downtown character, and/or are established residential zones that will support downtown businesses and activities.

- **Development Opportunity Sites** are identified in **Figure 3.8** by the brown circles. These sites were selected based on the following criteria:
  - Community input
  - High potential for parcel consolidation (There are a number of opportunities in the project area where multiple adjacent parcels are under a single ownership. These sites have the potential to create larger development sites that can catalyze Downtown improvements. These groupings of adjacent parcels under single ownership are highlighted in yellow in **Figure 3.8** and have a high probability of being able to be consolidated.)
  - Underutilization (e.g., as surface parking lots, vacant, and/or low building-to-land value ratio)
- **Civic Space Opportunity Sites** are identified on the map by the turquoise circles. These sites were selected based on the following criteria:
  - Community input
  - Internal block location
  - City-owned sites and/or proximity to civic buildings
  - High potential for parcel consolidation
  - Underutilization or existing natural condition
  - Historical/cultural significance (e.g., Thatcher Mill)

Figure 3.8
Opportunities & Constraints:
Opportunity Sites



3.5 Guiding Development Concepts

During the stakeholder interviews conducted in Phase 1 of the project, as described in **Chapter 2 The Process**, interviewees were asked a number of questions about the characteristics of Downtown including their likes and dislikes, the biggest issues facing Downtown, and what they would like to see improved.

The following development concepts were derived from the most prolific ideas identified during the interviews and provide the framework and foundation for the development of the Vision Plan, Circulation & Parking Plan, Pedestrian-Friendly Streetscape Plan, Market Strategy, and Implementation Plan presented in the following chapters of this Specific Plan.

Table 3.1 Guiding Development Concepts

Guiding Development Concept	Description
LAND USE AND DESIGN CONCEPTS	
Context-Sensitive Design	Design of new developments should be compatible and contextually sensitive to the historic nature of the Downtown. Signature architecture which is incompatible with the historic context of Downtown is not desirable.
Block Size Too Big	Reduce the apparent size of city blocks by creating pedestrian pathways that bisect the block. Extend the pedestrian spine that currently runs parallel to Main Street. Preserve mini blocks already formed by existing road rights-of-way, such as at Federal Avenue and Church Street, and create "virtual" mini blocks with pedestrian walkways to enhance the pedestrian environment.
Living Downtown	Introduce higher-density housing Downtown. Introduce more mixed-use developments throughout Downtown, with housing units over retail and office space.
Incentivize Desirable Uses	Develop incentive mechanisms to encourage the development of a movie theatre, bed and breakfasts, first-floor retail, and family sit-down restaurants.
Ground-Floor Frontage	Retail/restaurant/arts uses should dominate ground-floor uses along most Downtown streets. Main Street should be dominated by retail frontages.
Internal Parking Framework	Locate buildings along street frontages and locate parking spaces (both surface and terrace) internal to the blocks, while maintaining pedestrian movement through the blocks.
A Family-Friendly Downtown	Bring more family-oriented businesses Downtown (e.g., family restaurant).
A University Town	Bring more youth-oriented and university-oriented businesses and activities Downtown (e.g., movie theatre, brewpub, shops, cafés with Wi-Fi, USU bookstore).

Guiding Development Concept	Description
PARKING/CIRCULATION/PEDESTRIAN SPACES CONCEPTS	
Transit Center Location	The current location of the Transit Center is on the northern boundary of Downtown. Plan for a centrally located secondary transit hub in Downtown.
Tame Main Street	Reduce impacts of traffic and enhance pedestrian comfort along Main Street. Consider the following: planted median, limited left-hand turns, reduced speeds, angled parking, one-way couplets on adjacent streets, signalization made more responsive, and priority to pedestrian crossing.
University Connections	Improve linkages to the University. University and City bus systems should work together to provide direct nonstop express bus service between the University and Downtown.
Downtown Orientation & Parking	Introduce wayfinding, district banners, and parking signage program. Designate employee parking areas away from shop fronts.
Event Parking	Relax street parking requirements and provide free shuttles to/from USU campus during special Downtown events.
A Place for Walking	Extend the pedestrian walkway behind businesses west of Main Street.
A Place for Biking	Provide a network of bicycle paths along the canals and link with green spaces. Designate bicycle lanes Downtown on less vehicle-oriented streets.
A Place to Meet	Provide more plazas & quaint outdoor gathering spaces to eat lunch, meet people, etc.
Buildings versus Asphalt Parking Lots	Buildings should not be removed to create surface parking lots. Every street wide enough for diagonal parking should be utilized for such.
Parking Terrace	Any new parking terraces should be built in cooperation with a major mixed-use project and “wrapped” with active uses, not dead parking structure walls.
TENANT/OWNER MANAGEMENT CONCEPTS	
Merchant Promotions	Continue to be involved with promotional events associated with the Downtown festivals.
The City Steps Up	The City should formulate a couple of programs to assist private property owners who want to improve their properties.
Give Historical Assets a Break	Relax regulations on historic buildings (e.g., parking standards, ADA standards).
Promote Downtown Businesses	Improve and update the marketing of Downtown businesses.
Remove Pedestrian-Oriented Restrictions	Allow outdoor dining on public sidewalks where width permits.
Working 9 to 9	Increase hours of operation for Downtown businesses, particularly focusing on customer-based hours. Increase interior storefront lighting in the evening to increase the visibility of Downtown businesses.

Guiding Development Concept	Description
PROPERTY OWNER/DEVELOPER/CITY RELATIONSHIP CONCEPTS	
Developer Certainty	Increase certainty in the planning process through improved zoning regulations and permit processes by streamlining the review process. Seek to reduce the number of uses allowed by CUP or other special permit based on subjective (negotiated) features.
Fostering Relationships	Continue positive and supportive attitude to new development proposals in the Downtown.
Downtown Is the Place to Be	Make the process of locating Downtown easier. Incentivize Downtown development.
Buy Local	Encourage locally owned businesses. While a few national chains might be desirable, most of the uses in the Downtown should be run by local entrepreneurs.
Downtown Manager	Hire a part-time or full-time Downtown Manager.
Recruit Desirable Uses	The City should recruit target businesses to locate in the Downtown.

CHAPTER 4 – VISION 2050

4.0 Vision 2050

Vision 2050 for Downtown Logan comprises the text in this chapter and the illustrated Vision Plan (**Figure 4.1**). This chapter represent's Logan's future vision for Downtown as an evolving, vibrant, pedestrian-oriented mixed-use center and cultural heart of the city. The rest of the chapters in this Specific Plan are intended to implement the Vision.

This chapter is organized into the following sections:

4.1 Vision Statement

4.2 Vision Plan

4.3 Key Components of the Vision Plan

4.1 Vision Statement

Downtown Logan is a thriving center where many people work, shop, eat, play, and reside. It is well connected to other activity centers, including Utah State University. Strengthened links to the University have transformed Downtown Logan into a vibrant and energetic college town. It is a place that offers everyone in the community enjoyment throughout the year. Downtown provides attractive civic spaces for gathering and social activities. The historic architecture and qualities of Downtown Logan are well preserved and contribute to its unique character and identity within the region. The right mix of housing opportunities, businesses, and civic amenities supports a lively, pedestrian-oriented district. Gateway features, retail storefronts, quality signage, active plazas, attractive street furnishings, and pedestrian amenities all create a lasting impression and outstanding appearance for Downtown, making it the place to be in Logan.

4.2 Vision Plan

The Vision Plan is a conceptual blueprint for the desired mix and distribution of land use and development types over the next 40 years in Downtown Logan. The Vision Plan is meant to inspire development that advances the community's vision for Downtown through images and conceptual development patterns. **Figure 4.1** illustrates the Vision Plan, which was developed based on the project goals identified in Chapter 1, extensive public input during Phase 1 and Phase 2 of the project, as described in Chapter 2, the development concepts identified in Chapter 3, the Land Development Code, and the Vision Statement. The Downtown Vision Plan is not a specific master plan for future development, nor does the illustration mandate any parcel- or site-specific development solution.

Rather, the Vision Plan is intended to help the City, the community, and potential developers visualize the development types, uses, patterns, land use distribution, and overall intensity anticipated for the future of Downtown.

4.3 Key Components of the Vision Plan

The Vision Plan illustrates the community's aspirations for Downtown Logan 40 years into the future. The key aspects of the Vision Plan are listed below and described and illustrated on the following pages.

KEY COMPONENTS OF THE VISION PLAN

- The 100 East/100 West One-Way Couplet
- Main Street Pedestrian Improvements
- Pedestrian Concourse
- Community Gathering Places
- Civic Center
- Arts District and Community/Recreation Center
- Mixed-Use Development
- Housing
- Terraced Parking
- Downtown Transit Hub
- Enhanced Pedestrian Streets
- Revised Street Grid at Center and E 100 S

Downtown Logan Specific Plan
Vision Plan 2050

Figure 4-1

Legend

- Proposed Development
- Existing Mixed Use
- Existing Commercial
- Existing Civic
- Existing Housing

Not to Scale

THE PLAN VERSUS THE VISION

A vision is intuitive and appeals to the spirit; a plan is rational and appeals to the intellect.

A vision is holistic, unique, and creative; a plan is linear and reacts to trends and data.

A vision shows where we want to go; a plan explains how we get there.

LOGAN CITY UNITED IN SERVICE
COMMUNITY DEVELOPMENT

PMC®

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The 100 East / 100 West One-Way Couplet

A one-way couplet is proposed along 100 East (northbound) and 100 West (southbound) to alleviate traffic congestion along Main Street. The couplet would allow Main Street to remain a two-way road while allowing vehicles to use 100 East for northbound spill-over traffic and 100 West for southbound spillover. The two-lane one-ways would have good signal progression and some capacity improvement, so they could serve well as relief valves for Main, but commercial emphasis would remain on Main. This provides relief to Main Street without significant changes to vehicular access to the businesses. The couplet end points will be located outside of the project area and the final design will be determined at a later date.

Main Street Pedestrian Improvements

The streetscape improvements completed between 200N and 100S streets along Main Street will be expanded to include all Main Street blocks within the downtown project area. The same street lamps, sidewalks, benches, banners, and other furnishings will be installed along all streets for a consistent streetscape with enhanced pedestrian amenities. Additional elements will be implemented to calm traffic along Main Street and to prioritize the pedestrian, including prominent paving at crosswalks, a planted median, limited left-hand turns, reduced speeds, and enhanced pedestrian signalization.

Pedestrian Concourse

A comprehensive pedestrian priority pathway will run North/South between 100 W and Main Street, providing a continuous connection from the block north of W 5oo North to W 200 South with mid-block crossings. Businesses will be encouraged to provide entrances that front along this promenade. The concourse will be lined with trees, demarcated by special paving, well lit, and provide resting places along the path. The concourse will link up internal civic gathering spaces that are planned along the path. Limited vehicular access will be allowed on the concourse.

Community Gathering Places

A number of outdoor public plazas and parks are proposed throughout the downtown. These include the Logan Plaza on the block to the west of the Tabernacle, an expanded Civic Plaza on City Block, and the Thatcher Mill Park & Amphitheatre. These provide an abundance of locations that serve a number of purposes, including bringing the public together for special events, creating opportunities to meet friends and neighbors; or providing outdoor space to simply relax and enjoy the beauty of downtown Logan.

Civic Center

Logan will continue to have a strong civic presence within the downtown. The City block will be redesigned as a cohesive Civic Center, with an expanded City Hall, new mixed use public/ private development above ground floor retail, and an enlarged civic plaza internal to the block. All parking would be located off site in a parking terrace in order to give the entire block a true pedestrian orientation. A city café or food cart is encouraged within the outdoor civic space to activate the plaza.

Arts District & Community /Recreation Center

Logan prides itself on its artists' community and will continue to support the arts in its downtown. The Eccles Theater and the Lyric will continue to be landmarks in the downtown. The existing Arts district will be maintained and enhanced with the addition of the Community/Recreation Center, which will support arts, recreation and education. The Thatcher Mills Amphitheatre and Park will celebrate the history of the old Mills site with information plaques and support large outdoor music/ theater/dance venues at the amphitheatre. In addition, public art and sculpture by local and regional artists and students are encouraged throughout the park. A large splash pad at the park will attract children on warm summer days. The design for this site is encouraged as a hands-on assignment for Landscape Architecture students at USU.

Mixed-Use Development

Retail uses will dominate the ground floor uses in the downtown along Main Street to create a vibrant and pedestrian friendly environment. Offices and residential units will be encouraged on upper stories to bring more workers and residents to the downtown to support local businesses and activities in the downtown.

Housing

Downtown is not just a place to work, shop, and be entertained, but is also a place to live. A range of housing types is envisioned for the Downtown, including residential units above ground floor commercial, and higher-density housing around the Tabernacle. Elegant townhouses and condominiums of high architectural quality and character line Tabernacle Square. Higher-density rental apartments and mixed-use residential units will be available for university students near the Transit Center and open space linear network, which provide strong physical connections to the University. Locating housing for students in the Downtown will strengthen the relationship between the Downtown and the University.

Terraced Parking

Surface parking lots should not dominate the visual environment of the Downtown. Parking is always seen as an issue and an abundant supply is always desirable. A few new, medium-sized parking terraces will be built in cooperation with major mixed-use projects and “wrapped” with active ground-floor uses such as retail to avoid blank ground-floor walls. Parking terraces will free up land for new development that is currently being used for unsightly surface parking. The parking terraces will be rich in design and building materials such as brick.

Downtown Transit Hub

A “Downtown Transit Hub,” secondary to the Downtown Transit Center, is located at a more central Downtown location. In order to better accommodate Downtown businesses, the Downtown Transit Hub is positioned closer to the places where people want to shop. Secondary in design and function, it will simply serve as a closer drop-off point for transit users in the Downtown.

Enhanced Pedestrian Streets

Within downtowns, there should be retail-oriented streets with enhanced pedestrian amenities and traffic calming measures to prioritize pedestrians and slow vehicles. Features may include special road paving materials, widened sidewalks, mid-block crossings, pedestrian furnishings, reduced speeds, and enhanced pedestrian signalization. W Center, W 100N, and W 100S streets are designated to become enhanced pedestrian streets. The purpose of these streets is to allow the City to redesign the road and sidewalks to function as pedestrian havens in the Downtown. This is the ideal place for more restaurant and retail shopping type uses, and a great opportunity for enhanced outdoor dining along street frontages. Where adequate curb-to-curb width is available, diagonal parking on one or both sides of the street should be considered.

Revised Street Grid at Center and E 100 S

The revised street grid east of Main Street between Center Street and E 100 S provides better internal access to the block and increases opportunities for new residential development. It also shortens the walk for pedestrians, making this a more desirable pedestrian orientation. It discourages auto drive-throughs by merit of the intensive pedestrian design elements found in the street and along the sidewalks. By creating this small residential enclave, the revised grid permits a better lot layout, better internal circulation and an enhanced pedestrian environment close to Main Street.

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CHAPTER 5 – CIRCULATION & PARKING PLAN

5.0 Circulation & Parking Plan

This chapter contains the following sections:

For the Logan Downtown Specific Plan to be implemented, an effective transportation system needs to be put into place. The current traffic problems, specifically along Main Street, are among the greatest concerns of the residents of Logan. It is therefore necessary to begin identifying and incorporating changes and improvements to the transportation system to implement Vision 2050.

A Transportation Master Plan was developed for Logan in 2010 along with other planning documents that have recently been updated — the Logan General Plan, the Short-Range Transit Plan, and the 2030 CMPO Long Range Transportation Plan. This chapter incorporates parts of the Logan Transportation Master Plan as it relates to the implementation of the overall Vision 2050 and is intended to be consistent with all other adopted plans referenced herein.

5.1 Circulation System

Overall System

The main challenge with traffic circulation in this area and throughout Logan is the congestion along Main Street. Not only is Main Street a highway that is used by vehicles passing through, but local residents use Main Street as the main north-south distributor through Logan. The combination of this traffic coupled with the cross traffic from 200 North and 400 North creates a high volume of traffic along Main Street.

One-Way Couplet

The Transportation Master Plan included traffic modeling along Main Street to determine potential solutions for increasing capacity along the Main Street corridor. The preferred solution was to incorporate a one-way couplet system to increase traffic capacity in the north-south direction.

The preferred couplet configuration in the Transportation Master Plan utilizes 100 West and 100 East as the one-way couplet system and leaves Main Street as a two way street.

Under the preferred plan, the two-lane one-way roadways would have optimized signal progression and capacity improvement, so they could serve well as relief valves for Main Street, but commercial emphasis would remain on Main. This provides relief to Main Street without significant changes to vehicular access to the businesses. The couplet endpoints will be located outside the project area, and the final design will be determined at a later date.

Revised Street Grid

The revised street grid east of Main Street between Center Street and 100 South provides better internal access to the block and increases opportunities for new residential development. It also shortens the walk for pedestrians, making this a more desirable pedestrian orientation. It discourages auto drive-throughs by merit of the intensive pedestrian design elements found in the street and along the sidewalks. By creating this small residential enclave, the revised grid permits a better lot layout, better internal circulation, and an enhanced pedestrian environment close to Main Street. Other blocks within the study area (not just in the block mentioned above) will have pedestrian access at internal locations and not just at roadway intersection locations.

5.2 Streets & Paths

Street Functional Classification

Each street within the study area has been classified based on its functional capabilities. These classifications determine the size of the roadway, how many vehicles per day can be accommodated, what speed limit can be posted, etc. There are four different functional classifications within the project limits:

- Primary Arterial – Main Street, 200 North (west of Main), and 400 North (east of Main)
- Minor Arterial – Center Street (east of Main)
- Collector – 100 West and 100 East
- Local – All other streets

The cross sections of each of these classifications are shown below.

Figure 5.1
Arterial Street Section

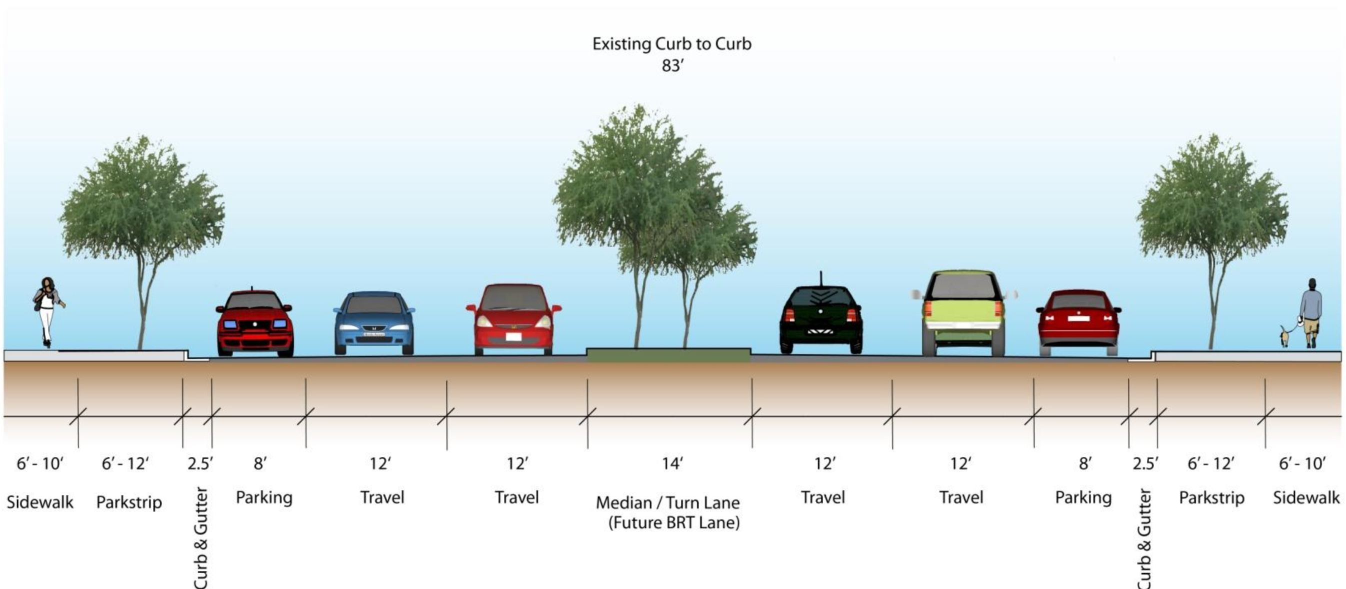


Figure 5.2
Collector/One-Way Couplet Street Section

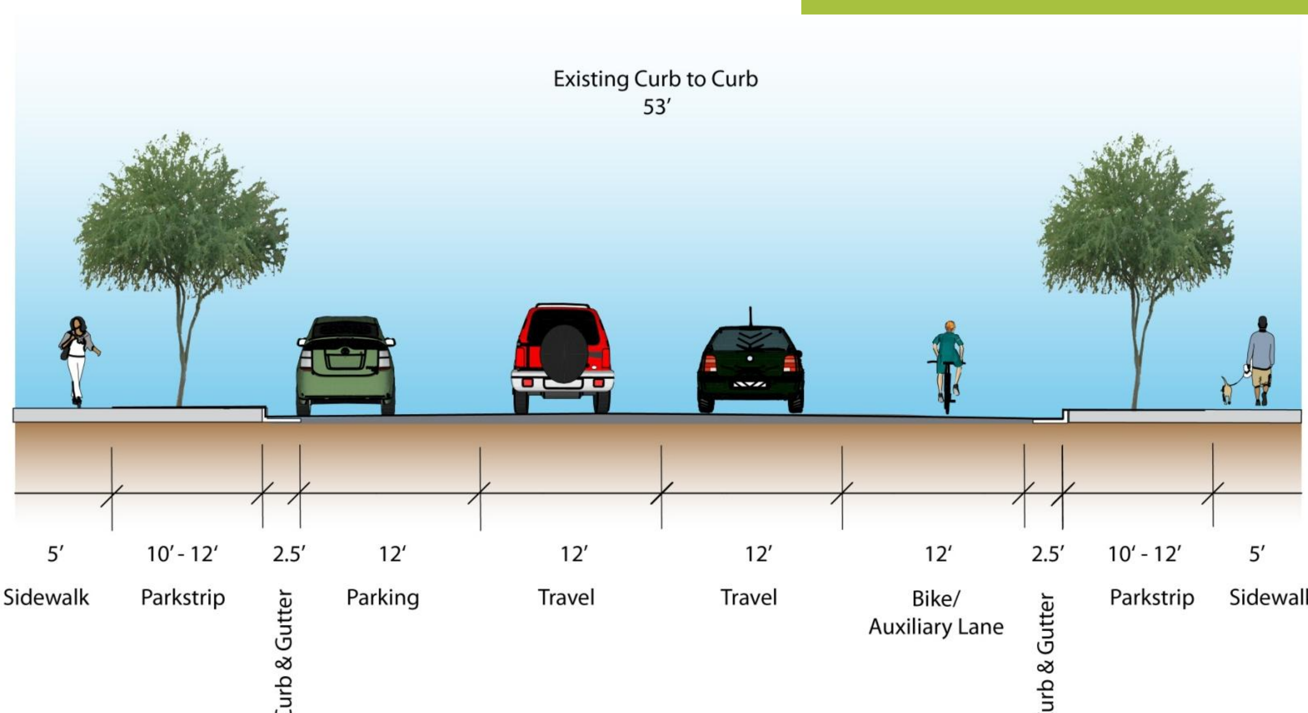
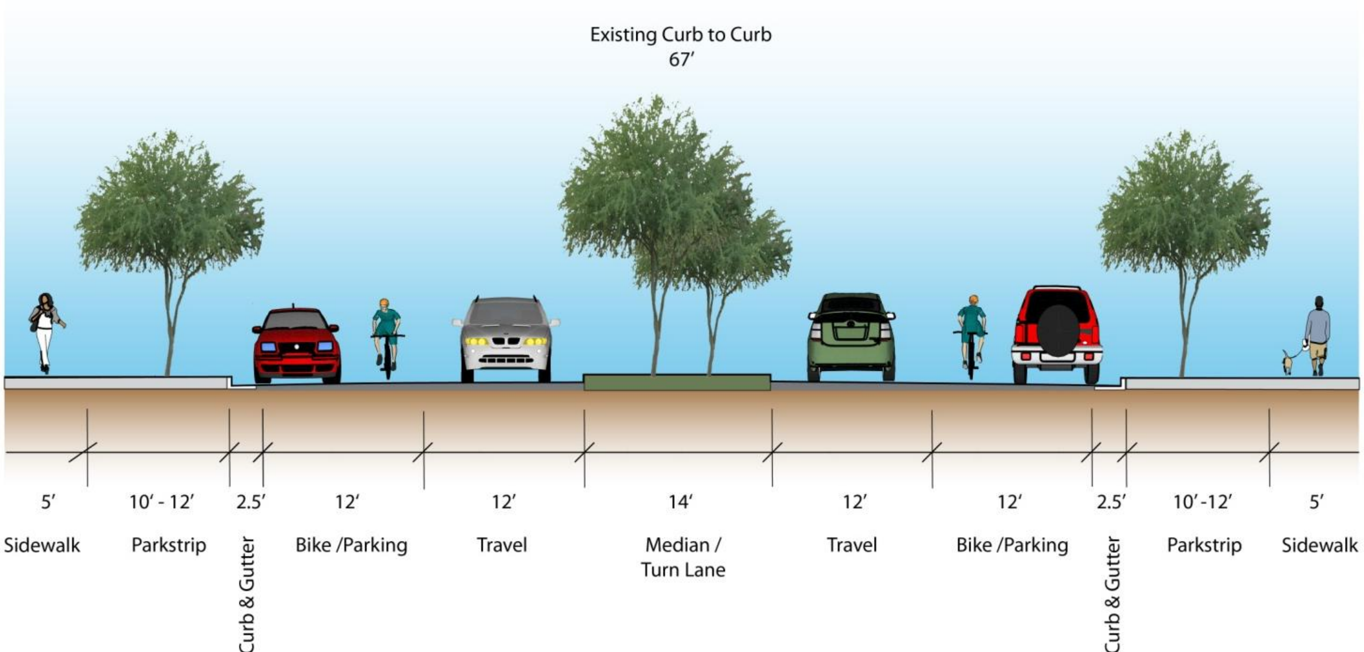


Figure 5.3
Local Street Section



Bike/Pedestrian Trail Link to Utah State University (USU)

Bicycle/pedestrian facilities should be planned and designed for a wide range of users. Bicyclists and pedestrians differ widely in their abilities and in their preference regarding a riding/walking environment. For this reason, we recommend a "multi-use" path be planned to link Downtown Logan to Utah State University. The connection to Downtown would be from the proposed Thatcher Mill Park, along the river and the boulevard to the University. The complete path and alignment at the University has yet to be determined. Logan has a list of proposed trails and bikeways. The City's list of proposed trails and bikeways could be used to determine the best possible alignment for the connection from Downtown to the University.

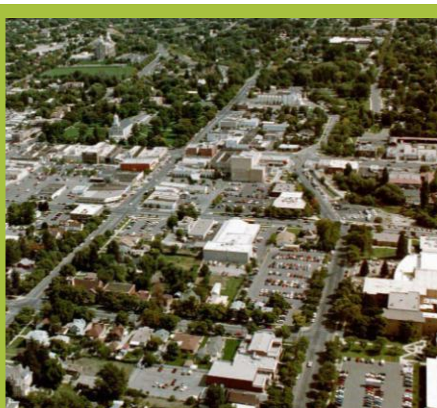
For multi-use paths, also known as Class 1 Bikeways, facilities are entirely separated from the roadway and are used by pedestrians, in-line skaters, runners, and cyclists. They are often constructed in locations too hazardous for shared auto/bicycle travel or for their scenic and recreational value. Multi-use paths function best where motor vehicle crossings can be eliminated or minimized. Typically, multi-use paths are a minimum of 10 feet to 12 feet wide, with an additional graded area maintained on each side of the path. Paths that are 8 feet wide should only be used where long-term usage is expected to be low, where there is minimum pedestrian use, and with proper alignment to ensure adequate site distances.

Pedestrian Concourse

The existing pedestrian concourse will be extended and enhanced to serve the entire Downtown. A comprehensive pedestrian priority pathway will run north/south between 100 West and Main Street, providing a continuous connection from the block north of 500 North to 200 South with mid-block crossings. Limited vehicular access will be allowed on the concourse. Chapter 6, Section 6.4 provides detailed standards for the design of this pedestrian corridor.

5.3 Parking

A parking analysis was performed for the Vision 2050. A summary of this analysis is provided here, and the complete report can be found in **Appendix C.** The results of the analysis show parking demand is expected to increase from 2,480 spaces to 4,469 spaces, an increase of 1,989 parking spaces. This increase will require the instigation of "parking management." This term is used to collectively refer to the system of policies, regulations, and practices that control the use and supply of on- and off-street parking. It is important to think of parking management in a comprehensive sense rather than as a collection of individual programs. Individual parking management tools and programs are most effective when



they are used in conjunction with one another in the service of larger objectives. A successful parking management program will include a wide variety of tools and programs and must also be flexible enough to adapt to changing parking conditions and challenges over time.

In order to implement this Specific Plan, the City of Logan will develop a Parking Management Strategy for the Downtown. The following parking management strategies provide examples that can be used to select specific parking management tools within a larger parking management framework — like downtown Logan.

Table 5.1 Parking Management Strategies

Strategy	Discussion
Manage Parking Demand	When a parking issue is identified, first attempt to address the problem by decreasing the demand for parking. Identify programs and strategies to switch users to alternative modes, or work with specific developments and businesses to implement transportation demand management programs as appropriate.
Manage Parking Location	If demand reduction strategies are not an adequate or appropriate way to address the parking challenge, try to manage parking location. Look for areas where parking is vacant or underutilized and try to shift parking from high demand areas. Shared parking agreements and the designation of satellite parking lots represent basic parking location approaches.
Limit Parking Time	When shifting parking location is not sufficient, time limits can be implemented to encourage turnover and more efficient use of parking spaces. Time-limiting strategies may also include a critical look at residential parking permits, loading zones, or passenger loading zones.
Price Parking	Pricing strategies are some of the most flexible and effective parking management approaches to shifting parking demand. Pricing strategies include the direct pricing (metering) of parking but can also include mechanisms such as employee permits, parking cash-out and unbundling programs, and even parking in-lieu fees. All pricing programs monetize parking in some way and thus cause users to more carefully consider how and to what degree they use parking.

Strategy	Discussion
Expand Parking Supply	Supply strategies involve creating or adding parking spaces in an area. Building new parking is the most costly management solution and encourages driving at the expense of alternative modes. It is recommended only if other parking management strategies have been tried and exhausted. It is easier to build parking structures or underground parking in areas with a high parking value (parking pricing or substantial revenue/income streams) to get a reasonable return on investment.

5.4 Public Transit

A critical element to support Vision 2050 is transit. A robust transit system would provide a way for people to get to the downtown area and also provide the residents of Downtown a transportation method to get to other parts of Logan, such as the University. Using the existing transit program in Logan, the Transportation Master Plan recommends a combination of several enhancements: branded bus corridors, Bus Rapid Transit (BRT), and a centrally located Transit Center.

Branded Bus Corridors

The Transportation Master Plan suggests an enhanced or "branded" bus corridor through Downtown. While people see many buses in their daily travels, they are often unaware of where they could board or where any particular bus is going unless they actively seek out a route map, which very few will ever do. Much of the success behind Light Rail Transit (LRT) or a BRT fixed guideway is that everyone has passive knowledge of the service because they can see a fixed guideway — there is no need to actively seek out route information.

A branded corridor starts near the edge of an important corridor at a point where several routes can merge to travel through a short 1- to 3-mile corridor, resulting in a high-frequency service for that space and thereby minimizing the wait times for passengers. Marketing techniques then advertise this frequent space as a "track" that all vehicles with the insignia of that track are guaranteed to traverse from end to end. This emphasis on a distinct "place" informs the public of high-frequency, train-like service, but without the expense of rail or BRT infrastructure. Specially dedicated branded vehicles would add a sense of value to the trip, though the free fares in Logan counter the perception of costly transit as well.

Bus Rapid Transit (BRT)

The Transportation Master Plan also recommends the introduction of BRT through the Downtown along Main Street. Recent advances in BRT technology allow for a fixed-guideway system that costs less to construct, is more flexible, and has the potential to carry more passengers than a rail system. A BRT service in the center median of Main Street continuing to the University would be a major contributor to the overall mobility in Logan.

Operationally, BRT can emulate light rail transit, where all buses stop at all stations and never leave the BRT corridor. BRT can also provide "one-seat" rides by operating some portion of the service as collector/circulator service before entering the BRT corridor. Entering and leaving the BRT corridor generally requires special access considerations.

Downtown Transit Center

A transit center is currently located in Logan at 150 East 500 North. In order to accommodate the transit facilities discussed above and to create a transit center/hub for the downtown area, the addition of a new transit hub is suggested to be located between Main Street and 100 East. This new transit hub would be more centrally located to the downtown area and provide a service to Downtown residents and to people trying to get to Downtown.

CHAPTER 6 – PEDESTRIAN-FRIENDLY STREETSCAPE PLAN

6.0 Pedestrian-Friendly Streetscape Plan

This chapter contains the following sections:

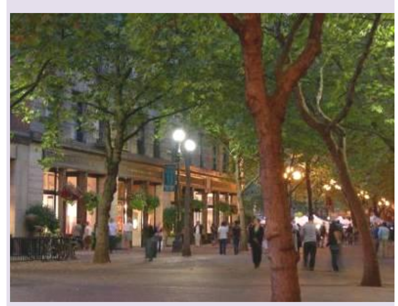
6.1 Streetscape Design Elements

The pedestrian realm can be greatly improved through the use of a number of design elements. While Chapter 5 outlined the overall street dimensions and standards, to promote an efficient and safe circulation network, the design recommendations that follow should be used to enhance pedestrian facilities throughout the project area. These design strategies aim to provide a safe, comfortable, and attractive pedestrian environment while moderating vehicle speeds by providing visual cues to increase awareness of the presence of pedestrians.

Table 6.1 Pedestrian Street Design Elements

Pedestrian Street Design Elements		
FACILITY OR DESIGN TREATMENT	**DESCRIPTION AND/OR DESIGN STANDARDS**	**GRAPHICAL EXAMPLE**
Wide and Continuous Sidewalks	• Continuous sidewalk networks improve mobility for all pedestrians. • Sidewalks are critical for achieving a pedestrian-friendly environment. • **See Section 6.2 Sidewalk Standards**.	

Pedestrian Street Design Elements

FACILITY OR DESIGN TREATMENT	DESCRIPTION AND/OR DESIGN STANDARDS	GRAPHICAL EXAMPLE
Street Furniture	• Street furnishings create a comfortable, attractive, and pleasant streetscape environment for pedestrians. • Pedestrian furniture can be an effective traffic calming strategy, as the presence of pedestrian furnishings along the sidewalk provides visual cues to help drivers recognize that they are entering a pedestrian area, and they may respond by reducing vehicle speeds. • **See Section 6.3 Street Furnishings Palette.**	
Corner Bulbouts	• Corner bulbouts extend the curbs at intersections to widen the sidewalk area at crosswalk locations. • Bulbouts reduce pedestrian crossing distances, increase pedestrian visibility, and add space to sidewalks that can be used for pedestrian amenities. • The use of corner bulbouts is suggested along enhanced pedestrian streets, which are described below in this table.	
Pedestrian Crossing Treatments	• Special markings, signals, or other treatments at crosswalks increase pedestrian visibility and safety. • Treatments can include automated detection, curb extensions, in-pavement lighting, flashing beacons, in-roadway signs, lane reductions, rumble strips, markings, overhead signs, refuge islands, street lighting, raised crossings, painted striping, and various textured and/or colored pavement treatments. • The type of treatment should be based on an evaluation of the crossing location.	 
Pedestrian Concourse	• The pedestrian concourse is a series of connecting walkways that join streets, alleys, open plazas, courtyards, and parking areas through central portions of blocks. These walkways offer internal mid-block connections between sidewalks, parking areas, and other public spaces. • The pedestrian concourse is a pedestrian priority area that allows limited vehicular access. • **See Section 6.4 Pedestrian Concourse Design Standards.**	

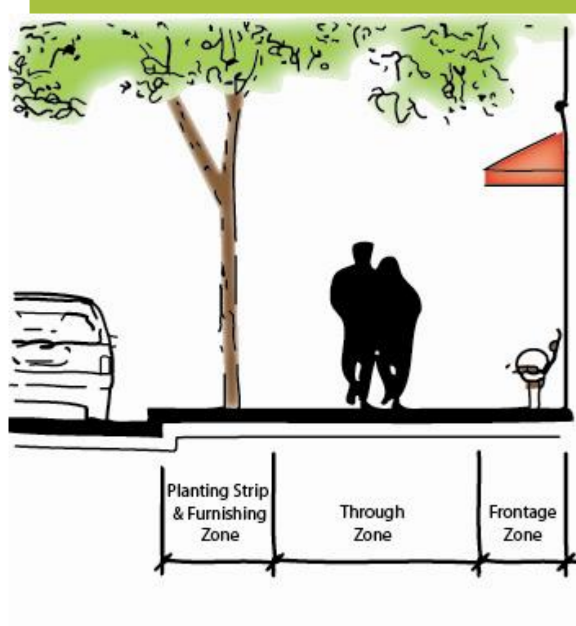
Pedestrian Street Design Elements		
FACILITY OR DESIGN TREATMENT	**DESCRIPTION AND/OR DESIGN STANDARDS**	**GRAPHICAL EXAMPLE**
Enhanced Pedestrian Streets	• These are special east/west streets within the Downtown that are retail-oriented streets with enhanced pedestrian amenities and traffic calming measures to prioritize pedestrians and slow vehicles. • The purpose of these streets is to allow the City to redesign the road and sidewalks to function as pedestrian havens in the Downtown. • **See Section 6.5 Enhanced Pedestrian Street Design Standards.**	

6.2 Sidewalk Standards

Sidewalk Zones

The sidewalk corridor contains three distinct zones: the planting strip and furnishing zone, the through zone, and the frontage zone. These zones are shown in **Figure 6.1** and described below. **Table 6.2** includes standards for each of the three sidewalk zones.

Figure 6.1
Sidewalk Zones



Zone 1: Planting Strip & Furnishing Zone

The planting strip and furnishing zone buffers pedestrians from the adjacent roadway and is the area where elements such as street trees, utility poles, streetlights, signs, parking meters, tree grates, and street furniture are located. This zone lies between the through zone and the curb. Items placed within the furnishing zone may include:

- Bus shelters
- Trees, planters, and landscaping
- Trash and recycling receptacles
- Bicycle racks
- Streetlights
- Clocks
- Public art
- Banners and flags
- Information kiosks
- Wayfinding/signage
- Benches
- Consolidated news racks
- Fountains
- Snow storage

Zone 2: Through Zone

The through zone is the area intended for pedestrian travel. This zone should be entirely free of permanent and temporary objects.

Zone 3: Frontage Zone

The frontage zone is located within the setback area between the building facade and the sidewalk. The zone should be used by businesses to engage passers-by and provide items of visual interest.

Table 6.2 Sidewalk Zone Standards

Recommended Sidewalk Zone Standards		
DESIGN FEATURE	**DIMENSION STANDARD**	**OTHER STANDARDS**
Zone 1: Planting Strip & Furnishing Zone	• 3-foot minimum for residential • 4-foot minimum for nonresidential	• In commercial areas, this zone should be paved; in residential areas, this zone may be landscaped. • Street furniture such as newspaper racks should be grouped to keep space clear for pedestrian travel. • Where feasible, driveway cross-slopes should be placed in the furniture zone rather than across the through zone portion of the sidewalk in order to maintain a flat surface for pedestrians across the driveway. • Minimize the number of curb-cuts/driveways on streets with high pedestrian usage to reduce the potential pedestrian/vehicle conflict areas and minimize interruptions to pedestrian flow. • **See Section 6.3 Street Furnishings Palette.**
Zone 2: Through Zone	• 5-foot minimum for residential • 5-foot minimum for nonresidential where building setback ≥ 1 foot • 6-foot minimum for nonresidential where building setback < 1 foot	• A sidewalk surface must be stable, firm, smooth, and slip-resistant, per ADA accessibility standards. In contrast, road surfaces should be rougher to assist visually impaired pedestrians. • These standards exceed ADA standards, which require a minimum 4-foot-wide through zone.
Zone 3: Frontage Zone	• See the City's Land Development Code for setback standards.	• Awnings, planters, benches, storefront displays, and outdoor dining are encouraged within this zone.

6.3 Street Furnishings Palette

In order to transform the public streetscape from mere transportation facility to vibrant public open space, it is important to add amenities that allow people to stop and linger, provide services and information, and engage the senses. Streetscape furnishings animate the public realm and help establish the character and identity of an area.

The Downtown Specific Plan provides an opportunity to update and improve the Downtown streetscape and amenities. Several sections of Main Street have recently been improved with new streetscape furnishings. This Specific Plan establishes standards to ensure these same furnishings be applied to the entire Specific Plan area to create a strong identify and uniformity for the Downtown.

Pedestrian furnishings and amenities must be located within the furnishing zone of the sidewalk area to ensure compliance with the Americans with Disabilities Act (ADA) and a clear path of travel for pedestrians. The following figures illustrate the selected street furnishing palette for Downtown Logan.

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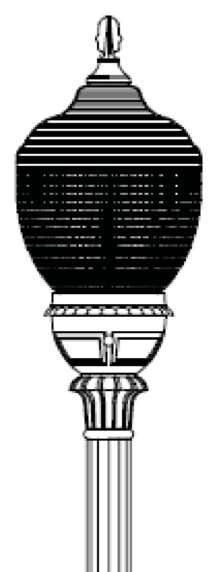
Decorative Street Lighting & Banners

DECORATIVE LIGHT POLE
MODEL: Mountain States Lighting #16TFS-7-5/16S-20"

LIGHT FIXTURE
MODEL: Hadco part #S8494Y-165 Induction w/ photocell receptacle

BANNER POLE
MODEL: Mountain States Lighting #15SRS-4.0

STREET LIGHTING & BANNER POLE



PEDESTRIAN PATHS & PLAZA LIGHTING
MODEL: Mountain States Lighting Single Decorative Light Pole
FINISH: Black

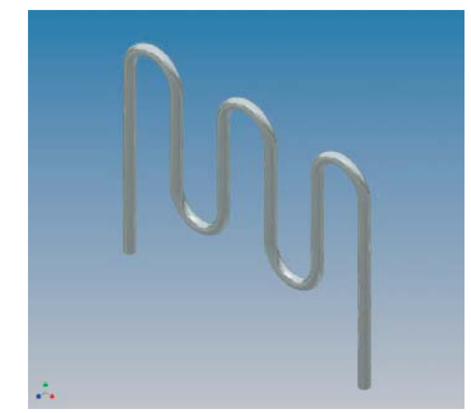
PEDESTRIAN PATH & PLAZA LIGHTING

Benches, Bike Racks and Trash/Recyling Receptacles

BENCH: Urban Accessories
MODEL: Transit Bay
COLOR: Black

RECEPTACLE: Urban Accessories
MODEL: RR-55
COLOR: Black

BIKE RACK: Patterson-Williams
MODEL: Roller Coaster 1602-7
COLOR: Powder Coated Black



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Streetscape Palette Sheet 2

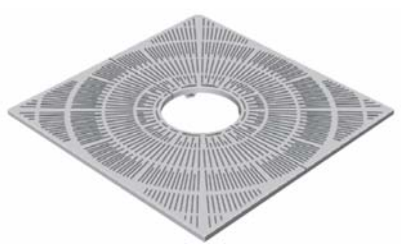
Figure 6-3

Street Trees and Tree Grates

STREET TREES: Sunburst Honeylocust

MEDIAN TREES: City Public Words Dept shall make tree selection.

PLANTING PALETTE



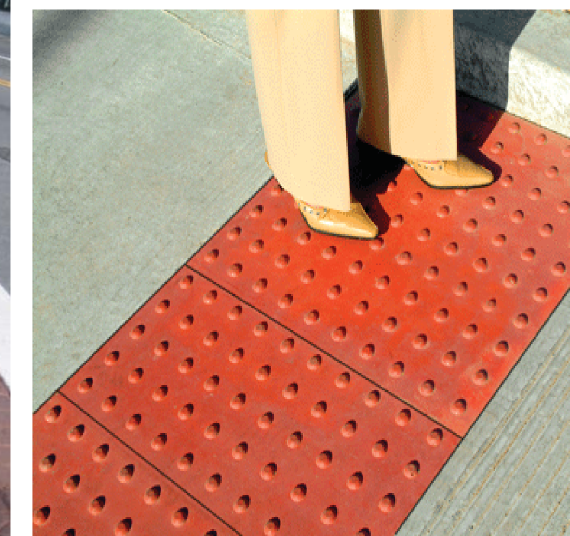
PEDESTRIAN PATHS & PLAZA LIGHTING
MODEL: ??

TREE GRATE: Neenah Foundry Company
MODEL: 8707
MATERIAL: Cast Gray Iron
FINISH: Not Painted

TREE GRATE

Crosswalk Materials

STAMPED ASPHALT CROSSWALK
STANDARD DESIGN



TRUNCATED DOMES -
PRECAST CONCRETE TO MATCH BRICK

THERMOPLASTIC CROSSWALK - CUSTOM DESIGN

THERMOPLASTIC CROSSWALK - STANDARD DESIGN

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6.4 Pedestrian Concourse Design Standards

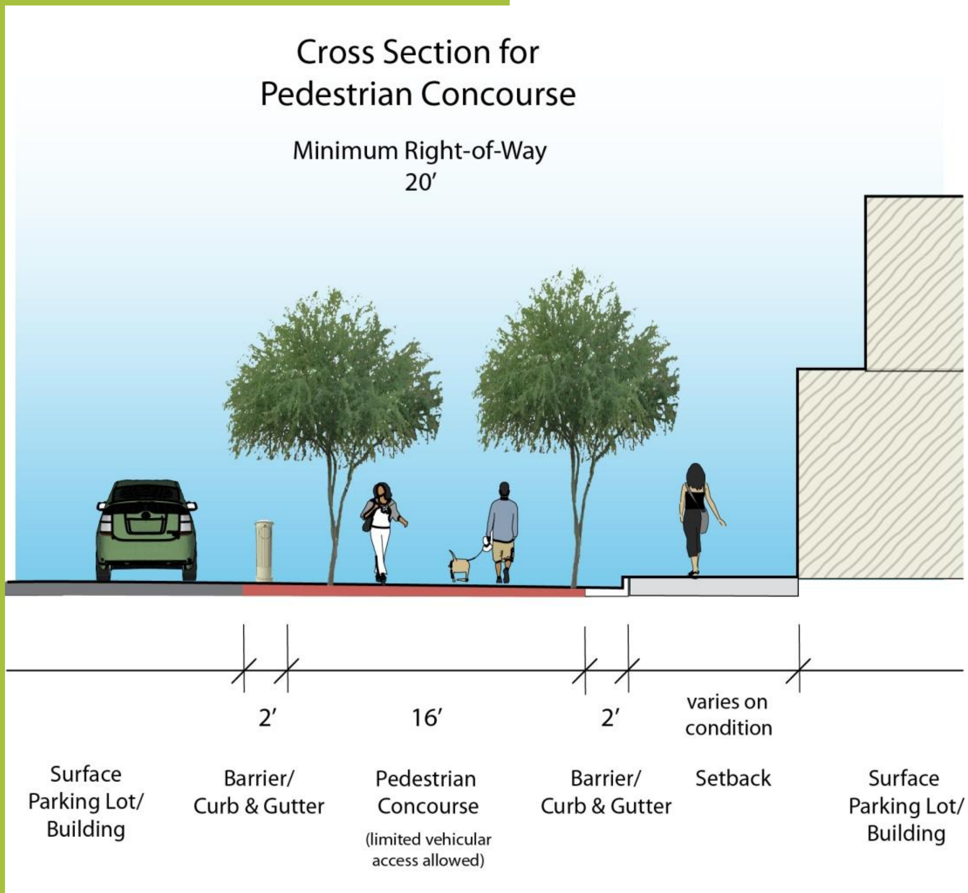
The pedestrian concourse is a pedestrian priority pathway that will run north/south between 100 W and Main Street, providing a continuous connection from W 500 North to W 200 South with mid-block crossings. The connecting walkways will link internal civic gathering spaces that are planned along the path and parking areas through central portions of the blocks. Businesses will be encouraged to provide enhanced rear entrances along this promenade.

The concourse will:

- Have a minimum 20' right-of-way (see **Figure 6.4**)
- Be lined with trees
- Be demarcated by special paving
- Be well lit
- Be characterized by an "open" feel and not a "closed in" space
- Provide resting places and other pedestrian amenities such as planters, fountains, public art, landscaping, and bicycle racks
- Allow limited vehicular access
- Allow adequate site distances
- Have clearly marked entrances that impart a sense of welcome

The concourse will promote pedestrian activity by creating spaces scaled to pedestrian use, reducing conflicts with automobile traffic, and providing more direct routes between origins and destinations.

Figure 6.4
Pedestrian Concourse Section



6.5 Enhanced Pedestrian Street Design Standards

Pedestrian streets are special east/west-oriented streets within the Downtown that are ideal for more restaurant and retail shopping type uses. Sidewalk amenities along these streets will be greatly enhanced to provide pedestrian havens in the Downtown.

Three east/west streets are identified on the Vision Plan to receive this designation for pedestrian enhancements:

- W Center Street (between N Main Street and N 100 W)
- W 100 N (between N Main Street and N 100 W)
- W 100 S (between S Main Street and S 100 W)

The purpose of these streets is to allow the City to redesign the road to slow and calm traffic and prioritize the pedestrian. The enhanced pedestrian streets should include a minimum of at least three of the following features:

- Special road paving materials
- Mid-block crossings
- Pedestrian furnishings (benches, banners, bike racks, newspaper racks, planters, etc.)
- Bollards
- Wayfinding (pedestrian signs, maps, informational kiosks)
- Public art
- Reduced speeds
- Diagonal parking on one or both sides of the street, where adequate curb-to-curb width is available
- Enhanced pedestrian signalization

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CHAPTER 7 – MARKET STRATEGY

7.0 Market Strategy

As presented in Chapter 4 Vision 2050, the Logan Downtown Specific Plan process has evolved a Vision Statement that reflects the considerable thought the community has invested during the past several years into envisioning the future Downtown Logan.

Embodied in the overall Vision Statement is an economic vision of Downtown's future position in the marketplace:

- A robust mix of profitable businesses will attract residents and visitors to shop, dine, relax, and meet their needs for a wide variety of goods and services.
- The businesses will be well connected to multiple target market groups, and they will maintain strong relationships with their customers through diverse marketing techniques.
- Businesses will continue to enhance their operating practices, staying abreast of innovations and working in cooperation with other businesses in organizations such as the Logan Downtown Alliance to gain collective strength.
- Property owners will invest in their buildings and sites and will manage them in ways that help nurture businesses, attract customers, and stimulate further investment.
- The community's image of Downtown will be highly desirable. The image will be reinforced through a comprehensive branding and marketing program that compels citizens to come Downtown often for a variety of reasons.
- Special events and promotional and civic activities will draw customers to the Downtown on a regular basis.
- An expanded mix of housing infuses the Downtown with residents and expands the community's housing choices.
- Banks, government agencies, and individuals invest considerable funds to finance ambitious business development, building rehabilitation, and housing and mixed-use developments.
- Downtown is led by a well-funded and staffed revitalization and management organization.

Downtown Logan does much of this very well already. As discussed in the Downtown Logan Market Opportunities Report (March 2010), Downtown holds a strong position in the Cache Valley region. Nevertheless, community leaders seek to maintain and build that market position.

This Market Strategy uses the National Trust's Four Point Main Street Approach™ as a framework to organize actions. The four points are Organization, Design, Promotion and Economic Restructuring. Organization brings together diverse stakeholders to work on the common goal of revitalizing and managing downtown. Design reclaims the downtown's architectural heritage, capitalizing on historic commercial buildings and Main Street's pedestrian orientation as economic assets. Promotion communicates to the public why downtown is a great place to shop, socialize, work, live and invest. Economic Restructuring uses superior business practices to ensure the district's economic vitality. Design strategies are set forth in other chapters of the Specific Plan. In the Market Strategy section, Promotion, Economic Restructuring and Organization are covered.

This chapter sets forth a market strategy of goals, objectives, and actions organized into the following sections:

7.1 Business Retention/Expansion Strategy (Promotion and Economic Restructuring)

7.2 Business Recruitment Strategy (Economic Restructuring)

7.3 Housing Strategy (Economic Restructuring)

7.4 Downtown Alliance Organizational Strategy (Organization)

7.1 Business Retention/Expansion Strategy (BRE)

The Business Retention/Expansion Strategy focuses on strengthening the operating practices of businesses individually and collectively. It includes activities and efforts to market Downtown as a destination — for shopping, dining, business, investment, and fun. Promotions include community events to celebrate culture, heritage and sense of place, partnering with Main Street businesses to implement promotions that drive sales and strengthen Downtown’s image and identity as a destination. The promotional activities and programs will attract a variety of markets or customer groups to Downtown, thus spurring business growth and local investment.

Goal 7.1.1: Strengthen Relationships with Businesses and Property Owners.

Statistics show that it is by far more cost effective to retain an existing business than to attract a new one. The City of Logan, in partnership with the Logan Downtown Alliance, has adopted the Main Street Four-Point Approach as a proven economic development tool to assist Downtown with reaching its full potential both economically and as a community gathering place. The majority of the strategies found under each of Main Street's four points (Organization, Promotion, Economic Restructuring, and Design) are targeted at both business recruitment and retention. In fact, a functioning Main Street program can be viewed as a grassroots business retention program that focuses on helping businesses understand how to stay competitive (Economic Restructuring), promoting the area as a destination to attract consumers (Promotion), keeping the Downtown looking attractive (Design), and maintaining communication and advocacy on behalf of the businesses and property owners (Organization). Using the four points as the basis for recommendations, the objectives and actions below should be considered for leveraging and growing the existing Downtown Logan business base and fostering a strong Downtown district.

Objective BRE-1: Implement a business and property owner visitation program. One of the most effective tools for business retention is communication. The Logan Downtown Alliance Economic Development Committee has identified, as one of its priorities, conducting business and property owner visitations for the next 18 months to build a stronger network among the business community and help link businesses and property owners with resources and technical assistance. In addition, the Alliance will use the business visitations to identify businesses that are struggling or are at risk of closing or leaving the area. The visits will foster open dialogue between the Alliance and businesses so that local businesses come to know that the Alliance is interested in their challenges and in keeping their businesses in the area.

Objective BRE-2: Provide education and technical assistance to enhance business operating practices. The environment for the small-business owner is constantly changing and extremely competitive. Ongoing education is essential for the health of any business. Attending workshops or seminars, however, can be difficult for "mom and pop" operations, especially if they are not convinced that the training will meet their needs. Alternative methods by which information can be disseminated include the following:

- Instead of offering larger-scale workshops, work with the Utah Small Business Development Center (SBDC), Cache Business Resource

Center, and Cache Chamber of Commerce to explore how to tailor their programs to meet the needs of the Downtown business owners.

- Ask the representatives from these agencies to periodically attend the Alliance's Economic Development Committee meeting to discuss upcoming trainings or programs.
- Provide information about local business development resources in information packets for businesses.
- Explore the possibilities of having various types of educational features at the monthly merchant meetings, on the Downtown Alliance website, and in the monthly Alliance e-newsletter.

Objective BRE-3: Implement an outreach program with business and property owners to help gain their support. It will be critical to the overall success of Downtown to gain the support of various Downtown property owners and business owners and have them buy in to the overall vision. The Logan Downtown Alliance includes some property owners who are members of the organization now, but efforts to reach out to more owners should be a priority. The Alliance should consider the following strategies to help strengthen communication with property owners:

- Maintain an accurate database of all Downtown business and property owners. Use the database to mail business newsletters and invitations to upcoming community meetings and keep property owners in the loop on what is happening in Downtown.
- Create and distribute a business and property owner "news flash." Within the regular Logan Downtown Alliance e-newsletter, consider periodically (about twice a year) publishing a special one-page Downtown property owner "news flash" section that covers specific issues and needs related to Downtown properties. Topics could include a current listing of vacancies, properties that were recently leased, new programs or incentives of interest to owners, educational pieces on the importance of keeping properties clean and pristine, and upcoming meetings.
- Host a Downtown business and property owner brown bag lunch. Informal brown bag lunches should be held on a quarterly basis and be targeted to gather feedback from owners regarding their current needs or issues concerning leasing, improving, or selling their properties. Consider periodically having a guest speaker to discuss such topics as historic tax credits, the Americans with Disabilities Act, financing available for rehabilitations, and fire and safety regulations. Consider offering a tour of Downtown to showcase new business

openings, redevelopment projects, and improvements under way at local properties and buildings.

- Implement a formal recognition program to honor improvements being made by property owners. The Logan Downtown Alliance, in partnership with the City and the Chamber of Commerce, should implement a formal awards program that highlights key downtown improvements and honors those property owners accordingly. The award should be presented at the Logan Downtown Alliance's annual meeting. A special recognition could also be given at a City Council meeting, with a formal plaque presented to the honoree. Create and distribute a press release to local, regional, and state agencies about the improvements, the level of investment, and the owners responsible for investing in Downtown.

Goal 7.1.2: Improve the Image or Community's Perception of Downtown.

A community's overall image is key to the Downtown's success in the competitive marketplace and achieving its vision. Throughout the interviews and on the online survey, respondents remarked about how much they liked Downtown's historic character, the new streetscape improvements, and the basic location of Downtown. However, many respondents also commented that Downtown looked "tired," there were a lot of empty storefronts, and that some buildings and facades needed repair, creating a negative impression that can keep a community from reaching its full potential.

Objective BRE-4: Initiate an incentive grant program to spur exterior building improvements. Improving the physical aspects of the buildings, facades, and storefronts must be a priority. An incentive grant program could be created and implemented that offers various levels of funding to assist simple paint and fix-it projects to more extensive rehabilitations of the building or storefront. The Downtown Alliance should promote the tools available and celebrate the final improvements.

Objective BRE-5: Improve the presentation of empty storefronts. There are a number of empty storefronts in the heart of the Downtown district, as well as along the surrounding streets, which are tired, need repair, and often look dirty. These empty storefronts can be the first impression that a visitor or shopper has regarding Downtown and its overall sense of pride. In addition, the community is missing an opportunity to market these available storefronts to potential investors. Efforts need to be centered on improving the storefronts as much as possible to reinforce that Downtown cares about and is proud of its historic district as well as to help "sell" Downtown's economic opportunities. Several actions for consideration include:

- Work with willing property owners to encourage them to clean up their storefronts. Meet one-on-one with property owners to encourage them to remove old signs, products, and junk from vacant buildings and especially from vacant display windows. Take before and after pictures and incorporate them in the Logan Downtown Alliance's newsletter to recognize those who have made the effort. Create a list of local companies or resources to assist with window cleaning, awning repair, removal of junk or debris, and painting.
- Adopt a window program. Each month, adopt a window and build a display to promote community events, other Downtown businesses, and redevelopment projects. Although some property owners are not as willing to have their windows cleaned and used for a display, work with those who are willing and again recognize them in the Alliance's newsletter, on the website, or even at a City Council meeting.

Objective BRE-6: Work with businesses to improve their overall physical presentation. As with empty storefronts, the displays, signage, and overall exterior presentation of businesses also contribute to people's first impressions of Downtown. Business owners need to pay more attention to window displays and their impact on both the image of the district and their individual stores. Front entrances as well as rear entrances must be inviting and visually appealing. Finally, the entire store (interior and exterior) should be kept as pristine as possible. Business owners need to sweep, vacuum, and mop their businesses on a consistent basis. Awnings, carpets, rugs, blinds, and curtains also need to be cleaned regularly.

- Develop and distribute to all Downtown businesses (including service and professional-based businesses) a 12-month window display calendar. Each month, the calendar should suggest themes or ideas for window displays. Develop ideas that tie into the community events held Downtown, the activities and events at the University and Opera, and other local and civic promotions. Include tips on how to build and maintain exciting window displays and provide a list of resources available such as window cleaners, sources for materials and displays, books, or publications.
- Consider holding a window display contest to provide an additional incentive, with a Downtown gift certificate awarded as the prize.
- Offer visual merchandising assistance. Working with the University, Utah Small Business Development Center (SBDC), Chamber of Commerce or Cache Business Resource Center, offer one-on-one

visual merchandising assistance to help businesses improve their window displays, in-store displays, and overall visual presentation of their business. Consider involving an intern from the University to work individually with businesses to teach them how to build displays.

- Rear entrance demonstration project. Many Downtown businesses and property owners have started to enhance the back of their stores. To continue encouraging these types of rear entrance improvements and demonstrating the impact they can have on the overall visual presence to the business itself as well as to Downtown as a whole, consider implementing a "rear entrance demonstration project." Choose a Downtown business that ideally has a rear entrance facing a parking lot and offer to work with the owners to improve the visual aspects. Improvements are primarily aesthetic and not structural and might include cleaning up the area, painting, adding signage, an awning, or some simple landscaping, and opening the doorway to welcome visitors.

Objective BRE-7: Create positive media stories to enhance Downtown's image and support its brand. Media generally tend to reinforce negative aspects of the Downtown — vacancies, businesses closing, after-hours trouble, and vandalism. Efforts need to focus on actively identifying positive news stories and promoting them through a variety of media venues. Strategies for consideration include:

- Distribute regular press releases about Downtown Logan. In addition to promoting events, create and distribute regular press releases about new business openings, expansions, and anniversaries. Profile unique business practices and products and interesting business owners, property owners, and employee personalities and accomplishments.
- Semiannual media publication specific for Downtown. Supported by advertising, a special media publication should include articles about specific Downtown businesses, historic aspects of the Downtown, a calendar of events, a business directory, and advertising supported by the local businesses. At a minimum, the publication should be produced once a year. Consider targeted distribution to reach residents, University students, Summer Citizens, and regular visitors. Include a parking map, historic points of interest, and a page dedicated to new projects. Showcase key property owners as well as volunteers, partners, and art, cultural and historical organizations. The publication should include Downtown's logo and tagline.
- Downtown Logan weekly column and radio spot. Chambers of Commerce often have a weekly column or five-minute radio spot to showcase Chamber activities and what is happening in the business

community. Work with local media, including newspaper, radio, and public cable access, on a weekly spot that promotes Downtown Logan. Media can be hesitant if they believe that the weekly column or radio spots will be marketing specific Downtown businesses, so efforts will need to focus on what is new in Downtown as a whole and include general interest stories. This would include an update of new redevelopment projects, upcoming community events, volunteers of the week, and art and cultural events. If media is not cooperative and the Chamber or City already has a spot or column, discuss the possibilities of partnering with them to include Downtown Logan in their broadcasts or columns.

Objective BRE-8: Keep Downtown as clean as possible. The community has made great strides in cleaning up Downtown. Many respondents commented that Downtown is cleaner and safer than in years past. However, because many of Downtown's buildings as well as infrastructure are aging, efforts need to be stepped up to keep Downtown as clean and pristine as possible. Business and property owners need to continue to work with City staff to plan and coordinate a regular program of cleanliness. Actions or strategies to consider include:

- Conduct a quarterly walk around Downtown. On a quarterly basis, have a group of Downtown business and property owners, along with a City Public Works representative, conduct a thorough assessment of the overall cleanliness of Downtown and the condition of all public amenities. Create a checklist and forward any issues or concerns to the appropriate agency, property owner, or business owner. This group could be a subcommittee of the Logan Downtown Alliance Design Committee.

- Expand Downtown clean events. On a semiannual basis (April and October), businesses and property owners in partnership with the City should host a Spruce Up Downtown (aka cleanup day) event. Consider holding one Spruce Up Downtown day in late October (fourth Saturday of the month) in conjunction with USA Weekend's Make a Difference Day (see http://www.makeadifferenceday.com/). Have Downtown business and property owners, local youth, City staff, civic organizations, and residents participate in activities such as:
  - Painting or cleaning the public rights-of-way (bus stops, etc.)
  - Cleaning the exteriors of businesses, including awnings
  - Sweeping and washing down the grime on the sidewalk
  - Washing windows
  - Making repairs and removing weeds

  - Planting planter boxes (work with local garden club)
  - Removing graffiti and stickers, and picking up trash
  - Celebrating with food
  - Supplying brooms, watering buckets, gloves, and garbage bags
- Adopt a planter program. Ask businesses to "adopt" the planter or flowerbed in front of their storefronts and keep them well planted and watered. Contact the local garden club and ask if they are interested in adopting several of the planters. Create signs to place in the planter boxes, "This planter adopted by [name of business]."
- Publish written information to business and property owners. Consider creating and distributing a Downtown Clean and Safe bulletin that lists the days when streets are cleaned and trash receptacles emptied, upcoming cleanup days or walk-around, phone numbers for window washers and for companies that repair and clean awnings, phone numbers to call for graffiti or crime-related issues, and other related clean and safe information. The bulletin also should be distributed to all property owners, with a special section dedicated to the importance of keeping empty storefronts clean. Post the bulletin on a page on the City's website as well as on the Logan Downtown Alliance's site.

Goal 7.1.3: Brand Downtown as a Destination.

It is critical for Downtown Logan to have an aggressive, consistent, and ongoing calendar of promotions and advertising venues targeted at attracting consumers, both local and visitors, to Downtown to help support and retain a successful, viable business mix. A common response in the focus group interviews and online survey was that there is not enough activity in Downtown, the need for more "feet on the sidewalks," and reaching the University students. The Logan Downtown Alliance currently sponsors a few events and makes a strong effort to leverage the other events hosted by supporting organizations, which helps keep a steady stream of consumers visiting and shopping in Downtown. However, it appears to not be enough. In addition, there are several consumer groups that businesses have expressed are important to reach. These groups include the Downtown dayworker market, University students, and visitors staying in hotels outside of the Downtown area. Respondents also said that Downtown businesses need to be open more in the evening and on weekends. Downtown is already competing with the regional mall, big-box developments, and power centers that clearly understand that businesses must be open when consumers want to shop and visit the area. Working together, the Downtown business community should make a concentrated effort to expand hours of operation.

Objective BRE-9: Develop a logo and slogan to strengthen Downtown Logan's brand. Several logos appear to have been used to promote the Logan Downtown Alliance, but no unified visual concept (logo) or message targeted solely at marketing or branding Downtown as a destination has been developed. The Logan Downtown Alliance, working in collaboration with the City of Logan and other partnering organizations that support Downtown, should develop a logo/slogan that represents the essence of Downtown. The logo/slogan should be incorporated into as many visual elements as possible to begin to brand Downtown. These include printed marketing materials, advertising, websites about Downtown, recruitment pieces, banners, kiosks, and signage. Encourage Downtown businesses to incorporate the Downtown logo/slogan in their individual advertising.

Objective BRE-10: Publish a comprehensive, quality Downtown directory. As Downtown Logan strengthens its brand as a destination, it will be imperative that any marketing collateral used to support the brand and attract consumers to Downtown must be aligned with this vision. Conveying the brand to the target markets will require multiple paths that deliver a consistent message. One quality, comprehensive, professional brochure (i.e., Downtown business directory) should be created to leverage resources and have the highest impact. The following should be considered in the development of the new brochure:

- Unified logo and tag line
- Map of Downtown indicating the location of all businesses, parking areas, and other key points of interest
- An accurate, up-to-date business listing of all businesses and the types of services they provide; highlight cultural and entertainment businesses
- Listing of annual events held in Downtown (including those sponsored by the Alliance as well as those hosted by other organizations)
- Brief background on the history of Downtown as well as its exciting future
- Contact information including phone number and website for additional information

The format of the brochure should be designed so that is suitable to fit in brochure racks and informational kiosks and as a promotional mailer. It should also be available to download on the City, Downtown Alliance, Chamber of Commerce, County, Visitors' Bureau and Utah State University websites.

An appropriate distribution plan should be determined, placing brochures in key places (City Hall, Utah State University, key Downtown businesses, visitors center, surrounding hotels, real estate offices) where it will be visible to residents, visitors, and employees.

Objective BRE-11: Publish a restaurant guide and distribute it accordingly. Parallel to creating and distributing the Downtown directory, publishing a restaurant guide also should be a priority. The guide should include all of the restaurants located within the Downtown area, key information (address, phone number, website) listed about each restaurant, and perhaps a map. As with the Downtown directory, the restaurant guide should be distributed to key locations as well as made available as a downloadable PDF on the Logan Downtown Alliance, City, Utah State University, and Chamber of Commerce websites.

Objective BRE-12: Launch a website specifically to promote Downtown Logan and the Logan Downtown Alliance. The Internet has changed the way people shop, obtain information on goods and services, and determine what the family plans should be for weekends and vacations. Consumers simply type in the area they want to visit, information they want to receive, or activity they want to experience and instantly hundreds of listings are in front of them. It is critical that Downtown position its Web presence to provide information to the consumer. The following should be considered regarding the Downtown website:

- Incorporate Downtown's logo and tagline
- Make the Downtown directory, restaurant guide, calendar of events, and other literature available for download as a PDF file
- Invest in quality and keep the website current
- Encourage local businesses to link to the site
- Link from the Downtown website to Downtown businesses' websites
- Establish mutual links with other key agencies or organizations, such as USU, to ensure that the greatest number of visitors sees the site
- Identify the website in all advertising and marketing materials
- Use lots of photography especially activity shots
- When the current website is updated, send out press releases about its new look and functions in regional newspapers to drive people to it
- To stay in front of customers, ask them to sign up for an e-newsletter with upcoming events and special savings

Objective BRE-13: Host a Downtown familiarization tour for hotel concierges, USU campus tour guides, and other key hospitality frontline employees. Take these key ambassadors on a half-day tour of Downtown. Include a tour of key attractions, restaurants, parking areas, etc. Put together a "goodie" bag for the attendees and make sure that they go back to their place of work with ample marketing materials about Downtown in hand.

Objective BRE-14: Develop a 12-month calendar of smaller-scaled events to create incentives to come to the Downtown. Like many traditional downtown districts that are located in a fast-growing region, people often don't think about going to Downtown Logan first. Downtown must become the destination and pull people to the area. People need a reason or incentive to come to downtown. Communities across the nation have found that hosting an event is a viable way to attract consumers and visitors to their downtown. While it takes time to create a monthly calendar of events, the Logan Downtown Alliance, as well as the arts community, University, outdoor adventure groups, Tabernacle, and other organizations, already host successful events in or near Downtown Logan. Downtown needs to fully take advantage of these established events and look for key opportunities to piggyback on these activities to create that additional "reason" to come to Downtown and build additional foot traffic to spur economic activity.

Objective BRE-15: Use Downtown as a "stage" for community events. Many communities encourage local community events to be held in their downtown. To ensure that all events support Downtown Logan's image and are coordinated effectively, the City in partnership with the Logan Downtown Alliance should consider developing a set of guidelines and procedures for those community-based organizations (such as schools, civic organizations, and nonprofit entities) to follow when using Downtown as the stage for their events.

Objective BRE-16: Create promotions to help draw dayworkers into Downtown on a regular basis. More than 2,900 employees work in the 18-block downtown area. Another 28,100 private sector jobs are in the entire City of Logan. Downtown must take advantage of its position as an employment center and capture additional spending from its daytime workforce. Several key promotions targeted directly to drawing the dayworker into Downtown should be a priority. Several strategies for consideration include:

- Customer Appreciation Month. The concept is to honor those who work and already patronize Downtown businesses. Dedicate one entire month and offer a variety of discounts, incentives, awards, and fun promotions to get Downtown employees back into Downtown.

  – Offer discounts or give away "downtown bucks" to key customers.
  – Support the promotion by showcasing Downtown employers in window displays.
  – Have staff wear buttons that say "We Love Our Customers."
  – Use table tents at restaurants to promote the monthly event and the various discounts being offered.
  – Have restaurants create a promotion — "bring a fellow employee to lunch and get a free dessert as our way of saying thank you."
  – Invite all downtown customers and employees to gather in a key location for a large photo shot. Distribute the photo and a related short story to key media venues and display in Downtown shops and businesses. People love to come back and see themselves in print.

- Distribute the Downtown restaurant guides to all key employers, especially firms outside of Downtown Logan.
- Help businesses create and support "bounce back" promotions among themselves as well as two-for-one specials.

Objective BRE-17: Develop a series of promotional and advertising venues targeted directly to reach the residents (including Summer Citizens). A series of direct mail, special promotions, mini events, and other creative marketing efforts targeted directly to the new resident (and existing resident) will help get the word out about Downtown. Make sure that any marketing collateral about Downtown Logan is included in relocation packets, visitor packets, racks, subdivision sales offices, and other key places. Focus on reaching 1,000 seniors who stay in USU housing May through August under the Summer Citizens Program. Strategies include:

- Biyearly direct mail piece to new residents. Create an interesting, professional direct mail piece that acts as an invitation to come to Downtown Logan. Obtain the addresses and zip codes from a mail house service. Consider offering a discount coupon and make sure to list all upcoming events. To help offset the cost of printing and mailing, offer Downtown businesses the opportunity to advertise or sponsor it, or co-produce the piece with the Opera or Noon Music at the Tabernacle.

- Develop a move-in coupon book or package for new residents. Create a Downtown Logan coupon book that has discounts and incentives from participating businesses, as well as other related venues. Work with realtors, homebuilders, mortgage and title companies, and USU to distribute the coupon book to new residents and students. Consider signing up with the local "welcome wagon" or greeting service as another possible distribution channel. Explore offering online coupons through the Alliance's website.

Objective BRE-18: Continue to work with the University to leverage opportunities to reach both the students and the faculty. As with the two above-mentioned target groups, explore various promotional and advertising venues to reach University students and faculty.

- Build on the existing "Taste of Downtown," targeting students. Work with the University to build and expand on this event so that more businesses and attendees participate. Consider gathering email addresses from all of the students who attend the event and re-market back to them periodically throughout the remainder of the school year.
- Look for opportunities to have a Downtown Logan booth at University activities and events. It is important to bring Downtown Logan to the potential customer group. Not only should the booth be present at key University activities but other opportunities in the region should be explored that make sense for promoting Downtown.
- Explore social media venues to reach the University students. Social media and handheld devices are the primary format used by many young adults to make decisions about shopping, dining, and events. Explore how Downtown businesses and the Alliance can penetrate this market through Facebook, Twitter, Yelp, iPhone apps, Groupons, text messaging, and other methods.

Objective BRE-19: Quarterly cluster advertising program. Downtown businesses that advertise on a regular basis should develop programs with their local advertising media (newspaper, radio, weekly/monthly direct mail advertising) to cluster their advertisements on the same page(s) with a heading that highlights Downtown's logo and tagline. Examples of this type of advertising include:

- Newspaper. Working with the local newspaper and the University newspaper, prepare quarterly inserts that combine advertising, positive and informational editorial content (including upcoming events), photos, and a listing of all Downtown businesses. Overruns of this insert can be distributed at the Chamber, City Hall, Library, and Museum.

- Radio. Produce a "donut" commercial with a local radio station. The first 20 seconds of the commercial would talk about Downtown Logan (new happenings, history, and/or upcoming special events). The next 30 seconds would highlight a Downtown business (the business would pay for this portion of the commercial) and the last 10 seconds would remind the radio listener (a call to action) to come to Downtown for a special event or shopping and lunch.
- Downtown coupon book. Downtown businesses should cluster their ads together and create a Downtown coupon book. The books could offer discounts, two-for-one dining opportunities, and service and professional offerings. The books could be distributed at key events in goodie bags, at a downtown booth, and to students and new residents throughout the community.
- Flyers available in Downtown businesses. Downtown businesses should cluster advertising about their businesses in high quality, professionally produced flyers to cross-promote each other's business. These flyers should be placed in the advertised businesses, Chamber of Commerce, USU, and visitor centers.

Objective BRE-20: Expand hours that Downtown is open. If Downtown Logan is truly going to achieve its vision, there must be a concentrated effort focused at getting the majority of retail, restaurants, cultural, and historical attractions to expand the hours they are open in the evening. As in many traditional downtown business districts that comprise independently owned businesses, their biggest weakness is not being open when the consumer or visitor is available or wanting to come downtown to shop, stroll, and visit. Downtown Logan must be open to capture the "working" resident as well as the visitor who might drive through Logan to explore the area or attend an event. One strategy that other communities have implemented to assist downtown cores to make this shift toward being open later in the evening is hosting a specific campaign targeted at driving business during the evening. An example is:

- Open later hours campaign. Have businesses commit to being open during evening hours during a given period of time. Have businesses make the commitment and encourage them to promote it within their own advertising and marketing venues. As a group, promote that Downtown is open and list the businesses which are open on a variety of promotional or advertising venues such as a display ad in the local media, press releases, on the website, flyers that businesses can give out to their customers, posts on bulletin boards, direct mail to new residents, table tents in restaurants, and inserts in visitor packets. Plan several "mini" events specifically in the evening to help attract consumers to the area and patronize those businesses that are committed to being open in the evening.

Objective BRE-21: Continue to showcase the history and cultural diversity of Downtown Logan to expand cultural and heritage tourism. Cultural and heritage tourism is defined as visits by persons from outside the community who are motivated by interest in historical, artistic, or lifestyle/heritage offerings of a community or region. Cultural and heritage tourism is a growing economic sector in America, and Downtown Logan is positioned to capitalize even more on this trend. Cultural and heritage tourism is more than historic buildings; it is the entire history of the community, its events, its people, and its culture. Downtown will need to broaden its image from an interesting collection of historic buildings to include interesting things that happened in the area and the interesting people that caused them. Downtown Logan is a genuine reflection of both the community's history (historic buildings) and its culture. Downtown does not have to reinvent itself but rather promote its strongest assets—history and culture. Suggested strategies to highlight Downtown's history and attract the cultural and heritage tourist include:

- Maintain the self-guided walking tour materials. Continue to work with the City of Logan, Cache County Historical Commission, and key members of the community to maintain and improve as needed Logan's Historic Main Street–Self-Guided Walking Tour marketing piece. Make sure that the brochure is widely distributed to regional hotels, visitor centers, and museums. Include a downloadable PDF file of the self-guided walking tour on the Logan Downtown Alliance's website and, if is not already available there, on the Cache Valley Visitor Bureau's website as well.
- Plaques. Continue to expand and look for opportunities to promote the Historical Commission's work with Downtown property owners to place plaques on their buildings that describe the building's history.
- Windows on History. Historical pictures and a brief history of the various buildings and businesses are enlarged and placed in the windows of the corresponding locations. A brochure is created with all of the "Windows on History" locations and used to help guide individuals throughout Downtown. Coordinate this type of event with National Preservation Week (typically in May) as well as add additional events or venues as appropriate (such as docent-led tours, special musical venues, and historical storytelling).
- Outreach to schools. Work with the Cache County Historical Commission to put together a program about Downtown Logan's history for students when they study Utah history. Proclaim local

history month. Arrange for tours of the Courthouse, Opera House, and other historical venues. Students' exposure to Downtown's history will be passed along to parents.

- Outreach to community. Local service clubs and community groups are interested in local history and culture. Consider a monthly article in the local newspaper about Downtown Logan's history and interesting personalities.
- Offer information and tours to travel writers. When upgraded self-guided walking tour brochures are completed, contact travel writers. Distribute pertinent information to regional tourism groups.
- Banners. Consider additional street banners promoting Downtown Logan's history.

7.2 Business Recruitment Strategy (BR)

The City of Logan, the Logan Downtown Alliance, and their partners seek to recruit additional businesses to expand and complement the mix of businesses in the Downtown district. Business recruitment is achieved through the attraction of new investment from outside the community as well as by nurturing new homegrown, start-up businesses. The most effective business recruitment efforts work in complete coordination with programs to strengthen existing businesses, as discussed above in the Business Retention/Expansion Strategy section.

Goal 7.2.1: Understand Evolving Market Dynamics.

To function effectively as a business development organization, the Alliance should approach strategic market analysis as an ongoing responsibility. Consultant studies are useful, but only inasmuch as their findings are used to inform leaders in their work to help lower the investment risk for business ventures.

During the past decade, Logan has invested in a wealth of studies and plans that address business enhancement goals and market support analyses. The Market Opportunities report (March 2010) reviews those earlier studies and provides current analyses of trade area demographics, Downtown's market position, target consumer markets, business mix, business clusters, sales performance, and business development opportunities. The Internet makes it increasingly easy to access numerous data sources to stay abreast of current trends. As shown through the interviews conducted during this planning process, maintaining an ongoing dialog with multiple Downtown stakeholders promises to be the only way to truly understand market dynamics.

Objective BR-1: Stay apprised of market opportunities throughout the Downtown revitalization and management process.

- Mine the wealth of quantitative and qualitative market information available to the community.
- Periodically update strategic market understanding with Internet research, phone calls, interviews, and networking forums.
- Conduct specific market research to meet information needs as they arise in the course of providing guidance to a business development prospect or in preparing business recruitment marketing materials.
- Consult the Downtown Logan Market Opportunities report to glean useful data. Use it as a reference to help complete business development tasks. For example, much of the report's findings can be incorporated into a market profile brochure to share with business prospects. Demographics and sales leakage statistics can be used to illustrate a market opportunity for a new venture.
- Appoint a market data subcommittee of the Alliance's Economic Development Committee. Charge that subcommittee with keeping the Downtown's data bank up to date, including new Census data, as well as with serving as the "go to" group when assistance in finding and analyzing market information is needed.
- Network with business and property owners, city officials, real estate professionals, and community economic development leaders to exchange strategic market information. As discussed above in the Business Retention/Expansion Strategy section, this can be accomplished in business and property owner visitation, education and networking forums, interviews, and emails.

Objective BR-2: Continue to explore the dynamics of Downtown's business clusters as they evolve so that new business prospects can be guided to strategic locations. As summarized in the Market Opportunities report, Downtown Logan benefits from at least fourteen compatible, complementary, and competitive business clusters. These clusters are not static. As businesses open, close, change practices, and reposition to address new market situations, their business clusters change too. Continual observation of how businesses perform individually and within their clusters, and how vacancies relate to clusters, provides invaluable insight into business recruitment opportunities.

For example, the Federal Avenue/Church Street restaurant cluster recently received a boost from the spring 2010 opening of the Iron Gate Grill. This addition helps to establish that Downtown has a formidable restaurant row to offer the public. See **Figure 7.1** Federal/Church Business Cluster Map on the following page. Customers are increasingly confident that if they visit the Federal Avenue/Church Street area, they can find a great place to eat. They can choose from the Iron Gate Grill, Le Nonne, Citrus & Sage, Caffe Ibis, Indian Oven, and The Italian Place. Complementing the cluster, "recreational shopping" opportunities exist in the immediate area. These include Global Village Gifts and Earthly Awakening.

- Visit key business clusters on foot to observe the interdependent relationships of the businesses in the cluster. Convene conversations with business owners to learn how their business functions in synergy with the ones around it and across the Downtown, and identify business targets that would complement their business.
- Consider business cluster synergies when planning potential uses for key vacancies.
- Use the Building Use Classifications map (see **Figure 7.2**) to illustrate business clusters and location options for new businesses. Guide targeted business prospects to the best locations.

Figure 7.1
Federal/Church Business Cluster Map

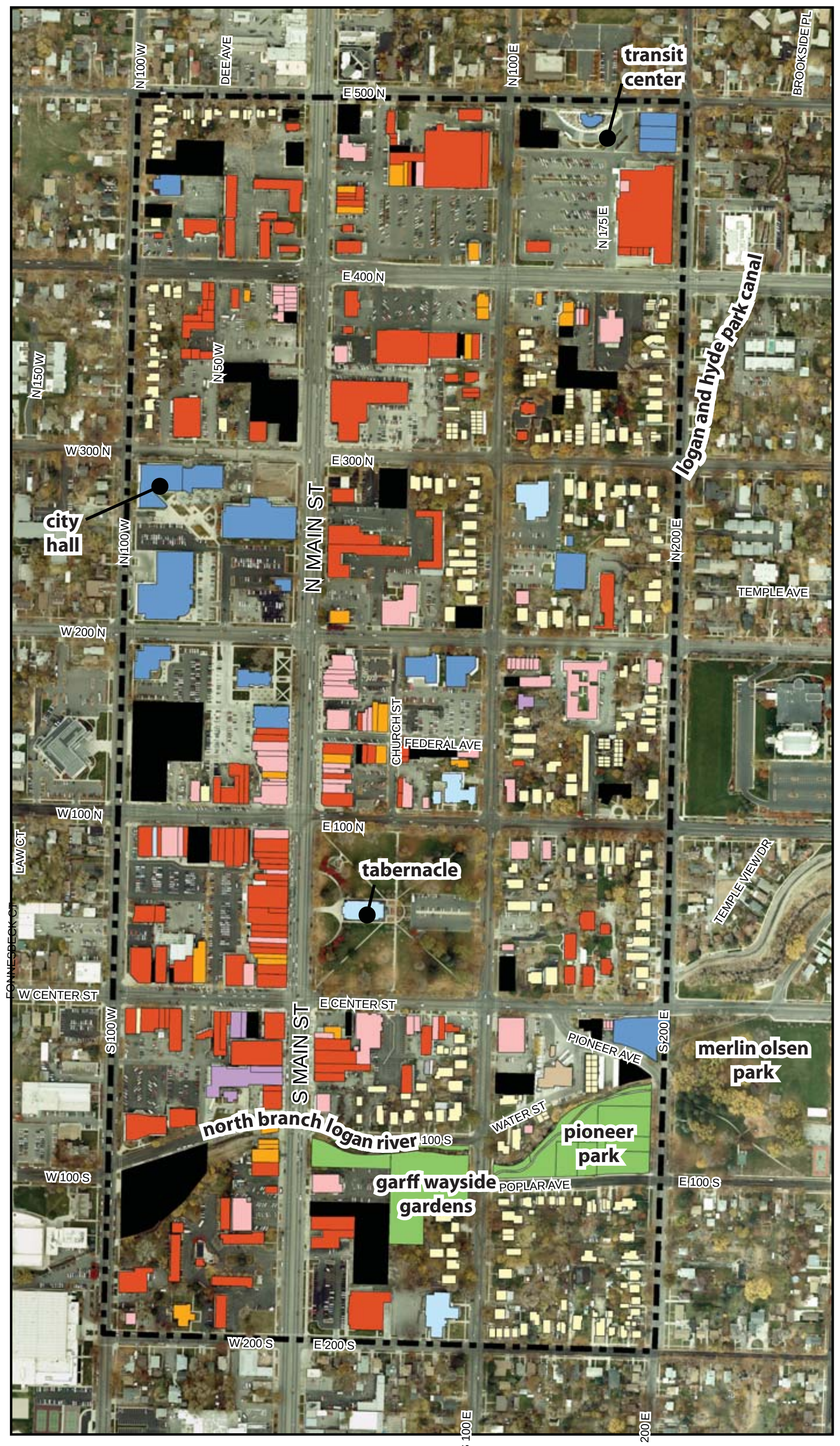
Restaurant Key:

1 = Caffe Ibis
2 = The Italian Place
3 = Iron Gate Grill
4 = Le Nonne
5 = Citrus & Sage
6 = Indian Oven

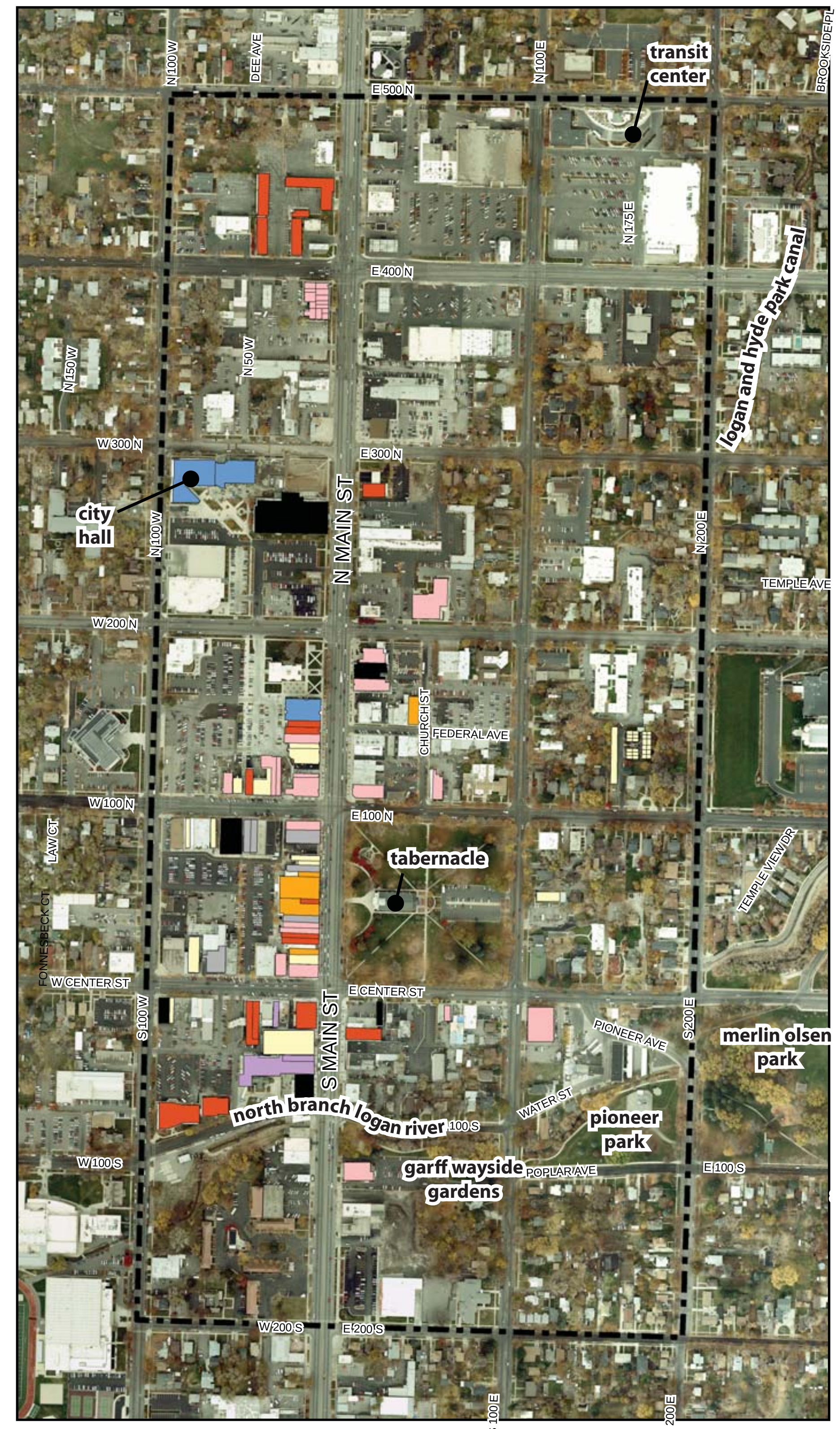
Building Use Classifications

Figure 7-2

Level 1 Building Use



Level 2 Building Use



legend

Downtown Logan Specific Plan Area

Building Use Classification

- Church
- Entertainment
- Food
- Government
- Housing
- Industrial
- Open Space
- Professional Services
- Retail
- Storage
- Vacant

DOWNTOWN LOGAN SPECIFIC PLAN

400 200 0 400

Feet

LOGAN CITY

PMC

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Goal 7.2.2: Establish Priority Recruitment Targets and Locations.

Fortunately, Downtown Logan has an abundance of viable business recruitment targets that leaders can pursue to fill market gaps and strengthen the Downtown business mix. Unfortunately, all communities, including many with significantly fewer options, find it difficult to commit to pursuing a prioritized set of achievable targets. Recruitment leaders who do not make conscious choices about what businesses they are going after tend to suffer from programs with a lack of focus, insufficiently compelling appeal to prospects, and ultimately, poor results. Similarly, a downtown management organization can more effectively market five key business location opportunities that its business recruitment team members fully know than it can match prospects to a laundry list of 25 vacancies about which members know little. The idea is to capitalize on assets and lead with strengths.

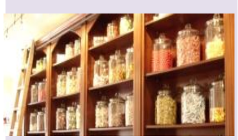
Objective BR-3: Establish priority business recruitment targets. As discussed in the Downtown Logan Market Opportunities report, business recruitment targets are plentiful. Top targets that are consistently identified by Downtown Logan stakeholders include a candy store, gift shops, health services, a drugstore, more restaurants, a specialty grocery store, a movie theatre, and women's clothing, shoes, and accessories. Many potential targets show market viability in terms of sales leakage analysis and consumer support, and also meet other business development criteria. **Table 7.1 Priority Target Analysis** shows a method for considering priority targets.

Table 7.1 Priority Target Analysis

	Recruit a Restaurant	Recruit a Women's Clothing Store	Recruit a Specialty Grocery Store	Develop a Movie Theatre	Recruit a Gift Store
Complements existing businesses	✓	✓	✓	✓	✓
Serves target customer groups	✓	✓	✓	✓	✓
Fills gap in the business mix		✓	✓	✓	
Complements business cluster	✓	✓	✓	✓	✓
Identified as goal by stakeholders	✓	✓	✓	✓	✓
Gap identified in leakage analysis	✓	✓	✓	✓	✓
Fits with market position / vision	✓	✓	✓	✓	✓

- In March 2011, the Logan Downtown Alliance and the City convened a strategy session to identify recruitment targets that are promising when compared to business development criteria. These include additional restaurants, specialty food stores, women's, family, and youth apparel, gift boutiques, and a movie theatre. **Table 7.2 Business Development Targets** summarizes that discussion. Leaders intend to extensively explore the business feasibility of the priority recruitment targets and to pursue them in marketing, outreach, networking, and entrepreneur development efforts.
- Set forth the selected priority business recruitment targets on the Alliance's website and in business recruitment marketing materials.

Table 7.2 Business Development Targets

Business Development Target	Market Position, Vision	Business Mix, Clusters	Target Markets	Market Support
Restaurants	✓ Additional family and upscale restaurants would reinforce the market position and vision.	✓ More restaurants would complement the business mix and solidify the restaurant cluster.	✓ Local and regional residents, students, area employees, and visitors are important target markets to support additional restaurants.	✓ Sales leakage analysis at the county level shows unmet demand in food and drink. With a $10.7 million annual gap in the full-service restaurant category countywide, Downtown might capture 40% of those missed sales. That would represent market support for an additional 14,250 square feet of restaurant space.
Candy, Ice Cream, Frozen Yogurt, Health Juice Bar, Cookies, Cupcakes, Burritos, Sandwiches	✓ Fun foods reinforce the attractiveness of Downtown for living, working, playing, and shopping. 	✓ Treats stores and/or carts complement all uses, especially arts and entertainment.	✓ Students cannot get enough "recreational foods" of all types. Visitors, workers, and area residents go for treats too.	✓ Sales leakage (and surplus) analyses show substantial surpluses in limited-service eating places; there is no basic unmet demand. It is reasonable to predict viability for additional Downtown food ventures, though, because they would need to capture only a small fraction of total sales to achieve a successful market share. A food establishment with annual sales of $500,000 would represent less than 1% of the $59.4 million of limited-service eating-place sales made in the county.
Apparel: Women's Clothing Boutique; Family Apparel; Youth Apparel	✓ Apparel stores, due to their ability to attract customers to the Downtown, remain a strategic ingredient to achieve the vision.	✓ Apparel stores, especially women's clothing shops, complement multiple business clusters.	✓ Clothing stores offer a critical shopping attraction to provide compelling reasons for locals and visitors to patronize the district.	✓ Apparel is undersupplied in the trade area (countywide), providing considerable sales potential for new businesses to enter the market. The annual unmet retail gap in clothing and clothing accessories stores is $8.1 million. Under conservative estimates, an additional 5,400 square feet of clothing shops is supportable Downtown.

Business Development Target	Market Position, Vision	Business Mix, Clusters	Target Markets	Market Support
Gift Boutiques	✓ Eclectic boutiques help to fulfill the vision of Downtown as a thriving multifunctional center—an important function being shopping.	✓ Small niche gift boutiques, specializing in merchandise such as gifts, toys, and home decor, provide needed "recreational shopping" options. They harmonize well with other arts, entertainment, and dining experiences.	✓ Small shops can carry a diverse mix of goods that attract visitors and residents alike. They can change out merchandise with the seasons, regularly re-inviting the trendy young shopper and the area resident seeking the unique.	✓ The gift stores / office supplies / stationery category shows annual leakage of $2.5 million for the countywide trade area. 
Movie Theatre, Entertainment	✓ Movies are an essential part of the vision and position Downtown as the arts and entertainment center of a college town.	✓ A movie theatre complements the restaurant cluster and the arts and entertainment cluster.	✓ Key target markets for movies include students and area families.	✓ A movie theatre would need to capture a share of the market to achieve viability. For example, a theatre with annual sales of $1.5 million would require capturing about 41% of county households' $3.6 million in total annual expenditures on admissions to movies, theatres, and performances. Total countywide resident demand for entertainment and recreation is about $88.2 million each year.

Objective BR-4: Identify priority business recruitment locations. As shown in black on the Building Use Classifications map (see **Figure 7.2**), 31 ground-floor and 7 second-floor locations in the Downtown core are vacant. Some of these buildings and sites are located in the heart of Downtown and are suitable for small businesses like a gift store or women's clothing boutique. Others may be capable of accommodating a restaurant or movie theatre.

- Convene a joint Alliance-City meeting to review vacant buildings and sites and choose three to five locations on which to focus business recruitment efforts.
- For each priority location, conduct a review of its features and capabilities as places for priority business recruitment targets.
- Emphasize these priority locations on the Alliance's website and in business recruitment marketing materials.

Goal 7.2.3: Develop a Comprehensive Marketing Program to Recruit Businesses.

The unlimited positive aspects of a well-managed, thriving Downtown will help to recruit businesses. The clean sidewalk and new lamppost, the crystal-clear display window, the bustling heritage festival, the supportive city government that continually invests in the heart of the community, the strongly led Downtown Alliance membership meeting, the successful existing business that has achieved a fulfilling integration of values and lifestyle and profits—all of these aspects and countless more contribute to a compelling case for new businesses to locate in the Downtown. The best business recruitment marketing programs capture these qualities in their print materials, website, and networking activities.

Objective BR-5: Position the Alliance and its partners to effectively respond to, and seek, business investment prospects. A business recruitment program encompasses both responsive and proactive efforts. The Alliance and its partners must be prepared to professionally respond to business prospects who phone, email, visit the Alliance office or City Hall, attend a Cache Business Resource Center workshop, walk in the visitor center, engage a real estate professional, or peek in the windows of a vacant storefront. Proactive business recruitment activities include business development website features, networking, outreach, and recruitment teams. Effective collateral marketing materials are essential to all parts of the recruitment program.

- Assemble a business recruitment packet of printed marketing materials and market data. Include the items highlighted below.
- Publish a market profile sheet that summarizes all of the reasons that a business should choose to locate in Downtown Logan—strong demographics, substantial daytime employment, lots of travelers and tourists, a great mix of businesses, public and private reinvestment projects, new market opportunities, and business support services from the Alliance, the City, and their partner organizations.
- Prepare business opportunity profile sheets that summarize the market viability of top recruitment targets. Include information on target market groups, market gap analysis, sales potential, rough break-even analysis, marketing and promotion services, business planning assistance services, and incentives. Append relevant data sheets and highlights from reports and studies.
- Maintain a listing of properties available for lease or sale as business locations. Include building names, addresses, square footage, lease rates, purchase prices, building features, agents, and contact information.

- For priority business recruitment locations, prepare property profile sheets that include more extensive building descriptions and photographs.
- Position the Alliance office to serve as the lead "intake" site for receiving business prospects visiting the Downtown. Provide dependable office hours, a ready supply of marketing materials, a business cluster plan map on the wall, and an area suitable to convene meetings with prospects.
- Devise a collaborative plan for how each recruitment partner organization will respond to business inquiries about Downtown as an investment location. Each partner needs to be equipped with marketing materials, to be prepared to communicate a consistent message to the prospect, and to be clear about the contact person to whom the lead should be referred.

Objective BR-6: Achieve a strong, consistent presence on the Internet that markets to the world Downtown Logan as a great location to establish a business. The Logan Downtown Alliance's website should communicate to potential business prospects the desirability of locating their ventures in the Downtown and should provide abundant information to help them make the decision to do so. The City's website and other partner organizations' websites should reinforce that message through complementary content and useful data links.

- Develop a Downtown Logan website that offers business development features. Items include many of the items of a good hard copy recruitment packet—market profile and demographics, available business locations listing, and property profiles of priority recruitment locations. The site should include Downtown's market position statement, descriptions of priority business recruitment targets, highlights of public and private investment in the district, profiles of vibrant businesses, and an outline of the array of Alliance services and other entrepreneur support services that a business can depend on when the owner chooses to locate Downtown.
- Collaborate with business development partner organizations to ensure that all entities' websites provide consistent information to business prospects. Communities can use the Internet to net new businesses. Smart communities know that their net should not have any gaping holes. Website content, contacts, and links need to reinforce each other and clarify the message that Logan embraces business investment. Prospects want to perceive that organizations will work in partnership to help them find the right locations and the right help to launch their ventures.

Objective BR-7: Reveal leads for new business prospects by networking inside and outside the community. The networking activities outlined above in the Business Retention/Expansion Strategy section and below in the entrepreneur attraction discussion are all part of an effective business recruitment program. With priority recruitment targets, priority business locations, a strong Web presence, and recruitment marketing materials, Downtown leaders will be ready to be intentional, structured, and assertive in their outreach efforts.

- Conduct visits to property and business owners, real estate professionals, city officials, Utah State University, Utah Small Business Development Center, Cache Chamber of Commerce, Cache Business Resource Center, and Cache Valley Visitors Bureau to brainstorm leads for business expansion and recruitment prospects.
- Field business recruitment teams to visit Downtown businesses seeking more space or a better location, local and regional businesses considering relocation to the Downtown, and area entrepreneurs looking to launch a business. Host prospects to come to Downtown Logan for a tour, visit key potential neighbor businesses, meet with leaders, and check out potential locations. Link prospects with small-business development service providers and help them strategize a successful enterprise.

Objective BR-8: Position vacancies as opportunity sites for successful businesses. Asset-based business recruitment capitalizes on putting some of Logan's best assets—its historic, human-scale Downtown commercial buildings—in the best possible light. Ensure that business prospects find vibrant locations full of potential and not dark, dirty vacancies that look abandoned.

- Manage a program for promoting vacant buildings and sites as attractive locations for businesses. Strategies include window cleaning, litter pickup, old mail removal, removal of low-quality signs, and weed clearance; real estate agent signs and signs with contact information for leaders from the Alliance and its business development partners; temporary window displays of Downtown merchandise, project plans, or upcoming events; large-scale photographs of the building's architectural details mounted on easels; "phantom galleries" featuring the work of local artists; and window lighting.

Goal 7.2.4: Attract Entrepreneurs to Launch New Business Ventures.

As a distinctive conglomeration of mostly independent businesses in the historic core of a community rich in heritage and scenic beauty, Downtown Logan is unique in the world. Small-business entrepreneurs are a primary defining characteristic of this special place; attracting future generations of entrepreneurs to locate Downtown will be paramount to Downtown Logan's long-term vitality.

Objective BR-9: Create an entrepreneur development system to support existing and future small businesses in the Downtown. The Center for Rural Entrepreneurship of the Rural Policy Research Institute (RUPRI) provides an extensive online clearinghouse and toolkit for establishing or improving local entrepreneur development programs (www.energizingentrepreneurs.org). The center recommends that a comprehensive entrepreneur development system provide five key components: entrepreneurship education; training and technical assistance; capital access; entrepreneur networks; and entrepreneurial culture.

- Convene a collaborative planning session of the Logan Downtown Alliance, City, Utah Small Business Development Center, Business Resource Center, Chamber, Center for Entrepreneurial Spirit at Utah State University, and other business development organizations. Identify resources and services that can be harnessed to build entrepreneurship in Downtown Logan.
- Augment existing entrepreneur development services with enhancements to small-business technical and financial assistance, mentoring, networking, and outreach activities designed to find new entrepreneurs and help them launch new Downtown businesses.

Objective BR-10: Promote the use of small-business incentives and financing tools in the Downtown and link entrepreneurs to programs.

- Assist small businesses in application processes.
- Provide technical assistance to entrepreneurs to help them secure financing from lending institutions, including the U.S. Small Business Administration (SBA), and the Utah Microenterprise Loan Fund, in addition to grants from the CDBG-funded Downtown Business Development Fund and the Logan Redevelopment Agency.
- Develop a commercial building exterior improvement incentive grant program with the Logan Redevelopment Agency to spur owners to fix up the facades and rears of their Downtown commercial buildings.

7.3 Housing Strategy (H)

Community visioning and stakeholder input for the Logan Downtown Specific Plan, as well as for studies and plans throughout the past decade, have consistently emphasized the importance of attracting more residents to live Downtown. An expanded mix of people living Downtown will augment the area's customer base and add around-the-clock vitality to the district. As consumers' housing preferences evolve, the Downtown can help provide important additions to the range of housing choices available in Logan.

Goal 7.3.1: Enhance Downtown Vitality with Residents and Expand Community Housing Choices.

As discussed in the Market Opportunities report, Logan has about 16,500 occupied housing units within city limits. More than half of occupied units are rentals, reflecting student demand from Utah State University. Logan leads Cache County in providing low- and moderate-income housing. According to housing analyst James Wood, 75 percent of all rental units in the entire county are located in Logan. Wood projects that due to expected population increases, the demand for additional housing units in Logan will grow by 325 to 350 units each year between 2009 and 2014. During that five-year period, he projects a total housing inventory increase of 1,705 units. About 875 units (51 percent) would be owner-occupied, and 830 (49 percent) would be renter-occupied (Logan Housing Assessment and Economic Baseline, James Wood, for the Lotus Community Development Institute, Inc., June 2009).

The City has prepared the Logan Housing Plan, a document to guide investment in low- and moderate-income housing units and programs to meet the needs of its citizens for workforce housing. The plan anticipates using various low- and moderate-income and special needs housing subsidy programs to develop housing in Logan. Several of the programs could be used for projects in the Downtown. For example, between 2010 and 2014, the plan projects the development of 30 senior housing units using Low Income Housing Tax Credits and 30 more senior units using the HUD 202 program for very low-income elderly (capital advances, rent subsidies, and elderly support services) (Logan Housing Plan, Lotus Community Development Institute, Inc., for the City of Logan, April 2010).

Downtown leaders envision capturing some of Logan's increasing demand for housing by developing a variety of housing units Downtown. Ideas include student apartments, senior apartments, condominiums and cottages, and urban living for later-middle-age empty nesters whose notion of quality of life has changed from mowing lawns to dining out and walking to the theatre. Housing units could be produced by developing vacant and underutilized parcels with mid-rise apartment, condominium buildings and mixed-use buildings. Further units could be created by rehabilitating the upper floors of Downtown commercial buildings for apartments and condominiums.

Boise, Idaho, provides an inspirational example of a community that provides a range of housing choices in its thriving downtown. A website hosted by the Downtown Boise Association profiles 17 different housing developments—lofts, condominiums and apartments—at a variety of prices. For example, new condominiums, offered in five-story buildings, range from $150,000 to $1 million and up. The downtown Boise neighborhood currently is home to 3,868 residents, and leaders expect the district to grow to 13,686 residents by 2025 (www.downtownboiseliving.org).

Housing developers and real estate professionals interviewed during the Logan Downtown Specific Plan process advised that, as the housing market emerges from recession, Downtown Logan should be well positioned to lead the community in creative new housing products. Senior housing is viewed as a good fit for the Downtown, in terms of both consumer demand and availability of financing programs. Downtown also could tap into some of the strong demand from University students, faculty, and employees, who may be attracted to a downtown lifestyle. Young adults in the area tend to marry early and start raising families. Young families tend to want single-family homes and other suburban housing choices. Nevertheless, there probably is at least a small market of young singles and couples who would prefer to live Downtown. Attractive housing products could be developed for mid-life empty nesters. This customer group is seen as temporarily being held back from making housing moves due to the challenge of selling their homes in the current market.

The interviewees cautioned that, because Downtown would be leading innovations in the Logan housing market by introducing locally untested products, feasibility analyses would need to be conducted for each project. Moreover, in addition to the common subsidies for workforce and special needs housing, market-rate housing and mixed-use projects also would need gap and incentive financing to help make them feasible.

Objective H-1: Develop Downtown sites as housing/mixed use.

- Identify Downtown's top five priority sites for housing and mixed-use development and assess each site's capability and project feasibility. In early 2011, Logan Downtown Alliance leaders made progress on assessing the housing development opportunities for two priority sites. For a site at Federal Avenue and Church Street, they have initiated discussions with a developer who is interested in building an urban, mixed-use project with 25 units of affordable apartments and 25 market-rate condominiums. On another site, close to the Tabernacle, they are exploring concepts with property owners. The concepts include affordable and market-rate housing, three to four stories, including two parking levels.

- Assist property owners and developers in finding financing. Low- and moderate-income housing financing sources include Low-Income Housing Tax Credit Program, Olene Walker Housing Loan Fund, HUD HOME Program, HUD 202 Low-Income Senior Housing Program, Community Development Block Grants, and Logan Redevelopment Agency (RDA). Market-rate housing financing sources include banks, general fund appropriations, private funding partnerships, and RDA funds.
- Position City offices for customer-friendly project assistance. To prepare for the increase in development of Downtown housing and mixed-use projects, the City of Logan should examine ways it may need to retool project promotion, permit, license, tracking, and troubleshooting processes to ensure the City's ability to accommodate increased caseloads and provide timely and accurate services.

Objective H-2: Rehabilitate vacant or underutilized upper floors in Downtown commercial buildings for housing.

- Identify Downtown's top three to five buildings suitable for rehabilitation into housing. Candidate buildings include the Wells Fargo Building at Main and Center streets. Existing upper-floor housing units, such as above The Sportsman or The Book Table, may be suitable for rehabilitation or upgrading.
- Connect with the owners to explore rehabilitation strategies. For each building, help the owner to assess rehabilitation feasibility.
- In partnership with the City, assist property owners and developers to find financing. In addition to the sources mentioned above, existing buildings may qualify for federal Historic Preservation Tax Credits or the Utah Historic Preservation Tax Credit.

7.4 Downtown Alliance Organizational Strategy (O)

The organizational strategy focuses on building the capacity within the community to support the revitalization of Downtown. Typically, an organization representing the private sector, city hall, supporting organizations, and interested citizens oversees the Main Street program. A professional manager, whose primary focus is the Downtown area, coordinates the efforts and assists Downtown leadership with implementing the various activities and programs. Creating sustainable funding sources is a function of this strategy along with implementing consistent communication between the stakeholders, partners, and the community at large. Celebrating successes, engaging the community, and keeping the revitalization moving forward are outcomes of building a strong, Main Street-focused organization.

One of the most important strategic goals to be taken to ensure that a community can achieve its vision for the downtown area and help the business community reach its full potential is to establish a strong organizational structure that represents both the private and public sectors. There are many options for organizing the effort, but the approach must reflect the character and resources of the community and have the long-term capacity to support the performance that is required to properly manage the downtown. The goal of the organizational framework is to involve as many components of the community as possible and not rely on just one entity, such as the City or the Board of the Logan Downtown Alliance, to single handedly keep downtown “vitalized.” It is unrealistic to think that a downtown the size of Logan’s, with the desire to reinvent itself as a regional shopping, dining, and visitor destination, can achieve this vision with only volunteers, no paid staff, and very limited resources. To create a downtown district that is competitive in all aspects, there must be a paid professional to oversee the management of downtown, resources that equal the level of programs and activities needed to reach its vision, and a strong organizational structure with the capacity to engage the entire community in the process.

Goal 7.4.1: Strengthen the Downtown Alliance’s Organizational Capacity.

Objective O-1: Evolve the Downtown Manager position to full time. The Logan Downtown Alliance has hired an individual who is solely dedicated to helping manage and oversee Downtown Logan. The position should move into a full-time position over the next several years, but it is recommended that a full-time position be the goal sooner rather than later. The position should oversee all aspects of the Downtown program of work, including many of the objectives and strategies presented in the Logan Downtown Specific Plan. The position could take over the

management of many Downtown events, assist with business retention and recruitment efforts, and develop viable communication and outreach programs. The Downtown Manager assists the Alliance to gain strength and organizational capacity by helping to form and manage the various work groups and committees.

Objective O-2: Increase funding base of the Alliance. To support a full comprehensive downtown Main Street program, steps need to be taken to increase the Alliance's funding base. Recommendations include:

- **Continue to expand the membership base and grow the dues accordingly.** Reach out to property owners as well as to Downtown business owners. Consider an associate membership level offered to business leaders and citizens based outside of Downtown but who see value in being a member of the Alliance.
- **Continue to contribute funding towards a Downtown Manager.** The City of Logan has been contributing financially towards supporting their Downtown Manager and should continue this support to the extent fiscally possible.
- **Implement a Special Assessment Area (SAA) or Business Improvement District (BID).** The Alliance should work with the property and business owners within the Downtown area and explore the feasibility of implementing a Special Assessment Area or Business Improvement District. A SAA/BID traditionally is defined as a special taxing district approved by property owners within a defined physical area. The revenues go to operational maintenance and promoting the business district. The success of any assessment district relies on forging public/private partnerships within business districts. The City can play a key role to encourage the creation of this district; however, assessment districts are most successful and effective when the process is driven by the private sector. Assessment districts can effectively complement a business district revitalization program and provide funds to manage the environment of a business district. Therefore, they should be looked at as a funding source, not as a cure-all for everything that is wrong with Downtown. An assessment district cannot change the underlying dynamics of the marketplace, but should be viewed as a stabilizer that enables the private sector to take a stronger role in the development of Downtown.
- **Hold fundraising events.** Although this type of activity takes many volunteer hours, many Downtown organizations hold annual fundraising galas to raise much-needed, non-restricted revenue for their associations.

- **Pursue sponsorship/advertising opportunities.** The Alliance should pursue sponsorship from both within the organization and outside the organization for all events that it undertakes. It should also generate revenue from advertising opportunities such as the Downtown brochure and website.
- **Research and apply for grants.** The Alliance in coordination with the City and other key partners should research grant opportunities for business education, street improvements, and historical- and cultural-based programs.

Objective O-3: Strengthen the Logan Downtown Alliance's organizational structure. As mentioned previously, one of the most important strategic steps to be taken to support Downtown's economic revitalization is to establish the appropriate organizational structure. The Alliance with support from the City of Logan has adopted the Main Street Four-Point Approach and its recommended structure of four standing committees to engage volunteers, implement projects, and leverage resources. The Alliance Board is strong and the City actively participates on the Board and within the four committees. Efforts should continue to expand more private sector involvement (business and property owners as well as interested citizens, partners, and youth), especially at the committee level. As the Organization Committee is rebuilt, consider having the Executive Committee address the organizational and staffing issues facing the Alliance and having the newly formed Organization Committee focus on membership outreach, fundraising, and the volunteer ambassador program.

Objective O-4: Provide technical assistance to help solidify the new organizational structure, form committees, and develop work plans. To assist with strengthening the Alliance's structure and developing the organizational framework necessary to build capacity and drive implementation, it is recommended that the community invest in technical assistance to facilitate the process, create a stronger understanding of how the Main Street Four-Point Approach works, and provide hands-on training to help solidify the committees, develop work plans, and work with staff as needed.

Objective O-5: Continue to expand the community's knowledge of Downtown development and management. Board and committee chairs of the Alliance, stakeholders, and supporting agencies should continue to attend conferences and other educational opportunities. Taking field trips to other successful communities will help leaders to gain a better understanding of best practices, successful strategies, and techniques that other communities have implemented.

- Maintain membership with the National Trust Main Street Center and attend the annual National Main Street Conference.
- Conduct field trips to visit other downtown organizations, tour their communities, and meet with key stakeholders and partners.

Objective O-6: Maintain consistent communication between members, stakeholders, partners, and the community. As Downtown Logan moves forward with achieving its vision and begins to implement the recommendations outlined within the Logan Downtown Specific Plan, a consistent communication network will be key to keep all stakeholders, partners, and the community well informed about priorities, upcoming meetings, status of projects, activities, and benchmarks. Communications should be available both in hard copy and electronic forms. Downtown's logo and tagline should be incorporated as appropriate, and the quality of publications needs to be as professional, positive, and proactive as possible.

- Continue to compile and maintain an accurate database of all Downtown businesses, property owners, partners, and supporting agencies, their contact information, fax numbers, and email addresses.
- Continue to publish regular Alliance newsletters and make them available via email as well as downloadable from the website. The newsletter should contain information about current Downtown developments, upcoming promotional activities, listing of new businesses, incentives or trainings available, educational articles, listing of all meetings, and contact information regarding the Alliance and work groups or committees. Contact other downtown organizations to see what their newsletters look like and the type of content included. Encourage Downtown business owners to write articles for the Alliance newsletter and e-mail bulletin on a quarterly basis. If not already utilizing, investigate the feasibility of email bulletins. These bulletins could supplement the newsletters and include information about matters requiring immediate attention.
- **Establish a block captain or ambassador program to maximize outreach efforts.** A volunteer or Board member is assigned to a block and is responsible for getting to know the businesses on the block, visiting them regularly, distributing information as needed, and gathering feedback and input regarding their concerns, issues, or needs.
- **Hold regular community forums.** Consider hosting quarterly community forums inviting all stakeholders, partners, and interested citizens. The objective of the forums should be to gather feedback and share progress and successes. Communities often structure these types of forums to be informal with no set agenda. Word of caution: If

not structured correctly, community forums can become platforms for complaints. Therefore, make sure that there is a method for engaging passionate individuals such as asking them to volunteer on a committee or support an activity.

- **Produce an annual report.** Present the report at the membership meeting, provide an overview of the report at a City Council meeting, insert it in the newsletter, post it on the website, and make it available to all property owners and key partner organizations.
- **Continue to strengthen the City-Downtown business community relationship through strong communications.**
  - Appoint a City Council member to act as a liaison to the Alliance.
  - Make sure that all City Council members and key staff receive the Alliance newsletter and have the Alliance provide quarterly updates to the City Council.
  - Each year, hold a work session between the Alliance and the City Council to review accomplishments, discuss priorities, and address any issues or needs.
- It is key that the Alliance becomes more active with other organizations in Logan, in the county, and in the region to further strengthen and expand relationships and to help keep the community abreast of Downtown's progress. Suggestions include:
  - Provide articles about what is happening Downtown for other organizations' newsletters.
  - Invite representatives from other organizations to the quarterly Downtown forum.
  - Appoint representatives from the Alliance to participate on other organizations' committees. These representatives would report to the Alliance and its membership on what other organizations are doing.
  - Alliance staff and volunteer leaders should give presentations on the organization's mission, initiatives, and progress to other organizations such as the City, Chamber of Commerce, civic organizations, and economic development organizations.

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CHAPTER 8 – IMPLEMENTATION PLAN

8.0 Implementation Plan

This chapter establishes the implementation program for the Logan Downtown Specific Plan and contains the following sections:

8.1 Action Plan

8.2 Potential Funding & Financing Mechanisms

8.3 Incentives Toolbox

8.4 Plan Administration

8.1 Action Plan

The vision of the Specific Plan is supported by the following Action Plan (**Table 8.1**). The Action Plan provides a summary of the Plan recommendations in the form of the major programs, projects, and actions needed for implementation. The table identifies the responsible party, potential funding sources, and suggested timing of each action.

Table 8.1 Action Plan

Action ID	Implementation Action	Priority	Responsibility		Rough Cost Estimate	Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	$	*See Table 8.2 Potential Funding & Financing Mechanisms for descriptions and acronyms of sources.*
LAND USE REGULATION OR POLICY						
LU-1	Adopt the Specific Plan for Downtown Logan by ordinance	1	CD		No cost	
LU-2	Create a policy requiring reciprocal access agreements between parcels	1	CD	PW	No cost	
LU-3	Explore options for land assembly in Downtown for the purpose of development	1	CD, ED	PW	No cost	
LU-4	Identify and adopt a selection of Incentives from Table 8.3 Recommended Incentives	1	CD, ED		No cost	
LU-5	Code Enforcement	Ongoing	CD		$100K	Developer Fees
LU-6	Notification of properties with nonconforming uses	1	CD		$8K	General Fund
LU-7	Nonconforming Sign Removal Program	2	CD, ED		$75K	RDA
CIRCULATION						
C-1	Implement one-way couplet	1	PW		$750K	CIP, UDOT, EDA grant, FTA grants
C-2	Main Street streetscape improvements	1	PW	CD	$500K	CDBG/RDA
C-3	Main Street planted median	2	PW		$500K	CDBG/RDA

Action ID	Implementation Action	Priority	Responsibility		Rough Cost Estimate	Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	$	*See Table 8.2 Potential Funding & Financing Mechanisms for descriptions and acronyms of sources.*
C-4	Downtown streetscape improvements (all other streets)	1	PW	CD	$750K	CDBG/RDA
C-5	Pedestrian concourse and associated mid-block crossings	2	PW	CD	$1.4M	CDBG/RDA
C-6	Downtown transit hub	2	PW, CVTD		$350K	CIP, CVTD, RDA, EDA grant, FTA grants
C-7	Branded bus corridors or Bus Rapid Transit system	3	CVTD		$4 – 5M	CIP, CVTD, RDA, EDA grant, FTA grants
C-8	Develop a parking assessment district (with in-lieu fees)	3	PW, CD, ED		$160K	General Fund
C-9	Develop and implement parking management strategy, using the suggested tools identified in Chapter 5 of this Specific Plan	1	PW		100 - $400K	General Fund
C-10	Pursue opportunities to construct public/private parking terraces	ongoing	PW, CD, ED		$20M	Public/Private partnerships
PUBLIC REALM IMPROVEMENTS AND CIVIC PROJECTS						
PR-1	Develop and implement a wayfinding program that establishes a marketing theme for Downtown Logan. The program shall include gateways, auto-oriented directional signage, and pedestrian-oriented maps and signs.	1	CD, ED, PW		$500K	General Fund, Chamber, Alliance fees, RDA
PR-2	Coppermill Plaza	1	CD, ED, PW	PR	$250K	Fees, RDA, Alliance or SAA

Action ID	Implementation Action	Priority	Responsibility		Rough Cost Estimate	Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	$	*See Table 8.2 Potential Funding & Financing Mechanisms for descriptions and acronyms of sources.*
PR-3	Civic Center Plaza	2	CD, PW	PR	$250K	General Fund
PR-4	Acquire Thatcher Mill Park site	2	CD, ED		$1 - $2M	General Fund, RDA
PR-5	Design competition for design of Thatcher Mill Park	2	CD, ED, PR	PW	$40K	City Parks & Rec Dept
PR-6	Thatcher Mill Park and splash pad	2	CD, ED, PR, PW		$850K	General Fund
PR-7	Community Center/Recreation Center	3	CD, ED, PR, PW, LCSD		$1M	General Fund, LCSD, RDA
PR-8	Relocate library in public/private mixed-use project	2	ADM, CD, ED		$500K	Public Private partnership
PR-9	Expanded City Hall	3	ADM	CD	$1M - $4M	General Fund
MARKET STRATEGY: BUSINESS RETENTION/EXPANSION						
BRE-1	Implement a business and property owner visitation program.	1	Alliance		$25K	N/A
BRE-2	Provide education and technical assistance to enhance business operating practices. Provide information about local business development resources in information packets for businesses. Explore the possibilities of having various types of educational features at the monthly merchant meetings, on the Downtown Alliance website (when launched), and in the monthly Alliance e-newsletter.	1	Alliance, Utah SBDC, Chamber	Cache Business Resource Center, Financial Institutions	$25K/year	Utah SBDC, Alliance, Chamber, sponsorships, underwriters

Action ID	Implementation Action	Priority	Responsibility		Rough Cost Estimate	Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	$	*See Table 8.2 Potential Funding & Financing Mechanisms for descriptions and acronyms of sources.*
BRE-3	Implement an outreach program with property owners to help gain their support. Actions associated with this program include: Maintain an accurate database of all Downtown property owners. Create and distribute a property owner "news flash." Host a Downtown property owner brown bag lunch. Implement a formal recognition program to honor improvements being made by property owners.	1, Ongoing	Alliance, ED	Property owners, Chamber, SBDC, Cache Business Resource Center	$15K/year	Alliance fees, RDA, underwriter; sponsorships
BRE-4	Initiate an incentive grant program to spur exterior building improvements.	1	CD,ED, Alliance		$100K	RDA, SAA
BRE-5	Improve the presentation of empty storefronts by: Working with willing property owners to encourage them to clean up their storefronts. Establishing an adopt-a-window program.	1	Alliance, CD, ED	Property owners	$15K/year	Alliance, sponsorships
BRE-6	Work with businesses to improve their overall physical presentation. Develop and distribute to all Downtown businesses a 12-month window display calendar. Consider holding a window display contest. Offer visual merchandising assistance. Rear entrance demonstration project.	2	Alliance, CD, ED	Property owners, Utah SBDC, Cache Business Resource Center, Chamber, University interns	$8K/year	RDA, grants, sponsorships, underwriters, SAA

Action ID	Implementation Action	Priority	Responsibility		Rough Cost Estimate	Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	$	*See Table 8.2 Potential Funding & Financing Mechanisms for descriptions and acronyms of sources.*
BRE-7	Create positive media stories to enhance Downtown's image and support its brand. Distribute regular press releases about Downtown Logan. Biyearly media tab specific for Downtown. Downtown Logan weekly column and radio spot.	1, Ongoing	Alliance, Chamber, CD, ED	Businesses, media, partnering organizations	$10K/year	Individual businesses, Alliance fees
BRE-8	Keep Downtown as clean as possible. Conduct quarterly walk around Downtown. Expand Downtown clean events. Adopt a planter program. Publish written information to business and property owners.	1, Ongoing	Alliance	Interested business property owners, partner organizations, youth, garden club, PW	$4K/year	Alliance fees, sponsorships, underwriters, beautification grant
BRE-9	Develop a logo and slogan to establish and strengthen Downtown Logan's brand.	1	Alliance, Cache Valley Visitor's Bureau	Opera, Cache Valley, graphic designer, University intern	$10K	Alliance fees, sponsorships
BRE-10	Publish a comprehensive, quality Downtown directory.	1	Alliance	Graphic designer	$5K/year	Alliance fees, sponsorships, underwriters, tourism or visitor-related grant
BRE-11	Publish a restaurant guide and distribute it accordingly.	1	Alliance	Graphic designer	$5K/year	Alliance fees, sponsorships, underwriters, tourism or visitor-related grant

Action ID	Implementation Action	Priority	Responsibility		Rough Cost Estimate	Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	$	*See Table 8.2 Potential Funding & Financing Mechanisms for descriptions and acronyms of sources.*
BRE-12	Launch a website specifically to promote Downtown Logan and the Logan Downtown Alliance. Promote Downtown as a cultural destination. Provide up-to-date information on events and local businesses. Highlight Downtown destinations and parking locations. Celebrate recent successes and projects.	1	Alliance	Web designer	$9K/year	Alliance fees, sponsorships, underwriters, tourism or visitor-related grant
BRE-13	Host a Downtown familiarization tour for hotel concierges, USU campus tour guides, and other key hospitality frontline employees.	2	Alliance	Local downtown attractions, business owners	No cost	N/A
BRE-14	Develop a 12-month calendar of smaller-scaled events to create incentives to come to the Downtown.	1	Alliance	Partnering organizations, Opera, University, business owners	$5 - $25K	Alliance fees, sponsorships, underwriters
BRE-15	Use Downtown as a "stage" for community events.	2	Alliance Promotion Committee, partnering organizations	N/A	No cost	

Action ID	Implementation Action	Priority	Responsibility		Rough Cost Estimate	Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	$	*See Table 8.2 Potential Funding & Financing Mechanisms for descriptions and acronyms of sources.*
BRE-16	Create promotions to help draw dayworkers into Downtown on a regular basis. Customer Appreciation Month. Distribute the Downtown restaurant guides to all key employers, especially firms outside of Downtown Logan. Help businesses create and support "bounce back" promotions among themselves as well as two-for-one specials.	2, Ongoing	Alliance	Utah SBDC, Businesses, Cache Business Resource Center, partnering organizations	$15K/year	Alliance fees, SAA, sponsorships, businesses
BRE-17	Develop a series of promotional and advertising venues targeted directly to reach the residents (including Summer Citizens). Biyearly direct mail piece to new residents. Develop a move-in coupon book or package for new residents.	1	Alliance	Graphic designer, businesses	$5K/year	Alliance membership fees, sponsorships, advertising
BRE-18	Continue to work with the University to leverage opportunities to reach both the students and the faculty. Build on the existing "Taste of Downtown," targeting students. Look for opportunities to have a Downtown Logan booth at University activities and events. Explore social media venues to reach the University students.	Ongoing	Alliance	Downtown businesses, University, social media specialists	$1 - 5K/year	Alliance fees, sponsorships, University

Action ID	Implementation Action	Priority	Responsibility		Rough Cost Estimate	Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	$	*See Table 8.2 Potential Funding & Financing Mechanisms for descriptions and acronyms of sources.*
BRE-19	Quarterly cluster advertising program. Newspaper Radio Downtown coupon book Flyers available in Downtown businesses	Ongoing	Alliance	Businesses, media	$8K/year	Sponsorships, individual businesses, media match
BRE-20	Expand hours that Downtown is open. Open later hours campaign.	1	Alliance, participating businesses and organizations	Media	No cost	Sponsorships, individual businesses, media match
BRE-21	Continue to showcase the history and cultural diversity of Downtown Logan to expand cultural and heritage tourism. Maintain the self-guided walking tour collateral. Plaques. Windows on History. Outreach to schools. Outreach to community. Offer information and tours to travel writers. Banners.	Ongoing	Alliance, Historical Commission	Cultural organizations, CD	$12K	grant, underwriters, RDA, SAA

Action ID	Implementation Action	Priority	Responsibility		Rough Cost Estimate	Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	$	*See Table 8.2 Potential Funding & Financing Mechanisms for descriptions and acronyms of sources.*
MARKET STRATEGY: BUSINESS RECRUITMENT						
BR-1	Stay apprised of market opportunities throughout the downtown revitalization and management process. Consult Downtown Logan Market Opportunities Report (March 2010) to glean useful data. Appoint a market data subcommittee of the Alliance's economic development committee to lead ongoing market analysis. Network with business and property owners, city officials, real estate professionals, and economic development leaders to exchange strategic market information.	1, Ongoing	Alliance, ED, CD	Property owners, businesses, real estate professionals	No cost	N/A
BR-2	Continue to explore the dynamics of Downtown's business clusters as they evolve so that new business prospects can be directed to strategic locations. Visit key business clusters on foot to observe the interdependent relationships of the businesses in the cluster. Consider business cluster synergies when planning potential uses for key vacancies. Use the Building Use Classifications maps to illustrate business clusters and location options for prospective new businesses.	1, Ongoing	Alliance, CD, ED		$2K/year	N/A

Action ID	Implementation Action	Priority	Responsibility		Rough Cost Estimate	Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	$	*See Table 8.2 Potential Funding & Financing Mechanisms for descriptions and acronyms of sources.*
BR-3	Establish priority business recruitment targets. Convene a strategy session to select 3 to 5 targets that are promising when held up to business development criteria. Set forth the priority targets on the Alliance's website and in marketing materials. Identify key commercial realtors that will help locate new businesses in vacant and underutilized buildings and undeveloped land parcels.	1	Alliance, CD, ED	Real estate professionals	No cost	N/A
BR-4	Identify priority business recruitment locations. Convene a meeting to review vacant buildings and sites and choose 3 to 5 locations on which to focus business recruitment efforts. For each location, conduct a review of its features and capabilities as places for priority business recruitment targets. Emphasize priority locations on the Alliance's website and in marketing materials.	1	Alliance		$9K	N/A
BR-5	Position the Alliance and its partners to effectively respond to, and seek, business investment prospects. Assemble a business recruitment packet to include: A market profile sheet Business opportunity profile sheets A listing of available business locations Property profile sheets	1, Ongoing	Alliance		$8k/year	Hard costs of producing marketing materials could be funded by Alliance fees, SAA, property owners.

Action ID	Implementation Action	Priority	Responsibility		Rough Cost Estimate	Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	$	*See Table 8.2 Potential Funding & Financing Mechanisms for descriptions and acronyms of sources.*
	Information on available financial assistance programs Information on development incentives Position the Alliance office to serve as the lead "intake" site for business prospects. Devise a plan for how each partner will cooperatively respond to business inquiries about Downtown.					
BR-6	Achieve a strong, consistent presence on the Internet that markets to the world Downtown Logan as a great location to establish a business. Develop a Downtown Logan website that offers business development features. Collaborate with partners to ensure that all entities' websites provide consistent information to business prospects.	1	Alliance, CD, ED		See BRE-12	Hard costs of producing a website could be funded by Alliance fees, SAA, property owners.
BR-7	Reveal leads for new business prospects by networking inside and outside the community. Conduct visits to property and business owners, and multiple business development partners. Field business recruitment teams to visit local and regional businesses and emerging entrepreneurs.	Ongoing	Alliance		$3500/year	N/A
BR-8	Position vacancies as opportunity sites for successful businesses. Manage a program for promoting vacant buildings and sites as attractive locations for businesses.	Ongoing	Alliance		No cost	N/A

Action ID	Implementation Action	Priority	Responsibility		Rough Cost Estimate	Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	$	*See Table 8.2 Potential Funding & Financing Mechanisms for descriptions and acronyms of sources.*
BR-9	Create an entrepreneur development system to support existing and future small businesses in the Downtown. Convene a collaborative planning session of the Alliance and its partners to identify resources and services that can be harnessed. Augment existing entrepreneur services with enhancements to technical and financial assistance, mentoring, networking, and outreach.	1	Alliance		No cost	N/A
BR-10	Promote the use of small-business incentives and financing tools in the Downtown and link entrepreneurs to programs. Provide technical assistance to entrepreneurs to help them secure financing. Develop a commercial building exterior improvement incentive grant program.	1	RDA, Alliance, Cache Business Resource Center		See BRE-4	Logan Downtown Business Development Fund, RDA, SBA, UMLF, SAA

Action ID	Implementation Action	Priority	Responsibility		Rough Cost Estimate	Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	$	*See Table 8.2 Potential Funding & Financing Mechanisms for descriptions and acronyms of sources.*
MARKET STRATEGY: HOUSING						
H-1	Develop Downtown sites as housing/mixed use by carrying out the following actions: Identify Downtown's top five priority sites for housing and mixed-use development and assess each site's capability and project feasibility. Assist property owners and developers to find financing. Position City offices for customer-friendly project assistance.	1, Ongoing	Alliance, ED		No cost	Low-Income Housing Tax Credits, Olene Walker Fund, HOME, HUD 202, CDBG, RDA, banks, Logan General Fund, private funding partnerships
H-2	Rehabilitate vacant or underutilized upper floors in Downtown commercial buildings for housing. Identify Downtown's top 3 to 5 buildings suitable for rehabilitation into housing. Connect with building owners to explore rehabilitation strategies. Assist property owners and developers to find financing.	1,2	Alliance, ED		No cost	Same as above, plus federal and state Historic Preservation Tax Credits

Action ID	Implementation Action	Priority	Responsibility		Rough Cost Estimate	Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	$	*See Table 8.2 Potential Funding & Financing Mechanisms for descriptions and acronyms of sources.*
MARKET STRATEGY: DOWNTOWN ALLIANCE ORGANIZATIONAL STRATEGY						
O-1	Evolve the Downtown Manager position to full time.	1	Alliance, CD, ED		To be negotiated	Alliance, RDA
O-2	Increase funding base of the Alliance by carrying out the following: Expand the membership base and dues. Pursue funding from the City of Logan. Implement a Special Assessment Area (SAA) or Business Improvement District (BID). Hold fundraising events. Pursue sponsorship/advertising opportunities. Research and apply for grants.	1 / Ongoing	Alliance, ED, property owners	Consultant, partnering organizations	$25K	RDA, sponsorships, Alliance membership fees, SAA
O-3	Strengthen the Logan Downtown Alliance's organizational structure.	Ongoing	Alliance, business & property owners, CD, ED	Partnering organizations	No cost	N/A
O-4	Provide technical assistance to help solidify the new organizational structure, form committees, and develop work plans.	1	Alliance, CD, ED, business & property owners	Partnering organizations, consultants	No cost	Alliance membership dues
O-5	Expand the community's knowledge of Downtown development and management. Maintain membership with the National Trust and attend the annual Main Street Conference. Conduct field trips to other downtowns.	2	Alliance, CD, ED	Partnering organizations, business & property owners, interested citizens	$12K/year	Alliance membership fees, sponsorships, SAA, RDA

Action ID	Implementation Action	Priority	Responsibility		Rough Cost Estimate	Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	$	*See Table 8.2 Potential Funding & Financing Mechanisms for descriptions and acronyms of sources.*
O-6	Maintain consistent communication between members, stakeholders, partners, and the community. Maintain an accurate database of all interested parties. Publish a regular newsletter. Establish a block captain or ambassador program. Hold regular community forums. Produce an annual report. Hold a work session with the City Council. Give presentations to partnering organizations.	Ongoing	Alliance, CD, ED	Partnering organizations	No cost	Alliance membership fees, sponsorships, underwriters
HISTORIC PRESERVATION						
HP-1	Assist property owners in maintaining or rehabilitating historic properties to satisfy design guidelines. Evaluate a grant or matching loan program to assist residential and commercial property owners in the maintenance and renovation of historic properties Provide local incentives and technical assistance to support the use of federal and state incentive programs to encourage preservation of privately-owned Historic Resources. Re-evaluate the uses permitted within historic structures as a means to preserve the structure	Ongoing	Alliance, CD, ED		$80K/year	Federal and State Historic Preservation Tax Credits, Low-Income Housing Tax Credits, Olene Walker Fund, Utah Heritage foundation loan

Action ID	Implementation Action	Priority	Responsibility		Rough Cost Estimate	Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	$	*See Table 8.2 Potential Funding & Financing Mechanisms for descriptions and acronyms of sources.*
HP-2	Explore becoming a federally designated Preserve America Community to reaffirm the City's commitment to preservation and become eligible for Preserve America grants.	2	CD		$7K	Alliance, SAA
HP-3	Identify funding for the ongoing preservation of City-owned historic resources in the Downtown. Funding sources may include: Development fees Preserve America grants Grants available to Certified Local Governments (CLG)	Ongoing	CD		$50K	Preserve America Grants, Federal and State Historic Preservation tax credits, CLG grants
EDUCATIONAL PROGRAMS						
E-1	Business and Property Owners Specific Plan Education Program	1	CD, ED		No cost	

Action Plan Legend:

Responsible Party:
Alliance = Downtown Alliance
CVTD = Cache Valley Transit District
LCSD = Logan City School District
Utah SBDC = Utah Small Business Development Center
UDOT = Utah Department of Transportation

Logan City Department:
ADM = City Administration
CD = Community Development
(includes Planning, Building, Code Enforcement)
CDBG = Community Development Block Grant
ED = Economic Development
PD = Police Department
PR = Parks and Recreation
PW = Public Works
RDA = Redevelopment Agency
SAA = Special Assessment Area

Priority:
1 = Short Term (0–4 years)
2 = Mid Term (5–9 years)
3 = Long Term (10+ years)
Ongoing

Funding Sources:
See Table 8.2 for Potential Funding & Financing Sources, acronyms, and descriptions.

8.2 Potential Funding & Financing Mechanisms

The following describes the various funding mechanisms that are available at the federal, state, regional, and local level that may be pursued by the City and/or adjoining agencies to implement the planned public improvements as well as to support some annual operations and maintenance costs. The discussion below includes potential funding sources for the Specific Plan area.

This section is organized into the following primary funding categories:

- Federal Funding Sources (comprising grants and programs)
- State Funding Sources (comprising grants and programs)
- Regional Funding Sources (comprising grants and programs)
- Local Funding & Financing Sources (comprising funds, fees, and special districts)
- Private (comprising funds and sponsorships)

Table 8.2 Potential Funding & Financing Mechanisms

Type	Source	Description	Use
FEDERAL			
Economic Development Administration (EDA) Grant		The Federal Economic Development Administration is a potential source of grant money for the Logan Downtown Specific Plan. Funds from the EDA can be used to finance construction and rehabilitation of infrastructure and facilities that are necessary to achieve long-term growth and dynamic local economies.	Reconstruction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain private sector jobs and investments, attract private sector capital, and promote regional competitiveness.
Small Business Administration (SBA)	www.sba.gov	Through training, technical assistance, and financing programs, the Small Business Administration helps people plan, launch, and sustain successful businesses. The SBA works with banks and other lending institutions to provide guaranteed loans for a variety of general business purposes (7a), real estate or equipment (CDC/504), and small (up to $35,000) short-term loans (microloans).	Business improvements.
Community Development Block Grants (CDBG)		Federal funds through the U.S. Department of Housing and Urban Development (HUD) for community revitalization efforts and economic development opportunities. Includes the Entitlement Communities Grant.	Housing, public infrastructure, public services, and economic development projects that focus on benefitting low- and moderate-income persons that are at or below 80% of the area median income (AMI). Can be used to rehabilitate existing low- and moderate-income housing and acquire sites on which to develop workforce housing.
HOME		Provides formula grants to states and municipalities that communities often use in partnership with local nonprofit groups to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income households.	Affordable housing units for low- to moderate-income persons.
HUD 202 Low Income Senior Housing Grants and Loans (HUD 202)		Housing developers can compete nationally for Department of Housing and Urban Development (HUD) grants and low-interest loans to build housing for low-income seniors.	Housing for low-income seniors.

Type	Source	Description	Use
Low Income Housing Tax Credit		A federal dollar-for-dollar tax credit that attracts equity investments to finance the development of affordable housing. It is administered by the Utah Housing Corporation.	Development of affordable housing.
Historic Preservation Tax Credit		A Federal Investment Tax Credit of 20% of total qualified rehabilitation costs. The credit to the owner's federal income tax may be carried back one year or forwarded up to 20 years. Eligible buildings are those listed in the National Register of Historic Places that, after rehabilitation, are used for commercial or residential rental use. Work must meet the Secretary of the Interior's Standards for Rehabilitation.	Rehabilitate residential or commercial buildings in the Downtown that are listed on the National Register of Historic Places.
Preserve America Grants	www.preserveamerica.gov/federalsupport.html	The Preserve America matching-grant program provides planning funding to designated Preserve America Communities, Neighborhoods, and Certified Local Governments to support preservation efforts through heritage tourism, education, and preservation planning. Grants do not fund the repair, rehabilitation, or acquisition of historic properties, sites, or collections.	To support planning, development, and implementation of innovative activities and programs that creatively promote and preserve the community's cultural resources. Projects must fit in one of the following categories: • Research and documentation • Education and interpretation • Planning • Marketing • Training
Brownfields Economic Development Initiative (BEDI)	www.hud.gov/offices/cpd/economicdevelopment/programs/bedi/index.cfm	BEDI is a competitive grant program used to spur the return of brownfields to productive economic reuse. BEDI grants must be used in conjunction with a new Section 108 guaranteed loan. Both Section 108 loan proceeds and BEDI grant funds are initially made available by HUD to public entities approved for assistance.	Redevelopment of abandoned, idled, and underused industrial and commercial facilities where expansion and redevelopment is burdened by real or potential environmental contamination.

Type	Source	Description	Use
Targeted Brownfields Assessment Grant (TBA)	www.epa.gov/brownfields/grant_info/tba.htm	Targeted Brownfields Assessments promote the cleanup and redevelopment of brownfields. TBA funding may only be used at properties eligible for U.S. Environmental Protection Agency (EPA) brownfields funding. EPA generally will not fund TBAs at properties where the owner is responsible for the contamination unless there is a clear means of recouping EPA expenditures. Further, the TBA program does not provide resources to conduct cleanup or building demolition activities. Cleanup assistance is available under EPA's Cleanup or Revolving Loan Fund (RLF) grants.	Contamination and cleanup assessment of brownfield sites.
Brownfields Cleanup Grant (Cleanup)	www.epa.gov/brownfields/cleanup_grants.htm	Cleanup grants provide funding to carry out cleanup activities at brownfield sites. An eligible entity may apply for up to $200,000 per site. An applicant must own the site for which it is requesting funding at time of application. The performance period for these grants is three years.	Cleanup activities at brownfield sites.
Federal Transit Administration (FTA) Grants	http://www.fta.dot.gov/funding/grants_financing_263.html	The Federal Transit Administration helps communities support public transportation by issuing grants to eligible recipients for planning, vehicle purchases, facility construction, operations, and other purposes. FTA administers this financial assistance according to authorization, SAFETEA-LU, which authorizes specific dollar amounts for each program. Brief descriptions of grant programs that are applicable to Logan are provided below: • Urbanized Area Formula Program • Job Access and Reverse Commute Program • Flexible Funding for Highway and Transit	See below.
Urbanized Area Formula Program (FTA/SAFETEA-LU program)		This program provides formula funding to states for the purpose of supporting public transportation in areas with populations of more than 50,000.	Planning, engineering design, and evaluation of transit projects and other technical transportation-related studies; capital investments in bus and bus-related activities; and capital investments in new and existing fixed guideway systems.

Type	Source	Description	Use
Job Access and Reverse Commute (JARC) Program (FTA/SAFETEA-LU program)		The Job Access and Reverse Commute Program addresses the unique transportation challenges faced by welfare recipients and low-income persons seeking to obtain and maintain employment. The JARC program funds transportation projects designed to help low-income individuals with access to employment and related activities where existing transit is either unavailable, inappropriate, or insufficient.	Capital, planning, and operating expenses for projects that transport low-income individuals to and from activities related to employment and for reverse commute transit services.
Flexible Funding for Highway and Transit (Flexible Funds)		Flexible funds are certain legislatively specified funds that may be used either for transit or highway purposes. The idea of flexible funds is that a local area can choose to use certain federal surface transportation funds based on local planning priorities, not on a restrictive definition of program eligibility. Flexible funds include Federal Highway Administration (FHWA) Surface Transportation Program (STP) funds and Congestion Mitigation and Air Quality Improvement Program (CMAQ) and Federal Transit Administration (FTA) Urban Formula Funds. FHWA funds transferred to the FTA have provided a substantial new source of funds for transit projects. The Urbanized Area Formula Program is one of the FTA programs eligible for transfer of FHWA funding.	Transit improvements such as new fixed guideway projects, bus purchases, construction and rehabilitation of rail stations, maintenance facility construction and renovations, alternatively-fueled bus purchases, bus transfer facilities, multimodal transportation centers, and advanced technology fare collection systems.
STATE			
Olene Walker Housing Loan Fund (Olene Walker Fund)		Using funds from the Utah State Legislature and the U.S. Department of Housing and Urban Development's HOME Program block grant to the state, this fund provides low-interest loans as gap financing for projects that develop affordable housing.	Affordable housing.
Tourism or Visitor-Related Grant		This grant is focused primarily on attracting out-of-state visitors to increase tourism expenditures. For example, the Utah Office of Tourism (http://travel.utah.gov/index.html) supports Utah Cooperative Marketing that matches out-of-state marketing dollars up to $175,000 as well as administers the Utah State Scenic Byway Program, which periodically offers grant opportunities through National Scenic Byway Program funding.	Publications such as a comprehensive Downtown directory, restaurant guide, and Downtown website.

Type	Source	Description	Use
Utah Historic Preservation Tax Credit		A tax credit against Utah income or corporate franchise taxes for 20% of the qualified costs for rehabilitation of historic buildings occupied by owners or used as residential rentals. Any building listed in the National Register of Historic Places qualifies if, after rehabilitation, it is used as a residence. Total expenditures must exceed $10,000. Work must meet the Secretary of the Interior's Standards for Rehabilitation.	Rehabilitate buildings in the Downtown that are listed on the National Register of Historic Places.
Utah Microenterprise Loan Fund (UMLF)	www.umlf.com	Provides small loans ($1,000–$25,000) for people with low to moderate incomes to launch or expand business ventures.	Provide technical assistance to entrepreneurs to help them secure financing.
Utah Small Business Development Center (SBDC)		Provides coaching, consulting, and workshops for small businesses. The local SBDC office will often be willing to partner with an organization to offer a specialized workshop or training to meet the needs of the members of that specific organization.	Work with the SBDC to explore how to tailor their programs to meet the needs of the Downtown business owners.
REGIONAL			
Cache Chamber of Commerce (Chamber)		A voluntary association whose membership comprises companies, civic leaders, and individual business people. Its members seek to promote the interests of business. Local chambers of commerce offer a range of programs and services to their members, including information and advice on timely business matters, opportunities for networking, a variety of publications, business forums, and even special events.	Education and technical assistance to businesses.
LOCAL			
Downtown Alliance Membership Fees (Alliance Fees)		Allows Downtown businesses, property owners, organizations, and even interested citizens to support Downtown Logan activities, promotions, and programs. Membership fees are voluntary and often linked to direct benefits for the payee.	Downtown events, promotions and programs, and technical assistance for businesses.

Type	Source	Description	Use
Logan General Fund		This is the most accessible and flexible funding source available to local agencies. Local revenues are collected in the City General Fund from property tax, sales tax, and transient occupancy tax and are expended on projects and programs as defined in the City's adopted budget. Projects and programs that may be funded by this source of money generally include those items which cannot be paid for by other funding sources and which provide a direct community-wide benefit for the residences or businesses in the city. However, since this funding source is the City's primary operating capital and highly competitive, it should be looked at as a secondary source to fund most projects.	Capital improvement projects, business development, housing initiatives.
Logan Downtown Business Development Fund		Provides grants using Community Development Block Grant (CDBG) funds for job-creating/retaining business development projects and affordable housing. Projects must benefit low- and moderate-income persons. The fund is administered by the City of Logan Economic Development Director.	Projects that create or retain jobs for low/moderate income (LMI) persons as part of the establishment, stabilization, or expansion of small businesses. Projects that create affordable housing units within existing commercial space or rehabilitate or reconstruct existing units.
Developer Agreements		Agreement between the City and developer describing the improvements and funding sources available to finance improvements. Direct contributions from the developer help pay for infrastructure needed to accommodate the new development. Structured negotiations between cities and developers are often conducted to obtain desired improvements in exchange for development rights. The amount of public benefits that can be provided is unpredictable and will have to be negotiated.	Infrastructure.

Type	Source	Description	Use
Redevelopment Agency (RDA)		A portion of the Specific Plan area lies within the city's Redevelopment Area (see **Figure 3.2**) and is eligible for expenditure of bond proceeds levied against the potential increased tax increment for the area. Redevelopment agencies (RDAs) are a tool used by local government to clean up blight and to implement the development goals of communities. The RDA board adopts the plans, policies, and budgets, which are implemented by the agency. In the State of Utah, RDAs assist communities in addressing three types of development issues: (1) Redevelopment – to encourage private and public investment in previously developed areas that are blighted; (2) Economic Development – to work with businesses to increase the jobs available in the community and the state as a whole; and (3) Housing Development – to increase the amount and variety of housing within a community.	Building facade improvement grants, Infrastructure projects, housing projects, and public/private partnerships. Funds will be used to implement the high priority projects and programs identified in this Specific Plan.
Impact Fees		Impact fees are direct charges collected on a one-time basis as a condition of an approval granted by the local government. The purpose of the fee must directly relate to the need created by the development. In addition, its amount must be proportional to the cost of improvement. While most of the Specific Plan area is built out, some of the planned improvements could be necessary because of the pressures from either new development or recent growth in the surrounding area. Development Impact fees may include traffic mitigation fees, infrastructure improvement fees, and connection fees.	Capital infrastructure improvements.
User Fees		Development-related fees collected to offset the cost of the entitlement processing. They may include permit fees and application fees.	Cost recovery of city entitlement processing.
In-Lieu Development Dedication		In lieu of payment of all or a portion of development fees, developers may dedicate land to the City of Logan for other purposes such as parks or affordable housing. Whenever a developer determines to dedicate land in lieu of payment, a written application must be made describing the property to be dedicated and the development to receive credit for the development fee. If the land is used for a park, the Community Development Director must confer with the Public Works Director and prepare a report to the City Council regarding the proposed dedication. The value of the property to be dedicated must be determined in the same manner as the then-current calculation of the average cost of parkland for the Local Park Development Fee.	Dedication of land for parks or affordable housing.

Type	Source	Description	Use
Special Assessment Area (SAA) or Business Improvement District (BID)		A business improvement district is a defined area within which businesses (and often property owners) pay an additional tax or fee in order to fund improvements within the district's boundaries. BIDs may go by other names, such as business improvement area, business revitalization zone, community improvement district, special assessment area, or special improvement district. BIDs provide services such as cleaning streets, providing security, making capital improvements, and marketing the area. The services provided by BIDs are supplemental to those already provided by the municipality.	Marketing, promotion, security, street cleaning, landscaping, streetscape improvements, and parking improvements.
PRIVATE			
Beautification Grant	http://corporate.homedepot.com/wps/portal/Grants	The Home Depot Building Healthy Communities Grant Program is an example of a beautification grant, which grants up to $2,500 to registered 501(c)(3) nonprofit organizations, public schools, or tax-exempt public service agencies in the United States who are using the power of volunteers to improve the physical health of their community. Grants are made in the form of The Home Depot gift cards for the purchase of tools or materials.	Landscaping and streetscape improvements; clean sidewalk program.
Media Match		Local media (print and electronic) will match dollar for dollar the advertising space or time that an organization will purchase for promoting an event or activity.	Promoting for Downtown events.
National Trust Preservation Fund	http://www.preservationnation.org/resources/find-funding/grants/	The National Trust for Historic Preservation (NTHP) is a nonprofit membership organization that supports preservation activities. The NTHP offers funding assistance for preservation projects that act as a catalyst to spur revitalization efforts in the surrounding community.	To obtain professional expertise in areas such as architecture, archeology, engineering, preservation planning, land-use planning, fundraising, organizational development, and law, as well as to provide preservation education activities to educate the public.
Utah Heritage Foundation Loan	http://www.utahheritagefoundation.org/preservation-resources/financial-resources	Utah Heritage Foundation, a non-profit statewide historic preservation advocacy organization, offers financial assistance programs, such as the Revolving Loan Fund, which offers qualifying property owners a loan at half of the prime interest rate for historic renovations.	Rehabilitate historic properties (primarily residential).

Type	Source	Description	Use
Sponsorships		Cash contributions to an event that is not targeted for a specific expense (but rather to increase event revenue) and for which benefits are promised to the donor (e.g., recognition, table). *For example, XYZ Corporation donates $5,000 to Anytown; in doing so, the company's logo may be included on the event t-shirts.*	Any Downtown program or event that has a willing sponsor.
Underwriting		Includes gifts solicited and secured to pay for a specific expense of an event. When pursuing underwriting, it is advantageous to first underwrite an event's direct expenses (versus indirect expenses). *For example: XYZ Corporation agrees to purchase the event t-shirts on behalf of the ABC via writing a check directly to the vendor. In doing so, the event does not incur an expense for the shirts.*	Any Downtown program or event that has a willing donor.

8.3 Incentives Toolbox

Incentives can be a very effective means to promote new development in the Downtown. **Table 8.3** summarizes a list of recommended incentives to attract new development to the Downtown. The City's Economic Development Committee (EDC) should review this list to select the appropriate incentives to include in a formal incentives program to be adopted by City Council resolution. Providing a range of different techniques will make the incentive program attractive to a wider range of applicants. The recommended incentives are organized into the following categories:

- Fee/tax reductions
- Direct financial assistance to developers and businesses
- Entitlement incentives
- Other incentives

Table 8.3 Recommended Incentives

Item	Description	Recommended Actions	Funding Source
FEE/TAX REDUCTIONS			
Building Permit Fees	Although the City's Building Permit fees are already modest for most projects, reducing them for projects proposed in Downtown would send an important message to the development community of the City's commitment to attracting desired development to Downtown.	• Reduce Building Permit fees by 50% for all Specific Plan area projects within the RDA boundary that meet the business development targets identified in **Table 7.1 Business Development Targets** of this Specific Plan and are submitted for review during the first three years of implementation. • Revisit this issue after the first three years and consider extending the benefits.	RDA
Business License Fees	As with Building Permit fees, the City's existing Business License fees are modest. Nevertheless, reducing them for a specified period of time (for both existing and new businesses) would send an important message to the business community as to the City's level of commitment to Downtown.	• Upon adoption of the Specific Plan, offer a 50% reduction of the Business License Fees to all new businesses within the RDA boundary that meet the business development targets identified in **Table 7.1 Business Development Targets** and open in the Specific Plan area during the first three years of implementation. • Revisit this issue after the first three years and consider extending the benefits.	RDA

Item	Description	Recommended Actions	Funding Source
Demolition/ Landfill Fees	As a means of improving the Downtown's economic attractiveness (compared to other parts of the city which might otherwise be more attractive to the development community), the City could reduce the demolition and landfill fees.	• Reduce the demolition and landfill fees by 50% for all Specific Plan area projects within the RDA boundary that meet the business development targets identified in **Table 7.1 Business Development Targets** and are submitted for review during the first three years of implementation. • Revisit this issue after the first three years and consider extending the benefits.	RDA
Development Impact Fees	Impact fees for water, sewer, parks, or other public infrastructure can be reduced for Downtown businesses.	• Reduce development impact fees by 50% for all Specific Plan area projects within the RDA boundary that meet the business development targets identified in **Table 7.1 Business Development Targets** and are submitted for review during the first three years of implementation. • Revisit this issue after the first three years and consider extending benefits.	RDA
DIRECT FINANCIAL ASSISTANCE TO DEVELOPERS AND BUSINESSES			
Affordable Housing Program	An affordable housing program could provide financial assistance for projects that include affordable housing.	• Continue the affordable housing program offering direct subsidies. The subsidy amount depends on the scope and size of the project and the amount of funding available.	RDA Affordable Housing Fund
Commercial Facade Improvement Program	This program should be available to rehabilitate commercial facades in the Downtown. The program should provide grants for facade rehabilitation for 50% of the costs of building facade improvements.	• Establish a Commercial Facade Improvement Program, offering grants up to $35,000 to fund 50% of the costs. • This grant would operate in a competitive fashion for projects located within the RDA boundary.	RDA, SAA, CDBG
Redevelopment Assistance Program	A developer assistance program for nonresidential buildings would help private property owners complete rehabilitation projects that alleviate blight and enhance building safety and appearances. Common projects may include bringing buildings up to code, replacing deteriorating windows or roofs, refinishing or repainting exterior walls, or replacing signs or landscaping.	• Modify the City's existing Downtown Business Development Fund program to also provide grants for rehabilitation projects that benefit low- to moderate-income individuals.	CDBG

Item	Description	Recommended Actions	Funding Source
Energy-Efficient Construction Program	The energy efficiency program would enable the City to provide grants to property owners for energy-efficient construction practices for energy-efficient new building construction and/or for energy efficiency upgrades to existing buildings.	• Establish an Energy-Efficient Construction Program that offers grants to developers who incorporate energy-efficient elements into their projects located within the RDA boundary.	RDA
Parking Incentive	The City will provide financial assistance in the development of terraced parking.	• Establish a parking incentive program offering to pay for any additional parking made accessible to the general public as public parking.	Bonding and servicing the debt with annual CDBG allocations; user fees
Project-Specific Infrastructure Financial Assistance	There may be specific development projects for which it is advantageous for the City to provide financial assistance for new infrastructure or to repair or upgrade existing infrastructure. This type of assistance is typically negotiated on a case-by-case basis (reflecting the specific public benefits that can justify the public investment) and subject to a development agreement.	• Establish funding of infrastructure related to key catalyst projects that meet the business development targets identified in **Table 7.1 Business Development Targets** of this Specific Plan and submitted for review during the first three years of implementation. • Revisit this issue after the first three years and consider extending benefits.	RDA , City General Fund
ENTITLEMENT INCENTIVES			
City-Sponsored Environmental Review	The City may undertake environmental review for projects at its discretion in order to assist in expediting the development process.	• Undertake environmental review for all Specific Plan projects submitted for review during the first five years of implementation. • Revisit this issue after the first five years and consider extending benefits.	RDA , City General Fund
Historical Assets Incentives	Provide local incentives and support the use of federal and state incentive programs to encourage preservation of privately-owned Historic Resources.	• Develop a program to incentivize improvements to historic buildings. Incentives may include: • Roof/plumbing improvement program • Relaxation of zoning regulations such as height, setbacks, parking, ADA requirements • Historic Resource Conservation Easements • Adaptive Reuse Ordinance • City Tax Exemptions • Low interest loans • Offering design assistance and technical support	RDA, Federal and State Historic Preservation tax credits, Preserve America Grants, Olene Walker Fund

Item	Description	Recommended Actions	Funding Source
		• Providing workshops on the maintenance of historic properties • Assistance with state and national funding sources • Façade Easements	
Streamlined Entitlement and Environmental Documentation	The intent of this incentive is to remove — to the maximum degree possible — the need for discretionary approvals for projects that fall within the "envelope" of development established by the Specific Plan. In many communities, this is achieved through a program or master EIR, which essentially serves as an environmental pre-clearance document for all future projects that are consistent with Specific Plan land uses.	• Investigate the various administrative options for minimizing the need for NEPA documentation for future projects proposed within the Specific Plan area. • As appropriate (based on the above investigations), prepare a program EIR for the Specific Plan area.	No cost associated with this item
OTHER INCENTIVES			
City-Owned Opportunity Sites & Site Assembly	Site assembly — the process of making sizeable development sites available to private developers — is often an important municipal tool in the redevelopment process. In many cases, this is accomplished through land acquisition.	• Compile inventory of existing City-owned sites in the Specific Plan area, noting location, acreage, existing use, and potential for site assembly. • Identify potential sites for City acquisition, and acquire selected sites. • Market selected site(s) via a developer request for information (RFI) process.	RDA, CDBG, City's General Fund
Construction Incentives	The City could provide landfill expenses, temporary restrooms, a temporary storage yard on City property, or other benefits that support construction activities.	• Establish a construction incentives program identifying services/ material/expenses to be provided. • Offer incentive for projects submitted for review during the first five years of implementation. • Revisit this issue after the first five years and consider extending benefits.	RDA, CDBG, City's General Fund
Downtown Development Facilitator	Existing staff member(s) in the Community Development and/or Economic Development departments would expand their responsibilities to take on the role of Downtown Development Facilitator. The primary responsibility will be to work closely with the Downtown Manager (under jurisdiction of the Downtown Alliance) to carry out action items identified in **Table 8.1, Action Plan.** The Downtown Development Facilitator will manage interdepartmental coordination and project selection as well as	• City to designate existing staff member(s). • Economic Development and Community Development departments to jointly select this specialized candidate.	General Fund, Alliance

Item	Description	Recommended Actions	Funding Source
	the effort to streamline the entitlement and infrastructure provision processes. This individual will assist the Downtown Manager to generate and guide key projects by: • Attracting catalyst projects to specific sites; • Evaluating new opportunities as they arise; • Interfacing with developers on project design and components; • Coordinating appropriate public support; • Shepherding developments through the entitlement and development process; and • Seeing projects through to fruition in line with City and Specific Plan goals.		
Infrastructure Labor/Equipment Assistance	Provide labor and/or equipment from City departments to assist with development infrastructure.	• Offer incentive on a case-by-case basis.	No direct costs
Land or Land Buy-Down	The City would provide public land to a developer or grants to developers who want to buy public or private land. The development project must be a catalyst project that meets the business target guidelines in Chapter 7 Market Strategy.	• Offer land or land buy-down incentive for Specific Plan projects that meet the business development targets identified in Table 7.1 Business Development Targets of this Specific Plan and are submitted for review during the first three years of implementation.	RDA, City General Fund
Streetscape Improvements	Streetscape investments will serve to “prime” the area for new development.	• Carry out recommended streetscape improvements, as identified in Chapter 5 Circulation & Parking Plan.	CDBG, RDA
Technical Assistance	The City provides free technical assistance to developers, such as providing architectural rendering services, providing information about local business development resource, and helping to secure financing from the CDBG-funded Downtown Business Development Fund (grants), Logan Redevelopment Agency, US Small Business Administration (SBA), and Utah Microenterprise Loan Fund.	• Continue to offer technical assistance and expand the types of services provided.	No direct costs

8.4 Plan Administration

The Specific Plan is a tool used to implement the City's General Plan and to guide development in a localized area. While the General Plan is the primary guide for growth and development in the community, a Specific Plan is able to focus on the unique characteristics of a specialized area by customizing the vision, land uses, and programs appropriate for the context of that area.

The City of Logan Community Development Department is responsible for the administration, implementation, and enforcement of this Specific Plan. If this Specific Plan is to serve its purpose effectively, it must be reviewed, maintained, and implemented in a systematic and consistent manner. The Action Plan presented in this chapter summarizes all of the most important programs, policies, and projects for implementing Vision 2050 with priorities set for actions that need to be undertaken in the first years after adoption. The following section outlines requirements for Specific Plan administration consistent with its goals, standards, and programs.

Annual Specific Plan Implementation Review

The City is committed to annually reviewing its progress in implementing the vision and programs of this Specific Plan. Since many of the factors and issues that the Specific Plan addresses change from year to year, an annual review and reporting of implementation will help ensure the City is moving forward to achieve the Specific Plan's vision. This review will report on the status of each specific implementation program in the Specific Plan and take into account the availability of new implementation tools, changes in funding sources, and feedback from Plan monitoring activities.

Five-Year Specific Plan Review

At least once every five years, the City will thoroughly review the Specific Plan and revise and update it as necessary. This review and update process will encompass the entire Plan, including the goals, vision, and implementation programs.

Regulation and Development Review (RDR)

Many Specific Plan policies are implemented through regulations adopted by the City based on the City's "police power" to protect the public health, safety, and welfare. The City will adopt an ordinance to put in place a development review process that provides for City review of individual project proposals and authorizes the City to approve, deny, or condition projects based on their consistency with this Specific Plan.

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APPENDIX A – MARKET OPPORTUNITIES REPORT

Appendix A:
Market Opportunities Report

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Downtown Logan Market Opportunities

for the
Logan Downtown Specific Plan
CITY OF LOGAN, UTAH

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MARCH 2010

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Introduction / Summary of Market Opportunities

The City of Logan has contracted with PMC to assist the community in developing a Downtown Specific Plan. As part of that process, commercial district revitalization consultants Keith Kjelstrom and Lani Lott are serving on the PMC team. Based on quantitative research and analysis, and field work and interviews conducted in Logan in February 2010, Kjelstrom and Lott have prepared this background report on downtown's market opportunities.

Downtown Logan enjoys a strong market position as a multifunctional center to the Cache Valley, an economically healthy region with superior population and economic growth.

Downtown's diverse target market groups present considerable consumer demand and buying power and the district serves them with a healthy mix of businesses and many dynamic business clusters.

This report profiles a wealth of market opportunities for downtown Logan:

- Retail potential analysis indicates that current unmet consumer demand could support an additional 124,000 square feet of retail space downtown. Population growth will bring the additional amount of supportable retail space downtown to 168,550 square feet by 2020.

- One of downtown's strengths is its professional sector, with finance, insurance and real estate, and professional and business services comprising 38% of the business mix. Upper floor office rehabilitations and owner-occupied office space will continue to be a strong market for downtown.

- Downtown is a promising location for accommodating a share of the region's housing growth while adding to the community's range of housing choices. 1,000 units of rehabilitated upper floor housing and new housing products in housing and mixed-use developments is a conservative estimate of this share.

- Existing businesses are faced with extensive opportunities for retaining, strengthening and expanding business through individual business enhancement initiatives. Even more promising is the array of cooperative business development actions achievable through a fully-staffed and invigorated downtown revitalization and management organization.

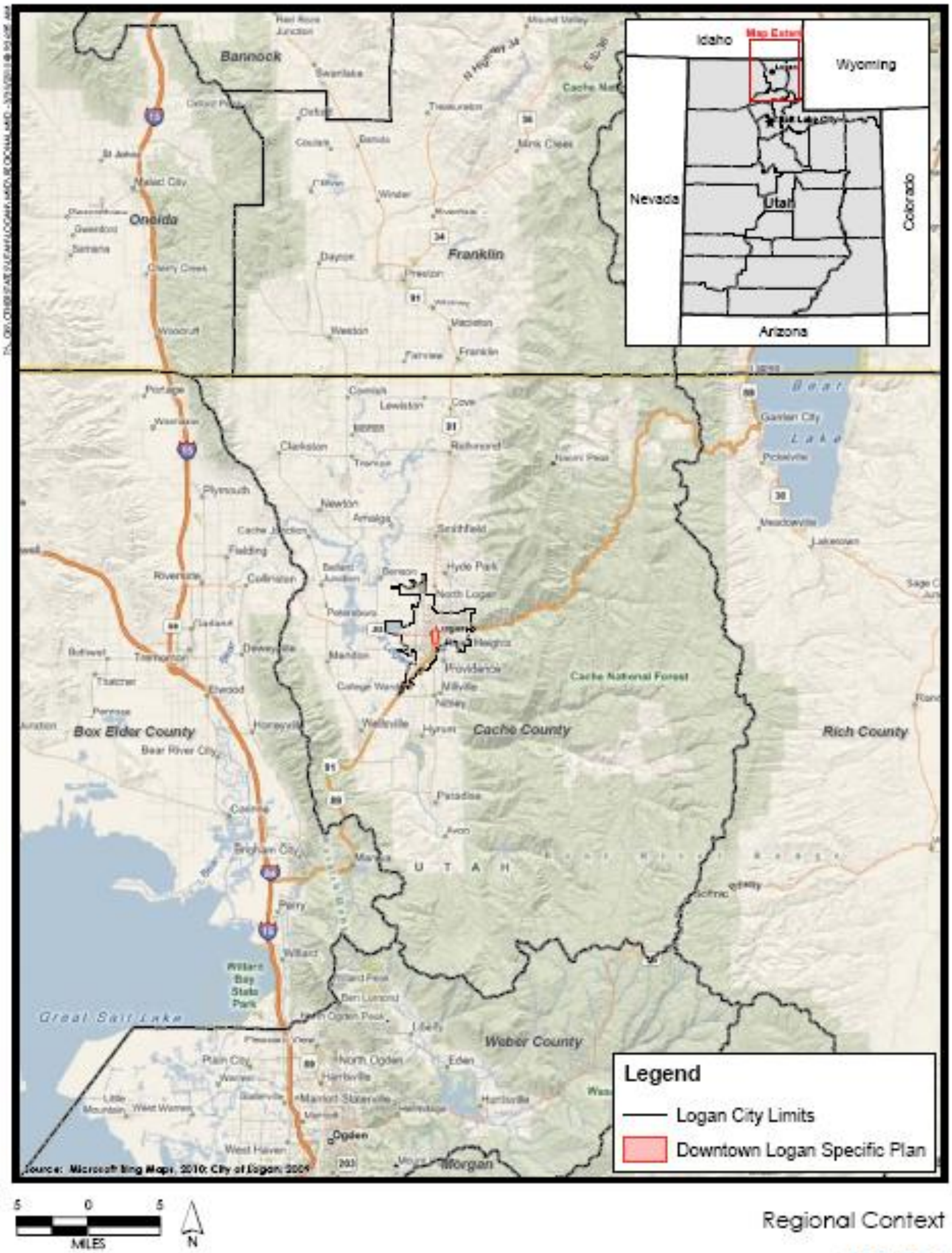
Trade Area Demographics

The downtown trade area is defined as the geographical area from which the district draws most of its local customers. Generally, customers will travel the shortest distance possible to fulfill their needs for goods and services. Convenience shopping for day-to-day needs typically occurs in short trips of within five to ten minutes (up to three miles). Consumers are willing to travel greater distances to make larger purchases of comparison goods like home furnishings, clothing and autos, or to partake in entertainment, recreation and dining experiences. In urbanized areas, drive times for such trips may be around 15 minutes (up to five miles). For rural residents, shopping trips of 30 minutes to an hour are not at all uncommon (up to 50 miles).

Downtown Logan is conveniently located at the core of the City of Logan. Most city residents live within three miles of the downtown. Thus, the city boundaries can serve appropriately to define downtown Logan's *primary trade area*.

Because of Logan's role as a regional center for commerce and government, downtown Logan's *secondary trade area* is the entire Cache Valley. Since the boundaries of Cache County approximate the Valley, Cache County statistics provide convenient and reliable market information to profile the secondary trade area.

These primary and secondary trade areas are shown on the following regional context map.



Regional Context

PMC

Population: By 2009, the City of Logan (downtown's primary trade area) had a population of 50,436, an increase of 18% during the nine years since 2000. Cache County's population (downtown's secondary trade area) experienced the even stronger growth of 21% during the same period, reaching 110,902 persons. The City and County population expansion has contributed to dramatic growth in the State of Utah. From 2000 to 2009, Utah's population increased from 2.25 million to 2.8 million people, an increase of nearly 25% (Utah Population Estimates Committee), while the US population grew by only about 9%.

Demographic and Socioeconomic Profile

	Logan City			Cache County		
	2000	2009	*Change*	2000	2009	*Change*
			-			
Population	42,670	50,436	*18.20%*	91,391	110,902	*21.35%*
Households	13,902	16,572	*19.21%*	27,543	34,214	*24.22%*
Median HH Income	$30,770	$40,014	*30.04%*	$39,720	$51,250	*29.03%*
Median Age	23.5	23.9	*1.70%*	23.9	24.8	*3.77%*

SOURCES: U.S. Bureau of the Census, ESRI

Population Projections: Continued growth is projected for both the City and County. ESRI is a private company that provides demographic, market, and geographic information system data to industry and government. ESRI forecasts that the City will add 4,292 residents from 2009 to 2014, an increase of 8.5%. The County population is expected to grow by 10%, adding 10,976 persons for a 2014 total of 121,878.

Demographic and Socioeconomic Projections						
	Logan City			Cache County		
	2009	2014	*Change*	2009	2014	*Change*
			-			
Population	50,436	54,728	*8.51%*	110,902	121,878	*9.90%*
Households	16,572	18,102	*9.23%*	34,214	37,855	*10.64%*
Median HH Income	$40,014	$44,434	*11.05%*	$51,250	$53,623	*4.63%*
Median Age	23.9	23.9	*0.00%*	24.8	24.8	*0.00%*

SOURCES: U.S. Bureau of the Census, ESRI

Median Household Income: City households show a 2009 median income of $40,014, 28% lower than households in the County as a whole. The County median household income of $51,250 almost reaches the national figure of about $53,000. Statewide, the median household income, at about $57,000, surpasses the national median.

Median Age: The median age of residents in Logan is 23.9 years (2009), meaning that half of the city's population is above that age and half is below. It is a useful statistic for quickly seeing how dramatically young the community's population is compared to the national level – the median age in the US is 36.8 years. With a median age of 28.7, Utah has the lowest median age in the country. The age distributions of both the City and County show strong concentrations of persons 20-34 years old. Since those are important years for launching careers, growing families, and purchasing goods and services, the area's age composition can present market opportunities for the downtown and be a very favorable factor in the community's economic health.

Beyond the City and County trade areas, Logan and the downtown attracts consumers who travel in from other Utah communities as well as from southeastern Idaho and southwestern Wyoming. This expanded area might be thought of as a *tertiary trade area* of regional residents. For example, Brigham City residents may travel the 25 miles (about 40 minutes drive time) to Logan for a wider range and depth of goods, services, restaurants and entertainment than they are able to find in their own town, or to expand upon the choices they find in Ogden.

Downtown's Market Position

Downtown Logan plays a primary role in Cache Valley residents' lives. It is a multifunctional, regional commercial, social and civic center that would be the envy of communities throughout the nation. It boasts a diverse and healthy mix of businesses and uses:

- Arts and arts venues
- Government offices
- Range of professional and business services such as attorneys and architects
- Leading center for the region's finance, insurance and real estate industries
- Eclectic mix of restaurants / an evolving restaurant destination
- Social and entertainment center for students with places such as Caffe Ibis, Great Harvest Bakery and White Owl
- Vital independent retail concentration offering jewelry, clothing, gifts, books, furniture and sporting goods
- Solid mix of convenience shopping destinations – groceries, dry cleaning and hair salons

The same downtown strengths that attract residents, in combination with the visitors' center and visitor destinations like the Logan Tabernacle, also bring tourists to the community.

The downtown's four primary competitive business nodes are within Cache Valley and are in the immediate area.

1. Logan north offers a Wal-Mart Supercenter, the Cache Valley Mall, Cache Valley Marketplace with Old Navy and Home Depot, and power centers.
2. South Logan provides a new Wal-Mart Supercenter, Big 5 Sporting Goods, Sears, Elite Training and Super Cuts.
3. The new Riverwoods Conference Center includes a SpringHill Suites Marriott hotel and The Elements Restaurant.
4. On Highway 165 toward Providence, customers can shop at a Macey's 24-hour grocery store, see movies at a Stadium 8 complex, and patronize a variety of businesses.

For a range of goods and services, the following table graphically summarizes downtown Logan's market position compared to these competitive nodes. If the area provides strong offerings in the category, it is noted by ●. If it has some offerings, ⊙; one or very few offerings, ○; if the area has no offerings for the category, the space is blank.

Business Category	Downtown	Northern Logan	South Logan	Riverwoods Confer. Ctr.	Hwy 165 to Providence
Apparel, Bridal Dresses	●	○			
Apparel, Children's	⊙	●			
Apparel, Family	●	●			
Apparel, Men's	●	●			
Apparel, Women's	⊙	●			
Apparel, Women's Accessories	⊙	●			
Art Galleries	●	⊙			
Arts Venues	●				
Auto Sales & Repair	●	●			
Beauty Salons, Barbers	●		○		
Bicycles	●	⊙			
Candy Store	○	●			
Dentists	●	⊙			○
Fabrics, Crafts, Hobbies	●	●			
Finance, Insurance, Real Estate	●	⊙	⊙		○
Florist, Flower Shop	●	●			
Furniture, Home Furnishings	●	●	⊙		
Garden Supplies	●	●			
Gifts	●	●	○		
Government Offices, Services	●				
Groceries	●				●
Grocery, Specialty	○				
Hardware		●	●		
Hotel, Boutique					
Ice Cream	⊙	●	○		⊙
Jewelry	●	●			
Legal Services	●				
Lodging, Mid-Price	●	●	●		⊙
Lodging, Upscale				●	
Movies		●			●
Professional & Business Services	●	⊙	⊙		○
Restaurant, Breakfast	○	⊙			
Restaurant, Deli, Sandwich Shop	○	○			
Restaurant, Ethnic	⊙		⊙		
Restaurant, Family	⊙				
Restaurant, Fast Food	⊙	●	●		●
Restaurant, Late Night	⊙				
Restaurant, Steakhouse	○	⊙			
Restaurants, Chain	⊙	●			
Restaurants, Independent	●		⊙		
Restaurants, w/ Beer, Wine, Liq	⊙	●	●	●	
Sporting Goods	●	●	●		
Toys		●			

Target Markets

Downtown Logan is fortunate to be well positioned to serve critical market groups that, if well-targeted, will ensure a vital community core for decades to come.

Trade Area Residents

- As profiled above, 110,902 County residents, including 50,436 City residents, provide much market power for downtown
- Of the 16,572 households in the City (2009), ESRI classifies the top Tapestry segments as: College Towns (3,652 households), Dorms to Diplomas (2,367 households), Young and Restless (2,302 households), and Aspiring Young Families (1,472). ESRI's Tapestry market segmentation system can be used to help understand market subgroups' demands for goods and services and review the most effective ways of marketing to them. (See the Appendix for Tapestry segment descriptions.)

University Students, Faculty and Staff

- 25,065 Utah State University students (14,291 full-time; 10,774 part-time)
- Teaching staff includes 888 full-time faculty plus 1,908 full and part-time education support staff

Area Employment

- 2,900 employees work in the 18-block downtown area (Logan Downtown Alliance estimate based on surveys)
- There are about 28,100 private sector jobs in Logan (InfoUSA, ESRI)
- Major employers of Cache County are in close proximity to the downtown

Cache County Major Employers

Employer	Employment (Average 2008)
Utah State University	5,300
Cache School District	1,350
Icon Health & Fitness Main Plant	1,000+
JBS Swift Company	1,200
Logan Regional Hospital	1,000
Logan City	650
Logan School District	500
Schreiber Foods	500+
Wal-Mart	500+
Cache County	250
Gossner Food	310

SOURCES: Utah Department of Workforce Services (2009), Strategy 5 (2006)

Visitors

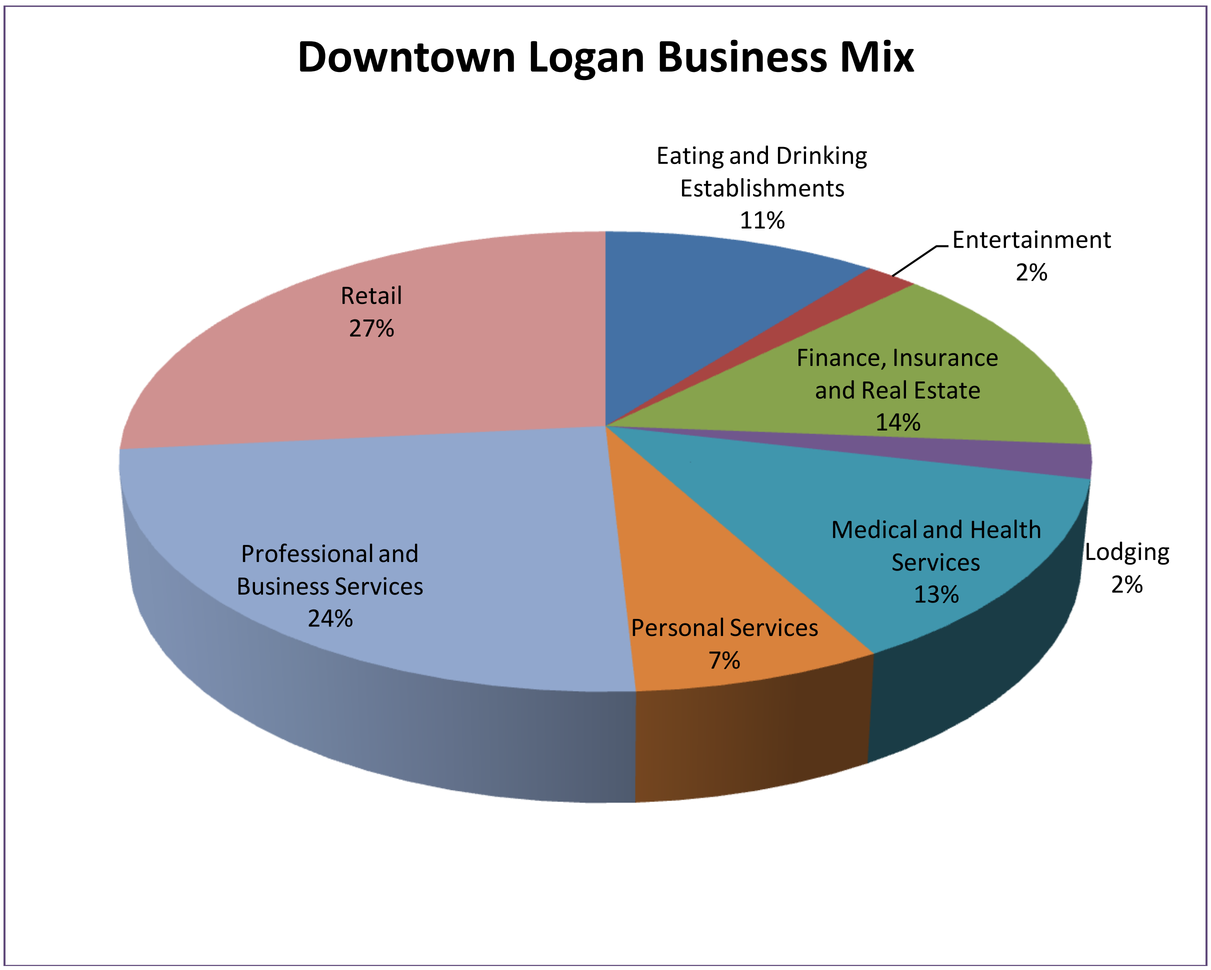
- About 2 million visitors per year come to the Cache Valley
- The American West Heritage Center's annual visitation is about 75,000 visitors
- About 27,000 people attend events at the Ellen Eccles Theater (1,100 seats) annually – 80% of visitors are from outside of the Cache Valley and 25% of those come from outside Utah
- The Cache Valley Civic Ballet sells 25,000 tickets each year – 50% of ticketholders are from USU; 20% of attendance is generated by out-of-town visitors
- The Summer Citizen's Program brings up to 1,000 seniors who stay in USU housing May-August and make a $2 million impact on the local economy
- The Cache Valley Cruise-In Car Show (1,000 cars) attracts 20,000 attendees; Summer Concerts at Logan Tabernacle attract 1,000 per show; the MS150 Bike Tour in June brings 1,000 riders

Business Mix

Using business license and geographic information system data from the City of Logan, the consultant team conducted a walking and driving audit of the downtown business inventory in February 2010. The analysis reveals a total of 293 businesses in the Downtown Specific Plan area, with a high number of establishments in the categories of retail, professional and business services, finance, insurance and real estate, and medical and health services.

Downtown Logan Business Mix

Eating and Drinking Establishments	31	11%
Entertainment	6	2%
Finance, Insurance and Real Estate	40	14%
Lodging	7	2%
Medical and Health Services	39	13%
Personal Services	21	7%
Professional and Business Services	71	24%
Retail	78	27%
TOTAL	**293**	**100%**



Business Clusters, Anchors and New Investment

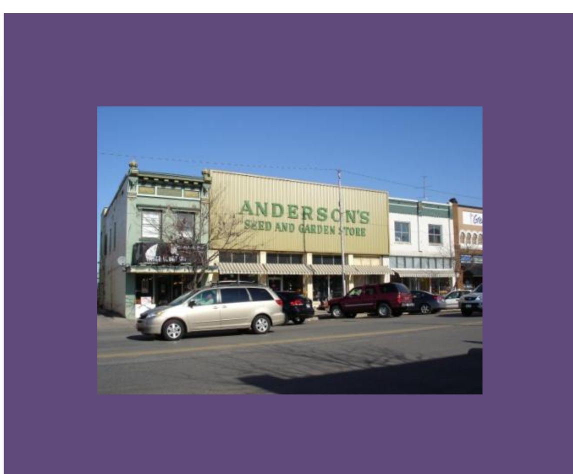
Business Clusters: Downtown Logan enjoys many strong, and several additional promising, business clusters upon which to further build the business mix. The following chart summarizes the top compatible, complementary, and competitive business clusters present in downtown Logan.

Compatible Business Clusters – *dissimilar stores that share customers who have particular characteristics*	**Utah State University Students** ▪ Restaurants, cafes, bars, fast food restaurants ▪ Entertainment ▪ Personal services ▪ Books ▪ Clothing, shoes ▪ Sporting goods ▪ Groceries **Downtown Logan Employees** ▪ Restaurants, cafes ▪ Card and gift shops ▪ Beauty salons, hair stylists and barbers ▪ Drycleaners ▪ Banks ▪ Shipping and printing services **Tourists** ▪ Visitor's center ▪ Restaurants, cafes, bars, fast food restaurants ▪ Gift shops ▪ Lodging ▪ Entertainment ▪ Art galleries ▪ Retail specialty shops ▪ Groceries **Hispanic Residents** ▪ Hispanic grocery stores ▪ Special occasion dress shops

Complementary / Companion Business Clusters – *businesses that offer products that complement one another*	**Department Store Type Goods** ▪ Clothing ▪ Sporting goods ▪ Jewelry ▪ Shoes ▪ Cards and gifts ▪ Restaurant **Women's Apparel and Services** ▪ Women's clothing store ▪ Jewelry ▪ Cards and gifts ▪ Furniture stores ▪ Beauty salons **Convenience** ▪ Groceries ▪ Convenience stores ▪ Drycleaners **Wedding / Special Occasion** ▪ Jewelry ▪ Photography ▪ Cards and gifts ▪ Florists ▪ Printing and stationery **Courthouse, Finance, Insurance and Real Estate** ▪ Attorneys ▪ Banks and financial institutions ▪ Insurance ▪ Real estate offices ▪ Mortgage and title companies **Entertainment** ▪ Performing arts theatres ▪ Restaurants
Competitive / Comparison Business Clusters – *businesses that sell the same or similar products, attracting customers who like to compare for price and style*	**Restaurants** **Furniture, Appliances** **Auto** **Jewelry**

Anchors: Downtown Logan benefits from several important anchors that help in grounding its market position. Anchors help draw customers that can be shared with other district businesses. And anchors can be important springboards for launching recruitment of synergistic new businesses. Anchors also warrant regular reinvestment and refurbishment to keep them dynamic and competitive in the current marketplace, and ensure that they continue to fulfill their vital role in the downtown's image and identity. Key downtown Logan anchors include the following.

- Anderson's Seed & Garden
- Beehive Grill and Café Sabor (although both are just outside of downtown)
- Bluebird Restaurant
- Cache Valley Center for the Arts – Ellen Eccles Theatre
- Caffé Ibis
- Copper Mill Complex
- Coppin's Hallmark
- Great Harvest Bread Company
- Jo-Ann Fabrics
- Kater Shop
- King Hair
- Leven's
- Logan Tabernacle
- Needham Jewelers
- Red Rooster Quilts and Treasures
- The Sportsman
- Utah Festival Opera
- Visitor Center
- White Owl



New Investment: The City and private sector have been working in partnership to facilitate new investments in the downtown that will help reinforce the district's market position.

- Washington Federal building and parking lot renovation
- Plaza 255 building renovation
- Jo-Ann Fabrics building and parking lot renovation and streetscape
- West-side façade improvement of the Emporium
- County block (west side) parking and sidewalk improvements
- Parking enhancements on the lot behind Ellen Eccles Theatre
- Iron Gate Grill Restaurant to open soon on Church Street
- Development concepts under exploration for other sites including old Cinema 3 property
- Streetscape improvements completed in 2 area; a third is underway
- Workforce Services recruited downtown
- County parking and sidewalks installed

Goals for Enhancing the Business Mix

During the January and February 2010 Downtown Specific Plan consulting team visits, team members gathered local stakeholders' input on the critical question of how to improve the business mix. Interviewees made many suggestions for both enhancing the performance of existing businesses as well as strengthening downtown's market position by recruiting businesses that complement the business mix.

Enhance Existing Businesses:

- Provide evening business hours
- Reclaim historic facades
- Clean windows, storefronts and entryways
- Improve window displays and in-store merchandising
- Enhance rear entries
- Target University students and staff with advertising, promotions and events
- Some long-term business anchors warrant refurbishment and reinvestment
- Many businesses could use a boost in operating practices (better cleanliness, stronger customer service, refreshed décor, updated menus, sophisticated marketing)

Add Businesses to Fill Market Gaps:

- Bed and breakfasts
- Boutique hotel
- Drugstore, pharmacy
- Candy store
- Flower shop
- Gift shops
- Health services
- Housing
    - Higher density housing and mixed-use housing above retail and office space
    - Choose priorities from multiple housing opportunity sites
    - Student housing for married couples
    - Upscale housing such as luxury apartments
- Late night entertainment and food choices
- Movie theatre
- Offices
- Restaurants to add diversity to dining
    - Breakfast restaurants
    - Brew pub
    - Cafes with wifi
    - Coffee houses like Café Ibis
    - Delicatessen
    - Ethnic restaurants such as sushi, Mexican and Greek
    - Family diner and family sit-down restaurants
    - Ice cream
    - Outdoor dining, side street dining
    - Quick, but high-quality, food such as a sandwich shop
    - Steakhouse
- Specialty grocery, fresh produce store, natural foods
- University bookstore
- University information center
- Vendor carts selling hot dogs and sandwiches
- Women's clothing and accessories boutique
- Women's shoes
- Children's clothing
- Resale clothing shop (upscale)

Many of the recently articulated (or rearticulated) goals listed above have long-term roots in a wealth of studies and plans in which the community has invested during the past decade. The following chart highlights key business enhancement goals and market support analyses set forth in several earlier reports.

Title	Business Development Goals / Opportunities	Thematic Notes
Future for Downtown Logan Vision Plan (2002)	▪ Incentivize selected national retail anchors to locate in downtown rather than peripheral locations ▪ Conference center and full service hotel ▪ Tourist facilities – parking, visitor information, restrooms ▪ Food services, including quality restaurants, evening dining opportunities, grocery store, farmers market ▪ Entertainment, shops, galleries, restaurants, movie theatres ▪ Corporate offices to provide class A space for companies including large national corporations that already call Cache Valley their home	*"Make Downtown Logan a thriving center of living where many people work, shop, eat, play, and reside."*
Logan Downtown: Cache Valley's Main Street (Utah State University Department of Landscape Architecture and Environmental Planning, 2008 Charrette)	▪ Greater variety of shopping, eating, entertainment, services ▪ Later business hours ▪ More food choices ▪ Greater variety of arts and entertainment ▪ High-density student housing and mixed-use construction (businesses with upper floor residential) ▪ A range of housing types at 10 different potential downtown locations ▪ Housing for couples, singles, students, families, downtown employees, business owners	*"Logan's downtown has plenty of character, but has not realized its economic potential. For a downtown area to be economically viable, adequate housing, especially higher density housing must be part of the equation. An increased amount of downtown housing provides a population base that can support and help the downtown economy to grow."*

Title	Business Development Goals / Opportunities	Thematic Notes
Downtown Logan Market Scan (Strategy 5, 2006)	▪ Specialty retail ▪ Restaurants and entertainment ▪ Evolve a "critical mass" of dining options, especially dinner with the opportunity to order beer, wine or liquor ▪ Small "white table cloth" establishments ▪ Seafood restaurant ▪ Steakhouse ▪ Japanese, Indian or other ethnic cuisines ▪ Restaurants offering a full bar ▪ Restaurants whose focus is on live entertainment ▪ Mountain-themed restaurant featuring game and other Utah specialties ▪ Upper floor conversions can supply future office growth ▪ Foster rehabilitation of owner-occupied office space ▪ Expanded housing choice is an important part of mix – housing for retirees and young professionals seeking a downtown lifestyle	*"There is more than sufficient demand in the primary market for continued retail viability – even growth – in downtown Logan…The issue is fast growing competition to the north and south…and the overall health of downtown as an economic organism."* *"With more than 100,000 people living in the Cache Valley, and more than 20,000 students and faculty located a short distance away at Utah State University, the issue is not whether or not there is sufficient market support. The issue is proactive recruitment of restaurants to the downtown that might otherwise locate elsewhere in Logan."*
Leakage Analysis and Business Growth in Downtown Logan (Wikstrom Economic & Planning Consultants, Inc., 2004)	▪ Strong sectors upon which to build include clothing, jewelry, florists, miscellaneous retail, auto repair, restaurants ▪ Logan has high capture rates in many retail categories: building and garden, general merchandise, food stores, apparel, eating out, miscellaneous retail ▪ Consumer survey respondents said that they would most like to be able to buy the following in downtown Logan: ▪ Women's clothing, shoes, specialty clothing, children's clothing ▪ Unique gifts ▪ Crafts, gifts, souvenirs, antiques ▪ Plants, flowers ▪ Home décor ▪ Fast food ▪ Restaurants ▪ Repair shops ▪ Sewing / needlework ▪ Music ▪ Photography / camera ▪ Furniture ▪ Drugstore	*Seventy-four percent of community survey respondents are going to the area north of 400 North to conduct much of their non-grocery shopping. Strengths that attract them out of downtown include more variety / better selection.*

Title	Business Development Goals / Opportunities	Thematic Notes
Market and Competition Analysis for the Logan North Retail Center (Bonneville Research, 2000)	▪ Grocery stores ▪ Dining out ▪ Apparel and accessories ▪ Home furnishings and improvement ▪ Leisure and entertainment ▪ Motor vehicles	*"Logan has an excellent opportunity to expand retail capacity."*
Downtown Logan Economic Maintenance and Growth (Impact Consulting, 1999)	▪ More convenient business hours after 5 p.m. ▪ Retail anchors ▪ Diverse retail ▪ Diverse restaurants ▪ Aesthetic improvements, events and promotion activities to attract customers ▪ Comprehensive nonprofit downtown revitalization and management program	*"If downtown merchants expect to operate viable businesses well into the future, they must…hire an executive director to focus on the issues at hand…This is the first step toward success."* *"Differentiation will be the key to downtown Logan's ability to compete for consumer dollars."*

Business Sales Potential

As the commercial center of the Cache Valley, Logan (and downtown Logan) businesses and prospective businesses can best analyze sales leakage at the Cache County level. Strong sales leakage estimates indicate business development opportunities – opportunities to expand existing businesses or add new businesses to address the "market gap." Sales surpluses indicate a market where local demand is saturated and customers are already being drawn from outside of the trade area.

For Cache County in 2009, ESRI estimates high levels of leakage, and thus large market "gaps," in the industry groups of motor vehicles and parts dealers; clothing stores; general merchandise stores; and miscellaneous store retailers. Surpluses are found in home furnishings stores; specialty food stores; sporting goods, hobby, book and music stores; and limited-service eating places.

The following table summarizes the leakage analysis for industry groups with considerable levels of leakage.

2009 Sales Leakages: Cache County

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap
General Merchandise Stores (NAICS 452)	$136,440,529	$79,039,412	$57,401,117
Grocery Stores (NAICS 4451)	$133,140,239	$87,074,369	$46,065,870
Full-Service Restaurants (NAICS 7221)	$62,459,205	$51,777,056	$10,682,149
Clothing & Clothing Accessories Stores (NAICS 448)	$20,857,329	$12,748,448	$8,108,881
Building Materials & Supplies Dealers (NAICS 4441)	$24,080,819	$16,916,638	$7,164,181
Drinking Places (NAICS 7224)	$6,442,039	$2,218,366	$4,223,673
Miscellaneous Store Retailers (NAICS 453)	$12,136,686	$8,174,642	$3,962,044
Furniture Stores (NAICS 4421)	$15,454,663	$11,845,810	$3,608,853

SOURCE: ESRI

The retail gap estimates can be translated into rough figures of additional square footage that market demand could support in the downtown. Using typical industry statistics for annual sales per square foot, and reasonable assumptions about the downtown's ability to capture a share of the County-wide demand, the following table shows supportable downtown space estimates.

For the eight key industry groups with unmet gaps, current consumer demand could support a total additional 124,000 square feet of retail space. Applying the Utah Governor's Office of Planning and Budget population growth rate estimate for Cache County (34.6%), it is expected that the additional amount of supportable retail space downtown will grow to 168,550 square feet by 2020.

Downtown Logan Supportable Retail Growth, 2009 – 2020

Industry Group	Annual County Gap (2009)	Typical Yearly Sales/SF	Estimated Downtown Market Share	Additional Supportable Downtown SF (2009)	Additional Supportable Downtown SF (2020)
General Merchandise Stores (NAICS 452)	$57,401,117	$375	20%	30,614	41,635
Grocery Stores (NAICS 4451)	$46,065,870	$200	25%	57,582	78,312
Full-Service Restaurants (NAICS 7221)	$10,682,149	$300	40%	14,243	19,370
Clothing & Clothing Accessories Stores (NAICS 448)	$8,108,881	$300	20%	5,406	7,352
Building Materials & Supplies Dealers (NAICS 4441)	$7,164,181	$325	10%	2,204	2,998
Drinking Places (NAICS 7224)	$4,223,673	$300	40%	5,632	7,659
Miscellaneous Store Retailers (NAICS 453)	$3,962,044	$275	35%	5,043	6,858
Furniture Stores (NAICS 4421)	$3,608,853	$225	20%	3,208	4,363
Total				123,931	168,547

SOURCES: ESRI, Urban Land Institute, Keith Kjelstrom Consulting

Business Development Opportunities

During the January and February stakeholder input meetings, the consultant team gathered extensive ideas for developing businesses in downtown Logan. These business development opportunities, highlighted below, will be explored further as the Downtown Specific Plan process proceeds.

Business Enhancement

- Help downtown businesses boost their operating practices to stay vital and competitive in today's dynamic market – group workshops, in-store consultations, enhancements campaigns
- Individual business advertising, promotions and customer communications
- Cooperative advertising, promotions and events
- Window displays and in-store visual merchandising
- Storefront and interior repair, restoration and improvement
- Customer service techniques
- Market analysis and business planning
- Buying practices and inventory systems
- Financing

Urban Design

- Façade and rear entrance improvements
- Streetscape enhancements
- Pedestrian improvements – traffic calming, pedestrian places, pedestrian amenities
- Image, identity and wayfinding elements

Business Expansion and Recruitment

- Market analysis and target customer group analysis
- Business expansion and start up planning
- Business recruitment paper packet and website features
- Business development opportunities marketing and opportunity sites marketing
- Business cluster plan
- Business and real estate financing and incentive

Housing Downtown

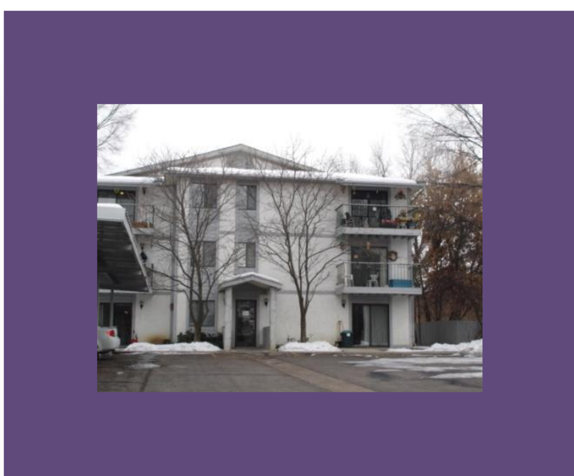
The City of Logan is home to 17,983 housing units. Of the community's occupied housing, 45% of units are owner-occupied and 55% are occupied by renters. Compared to Utah as a whole, with a 71.5% homeownership rate, Logan statistics illustrate the effect of the transient student population and how important it is to housing dynamics. (The national homeownership rate is 66%.)

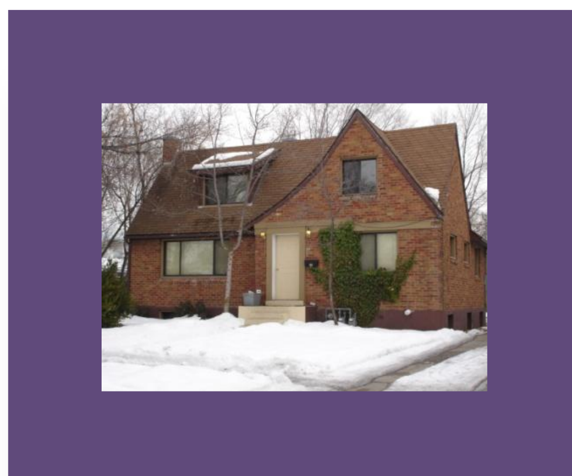
The following table summarizes Logan housing unit types and counts, and median home values, and provides projections to 2014.

Housing, City of Logan, 2000-2014

	2000	Percent	2009	Percent	2014	Percent	Change 2000-2014	% Change 2000-2014
Owner-Occupied Housing Units	6,112	41.6%	7,475	41.6%	7,998	40.6%	1,886	30.9%
Renter-Occupied Housing Units	7,790	53.0%	9,097	50.6%	10,104	51.3%	2,314	29.7%
Vacant Housing Units	790	5.4%	1,411	7.8%	1,596	8.1%	806	102.0%
TOTAL Housing Units	14,692	100.0%	17,983	100.0%	19,698	100.0%	5,006	34.1%
Median Home Value	$115,319		$171,289		$204,169		$88,850	77.0%
Median Rent	$436							

SOURCES: U.S. Bureau of the Census, ESRI





Half of all housing units in Logan are single homes. Twenty-two percent of units are within buildings of three to four housing units in size. The following table summarizes housing in the City by the number of units in the structure.

2008 City of Logan, Housing by Units in Structure

	# of Units	Percent
1	8,505	51.5%
2	1,129	6.8%
3 or 4	3,551	21.5%
5 to 9	744	4.5%
10 to 19	932	5.6%
20+	989	6.0%
Mobile Home	672	4.1%
TOTAL Housing Units	16,522	100.0%

SOURCES: U.S. Bureau of the Census,
2006-2008 American Community Survey 3-Year Estimates

Logan enjoys a diverse mix of housing types and styles built throughout the 20th Century, as well as a supply of new units in recent years. The following table shows housing units by year they were built.

2008 City of Logan, Housing by Year Structure Built

	# of Units	Percent
2005 or later	1,000	6.1%
2000 to 2004	1,344	8.1%
1990 to 1999	3,118	18.9%
1980 to 1989	2,292	13.9%
1970 to 1979	2,717	16.4%
1960 to 1969	1,438	8.7%
1950 to 1959	1,497	9.1%
1940 to 1949	897	5.4%
1939 or earlier	2,219	13.4%
TOTAL Housing Units	16,522	100.0%

SOURCES: U.S. Bureau of the Census,
2006-2008 American Community Survey 3-Year Estimates

Downtown and community leaders see the potential for adding upper floor housing by converting vacant or underutilized space above retail and commercial. Several downtown historic buildings currently provide upstairs housing and there are candidate buildings that appear to offer such potential as well:

- Above the Booktable are 24 apartment suites, many with nice urban views, that bring rents of $350 to $450 per month
- Above the Sportsman are about 20 rental housing units
- On First North, the Art Center provides 12 informal arts-living studios
- Additional buildings that may offer upstairs housing potential include the Wells Fargo building, the upper floors of which are underutilized and command great views, and a 16,000 square-foot, 2-story building at 29 West Center
- In addition to the multi-story commercial buildings, the downtown district includes about eight apartment buildings with about 12-15 units.

The Downtown Alliance's Economic Restructuring Committee is developing an ambitious base map that shows about a dozen housing development opportunity sites – locations in the Downtown Specific Plan area that would have the capability of accommodating higher-density housing developments. Sites include several locations on Main Street as well as the three-acre Senior Center site, the Needham property on 100 East, the Best Western Baugh Motel, and several others throughout the downtown.

Healthy Cache Valley population growth, paired with the continuing increase in American consumers' preferences to live in vital downtown neighborhoods, bodes well for housing increases in downtown Logan.   The Downtown district already has much to offer the urban resident, and as it adds amenities and businesses, it will become increasingly attractive.

Downtown Logan is thus well-positioned to capture a share of the region's housing growth. Since downtown has space to accommodate only a fraction of anticipated regional demand, the expectation for the market to absorb 500 to 1,000 downtown housing units this decade is a realistic one. As Strategy 5 put it in the 2006 Market Scan, "Considering that the possible number of downtown dwelling units…would always constitute a relatively small percentage of the overall growth in residential development in the area,…demand would almost certainly outstrip supply by a considerable margin."

Summary: Market Opportunities

In the section above on goals for enhancing the business mix (page 11), 8 different categories were listed of ways to enhance existing businesses. As for adding businesses and housing to fill market gaps, 21 different types of businesses and housing were identified plus a dozen different restaurant types! Downtown Logan's challenge will be to strategically select a limited, prioritized set of business and housing development projects. The following matrix shows a method for considering priorities.

	Business and Housing Development Opportunities					
	Business Enhancement Program	Recruit a Women's Clothing Store	Recruit a Restaurant	Develop a Movie Theatre	Rehabilitate a Building's Upper Floors for Housing	Develop a Downtown Site with Housing
Complements existing businesses	✓	✓	✓	✓	✓	✓
Serves target customer groups	✓	✓	✓	✓	✓	✓
Fills gap in the business mix		✓	✓	✓	✓	✓
Complements business cluster	✓	✓	✓	✓	✓	✓
Identified as goal by stakeholders	✓	✓	✓	✓	✓	✓
Gap identified in leakage analysis	✓	✓	✓	✓		
Fits with market position / vision	✓	✓	✓	✓	✓	✓
Other						

Toward Business and Housing Strategies

As the Downtown Specific Plan process progresses in the coming months, participants and the consulting team will draw on the background covered in this report. They will refine the market vision and position for the district, explore business and housing development opportunities in more detail, further analyze business clusters, and articulate strategies for private and public sector partners to pursue business enhancement, business recruitment and housing development.

APPENDIX B – PARKING ANALYSIS: EXISTING CONDITIONS

Appendix B:
Parking Analysis: Existing Conditions

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MEMO

Date: April 28, 2010

To: Bill Young
Logan City
290 North, 100 West
Logan, UT 84321

From: Terri O'Connor, AICP
Peter Costa

Subject: **Technical Memorandum: Logan City Downtown Specific Plan – Task 1 Parking Analysis**

This technical memorandum includes a detailed parking supply and demand analysis for the on- and off-street parking environs encompassing the downtown region of Logan, Utah. Current parking inventory and supply in the downtown area, which includes the existing number of parking spaces located along the downtown streets (on-street facilities) and parking spaces located in public and private parking lots (off-street facilities) were examined. Parking occupancies (number of observed parked vehicles) were recorded during a typical weekday to understand current parking behavior and patterns throughout the downtown area. Additional parking information, including current parking regulations and time restrictions were accounted in the study.

The following sections include a detailed description of the study area, the methodology performed to collect parking utilization data, the existing parking behaviors throughout the study area, and study findings.

1.0 Study Area

The extents of the parking study area include 500 North (to the north), 100 South (to the south), 100 East (to the east), and 100 West (to the west). This area is comprised of several land uses ranging from governmental offices, shopping centers, theaters, commercial businesses, grocers, hotels, banks, and residences (including single-family and multifamily homes). Major generators include City Hall, Logan City Public Library, U.S. Postal Office, Cache County Courthouse, Cache County Administration Building, Emporium Shopping Center, Ellen Eccles Theater, and major grocers including Albertson's and Smith's Food and Drug Center. It should be noted that the parking analysis performed did not include the entire area of the Logan City Downtown Specific Plan Area. After discussions with Logan City Engineering Staff and evaluating current parking locations and land use applications, the determination was made to focus the parking analysis on the central business core of downtown. As mentioned, the parking analysis area included 100 West, Main Street, and 100 East from 100 South to 400 North. Also included in the parking analysis were the two blocks along the north side of 400 North, which include Albertsons and Smiths grocery stores. To the east and west of parking study area is mostly residential and does not figure into the parking analysis of the Downtown Specific Plan. In addition, based on the available resources, this area was determined the most valuable source of information to use for the parking analysis. If needed for future evaluation, predictions and forecasts can be made based on the information collected within the parking study limits. The analysis area and information collected is well within the parameters needed to produce a credible parking analysis and evaluation for this area.

The transportation system in the downtown area is built in a traditional, grid-like network, with all of the roadways operating in a north-south and east-west orientation. In general, the major retail, commercial and entertainment corridor is located along Main Street (the major north-south route), with several businesses, civic, and institutional buildings located to the east and west of Main Street. Structural and building design along Main Street consists of storefront and building façades lining the corridor with off-street parking located in the rear of the buildings. Larger surface lot parking is evident along the periphery of the downtown area, typically located in areas with shopping centers, and big box grocery stores. On-street parking spaces (parallel, diagonal, or perpendicular) are located throughout the entire study area and the majority of these on-street parking facilities are located along each downtown block.

1.1 Downtown Block Area

The study area is comprised of 12 downtown city blocks. Each block contains several distinct land uses with unique parking facilities.[1] The existing land uses and parking operations per study block are described below:

- **Block 1** is located in the northwest quadrant of the study area. General land use types include office, and retail uses as well as single-family residences along the western portion. Parking is generally located off-street in the rear of the buildings.

- **Block 2** is a developed area consisting of primarily retail uses. The Four North Shopping Center and the Wilson Motor automotive dealership are the major land uses within the block. Few residential homes are located in the southeast quadrant. The majority of parking is located off-street, in surface lots with striped parking stalls for employees and customers.

- **Block 3** contains mostly governmental and public land uses. Logan City Hall, Logan Public Library, and the U.S. Post Office are located within the block. The block contains interconnected surface parking lots and sidewalks; allowing convenient access to these buildings for employees and customers.

- **Block 4** is comprised of mostly service-oriented land uses, including a hotel, bank, fast-food restaurant and offices are located in the north, south, and western portions of the block. Each building contains a surface parking lot to accommodate employees and customers. Single-family and multifamily homes are located in the eastern portion of the block.

- **Block 5** includes the Cache County Courthouse, and Cache County Administration Building as well as several retail uses along the south and eastern portions of the block. Since most of the building façades abut Main Street, off-street parking is located in the rear of these buildings for employees and customers.

- **Block 6** contains a wide array of land uses, including mixed-use development (primarily retail on the bottom floor and offices on the top floors) along the western portion of the block, restaurants, clinical services and religious institutions. Off-street parking near each use is rather sparse throughout most of the block; however a sizeable surface lot is located in the northeast quadrant of the block.

- **Block 7** is primarily occupied by the Emporium Shopping Center. The general layout of the block contains several mixed-use building with retail and restaurants along the ground floors of each building and office uses located on the top floors. A substantial off-street surface parking lot is located in the middle portion of the block, (in the rear of each building).

[1] Study blocks were designated and assigned by Logan City Staff (March 2010).

- **Block 8** is solely inhabited by the Latter-day Saints Tabernacle, a religious institution that is located in the middle of the block surrounded by greenery and open space. An off-street, surface lot is located adjacent to the church to accommodate visitors.
- **Block 9** is located in the southwest quadrant of the study area. General uses located within the block include a bank and retail stores in the northern section, the Ellen Eccles Theatre in the eastern section, and offices along the southern section of the study block. Similar to other study blocks, several off-street surface parking lots are located in the rear of these establishments.

- **Block 10** contains general retail and service-oriented uses along with residences along the southeast section of the block. There is one primary surface parking lot located in the middle of the block to service these uses; and there are few ancillary lots available for customers and employees along the periphery of the study block.

- **Block 11** is located in the northernmost quadrant of the study area; comprising of a large surface parking lot to accommodate the Albertson's Grocery Store, and ancillary buildings on the edges of the study block, including a bank and restaurants.

- **Block 12** contains a vast off-street surface parking lot to accommodate the Smith's Food and Drug Center (grocery store), as well as the Cache Valley Transit District (CVTD) Transit Center located in the northern section of the study block.

The study area, including each study block is presented in Figure 1.

2.0 Data Collection Methodology

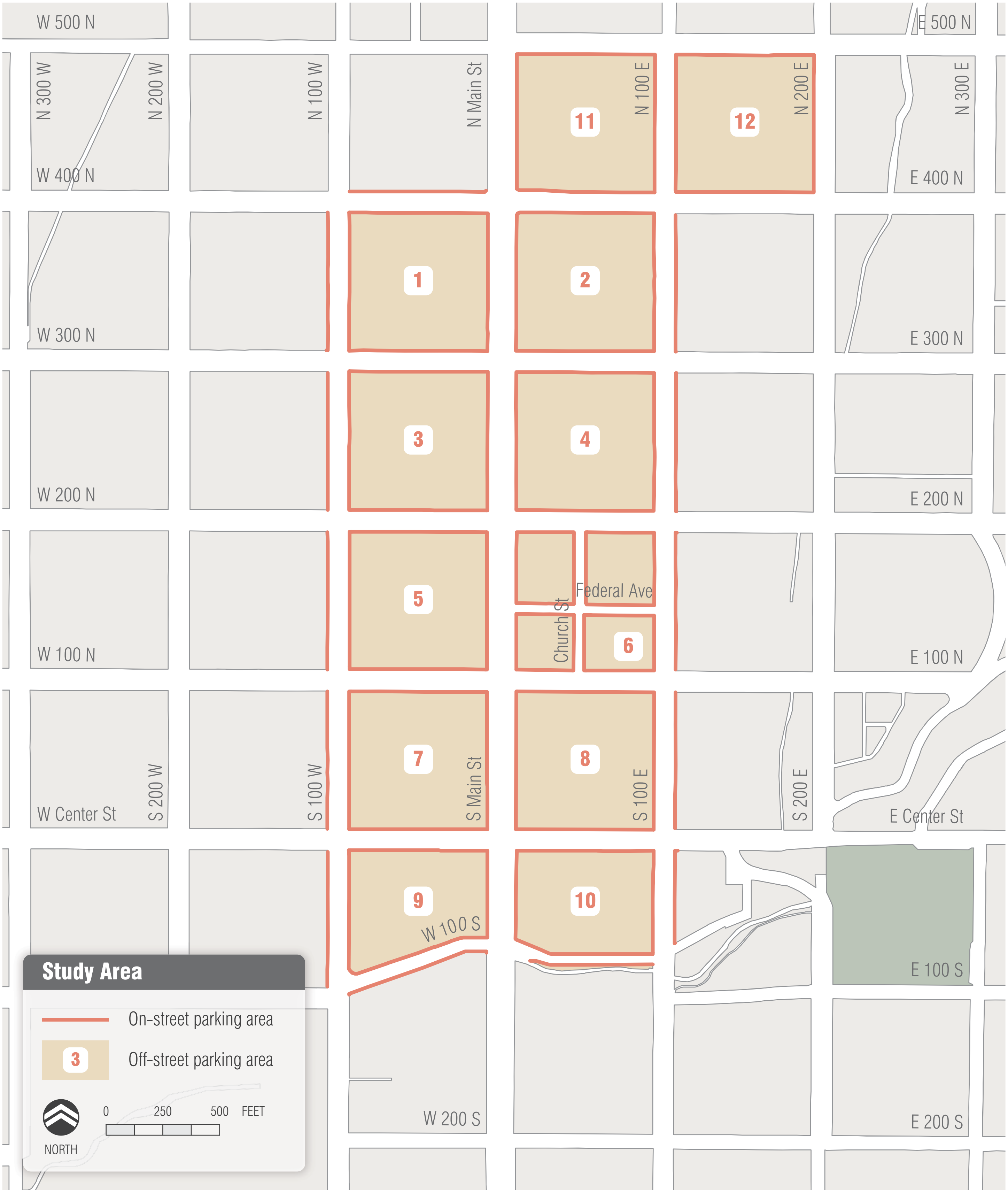
Parking data was collected and recorded by the Logan City Staff. Current parking conditions in and around the study area, including parking inventory, supply, and demand for all on- and off-street parking facilities were observed. These observations include the location of parking spaces, the total number of existing parking spaces, and categorization of parking spaces, current parking restrictions, and the total amount of observed parked vehicles throughout the entire study area.

In order to determine typical, weekday parking conditions, parking data was collected during several midweek days. Hourly parking occupancy data (the amount of observed parked vehicles per hour) was collected on Wednesday, March 3rd, 2010 and on Thursday, March 4th, 2010 during the hours of 9:00 AM and 5:00 PM. Parking inventory (the type of parking spaces), and parking supply (the amount of existing parking spaces) data was collected during the week of March 22nd, 2010.

All available parking facilities were accounted for during the field reconnaissance. These include all on- and off-street parking facilities that are public or privately-owned and are available to the public and/or only employees and customers. Approximately 62 off-street, surface parking lots and 67 on-street (blockfaces) were analyzed during the data collection effort.

In order to determine the appropriate amount of the available parking throughout the study area; field analysts counted and recorded the number of striped, marked, and/or designated parking spaces within each observed off-street facility. For on-street parking, the amount of spaces that were clearly painted or marked was included in the total on-street supply. In addition, for on-street facilities along roadways without painted, striped parking spaces, the field analyst would apply a measurement of every 20 feet to identify an available on-street parking space; and include these spaces in the total supply count.[2]

[2] This measurement is an industry standard and is commonly applied when on-street parking spaces are not clearly defined. This measurement was approved by Logan City Staff (March 2010).



STUDY AREA AND STUDY BLOCKS

Figure 1

3.0 Existing Parking Capacity

The following includes a detailed description of existing parking inventory and supply throughout the study area. Existing parking restrictions and the location of these restricted areas are also discussed in the following sections.

3.1 Existing Parking Inventory and Supply

As discussed in Section 1.1, each study block contains a significant amount of on-street parking (typically located along all four curbsides (or "blockfaces") of each block) and substantial off-street parking, typically located in the rear of most buildings. The study area is comprised of approximately 3,897 parking spaces; 917 spaces are located on-street, along the local roadways and 2,980 spaces are located off-street, in surface parking lots. Table 1 presents the parking inventory and supply per study block area.

Table 1: Existing Parking Inventory and Supply

Study Block	Supply		Parking Typology			
	Off-Street	On-Street	Regular[1]	Disabled	Permit	Time-Limit[2]
1	283	63	338			8
2	186	49	227			8
3	304	63	353			14
4	245	66	297			14
5	378	80	412			46
6	262	133	160	3		232
7	275	104	270	7		102
8	84	100	114			70
9	210	97	141	4	9	153
10	163	71	212			22
11	313	48	361			0
12	277	43	320			0
Total	**2,980 (76%)**	**917 (24%)**	**3,205 (82%)**	**14 (<1%)**	**9 (<1%)**	**669 (17%)**

Notes: Source: Logan City Staff, Wilbur Smith Associates (March 2010).
1. Represents parking supply that is not subject to current parking restrictions (time limits, disabled, and permit).
2. Time-limited spaces include current 20-minute, 30-minute, 2-hour, 4-hour, and 8-hour parking restrictions.

Of the total parking supply, approximately 3,205 spaces are regular, unrestricted parking spaces; 669 spaces are time-restricted; 14 spaces are dedicated for disabled parking; and nine (9) are permit-only spaces. The following section includes a detailed description of current parking restrictions throughout the study area.

3.2 Existing Parking Restrictions

Parking restrictions are often enforced to manage parking demand and to encourage parking turnover in areas of relative high demand. These procedures attempt to assure parking availability and convenience for short-term users (i.e. customers, visitors) while encouraging long-term users (i.e. employees) to park their vehicles in other appropriate locations. There are a variety of parking management techniques that can be applied, such as pricing (i.e. metering), time limits, enforcement (i.e. monitoring), and policy management (i.e. Residential Parking Permits "RPPs"). These strategies may vary by demand and adjacent land uses.

Currently, there are established time limits for several parking facilities in the study area. In addition, there are no metered parking spaces or RPP zones within the study area. Field observations indicated that there are approximately 692 parking spaces that are time limited spaces or restricted based on user type (i.e. disabled, permit parking). Of the total restricted spaces, 462 spaces are located on-street and the remaining 230 spaces are located within specific off-street parking lots. Furthermore, field observations indicated that 516 spaces are designated, 2-hour time limited spaces (75 percent of total restricted spaces); 32 spaces are 30-minute parking; 104 spaces are 8-hour parking; 14 spaces are disabled; 13 spaces are 4-hour parking; nine (9) spaces are permit-only parking; and eight (8) spaces are 20-minute parking. In addition, there are few areas where parking is prohibited; these areas are outlined below:

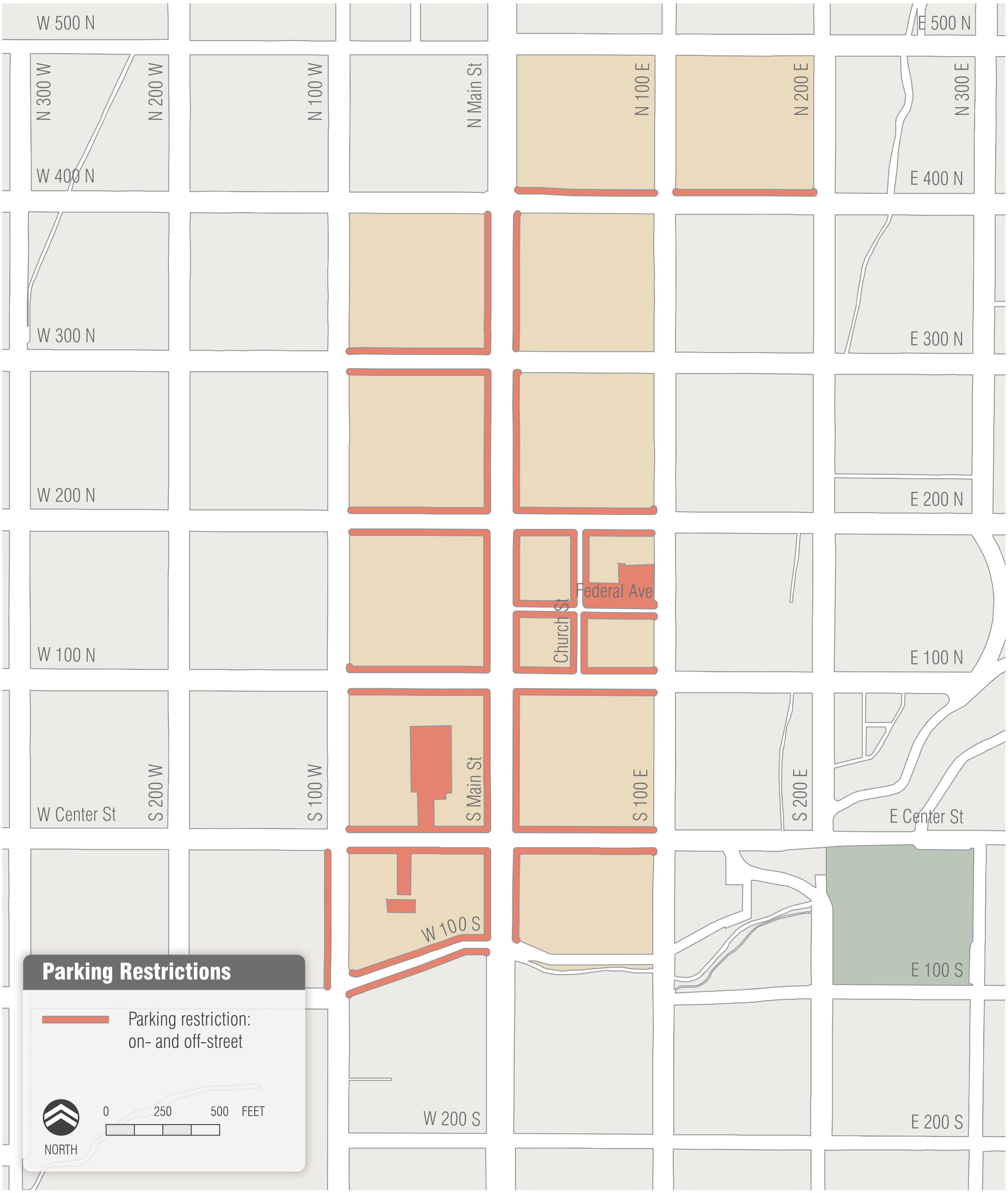
- Both sides of West 200 North Street between North 100 West and North Main streets;
- Both sides of West 300 North Street between North 100 West and North Main streets;
- North side of East 400 North Street between North Main and North 200 East streets.

Table 2 presents existing parking restrictions, including the location, type of restriction, and amount of spaces subject to these restrictions. Figure 2 illustrates the parking facilities that currently have a parking restriction.

Table 2: Existing Parking Restrictions

Restricted Area	To/From	Restriction Type	Duration/ Number of Spaces
100 South	West of Main St. to 100 West (both sides)	Time Limited	4-Hour Parking/36 spaces (24 spaces 4-hour, 12 no limit)
Main Street	100 South to Center St. West (west side)	Time Limited	20-Minute Parking, 2-Hour Parking/12 spaces (4 20-minute parking, 8 regular 2hr parking)
	100 South to Center St. East (east side)	Time Limited	2-Hour Parking/8 spaces
	400 North to Center St. (both sides)	Time Limited	2-Hour Parking/102 spaces
Center Street	West of Main St. to 100 West (both sides)	Time Limited	2-Hour Parking/42 spaces
	East of Main St. to 100 East (both sides)	Time Limited	2-Hour Parking/52 spaces
Wells Fargo Lot	W Center St, between 100 W and Main St.	Time Limited	2-Hour Parking, Permit-only, Disabled/37 spaces (9 permit, 2 disabled, 26 regular 2hr limit)
Eccles Theatre Lot	Between W Center St./100 S/ S Main St./100W	Time Limited	2-Hour Parking, Disabled/26 spaces (2 disabled, 24 regular 2hr limit)
100 North	West of Main St. (south side)	Time Limited	2-Hour Parking/32 spaces
	West of Main St. to 100 West (north side)	Time Limited	30-Minute Parking, 2-Hour Parking/28 spaces (4 30-minute, 24 regular 2hr limit)
	East of Main St. to 100 East (both sides)	Time Limited	2-Hour Parking/34 spaces
200 North	West of Main St. to 100 West (both sides)	No Parking	No parking allowed
	East of Main St. to 100 East (both sides)	Time Limited	2-Hour Parking/18 spaces
300 North	West of Main St. to 100 West (both sides)	No Parking	No parking allowed
400 North	East of Main St. to 200 East (north side)	No Parking	No parking allowed
100 West	Center St. to 100 South (west side)	Time Limited	20-Minute, 30-Minute Parking/ 29 spaces (4 20-minute, 4 30-minute parking, 21 no limit)
	Center St. to 100 North (east side)	Time Limited	2-Hour Parking/26 spaces
Emporium Lot	100 North/Center St – West of Main St.	Time Limited	30-Minute Parking, Disabled Parking/ 153 spaces (24 30-minute parking, 7 disabled, 122 no limit)
Church/ Federal Lot	Church St./Federal St. – East of Main St.	Time Limited	2-Hour Parking, 8-Hour Parking, Disabled/ 136 spaces (29 regular 2hr parking, 104 8hr parking, 3 disabled)
Church Street	200 North to 100 North	Time Limited	2-Hour Parking/30 spaces
Federal Street	Main St. to 100 East	Time Limited	2-Hour Parking/37 spaces

Source: Logan City Staff (March 2010).



EXISTING PARKING RESTRICTIONS BY FACILITY

Figure 2

4.0 Existing Parking Utilization Analysis

Parking occupancy (demand) refers to the accumulation of parking over the course of the day. Occupancy during peak periods is the primary measure of parking usage and can identify the potential need for additional parking. A parking occupancy rate of 90 percent for off-street parking facilities is typically defined as "practical capacity" meaning that it has reached a balance point between supply and demand where there are sufficient empty spaces to assure parking availability. Practical capacity for on-street parking facilities is typically 85 percent. As occupancy rates climb towards 100 percent, drivers will resort to "cruising" for parking or may be tempted to park illegally- activities that can create severe traffic impacts.[3] The following sections include a detailed evaluation of the existing weekday parking behaviors throughout the study area. Detailed parking utilization data is located in the Appendices.

4.1 Existing Parking Demand

The study area occupancy rates represent a 'bell-shaped' curve, with weekday on- and off-street demand observed to be relatively low during the morning period, increasing by midday, and decreasing incrementally during the course of the afternoon and evening hours. Field observations indicated that the total average occupancy rate for all observed on- and off-street parking facilities throughout the study area was 39 percent, and peak hour occupancy rate of 48 percent between the hours of 12:00 PM and 1:00 PM. This parking trend is likely attributed to the concentration of land uses within the study area, consisting mostly of business, government, service, retail, and restaurant-oriented uses. These uses normally generate a higher parking demand in the morning and afternoon hours rather than the late afternoon and evening hours, primarily due to typical operating (working) hours for employees and visitors. Table 3 presents the total hourly and average on- and off-street parking demand throughout the entire study area.

Table 3: Total Parking Demand

Demand by Facility	Hour of Observation[1]									
	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	*Average*[2]
Total *(3,897 spaces)*	1,341	1,412	1,534	**1,887**	1,038	1,627	1,649	1,825	1,369	1,520
	34%	36%	39%	**48%**	27%	42%	42%	47%	35%	39%
On-Street *(917 spaces)*	162	217	248	**270**	196	252	261	281	257	238
	18%	24%	27%	**29%**	21%	27%	28%	31%	28%	26%
Off-Street *(2,980 spaces)*	1,179	1,195	1,286	**1,617**	842	1,375	1,388	1,544	1,112	1,282
	40%	40%	43%	**54%**	28%	46%	47%	52%	37%	43%

Notes: Source: Wilbur Smith Associates (March 2010).
Bold represents observed peak hour occupancy rate per facility type.
1. Occupancy counts for Study Blocks 11 and 12 were observed only at 9:00 AM, 12:00 PM, and 4:00 PM.
2. Represents the weighted average parking occupancy rate per facility

4.2 Existing Off-Street Parking Demand

Field observations indicated that the off-street peak hour parking demand occurred between the hours of 12:00 PM and 1:00 PM. The overall occupancy rate during this hour was recorded at 54 percent. The average parking occupancy rate for all off-street facilities was 42 percent. Data findings identified two off-street parking lots that experienced an average occupancy rate above practical capacity; notably, the off-street lot located adjacent to the Logan City Fire Department Building (in study block #6), and the

[3] Donald Shoup, *The High Cost of Free Parking*, Chapter 11: Cruising, p 290.

parking lot in the rear of the KSM Guitars building (in study block #1). However, the remaining 60 off-street facilities experienced an average parking demand rate below practical capacity. Table 4 presents the existing off-street parking demand per study block.

Table 4: Existing Off-Street Parking Demand

Block	Supply	Hour of Observation[1]									
		9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	*Average*[2]
1	283	96	125	136	135	129	**147**	147	143	130	132
		34%	44%	48%	48%	46%	**52%**	52%	51%	46%	47%
2	186	74	90	95	112		111	**115**	94	87	86
		40%	48%	51%	60%		60%	**62%**	51%	47%	46%
3	304	130	146	**172**	130	153	145	157	159	103	143
		43%	48%	**57%**	43%	50%	48%	52%	52%	34%	47%
4	245	84	96	103	114	102	**117**	109	92	80	100
		34%	39%	42%	47%	42%	**48%**	44%	38%	33%	41%
5	378	252	284	284	245		303	**314**	311	318	257
		67%	75%	75%	65%		80%	**83%**	82%	84%	68%
6	262	159	169	177	177	175	175	**212**	181	153	175
		61%	65%	68%	68%	67%	67%	**81%**	69%	58%	67%
7	275	67	100	121	195	**211**	184	133	99	97	134
		24%	36%	44%	71%	**77%**	67%	48%	36%	35%	49%
8	84	16	34	**38**	31	26	27	31	18	17	26
		19%	40%	**45%**	37%	31%	32%	37%	21%	20%	31%
9	210	93	114	112	105		125	**130**	129	83	99
		44%	54%	53%	50%		60%	**62%**	61%	40%	47%
10	163	30	37	**48**	41	46	41	40	41	44	41
		18%	23%	**29%**	25%	28%	25%	25%	25%	27%	25%
11	313	95			**187**				156		146
		30%			**60%**				50%		47%
12	277	83			**145**				121		116
		30%			**52%**				44%		42%
Total	2,980	1,179	1,195	1,286	**1,617**	842	1,375	1,388	1,544	1,112	1,282
		40%	40%	43%	**54%**	28%	46%	47%	52%	37%	43%

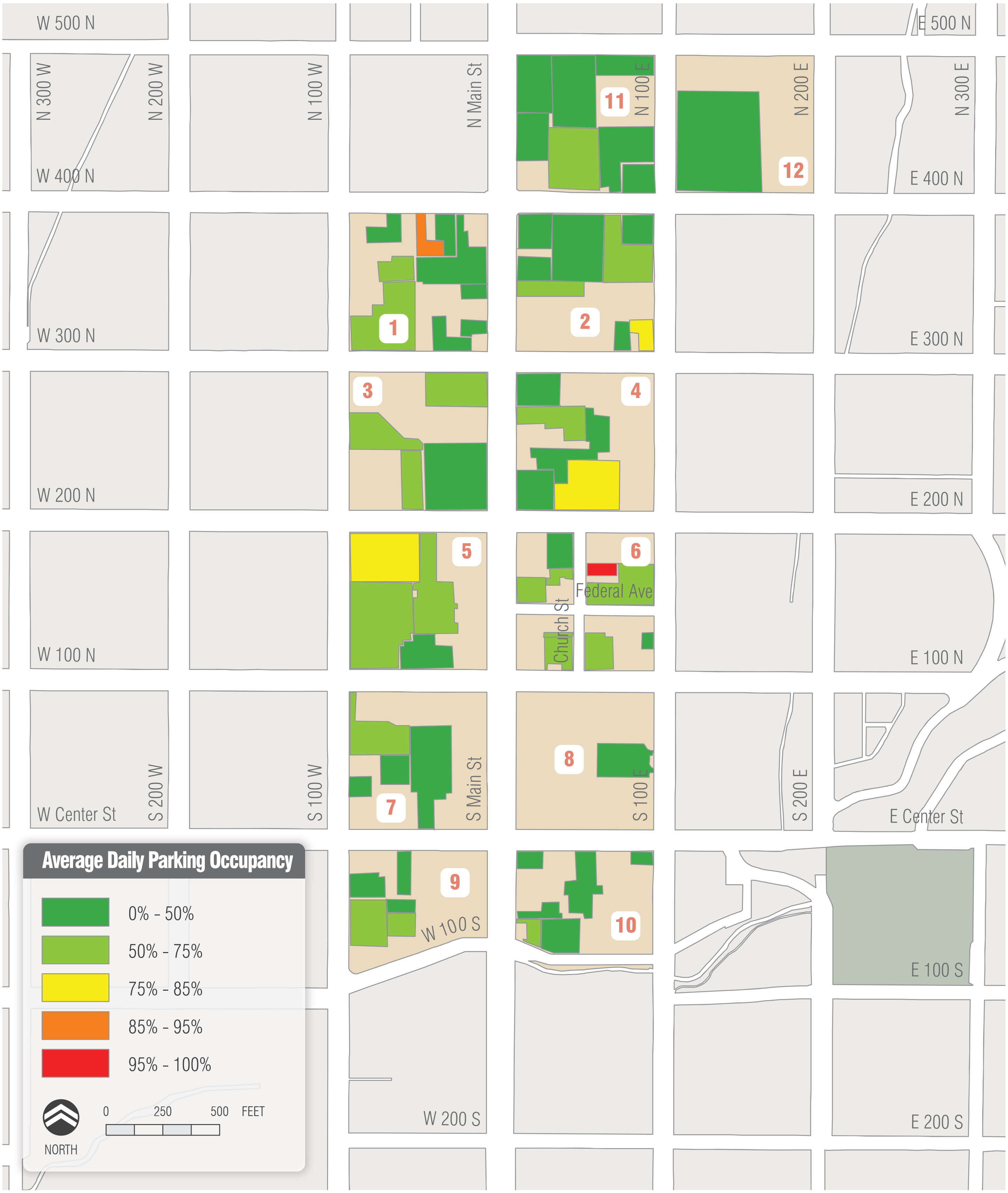
Notes: Source: Logan City Staff, Wilbur Smith Associates (April 2010).

Bold represents observed peak hour occupancy rate per study block.

1. "Blank" brackets indicate parking occupancy data was not collected during a specific time.
2. Represents the weighted average parking occupancy rate per study block.

As Table 4 suggests, few study blocks throughout the course of the day experienced any significant amount of parking demand. Study blocks #5 and #6 reached parking occupancy rates above 80 percent between the observed hour of 3:00 PM and 4:00 PM; and study block #7 peaked at 77 percent during the hour of 1:00 PM and 2:00 PM. The remaining nine study blocks experienced a peak occupancy rate between 29 percent and 62 percent, respectively. Detailed off-street parking utilization data is located in Appendix A.

Existing off-street parking demand is illustrated in Figure 3.



EXISTING OFF-STREET PARKING DEMAND
Figure 3

4.3 Existing On-Street Parking Demand

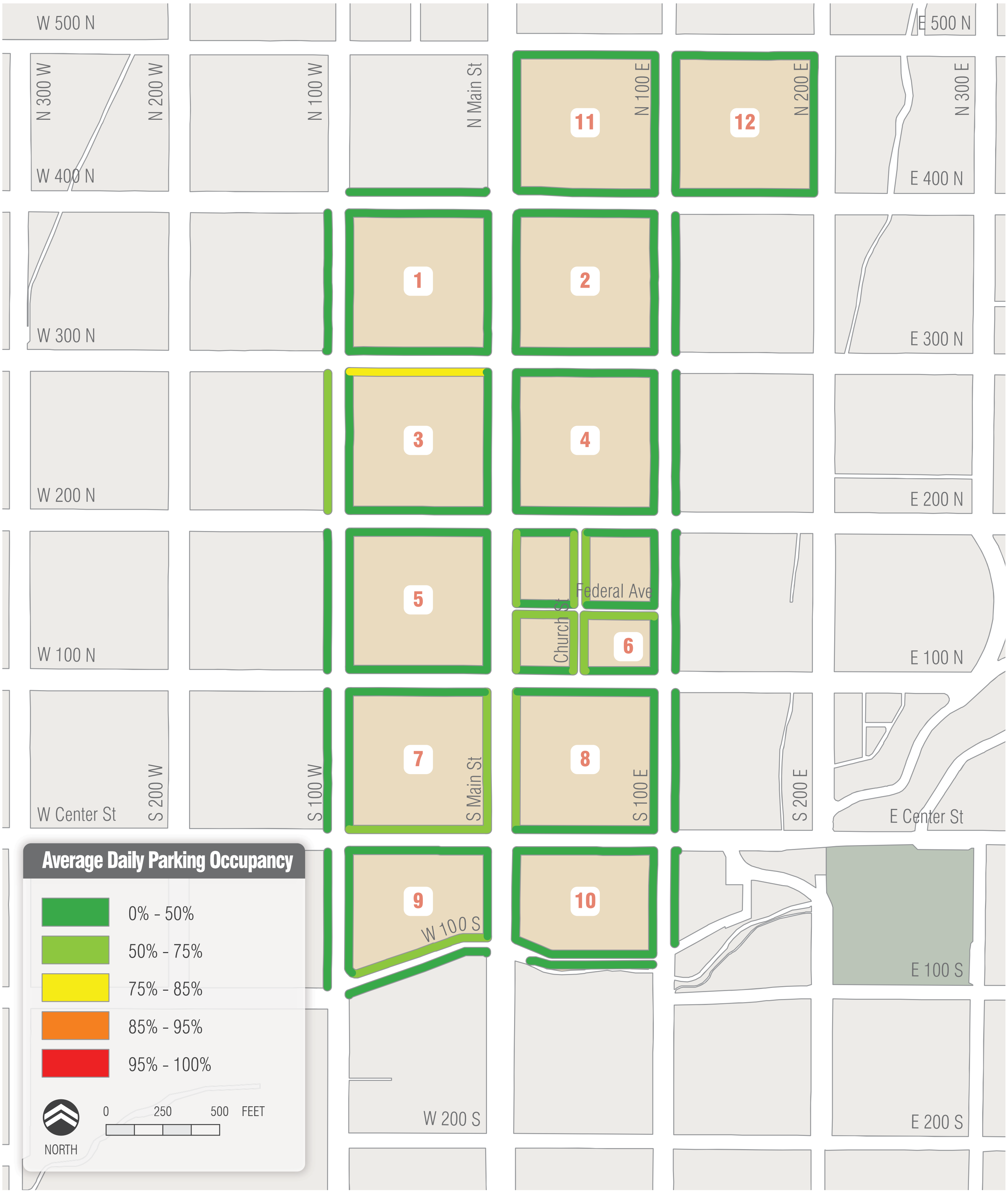
Field observations indicated that the on-street peak hour parking demand occurred between the hours of 4:00 PM and 5:00 PM. The overall occupancy rate during this hour was recorded at 31 percent. The average parking occupancy rate for all on-street facilities was 26 percent. Similar to the observed off-street parking trend; no on-street parking facilities experienced an occupancy rate at or above practical capacity (85 percent), and the throughout the course of the day, the majority of these facilities were underutilized. Table 5 presents the existing on-street parking demand per study block.

Table 5: Existing On-Street Parking Demand

Block	Supply	Hour of Observation[1]									
		9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	*Average*[2]
1	63	6	5	7	9	9	10	9	**13**	7	8
		10%	8%	11%	14%	14%	16%	14%	**21%**	11%	13%
2	49	9	16	**22**	13		17	18	14	13	14
		18%	25%	**35%**	21%		27%	29%	22%	21%	28%
3	63	23	33	29	26	34	36	40	**41**	35	33
		37%	52%	46%	41%	54%	57%	63%	**65%**	56%	52%
4	66	2	**10**	4	5	5	5	9	5	9	6
		3%	**15%**	6%	8%	8%	8%	14%	8%	14%	9%
5	80	8	17	17	13		16	17	**25**	19	15
		10%	21%	21%	16%		20%	21%	**31%**	24%	18%
6	133	49	61	65	**68**	64	63	62	57	63	61
		37%	46%	49%	**51%**	48%	47%	47%	43%	47%	46%
7	104	18	28	35	**59**	59	39	36	43	42	40
		17%	27%	34%	**57%**	57%	38%	35%	41%	40%	38%
8	100	9	13	20	19	19	**21**	18	17	14	17
		9%	13%	20%	19%	19%	**21%**	18%	17%	14%	17%
9	97	28	28	38	44		34	44	**49**	45	34
		29%	29%	39%	45%		35%	45%	**51%**	46%	36%
10	71	1	6	**11**	9	6	11	8	11	10	8
		1%	8%	**15%**	13%	8%	15%	11%	15%	14%	11%
11	48	**7**			5				5		6
		15%			10%				10%		12%
12	43	**2**			0				1		1
		5%			0%				2%		2%
Total	917	162	217	248	270	196	252	261	**281**	257	238
		18%	24%	27%	29%	21%	27%	28%	**31%**	28%	26%

Notes: Source: Logan City Staff, Wilbur Smith Associates (April 2010).
Bold represents observed peak hour occupancy rate per study block.
1. “Blank” brackets indicate parking occupancy data was not collected during specific time.
2. Represents the weighted average parking occupancy rate per study block.

As presented in Table 5, all of the study blocks experienced occupancies well below practical capacity. The data indicated that Block #3 experienced the highest observed on-street parking occupancy rate throughout the course of the day, at 65 percent occupied between 4:00 PM and 5:00 PM, respectively. Blocks #6, #7, and #9 experienced peak hour occupancy rates between 51 percent and 57 percent; whereas the remaining eight study blocks experienced peak hour occupancy rates ranging from five (5) to 35 percent, respectively. Detailed on-street parking utilization data is located in Appendix B. Existing on-street parking demand is illustrated in Figure 4.



EXISTING ON-STREET PARKING DEMAND

Figure 4

5.0 Study Findings

Study findings have shown that off-street and on-street parking demand patterns throughout the study area represent a common trend. As presented in the previous sections, both off- and on-street parking demand increases throughout the day, notably decreases by the mid-afternoon hours and incrementally increases by the early evening hours. This current parking trend reflects the typical parking behavior associated with existing land uses within the study area. These uses normally generate a higher parking demand in the morning and afternoon hours, primarily due to typical operating (working) hours for employees and visitors, and the substantial presence of retail and restaurants uses within the downtown area contribute to the incremental increase in demand during the evening hours.

Specific study blocks, including a concentration of retail and service-oriented businesses in the downtown area experienced relatively high on- and off-street parking demand in comparison to other study blocks. These areas include study blocks #6, and #7, which are occupied by the Emporium Shopping Center, and a multitude of local retail stores and office uses. Additional areas of notable parking demand include study blocks #3 and #5, which are comprised of mostly governmental buildings (i.e. Logan City Hall, Logan City Public Library, U.S. Post Office, Cache County Courthouse, and Cache County Administration Building); which typically generate higher parking demand during the midday hours, due to the significant presence of employees and patrons during this time period. It should be noted that these study blocks are located along Main Street and in the center core of the downtown area. Study blocks along the periphery of the study area (study blocks #1, #2, #8, #9, and #10) experienced low-to-moderate demand, which may be attributed to the amount of specialized services, special generators (i.e. LDS Tabernacle, Ellen Eccles Theatre), and current building vacancies located within these blocks. Other notable areas of low demand were study blocks #11 and #12, which contain two large, big box retail (grocery) stores; which experienced an average off-street occupancy rate of 42 and 47 percent and an on-street average occupancy rate of two (2) and 12 percent, respectively.

Overall, the study findings indicated that on- and off-street parking throughout the entire downtown area is underutilized; with less than five percent of all observed parking facilities experiencing demand at or above practical capacity. As a result, there is an abundant amount of available parking throughout the downtown area during a typical weekday. There are two key factors that may attribute to these findings: an evident oversupply in off-street, surface lot parking and current parking restrictions. As discussed in Section 1.1, the majority of study blocks in the downtown contain multiple surface parking lots. Field observations have indicated that within each study block, there is an even distribution in demand for off-street facilities, with no apparent parking constraints or periods of significant high parking demand throughout the day. As such, off-street parking demand is suppressed by the excess in parking supply, which contributes to the observed low-to-moderate occupancy rates. Current parking restrictions, which primarily include two-hour time limitations and a variation of other established time limits throughout the study area, may also support these findings. As stated in Section 4.3, the average on-street parking demand rate was observed at 26 percent, and a peak hour demand rate of 31 percent; which are well below practical capacity. These findings may be a direct result of visitors and other short-term users parking in unrestricted areas, primarily in off-street parking lots near their destination. More so, the majority of restricted parking spaces are located on-street, therefore these users may be avoiding these restrictions and opting to park in off-street facilities with no designated time limit.

The parking behavior and travel patterns discussed in the report may lead to positive changes to the downtown area. In knowing that weekday parking demand is relatively low and there is an evident oversupply of off-street parking; potential redevelopment and infill opportunities may become more practical. Further investigation into the relationship between future parking needs and future downtown development will be required to comprehensively understand and maximize these opportunities. The following section summarizes the appropriate measures required to identify the future parking needs and goals of the downtown area.

6.0 Next Steps

The “next steps” in the parking analysis will further investigate the relationship between existing land uses within the study area and current demand. Demand-based parking rates per land use type will be developed based on existing land use and demand data. These rates will be incorporated into a parking model that will calibrate demand-based rates against the current parking conditions within the study area. This will further determine future parking needs for the downtown area. In addition, the parking model will be used to assess parking needs under future conditions. These future scenarios will include planned land uses set forth by Logan City Staff. The parking model will identify future demand-based parking rates associated with these planned uses and identify the short-term and long-term parking needs and goals. Ultimately, the results of the parking demand analysis will assist in developing a range of strategies and recommendations that support alternative modes, and regulate both parking supply and demand throughout the study area.

APPENDIX

APPENDIX A

OFF-STREET PARKING UTILIZATION ANALYSIS

Appendix A - Off-Street Parking Utilization

Logan Parking Utilization Analysis

Location	Supply	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM
Block 1										
Interior (off street)										
P1	57	32	40	43	42	26	36	41	45	42
P2	14	4	6	5	6	11	10	13	9	11
P3	20	5	8	8	7	11	10	9	9	9
P4	23	12	18	17	17	19	23	28	23	19
P5	15	0	1	2	9	8	6	2	3	5
P6	93	37	47	54	46	43	50	45	44	31
P7	5	2	2	2	1	1	1	1	1	1
P8	14	0	0	0	1	1	0	0	1	0
P9	42	4	3	5	6	9	11	8	8	12
Total Supply/Demand	283	*96*	*125*	*136*	*135*	*129*	*147*	*147*	*143*	*130*
Utilization		*34%*	*44%*	*48%*	*48%*	*46%*	*52%*	*52%*	*51%*	*46%*
Average Occupancy	*132*									
Avg Occupancy Rate	*47%*									
Block 2										
Interior (off street)										
P1	54	36	35	36	35		28	33	28	28
P2	12	4	5	4	2		3	2	2	2
P3	4	0	2	2	2		2	2	2	3
P4	56	14	15	16	27		31	26	31	21
P5	30	11	21	22	23		27	21	22	21
P6	19	2	5	8	15		13	24	4	7
P7	5	5	5	5	5		5	5	4	4
P8	6	2	2	2	3		2	2	1	1
Total Supply/Demand	186	*74*	*90*	*95*	*112*	*0*	*111*	*115*	*94*	*87*
Utilization		*40%*	*48%*	*51%*	*60%*	*0%*	*60%*	*62%*	*51%*	*47%*
Average Occupancy	*86*									
Avg Occupancy Rate	*46%*									
Block 3										
Interior (off street)										
Post Office (ES)	44	29	28	30	26	31	24	31	23	14
City Hall (SS)	57	36	48	50	34	41	39	45	55	24
Library (NS)	52	33	34	37	29	28	41	39	41	39
Library (SS)	151	32	36	55	41	53	41	42	40	26
Total Supply/Demand	304	*130*	*146*	*172*	*130*	*153*	*145*	*157*	*159*	*103*
Utilization		*43%*	*48%*	*57%*	*43%*	*50%*	*48%*	*52%*	*52%*	*34%*
Average Occupancy	*144*									
Avg Occupancy Rate	*47%*									
Block 4										
Interior (off street)										
P1	46	31	41	43	34	36	51	51	34	28
P2	42	11	8	8	20	14	11	4	5	4
P3	83	17	12	12	11	11	14	9	9	13
P4	47	19	31	34	44	33	35	36	38	30
P5	27	6	4	6	5	8	6	9	6	5
Total Supply/Demand	245	*84*	*96*	*103*	*114*	*102*	*117*	*109*	*92*	*80*
Utilization		*34%*	*39%*	*42%*	*47%*	*42%*	*48%*	*44%*	*38%*	*33%*
Average Occupancy	*100*									
Avg Occupancy Rate	*41%*									
Block 5										
Interior (off street)										
State	102	95	88	84	73		92	103	93	90
County (WS)	178	102	140	142	125		152	149	153	158
County (Middle)	86	52	51	52	42		53	56	59	64
Wilson	12	3	5	6	5		6	6	6	6
Total Supply/Demand	378	*252*	*284*	*284*	*245*	*0*	*303*	*314*	*311*	*318*
Utilization		*67%*	*75%*	*75%*	*65%*	*0%*	*80%*	*83%*	*82%*	*84%*
Average Occupancy	*257*									
Avg Occupancy Rate	*68%*									
Block 6										
Interior (off street)										
P1	17	5	7	8	7	9	10	11	14	11
P2	26	18	18	16	14	17	18	23	19	22
P3	15	4	7	5	4	2	8	17	21	22
P4	10	3	4	2	3	4	3	31	3	2
P5	39	20	18	24	22	17	18	14	13	11
P6	15	16	15	14	22	19	17	17	14	11
P7	136	92	98	107	104	106	101	99	97	73
P8	4	1	2	1	1	1	0	0	0	1
Total Supply/Demand	262	*159*	*169*	*177*	*177*	*175*	*175*	*212*	*181*	*153*
Utilization		*61%*	*65%*	*68%*	*68%*	*67%*	*67%*	*81%*	*69%*	*58%*
Average Occupancy	*175*									
Avg Occupancy Rate	*67%*									

Parking Utilization rates

Location	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	weighted avg
Block 1										
P1	56%	70%	75%	74%	46%	63%	72%	79%	74%	68%
P2	29%	43%	36%	43%	79%	71%	93%	64%	79%	60%
P3	25%	40%	40%	35%	55%	50%	45%	45%	45%	42%
P4	52%	78%	74%	74%	83%	100%	122%	100%	83%	85%
P5	0%	7%	13%	60%	53%	40%	13%	20%	33%	27%
P6	40%	51%	58%	49%	46%	54%	48%	47%	33%	47%
P7	40%	40%	40%	20%	20%	20%	20%	20%	20%	27%
P8	0%	0%	0%	7%	7%	0%	0%	7%	0%	2%
P9	10%	7%	12%	14%	21%	26%	19%	19%	29%	17%
Block 2										
P1	67%	65%	67%	65%	0%	52%	61%	52%	52%	53%
P2	33%	42%	33%	17%	0%	25%	17%	17%	17%	22%
P3	0%	50%	50%	50%	0%	50%	50%	50%	75%	42%
P4	25%	27%	29%	48%	0%	55%	46%	55%	38%	36%
P5	37%	70%	73%	77%	0%	90%	70%	73%	70%	62%
P6	11%	26%	42%	79%	0%	68%	126%	21%	37%	46%
P7	100%	100%	100%	100%	0%	100%	100%	80%	80%	84%
P8	33%	33%	33%	50%	0%	33%	33%	17%	17%	28%
Block 3										
Post Office (ES)	66%	64%	68%	59%	70%	55%	70%	52%	32%	60%
City Hall (SS)	63%	84%	88%	60%	72%	68%	79%	96%	42%	73%
Library (NS)	63%	65%	71%	56%	54%	79%	75%	79%	75%	69%
Library (SS)	21%	24%	36%	27%	35%	27%	28%	26%	17%	27%
Block 4										
P1	67%	89%	93%	74%	78%	**111%**	**111%**	74%	61%	84%
P2	26%	19%	19%	48%	33%	26%	10%	12%	10%	22%
P3	20%	14%	14%	13%	13%	17%	11%	11%	16%	14%
P4	40%	66%	72%	94%	70%	74%	77%	81%	64%	71%
P5	22%	15%	22%	19%	30%	22%	33%	22%	19%	23%
Block 5										
State	93%	86%	82%	72%	0%	90%	**101%**	91%	88%	78%
County (WS)	57%	79%	80%	70%	0%	85%	84%	86%	89%	70%
County (Middle)	60%	59%	60%	49%	0%	62%	65%	69%	74%	55%
Wilson	25%	42%	50%	42%	0%	50%	50%	50%	50%	40%
Block 6										
P1	29%	41%	47%	41%	53%	59%	65%	82%	65%	54%
P2	69%	69%	62%	54%	65%	69%	88%	73%	85%	71%
P3	27%	47%	33%	27%	13%	53%	**113%**	**140%**	**147%**	67%
P4	30%	40%	20%	30%	40%	30%	310%	30%	20%	61%
P5	51%	46%	62%	56%	44%	46%	36%	33%	28%	45%
P6	**107%**	100%	93%	**147%**	**127%**	**113%**	**113%**	93%	73%	107%
P7	68%	72%	79%	76%	78%	74%	73%	71%	54%	72%
P8	25%	50%	25%	25%	25%	0%	0%	0%	25%	19%

Logan Parking Utilization Analysis

Location	Supply	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM
Block 7										
Interior (off street)										
Logan City 1	15	2	2	3	7	6	6	5	6	3
Logan City 2	153	17	39	46	120	122	89	72	53	48
Logan City 3	81	45	53	70	62	75	85	52	36	40
Anderson	26	3	6	2	6	8	4	4	4	6
Total Supply/Demand	275	*67*	*100*	*121*	*195*	*211*	*184*	*133*	*99*	*97*
Utilization		*24%*	*36%*	*44%*	*71%*	*77%*	*67%*	*48%*	*36%*	*35%*
Average Occupancy	*134*									
Avg Occupancy Rate	*49%*									
Block 8										
Interior (off street)		0								
P1	84	16	34	38	31	26	27	31	18	17
Total Supply/Demand	84	*19%*	*40%*	*45%*	*37%*	*31%*	*32%*	*37%*	*21%*	*20%*
Utilization										
Average Occupancy	*26*									
Avg Occupancy Rate	*31%*									
Block 9										
Interior (off street)										
P1	42	12	15	16	15		14	20	22	15
P2	79	45	59	60	58		67	60	53	29
P3	26	24	23	21	17		23	21	17	9
P4	26	2	3	5	5		6	9	19	16
Wells Fargo	37	10	14	10	10		15	20	18	14
Total Supply/Demand	210	*93*	*114*	*112*	*105*	*0*	*125*	*130*	*129*	*83*
Utilization		*44%*	*54%*	*53%*	*50%*	*0%*	*60%*	*62%*	*61%*	*40%*
Average Occupancy	*99*									
Avg Occupancy Rate	*47%*									
Block 10										
Interior (off street)										
P1	18	9	9	9	9	7	7	8	7	12
P2	19	9	10	14	13	10	12	15	13	16
P3	20	3	5	8	5	11	4	5	11	9
P4	18	0	2	7	5	8	7	4	2	2
P5	79	5	4	7	6	8	8	3	4	2
P6	9	4	7	3	3	2	3	5	4	3
Total Supply/Demand	163	*30*	*37*	*48*	*41*	*46*	*41*	*40*	*41*	*44*
Utilization		*18%*	*23%*	*29%*	*25%*	*28%*	*25%*	*25%*	*25%*	*27%*
Average Occupancy	*41*									
Avg Occupancy Rate	*25%*									
Block 11										
Interior (off street)										
P1	13	0			5				1	
P2	89	16			25				42	
P3	95	49			87				62	
P4	38	4			31				18	
P5	41	17			17				17	
P6	30	6			21				15	
P7	7	3			1				1	
Total Supply/Demand	313	*95*	*0*	*0*	*187*	*0*	*0*	*0*	*156*	
Utilization		*30%*	*0%*	*0%*	*60%*	*0%*	*0%*	*0%*	*50%*	
Average Occupancy	*146*									
Avg Occupancy Rate	*47%*									
Block 12										
Interior (off street)										
P1	277	83			145				121	
Total Supply/Demand	277	*30%*	*0%*	*0%*	*52%*	*0%*	*0%*	*0%*	*44%*	
Utilization										
Average Occupancy	*116*									
Avg Occupancy Rate	42%									

Parking Utilization rates

Location	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	weighted avg
Block 7										
Logan City 1	13%	13%	20%	47%	40%	40%	33%	40%	20%	30%
Logan City 2	11%	25%	30%	78%	80%	58%	47%	35%	31%	44%
Logan City 3	56%	65%	86%	77%	93%	**105%**	64%	44%	49%	71%
Anderson	12%	23%	8%	23%	31%	15%	15%	15%	23%	18%
Block 8										
P1	19%	40%	45%	37%	31%	32%	37%	21%	20%	31%
Block 9										
P1	29%	36%	38%	36%	0%	33%	48%	52%	36%	34%
P2	57%	75%	76%	73%	0%	85%	76%	67%	37%	61%
P3	92%	88%	81%	65%	0%	88%	81%	65%	35%	66%
P4	8%	12%	19%	19%	0%	23%	35%	73%	62%	28%
Wells Fargo	27%	38%	27%	27%	0%	41%	54%	49%	38%	33%
Block 10										
P1	50%	50%	50%	50%	39%	39%	44%	39%	67%	48%
P2	47%	53%	74%	68%	53%	63%	79%	68%	84%	65%
P3	15%	25%	40%	25%	55%	20%	25%	55%	45%	34%
P4	0%	11%	39%	28%	44%	39%	22%	11%	11%	23%
P5	6%	5%	9%	8%	10%	10%	4%	5%	3%	7%
P6	44%	78%	33%	33%	22%	33%	56%	44%	33%	42%
Block 11										
P1	0%			38%				8%		15%
P2	18%			28%				47%		31%
P3	52%			92%				65%		69%
P4	11%			82%				47%		46%
P5	41%			41%				41%		41%
P6	20%			70%				50%		47%
P7	43%			14%				14%		24%
Block 12										
P1	30%			52%				44%		42%

APPENDIX B
ON-STREET PARKING UTILIZATION ANALYSIS

Appendix B - Existing On-Street Parking Utilization

Logan Parking Utilization Analysis

Location	Supply	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM
Block 1										
Main St (WS)	8	0	0	0	0	0	0	0	0	0
400 North (NS)	8	0	0	0	0	0	0	0	0	0
400 North (SS)	7	0	1	0	0	0	0	0	0	0
300 North (NS)	15	2	1	4	3	4	5	2	7	3
100 W (ES)	12	2	1	1	2	2	3	3	2	3
100 W (WS)	13	2	2	2	4	3	2	4	4	1
Total Supply/Demand		*6*	*5*	*7*	*9*	*9*	*10*	*9*	*13*	*7*
Utilization	63	*10%*	*8%*	*11%*	*14%*	*14%*	*16%*	*14%*	*21%*	*11%*
Average Occupancy	*8*									
Avg Occupancy Rate	*13%*									
Block 2										
Main St (ES)	8	0	1	3	1		0	0	0	0
400 North (NS)	0	0	0	0	0		0	0	0	0
400 North (SS)	0	0	0	0	0		0	0	0	0
300 North (NS)	19	7	6	8	7		8	9	8	4
100 E (ES)	14	0	2	4	2		4	5	3	5
100 E (WS)	8	2	7	7	3		5	4	3	4
Total Supply/Demand	49	*9*	*16*	*22*	*13*	*0*	*17*	*18*	*14*	*13*
Utilization		*18%*	*25%*	*35%*	*21%*	*0%*	*27%*	*29%*	*22%*	*21%*
Average Occupancy	*14*									
Avg Occupancy Rate	*28%*									
Block 3										
300 N (SS)	24	16	17	17	17	21	20	21	22	19
Main St (WS)	14	0	3	6	3	3	6	6	5	4
200 N (NS)	6	1	1	0	0	0	0	0	0	0
100 W (ES)	7	1	5	2	3	4	4	1	3	4
100 W (WS)	12	5	7	4	3	6	6	12	11	8
Total Supply/Demand	63	*23*	*33*	*29*	*26*	*34*	*36*	*40*	*41*	*35*
Utilization		*37%*	*52%*	*46%*	*41%*	*54%*	*57%*	*63%*	*65%*	*56%*
Average Occupancy	*33*									
Avg Occupancy Rate	*52%*									
Block 4										
Main St (ES)	6	1	6	0	3	1	1	1	0	2
200 N (NS)	8	0	1	2	1	2	3	0	0	2
300 N (SS)	13	0	2	1	1	1	1	1	2	3
100 E (ES)	15	0	0	0	0	0	0	2	0	0
100 E (WS)	24	1	1	1	0	1	0	5	3	2
Total Supply/Demand	66	*2*	*10*	*4*	*5*	*5*	*5*	*9*	*5*	*9*
Utilization		*3%*	*15%*	*6%*	*8%*	*8%*	*8%*	*14%*	*8%*	*14%*
Average Occupancy	*6*									
Avg Occupancy Rate	*9%*									
Block 5										
200 N (SS)	9	1	1	0	0		0	0	0	0
Main St (WS)	18	2	10	6	7		5	5	9	7
100 N (NS)	28	4	5	8	5		9	10	14	10
100 W (ES)	12	1	1	1	1		2	2	2	2
100 W (WS)	13	0	0	2	0		0	0	0	0
Total Supply/Demand	80	*8*	*17*	*17*	*13*	*0*	*16*	*17*	*25*	*19*
Utilization		*10%*	*21%*	*21%*	*16%*	*0%*	*20%*	*21%*	*31%*	*24%*
Average Occupancy	*15*									
Avg Occupancy Rate	*18%*									
Block 6										
Main St (ES)	15	5	9	6	8	9	10	9	11	8
200 N (SS)	10	6	6	5	2	4	4	2	1	6
100 E (ES)	26	4	4	4	6	1	2	3	3	6
100 E (WS)	8	3	5	1	3	5	3	4	5	3
100 N (NS)	7	2	2	2	2	3	2	1	0	4
Federal Ave (NS)	0	0	0	0	0	0	0	0	0	0
Federal Ave (SS)	37	17	16	29	29	24	26	23	21	21
Church St (ES)	24	8	15	15	13	13	11	16	11	11
Church (WS)	6	4	4	3	5	5	5	4	5	4
Total Supply/Demand	133	*49*	*61*	*65*	*68*	*64*	*63*	*62*	*57*	*63*
Utilization		*37%*	*46%*	*49%*	*51%*	*48%*	*47%*	*47%*	*43%*	*47%*
Average Occupancy	*61*									
Avg Occupancy Rate	*46%*									

Parking Utilization rates

9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	weighted avg
0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
0%	14%	0%	0%	0%	0%	0%	0%	0%	2%
13%	7%	27%	20%	27%	33%	13%	47%	20%	23%
17%	8%	8%	17%	17%	25%	25%	17%	25%	18%
15%	15%	15%	31%	23%	15%	31%	31%	8%	21%
0%	13%	38%	13%	0%	0%	0%	0%	0%	7%
0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
37%	32%	42%	37%	0%	42%	47%	42%	21%	33%
0%	14%	29%	14%	0%	29%	36%	21%	36%	20%
25%	88%	88%	38%	0%	63%	50%	38%	50%	49%
67%	71%	71%	71%	88%	83%	88%	92%	79%	79%
0%	21%	43%	21%	21%	43%	43%	36%	29%	29%
17%	17%	0%	0%	0%	0%	0%	0%	0%	4%
14%	71%	29%	43%	57%	57%	14%	43%	57%	43%
42%	58%	33%	25%	50%	50%	100%	92%	67%	57%
17%	100%	0%	50%	17%	17%	17%	0%	33%	28%
0%	13%	25%	13%	25%	38%	0%	0%	25%	15%
0%	15%	8%	8%	8%	8%	8%	15%	23%	10%
0%	0%	0%	0%	0%	0%	13%	0%	0%	1%
4%	4%	4%	0%	4%	0%	21%	13%	8%	6%
11%	11%	0%	0%	0%	0%	0%	0%	0%	2%
11%	56%	33%	39%	0%	28%	28%	50%	39%	31%
14%	18%	29%	18%	0%	32%	36%	50%	36%	26%
8%	8%	8%	8%	0%	17%	17%	17%	17%	11%
0%	0%	15%	0%	0%	0%	0%	0%	0%	2%
33%	60%	40%	53%	60%	67%	60%	73%	53%	56%
60%	60%	50%	20%	40%	40%	20%	10%	60%	40%
15%	15%	15%	23%	4%	8%	12%	12%	23%	14%
38%	63%	13%	38%	63%	38%	50%	63%	38%	44%
29%	29%	29%	29%	43%	29%	14%	0%	57%	29%
0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
46%	43%	78%	78%	65%	70%	62%	57%	57%	62%
33%	63%	63%	54%	54%	46%	67%	46%	46%	52%
67%	67%	50%	83%	83%	83%	67%	83%	67%	72%

Logan Parking Utilization Analysis

Location	Supply	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM
Block 7										
Main St (WS)	18	2	5	5	13	20	13	7	12	6
Center St (NS)	28	9	16	20	24	18	13	18	9	19
100 N (SS)	32	5	5	6	14	14	9	9	20	13
100 W (ES)	10	0	0	2	4	3	0	0	0	0
100 W (WS)	16	2	2	2	4	4	4	2	2	4
Total Supply/Demand	104	*18*	*28*	*35*	*59*	*59*	*39*	*36*	*43*	*42*
Utilization		*17%*	*27%*	*34%*	*57%*	*57%*	*38%*	*35%*	*41%*	*40%*
Average Occupancy	*40*									
Avg Occupancy Rate	*38%*									
Block 8										
Main St (ES)	15	6	9	9	5	11	10	12	13	9
100 N (SS)	27	1	2	8	9	4	3	1	1	3
Center St (NS)	28	1	0	0	1	3	2	2	1	0
100 E (ES)	13	0	1	1	0	0	3	1	1	1
100 E (WS)	17	1	1	2	4	1	3	2	1	1
Total Supply/Demand	100	*9*	*13*	*20*	*19*	*19*	*21*	*18*	*17*	*14*
Utilization		*9%*	*13%*	*20%*	*19%*	*19%*	*21%*	*18%*	*17%*	*14%*
Average Occupancy	*17*									
Avg Occupancy Rate	*17%*									
Block 9										
Main St (WS)	12	3	4	2	5		4	6	5	9
Center St (SS)	24	10	12	16	16		9	14	15	11
100 W (ES)	14	0	0	1	0		0	7	7	0
100 W (WS)	15	1	1	2	3		2	4	4	1
100 S (NS)	16	10	8	12	12		12	8	9	10
100 S (SS)	16	4	3	5	8		7	5	9	14
Total Supply/Demand	97	*28*	*28*	*38*	*44*	*0*	*34*	*44*	*49*	*45*
Utilization		*29%*	*29%*	*39%*	*45%*	*0%*	*35%*	*45%*	*51%*	*46%*
Average Occupancy	*34*									
Avg Occupancy Rate	*36%*									
Block 10										
Main St (ES)	8	0	0	3	2	2	4	1	4	2
Center St (NS)	14	0	2	2	3	1	3	3	1	2
100 S (NS)	10	0	1	1	2	2	2	1	2	2
100 S (SS)	14	0	2	3	2	1	1	3	4	4
100 E (ES)	12	0	0	1	0	0	0	0	0	0
100 E (WS)	13	1	1	1	0	0	1	0	0	0
Total Supply/Demand	71	*1*	*6*	*11*	*9*	*6*	*11*	*8*	*11*	*10*
Utilization		*1%*	*8%*	*15%*	*13%*	*8%*	*15%*	*11%*	*15%*	*14%*
Average Occupancy	*8*									
Avg Occupancy Rate	*11%*									
Block 11										
Main St (ES)	8	3			3				5	
500 North (SS)	12	2			0				0	
500 North (NS)	15	2			2				0	
100 East (WS)	13	0			0				0	
400 North (NS)	no parkin	no parking			no parking				no parking	
Total Supply/Demand	48	*7*			*5*				*5*	
Utilization		*15%*			*10%*				*10%*	
Average Occupancy	*6*									
Avg Occupancy Rate	*12%*									
Block 12										
100 East (ES)	13	0			0				0	
500 North (SS)	3	0			0				0	
500 North (NS)	13	2			0				1	
200 East (WS)	14	0			0				0	
400 North (NS)	no parkin	no parking			no parking				no parking	
Total Supply/Demand	43	*2*			*0*				*1*	
Utilization		*5%*			*0%*				*2%*	
Average Occupancy	*1*									
Avg Occupancy Rate	*2%*									

Parking Utilization rates

9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	weighted avg
11%	28%	28%	72%	111%	72%	39%	67%	33%	51%
32%	57%	71%	86%	64%	46%	64%	32%	68%	58%
16%	16%	19%	44%	44%	28%	28%	63%	41%	33%
0%	0%	20%	40%	30%	0%	0%	0%	0%	10%
13%	13%	13%	25%	25%	25%	13%	13%	25%	18%
40%	60%	60%	33%	73%	67%	80%	87%	60%	62%
4%	7%	30%	33%	15%	11%	4%	4%	11%	13%
4%	0%	0%	4%	11%	7%	7%	4%	0%	4%
0%	8%	8%	0%	0%	23%	8%	8%	8%	7%
6%	6%	12%	24%	6%	18%	12%	6%	6%	10%
25%	33%	17%	42%	0%	33%	50%	42%	75%	35%
42%	50%	67%	67%	0%	38%	58%	63%	46%	48%
0%	0%	7%	0%	0%	0%	50%	50%	0%	12%
7%	7%	13%	20%	0%	13%	27%	27%	7%	13%
63%	50%	75%	75%	0%	75%	50%	56%	63%	56%
25%	19%	31%	50%	0%	44%	31%	56%	88%	38%
0%	0%	38%	25%	25%	50%	13%	50%	25%	25%
0%	14%	14%	21%	7%	21%	21%	7%	14%	13%
0%	10%	10%	20%	20%	20%	10%	20%	20%	14%
0%	14%	21%	14%	7%	7%	21%	29%	29%	16%
0%	0%	8%	0%	0%	0%	0%	0%	0%	1%
8%	8%	8%	0%	0%	8%	0%	0%	0%	3%
38%			38%				63%		46%
17%			0%				0%		6%
13%			13%				0%		9%
0%			0%				0%		0%
0%			0%				0%		0%
0%			0%				0%		0%
0%			0%				0%		0%
15%			0%				8%		8%
0%			0%				0%		0%
0%			0%				0%		0%

APPENDIX C – PARKING ANALYSIS: VISION 2050

Appendix C:
Parking Analysis: Vision 2050

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MEMO

Date: March 30, 2011

To: Jeanine Cavalli
PMC
500 12th Street, Suite 240
Oakland, CA 94607

From: Terri O'Connor, AICP
Ted Huynh

Subject: **Technical Memorandum: Logan City Downtown Specific Plan – Vision 2050 Parking Demand Analysis**

1.0 Introduction

This technical memorandum includes a detailed parking demand analysis for the downtown region of Logan, Utah for both existing conditions and the proposed 2050 Vision conditions. The 2050 Vision Plan describes the envisioned long-term plan for the City of Logan in which a significant portion of downtown Logan would be repurposed from their existing land uses. This memorandum expands on the previous memorandum which detailed existing parking supply for the on- and off-street parking facilities for a 12-block central business core area in downtown Logan, further summarizing calculated demand-based rates from existing land uses at on-street blockfaces and off-street parking lots in the study area.

The demand-based rates by land use were calculated from the aforementioned existing parking counts and supply and the associated land uses nearby, taking into consideration factors such as peak parking times, alternative transportation modes, and shared parking factors. The rates were then modified and calibrated to closely reflect existing parking conditions for both on- and off-street parking facilities along the 12-block corridor.

The Vision Plan describes the potential land uses in downtown Logan in the year 2050; the projected zoning patterns within the Vision Plan provide the best measure to determine the amount of new development square footage. This difference between current land use square footage, provided by City of Logan staff, and future square footage, or the "development delta", contributes the difference in terms of anticipated parking demand in the future. The number of purposed land uses in the 2050 Vision Plan, which include residential, retail, office, public, open space, and vacant spaces, is significantly lower than the 34 documented existing land uses in the existing Logan Parking Model, due to the uncertainty of what types of unique land uses would ultimately be developed by the build-out in 2050.

The demand-based rates were applied to the entire 21-block area in the Logan Downtown Specific Plan. In order to make a more appropriate comparison with the 2050 Vision Plan, rates were consolidated and recalibrated. This was due to the nature of the described land uses within the Vision Plan. The consolidated rates were then applied to both the existing land uses and the 2050 Vision Plan land uses to estimate the existing parking demand (validated and verified by parking counts documented in the previous memorandum to the City of Logan) and the 2050 Vision Plan parking demand. The difference in parking demand illustrates the expected growth in parking demand due to the land use "development delta".

The following sections include a detailed description of the study area, the methodology performed to calculate the development delta and consolidated parking rates, the existing parking demand and anticipated parking demand for the 2050 Vision Plan, and study findings.

2.0 Study Area

The parking study area included 21 blocks that are a part of the Logan Downtown Specific Plan Area, which are bordered by 500 North (to the north), 200 South (to the south), 200 East (to the east), and 100 West (to the west). This area is comprised of many land uses ranging from governmental offices, shopping centers, theaters, commercial businesses, grocers, hotels, banks, and residences (including single-family and multifamily homes). Major trip generators include City Hall, Logan City Public Library, U.S. Postal Office, Cache County Courthouse, Cache County Administration Building, Emporium Shopping Center, Ellen Eccles Theater, and major grocers including Albertson's and Smith's Food and Drug Center.

The transportation system in the downtown area is built in a traditional, grid-like network, with all of the roadways operating in a north-south and east-west orientation. In general, the major retail, commercial and entertainment corridor is located along Main Street (the major north-south route), with several businesses, civic, and institutional buildings located to the east and west of Main Street. Structural and building design along Main Street consists of storefront and building façades lining the corridor with off-street parking located in the rear of the buildings. Larger surface lot parking is evident along the periphery of the downtown area, typically located in areas with shopping centers, and big box grocery stores. On-street parking spaces (parallel, diagonal, or perpendicular) are located throughout the entire study area and the majority of these on-street parking facilities are located along each downtown block.

2.1 Downtown Block Area

The study area is comprised of 21 downtown city blocks. Each block contains several distinct land uses with unique parking facilities.[1] The existing land uses and parking operations per study block are described below, using the City of Logan's historical numbering system:

- **Block 1** consists of office and industrial land uses, along with a park. A few small off-street lots exist to service the office and industrial land uses, with street parking also available along with bounding streets.

- **Block 2** contains general retail and service-oriented uses along with residences along the southeast section of the block. There is one primary surface parking lot located in the middle of the block to service these uses; and there are several ancillary lots available for customers and employees along the periphery of the study block.

- **Block 3** is located in the southwest quadrant of the study area. General uses located within the block include a bank and retail stores in the northern section, the Ellen Eccles Theatre in the eastern section, and offices along the southern section of the study block. Similar to other study blocks, several off-street surface parking lots are located in the rear of these establishments.

- **Block 4** is occupied by several larger retail stores, along with a few residences on the eastern side of the block. Large off-street parking lots serve the retail uses located on this block.

- **Block 5** contains several retail outlets along with a few office buildings and a Best Western motel. Parking is available on off-street parking lots for each respective land use.

[1] Study blocks were designated and assigned by Logan City Staff.

- **Block 12** is the southeastern-most quadrant of the study area. It consists entirely of single-family residential units and contains no off-street parking lots aside from the private driveways for each residence.

- **Block 14** is primarily occupied by the Emporium Shopping Center. The general layout of the block contains several mixed-use building with retail and restaurants along the ground floors of each building and office uses located on the top floors. A substantial off-street surface parking lot is located in the middle portion of the block, in the rear of each building.

- **Block 15** is solely inhabited by the Latter-Day Saints Tabernacle, a religious institution that is located in the middle of the block surrounded by greenery and open space. An off-street, surface lot is located adjacent to the church to accommodate visitors.

- **Block 16** is largely a residential block in the study area, with some small offices located on the northern and western sides of this block. Parking on this block consists of small off-street lots associated with the office uses as well as private residential driveways.

- **Block 17** contains small retail and offices, along with some residential uses. Most parking on this block consists of small off-street lots associated with the retail and office uses as well as private residential driveways.

- **Block 18** contains a wide array of land uses, including mixed-use development (primarily retail on the bottom floor and offices on the top floors) along the western portion of the block, restaurants, clinical services and religious institutions. This block is unique in that it is bisected in both the north/south and east/west directions by a small local street. Off-street parking near each use is rather sparse throughout most of the block; however a sizeable surface lot is located in the northeast quadrant of the block.

- **Block 19** includes the Cache County Courthouse and Cache County Administration Building as well as several retail uses along the south and eastern portions of the block. Since most of the building façades abut Main Street, off-street parking is located in the rear of these buildings for employees and customers.

- **Block 30** contains mostly governmental and public land uses. Logan City Hall, Logan Public Library, and the U.S. Post Office are located within the block. The block contains interconnected surface parking lots and sidewalks; allowing convenient access to these buildings for employees and customers.

- **Block 31** is comprised of mostly service-oriented land uses, including a hotel, bank, fast-food restaurant and offices are located in the north, south, and western portions of the block. Each building contains a surface parking lot to accommodate employees and customers. Single-family and multifamily homes are located in the eastern portion of the block.

- **Block 32** is largely a residential block in the study area with some offices. Some small retail and offices are located on the northern side of this block. Most parking on this block consists of small off-street lots associated with the offices as well as private residential driveways.

- **Block 33** is largely a residential block in the study area. Some small retail and offices are located on the northern side of this block. Most parking on this block consists of small off-street lots associated with the retail and office uses as well as private residential driveways.

- **Block 34** is a developed area consisting of primarily retail uses. The Four North Shopping Center and the Wilson Motor automotive dealership are the major land uses within the block. Few residential homes are located in the southeast quadrant. The majority of parking is located off-street, in surface lots with striped parking stalls for employees and customers.

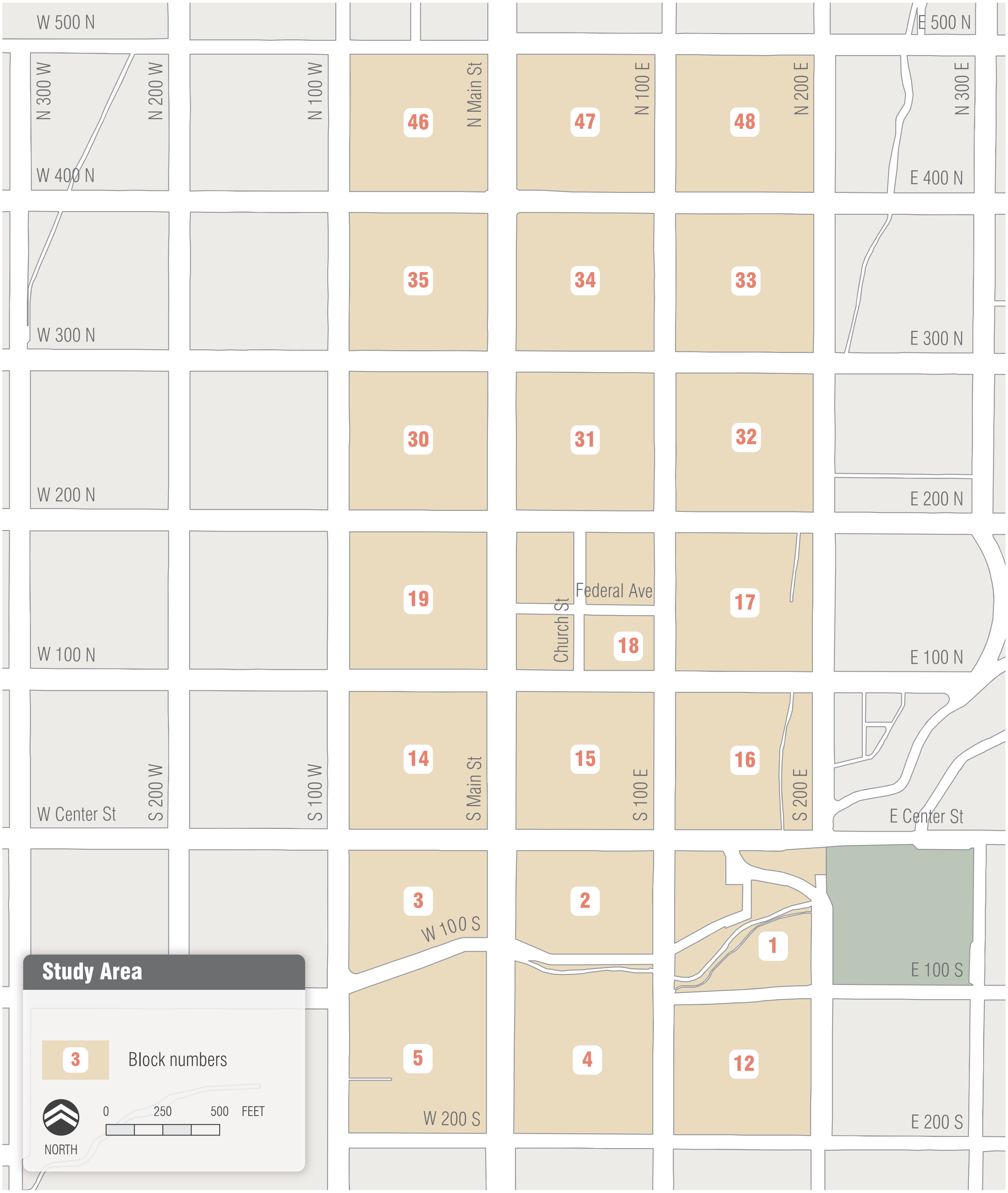
- **Block 35** is located just south of Block 46, in the northwestern portion of downtown Logan. Land uses for this block include some offices, small retail, a police station, and single-family residences. Parking is typically beside or behind the buildings on this block.

- **Block 46** is located in the northwest quadrant of the study area, bounded by 500 North, 400 North, 100 West, and Main Street. General land use types include motels, small offices, and retail uses such as a gasoline station, in addition to single-family residences along the northern portion. Parking is generally located off-street in the rear of the buildings.

- **Block 47** is located in the northernmost quadrant of the study area; comprising of a large surface parking lot to accommodate the Albertson's Grocery Store, and ancillary buildings on the edges of the study block, including a bank and restaurants.

- **Block 48** is located in the northeast quadrant of the study area; it contains a vast off-street surface parking lot to accommodate the Smith's Food and Drug Center (grocery store), as well as the Cache Valley Transit District (CVTD) Transit Center located in the northern section of the study block.

The study area, including each study block, is presented in **Figure 1**.



STUDY AREA AND STUDY BLOCKS

Figure 1

3.0 Data Analysis Methodology

As documented in WSA's previous memorandum to Logan City Staff on April 28, 2010, parking data for a 12-block subarea within the Logan Downtown Specific Plan area was collected hourly between the normal business hours of 9:00 AM and 5:00 PM. Current parking conditions including parking supply (total number of parking spaces) and demand (number of occupied parking spaces) for all on- and off-street parking facilities were observed. **Table 1** shows the parking supply and demand observations from this data collection effort.

Table 1: Total Parking Demand

Demand by Facility	Hour of Observation[1]									
	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	*Average*[2]
Total *(3,897 spaces)*	1,341	1,412	1,534	**1,887**	1,038	1,627	1,649	1,825	1,369	1,520
	34%	36%	39%	**48%**	27%	42%	42%	47%	35%	39%
On-Street *(917 spaces)*	162	217	248	**270**	196	252	261	281	257	238
	18%	24%	27%	**29%**	21%	27%	28%	31%	28%	26%
Off-Street *(2,980 spaces)*	1,179	1,195	1,286	**1,617**	842	1,375	1,388	1,544	1,112	1,282
	40%	40%	43%	**54%**	28%	46%	47%	52%	37%	43%

Notes: Source: Wilbur Smith Associates (March 2010)

Bold represents observed peak hour occupancy rate per facility type.

1. Occupancy counts for Blocks 47 and 48 were observed only at 9:00 AM, 12:00 PM, and 4:00 PM.
2. Represents the weighted average parking occupancy rate per facility

These observations were also collected in order to calculate demand-based rates for the purposes of projecting these calculated rates to anticipate future parking demand in downtown Logan.

The demand-based rates were calculated using the parking supply and demand data from the field data collection, and additionally the types of land uses that utilize the parking facilities in downtown Logan. In total, 34 potential unique land uses were identified in the downtown, each with differing peak parking rates, peak parking factors (i.e. time of day when parking is highest), and shared parking factors (i.e. land uses where there is a high probability of also using that parking for an additional land use, such as eating at a restaurant and going shopping at retail nearby afterward). By comparing the existing parking demand with their land uses and accommodating for other factors that could affect parking behavior, demand-based rates were calculated and calibrated to closely match actual conditions in downtown Logan. This model was based assuming peak parking time was at 12:00 PM (noon). The previous supply and demand field data confirmed that at this time occupancy in the 12-block subarea was highest compared to other times of day, at 48%.

In the memorandum provided by PMC dated February 14, 2011, land use development assumptions were provided for the 2050 Vision Plan for the Logan Downtown Specific Plan. Given that future land use projections for this 40-year plan could not be specifically predicted or accurately anticipated, Wilbur Smith Associates was provided information regarding which Specific Plan blocks would see changes in land use zoning to allow for more development. Further information regarding anticipated Floor Area Ratios, densities, and expected land use mix for each of the zones was also provided by PMC. Projected land uses, FAR ratios, densities, and expected land use mix are shown below in **Table 2**. Other specific land uses with unique FARs and densities were also provided as needed.

Table 2: Projected 2050 Vision Plan Land Uses							
	Residential	**Mixed Use**	**Commercial**	**Commercial/ Parking Terrace**	**Public**	**Public Mixed-Use**	**Open Space**
FAR	N/A	1.75	1.2	0.25	1.5	1.5	N/A
Density	20 du/acre	15 du/acre	N/A	N/A	N/A	N/A	N/A
Land Use Mix	100% residential	25% retail / 25% office / 50% residential	100% retail	100% retail	100% public	25% retail / 75% public	100% open space

Source: PMC, City of Logan staff (March 2011)

The land use changes were preliminary guidelines developed in order to determine potential change in developable square footage in the downtown area following implementation of the Logan Downtown Specific Plan. Existing land use data was collected and classified by City of Logan staff for the 21-block region using the same general land uses that the 2050 Vision Plan utilized. This difference from current existing conditions and the maximum potential developable square footage is referred to as the "development delta". **Table 3** shows the existing number of residential units, existing square footage (excluding residential units), 2050 Vision Plan residential units and square footage (also excluding residential units), and resulting "development delta" for each block, which was used to estimate parking demand following application of these demand-based rates.

Table 3: Development Square Footage (in kSF)						
	Existing Conditions		**2050 Vision Plan**		**"Development Delta"**	
Block Number	**Residential Units**	**Other Square Footage**	**Residential Units**	**Other Square Footage**	**Residential Units**	**Other Square Footage**
1	19	182.8	43	235.9	24	53.1
2	24	78.5	110	331.1	86	252.6
3	23	218.5	31	285.9	8	67.3
4	8	181.7	89	596.3	81	414.6
5	0	88.1	7	347.6	7	259.5
12*	45	-	45	-	0	-
14	8	280.7	8	349.3	0	68.6
15*	0	11.0	0	11.0	0	-
16	4	35.4	46	152.7	42	117.4
17*	53	43.9	53	43.9	0	-
18	2	155.0	25	263.8	23	108.8
19	39	145.7	29	189.4	-10	43.7
30	0	190.5	31	501.8	31	311.3
31	57	84.8	27	343.4	-30	258.6
32*	46	48.4	46	48.4	0	-
33*	54	22.2	54	22.2	0	-
34	22	104.9	54	372.2	32	267.3
35	22	79.5	94	562.0	72	482.5
46	17	84.8	110	639.7	93	554.9
47	0	105.7	10	97.0	10	(8.7)
48	0	100.4	14	106.9	14	6.5
Total	443	2,242.7	925	5,719.5	482	3,476.8

Source: Wilbur Smith Associates (March 2011)

Notes: * indicates blocks in the Logan Downtown Specific Plan not expected to receive any changes in development from the 2050 Vision Plan.

The seven types of zoning and six types of unique land uses identified by the 2050 Vision Plan are significantly less than the 34 unique land uses determined in existing conditions, since the development assumptions are guidelines and not determinations of specific types of land use beyond general zoning. In addition, the calculated demand-based parking rates were developed for a smaller 12-block area (Blocks 2, 3, 14, 15, 18, 19, 30, 31, 34, 35, 47, and 48). Because of this, rates were recalibrated and consolidated so that more general rates could be applied to the 2050 Vision Plan across all 21 blocks. The recalibration was validated by comparing the new general demand-based rates with the actual parking demand from the 12 blocks as well as the previous model's demand-based parking rates developed specifically for these 12 blocks. **Table 4** below compares these three scenarios, in addition to the resultant expected parking demand for existing conditions for the entire 21-block area after the recalibrated rates were applied.

Table 4: Existing Parking Demand

Number of Parked Vehicles			
Actual Observed Demand	12-Block Parking Model	Recalibrated Model	21-Block Model Demand using Recalibrated Rates
1,815*	1,838	1,876	2,480

Source: Wilbur Smith Associates (March 2011)

Note: * The 1,815 observed parking spaces omits 72 parked vehicles on block-faces from the original 1,887 parked vehicles that could not be attributed to land uses in the 12-block subarea.

Following validation of the parking demand rates, the recalibrated model rates were applied to both existing conditions from the City of Logan and 2050 Vision Plan future conditions to estimate the increase in parking demand from the new developments proposed. Section 4 of this memorandum discusses the results of this parking demand analysis.

4.0 Parking Demand Analysis

The following section includes a detailed description and discussion of existing parking demand, expected demand from the 2050 Vision Plan, and resulting change in parking demand due to the increase in development in downtown Logan.

4.1 Existing Parking Demand

As **Table 4** shows, following validation of the parking model which recalibrated rates to match the land uses in both existing and future conditions, the parking demand for the entire 21 block area is estimated to be 2,480 parking spaces. This corresponds similarly to the confirmed 1,815 actual occupied parking spaces within the 12-block subarea of downtown Logan where parking demand intensity is highest, taking into consideration that many of the remaining nine blocks contain mostly residential land uses, which generate less parking demand for on- and off-street parking facilities than other uses, since many vehicles are parked on private driveways. **Table 5** breaks down the total existing parking demand by block and land use, as predicted by the parking model.[2]

Table 5: Existing Parking Demand (spaces)

Block Number	Residential Units	Office	Retail	Public	Open Space	Vacant	Total
1	2.5	59.0	0.0	37.7	2.2	0.0	101.3
2	3.1	57.8	42.6	0.0	0.0	0.0	103.6
3	3.0	0.0	195.1	0.0	0.0	0.0	198.1
4	1.0	29.3	33.8	21.3	2.0	0.0	87.5
5	0.0	24.0	67.3	0.0	0.0	0.0	91.2
12	5.9	0.0	0.0	0.0	0.0	0.0	5.9
14	1.0	117.1	193.3	2.9	0.0	0.0	314.3
15	0.0	0.0	0.0	15.6	0.0	0.0	15.6
16	0.5	29.9	17.4	0.0	0.0	0.0	47.8
17	6.9	63.6	9.0	0.0	0.0	0.0	79.6
18	0.3	138.1	42.0	48.9	0.0	0.0	229.2
19	5.1	100.0	33.9	77.1	0.0	0.0	216.1
30	0.0	0.0	0.0	268.8	0.0	0.0	268.8
31	7.5	56.8	48.8	0.0	0.0	0.0	113.0
32	6.0	8.5	10.0	46.0	0.0	0.0	70.6
33	7.1	21.4	9.6	0.0	0.0	0.0	38.1
34	2.9	6.6	90.5	0.0	0.0	0.0	100.0
35	2.9	66.6	39.3	0.0	0.0	0.0	108.9
46	2.2	0.0	69.0	10.7	0.0	0.0	81.9
47	0.0	18.3	85.7	0.0	0.0	0.0	104.0
48	0.0	3.0	66.2	34.9	0.0	0.0	104.0
Total	58	800	1,054	564	4	0	2,480

Source: Wilbur Smith Associates (March 2011)

4.2 2050 Vision Plan Parking Demand

Following application of the calibrated parking demand rates on existing land uses, these rates were then applied to the future 2050 conditions. It was assumed that parking demand rates would remain constant through time, since there are too many variables that could potentially increase or decrease parking demand in an area such as downtown Logan. For instance, the increase in development could make the downtown a more attractive area for visitors and local residents to visit. However, improved transit options and parking management strategies could limit or mitigate the effect of this increase in parking

[2] The base parking generation rates for the model were sourced from the ITE Parking Generation Manual, 3rd Edition, 2004, the City of Logan Parking Code and the ULI Shared Parking Manual, 2nd Edition, 2005.

demand. **Table 6** shows the anticipated parking demand assuming that the expected build-out of development change for downtown Logan was completed.

Table 6: 2050 Vision Plan Parking Demand (spaces)							
Block Number	**Residential Units**	**Office**	**Retail**	**Public**	**Open Space**	**Vacant**	**Total**
1	5.6	33.4	0.0	37.7	2.2	0.0	78.8
2	14.4	69.2	32.9	0.0	0.0	0.0	116.4
3	4.1	22.4	203.6	0.0	0.0	0.0	230.1
4	11.6	272.1	115.2	21.3	0.9	0.0	421.2
5	0.9	19.0	97.1	222.5	0.9	0.0	340.5
12	5.9	0.0	0.0	0.0	0.0	0.0	5.9
14	1.0	92.6	229.4	2.9	0.4	0.0	326.3
15	0.0	0.0	0.0	15.6	0.0	0.0	15.6
16	6.0	9.6	17.4	0.0	0.0	0.0	33.0
17	6.9	63.6	9.0	0.0	0.0	0.0	79.6
18	3.2	180.6	68.1	32.8	0.0	0.0	284.6
19	3.8	103.3	55.2	77.1	0.0	0.0	239.5
30	4.1	85.7	70.9	403.0	0.0	0.0	563.8
31	3.5	129.3	176.4	0.0	0.0	0.0	309.2
32	6.0	8.5	10.0	46.0	0.0	0.0	70.6
33	7.1	21.4	9.6	0.0	0.0	0.0	38.1
34	7.0	125.0	140.2	0.0	0.0	0.0	272.2
35	12.3	256.7	136.3	0.0	0.0	0.0	405.3
46	14.4	300.9	142.8	0.0	0.0	0.0	458.1
47	1.3	44.7	40.2	0.0	0.0	0.0	86.3
48	1.9	38.6	18.3	34.9	0.0	0.0	93.7
Total	121	1,877	1,573	894	4	0	4,469

Source: Wilbur Smith Associates (March 2011)

4.3 "Development Delta" Parking Demand

The "development delta" parking demand is the difference between the 2050 Vision Plan and existing conditions' parking demand. This calculation shows the projected increase of parking in downtown Logan due to construction of new developments. It is a middle-range estimate based on anticipated square footage that may be developed in the future. As previously mentioned, this estimate was calculated based off the assumption that developments would utilize average Floor Area Ratios, average densities and land use mix for parcels that are be considered appropriate for mixed-use development. The build-out for the 2050 Vision Plan provides for the possibility that development intensity could vary depending on various economic and land use factors. **Table 7** shows the anticipated parking demand change for each block in the Logan Downtown Specific Plan.

Table 7: "Development Delta" Parking Demand (spaces)							
Block Number	**Residential Units**	**Office**	**Retail**	**Public**	**Open Space**	**Vacant**	**Total**
1	3.1	-25.6	0.0	0.0	0.0	0.0	(22.5)
2	11.2	11.4	-9.8	0.0	0.0	0.0	12.9
3	1.1	22.4	8.5	0.0	0.0	0.0	32.0
4	10.6	242.8	81.4	0.0	-1.1	0.0	333.6
5	0.9	-4.9	29.8	222.5	0.9	0.0	249.3
12*	0.0	0.0	0.0	0.0	0.0	0.0	-
14	0.0	-24.5	36.1	0.0	0.4	0.0	12.0
15*	0.0	0.0	0.0	0.0	0.0	0.0	-
16	5.4	-20.3	0.0	0.0	0.0	0.0	(14.8)
17*	0.0	0.0	0.0	0.0	0.0	0.0	-
18	3.0	42.5	26.1	-16.1	0.0	0.0	55.4
19	-1.3	3.4	21.3	0.0	0.0	0.0	23.4
30	4.1	85.7	70.9	134.2	0.0	0.0	295.0
31	-4.0	72.5	127.6	0.0	0.0	0.0	196.2
32*	0.0	0.0	0.0	0.0	0.0	0.0	-
33*	0.0	0.0	0.0	0.0	0.0	0.0	-
34	4.2	118.4	49.6	0.0	0.0	0.0	172.2
35	9.4	190.1	96.9	0.0	0.0	0.0	296.4
46	12.2	300.9	73.8	-10.7	0.0	0.0	376.2
47	1.3	26.5	-45.4	0.0	0.0	0.0	(17.7)
48	1.9	35.6	-47.8	0.0	0.0	0.0	(10.3)
Total	63	1,077	519	330	0	0	1,989

Source: Wilbur Smith Associates (March 2011)

Notes:* indicates blocks in the Logan Downtown Specific Plan not expected to receive any changes in development from the 2050 Vision Plan.

As **Table 7** shows, on some blocks parking demand is actually anticipated to be reduced. This is possible in instances where blocks change from a higher parking-generating land use to a lower one. However, for the overall 21-block area of the Logan Downtown Specific Plan, parking demand is expected to increase by 1,989 spaces, an 80% increase in demand from existing conditions due to the planned build out. Refer to **Appendix A** for parking demand and development delta spreadsheet calculations.

5.0 Findings

The 2050 Vision Plan will result in a projected total developable square footage of 5,720 thousand square feet, an increase of 3,473 thousand square feet from existing development. Parking demand is expected to increase from 2,480 spaces to 4,469 spaces, an increase of 1,989 parking spaces. The development growth is a 155% increase in the amount of developable square footage versus the 80% increase in parking demand. This is explained in part because existing square footages included many vacant properties which did not contribute to any parking generation (demand). The 2050 Vision Plan parking demand assumes that all of the potential developable square footage would count towards calculated parking demand, even though there are several blocks where little to no parking demand increase occurred, since they are open space lots or did not have anticipated land use changes. For the 12 blocks previously studied as part of the field data collection effort, the current parking supply of 3,897 spaces in downtown Logan would easily accommodate the anticipated year 2050 parking demand of 2,943 parking spaces for these 12 blocks. This indicates that minimal additional capacity, if any, would be necessary to accommodate the additional parking demand in the year 2050 for the entire Specific Plan area. Given the extent of redevelopment that would be possible in downtown Logan, however, it would be important to study the effect of repurposed land uses on the parking supply as-is, in addition to potential parking management strategies should existing parking facilities be eliminated. For instance, the construction of new parking terraces within downtown Logan would provide additional parking supply; however, given the possible variations of future development, other existing parking facilities may be redeveloped into new land uses which could reduce the anticipated parking supply. It should be noted that a detailed gap analysis of the parking supply was not included as part of this study. As development progresses, it will be important monitor the supply as development fills in and changes the study area to determine if supply gaps are created and measures need to be taken to replace the supply or if parking management tools will be sufficient.

The parking demand increase estimated by the model assumes that the demand based parking rates calculated for existing conditions would remain constant for the 2050 Vision Plan. Given the preliminary nature of the development in the Logan Specific Plan, this is a reasonable assumption. In WSA's previous memorandum dated April 28, 2010, it was determined overall that parking in downtown Logan was underutilized due to the low parking occupancies observed throughout the study area over all hours of the day. Additionally, the model was based on the overall noontime peak for the study area. Some land uses exhibited lower parking demand at the overall noon peak and were adjusted downward.

Finally, it should be noted that the demand based rates in the model reflect actual observed parking demand, where initial base rates reflect the required supply. Therefore the difference between the demand based rates and the initial parking requirements reflect the low number of parking generators in the area compared to the required supply, and in general an overall lower density of development in the downtown.

The parking demand increase estimated by the model is a middle-range estimate, given that the 2050 Vision Plan is a 40-year plan to be implemented and that the land use development assumptions are average values. The estimated parking demand for the 2050 Vision Plan discussed in the report confirms the possibility that potential redevelopment and infill opportunities may become more practical, given the existing abundance of parking supply and relatively low parking demand. Further investigation into the relationship between future parking needs and future downtown development will be required to comprehensively understand and maximize these opportunities, particularly as the 2050 Vision Plan moves from a vision to implementation.

5.1 Parking Terraces/Replacement Parking

One of the special land use categories defined by the 2050 Vision Plan is the Commercial/Parking Terrace category. This land use assumes a lower FAR than the Commercial land use category to accommodate for only ground-floor retail, and allots the remaining developable square footage for parking facilities as a method to provide additional parking supply and mitigate potential parking demand in downtown Logan. This category was assigned to several existing surface parking lot parcels on Blocks 5, 14, and 19. Since this land use category provides additional parking in addition to new retail development, the parking supply created by these parking terraces was estimated to understand how much net parking would be generated since some parking supply may be lost due to redevelopment of existing facilities. **Table 8** below shows the existing supply, estimated new parking, and resulting net number of additional parking spaces.

Table 8: Existing and Expected Parking Terrace Supply

Block Number	Existing Parcel Parking Supply (to be removed)	New Parking Supply (from Parking Terrace)	Net Total
5	-40	215	175
14	-158	597	439
19	-178	694	516
Total	-376	1,506	1,130

Source: Wilbur Smith Associates (March 2011)

Note: Parcels identified in the 2050 Vision Plan are not an exact match to existing parking data/supply collected in March 2010. Existing supply is therefore a best estimate. Block 5 was not surveyed in the previous data collection effort and was estimated from GIS aerials.

This expected net increase of 1,130 parking spaces assumes a build-out of all facilities classified as Commercial-Parking Terrace to a three-story level, accommodating for the proposed ground-level retail for these lots, assuming 350 square feet per parking space.[3] This is a commonly assumed value that accounts for appropriate amounts of circulation and garage design needed to accommodate a parked vehicle.

Blocks 14 and 19 were within the previously studied 12-block area. The 955 net gained spaces in this area results in a total of 4,852 parking spaces within this area, above the anticipated parking demand of 2,943 parking spaces within the 12-block area. This suggests overall that the additional parking terraces would offset or add parking supply to the downtown Logan area. However, as previously mentioned, expected parking supply could fluctuate depending on the type of redevelopment for existing parking facility parcels that would be repurposed or eliminated and the amount of supply constructed from these parking terraces. Additional gap analysis would need to be conducted in order to understand specific local parking demand concerns, as the construction of large parking facilities may result in parking oversupply of one area of downtown Logan and an undersupply in a different area.

[3] The Dimensions of Parking, 4th edition, Urban Land Institute and National Parking Association.

6.0 Parking Management Approach

The term "parking management" is used to collectively refer to the system of policies, regulations, and practices that control the use and supply of on- and off-street public parking. It is important to think of parking management in a comprehensive sense rather than as a collection of individual programs. Individual parking management tools and programs are most effective when they are used in conjunction with one another in the service of larger objectives. As the City of Logan explores parking management tools, it is important that this discussion happen within a larger strategic framework. Any changes to the parking management system or new parking management approaches should be evaluated to ensure that they complement existing practices and support identified overall objectives for parking in the downtown. A successful parking management program will include a wide variety of tools and programs and must also be flexible enough to adapt to changing parking conditions and challenges over time. Most importantly, a parking management strategy must coordinate and balance the access needs of many different users in a way that supports the City and community's larger goals for the downtown.

The following parking management strategy provides a simple conceptual continuum that can be used to select specific parking management tools within a larger parking management framework. Within an active parking management system, occupancy levels are monitored and when they reach 85% (or potentially 90% in the case of off-street parking), parking management programs and tools are applied or tightened to bring them back down to the optimal level. The continuum shown in **Table 9** is predicated on the philosophy that parking management should be as unobtrusive as possible and should only grow more restrictive (and more complex and costly) when necessary to maintain optimal occupancy levels.

Table 9: Parking Management Strategies

Group	Discussion
Manage Parking Demand	When a parking issue is identified, first attempt to address the problem by decreasing the demand for parking. Identify programs and strategies to switch users to alternative modes, or work with specific developments and businesses to implement transportation demand management programs as appropriate.
Manage Parking Location	If demand reduction strategies are not an adequate or appropriate way to address the parking challenge, try to manage parking location. Look for areas where parking is vacant or underutilized and try to shift parking from high demand areas. Shared parking agreements and the designation of satellite parking lots represent basic parking location approaches.
Limit Parking Time	When shifting parking location is not sufficient, time limits can be implemented to encourage turnover and more efficient use of parking spaces. Time limiting strategies may also include a critical look at residential parking permits, loading zones or passenger loading zones.
Price Parking	Pricing strategies are some of the most flexible and effective parking management approaches to shifting parking demand. Pricing strategies include the direct pricing (metering) of parking but can also include mechanisms such as employee permits, parking cash-out and unbundling programs, an even parking in-lieu fees. All pricing programs monetize parking in some way and thus cause users to more carefully consider how and to what degree they use parking.
Expand Parking Supply	Supply strategies involve creating or adding parking spaces into an area. Building new parking is the most costly management solution and encourages driving at the expense of alternative modes. It is recommended only if other parking management strategies have been tried and exhausted. It is easier to build parking structures or underground parking in areas with a high parking value (parking pricing or substantial revenue/income streams) to get a reasonable return on investment.

7.0 Parking Management Strategies

This section outlines parking management tools that can be implemented to create a tailored management plan for a particular area or project. Each tool, program, or policy is described and presented along with best practice examples and specific notes about implementation considerations where applicable. Tools are also identified as either being “planning” tools or “operations” tools depending on how they would likely be implemented and what City department would need to take a lead role. The tools have been grouped into the five tool groups based on their area of impact as outlined in the approach discussion and are presented in the following order:

- Demand
- Location
- Time
- Price
- Supply

All of the tools presented here are useful options for modifying parking behavior and improving the function of the parking system. WSA recommends, however, that the tools be employed in an order corresponding to the one shown above. Thus demand management tools are often a best first step towards addressing a parking problem, while the construction of additional parking supply should only be undertaken when all other management options prove insufficient. Applying tools in this way will help ensure that parking regulations are not overly onerous and will better target the use of City resources and funds.

7.1 Demand Management Tools

Demand management tools include programs that are used to manage the demand for parking. Implementation mechanisms for these programs will differ depending on circumstances, but some could potentially be implemented through development agreements at particular sites, or on an area-wide basis using money derived from parking revenues. The following is not intended to be an exhaustive list of transportation demand management strategies or ways to incentivize alternative modes. Rather, it suggests examples of how demand management programs can be especially useful in improving the function of the parking system. As these or similar programs are implemented in Logan, their positive impacts on the parking system should be considered and credited.

7.1.1 Transportation Demand Management (TDM)

Transportation Demand Management (TDM) can play a fundamental and often overlooked role in parking management. By reducing the number of total vehicle trips, and thereby reducing the parking spaces needed for those vehicles, a properly implemented TDM program can reduce the need to construct new parking facilities while also alleviating on-street demand. TDM programs are typically targeted at employers and can include a broad range of programs and elements ranging from parking restrictions, to transit incentives, to flexible work schedules. TDM programs may also be designed to meet other target audiences including visitor, customers or residents.

As part of a comprehensive approach to parking policies, the City of Logan should consider encouraging TDM strategies to work in concert with other recommended parking strategies, to reduce single occupancy vehicle drivers, increase alternative transportation modes, and reduce parking demand. TDM programs would be most effective to reduce peak parking demand. A TDM program would also help create consistent criteria against which individual projects could be measured and credited for their efforts to reduce parking demand. The City could require a developer or building owner to participate in a TDM program in return for a reduced parking requirement or it could seek to fund these programs from a variety of other sources to reduce parking demand at existing developments and employments sites. TDM programs can be implemented to meet parking operation issue goals, focusing on providing incentives to reduce commuter parking demand in locations with a shortage of parking resources.

7.2 Location Parking Management Tools

Location management tools attempt to shift where people park to better take advantage of existing, underutilized parking resources. Many management tools can be implemented in a way that has a "location" component. Wayfinding and signage can be used to shift users into satellite off-street parking lots. The following management tools are simply intended to alter users' choice of location by directing them to parking and making existing supplies more readily available.

7.2.1 Wayfinding and Information

Drivers often spend significant amounts of time searching for on-street parking rather than quickly entering an off-street lot where spaces are available. This behavior can sometimes occur because drivers have difficulty locating available off-street facilities. Improved directional and facility signage would increase the efficiency of the parking system and reduce the uncertainty of motorists seeking convenient parking, assuring them that spaces are available near their destination. Implementing a wayfinding and informational signage program can greatly increase use of off-street facilities by providing drivers with information about facility location, parking availability, and parking price.

Wayfinding can be organized into parking gateway identification, directional signage to parking facilities, and informational signage. Gateway signs should alert motorists that they are entering a parking management district, and directional signs should indicate to motorists the direction of travel (ahead, left, or right) to the nearest parking facility. Facility signs should display parking rates, time limits, and other pertinent information. The parking wayfinding signs can be static or dynamic (such as real-time information on parking availability). The Manual on Uniform Traffic Control Devices has useful guidance for design of signs that are legible and comprehensible to drivers. Dynamic electronic signage offers the greatest flexibility for wayfinding programs, as these signs have the ability to display parking availability and other transportation related information in real time, which can greatly reduce cruising and driver stress during peak occupancy periods.

7.2.2 Shared Parking

Shared parking refers to the practice of two or more distinct uses sharing the same common parking facility rather than having each one maintain a discrete set of dedicated spaces. Shared parking thus shifts the location of parking by allowing users to park in existing spaces that were previously inaccessible to them. Since uses may have parking demand profiles that differ by time of day, two separate uses (such as an office and a movie theatre) may be able to share fewer total parking spaces then the total they would need if each were providing its own spaces. Shared parking thus shifts the location of parking by allowing users to park in existing spaces that were previously inaccessible to them.

7.3 Time Management Tools

Time management tools limit the amount of time some or all users can remain parked in certain areas. Such tools can promote turnover in high demand areas and will work to shift users with longer term parking needs into off-street facilities or more remote locations.

7.3.1 Time Limits

Time limits offer one way to create a ready supply of short-term parking by decreasing (limiting) the length of time each vehicle is parked in a particular space. Areas that are regulated by time limits experience higher rates of vehicle turnover, helping to create an active supply of short-term parking. This regular turnover makes more efficient use of the existing parking supply. A system of time limits on-street will encourage long term parkers to use off-street parking where it is available, or nearby on-street spaces which are not time limited. In this way, time limits provide an available supply of short-term parking for customers and visitors who then make it available again to other customers with similar short-term parking needs. Additionally, time limits may also help regulate areas that are currently experiencing spillover problems but do not have severe enough parking shortages to warrant metering (pricing). Multiple user groups can be accommodated with time limits by restricting different spaces and blockfaces to different lengths of time. Time limits can also be used as a tool to exclude particular user groups from parking in a certain area. For example, 4-hour time limits could be implemented around light rail stations as a mechanism for excluding commuters from parking on-street all day.

Like many parking management techniques, time limits may encourage long-term parkers to move into residential areas to avoid parking restrictions. This spillover into residential streets could cause competition between residential parkers and visitors and employees. This problem can be mitigated by ensuring that there are adequate on and off-street parking opportunities, creating time limits or by implementing a residential permit program if spillover concerns are severe. Long-term parkers may also try to park in the time limit areas and continually re-park to avoid tickets. Effective implementation of time limits requires regular enforcement.

Parking time limits are very common throughout the U.S. and are typically one of the first kinds of on-street restrictions to be imposed in smaller downtowns and commercial areas.

7.3.2 Management Hours

Most on-street management regulations, whether pricing or time limits, are not in effect 24 hours a day. Adjusting the specific hours and days of the week that such management tools apply and are enforced can thus be a tool in and of itself for changing parking behaviors and addressing parking demand generated by particular uses. Traditionally parking management hours have been aligned with standard business hours. Pricing and time limits often take effect Monday through Saturday between 8:00 and 10:00 am in the morning and run until 5:00 to 8:00 pm at night. Many cities are now expanding or changing management hours to include night time activities. As a general rule, management tools should be active during the same times that there is likely to be heavy parking demand or a parking supply shortage. Similarly, management rules should be relaxed at times when there are no parking shortages or demand is not sufficient to require management. Management hours will thus need to be tailored to the specific conditions of different areas and the behavior of their users.

The advantages to tailoring management hours should also be weighed against the logistical problems of providing enforcement at different times and the potential for public confusion due to multiple rules. Community education and outreach for any significant management change is advised.

7.3.3 Residential Permit Parking

Residential Permit Parking (RPP) is currently authorized in the City of Logan, Utah Parking Code 10.52.210. Residential Parking Permit systems are an important tool for on-street management and can play a critical role in limiting the impacts of unwanted spillover. A Residential Permit Parking program is a common tool used to reserve street parking in neighborhoods for residential uses. If not implemented carefully, however, permit parking systems can be costly for the City to administer and enforce and can fail to achieve their objective.

Many cities have implemented residential parking permit programs. Some RPP programs include a fee that covers the administrative cost of its program. More successful RPP programs now understand the value of limiting residential parking permits (per property or unit) and requiring residents to use their own parking garages for their intended uses.

7.4 Parking Pricing Management Tools

Pricing encompasses an extremely versatile and powerful set of management tools that can be used many different ways depending on the environment and desired outcomes. People will consistently choose free parking over other alternatives and charging for parking is one of the most direct routes to instigate a shift in parking behavior across all user types. If the on-street price of parking is too low, demand for spaces will exceed supply, resulting in a shortage. Instituting or raising on-street prices encourages parkers to evaluate the full range of parking and access options available to them rather than defaulting to searching for on-street parking. In many cases, parking prices are paid by the user when they park (at a meter, for example). In other instances, parking may be paid in advance as an ongoing fee (at a workplace or as part of an “unbundled” lease). Finally, pricing incentives can also be used to alter the parking supply in the form of in-lieu fees paid by developers. The following briefly describes how these tools are used.

7.4.1 Time Limits with Pricing

Pricing provides long term parkers with the flexibility to choose on-street parking, but also encourages them to shift off-street as supply permits, in turn releasing convenient spaces for short term visitors. When street parking is free, parkers have no incentive to pay for off-street parking. On-street pricing will encourage users to consider and choose the most appropriate parking option based on their individual circumstances. There are two general forms of pricing policy that should be considered. The first and most common approach is to implement on-street prices in tandem with time limits. The second is variable pricing, which offers an alternative approach to applying parking pricing.

Time limits and pricing are typically combined to manage areas that have significant short-term parking shortages. Parking that is regulated by both time limits and pricing can more effectively increase turnover and will also generate revenue. These systems include the “traditional” implementation of metering where a meter will only allow a user to pay for a set increment of time. Such a system is intuitive for users to understand and is relatively easy to enforce. If the number of time limited spaces does not match short term demand, however, spaces may be underutilized. It can be difficult to correctly balance demand and supply when strict limits are imposed. As with time limits alone, pricing with time limits will encourage long term parkers to park and then re-park to avoid tickets. Similarly, if time limits are enforced through the meters themselves, some users may “feed” meters throughout the day so that they can bypass the time limit and remain parked in the same place.

7.4.2 Variable Pricing

Variable pricing offers more flexibility than pure time limits or pricing with time limits. With this system, no explicit time limit is set but hourly parking prices increase with longer parking durations, making long term parking more expensive with each successive hour. For example, pricing in a high demand area may be set at $0.75 for the first hour, $1.00 for the second hour, and $1.50 for the third hour. Variable rate pricing structures thus explicitly prioritize on-street parking for short term uses while channeling users with longer-term parking needs towards off street facilities. On-street parking in the core areas of the district can be priced to reflect its convenient location by increasing the price of parking every hour. Parking located further away from the core can be priced slightly lower or at a flat rate to favor long-term parkers. New technology has allowed for the development of pay stations with advanced pricing capabilities that make variable parking easier to implement. These pay stations create financial and operational databases that provide an audit trail, real-time data, and increased revenue opportunities. These technologies also allow certain kinds of enforcement and monitoring to be conducted remotely and make it easier to change rates if adjustments are necessary.

7.4.3 Coordinating On and Off-street Pricing

Coordinating on and off-street and parking prices is a strategy that will make on-street management efforts like pricing function more smoothly and have a greater impact. Users typically prefer on-street parking over off-street options but in many cities the per hour cost of on-street parking is lower than the cost of an off-street space. Where possible, on-street and off-street prices should be set to encourage long term parking to occur off-street, reserving the more convenient on-street spaces for short term parkers. This encourages commuting employees to use alternative modes while still providing short term parking for customers. Coordinating on and off-street parking prices is challenging for several reasons. While the City can adjust prices on-street and in the garages it owns, it is unable to directly set rates in the private garages and lots. Similarly, if there is a large discrepancy between on-street prices and market rate garage prices, it may be politically difficult to raise on-street rates to the point where they match off-street prices.

7.4.4 Unbundling Parking

Typically, parking is bundled or absorbed into tenant leases, hiding the true cost of parking from users. “Unbundling” parking costs from rent and forcing each to be paid separately helps users see the actual cost of parking and can prompt them to reevaluate their transportation choices. For example, the price for an apartment with two parking spaces may be rented for $1,000 per month. However, if the price for those parking spaces were unbundled, the price for rent for the apartment would be $800 per month, plus $100 per month for each parking space ($200 for two spaces). Alternatively, renters could be offered a discount if they use fewer than the average number of parking spaces provided. For example, an apartment or office might rent for $1,000 per month but renters using only one space receive a $100 monthly discount. Unbundling parking is an essential first step towards getting people to understand the economic cost of parking and providing users with the opportunity to opt out of parking and make alternative travel decisions. Without unbundled parking, tenants experience parking as free, while transit costs them money. Unbundled parking provides a foundation for additional parking pricing policies. Unbundling parking may be implemented through a development agreement.

7.4.5 In-lieu Fees

In some areas where parking demand is high and the impact of other management options are limited, increasing the parking supply through the construction of new off-street facilities may become part of a long term parking solution. In-lieu fees, paid by the developer instead of providing on-site parking, offer one opportunity to increase revenue for the construction of new parking facilities and direct the expansion of supply in a manner that gives the City more control over design, amount, and location of new parking.

In-lieu fee prices are typically set on a per-space basis relative to the cost of constructing new off-street parking. It is critical that the City structure the in-lieu fee program for developments to make paying the fee more attractive than pursuing a variance. Findings for exceptions should be developed to define when exceptions would be granted and reduce the granting of variances. The in-lieu fee pricing criteria should be developed to be consistent with the larger goal of off-street facility construction, promoting shared parking facilities, and making the most effective use of existing parking facilities. The success of these programs is very sensitive to the price and current development conditions in the City. Developers want assurance that their money will be used to address the parking needs near their building. In-lieu fees should thus only be used in areas where it is clear that adding to the parking supply will improve conditions and where there is a well defined strategy or plan to build a new facility.

7.5 Supply Expansion

If there is a remaining parking shortage after the above management approaches have been attempted, it may be necessary to increase parking supply. An expansion of parking supply can occur through the construction or expansion of additional off-street parking facilities or by increasing the use-dedicated parking requirement in the City’s municipal code. Increasing off-street parking requirements can have a number of adverse impacts and is not a recommended solution. Expanding the parking supply through the construction of new facilities is costly, has the potential to increase auto trips, and can have significant aesthetic impacts on the surrounding area. Given this, supply expansions should only be undertaken when it is clear that management solutions alone cannot address a parking problem.

APPENDIX A TO APPENDIX C:
Parking Demand and Development Delta Calculations

From City of Logan/Existing Conditions								
Block	Residential Units	Office (kSF)	Retail (kSF)	Public (kSF)	Open Space (kSF)	Vacant (kSF)	Total SF	Total kSF
1	19	31.3	-	26.7	124.8		182,828	182.8
2	24	30.7	47.7	-	-		78,466	78.5
3	23	-	218.5	-	-		218,543	218.5
4	8	15.6	37.9	15.1	113.1		181,729	181.7
5	0	12.7	75.3	-	-		88,073	88.1
12	45	-	-	-	-		-	-
14	8	62.2	216.5	2.0	-		280,739	280.7
15	0	-	-	11.0	-		11,043	11.0
16	4	15.9	19.5	-	-		35,387	35.4
17	53	33.8	10.1	-	-		43,945	43.9
18	2	73.4	47.0	34.6	-		155,008	155.0
19	39	53.1	38.0	54.6	-		145,744	145.7
30	0	-	-	190.5	-		190,509	190.5
31	57	30.2	54.6	-	-		84,819	84.8
32	46	4.5	11.2	32.6	-		48,381	48.4
33	54	11.4	10.8	-	-		22,159	22.2
34	22	3.5	101.4	-	-		104,912	104.9
35	22	35.4	44.1	-	-		79,479	79.5
46	17	-	77.3	7.6	-		84,847	84.8
47	0	9.7	96.0	-	-		105,673	105.7
48	0	1.6	74.1	24.7	-		100,407	100.4
Total	443	425.1	1180.1	399.5	238.0	0	2,242,690	2,242.7

Year 2050 Vision Plan Square Footage								
Block	Residential (units)	Office (kSF)	Retail (kSF)	Public (kSF)	Open Space (kSF)	Vacant (kSF)	Total SF	Total Max Developable
1	42.6	17.7	0.0	26.7	124.8		235,915	235.9
2	109.8	36.8	36.8	0.0	0.0		331,060	331.1
3	31.2	11.9	228.1	0.0	0.0		285,876	285.9
4	88.9	144.6	129.1	15.1	49.4		596,328	596.3
5	7.0	10.1	108.8	157.7	50.8		347,578	347.6
12	45.0	0.0	0.0	0.0	0.0		59,129	59.1
14	8.0	49.2	256.9	2.0	22.5		349,301	349.3
15	0.0	0.0	0.0	11.0	0.0		11,043	11.0
16	45.6	5.1	19.5	0.0	0.0		152,743	152.7
17	53.0	33.8	10.1	0.0	0.0		107,107	107.1
18	24.6	96.0	76.2	23.2	0.0		263,828	263.8
19	29.2	54.9	61.9	54.6	0.0		189,447	189.4
30	31.4	45.6	79.5	285.6	0.0		501,760	501.8
31	26.6	68.7	197.6	0.0	0.0		343,408	343.4
32	46.0	4.5	11.2	32.6	0.0		95,694	95.7
33	54.0	11.4	10.8	0.0	0.0		71,512	71.5
34	53.9	66.4	157.0	0.0	0.0		372,190	372.2
35	94.0	136.4	152.6	0.0	0.0		561,967	562.0
46	110.1	159.9	159.9	0.0	0.0		639,749	639.7
47	9.7	23.8	45.1	0.0	0.0		96,973	97.0
48	14.1	20.5	20.5	24.7	0.0		106,859	106.9
Total	925	997.6	1761.6	633.3	247.6	0	5,719,468	5,719.5

Development Delta								
Block	**Residential (units)**	**Office (kSF)**	**Retail (kSF)**	**Public (kSF)**	**Open Space (kSF)**	**Vacant (kSF)**	**Total SF**	**Difference b/t Max developable and existing**
1	24	-13.6	0.0	0.0	0.0		53,086	**53.1**
2	86	6.1	-11.0	0.0	0.0		252,594	**252.6**
3	8	11.9	9.6	0.0	0.0		67,334	**67.3**
4	81	129.1	91.1	0.0	-63.7		414,599	**414.6**
5	7	-2.6	33.4	157.7	50.8		259,505	**259.5**
12	0	0	0	0	0			
14	0	-13.0	40.5	0.0	22.5		68,562	**68.6**
15		0	0	0	0			
16	42	-10.8	0.0	0.0	0.0		117,356	**117.4**
17	0	0	0	0	0			
18	23	22.6	29.2	-11.4	0.0		108,820	**108.8**
19	-10	1.8	23.9	0.0	0.0		43,703	**43.7**
30	31	45.6	79.5	95.1	0.0		311,251	**311.3**
31	-30	38.6	142.9	0.0	0.0		258,590	**258.6**
32	0	0	0	0	0			
33	0	0	0	0	0			
34	32	62.9	55.6	0.0	0.0		267,277	**267.3**
35	72	101.0	108.6	0.0	0.0		482,488	**482.5**
46	93	159.9	82.7	-7.6	0.0		554,903	**554.9**
47	10	14.1	-50.9	0.0	0.0		-8,700	**(8.7)**
48	14	18.9	-53.6	0.0	0.0		6,452	**6.5**
Total	482	572.4	581.5	233.8	9.6	0	3,476,778	**3,476.8**

Parking Demand Calculations

From City of Logan/Existing - PARKING DEMAND - Peak time - 12 noon							
Block	Residential Units	Office	Retail	Public	Open Space	Vacant	Total Demand
1	2.5	59.0	0.0	37.7	2.2	0.0	101.3
2	3.1	57.8	42.6	0.0	0.0	0.0	103.6
3	3.0	0.0	195.1	0.0	0.0	0.0	198.1
4	1.0	29.3	33.8	21.3	2.0	0.0	87.5
5	0.0	24.0	67.3	0.0	0.0	0.0	91.2
12	5.9	0.0	0.0	0.0	0.0	0.0	5.9
14	1.0	117.1	193.3	2.9	0.0	0.0	314.3
15	0.0	0.0	0.0	15.6	0.0	0.0	15.6
16	0.5	29.9	17.4	0.0	0.0	0.0	47.8
17	6.9	63.6	9.0	0.0	0.0	0.0	79.6
18	0.3	138.1	42.0	48.9	0.0	0.0	229.2
19	5.1	100.0	33.9	77.1	0.0	0.0	216.1
30	0.0	0.0	0.0	268.8	0.0	0.0	268.8
31	7.5	56.8	48.8	0.0	0.0	0.0	113.0
32	6.0	8.5	10.0	46.0	0.0	0.0	70.6
33	7.1	21.4	9.6	0.0	0.0	0.0	38.1
34	2.9	6.6	90.5	0.0	0.0	0.0	100.0
35	2.9	66.6	39.3	0.0	0.0	0.0	108.9
46	2.2	0.0	69.0	10.7	0.0	0.0	81.9
47	0.0	18.3	85.7	0.0	0.0	0.0	104.0
48	0.0	3.0	66.2	34.9	0.0	0.0	104.0
Total	58	800	1054	564	4	0	2,479.5

From LU Assumptions/memo - Year 2050 - PARKING DEMAND - Peak time - 12 noon							
Block	Residential Units	Office	Retail	Public	Open Space	Vacant	Total Demand
1	5.6	33.4	0.0	37.7	2.2	0.0	78.8
2	14.4	69.2	32.9	0.0	0.0	0.0	116.4
3	4.1	22.4	203.6	0.0	0.0	0.0	230.1
4	11.6	272.1	115.2	21.3	0.9	0.0	421.2
5	0.9	19.0	97.1	222.5	0.9	0.0	340.5
12	5.9	0.0	0.0	0.0	0.0	0.0	5.9
14	1.0	92.6	229.4	2.9	0.4	0.0	326.3
15	0.0	0.0	0.0	15.6	0.0	0.0	15.6
16	6.0	9.6	17.4	0.0	0.0	0.0	33.0
17	6.9	63.6	9.0	0.0	0.0	0.0	79.6
18	3.2	180.6	68.1	32.8	0.0	0.0	284.6
19	3.8	103.3	55.2	77.1	0.0	0.0	239.5
30	4.1	85.7	70.9	403.0	0.0	0.0	563.8
31	3.5	129.3	176.4	0.0	0.0	0.0	309.2
32	6.0	8.5	10.0	46.0	0.0	0.0	70.6
33	7.1	21.4	9.6	0.0	0.0	0.0	38.1
34	7.0	125.0	140.2	0.0	0.0	0.0	272.2
35	12.3	256.7	136.3	0.0	0.0	0.0	405.3
46	14.4	300.9	142.8	0.0	0.0	0.0	458.1
47	1.3	44.7	40.2	0.0	0.0	0.0	86.3
48	1.9	38.6	18.3	34.9	0.0	0.0	93.7
Total	121	1877	1573	894	4	0	4,468.9

Development Delta - PARKING DEMAND - Peak time - 12 noon							
Block	Residential Units	Office	Retail	Public	Open Space	Vacant	Total Demand
1	3.1	-25.6	0.0	0.0	0.0	0.0	(22.5)
2	11.2	11.4	-9.8	0.0	0.0	0.0	12.9
3	1.1	22.4	8.5	0.0	0.0	0.0	32.0
4	10.6	242.8	81.4	0.0	-1.1	0.0	333.6
5	0.9	-4.9	29.8	222.5	0.9	0.0	249.3
12	0.0	0.0	0.0	0.0	0.0	0.0	-
14	0.0	-24.5	36.1	0.0	0.4	0.0	12.0
15	0.0	0.0	0.0	0.0	0.0	0.0	-
16	5.4	-20.3	0.0	0.0	0.0	0.0	(14.8)
17	0.0	0.0	0.0	0.0	0.0	0.0	-
18	3.0	42.5	26.1	-16.1	0.0	0.0	55.4
19	-1.3	3.4	21.3	0.0	0.0	0.0	23.4
30	4.1	85.7	70.9	134.2	0.0	0.0	295.0
31	-4.0	72.5	127.6	0.0	0.0	0.0	196.2
32	0.0	0.0	0.0	0.0	0.0	0.0	-
33	0.0	0.0	0.0	0.0	0.0	0.0	-
34	4.2	118.4	49.6	0.0	0.0	0.0	172.2
35	9.4	190.1	96.9	0.0	0.0	0.0	296.4
46	12.2	300.9	73.8	-10.7	0.0	0.0	376.2
47	1.3	26.5	-45.4	0.0	0.0	0.0	(17.7)
48	1.9	35.6	-47.8	0.0	0.0	0.0	(10.3)
Total	63	1077	519	330	0	0	1,989.4