Comprehensive Strategic Vision
for the Revitalization of
Downtown Newark, Ohio

Final Report

Comprehensive Strategic Vision Implemented by:
The Newark Alliance, Inc.
June 2000

in Cooperation with:
Main Street Connections, LLC

Comprehensive Strategic Vision Presented by:
Main Street Connections, LLC
September 14, 1999
Comprehensive Strategic Vision for Downtown Newark, Ohio

SECTION ONE – EXECUTIVE SUMMARY

Project Background

Newark’s downtown, as with many other downtowns across the country, has suffered from the competitive pressures of today’s retail environment. Many retailers have departed or gone out of business and the majority of those who remain are not generating enough sales to support long-term viability. The upper floors of many downtown buildings have been vacant for years. Parking and traffic are contentious issues. Sidewalks and many older buildings suffer from a lack of maintenance and upkeep.

On the plus side, downtown remains a center of government and finance for Newark and Licking County. Much of its historic building stock, including the Licking County Courthouse, remains and the city’s traditional town square is one of the better and more attractive ones in the state.

In June of 1998, the Newark Advocate ran a series of articles focusing on major issues facing the downtown and followed up the series with a public forum. Community and downtown leaders were invited to sit on a panel, present their views about what should happen with the downtown and entertain comments and questions from the public. Several follow up meetings were held and, ultimately, a committee was formed to solicit proposals from qualified firms to develop a comprehensive vision for the revitalization of downtown Newark. After evaluation of proposals received and an interview process, Main Street Connections, LLC was hired to conduct the study and develop the plan.

As stated in the committee’s Request for Proposals (RFP), a consultant was sought to prepare a Comprehensive Strategic Vision for downtown Newark, Ohio to serve as the foundation for efforts to strengthen and expand its economic base. The study was to accomplish the following general objectives:

1) Involve close cooperation with a group (Committee) to be made up of selected representatives of the City of Newark, Newark Downtown Association, Licking County and local business leaders throughout the planning process.
2) Build on recent and current plans and initiatives.
3) Provide a basis for understanding of current and perceived downtown market trends.
4) Identify the needs of existing and potential downtown businesses.
5) Identify market and physical constraints and opportunities for the downtown.
6) Provide market-driven revitalization strategies for enhancing economic development in the downtown.
7) Establish a recommended management plan and organization structure for the implementation of the proposed direction.
8) Establish a detailed action plan for the implementation of the proposed direction.
9) Build a consensus of support among appropriate constituencies for the implementation of the proposed direction.

The downtown area to be studied was the Central Business District (CBD) as outlined in the following map. The CBD’s boundaries are roughly State Route 16 to the north, the Licking River to the east, railroad tracks to the south and Sixth Street to the west.

**Main Street Connections’ Philosophy and Approach**

Main Street Connections’ approach to downtown revitalization is based on a combination of real-world experience in retailing and commercial property development and an understanding of and sensitivity to the importance of local conditions, attitudes and relationships. Over many years of working with retailers, property owners and communities to fix troubled properties and create new models for productivity, the firm’s principals have gained a thorough understanding of consumer behavior, physical environments, and what works and does not work in today’s complex and rapidly changing world.

While most downtowns have suffered long, slow declines and continue to struggle, a few such as Cleveland, Marietta and portions of downtown Columbus are experiencing renewed vitality and economic success. Culturally, economically, and politically, there has never been a better opportunity for the revitalization of the urban cores of America’s cities.

The biggest challenges faced by most communities today regarding their downtown are how to change attitudes that are based upon yesterday’s realities and how to build confidence that things can get better. This is the reason why, at Main Street Connections, we spend time getting to know the community and base our recommendations on local conditions, genuine market opportunities, and the proven experience of other urban commercial districts.

Successful revitalization can only be achieved when there is a local consensus for action, the planning process includes significant input from community representatives, and the resulting vision is comprehensive, detailed and based on the particular characteristics and strengths of the community. Clients of the Main Street Connections team are achieving success under widely differing circumstances as a result of the team’s ability to recognize and capitalize on the best assets that each city has to offer.
Downtown Newark’s Current Challenges

National Trends
- Gradual movement of population, shopping, and employment away from traditional urban centers
- Shifting employment away from the manufacturing sector

Retail Flight
- Loss of commercial activity downtown due to competition
- Potential for additional retail flight due to expiring leases and weak sales

Development Handicaps
- No area-wide, comprehensive long term master plan
- Lack of suitable, available land for significant new development, and limited annexation opportunities
- Declining tax base

Downtown Access and Environment
- Wide streets and fast traffic that discourage pedestrian movement
- Real and sometimes perceived downtown parking problems, especially in and around the square
- Maintenance and appearance of some buildings, amenities, streets, and sidewalks
- Outdated and unenforced zoning and building regulations that indirectly contribute to the deteriorated condition of sidewalks and buildings
- Vacant and unattractive storefronts
- Underutilized upper floors
- Limited store hours offered by most downtown merchants
- “Missing teeth” in the facade line of downtown streets
- Automobile-oriented areas in downtown that are neither pedestrian nor bicycle friendly
- Little ease in traveling into and around the city from major entry points
- Lack of attractive access to the downtown area

Image and Attitudes
- Largely inaccurate and negative image of Newark among those people from outside the community
- Skepticism among some individuals with regard to present and future opportunities
- Lack of community consensus and unity of purpose regarding downtown

Organization and Funding
- Newark Downtown Association’s limited constituency and budget
- City of Newark’s declining tax base and budget limitations
Downtown Newark’s Current Opportunities

National Trends
• Growing national awareness of and frustration with the negative affects of sprawl
• National reawakening of a desire for a sense of community not available in typical suburban developments
• Desire of young people and seniors to live in a more urban, pedestrian environment

Retail Trends
• Increasing consolidation and sameness of chain retail
• Personalized service from long-time local merchants

Downtown Access and Environment
• Historic building stock
• Proximity to the Licking River
• Courthouse Square
• Extensive nearby bikeway system
• Close proximity to Columbus
• Proximity to tourist attractions

Economic Development Efforts
• Potential for additional economic development in the Newark area
• Numerous efforts and commitments made by local property owners to restore downtown buildings.
• Likelihood of improved highway access from surrounding areas
• Newark/Licking County Chamber of Commerce’s success at industrial economic development
• City’s new full-time economic development director and commitment to downtown

Development Opportunities and Incentives
• Existence of alternative building code and other incentives for rehabilitation of other older buildings
• Committed local ownership of many downtown buildings and new or recent investors willing to take a risk if the opportunity can be demonstrated
• Tourism potential resulting from proximity of The Longaberger Company and other cultural, historical, and natural attractions

Organization and Funding
• Locally available resources and desire for positive changes
• Upcoming bicentennial which creates a sense of urgency and a clear target for meaningful change
• Availability of federal, state and local funds, resources and other incentives for redevelopment of downtown and nearby neighborhoods
Strategic Vision

Rebuild Newark from the center out

How a community views itself and how it is viewed by the outside world is directly and strongly affected by the condition of its central business district. The bulk of early energies in downtown Newark’s revitalization should be focused on downtown’s historic square and an approximately two-block area surrounding the square, followed by the rest of the central business district and surrounding neighborhoods.

Focus on Newark’s Bicentennial in 2002

Newark’s upcoming two hundred year anniversary offers the potential to create momentum and a sense of urgency for the implementation of downtown’s strategic vision plan. There may never be a better opportunity to achieve the consensus and support that will be required for a comprehensive and successful revitalization effort.

Create an attractive and friendly environment

The community’s sense of pride, its image, and its economic health will all be enhanced by establishing and maintaining a higher standard of appearance for the downtown area.

Put pedestrians first

In planning and developing traffic patterns, sidewalks, streetscape and amenities, priority should be given to pedestrian access and comfort.

Promote Downtown Newark as destination

Newark is fortunate to be located in the midst of numerous cultural, natural, recreational, and historical attractions that draw in thousands of tourists annually. With enhanced attractions and a comprehensive promotional effort, Newark has the potential to attract those same tourists into its downtown.

Bring people downtown to live

While many communities have achieved partial success in bringing businesses back into their urban cores, only those cities that have managed to create a significant residential component can boast of comprehensive revitalization. By taking advantage of the federal and state historic tax credits, properly applying the section of the building codes that deals with older buildings, and developing creative financing methods, downtown building owners and investors can fill portions of empty upper floors with market-rate housing and achieve an attractive return on their investment. The new retail that downtown needs and wants will quickly follow a significant increase in downtown housing, and new professional office uses will then likely follow as well.
Downtown Newark’s Strategic Vision

- Promote downtown as a destination
- Rebuild from the center out
- Put pedestrians first
- Bring people downtown to live
- Create an attractive and friendly environment
- Focus on Newark’s bicentennial

A full, healthy, and beautiful downtown
Action Plan

#1 Put the necessary organization, funding and staffing in place to implement the plan.

- Involve Newark Downtown Association.
- Establish a 501(c) 3 not-for-profit corporation as the new organizational structure for implementing the Strategic Vision.
- Pattern the organization after the National Trust for Historic Preservation’s National Main Street Program.
- Form a board of trustees for the new organization.
- Establish and fund a three-year operating budget for the organization.
- Hire full-time staff to manage the organization and direct the implementation of the Strategic Vision.
- Establish a permanent office in downtown for the Main Street Corporation.
- Conduct a public relations campaign to keep the community informed and build support and momentum for the revitalization effort.
- As the downtown is gradually revitalized, consideration should be given to the creation of a Special Improvement District.
- Give future consideration to other responsibilities that could be placed under the control of the Main Street Corporation.

#2 Improve the perception and reality of ample, convenient and available parking in the downtown area.

- Provide ample off-street parking for government workers and visitors.
- Remove parking meters.
- Install zoned parking in the core of downtown.
- Initiate a positive promotional campaign to encourage downtown workers to reserve street front parking for shoppers and visitors.
• Combine the promotional campaign with strict enforcement.

• Install directional signage.

• Use decorative perimeter fencing and plantings to improve the image of off-street parking.

• Fund and build an intermodal/parking structure.

#3 Dramatically improve the appearance of downtown.

• Establish a higher standard.

• Clean and repair sidewalks and streets.

• Enhance existing streetscape.

• Make select improvements to Courthouse Square’s landscaping and lighting.

• Upgrade and add green space.

• Upgrade and add amenities.

• Repaint existing facades.

• Establish voluntary design guidelines.

• Improve storefronts.

• Minimize vacancy appearance of buildings’ empty upper floors.

• Light building facades.

• Develop property owner assistance packages.

• Revise Zoning Ordinance.

#4 Create a strong sense of identification and entry into the downtown area.

• Implement a comprehensive signage program.
• Implement a corridor improvement program.

• Upgrade and sign the major arteries leading into downtown.

• Create a grand boulevard leading into the square from East and West Main Streets.

• Create a landscaped connection between the boulevard and the Fourth Street exit from State Route 16.

• Rehabilitate or replace house at southeast corner of Fourth and Locust with a pocket park.

#5 Improve vehicular and pedestrian access, flow and environments.

• Remove the majority, if not all, of the one-way streets

• Create a north-south pedestrian corridor through the center of downtown.

• Connect bike path to downtown.

• Explore additional transit options.

• Improve linkages between the square and other areas of downtown.

• Develop an Urban Design Manual for downtown streets and sidewalks.

#6 Expand the diversity, quality and quantity of significant cultural, historical and recreational attractions in downtown Newark.

• Restore and reopen the Midland Theater.

• Continue additions and improvements at the Institute of Industrial Technology.

• Locate a new art gallery in downtown, preferably in one of the available significant and historic structures.

• Locate a community recreational center in downtown.
• Create a unified destination retail and/or entertainment cluster within the Arcade Building.

• Find a destination use for the Auditorium Building or consider removing it.

#7 Retain and strengthen existing retail establishments in downtown.

• Retain and strengthen downtown’s anchor businesses.

• Offer merchant seminars to retailers.

• Expand operating hours.

• Expand promotional efforts.

• Locate and operate a farmers’ market in downtown.

• Gradually add appropriate new retail.

#8 Fill upper floors of downtown buildings with office and residential uses.

• Retain and expand office uses in downtown.

• Where possible, move offices occupying prime retail locations to the edges of the core area or to upper floors.

• Attract additional professionals and other office uses to the downtown.

• Create upper floor housing opportunities and promote downtown living.

#9 Provide property owners with the tools and incentives to rehabilitate their historic buildings.

• Conduct seminars for property owners regarding such issues as the alternative building code for older structures, historic tax credits, creative financing, etc.

• Seek establishment of a Historic District in downtown.

• Establish a Historic Easement Program for downtown Newark.
• Create and implement a Historical Overlay District.

• Create a package of incentives and assistance programs for downtown property owners.

• Encourage appropriate infill projects on select empty lots in downtown.

• Target select major buildings in downtown for early redevelopment and catalytic impact.

#10 Market downtown Newark as a tourist destination.

• Expand Licking County Convention and Visitors Bureau’s (CVB) role, funding and activities.

• Pursue at least one hotel and conference center location in downtown.

• Work with CVB to develop a package of marketing materials and initiatives to promote downtown and surrounding attractions to potential visitors.
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#### Organization, Funding, and Staffing
- **Establish 501(c)3 not-for-profit corporation**
- **Form board of trustees**
- **Establish 3 year budget**
- **Fund 3 yr. budget**
- **Hire full-time staff**
- **Establish permanent office**
- **Conduct public relations campaign**
- **Establish Special Improvement District**
- **Parking**
  - **Provide parking for gov’t workers and visitors**
  - **Remove parking meters**
  - **Install zoned parking**
  - **Initiate promotional campaign**
  - **Institute strict enforcement**
  - **Install directional signage**
  - **Install perimeter fencing and plantings**
  - **Fund and build intermodal/parking structure**
  - **Upgrade and add rear surface parking**
- **Appearance**
  - **Clean and repair sidewalks and streets**
  - **Enhance streetscape**
  - **Improve courthouse square**
  - **Upgrade and add amenities**
  - **Repaint existing facades**
  - **Establish voluntary design guidelines**
  - **Improve storefronts**
  - **Light building facades**
  - **Minimize vacancy appearance**
  - **Develop property owner assistance package**
  - **Revise zoning ordnance**
- **Strong Sense of Identification and Entry**
  - **Implement comprehensive signage program**
  - **Implement corridor improvement program**
  - **Upgrade major entries**
  - **Create a grand boulevard on Main Street**
  - **Landscape Fourth Street connection**
  - **Rehabilitate/replace house at Fourth and Locust**

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|-------------------------------------------|-----------------|-----------------|-----------------|-----------------|
| remove one-way streets                    |                 |                 |                 |                 |
| create north-south pedestrian corridor   |                 |                 |                 |                 |
| connect bike path to downtown             |                 |                 |                 |                 |
| explore transit options                   |                 |                 |                 |                 |
| improve downtown linkages                 |                 |                 |                 |                 |
| develop urban design manual               |                 |                 |                 |                 |
| Expand Attractions                        |                 |                 |                 |                 |
| restore and open Midland Theater          |                 |                 |                 |                 |
| expand IIT                                |                 |                 |                 |                 |
| locate and open new art gallery           |                 |                 |                 |                 |
| locate and open community recreational center |             |                 |                 |                 |
| create destination cluster in Arcade      |                 |                 |                 |                 |
| use or remove Auditorium building         |                 |                 |                 |                 |
| Retain and Strengthen Existing Retail     |                 |                 |                 |                 |
| retain and strengthen anchors             |                 |                 |                 |                 |
| conduct merchant seminars                 |                 |                 |                 |                 |
| expand operating hours                    |                 |                 |                 |                 |
| expand promotional efforts                 |                 |                 |                 |                 |
| locate and operate farmers’ market        |                 |                 |                 |                 |
| add new retail                            |                 |                 |                 |                 |
| Fill Upper Floors                         |                 |                 |                 |                 |
| retain and expand offices                 |                 |                 |                 |                 |
| move offices to upper floors              |                 |                 |                 |                 |
| create and promote downtown living        |                 |                 |                 |                 |
| Assist Property Owners with Building Rehab. |             |                 |                 |                 |
| conduct seminars                          |                 |                 |                 |                 |
| implement historic district               |                 |                 |                 |                 |
| establish easement program                |                 |                 |                 |                 |
| create overlay district                   |                 |                 |                 |                 |
| create assistance package                 |                 |                 |                 |                 |
| encourage infill                          |                 |                 |                 |                 |
| target buildings for catalytic redevelopment |             |                 |                 |                 |
| Market Downtown to Tourists               |                 |                 |                 |                 |
| expand role and funding of CVB            |                 |                 |                 |                 |
| pursue and build hotel conference center  |                 |                 |                 |                 |
| develop marketing materials and initiatives |             |                 |                 |                 |
Comprehensive Strategic Vision for Downtown Newark, Ohio

SECTION TWO – CURRENT SITUATION

I. PROJECT BACKGROUND

Newark’s downtown, as with many other downtwons across the country, has suffered from the competitive pressures of today’s retail environment. Many retailers have departed or gone out of business and the majority of those who remain are not generating enough sales to support long-term viability. The upper floors of many downtown buildings have been vacant for years. Parking and traffic are contentious issues. Sidewalks and many older buildings suffer from a lack of maintenance and upkeep.

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implementation of the proposed direction.

The downtown area to be studied was the Central Business District (CBD) as
outlined in the following map. The CBD’s boundaries are roughly State Route 16
to the north, the Licking River to the east, railroad tracks to the south and Sixth
Street to the west.

Main Street Connections used a wide variety of published data, field audits, and
telephone and in-person interviews in gathering and analyzing the information
found in this report. These sources are attributed where appropriate throughout
the report. We would like to express special thanks to the members of the
Committee that was assembled to represent the interests of downtown Newark
during the course of this project for their assistance and efforts to fund this
project. Main Street Connections would also like to thank the individuals
representing the various sectors of the local community and downtown that were
interviewed for this report as well as those who have contributed to its funding.
Methodology and sources, along with the names of Committee members,
interviewees and donors, can be found in the Appendix of this report.
II. ECONOMIC AND DEMOGRAPHIC PROFILE

A. National Trends

• Economic Development Trends

For the past fifty years, we Americans have been moving further and further away from our city centers in search of “The American Dream” - a bigger house with a bigger yard, better schools and more privacy. In place of front porches, we have built back decks. Retailers and employers have followed, often with significant financial incentives for their relocation provided by state and local governments.

In pursuit of this dream, we have paved over millions of acres of former farmland with highways and parking lots. In many metropolitan areas, the resulting traffic congestion and pollution have reached intolerable levels. Our city centers are dying and inner ring suburbs are threatened. Most of us can no longer walk to the corner store. We are increasingly experiencing a sense of loss of the community we once cherished.

More and more individuals, civic groups and governmental bodies are beginning to question the rationale and worth of the dream we have pursued for so long. State and local governments around the country are awakening to the fallacy of providing incentives for sprawl while, at the same time, spending millions of dollars, in an often-failed effort, to revitalize the very city centers that past policies have helped to decimate.

While freedom of choice is a strongly held American value, policies that encourage destructive sprawl are increasingly being replaced with those that create a more level playing field. In some parts of the country, developers are being asked to pay the full cost of the infrastructure improvements, such as the roads and utilities that they require. Public funds are being reallocated to upgrade deteriorating infrastructure and encourage redevelopment in inner cities.

• Demographic and Lifestyle Trends

There are several demographic and lifestyle trends that support the revitalization of our city centers. The aging population is experiencing the loss of a sense of community perhaps more strongly than any other age group. As their children grow up and leave home, many people in this age group are seeking a simpler lifestyle with no yard to mow and shopping in close proximity. “Empty nesters” are generally more health conscious and many are looking for neighborhoods that are conducive to walking.

A significant number of young single professionals and working couples are also seeking a more urban experience. They find the ability to walk to
shopping and work and interact with their peers on a daily basis an appealing alternative to the suburban lifestyle. In Ohio, one only need visit the Short North in Columbus, the Warehouse District in Cleveland or downtown Marietta to experience this phenomenon first hand.

- **Retail Trends**

With the proliferation of shopping malls and “big box” retailers like Wal-Mart and Home Depot, and the resulting industry consolidation, has come a boring sameness of mainstream retail. The American consumer will not stop making these shopping trips because they meet our basic needs in a very efficient manner. However, the fun and personal attention has disappeared from most shopping trips. Urban shopping districts are uniquely positioned to meet these needs.
B. Economic Development Issues

Licking County

• Location

Licking County is geographically the second largest county in the state of Ohio. It is ideally located in the center of the state and along or close to major east-west and north-south transportation routes. The county offers all the advantages of close proximity to a major metropolitan market while retaining much of its rural character and values.

• Land Use

- Variety – Licking County is essentially three counties in one – Columbus suburbs adjacent to Franklin County in the west and southwest; the metropolitan areas of Newark and Heath in the center; and the largely rural north and east sections of the county. Significant population growth is occurring in the western portion of the county as the Columbus metro area continues expanding outward. The population in most rural areas is also growing as the county experiences the effects of largely uncontrolled urban sprawl.

- Bedroom Community – Due to its appealing topography and proximity, much of Licking County serves as a bedroom community for Columbus. As of the 1990 census, close to twenty-five percent of the county’s population commuted daily to work in Franklin and other surrounding counties.

- Planning – The county faces tremendous growth in the coming years, yet it lacks a long-range master plan for addressing and accommodating that growth. Infrastructure systems and rural school districts are especially unprepared. The county is currently in discussions with its municipal and township jurisdictions to form a Joint Economic Development District (JEDD) that would initiate an automatic three-year moratorium on annexations while long-range plans are developed. Formation of the JEDD is threatened by a recent petition by the Catholic Diocese of Columbus to annex 506.5 acres of Union Township land into Hebron. Heath, Newark and Union Township officials are concerned the diocese will allow a subdivision of homes to be built on the property, preventing commercial or industrial development in that area and dooming the proposed new Thornwood Boulevard connecting SR 79 and SR 16 west of Newark.
• Employment

- Manufacturing Base – According to the Licking County and Newark Chamber of Commerce, Licking County has more manufacturing capacity per capita than any of eleven surrounding counties and more is on the way. The Japanese influence is especially strong and expected to grow dramatically in the coming years. According to the Chamber, there are six Japanese-owned manufacturing companies in the county today and at least five more are considering Licking County for new manufacturing facilities.

- Workforce Availability – As with much of central Ohio, the availability of a qualified workforce in sufficient numbers to staff current and anticipated new commercial and industrial operations is Licking County’s most significant economic development challenge. The county’s current unemployment level is near 3.5%. While significantly below historical levels and the current state and national level of 4.5%, this is still the highest level in the Columbus metropolitan market. This figure is expected to go even lower as the Easton development in northeast Columbus and The Longaberger Company’s major developments in eastern Licking County attempt to fill staffing needs resulting from their dramatic growth. Continued growth in manufacturing employment, with the relatively higher pay and benefits typically associated with these jobs, is likely to pose a significant challenge to the service sector and its lower paying positions in the county. Major issues associated with such employment growth include transportation and child-care.

• Infrastructure

The southwestern and western areas of the county, where the highest growth is anticipated, lack the water and sewer capacity to meet the projected demand for such services. Provision of water and sewer will be key to the municipalities located in or capable of serving this area. Safety services are another area that currently lacks the capacity to meet projected demand.

• Transportation

The Newark/Heath Metropolitan Planning Organization (MPO) was organized in response to the 1980 Census identifying the urban area as having reached a 50,000-population threshold. Due to the requirements of the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA) and the Clean Air Act of 1990, the Ohio Department of Transportation (ODOT) requested that officials from the cities of Newark and Heath, along with Licking County, form a staffed MPO. As a result, the Licking County Area Transportation Study (LCATS) was formed. LCATS continues under ISTEA’s successor, the Transportation Equity Act for the
21st Century (TEA 21) signed into law by President Clinton on June 9, 1998.

As of February 1999, LCATS had a staff of four full-time positions and one part-time position. A Policy Committee made up of representatives from various governmental entities that are involved coordinates efforts of the staff. On May 21, 1999, LCATS completed and submitted to ODOT a Transportation Improvement Program (TIP) for fiscal years 2000-2003. Included in the TIP are the following projects of interest to this project:

- Replacement or rehabilitation of the East Main Street bridge over the North Fork of the Licking River. Preservationists have argued for retention and rehabilitation of the existing bridge. Cost estimates will determine which option is chosen (FY 00).

- Coordination and improvement of downtown Newark traffic signals, including signal control system, pavement markings, poles and arms, and walk signals at twenty-two intersections in downtown, and widening of Locust Street (FY 00 and 01).

- Widening SR 16 to four lanes from SR 146 to the Muskingum County-Coshocton County line (in progress). SR 16 traffic is expected to increase once this project is completed.

- Widening SR 79 from existing four lanes to Irving-Wick Drive (FY 00 – 01).

- Preliminary engineering and environmental work for connecting Thornwood Boulevard from SR 79 Hebron by-pass to SR 16 (FY 99 – 01). Widening SR 79 and connecting it to SR 16 on Newark’s west side is likely to divert additional traffic away from downtown Newark.

- Preliminary engineering and environmental work for a new I 70 interchange near Tollgate Road connecting with SR 204 and US 40 for the Etna Interchange Project (FY 99 – 01). This interchange should greatly benefit industrial and commercial development prospects in southwest Licking County.

- New bikeway bridge and connection - construct bridge over Raccoon Creek, tunnel under Cherry Valley Road and under Reddington Road (FY 02).

The Ohio Department of Transportation recently advised LCATS to also include the widening of SR 161-37-16 to four lanes between New Albany and Newark in its 2000-2003 study plan. This highway expansion is needed to cope with growing traffic needs resulting from recent developments including the Easton project in East Columbus and the
Longaberger Homestead and tourist center east of Newark. The SR 16-US36 route from Columbus to Interstate 77, through Newark and Coshocton, could someday be widened to four lanes. When the Frazeysburg bypass is completed in 2002, only the Licking County and SR 60-to-Coshocton portions would remain two lanes.

- North Outerbelt – Developers and a Newark city council committee are studying the possibility of a four-lane bypass linking SR 13 on the city’s north side to SR 16 to the east and, possibly, to the west. Many people feel this bypass is needed to encourage additional residential development in the area.

• Public Transportation

As stated in the LCATS Transportation Improvement Program for FY 00 – 03 dated May 21, 1999; there are currently three public transportation governmental bodies in Licking County – the Licking County Transit Board (LCTB), the Newark-Heath User-Side Subsidized Taxi Token Program and Community Access of Transportation Options (CATO). Following are public transportation activities of interest to this project:

- Through a pass-through agreement with the City of Newark, LCTB administers and operates a commuter bus service between Licking County and Columbus. Two morning trips and two evening trips are provided to commuters into the downtown Columbus area.

- As part of the “Ohio Works First Program”, coordinated transportation along the SR 79 corridor between Buckeye Lake and Newark is being pursued to enable all eligible employees a means to travel to employment sites along this corridor.

- The demand-response Newark-Heath User-Side Subsidized Taxi-Token Program is designed to cover most of the Newark-Heath Urbanized Area and is administered by the City of Newark. The program provides curb-to-curb public transportation services. Passengers access the service by calling providers who are under contract with the City.

- Various human service agencies in the city and county provide transportation services to disadvantaged groups.

On July 1, 1999, LCTB presented the first draft of a Licking County Transit Feasibility Study to determine options and funding sources to provide public transportation services throughout the county. Preliminary conclusions of this study include the following:

- Public transit in the county is limited and does not meet mobility requirements of needy residents.
- Some critical medical destinations are outside Licking County.

- Agency services could provide the basis for new public transit in the county.

- Some agencies do not have spare vehicles.

- Public transit is new to the county and would need to be marketed.

Recommended service improvements include:

- Create five countywide deviated fixed routes from outlying areas into Newark/Heath/Hebron for work, shopping and medical trips. All routes would serve downtown Newark and Heath along Hebron Road.

- Provide weekly demand-responsive service to particular areas of the county on specific days of the week.

- Create deviated fixed routes in the cities of Newark and Heath for those people who can use them and retail the current taxi token program for those persons unable to use the deviated fixed route.

Zanesville-Newark Bus Service – Commuter bus service between Newark and Zanesville began this summer under a grant from the U.S. Department of Transportation. The service is designed to allow low-income workers to travel to jobs at the Newark Industrial Park and at businesses in Heath and Newark.

Bus Facility Needs – Licking County is in the process of purchasing three new buses and is currently looking for a single facility in which it can house both the buses and its shuttle.

Commuter Rail – The Longaberger Company has promoted the idea of building a monorail to connect Dresden, Homestead Village, Newark and Columbus. While this may seem unrealistic at present, it should not be discounted as a long-term possibility. A commuter train using existing rail lines is more likely but still in the distant future.
• Economic Development Efforts

Economic development efforts in the county are spread among the following organizations:

- Newark & Licking County Chamber of Commerce – The focus of the county Chamber is industrial economic development. As evidenced by the number of new companies that have located at Newark Ohio Industrial Park and Mid-Ohio Industrial Park over the last twenty-five years, they have been quite successful in their efforts. According to their executive director, they view downtown development as a governmental responsibility.

- Pataskala, Buckeye Lake and Johnstown have their own Chambers of Commerce that focus on local development efforts. These organizations are not affiliated with the state or national Chamber.

- Licking County also has an economic development function under the direction of the County Planning Commission. Their efforts are focused on industrial development and use of enterprise zones and other government-sponsored incentives. While operating independently of the Chamber, efforts are coordinated with both the Chamber and cities that might be involved.

- The City of Newark recently added a full-time economic development staff position. At present, this person’s efforts are focused primarily on downtown Newark.

As stated earlier, Licking County is the second largest geographic county in state. The county has large quantities of quality water in the eastern part of the county while most of the land that is developable for industrial uses is located in the western and southern portions. Newark and Hebron have little available land for commercial or industrial development unless existing sites were to be redeveloped.

Southgate Development recently purchased 420 acres of land in southwest Licking County for a new industrial park. According to the county Chamber, this park should develop out much more quickly than either Newark Ohio Industrial Park, which took twenty-six years, or Mid-Ohio Industrial Park, which took seventeen.

Based upon the efforts and priorities of existing economic development groups within the county, it appears that non-industrial retention, expansion and recruitment may not be being adequately addressed at the present time.
• **Licking County Bicycle and Pedestrian Transportation Corridor**

The T. J. Evans Foundation has been a champion and major funding source for Licking County’s extensive bikeway system. Over thirty-six miles of bike trails have been constructed thus far and more are planned or in the works. The system’s rapid growth has challenged the county’s Parks and Recreation Department in terms of its ability to keep up with and fund necessary maintenance requirements. Portions of a planned Riverfront Bike trail through Newark running from Manning Street on the north to Canal Street on the south are currently open. The city is working hard to obtain the necessary easements and funding to complete the balance of this trail. A plan also exists to extend the trail into downtown Newark from the west but, thus far, the foundation has been unsuccessful in its efforts to acquire the necessary rights-of-way.

• **Tourism**

- Licking County Convention and Visitors Bureau (CVB) – CVB operates under the direction of the Newark & Licking County Chamber of Commerce. Tourism initiatives are limited or handled independently by the attractions or organizations that host them. The Longaberger Company, which is the largest tourist attraction in the county, handles all of its own tourism activities although CVB supports efforts where appropriate.

Hotels – According to the Chamber’s Executive Director, hotels in the county operate pretty much at capacity from late April to October hosting visitors to area attractions and events including Denison University graduation and homecoming, Spring Nationals, Heisey Glass Convention, Longaberger Basket Bee, and the National Trail Raceway.

- County Attractions – Licking County is one of the most scenic counties in the state. Numerous natural, cultural, historical and commercial attractions are present in the county. In addition to The Longaberger Company’s substantial developments, attractions located within the county include The Dawes Arboretum, Blackhand Gorge State Nature Preserve, Cranberry Bog State Nature Preserve, Buckeye Central Scenic Railroad, Moundbuilders State Memorial and Ohio Indian Art Museum, Octagon, Great Circle and Wright Earth Works, Flint Ridge State Memorial and Park, Buckeye Lake State Park, National Trail Raceway, Ye
Olde Mill, Willow Hill Vineyards Winery, Cherry Valley Lodge and Granville’s historic downtown, museums and homes.


- The Longaberger Company Homestead Village and golf course located east of Newark, along with its manufacturing facility, are already bringing huge crowds to the area. Development plans for the 650-acre site it owns in the area, when realized, could make the area a major regional, if not national, tourist destination.

According to the Chamber, The Longaberger Company’s extensive development activities to the east of Newark have served to increase interest in development in that area of the county. More specifics about Longaberger’s plans are outlined in the Market Analysis section of this report.
City of Newark

- **History**

The fertile valley ringed by picturesque hills that now encompasses the city of Newark has been a favorite haunt of man for hundreds if not thousands of years. Prehistoric men constructed mysterious mounds in the area and those mounds that remain today have become a significant tourist attraction. The town of Newark was founded in 1803 (although 1802 is currently celebrated as the year of its founding) on the forks of the Licking River.

In 1825, at a spot just outside Newark, construction of the Ohio Canal began. With Newark as the hub of the canal system between Lake Erie and the Ohio River, significant growth occurred. In 1852, the first railroad appeared in Newark and sparked the development of a number of new industries, some of which continue today. By 1880, Newark’s population had reached in excess of 10,000.

With its manufacturing base, close proximity to the Columbus metropolitan area and location on major transportation arteries, the city has continued to prosper since that time. Newark’s agricultural and manufacturing heritages have combined to create a strong, conservative, blue-collar work ethic in the community. The city’s current population is estimated by the Chamber to be 47,450.

- **Image**

As part of this study, Main Street Connections conducted executive interviews with over forty community leaders representing the various interests that are involved in or affected by downtown Newark. Individuals interviewed included representatives of cultural institutions, historic preservation groups, charitable and service organizations, major employers, financial institutions, churches, housing agencies, media, neighborhood groups, realtors, downtown property and business owners, economic development entities, elected state and local officials and representatives of city and county departments with downtown-related responsibilities.

Community leaders who were interviewed for this report were asked to rate Newark as compared to other similar communities in the region, using a better, same, worse scale, on a variety of characteristics that might be important to a business considering the possibility of relocating to the area. Newark’s quality of residential life, location, highway accessibility and fire protection and were rated by a significant majority of respondents as better than comparable communities. Image, operating costs, local tax
rates and police presence/response time were rated by most respondents as equal to or better than comparable communities.

Quality of city services was generally rated as comparable with a few additional responses in both the better and worse categories. Suitability of available real estate and schools were rated by most respondents as the same as or worse than comparable communities. The quality of Newark’s school system was described by many as a serious problem, especially in comparison to other nearby communities, that will only get worse with a continued erosion of the city’s tax base.

- **Infrastructure**
  - Water/Sewer – The City of Newark has excess water and sewer capacity but practically nowhere to grow. Quality problems have been identified within the system. These problems will have to be addressed in the next five to ten years.

- **Economic Development**
  - The Small Business Development Center of Newark and Licking County, which operates out of the county’s Office of Economic Development, provides business expertise to small local businesses and aspiring entrepreneurs including counseling services, workshops and other resources.

  - Available Land – Newark lacks suitable, available land for significant new development and has limited annexation opportunities. It shares borders to the west with Heath and Granville and land to the east is, for the most part, not suitable for industrial development. The city’s traffic pattern, with its lack of a grid, contributes to access and availability problems. With a lack of available land, Newark’s only alternative to expand its tax base is replacing older structures. The main challenge is the potential conflict with contiguous residential areas, an issue for both industry and residents.

  - Economic Development Director – The city of Newark recently hired its first full-time Economic Development Director. As this is a new position, priorities and strategies are still under development. At present, the director is focusing much of her energies on downtown development.

  - CRA’s – The city has several areas designated as Community Reinvestment Areas (CRA) eligible for property tax reductions but, according to the Economic Development Director, property owners do not understand the incentives available or how to take advantage of them.
- **Schools**

- Newark City Schools – The city’s school system is experiencing serious financial difficulties due to a weakened tax base (resulting from limited commercial and residential growth) and what could only be termed as a taxpayers’ revolt. After narrowly passing an income tax intended for the schools, voters repealed the schools’ property tax. The biggest complaint, according to many of the people interviewed for this report, was a top-heavy administration and half-hearted efforts to address the problems. A new superintendent was hired recently in an attempt to turn the situation around. The high school, with its campus setting and unique architecture, has been rated one of the top secondary education institutions in the country.

- Tax Base – The local tax base has been declining for a number of years and is projected to continue declining without significant new industrial or commercial development. The problem is exacerbated by the city’s low income tax and the fact that it only gets ¼% of income tax for residents who work outside of community.

- Higher Education – Newark is also home to The Ohio State University-Newark campus and the Central Ohio Technical School. A local fund-raising effort resulted in the recent announcement to proceed with construction of a new Center for Emerging Technologies that will greatly expand the campus’ long-distance learning facilities, making it possible for students to take classes offered at the university’s Columbus campus or the other branch campuses. The new building will also allow for the expanded use of computers and other equipment. As part of the fund-raising effort, scholarship programs will be expanded and endowed professorships are being explored. More than 4,000 students attend classes at the Newark campus. In addition to offering courses for the first two years toward a bachelor’s degree, the university offers four-year degree programs in education, English, history and psychology, and master’s degree programs in English and social work.

The university recently hired a new president for both OSU Newark and the Central Ohio Technical College. According to a recent article in the *Newark Advocate*, the board wanted someone who would eagerly embrace the community and be active in local organizations as well as focus on continuing to improve education at the two campuses. The new president has indicated her major goals are to make education accessible to as many people as possible, increase community service and encourage life-long learning.
• **Zoning and Code Issues**

- Zoning Ordinance – Newark’s Zoning Ordinance dates from 1949. The last time it was issued with any revisions was in 1978. Many of the people interviewed for this project complained that it is too weak, out-of-date and not well enforced. Problems identified include no formal process for applying for a permit to perform work in public right-of-ways, no ordinance to address temporary signs and too many variances allowed. This ordinance and the lack of rigid enforcement have contributed to the deterioration and, in places, unsightly appearance of downtown and other areas of the city. Unfortunately, low enforcement penalizes concerned property owners.

- Health Department – The Health Department is responsible for enforcing property maintenance sections of the code. The department is becoming more assertive in this regard. They have also expressed an interest in establishing a licensing program with required inspections for the rental housing market. Some interviewees felt that enforcement should be the responsibility of the city’s Building and Zoning Department so that City Council could oversee the function.
Downtown Newark

- **Image**

Main Street Connections asked community leaders to describe downtown Newark’s image as it relates to various uses. Responses are summarized as follows:

- **Retail** – Comments ranged from ‘not much there’ to ‘getting better with the recent additions such as Park Place Coffee Roasters.’ Complaints included a lack of variety, limited hours and inconsistent service. Downtown is generally not perceived as a viable retail location at present.

- **Office** – Downtown’s office market was generally described as reasonably good although a lack of Class A office space, limited parking and upper floor access were cited as problem areas.

- **Hotel** – The image of downtown’s one hotel, The Place Off The Square, was described as much improved since its purchase and renovation by The Longaberger Company. However, it is generally perceived to be a private facility for use only by the company’s employees and visitors. The restaurant received quite a few compliments along with complaints that it is not open evenings.

- **Housing** – Downtown housing was described as depressed and catering mostly to seniors and low-income residents. Several respondents commented that they would consider living downtown if better quality space was available on the upper floors of existing buildings. Downtown’s unkempt appearance and nighttime safety perceptions were cited as impediments.
Parking – Parking downtown was described by virtually everyone as bad, although several people commented that the perception is worse than the reality. Most complaints were directed at government and business employees taking up prime on-street parking spaces that should be reserved for visitors. Other comments included a lack of signage, over-zealous ticketing and a confusing mix of free two-hour spaces and short and longer-term parking meters.

Traffic – Most long-time residents felt that getting around downtown is relatively easy. However, most of these residents and all more recent arrivals acknowledged that traffic patterns around the square and numerous one-way streets are confusing and unsettling to most visitors and many senior citizens. A few indicated that locals often use alleys surrounding the square to get around downtown and its periphery.

Personal Safety – The image of personal safety was generally described as good during the day, except in the vicinity of the parking garage, and not as good evenings and nights. The perception is that the level of safety has improved with the recent closing of several downtown bars but the nature of individuals who still tend to congregate around the square is a concern for some.

Access – Access to the downtown was described as easy but unattractive. Much of the housing stock on routes leading into the downtown is in relatively poor condition. Bridges and underpasses are also unattractive and, for some, a psychological barrier to be overcome.
• Strengths

From Main Street Connections’ interviews with community leaders and downtown property owners and merchants, as well as personal observations regarding the situation, following are downtown Newark’s major current strengths:

- Courthouse/Square – The tree-lined town square and beautiful, historic Licking County Courthouse were unanimous choices as one of downtown’s major strengths. Several respondents commented on the feeling of intimacy that derives from the enclosure that the buildings surrounding the square create.

- Historic Architecture - Newark is fortunate to have much of its historic building stock in downtown relatively intact. The Louis Sullivan designed building at the corner of Third and Main Streets, the Midland Theater, the courthouse, with its Tiffany-designed windows and beautiful west courtroom and the old Pennsylvania Rail Road station that was recently restored by the Evans Foundation and reopened as Foundation offices, were singled out for special praise. The courtroom is cited in some publications as the finest in Ohio.

- City/County Government – Newark is fortunate that its city and county government officials have committed to stay in and remain an important part of the fabric of downtown.

- Layout/Accessibility – Because of its wide streets, alleys and relative openness, the downtown area is viewed by many as easy for vehicles to get in and out of and around.

- Concerned Citizens – Downtown Newark is fortunate to have many people, including several with significant resources, who are committed to preserving and enhancing its appearance and economic vitality. The demonstrated long-term commitment and stability of several major, locally based organizations was singled out by a number of respondents.
- **Foundation of Existing Draws** – There remains a core of existing institutions, including banks, churches and a handful of retail operations, which consistently draw people in from throughout the region.

- **Other Strengths** – Other strengths mentioned by multiple respondents include the Institute for Industrial Technology, downtown’s historic role in the community, its central location and its proximity to and visibility from SR 16.
• Weaknesses

From Main Street Connections’ interviews and observations, following are other major challenges facing downtown today:

- Attitudes – Apathy and a lack of leadership were the words used most often in interviews to describe the current attitudes of many towards downtown. While that may be somewhat unfair given the level of enthusiasm and involvement in current revitalization efforts, there does seem to be a certain amount of skepticism and reluctance to engage perhaps based on lack of success from past efforts. There may also be a feeling in some circles on the order of “We do not have to do anything. The government and philanthropists will take of it.” The reality is that it will take commitment and resources from every sector of the community, with leadership from the private sector, to turn the situation around.

On the positive side, many of the people who are most directly involved with the downtown display an attitude of enthusiasm and determination to continue striving to make things better for downtown businesses, workers and visitors. Everyone associated with downtown that we interviewed thinks it is a special place that should be preserved and enhanced.

- Parking - In virtually every survey conducted among shoppers, whether at malls or in downtown areas, parking is rated poorly. There is never enough parking and there is always too much traffic. In downtowns, people complain if they cannot park directly in front of the store they want to patronize even though they are willing to walk great distances to reach the stores in a mall from the parking lot. While it may be unrealistic, unfortunately perception is reality. In Newark, many people complained about government and downtown business employees using on-street spaces. Several also complained about the confusing parking system and about center street parking.

Parking on the Square
- Appearance – Downtown’s general appearance was cited as often as parking as one of its major weaknesses. Lack of cleanliness, grass growing in the cracks of sidewalks, trash accumulation and the dilapidated appearance of many buildings were among the complaints heard on this subject. Poorly maintained rights-of-way, including surrounding highways, railroads and river, were also mentioned by several respondents as among downtown’s major weaknesses.

- Lack of retail - As with most downtowns, competition from newer forms of retailing has eroded the historical mix and the health of retail in downtown Newark. Some categories have left entirely and many of those that remain are surviving only because the retailers own the buildings they occupy and/or do not need the income. Most people no longer view downtown as a retail destination. Related complaints included nothing to do and a lack of entertainment.

- Other Weaknesses – Other weaknesses cited by multiple respondents included confusing traffic patterns, a poor evening safety image, unattractive entryways, vacant buildings, absentee building owners and the limited store hours of most downtown merchants.

• Economic Development

- Positive Developments – There are many positive signs for the future of downtown Newark. A seven-story office building constructed at the corner of Third and Church in the 1980’s is 95% occupied. Candlewick Commons, a new senior citizens complex opened on the square in 1996. The building is an excellent example of modern architecture that fits in and complements the historic architecture that surrounds it. The McDonalds restaurant located on its first floor stands in stark contrast to the Wendy’s suburban-style structure located on the east side of the square.

Four new businesses have recently opened or are about to open in downtown. The Longaberger Company, the T. J. Evans Foundation and the Institute for Industrial Technology have all invested heavily in downtown and have plans for significant additional improvements to properties they own. The Longaberger Company recently renovated The Place Off the Square Hotel and purchased the Midland and Auditorium Theaters. Renovations have started on the Midland and the company has committed to reopening the theater within the next few years. The T. J. Evans Foundation recently renovated and reopened the old Pennsylvania Rail Road station for foundation offices. The Foundation was also instrumental in eliminating several undesirable bars from the downtown through its purchase of the properties in which they were located. The Institute of Industrial Technology recently reopened after an extensive renovation and
expansion and plans to continue expanding and adding new attractions to its facilities. One challenge the institute faces is the limited amount of traffic on South Second Street and how to draw people to its facilities from the center of downtown.

A new ten million dollar library and county domestic courts facility are under construction. The American Legion recently announced plans for a new downtown hall at the southwest corner of Sixth Street and West Main and First Federal Savings and Loan is planning to expand into the legion’s old building on East Main. The city has received federal funding for significant upgrades to twenty-two traffic signal intersections in downtown. Interestingly, several of the people we spoke with indicated a desire or need for new or expanded office space in downtown.

- Negative Developments – Over the past several years, all utilities have moved their offices out of downtown. The Licking County Art Association was forced to close and sell Newark’s only public art gallery last fall due to financial difficulties and the YWCA recently announced the closure of their pool for the same reason. As will be discussed later in this report, a number of downtown merchants are at risk.
II. ECONOMIC AND DEMOGRAPHIC PROFILE

C. Demographic Profile

POPULATION AND HOUSEHOLD TRENDS

A number of sources were employed to most accurately determine city, county, regional, state, and national demographics. The specific demographics that were examined included population, age distribution, education, occupation, and income distribution. Sources included CACI, Inc., a leading national vendor of geo-demographic data, the United States Census Bureau, Licking County Planning Commission, and the Ohio Department of Development. The following observations were made.

- Licking County’s population in 1998 was estimated to be 141,017. Newark was estimated to have a population of 46,372.

- According to CACI projections, Licking County is expected to experience consistent growth from 1990-2003 at an annual rate of 1.2%. This growth rate is greater than Franklin County’s projected growth rate of 0.8%, comparable to Madison and Pickaway County’s estimated growth rates, and lesser than Delaware County’s estimated annual growth rate of 4.5%. Counties in the Franklin County MSA are all growing at a rate well above Ohio’s projected growth annual rate of .42% and slightly above the national annual growth rate of 1.1%.

- Much of the increased population in Licking County is expected to occur in those cities and townships located on the western side of the county. Much of the growth that has occurred in recent years and is expected to continue is based on the increased number of individuals who desire a residence in the county but work in Franklin County. As mentioned, it was estimated in 1990 that nearly 25% of Licking County residents commuted into Columbus for employment purposes.

- The average household in Newark consists of 2.44 persons. This number is less than the average household range of 2.5-2.6 persons/household typically found in Licking County, the Columbus MSA, Ohio, and the United States.
### TABLE A
**POPULATION CHANGE FROM 1980-2003 FOR SELECT COUNTIES**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Licking</td>
<td>120,981</td>
<td>128,300</td>
<td>141,017</td>
<td>148,738</td>
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<tr>
<td>Franklin</td>
<td>869,126</td>
<td>961,437</td>
<td>1,022,262</td>
<td>1,058,083</td>
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<tr>
<td>Delaware</td>
<td>53,840</td>
<td>66,929</td>
<td>91,196</td>
<td>106,114</td>
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<tr>
<td>Madison</td>
<td>33,004</td>
<td>37,068</td>
<td>41,876</td>
<td>44,194</td>
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<tr>
<td>Pickaway</td>
<td>43,662</td>
<td>48,255</td>
<td>53,748</td>
<td>56,551</td>
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<tr>
<td>Fairfield</td>
<td>93,678</td>
<td>103,461</td>
<td>123,764</td>
<td>135,955</td>
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</table>


Note: CAGR is defined as Compound Annual Growth Rate

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### Compound Annual Growth Rates for Select Counties 1990-2003

- **Licking**: +1.2%
- **Franklin**: +0.8%
- **Delaware**: +4.5%
- **Madison**: +1.5%
- **Pickaway**: +1.5%
- **Fairfield**: +2.4%

Source: CACI, 1998
### TABLE B
TOTAL # HOUSEHOLDS FOR SELECT COUNTIES 1990 - 2003

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Licking</td>
<td>47,254</td>
<td>53,096</td>
<td>56,688</td>
<td>2.6</td>
<td>$37,336</td>
<td>$43,618</td>
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<td>Franklin</td>
<td>378,723</td>
<td>410,612</td>
<td>430,117</td>
<td>2.4</td>
<td>$38,801</td>
<td>$43,949</td>
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<td>Delaware</td>
<td>23,116</td>
<td>32,412</td>
<td>38,240</td>
<td>2.7</td>
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<td>$53,700</td>
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<td>Madison</td>
<td>11,990</td>
<td>13,607</td>
<td>14,643</td>
<td>2.7</td>
<td>$39,648</td>
<td>$49,780</td>
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<td>Pickaway</td>
<td>15,602</td>
<td>17,613</td>
<td>18,918</td>
<td>2.7</td>
<td>$36,343</td>
<td>$45,126</td>
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<td>Fairfield</td>
<td>36,813</td>
<td>45,011</td>
<td>50,140</td>
<td>2.5</td>
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<td>Ohio</td>
<td>4,087,546</td>
<td>4,320,121</td>
<td>4,474,160</td>
<td>2.5</td>
<td>$35,438</td>
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<td>National</td>
<td>91,946,000</td>
<td>101,202,240</td>
<td>107,599,855</td>
<td>2.6</td>
<td>$38,135</td>
<td>$44,032</td>
</tr>
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</table>


### Median HH Income for Surrounding Area: 1998 and 2003

![Median HH Income Chart](chart.png)
II. ECONOMIC AND DEMOGRAPHIC PROFILE

C. Demographic Profile

AGE DISTRIBUTION

• Compared to regional, state, and national benchmarks, Newark and Licking County have similar age distribution with regard to their population. The median age of Newark’s population is 35.6 and of Licking County is 36.2, compared to Ohio’s median age of 35.8 and United States’ age of 35.1.

• Age dependency ratios were calculated to determine the percentage of population age 0-24 years and 65+ years that “depend” on the percentage of population age 25-64 years. Newark’s age dependency ratio is higher than that of Licking County and the Columbus MSA, and slightly higher than Ohio’s and the nation’s dependency ratio. Newark’s high number of children, young adults, and senior citizens are in large supported by those in their prime working years.
### TABLE C
MARKET DEMOGRAPHICS
NEWARK AND SURROUNDING AREA
AGE DISTRIBUTION: 1998

<table>
<thead>
<tr>
<th>Market Level</th>
<th>0-14 Years</th>
<th>15-24 Years</th>
<th>25-44 Years</th>
<th>45-64 Years</th>
<th>65+ Years</th>
<th>Median Age</th>
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</thead>
<tbody>
<tr>
<td>Newark</td>
<td>23%</td>
<td>13%</td>
<td>31%</td>
<td>18%</td>
<td>15%</td>
<td>35.6</td>
</tr>
<tr>
<td>Licking County</td>
<td>21%</td>
<td>13%</td>
<td>30%</td>
<td>23%</td>
<td>12%</td>
<td>36.2</td>
</tr>
<tr>
<td>Columbus MSA</td>
<td>21%</td>
<td>15%</td>
<td>33%</td>
<td>20%</td>
<td>11%</td>
<td>33.1</td>
</tr>
<tr>
<td>Ohio</td>
<td>21%</td>
<td>14%</td>
<td>30%</td>
<td>22%</td>
<td>13%</td>
<td>35.8</td>
</tr>
<tr>
<td>United States</td>
<td>22%</td>
<td>14%</td>
<td>31%</td>
<td>21%</td>
<td>13%</td>
<td>35.1</td>
</tr>
</tbody>
</table>

Source: CACI Data, 1998

### TABLE D
MARKET DEMOGRAPHICS
AGE DEPENDENCY RATIO

<table>
<thead>
<tr>
<th>Market Level</th>
<th>0-24 Years and 65+ Years</th>
<th>25-64 Years</th>
<th>Dependency Ratio</th>
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<tbody>
<tr>
<td>Newark</td>
<td>51</td>
<td>49</td>
<td>1.04</td>
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<tr>
<td>Licking County</td>
<td>47</td>
<td>53</td>
<td>0.89</td>
</tr>
<tr>
<td>Columbus MSA</td>
<td>46</td>
<td>54</td>
<td>0.85</td>
</tr>
<tr>
<td>Ohio</td>
<td>48</td>
<td>52</td>
<td>0.92</td>
</tr>
<tr>
<td>United States</td>
<td>48</td>
<td>52</td>
<td>0.96</td>
</tr>
</tbody>
</table>

Source: CACI Data, 1998
II. ECONOMIC AND DEMOGRAPHIC PROFILE

C. Demographic Profile (Cont’d)

EDUCATION AND OCCUPATION

- Although Newark and Licking County’s percentage of high school graduates is comparable to that of the United States and Ohio, Newark’s percentage of college graduates is substantially lower than the percentage of college graduates in Licking County, the Columbus MSA, Ohio, and the United States. Eleven percent of Newark residents age twenty-five and over obtained a college degree.

- Newark and Licking County’s population is identical with regard to the percentage of the population working in white-collar and blue-collar positions. In 1990, 54% of Newark and Licking County’s population worked in white-collar positions, while 46% were employed in blue-collar occupations. These percentages are comparable to Ohio’s occupational profile. However, Newark and Licking County differ substantially from the Columbus MSA whose employed population consists of 66% white-collar employees and 34% blue-collar employees.
### TABLE E
MARKET DEMOGRAPHICS
EDUCATION/OCCUPATION PROFILE
1990

<table>
<thead>
<tr>
<th>Level of Education (Over Age 25)</th>
<th>% High School Graduates</th>
<th>% College Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newark</td>
<td>74%</td>
<td>11%</td>
</tr>
<tr>
<td>Licking County</td>
<td>76%</td>
<td>18%</td>
</tr>
<tr>
<td>Columbus MSA</td>
<td>80%</td>
<td>23%</td>
</tr>
<tr>
<td>Ohio</td>
<td>76%</td>
<td>17%</td>
</tr>
<tr>
<td>United States</td>
<td>75%</td>
<td>20%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type of Occupations</th>
<th>% White Collar</th>
<th>% Blue Collar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newark</td>
<td>54%</td>
<td>46%</td>
</tr>
<tr>
<td>Licking County</td>
<td>54%</td>
<td>46%</td>
</tr>
<tr>
<td>Columbus MSA</td>
<td>66%</td>
<td>34%</td>
</tr>
<tr>
<td>Ohio</td>
<td>55%</td>
<td>44%</td>
</tr>
<tr>
<td>United States</td>
<td>57%</td>
<td>43%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau

### Percentage of Persons Over Age 25 Who are College Graduates: 1990

- **United States**: 20%
- **Ohio**: 17%
- **Columbus MSA**: 23%
- **Licking County**: 18%
- **Newark**: 11%
II.  ECONOMIC AND DEMOGRAPHIC PROFILE

C. Demographic Profile

INCOME DISTRIBUTION

- The majority of households in Licking County have incomes that fall in the $25,000-$49,999 range. Twenty-seven percent of households earn between $50,000 and $149,999, fifteen percent earn between $15,000 and $24,999, and another fifteen percent earn under $15,000 annually. Approximately one percent of Licking County’s households earn over $150,000.

- Licking County’s breakdown of annual household income is fairly similar to other counties in the region. However, the percentage of households with incomes over $100,000 is substantially lower than the percentage nationally, and in some cases, regionally.
TABLE F
ANNUAL HOUSEHOLD INCOME DISTRIBUTION

<table>
<thead>
<tr>
<th></th>
<th>Under $15,000</th>
<th>$15,000 - $24,999</th>
<th>$25,000 - $49,999</th>
<th>$50,000 - $99,999</th>
<th>$100,000 - $149,999</th>
<th>Over $150,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licking</td>
<td>15.8%</td>
<td>14.7%</td>
<td>37.0%</td>
<td>27.1%</td>
<td>4.2%</td>
<td>1.2%</td>
</tr>
<tr>
<td>Delaware</td>
<td>9.6%</td>
<td>10.3%</td>
<td>33.3%</td>
<td>32.4%</td>
<td>9.0%</td>
<td>5.3%</td>
</tr>
<tr>
<td>Franklin</td>
<td>15.1%</td>
<td>14.2%</td>
<td>35.0%</td>
<td>28.6%</td>
<td>5.3%</td>
<td>1.9%</td>
</tr>
<tr>
<td>Fairfield</td>
<td>13.9%</td>
<td>14.1%</td>
<td>34.8%</td>
<td>29.5%</td>
<td>5.4%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Madison</td>
<td>12.2%</td>
<td>14.9%</td>
<td>37.5%</td>
<td>30.3%</td>
<td>4.1%</td>
<td>1.1%</td>
</tr>
<tr>
<td>Pickaway</td>
<td>15.6%</td>
<td>15.2%</td>
<td>38.8%</td>
<td>26.7%</td>
<td>3.1%</td>
<td>0.6%</td>
</tr>
<tr>
<td>Ohio</td>
<td>18.6%</td>
<td>15.1%</td>
<td>35.6%</td>
<td>25.1%</td>
<td>4.1%</td>
<td>1.6%</td>
</tr>
<tr>
<td>U.S.</td>
<td>16.9%</td>
<td>14.0%</td>
<td>33.3%</td>
<td>27.3%</td>
<td>5.8%</td>
<td>2.7%</td>
</tr>
</tbody>
</table>

II. ECONOMIC AND DEMOGRAPHIC PROFILE

D. Lifestyle Segmentation

Main Street Connections consulted the sourcebook, Lifestyle Zipcode Analyst, for the purpose of better understanding the types of activities in which many Newark residents frequently participate. The following characteristics were noted with regard to Newark residents’ tastes in particular activities. (A more complete description of Newark residents’ lifestyle patterns is on the following page.)

- 53% often watch cable television
- 41% regularly watch sports on television
- 38% have household pets
- 38% walk regularly for health
- 35% frequently garden
- 30% engage in physical fitness activities
- 34% are avid readers
- 30% work with crafts
- 25% fish frequently
- 21% enjoy activities related to home decorating
- 19% take photographs frequently
- 15% enjoy activities related to gourmet cooking
### TABLE G

Lifestyle Patterns:

% Newark Population Frequently Engaging in Various Activities

<table>
<thead>
<tr>
<th>Luxury Activities</th>
<th>High Tech Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home Furnishings/Decorating</td>
<td>Cable Television</td>
</tr>
<tr>
<td>Gourmet Cooking/Fine Foods</td>
<td>Stereo/Records/Tapes</td>
</tr>
<tr>
<td>Fashion Clothing</td>
<td>VCR Viewing and Recording</td>
</tr>
<tr>
<td>Cultural Events</td>
<td>Photography</td>
</tr>
<tr>
<td>Stocks and Bonds</td>
<td>Personal Home Computers</td>
</tr>
<tr>
<td>Career Oriented Activities</td>
<td>Home Video Games</td>
</tr>
<tr>
<td>Money Making Activities</td>
<td>Electronics</td>
</tr>
<tr>
<td>Fine Arts and Antiques</td>
<td>Science/Technology</td>
</tr>
<tr>
<td>Foreign Travel</td>
<td>Science Fiction</td>
</tr>
<tr>
<td>Frequent Flying</td>
<td></td>
</tr>
<tr>
<td>Real Estate Investment</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Domestic Activities</th>
<th>Sports and Leisure Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Household Pets</td>
<td>Watch Sports on Television</td>
</tr>
<tr>
<td>Gardening</td>
<td>Walking for Health</td>
</tr>
<tr>
<td>Avid Book Reading</td>
<td>Physical Fitness</td>
</tr>
<tr>
<td>Crafts</td>
<td>Golfing</td>
</tr>
<tr>
<td>Home Workshop</td>
<td>Boating/Sailing</td>
</tr>
<tr>
<td>Grandchildren</td>
<td>Running/Jogging</td>
</tr>
<tr>
<td>Crossword Puzzles</td>
<td>Tennis</td>
</tr>
<tr>
<td>Needlework/Knitting</td>
<td>Snow Skiing</td>
</tr>
<tr>
<td>Sewing</td>
<td></td>
</tr>
<tr>
<td>Bible/Devotional Reading</td>
<td></td>
</tr>
<tr>
<td>Automotive Work</td>
<td></td>
</tr>
<tr>
<td>Entering Sweepstakes</td>
<td></td>
</tr>
<tr>
<td>Current Affairs/Politics</td>
<td>Fishing</td>
</tr>
<tr>
<td>Self-Improvement</td>
<td>Camping/Hiking</td>
</tr>
<tr>
<td>Health Foods/Vitamins</td>
<td>Hunting/Shooting</td>
</tr>
<tr>
<td>Collectibles/Collections</td>
<td>Wildlife/Environmental</td>
</tr>
<tr>
<td>Coin/Stamp Collections</td>
<td>Motorcycling</td>
</tr>
<tr>
<td>Veterans Benefits/Programs</td>
<td>Own Recreational Vehicles</td>
</tr>
</tbody>
</table>

III. MARKET ANALYSIS FOR RETAIL USES

A. Retail Demand Analysis

LICKING COUNTY RESIDENTS

- It is estimated that Licking County residents spent approximately $1.0 billion on retail purchases in 1998. The following page outlines Licking County’s relative spending patterns for each major retail line of merchandise. “Relative” retail spending patterns refer to the portion of total retail spending that is allocated to each merchandise line by Licking County residents vs. national benchmark data compiled by the 1994-1995 U.S. Department of Labor Consumer Expenditure Survey (CES). CES data is combined with Licking County’s profile in terms of Midwestern geographic regions and specific demographic variables (i.e. household type and composition, household size, household tenure, housing value distribution, and household income distribution) to yield Licking County retail spending patterns.

- Licking County shows little variation from national retail spending patterns. Residents spend 1% fewer of their collective retail dollars on fashion and leisure goods and 2% more on home goods that national averages. Spending in the other two major merchandise groups, dining/entertainment and convenience goods/services, are the same as the national average.

- Licking County residents spend an above-average proportion of their retail dollars on pharmacy items, fast food, hardware and paint, and lawn and garden items. Conversely, below-average amounts are spent on retail services and books and magazines.

- It is estimated that Licking County residents spend a fairly high proportion of their retail dollars outside of the county. Thirty to thirty-five percent of their retail dollars are spent on products and services in Franklin County and other surrounding counties. Those retail establishments that are classified as Licking County competitors are outlined later in this section.
TABLE H
RETAIL SPENDING PATTERNS
LICKING COUNTY

$1.0 BILLION
MAJOR RETAIL MERCHANDISE GROUPS

$460 MILLION
CONVENIENCE GOODS AND SERVICES

Licking County
- Grocery 0 U.S.
- Pharmacy + 46%
- Retail Services -
- Cards/Gifts 0
- Fast Food +

$100 MILLION
DINING AND ENTERTAINMENT

Licking County
- Restaurants/Bars 0 U.S.
- Cinemas 0
- Bowling Alleys/Arcades 0
- Specialty Foods/Desserts 0
- 10%

$180 MILLION
HOME GOODS

Licking County
- Home Furnishings 0 U.S.
- Household Items 0
- Appliances 0
- Hardware/Paint +
- Lawn and Garden +
- Auto/Office Supply 0
- 18%

$100 MILLION
LEISURE GOODS

Licking County
- Consumer Electronics 0 U.S.
- Sporting Goods 0
- Books/Magazines -
- Toys/Hobby 0
- CDs/Videos 0
- Miscellaneous 0
- 11%

$160 MILLION
FASHION GOODS

Licking County
- Women's Apparel 0 U.S.
- Men's Apparel -
- Children's Apparel 0
- Shoes 0
- Jewelry 0
- Specialty Fashion 0
- 16%

SPENDING AS A PROPORTION OF HOUSEHOLD INCOME

+ Above-Average Spending
0 Average Spending
- Below-Average Spending

III. MARKET ANALYSIS FOR RETAIL USES

A. Retail Demand Analysis

NEWARK RESIDENTS

- It is estimated that residents of the City of Newark spent approximately $340 million on retail purchases in 1998, representing about one-third of Licking County’s retail purchasing power. The following page outlines Newark’s relative spending patterns for each major retail line of merchandise.

- Spending patterns by retail category for Newark residents is similar to those of Licking County residents as a whole, with two exceptions:

  - A greater percentage of Newark’s collective retail dollars are spent on everyday convenience goods and services, as incomes tend to be lower in Newark than the surrounding county. Conversely, less is spent on discretionary items such as jewelry, consumer electronics, and specialty foods and desserts.

  - Newark households spend more on youth-oriented categories such as children’s apparel, toys/hobbies, compact discs, videos, cinemas, and game arcades due to a larger percentage of children in the population.
TABLE I
RETAIL SPENDING PATTERNS
NEWARK

$170 MILLION
CONVENIENCE GOODS AND SERVICES

Newark
Grocery 0 U.S.
Pharmacy/HBA + 46%
Retail Services -
Cards/Gifts 0
Fast Food +

$35 MILLION
DINING AND ENTERTAINMENT

Newark
Restaurants/Bars 0 U.S.
Cinemas + 10%
Bowling Alleys/Arcades +
Specialty Foods/Desserts -

$55 MILLION
HOME GOODS

Newark
Home Furnishings 0 U.S.
Household Items 0 16%
Appliances -
Hardware/Paint +
Lawn and Garden 0
Auto/Office Supply +

$25 MILLION
LEISURE GOODS

Newark
Consumer Electronics 0 U.S.
Sporting Goods 0 11%
Books/Magazines -
Toys/Hobby 0
CDs/Videos 0
Miscellaneous 0

$55 MILLION
FASHION GOODS

Newark
Women's Apparel 0 U.S.
Men's Apparel 0 17%
Children's Apparel +
Shoes 0
Jewelry -
Specialty Fashion -

$340 MILLION
MAJOR RETAIL MERCHANDISE GROUPS

SPENDING AS A PROPORTION OF HOUSEHOLD INCOME

+ Above-Average Spending 0 Average Spending - Below-Average Spending

III. MARKET ANALYSIS FOR RETAIL USES

A. Retail Demand Analysis (Cont’d)

VISITORS AND TOURISTS

- As shown on the following page, Licking County and Newark have numerous natural, recreational, historical, and cultural activities.

- Licking County has a total of 17 hotel/motels with nearly 1,000 rooms. 58% of the motels have conference facilities that can accommodate groups of 12-700 people. In the near future, the Courtyards by Marriott will make additional accommodations available. Cherry Valley Lodge has expected recently added an additional 120 units. Newark has one family/executive hotel located in its downtown.
### Licking County Attractions and Accommodations

#### Nature
- Moundbuilders State Memorial and Indian Art Museum
- Veterans Walk of Honor
- Dawes Arboretum
- Flint Ridge State Memorial Museum

#### Museums
- Granville Historical Museum
- National Helsey Glass Museum
- Sherwood Davidson House
- Granville Life-Style Museum
- Webb House Museum
- Institute of Industrial Technology
- Denison University Art Gallery

#### Recreation
- Blackhand Gorge
- Buckeye Lake
- Cranberry Marsh
- Hartford Fair
- Buckeye Central Scenic Railroad
- Licking County Bike Trails
- National Trail Raceway
- Willow Hill Vineyards Winery
- Ye Olde Mill

#### Accommodations

<table>
<thead>
<tr>
<th>Hotel/Motel</th>
<th>Family/Executive</th>
<th>Conference Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amerihost Inn (72 rooms)</td>
<td>Amerihost Inn</td>
<td></td>
</tr>
<tr>
<td>Buxton Inn (22 rooms)</td>
<td>Buxton Inn</td>
<td></td>
</tr>
<tr>
<td>Cherry Valley Lodge (120 rooms)</td>
<td>Cherry Valley</td>
<td></td>
</tr>
<tr>
<td>Granville Inn (28 rooms)</td>
<td>Granville Inn</td>
<td></td>
</tr>
<tr>
<td>Holiday Inn (107 rooms)</td>
<td>Holiday Inn</td>
<td></td>
</tr>
<tr>
<td>Hometown Inn (59 rooms)</td>
<td>Hometown Inn</td>
<td></td>
</tr>
<tr>
<td>Howard Johnson's Motor Lodge (72 rooms)</td>
<td>Howard Johnson's</td>
<td></td>
</tr>
<tr>
<td>Place Off the Square (117 rooms)</td>
<td>Place Off the</td>
<td></td>
</tr>
<tr>
<td>Super 8 (46 rooms)</td>
<td>Super 8</td>
<td></td>
</tr>
</tbody>
</table>

#### Economy
- Buzz Inn (16 rooms)
- Duke's Inn Hotel (95 rooms)
- Motel 76 (32 rooms)
- Newark Budget Inn (38 rooms)
- Regal Inn (24 rooms)
- Starlite Hotel (24)
- University Inn (36 rooms)
- Welcome Inn Motel (12 rooms)

**Total Number of Economy Rooms:** 277
**Total Number of Family/Executive Rooms:** 643
**Total Number of Hotel/Motel Rooms:** 920
**Total Number of Conference Rooms:** 1557

Source: Licking County Visitors Bureau and Newark/Licking County Chamber of Commerce
III. MARKET ANALYSIS FOR RETAIL USES

B. Competitive Conditions

Main Street Connections identified Newark’s primary competitors as those retail establishments in and around Indian Mound Mall and Heath, in Muskingum County, northern Columbus, and eastern Columbus. On the following pages, the retail establishments are identified and described with regard to attributes such as total square feet, goods and services offered, vacancies, and general appearance.

INDIAN MOUND MALL, HEATH, AND N. 21st STREET RETAILERS

- Indian Mound Mall, located at State Route 30 and 79 in Heath, serves as the regional mall for the Newark area. Developed by Glimcher Realty Trust, the mall opened in 1986 with several anchor stores that included Elder Beerman, JC Penney, Lazarus, and Hill’s Department Store. When Indian Mound Mall expanded to 550,000 square feet in 1997, Sears moved from nearby Southgate Shopping Center into a 93,000 square foot anchor space and the cinema expanded from six screens to eleven. Indian Mound Mall recently added Gap and Hibbit’ Sporting Goods is rumored to be adding a Victoria’s Secret in the near future. These additional stores and merchants will improve the mall’s specialty store offer, which is relatively weak for an enclosed mall. The current roster includes a high percentage of discounters such as El-Bee Shoes, Fashion Bug, B-Wear Sportswear, Deb Shops, and Payless Shoes, as well as fast food and snack shops.

- Columbus-Pacific Properties Ltd. purchased Southgate Shopping Center, located near Indian Mound Mall on State Route 79, in 1985. Columbus-Pacific has repositioned the 280,000 square foot strip center, which had lost Sears and Woolworth and had over 30% vacant space. Big Bear expanded its store from 23,000 to 44,000 square feet. New retailers at the center included Dunham’s Sporting Goods, Auto Zone, Blockbuster Video, Sir Speedy Printing, Manhattan Bagel, and several financial services businesses. Office Max recently moved into the center. Nearby is the Casto-owned and -developed Cross Creek Shopping Center that opened in 1990. The 276,000 square foot center is anchored by Wal-Mart, Festival Foods, Sofa Express, and Drug Emporium, and includes such establishments as Applebee’s Restaurant, Family Toy Warehouse, Kinko’s, and Red Lobster.

- Numerous freestanding “big box” retailers exist along State Route 79, including Heilig Meyer Furniture, Kroger, Lowe’s, Target, Glick’s Furniture, Value City Department Store, and HH Gregg, a consumer electronics store that recently opened in the former space occupied by Sun TV.
III. MARKET ANALYSIS FOR RETAIL USES

B. Competitive Conditions (Cont’d)

- The Newark area’s second largest concentration of retailers is clustered along North Street and Deo Drive on the northwest side of town. It includes two smaller shopping centers. Newark Plaza is a 100,000 square foot center with an Odd Lots anchor and Indian Valley Plaza, a 98,000 square foot center that has Kroger as its anchor. A Big Bear Plus and a Meijer are also located on North Street along with numerous fast food restaurants, banks, auto parts stores, and other assorted small retailers. Several vacancies exist along N. Street including a space formerly occupied by Kmart.

- There is also a small retail and restaurant concentration on State Route 16 at the Cherry Valley Road exit. Granville features several quaint specialty shops. To the north, the small town of Utica features Velvet Ice Cream’s 20-acre “Ye Old Mill.” The complex, which includes a working 18-foot water wheel, a century-style ice cream parlor restaurant, gift shop, playground, and park, is Ohio’s only ice cream museum. It draws 100,000 visitors each year between early May and late October.

- Longaberger Company’s new 180,000 square foot basket-shaped headquarters has created a new landmark for the declining east end of Newark. It has already attracted several new restaurants, including Miller’s Essenplatz, a local famous Amish eatery formerly located on North Street, and a new Wendy’s and Tim Horton’s.

MUSKINGUM COUNTY ATTRACTIONS

- Longaberger Company, the nation’s largest maker of hand-woven baskets draws huge numbers of tourists to Dresden (population 1,500) in Muskingum County. While visitors numbered 12,000 in 1990, in 1999 Dresden is expecting 500,000 visitors. Dresden’s visitor traffic has primarily been driven by Longaberger’s independent sales consultants, who have increased in number from 6,700 in 1990 to 47,000 in 1998. Until the recent construction of Longaberger Homestead, the main tourist draw was the factory tour and Dresden’s Main Street.

- To accommodate its rapidly growing tourism business, Longaberger opened Longaberger Homestead just west of Dresden on State Route 16. This 35-acre development offers 60,000 square feet of retail space and 30,000 square feet of restaurant and entertainment venues. Longaberger Homestead is an interactive retail and entertainment destination that
III. MARKET ANALYSIS FOR RETAIL USES

B. Competitive Conditions (Cont’d)

allows visitors to try their hand at basket weaving and other handcrafts. Children are encouraged to play at the “Look, Think, and Do Club.” The Welcome Center offers lockers and other amenities that include a snack shop, reservation desk for factory tours and the Longaberger Golf Club, a consultant business center, basket repair shop, and tram service that runs continuously from the Longaberger Homestead to the factory. The Crawford Barn preserves the history of Colonel Crawford’s thriving horse farm. It offers barbeque chicken and ice cream, blue grass music, and make-your-own basket workshops. Longaberger’s “At Home” establishment anchors the complex with shops offering clothing, books, toys, golf apparel and accessories, bath and body products, home furnishings and decorative accessories, jewelry, garden and kitchen tools, arts and crafts, and of course, baskets. Other attractions include the Longaberger Homestead Restaurant, and a replica of the Longaberger Family Home, where Dave Longaberger and his eleven brothers and sisters were raised.

- Over the next several years, the Longaberger Company plans to develop a 625-acre plot on State Route 16 into Longaberger Village, a theme park destination. The Village will feature American heritage in a decade-by-decade look at architecture, entertainment, shopping, transportation, clothing, and home décor during the Century. Route 16 is being expanded between Dresden and Newark from two to four lanes. The project’s expected completion date is 2002.

- Other Muskingum County attractions include the area’s many pottery outlets and festivals, the Lorena Steamwheeler, Buckingham House, Schultz Mansion, the Wilds, the Y Bridge, National Road/Zane Grey Museum, Zanesville Art Center, and several state parks including Dillon State Park, which draws over 1 million visitors each year.

NORTHERN AND EASTERN FRANKLIN COUNTY

- Easton Town Center, located at I-270 and Morse Road in Franklin County, is a 750,000 square foot complex of seventy dining, entertainment, and shopping venues that opened in July 1999. Spread across eight blocks, Easton Town Center is intended to resemble a small town Main Street with an open-air town square. The largest building, Easton Station, is patterned after a two-story train station. Other structures are patterned after an old high school, fire station, warehouse, Carnegie Library and movie theater, in styles gleaned from the 1880’s through the 1950’s.
III. MARKET ANALYSIS FOR RETAIL USES

B. Competitive Conditions (Cont’d)

The 129,000 square foot, state-of-the-art AMC Planet Movies, that has 30 cinemas, anchors Town Center. The restaurant mix includes national chains such as the Cheesecake Factory and Planet Hollywood as well as new local concepts. Entertainment includes Steven Spielberg’s GameWorks, Jeepers, and local favorites Funny Bone Comedy Club and Shadow Box Cabaret Theater. The retail roster includes Restoration Hardware, Virgin Mega Store, Smith and Hawken, and familiar stores such as the Gap and Victoria’s Secret. Easton officials expect four million visitors per year, many of whom will most likely be from nearby Licking County.

• The Easton retail corridor in Northeast Columbus impacted the Morse Road even prior to the opening of Easton Town Center. Even prior to the opening of Town Center, Easton impacted the Morse Road retail corridor in Northeast Columbus. HQ Plaza was developed by the Casto Organization and opened in 1996. HQ, Wal-Mart, Sam’s Club, Best Buy, and Sportsmart anchor the 480,000 square foot power center. Easton Market has also opened another 900,000 square feet of space whose tenants include such superstores and restaurants as Target, Galyan’s, Lowe’s, Kittle’s Home Furnishings, DSW Shoe Warehouse, Bed, Bath, and Beyond, PetSmart, Just for Feet, Golf Smith, Old Navy, Staples, TJ Maxx, On the Border, and Steak and Shake.

• Easton’s managing partner, The Georgetown Group, announced that Nordstrom, the most successful department chain in America, plans to open a 166,000 square foot two-level store at Easton. The first phase of the planned Fashion district will include Nordstorm and as many as 100 other stores totaling 500,000 square feet. It will be linked to Easton Town Center. The Limited has hired Michigan-based Forbes Company to direct the first phase of Easton’s “Fashion District.”

• As of year-end 1996, Northeast Franklin County, including Morse Road, Route 161, High Street, Cleveland Avenue, Westerville Road, and Shrock Road in Columbus, Westerville, and Worthington, had forty-one shopping centers of at least 30,000 square feet totaling over six million square feet of space, according to the 1996-1997 Greater Columbus Shopping Center Guide. The region’s largest center, Northland Mall now faces an uncertain future. Northland, a one million square foot mall that opened in 1964, faces competition from Easton and will likely encounter it from the retail development that is planned on Polaris Parkway. In fact, Northland’s three anchors, Lazarus, Sears, and JC Penney, are committed to opening at the Polaris Fashion Mall should it proceed as expected, along with Saks Fifth Avenue, Lord and Taylor, and Kaufman’s. Not is only Northland
III. MARKET ANALYSIS FOR RETAIL USES

B. Competitive Conditions (Cont’d)

facing decline, but other large shopping centers in the northeast quadrant of Franklin County are also facing decline. These shopping centers include Columbus Square on Route 161, Graceland on North High Street, Morse Centre, Northland Plaza, and other strip centers along Morse Road, the Continent, and Westerville’s older shopping centers located south of their downtown.

• Don M. Casto Organization owns large tracts of land surrounding the Route 161, north Hamilton Road interchange. Future plans call for office, residential, and retail uses, including up to one million square feet of retail space.

• East Franklin County, bounded by Morse Road on the north and Alum Creek on the west and county boundaries on the east and south, had thirty-nine centers totaling over six million square feet of space, according to the 1996-1997 Greater Columbus Shopping Center Guide. Its largest shopping centers are also struggling, for the most part. Eastland Mall and surrounding strip centers on South Hamilton Road have suffered as the east side’s retail focus has shifted to Brice Road, and, more recently, North Hamilton Road in Gahanna and Route 256 in Reynoldsburg and Pickerington. Casto is converting two of its older properties, Town and County Shopping Center and Berwick Plaza into mixed-use sites with offices. The Brice Road area includes Chantry Square (Target, Builders Square, Best Buy, Sportsmart, and Office Max), Consumer Square East (Burlington Coat Factory, Drug Emporium, Sam’s Club, and Frank’s Nursery), and Brice Outlet Mall (Sears Outlet, Supersaver Cinema, Meijer, Odd Lots, The Andersons, JC Penney Outlet, Just for Feet, and Lowe’s). Meijer, Kohl’s, and several restaurants have opened along North Hamilton Road just south of Easton. Taylor Square Shopping Center is under construction in Reynoldsburg near the Route 256 exit of Interstate 70. This project will include Wal-Mart as well as two hotels and several restaurants.
III. MARKET ANALYSIS FOR RETAIL USES

C. Downtown Retail Supply Analysis

- Downtown Newark currently has about two hundred sixty-seven first floor commercial spaces. This does not include government, public, or residential uses. About 35% of these spaces are occupied by retail uses. Professional service providers, including doctors, attorney, accountants, financial planners, insurance and real estate agents, and banks account for about 23% of downtown’s first floor spaces. Non-profit and religious organizations occupy another 15% of those spaces. Non-retail businesses in first floor spaces outnumber retail businesses in downtown Newark. This dilutes downtown’s image as a place to shop and dine.

- First floor uses facing Courthouse Square account for seventy-eight storefronts or about 30% of downtown Newark’s commercial spaces.

- About half of the occupied storefronts facing the courthouse square are retailers. This is down from 71% in 1987, according to Anderson Layman Company realtors. Many former retail storefronts are occupied by professional services (especially attorneys), and some are vacant.

- Stores selling everyday products and services and fast food are most prevalent among downtown retailers, closely followed by those establishments offering products for the home. Although downtown Newark does not have a true retail anchor, Big Bear and Main Hardware are among its oldest, largest, and most valued retail assets. Unfortunately, Big Bear’s parent company, Penn Traffic, is experiencing financial difficulties so it is uncertain whether the store will continue to exist downtown.

- Thirty-eight vacant storefronts exist downtown, two of which are on the square. There are only fourteen fashion retailers left in downtown as many left or closed with the opening of Indian mound Mall in 1986. Twenty-one places that offer on-premises sit-down dining and/or entertainment exist.
### TABLE K
COMMERCIAL FIRST FLOOR USES
CITY OF NEWARK
JULY 1999

<table>
<thead>
<tr>
<th>Use</th>
<th>Downtown # Establishments</th>
<th>Downtown % Total Establishments</th>
<th>Courthouse Square Only # Establishments</th>
<th>Courthouse Square Only % Total Establishments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail Goods and Services</td>
<td>93</td>
<td>35%</td>
<td>31</td>
<td>48%</td>
</tr>
<tr>
<td>Convenience</td>
<td>27</td>
<td></td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Home</td>
<td>26</td>
<td></td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Fashion</td>
<td>14</td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Leisure</td>
<td>13</td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Dining/Entertainment</td>
<td>21</td>
<td></td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Automotive Goods and Services</td>
<td>14</td>
<td>5%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Medical/Legal/Financial Services</td>
<td>62</td>
<td>23%</td>
<td>22</td>
<td>34%</td>
</tr>
<tr>
<td>Non-Profit/Religious Organizations</td>
<td>40</td>
<td>15%</td>
<td>4</td>
<td>6%</td>
</tr>
<tr>
<td>Other Businesses</td>
<td>20</td>
<td>8%</td>
<td>6</td>
<td>9%</td>
</tr>
<tr>
<td>Vacant Storefronts</td>
<td>38</td>
<td>14%</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td>Total</td>
<td>267</td>
<td>100%</td>
<td>65</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: Several retail establishments offer products and/or services in more than one retail merchandise group.
Source: Boulevard Strategies

---

**Commercial First Floor Uses: July 1999**

**Downtown Newark**

- **Vacant Storefronts**: 14%
- **Retail Goods and Services**: 35%
- **Other Businesses**: 8%
- **Non-Profit/Religious Organizations**: 15%
- **Medical/Legal/Financial Services**: 23%
- **Automotive Goods and Services**: 5%
II. MARKET ANALYSIS FOR RETAIL USES

C. Downtown Retail Supply Analysis (Cont’d)

MERCHANT INTERVIEWS

Main Street Connections conducted twenty-eight interviews with downtown merchants. As shown on the following page, those businesses interviewed represent all major retail merchandise groups. However, most interviewees were categorized into the convenience goods/services and home goods categories that make up the largest portion of downtown merchants. In an effort to learn from merchants’ intimate knowledge of the downtown business environment, numerous topics were covered that included description and background of the business, customer mix, advertising, competition, strengths and weaknesses of downtown business environments, suggestions to improve downtown Newark, types of stores needed in downtown Newark, and sales and rental information.

• The typical merchant interviewed has been open in downtown Newark for a median length of 16 ½ years. However, about ten percent of those businesses interviewed have been in downtown for less than one year. Many of the businesses will be up for lease renewal and will be making decisions about whether to continue to operate at the same location.

• The vast majority of businesses interviewed are independently owned and operated with small staffs. The typical merchant has 2 fulltime employees, including the owner, and 3 part-time staff. Many merchants only have one full-time employee to staff their stores.

• About 23% of the merchants interviewed own their properties while the other 77% rent. The median store size is 2,000 square feet of which only 1,115 square feet is used for selling space. Rents typically range between $2.50 and $8.00 per square foot with an average of $7.35 per square foot. Rent, as a percentage of sales, averages 21%, which is an unhealthy ratio. Seventy-nine percent of renters interviewed have less than a year remaining on their current lease, or are already on a month-to-month basis. About eight percent of all merchants are interested in expanding their current space or moving into a larger space.

• Store hours are a major issue in downtown Newark, as the typical store closes at 5:30 on weeknights and is closed on Sundays. Unfortunately, today’s dual career households force most people to shop in the evenings and on weekends. At present Newark’s primary draws are its dining establishments that typically stay open in the evening. The typical merchant is open 51 hours per week.
## TABLE L
RESULTS OF MERCHANT INTERVIEWS
DOWNTOWN NEWARK
GENERAL BACKGROUND

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median No. of Full-Time Employees:</td>
<td>2.5</td>
</tr>
<tr>
<td>Average No. of Full-Time Employees:</td>
<td>2.0</td>
</tr>
<tr>
<td>Median No. of Part-Time Employees:</td>
<td>1.0</td>
</tr>
<tr>
<td>Average No. of Part-Time Employees:</td>
<td>3.0</td>
</tr>
<tr>
<td>% Interested in Larger Space:</td>
<td>8</td>
</tr>
<tr>
<td>% Renters With Less Than One Year Left on Current Lease:</td>
<td>79</td>
</tr>
<tr>
<td>Median Length of Time in Business:</td>
<td>16.5</td>
</tr>
<tr>
<td>Median Length of Time at Current Location:</td>
<td>12.5</td>
</tr>
<tr>
<td>% Own/%Rent Property:</td>
<td>23/77</td>
</tr>
<tr>
<td>Median Selling Space:</td>
<td>1,115</td>
</tr>
<tr>
<td>Average Selling Space:</td>
<td>2,102</td>
</tr>
<tr>
<td>Median Total Space:</td>
<td>2,000</td>
</tr>
<tr>
<td>Average Total Space:</td>
<td>3,253</td>
</tr>
<tr>
<td>Average Rent/Sq.Ft:</td>
<td>$4.68</td>
</tr>
<tr>
<td>75% Range:</td>
<td>$2.50-$8.00</td>
</tr>
<tr>
<td>Average Rent/Sq.Ft:</td>
<td>$7.35</td>
</tr>
<tr>
<td>(selling space only)</td>
<td></td>
</tr>
<tr>
<td>Average Rent as % of Sales:</td>
<td>21%</td>
</tr>
</tbody>
</table>

Source: Merchant Interviews

## TYPICAL STORE HOURS

<table>
<thead>
<tr>
<th>Day</th>
<th>Opening Time</th>
<th>Closing Time</th>
<th>Hours Open Per Week</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td>9:00 AM</td>
<td>5:30 PM</td>
<td>51</td>
</tr>
<tr>
<td>Tuesday-Friday</td>
<td>9:15 AM</td>
<td>5:30 PM</td>
<td>5:00 PM</td>
</tr>
<tr>
<td>Saturday</td>
<td>9:00 AM</td>
<td>5:00 PM</td>
<td></td>
</tr>
</tbody>
</table>

## Sample by Major Merchandise Group

<table>
<thead>
<tr>
<th>Group</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convenience Goods &amp; Services</td>
<td>8</td>
</tr>
<tr>
<td>Home Goods</td>
<td>10</td>
</tr>
<tr>
<td>Fashion Goods</td>
<td>4</td>
</tr>
<tr>
<td>Leisure Goods</td>
<td>1</td>
</tr>
<tr>
<td>Dining &amp; Entertainment</td>
<td>2</td>
</tr>
<tr>
<td>Business Services</td>
<td>4</td>
</tr>
</tbody>
</table>

Please note: The total of sample by Merchandise Group does not equal 27. Several retailers interviewed offer merchandise and/or services in more than one Major Merchandise Group. 73% of Respondents were Newark Downtown Association Members.
III. MARKET ANALYSIS FOR RETAIL USES

C. Downtown Retail Supply Analysis (Cont’d)

PERCEIVED CUSTOMER MIX

- Downtown Newark serves a predominantly female customer base. About fifty-five percent of all businesses interviewed describe the majority of their customers as female, five percent primarily serve males, and forty percent serve an equal mix of males and females.

- In terms of age, sixty-three percent of merchants’ customers are between the ages of 21 and 64. Twenty-six percent of customers are over 65 years of age and only eleven percent are under age 21.

- Downtown Newark merchants perceive their customers to be fairly affluent with about thirty percent in the high-income category and forty-six percent in the median income group.

- Merchants rely on downtown workers for about thirty-eight percent of their collective sales.

- Many downtown Newark merchants also handle a number of business accounts in addition to retail customers. In some cases, business-to-business sales are higher than retail sales. Collectively, business-to-business sales account for 25% of merchants’ revenues.
### TABLE M
RESULTS OF MERCHANT INTERVIEWS
DOWNTOWN NEWARK
PERCEIVED CUSTOMER MIX

<table>
<thead>
<tr>
<th>Gender</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 75% Females</td>
<td>32%</td>
</tr>
<tr>
<td>51-75% Females</td>
<td>23%</td>
</tr>
<tr>
<td>50% Females</td>
<td>40%</td>
</tr>
<tr>
<td>&lt; 50% Females</td>
<td>5%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
<tr>
<td>Mean Response</td>
<td>66%</td>
</tr>
<tr>
<td>Median Response</td>
<td>60%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age Groups (Mean Responses)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Under Age 21</td>
<td>11%</td>
</tr>
<tr>
<td>21-64</td>
<td>63%</td>
</tr>
<tr>
<td>65 and Over</td>
<td>26%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Location of Residence (Mean Responses)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Licking County Residents</td>
<td>84%</td>
</tr>
<tr>
<td>Counties in Surrounding Region</td>
<td>10%</td>
</tr>
<tr>
<td>Visitors From Outside Region</td>
<td>6%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Income Levels (Mean Responses)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>33%</td>
</tr>
<tr>
<td>Medium</td>
<td>46%</td>
</tr>
<tr>
<td>Low</td>
<td>21%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mean % of Business From:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Daytime Workers</td>
<td>38%</td>
</tr>
<tr>
<td>Business-to-Business</td>
<td>25%</td>
</tr>
</tbody>
</table>

Source: Merchant Interviews
II. MARKET ANALYSIS FOR RETAIL USES

C. Downtown Retail Supply Analysis (Cont’d)

ADVERTISING PRACTICES

- Radio and Newspaper are by far, the most often-used type of media by downtown Newark merchants with 26% frequently and 17% occasionally utilizing the radio for advertising and 13% frequently and 39% employing the newspaper for advertising. Newark Advocate is the newspaper used most often and radio spots on WCLT and WNKO are most often employed for advertisement during morning weather reports. Merchants stated the reasons they used the radio spots was because of their effectiveness and low cost.

- Other forms of media advertising used frequently or occasionally only by a minority of retailers are cable television, magazines, and outdoor advertising.

- Of non-media advertising alternatives, word-of-mouth is the most often sited as one of the most popular and effective method of advertising. Other types of non-media advertising include direct mailing, promotions/sales, sponsorships, coupons, and the Internet.

- Median annual advertising expenditures are $1,100 per business, or about 2% of sales. Many discussed the need to advertise more but felt that advertising was very expensive.

- Although only twenty-two percent of the merchants participated in at least one joint promotional activity in 1998, most of the merchants expressed an interest in joint advertising.
### TABLE N
RESULTS OF MERCHANT INTERVIEWS
DOWNTOWN NEWARK
ADVERTISING PRACTICES

<table>
<thead>
<tr>
<th>Type of Media Used</th>
<th>Frequently</th>
<th>Occasionally</th>
<th>Rarely/Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newspaper</td>
<td>13%</td>
<td>39%</td>
<td>48%</td>
</tr>
<tr>
<td>Radio</td>
<td>26%</td>
<td>17%</td>
<td>57%</td>
</tr>
<tr>
<td>Cable Television</td>
<td>13%</td>
<td>9%</td>
<td>78%</td>
</tr>
<tr>
<td>Network Television</td>
<td>4%</td>
<td>4%</td>
<td>92%</td>
</tr>
</tbody>
</table>

Advertising Expenditures:
- Mean Annual Advertising Expenditure: $5,971
- Median Annual Advertising Expenditures $1,100
- Median Advertising Expenditures as % of Sales: 2%
- Mean Advertising Expenditures as % of Sales: 3%
- Percent of Merchants Participating in at Least one joint promotion with other downtown Newark Merchants in 1998 22%

### Non-Media Alternatives Most Often Used

1. Word of Mouth
2. Direct Mail
3. Promotions/Sales
4. Sponsorships
5. Coupons
6. Internet
III. MARKET ANALYSIS FOR RETAIL USES

C. Downtown Retail Supply Analysis (Cont’d)

COMPETITIVE SET

- When asked to name their top three competitors (66%), merchants interviewed named more independents than chains (34%). Also, in terms of location, most of the merchants name downtown competitors (58%). Thirty-five percent of the competitors mentioned were located in or near Indian Mound Mall.

- Nearly every merchant interviewed mentioned excellent customer service as his or her top competitive advantage. Excellent customer service was defined as friendly, helpful assistance that is often coupled with the willingness and ability to offer a wide variety of product lines and service.

- Interviewees also stated that they often had a competitive advantage over other stores because of their good reputation in the community. Numerous retailers have been located in the same downtown location for a number of years and have built a good business reputation through the quality of services and products that their families have provided the community for generations.

- Variety and quality of goods was also mentioned by merchants who feel what many of the stores offer downtown cannot be found at Indian Mound Mall or other strip centers.

- Lastly, merchants mentioned the fact that the downtown shopping experience offers a competitive advantage over an experience in Heath or other major retail area because little traffic congestion exists downtown and customers can travel easily around it.
III. MARKET ANALYSIS FOR RETAIL USES

C. Downtown Retail Supply Analysis (Cont’d)

MERCHANDISE PERSPECTIVES ON DOWNTOWN STRENGTHS

Nearly every interviewee viewed the city of Newark in an optimistic light and could easily describe positive attributes. The strengths of the downtown business environment in Newark mentioned by more than one merchant interviewed fall into the following categories that are listed from most-often mentioned to least-often mentioned.

- **Beautiful and Historic Architecture**: Interviewees noted that Newark residents and merchants were lucky to have a downtown with a large number of historic buildings, especially around the square. Many persons stated that newer architecture rarely could compete in terms of beauty and quality with older, historic buildings. Some individuals interviewed felt that downtown property owners should continue to restore as many buildings as possible, particularly the Landmark Building and Avalon Building. Interviewees most often mentioned the courthouse as the most impressive piece of architecture downtown.

- **County Seat**: Many of those people interviewed stated that Newark’s position as county seat put the downtown at a distinct advantage over other cities in the region. Merchants felt that much of the downtown commercial activity was performing well because of the numbers of city and county employees and the number of the region’s residents drawn downtown for county related business.

- **Adopt-a-Spot and Overall Landscaping**: Interviewees appreciated the green space around the square, the gazebo at the courthouse, adopt-a-spot areas, and trees around the square. Some frustration was expressed with regard to the little amount of landscaping done outside of the square.

- **Community Commitment to Revitalization**: Merchants believe more merchants, property owners, and residents than ever have existed in the recent past are committed to downtown revitalization efforts. They felt that most parties are committed to working toward common goals and realize that the success of revitalization is dependent on all parties.

- **Excellent Quality of Life**: Interviewees stated that they liked the Newark downtown and community overall because it was an excellent place to raise a family, people are friendly, and the cost of living is low.
III. MARKET ANALYSIS FOR RETAIL USES

C. Downtown Retail Supply Analysis (Cont’d)

• **Potential for Upper Story Utilization:** Many of the individuals interviewed stated that downtown Newark had the potential to bring more people, retailers, and other businesses downtown because of all of the vacant space in buildings’ upper stories. Some interviewed expressed the potential that existed in the building now occupied by American Home.

• **Community Events:** Although comments varied among those individuals interviewed with regard to the quality and quantity of community events offered, many people believed that the activities on the square (i.e. Strawberries on the Square and Jazz & Ribs Festival) were good overall. Fabulous Fridays was viewed very positively.

• **Unique Shops and Few Chains:** Individuals interviewed realized that downtown Newark has a competitive advantage over other retail areas because of the number of individually owned businesses that offer specialized customer service and unique products.

• **Local Attractions:** The Longaberger Factory, Homestead Village, Dresden’s Main Street, Heisey Glass Museum, and various parks were all mentioned as local attractions that bring people into the region and downtown.

• **Quality Eating Establishments:** Nearly everyone felt that the Natoma was an asset to the downtown with regard to eating establishments. Others mentioned the Place Off the Square Restaurant as being an excellent dining establishment for lunch.
III. MARKET ANALYSIS FOR RETAIL USES

C. Downtown Retail Supply Analysis (Cont’d)

MERCHANT PERSPECTIVES ON DOWNTOWN WEAKNESSES

Weaknesses of the business environment in downtown Newark mentioned by more than one merchant interviewed fall into the following categories listed from most-often to least-often mentioned:

- **Parking Problems**: Every merchant interviewed expressed frustration with the lack of parking in downtown, particularly around the square and area immediately surrounding it. Interviewees stated that the most significant problem was the fact that county employees and jurors park around the square all day long. County employees allegedly move their cars every two hours to avoid being ticketed in the 2-hours per space zone. Many merchants believe that their sales are suffering as a result of potential customers’ inability to park in front of their stores. Some merchants stated that they, too, park in front of their own stores on occasion when they have things to carry into and out of the store. In general, persons viewed the free parking options that were located outside the square negatively. The parking garage was viewed as unsafe, unclean, poorly lit, and too far away from the center of town.

- **Limited Number of Retail Establishments**: Interviewees stated that downtown needed additional retail establishments such as a drug store, clothing store, restaurants, and additional home goods stores.

- **Limited Store Hours**: Although the vast majority of merchants closed between 5:00 and 5:30 on weeknights, many felt that limited store hours was a problem. It appeared that merchants would be interested in working together as a group to determine what evenings they could be open. Currently, little major activity occurs downtown after 6:00 with the exception of the Natoma Restaurant.

- **Need for Additional Building Renovation and Maintenance**: Other areas that interviewees labeled as problematic were poorly maintained vacant and occupied buildings and poorly maintained areas surrounding the buildings. Persons stated that property owners who are supposedly responsible for the upkeep of their properties have not maintained their properties. Crumbling walls, caved in roofs, dead pigeons lying in vacant buildings’ storefront windows, and overhead bricks falling onto the sidewalk were some of the specific comments made about deteriorating
III. MARKET ANALYSIS FOR RETAIL USES

C. Downtown Retail Supply Analysis (Cont’d)

buildings. Other issues related to upkeep included poorly maintained and crumbling sidewalks, litter, overflowing trash bins, and lack of trash bins in areas outside of the square.

- **Political Environment**: Some individuals commented that leadership is in the hands of a small group of individuals who, although well intentioned, may lack the professional background and expertise needed to guide the revitalization of downtown. Several expressed concern that there is too much comfort with the status quo and a lack of willingness to do anything innovative or extraordinary.

- **Not Pedestrian Friendly**: Some merchants believed that downtown was not pedestrian friendly because of the seemingly confusing traffic patterns and crosswalks. Some also stated that the existence of loiterers on and around the square, particularly after typical business hours, discouraged pedestrians from shopping around the square.

- **No Major Anchor Stores**: Interviewees stated that because no true major anchor store exists downtown, no one establishment consistently draws people downtown to shop.

- **No Linkage between Stores on and off the Square**: Many of the people interviewed with locations outside the square stated that very little or no linkage exists that connects commercial development inside the square to establishments outside of the square. Some merchants located outside of the square feel that all community activities are on the square and that community resources are invested in those properties surrounding the square. They feel that people shopping downtown around the square are unaware of the retail establishments outside of the square because of little linkage.

- **No Transit System**: Although a taxi token system does currently exist in Newark, some merchants seemed to be unaware of it. According to city officials, the taxi token program provided over 276,000 one-way trips in 1997. A number of interviewees stated that no affordable transit system exists for the general public that could transport persons to and from downtown, to work, and home.
III. MARKET ANALYSIS FOR RETAIL USES

C. Downtown Retail Supply Analysis (Cont’d)

MERCHANT ATTRIBUTE RATINGS

Merchants were asked to rate downtown Newark as “excellent,” “good,” “fair,” or “poor” on sixteen attributes that ranged from attitude of merchants to quality of goods/services downtown to personal safety. A complete list of the attributes and their ratings can be found on the following page.

- Of all the attributes, the attitudes of the merchants were rated the best. Vehicular traffic, quality of goods and services, quality of restaurants, store cleanliness, competitive prices, personal safety, and the general appearance of downtown were all rated favorably.

- Selection of services, variety of restaurants, store hours, and the variety of goods offered downtown received a “fair” rating.

- Those attributes that were rated the lowest included available parking, quality of entertainment, and the variety of entertainment.
III. MARKET ANALYSIS FOR RETAIL USES

C. Downtown Retail Supply Analysis (Cont’d)

MERCHANTS’ SUGGESTIONS FOR IMPROVEMENT

Downtown Newark merchants have many suggestions for improving downtown’s business environment. Their suggestions fall into the following categories that are listed from most-often to least-often mentioned.

- **Resolve Parking Issues**: Suggestions centered on forcing county and courthouse employees to park in free parking areas outside of the center of downtown. One individual suggested the daily 2-hour per space limit be changed to a daily 2-hour limit for the entire area surrounding the square. Other individuals suggested improving the appearance, lighting, and general maintenance of the parking garage, and possibly having a security person there throughout the day. A few individuals felt that additional parking garages should be constructed. All felt that unresolved parking problems would discourage additional retailers, businesses, and customers from locating to or shopping in downtown.

- **Increase the Number of Retail Establishments**: Every person interviewed felt that additional retail establishments were needed. The types of retail establishments desired are outlined later in this section.

- **Improve the Appearance of Downtown**: The majority of interviewees had numerous suggestions with regard to how to improve the downtown’s appearance. Suggestions included having the city fine property owners who do not maintain their properties, having the city provide trash receptacles outside of the square, and having regular trash pick-up in the downtown.

- **Renovate Older Buildings**: Many of those individuals interviewed felt that efforts need to continue to be made with regard to building renovation. The Avalon and Landmark buildings were both mentioned. People feel that both buildings have great potential and should be restored.

- **Utilize Buildings’ Upper Floors**: Interviewees felt that the upper stories needed to be utilized for some purpose. The most common recommendation for upper floor space was housing. Many people mentioned the fact that vacant upper stories pose a fire hazard.

- **Increase the Number of Downtown Events/Activities**: Although many interviewees were happy with events held downtown, some persons indicated that efforts need to be made to hold additional activities, particularly aimed at all socio-economic levels.
III. MARKET ANALYSIS FOR RETAIL USES

C. Downtown Retail Supply Analysis (Cont’d)

- **Offer Recreational Opportunities for Families**: A number of people interviewed felt that few opportunities existed for school age children and families downtown. Recommendations were made with regard to building or utilizing an existing building for a recreational center that would have a basketball court, pool, and computer center.

- **Establish Community Bus System**: Interviewees stated that a community bus system should be created that would transport residents and visitors to locations throughout the region. Three individuals suggested that Newark be a stop on the Longaberger tours.

- **Improve Safety**: Some people felt that safety was an issue in the parking garage and also around the square, particularly in the evening hours.

- **Have Better Store Hours**: Several merchants suggested that a number of merchants agree to stay open on certain evenings on a regular basis to help redefine the downtown as a place to shop after normal business hours.

- **Provide Linkage between Businesses On and Off the Square**: Although a number of merchants mentioned that little linkage exists between the businesses on and off the square, none had recommendations on how to improve the situation.

- **Recruit Upper Scale Retail Establishments**: Two individuals thought that the downtown needs to recruit more upper scale establishments that cater to a higher income households.
III. MARKET ANALYSIS FOR RETAIL USES

C. Downtown Retail Supply Analysis (Cont’d)

MERCHANTS PERSPECTIVES ON STORETYPES NEEDED

Merchants perspective on those stores needed downtown are outlined in the table below. The stores are listed from most-often mentioned to least-often mentioned.

- Drug Store
- Variety Store
- Women’s Clothing Store
- Department Store
- Men’s Clothing Store
- Upscale Restaurant
- Casual Sit-Down Restaurant
- Shoe Store
- Dance Club/Bar
- Movie Theater
- Craft Supply Store
- Antique Store
- Sporting Goods Store
- Pet Store
- Card Shop
- Bakery
- Fast-Food Restaurant
- Leather Shop
- Gift Shop
- Resale Furniture Shop
- Quilting Shop
- Children’s Clothing Store
III. MARKET ANALYSIS FOR RETAIL USES

C. Downtown Retail Supply Analysis (Cont’d)

SALES PERFORMANCE TRENDS

- Based on responses from merchants surveyed, Main Street Connections estimates that median annual sales for the typical downtown Newark Merchant are about $51,000. This translates into median sales per square foot of $42, which is poor. About twenty-five percent of Newark merchants are performing well at $100 or more in sales per square foot, while 50% are also performing at a rate of less than $50 per square foot.

- Forty-one percent of merchants interviewed report better sales in the last three years. Those doing better attribute their success to factors such as the improved mix of businesses downtown, excellent product or service, little traffic congestion, and competitive pricing. Those merchants whose sales were flat or down in the last three years attributed their fate to parking problems, little advertising, and changing consumer tastes.
IV. MARKET ANALYSIS FOR OFFICE USES

A. Market Size and Composition

- Downtown Newark, like many downtown areas, has typically been the center of white-collar activity primarily in the areas of city and county government, and legal and financial services.

- With the potential to utilize upper floors for office space, downtown Newark has many advantages to offer interested office users, including historic architecture, support businesses, and close proximity to government offices and investment institutions.

- Those property owners who have adapted their buildings’ upper floors to office use have experienced successful tenant attraction with little vacancies.

B. Market Demand Analysis

- There are currently over 1,200 businesses in the city of Newark. Over 90% of these businesses have less than 100 employees. The majority of the businesses are small and growing companies. There are particularly large numbers of service and retail establishments. Professionals, particularly in the services sector demand quality office space.

- Responses obtained from Main Street Connections’ interviews indicate that several businesses are seeking new or expanded office space and would like to obtain that space downtown. The current perception is that good quality Class A space is very limited downtown and that few buildings have enough space to accommodate a business with needs of 1,200-3,600 square feet.

- Buildings that currently have Class A office space downtown have vacancy rates of four percent. Office space is typically leased for $4.50 to $11.75 per square foot depending on the location.
V. MARKET ANALYSIS FOR RESIDENTIAL USES

A. Market Size and Composition – Supply

In order to develop data related to the supply of housing units, Main Street Connections obtained information from the City of Newark’s building department, BIA, the 1997 Licking Community Housing Forum, apartment complex representatives, and the Licking County Coalition for Housing.

- In 1990, the city of Newark had approximately 19,000 housing units, 6% of which were vacant. Fifty-seven percent of households in Newark own their homes, while 43% rent. These percentages differ significantly with Licking County residents’ housing tenure where 72% of its households are homeowners. Newark homeownership percentages are also lower than the Columbus MSA, Ohio, and United States percentages.

- Since 1990, residential and commercial growth has continued in the City of Newark but more slowly than in those cities and townships nearest to Columbus and Franklin County. In 1998, 96 additional 1-3 family residential units were constructed in the city. According to builders, this rate of growth per year is expected to continue to occur, especially as the city pursues annexation of additional land.

- Housing stock characteristics indicate the following: 33% of housing units were built in 1939 or earlier, and 14% were built from 1980 to March 1990.

- Most growth in recent years has been in the single-family home category with average homes built in 1997 costing between $100,000-$120,000 for a 3-4 bedroom home with 2 baths. The average price for a first time buyer in Licking County is $80,000-$100,000 for a three bedroom, 1 ½ bath. The most active market is for homes that fall into the $100,000-$150,000 range.

- In 1998, according to Licking County Board of Realtors, the average home in Licking County sold for $112,072.

- Apartment vacancies are extremely low in the City of Newark. A review of market-rate apartment complex information indicates that the vacancy rate for studio and 1-3 bedroom apartments ranges from 0% to 5%. Median rent ranges from $289 for a studio apartment to $525 for a 3-bedroom unit.

- Median rent for Newark is lower than median rent for apartments in Licking County, the Columbus MSA, Ohio, and the United States. In 1990, median rent for Newark renters was $351, compared to Licking County’s
V. MARKET ANALYSIS FOR RESIDENTIAL USES

rent of $357, the Columbus MSA median rent of $421, Ohio’s rent of $379, and the nation’s rent of $447.

A. Market Size and Composition – Supply

- The vacancy rate for apartments for the limited income and/or elderly population is typically around 0% to 1%. Many units, including those units downtown, are completely full and have waiting lists for residents.

- Fifty-five percent of Newark apartment complexes consist of two bedroom units, 34% of studio or one-bedroom units, and 11% of three bedroom units. The percentage of studio and 1-3 bedroom apartments that exists in Newark is fairly typical of national percentages of the same units.

B. Market Size and Composition - Demand

In order to determine the demand for housing in the Newark and Licking County area, Main Street Connections consulted sources that include Licking County’s 1992 Housing Study, the United States Census Bureau, area builders, and Newark/Licking County Chamber of Commerce.

- Substantial household and population growth is expected to occur over the next five years, driven by employment growth in the region, and additional in-migration of former Franklin County residents to the Licking County/Newark Region. This addition to the population will result in an increased demand for housing.

- Although demand for housing in the upcoming years in the Newark and Licking County area is projected to occur, individual demand for housing in Newark may be impacted by the poor image of the schools. According to builders, employers in the area do not encourage their new employees to reside in Newark because of the school’s poor reputation and city’s poor image.
# TABLE R
## APARTMENT AVAILABILITY
### CITY OF NEWARK

<table>
<thead>
<tr>
<th>Unit Type</th>
<th># of Units</th>
<th>Vacancy Rate</th>
<th>Median Rent</th>
<th>Upper Quartile Rent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Studio</td>
<td>55</td>
<td>0%</td>
<td>$289</td>
<td>$289</td>
</tr>
<tr>
<td>1 Bedroom</td>
<td>514</td>
<td>4%</td>
<td>$365</td>
<td>$390-$540</td>
</tr>
<tr>
<td>2 Bedroom</td>
<td>907</td>
<td>3%</td>
<td>$450</td>
<td>$563-$683</td>
</tr>
<tr>
<td>3 Bedroom</td>
<td>181</td>
<td>5%</td>
<td>$525</td>
<td>$594-$662</td>
</tr>
</tbody>
</table>

Sources: Newark and Licking County Chamber of Commerce and Main Street Connections
Note: The Apartments Described Above are Market Rent Apartment Units.

# TABLE S
## HOUSING TENURE
### 1990

<table>
<thead>
<tr>
<th>City/Region</th>
<th>% Owners</th>
<th>% Renters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newark</td>
<td>57%</td>
<td>43%</td>
</tr>
<tr>
<td>Licking County</td>
<td>72%</td>
<td>28%</td>
</tr>
<tr>
<td>Columbus MSA</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>Ohio</td>
<td>67%</td>
<td>33%</td>
</tr>
<tr>
<td>United States</td>
<td>64%</td>
<td>36%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau
## TABLE T
### PERMITS ISSUED FOR NEW CONSTRUCTION
#### NEWARK AND SURROUNDING AREA

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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<tbody>
<tr>
<td>Newark</td>
<td>140</td>
<td>101</td>
<td>96</td>
<td>68</td>
<td>75</td>
<td>70</td>
</tr>
<tr>
<td>Granville</td>
<td>31</td>
<td>15</td>
<td>15</td>
<td>10</td>
<td>5</td>
<td>2</td>
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<tr>
<td>Pataskala</td>
<td>120</td>
<td>138</td>
<td>192</td>
<td>8</td>
<td>10</td>
<td>8</td>
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<tr>
<td>Kirkersville</td>
<td>0</td>
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<tr>
<td>Heath</td>
<td>-</td>
<td>20</td>
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<td>-</td>
<td>-</td>
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<tr>
<td>Hebron</td>
<td>8</td>
<td>12</td>
<td>8</td>
<td>8</td>
<td>1</td>
<td>7</td>
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<tr>
<td>Unincorporated Areas</td>
<td>405</td>
<td>37</td>
<td>299</td>
<td>68</td>
<td>356</td>
<td>40</td>
</tr>
<tr>
<td>Total</td>
<td>704</td>
<td>573</td>
<td>708</td>
<td>139</td>
<td>166</td>
<td>127</td>
</tr>
</tbody>
</table>

Source: Building Code Department, City of Newark

Note: Commercial Construction includes 4 or more family residential. Residential includes 1-3 family residential.
TABLE U
COMMUTING STATISTICS
RELATED TO LICKING COUNTY
1990

Residents of Neighboring Counties Working in Licking County, 1990

<table>
<thead>
<tr>
<th>County of Residence</th>
<th>Number of Incommuters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Franklin</td>
<td>2,486</td>
</tr>
<tr>
<td>Muskingum</td>
<td>1,524</td>
</tr>
<tr>
<td>Fairfield</td>
<td>1,173</td>
</tr>
<tr>
<td>Perry</td>
<td>1,094</td>
</tr>
<tr>
<td>Knox</td>
<td>819</td>
</tr>
<tr>
<td>Coshocton</td>
<td>206</td>
</tr>
<tr>
<td>Delaware</td>
<td>111</td>
</tr>
</tbody>
</table>

Residents of Licking County Working in Neighboring Counties, 1990

<table>
<thead>
<tr>
<th>County of Work</th>
<th>Number of Outcommuters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Franklin</td>
<td>15,951</td>
</tr>
<tr>
<td>Muskingum</td>
<td>606</td>
</tr>
<tr>
<td>Fairfield</td>
<td>587</td>
</tr>
<tr>
<td>Delaware</td>
<td>524</td>
</tr>
<tr>
<td>Knox</td>
<td>457</td>
</tr>
<tr>
<td>Perry</td>
<td>168</td>
</tr>
<tr>
<td>Coshocton</td>
<td>95</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, 1990 Census Bureau
VI. PHYSICAL AND DESIGN ISSUES

A. Access/Gateways

- **An Island Unto Itself**

  Barriers surround downtown Newark. Physical (and psychological) barriers include SR 16, the river and the railroad. Economic barriers include most of the neighborhoods surrounding downtown. There is no “attractive” way to enter downtown.

- **Major Entrances – Vehicular Access**

  Other than Granville Road and Church Street, every downtown entrance involves crossing a bridge or traversing a railroad underpass. While the city of Newark has made an effort to upgrade their appearance with graffiti-resistant paint and improved lighting, they remain relatively unwelcoming and unattractive.

- **Sense of Entry/Signage**

  There is little or no sense of arrival on entering downtown and limited signage to direct visitors to such places as public parking, government offices or shopping destinations. On a positive note, the city has a design and plans to erect a brick sculptured bicentennial logo at the SR 16 eastbound exit ramp onto Fourth Street downtown. Funding will be sought from the Bicentennial Commission for this project.

- **Surroundings/Linkages**

  - Neighborhoods – The neighborhoods surrounding downtown are primarily lower income and blighted areas. The railroad and the river restrict the linkages from most of these neighborhoods into the downtown. Pedestrian access is especially limited and unattractive.
The directional signage into downtown from these neighborhoods is also limited.

- Parks – There are five green space areas in downtown, Courthouse Square, Veterans Walk of Honor on Sixth Street, Town Commons Park at Church and Easy Streets, Pennsylvania Station Park located south of Canal Street between Second and Third Streets, and Trinity Park, a pocket park located behind Trinity Episcopal Church on First Street. Plans have been developed for substantial improvements to Town Commons subject to obtaining funding and the completion of the East Main Street bridge replacement or rehabilitation. This park is adjacent to the Licking River on the eastern edge of downtown. At present, landscaping and play equipment are in a state of disrepair and the river is obscured by a riverbank that is overgrown with weeds and brush.

- Riverfront – Newark is fortunate to have such an attractive natural feature in close proximity to downtown. At present though, portions of the river in close proximity to downtown are mostly invisible and inaccessible and, in some areas, its banks are brush covered and strewn with trash.
- Courthouse Square – Because of the enclosed nature of the square, linkage between it and surrounding areas of downtown are weak. Other than Main Street and Second Street, major arterials that traverse the downtown do not intersect with the square. Sight lines into the square from these streets are limited and there is no signage to direct people to it.

B. Internal Circulation

- Vehicular Traffic

- Downtown Newark Area Traffic Study – In 1995, LCATS conducted a Downtown Newark Area Traffic Study. Results of this study were used to support the successful application for funding for installation of twenty-two new traffic control intersections in downtown. The study found that traffic volumes through the downtown area have increased steadily for the past twenty years in defiance of the exodus of retail businesses to the west and south parts of the city. The study concluded that the growth in public services, including financial and legal services provided in the downtown area, has contributed to the traffic increases.

Data gathered as part of the study indicated that traffic flows through the downtown area were at an acceptable level of service. Only the West Main Street-Fourth Street intersection and the Locust Street-Third Street intersection indicated significant capacity deficiencies.

Quoting from the study, “A major focal point of this study has been to clearly identify the physical and operational deficiencies, which the ensuing effort will try to solve. The observed traffic flows show a demand for a quick north-south/south-north and west-east/east-west through routing. In addition there is considerable and growing demand for trip ends to and from the downtown area. Repetitive interaction of the through traffic with the central business traffic results in congestion and unnecessary delays, air pollution and intolerable number of accidents. Major contributors to the undesirable conditions are the following inventoried physical deficiencies:

Southerly Constraints
- South Fork Licking River provides only two crossings.
- Baltimore and Ohio Railroad and Conrail tracks provide five underpasses; however, only one is capable of serving class C truck traffic.

Northerly Constraints
- State Route 16 limits through traffic to one way southbound and one way northbound.

Easterly Constraints
- North Fork Licking River and the Baltimore and Ohio Railroad tracks limit all west-east traffic to Main Street.
Westerly Constraints
- Are primarily limited to Raccoon Creek and are not a major traffic inhibiting factor.

Central Business District Constraints
- Are defined by the courthouse site creating two tee-intersections with the major, west-east arterial West and East Main Street.”

The report noted deficiencies in pavement marking, route marking, regulatory signing and signal systems. However, any significant increase in traffic would add considerably to physical and operational deficiencies.

Quoting further from the report, “Improving the downtown signal system would have only a marginal effect on reducing traffic accidents or improving safety in general. Currently, there is no evidence that safety problems are related to traffic signal controllers, their efficiency or system coordination. Safety improvements are more likely related to upgrading traffic-lane vehicle interaction, pedestrian walk signals, etc.”

Recommendations contained in the report include upgrades to intersections leading traffic around the square, widening Locust Street and providing for two-way traffic on Church Street between Second Street and Third Street.

- One-Way Streets – While arguably speeding traffic ‘through’ downtown, one-way streets make the process of traveling within the downtown area somewhat more confusing and less convenient. One-way traffic patterns around the square, when mixed with center-street parking and two-way traffic at the intersections surrounding it, are confusing and unsettling, especially for seniors and visitors. The one-way traffic for two blocks on Church Street between Fourth and Second Streets interrupts through-traffic and seems unnecessary given traffic levels observed at various times over the course of this project.

- Alleys – According to interviewees and observations, many residents use downtown alleys to get around the periphery of downtown. Because of their location, appearance and narrowness, we include Canal and Market Streets in this category. Unfortunately, most are unattractive, exposing poorly maintained backs of buildings, trash, overgrown weeds, etc. Some are confusing as well. The exit from Canal Street to Second Street, which is directly adjacent to IIT, has a Do Not Enter sign with no signage explaining that the street is a one-way street. Needless to say, IIT has expressed concern about this misleading signage. On a positive note, several brick alleys remain in downtown that reinforce its historic character.
• **Pedestrian Traffic**

- **Walkability** – In terms of distance, the central business district in downtown Newark is easily walkable for most people. The square is particularly active with a great number of pedestrians, especially during working hours.

- **Crosswalks** – Pedestrian crosswalks are, for the most part unattractive, unfriendly and intimidating. Rather than crossing at natural points at the corners of the square, pedestrians are directed to cross at marked areas at the center of each side of the square. The length of crosswalks on some of the wider streets in downtown may be discomforting for some, especially seniors and those with disabilities.

![Prohibited Crossing](image1)

![Midblock Crosswalk](image2)

- **ADA** – Earlier this year the city of Newark received an Honorable Mention Award from the National Organization on Disability for its efforts to make facilities in the city accessible to people with disabilities. Curb cuts have been installed at most intersections in downtown. Additional improvements will be made as part of the traffic signal replacement project scheduled over the next two to three years. While much work remains, the mayor has made this a priority and indicated that further improvements will be made as funds become available.

- **Directional Signage** – Major attractions and destinations, including government offices and public parking areas, are not clearly marked with directional signage. The city has commissioned the design of new welcome signs for major entrances to the city on SR 16 East and West, East Main Street adjacent to The Longaberger Company’s headquarters, SR 13 North, SR 79 South and, possibly, SR 79 North and SR 13 South.
New street signs and posts are planned for the downtown area as well as a sculptural entry piece at SR 16 and Fourth Street.

- Bicycles – Presently the Riverfront Bike trail through Newark exists in pieces. There is a stretch from Everett Avenue to Manning Street with no crossing at Cedar Run. This runs along the east side of the Licking River. This fall this stretch will be completed and, when the East Main Street Bridge is completed, will connect to the small piece of trail that exists on the south side of East Main Street to Canal Street. The city recently received permission for an at-stream crossing at Cedar Run. A project to construct the crossing and extend the trail from East Main Street to Everett Avenue is scheduled for completion in 2000. A grant application is pending for the southern portion of this trail from Canal Street to Ohio Street where Don Edwards Park and Denman Park are located.

The Riverfront Bike Trail, when completed, will run from Manning Street on the north to Canal Street on the south. From Canal Street it is a mere two blocks over land to the Panhandle Trail that runs east to the county line. Its attractiveness and proximity to downtown make it an important asset to be capitalized on.

Although the county system of bike trails is one of the best in the state, downtown Newark is not very bicycle friendly. There are no bike paths or lanes leading into or within the downtown at present. There are also few, if any, bike racks or bike lockers. With the rapidly growing popularity of bicycling as an alternative form of transportation and exercise, this is a missed opportunity.

C. Parking

- Parking Study

The City of Newark, with financial support from Licking County, Park National Bank and the Newark Downtown Association (NDA), recently contracted with AMPCO System Parking of Cleveland to conduct a parking supply and demand study of all downtown Newark parking locations, both on-street and off-street, and develop recommended parking management strategies. A final Master Parking Plan was presented July 8, 1999.
The study included gathering total and unoccupied space counts in each of seventeen downtown zones identified by AMPCO on selected dates during the first week of January 1999. Using this data, the average unoccupied vacancies in each zone were determined. The vast majority of total parking spaces were found on private parking lots as opposed to public parking lots available for general use. A random survey of selected private lots showed that the cost of usage of these lots ranged from ten to twenty-five dollars per space per month.

- Occupancy Rates – According to the study, at peak usage time there were an average of 2,630 unoccupied parking spaces out of a total of 4,862 spaces in the study area (56% unoccupied). Areas immediately adjacent to the square were, by far, the busiest in the study area. Unoccupied spaces around the square itself at peak usage time averaged 10% of the available spaces.

- Enforcement – One interesting finding from the study was that fifty three cars parked on the square at 9:30AM on the morning of the study were still there and had not been moved at 1:30PM on that same day. This represents 32% of the total cars parked on the square on that day.

- County and City Parking – Parking demands were estimated for county and city employees, jurors, commuter bus riders and anticipated new developments. Demand estimates generated by AMPCO seemed to indicate a shortfall in spaces provided by the county and, to a lesser extent, the city for their employees and visitors. However, estimates of the amount of the shortfall were not included in the report. With over five hundred employees working in downtown, an estimated sixty visitors a day, and up to ninety jurors on selected days of the week, the county is clearly relying on a significant percentage of the available and prime public parking spaces to meet their parking needs. It is interesting to note that neither the county nor the city provides visitor parking on lots adjacent to their buildings.

- Parking Survey – As part of their study, AMPCO distributed a Parking Survey to people who work, shop or frequent downtown Newark. Out of a total of 438 surveys distributed, the company received a phenomenal response of 156 surveys, reflecting a very strong interest in improving parking in the downtown area. The most frequently mentioned suggestions were – better control of when and where government employees park their vehicles; build a more convenient garage and/or lots to park in; and very concerned about security in the garage and other government lots. It is interesting to note that there were more positive comments concerning paying a modest amount for convenient and secured parking than there were for more convenient free parking.
- Recommended Parking Management Strategies – Recommended strategies for the heavily utilized areas of the square and Main Street included the following:

- Maintain center street parking on Main Street and Court House Square
- Direct government and other retail establishment employees to park at other unoccupied parking locations outside of the target area.
- Improve convenience and security in the garage and existing public parking lots.
- Intensify the level of parking enforcement.
- Revise the parking ordinance for two-hour free parking to further limit the two-hour period to once a day. With the proper software, the present hand-held ticket writer could be modified to monitor vehicles cumulative parking time on any given day any where within a specified zone.
- Consider installing parking meters in the Court House Square area.
- Establish an escalating structure of fines for parking violators.
- Possible new parking lot sites were also identified in the report.
- Possible long-range strategies that were suggested include government accumulation of more lot sites and a parking garage on the city lot adjacent to City Hall.

• Image

As they say, perception is reality and the current perception is that parking in downtown is limited and often inconvenient. Any major new employers or building redevelopment, especially of significant housing uses, would likely require that additional parking be created.

- Parking Garage – The city of Newark has invested considerable time and money to upgrade the appearance and safety of the parking garage located behind Park Place South on Second Street, including improved lighting and landscaping, burying nearby utility wires, changing the landscaping to make the openings to the garage more prominent and installing the bus shelter in front of the garage for commuters to Columbus. Unfortunately based on surveys conducted by AMPCO and interviews conducted by Main Street Connections, the garage is still viewed by most residents as
inconvenient and unsafe. Vandalism is often mentioned as a problem. Extraordinary measures may be required to change this perception. There is no signage away from the site to direct people to it so visitors, for the most part, do not know it is there. The city has proposed that the county purchase the garage for use by its employees. Discussions have been going on for sometime and are continuing.

- Appearance – With a few exceptions, parking lots are generally not screened or landscaped making them unsightly and uncomfortable to walk by. Parking areas located behind buildings subject their users to the unsightly appearance of the backs most of those buildings. Many areas are unpaved and some have an accumulation of trash and weeds.

- Confusion – For someone visiting downtown Newark for the first time, the parking system is very confusing. There is no signage explaining the difference between the yellow (eight hour), red (two hour) and green parking (30 minute) meters or to direct people to free on- or off-street parking areas.

- Center Street Parking – While providing for more spaces in areas of highest demand, the center street parking forces people exiting their cars to either traverse the center of the street by walking in a traffic lane to the nearest crosswalk or cross the street in an unmarked area adjacent to their vehicle. This is both an unsafe condition and an uncomfortable one for many.
- Churches – Parking is a major issue for downtown churches. To solve the problem, some feel they must purchase adjacent buildings and tear them down.

D. Amenities

• Appearance

The City of Newark has spent more than $1.5 million since 1995 on new sidewalks, streetlights, landscaping, renovations to the city parking garage, seasonal flags and banners, and other projects. Park benches, concrete planters for flowers and new aggregate trash-cans were installed around the square in the early 1990’s. While serviceable, and a vast improvement over previous ones, these amenities are utilitarian in nature and add little enhancement to the historic character of the square. There are still many sections of the sidewalks in downtown that are in a poor state of repair. In some cases, trees have been removed but the stumps have been left in the sidewalk. On some blocks, trees that remain restrict passing traffic’s view of the historic building facades and retailers’ signs and storefronts. They further tend to apply a uniform layer of mediocrity over an otherwise appealing diversity of historic architecture. Sculptures on the
square and in front of the County Administration Building are notable exceptions to the general appearance of downtown amenities.

- **Parks**
  
  - Pennsylvania Station Park – Pennsylvania Station Park, which is located directly across from the old railroad station, is owned by the Evans Foundation and leased to the city of Newark. Any green space in downtown is a positive but this park seems somewhat sterile and gets very little use.

- Veterans Park – This park is located on Sixth Street at the western edge of the central business district in a complex that also contains Buckingham House, Sherwood Davidson House, National Heisey Museum, and the Veteran’s Walk of Honor. At present, this park seems distant and disconnected from the rest of the downtown. The new library and American Legion Hall should help to alleviate the situation.

- **Courthouse Square**
  
  A number of female gingko trees are located on the east side of square. These trees emit a very obnoxious odor in the fall. The large, older poplars that surround the square are beautiful specimens. The city trims these trees on a regular basis. However, because of their size, they obscure views of the beautiful courthouse. In general, the square is quite pedestrian friendly. The city has hired temporary staff to perform routine maintenance during the summer months so at least that area of downtown is reasonably well maintained.
• **Lighting**

Older streetlights throughout downtown are utilitarian and do not complement downtown’s historic character. The city has embarked on an aggressive program to replace these lights with new ones with a more complementary design and a white halite light versus the yellow high-pressure sodium bulbs contained in older fixtures. The replacement program consists of streetlights with mocha brown metal poles and Crystalite Espanade luminaries and decorative sidewalk/street lights with Granville luminaries on cast iron or cast aluminum poles. Holophane, a 100-year old locally based company that supplies similar lights to communities all over the country, supplies both products. Thus far, these lights have been installed around the square, on East and West Main Street, Walnut Street, portions of Second and Fourth Streets and Trinity and Veterans Parks. Additional installations are planned throughout the remainder of downtown as funding permits.

The new building and lot under construction at Fourth and Main Streets includes a light that does not conform to other downtown fixtures. This is a symptom and result of currently weak ordinances and oversight.

E. **Architecture**

• **Historic Buildings**

Downtown Newark is fortunate that many of its historic buildings are still in place. These buildings are what give downtown its unique identity, its charm and its sense of place. With sufficient demand and the proper application of the tools that are available, they can also be the economic engine that drives a successful revitalization.
• **Appearance/Vacancies**

Contributing to downtown’s overall deteriorated appearance are obvious upper floor vacancies, covered or painted over brick facades and windows, holes in facades from old signs, inconsistent and unattractive signage and many other detrimental conditions. Many downtown storefronts have dark, unwelcoming entrances with recessed doors.

- **Window Paintings** – In an attempt to at least partially address this situation, the City of Newark has contracted with a local artist to paint scenes in the upper floor windows of many downtown buildings to give them the appearance of being occupied.

- **Color** – Many of downtown’s buildings have been painted in light earth tones that create a very neutral, bland appearance for much of the area.

• **Key Buildings**

There are several architecturally beautiful and significant buildings in downtown that offer the potential to be catalytic redevelopment projects including the Old Home Bank, the Midland Theater, the Arcade building, the Shields Block, the Pennsylvania Rail Road Station, the Carroll building, the Styron-Beggs Building, the old jail and several of the buildings surrounding the square.
• **Contributing and Non-Contributing Structures**

- **South Side of Square** - Most historic buildings on the south side of the square have been lost to fire or demolition. The buildings that have replaced these structures are of more modern design that is generally suburban in character and does not fit in with the rest of the buildings on the square. Because the two buildings at the intersection of Second and Main Streets are single story, that side of the square seems to ‘fall out’ damaging the otherwise enclosed nature of this heart of downtown.

- **Bank One** – This building, with its beige stucco exterior and recessed entry is an example of several in downtown with inappropriate designs that detract from the otherwise rich line of facades with no setback and historic or complementing structures.

• **‘Missing Teeth’**

There are several places in downtown, including lots on South Park Place and West Main Street, where buildings have been destroyed by fire or otherwise removed leaving empty spaces. These spaces create a break in the façade line and a feeling of emptiness that inhibits pedestrian traffic on the sidewalks in front of them.

• **Edges of the Commercial Business District**

The edges of the CBD, especially the eastern and southern ones, contain a mix of industrial, commercial and residential structures. Many of these structures and the lots they sit on are in a poor state of repair. These edge areas contribute to downtown’s unkempt appearance.
• **Commercial Signage**

The commercial signage in the downtown suffers from the same lack of ordinance control which other elements of the downtown landscape exhibit. There is little or no quality control and temporary signs are allowed to remain for an unlimited amount of time. Some more recent additions to the building signs suffer from a generic approach to lettering and color and often lack the quality of materials used in the few more historic signs that remain.

![Storefront Signs](image)

**F. Infrastructure**

- **Maintenance** – The current infrastructure, including above ground utility poles and wires, cracked and broken sidewalks and patched streets is unsightly, sporadically or inconsistently maintained and a general detriment to downtown’s appearance and appeal. The biggest challenge for the city is funding for new equipment and the increased staffing that would be required for improved maintenance. Some of the situation will be addressed with the traffic signal intersection upgrades planned for completion by 2003.

- **Rights-of-Way** – Major rights-of-way, including highways, the railroad and the river, suffer from the same maintenance deficiencies.

- **Brick Alleys** – Brick alleys remain in a few places as reminders of downtown’s past. Cost and time pressures that create an incentive for covering them over threaten these alleys.

- **Responsibility** – At present, individual property owners are responsible for maintaining the sidewalk area between the curb and their property line. If a complaint is filed with the city, the legal responsibility and liability shifts to the city until property owners are informed of the complaint. At that point, the responsibility shifts back to the property owner. The city is responsible for maintenance of sidewalks in front of property it owns and at all corners. While the majority of property owners do maintain their sidewalks and some even embellish them with flowered planters, there are enough who do not that downtown has a general unkempt appearance.
VII. ORGANIZATION AND FUNDING ISSUES

A. Newark Downtown Association

- Mission - As stated in its brochure, “The Newark Downtown Association is dedicated to preserving the heritage of the past, improving the quality of life in the present, and promoting and encouraging the Downtown area as the Center of the Future.” NDA supports and promotes a number of events throughout the year including the Strawberry Festival, Jazz and Rib Fest, Cruise-In, Clown Town and the Courthouse Lighting and other holiday season events. The organization also contributes to downtown beautification efforts.

- Fabulous Fridays - A series of “Fabulous Fridays” after work get-togethers was initiated this summer with great early success. In part these events are intended to generate additional interest and funding for this study and planning effort.

- Membership - Seventy-five percent of downtown merchants surveyed for this report stated that they are members of NDA. A number of prominent downtown merchants choose not to be members and few property owners are involved with the organization. Other than for special events, the majority of community leaders interviewed for this study did not view NDA as a particularly effective organization.

B. Volunteerism

- Committee - The volunteer group, including representatives of the NDA, the city, the county and major downtown property owners, that has guided initial steps toward the development and funding of a downtown revitalization effort is a commendable beginning. This group will be an important element of any integrated and comprehensive effort. However, some constituencies that will be important to an effective revitalization are not yet represented. Besides, volunteerism can only achieve so much. It frequently flounders as part-time and volunteer staff members face other conflicting demands on their time and attention.

- Adopt-A-Spot – The city has an Adopt-A-Spot program that encourages organizations to take responsibility for planting and maintaining landscaping and flowers in specific areas surrounding the square. This program has been very successful and several organizations participate. Volunteers from the local chapter of Big Brothers/Big Sisters planted flowers on the east side of the square as part of the United Way’s recent Day of Caring in Newark.
C. Property Owners

While every individual and organization that is involved in or affected by downtown will be important to the effort, downtown property owners are the key to a successful revitalization. Unfortunately, as is so often the case, absentee or disinterested owners own many of downtown’s buildings. Individuals or groups that view their properties as passive investments own others. These parties make little or no investment in maintaining, let alone enhancing, their properties and hold them purely in the hope that property values will rise enough at some point in the future to allow them to sell for a handsome profit. They are perfectly willing to let others take the risk and invest in downtown so they can reap the profit.

D. Funding

The city has in the past offered matching grants to encourage property owners to renovate the facades of their buildings. However, these grants were funded with federal dollars that attached restrictions, such as prevailing wage requirements, to their use. Only one property owner took advantage of the program, apparently because most felt the costs associated with the restrictions more than offset the limited amount of money that was available. Portions of the CBD are within a designated Community Reinvestment Area (CRA). New construction within a CRA is eligible for tax abatements.

E. Attitudes

While many of the individuals interviewed for this study complained about the indifferent attitude of much of its citizenry, our experience has been that Newark is blessed with a wealth of dedicated, passionate people who care about downtown, believe in its potential and are investing their time, money and ideas in an effort to realize that potential.

F. Bicentennial

Newark will be celebrating its bicentennial in 2002. The State of Ohio is providing grants to assist the effort. A portion of these and other funds being raised for the celebration may be available to support initiatives related to downtown’s revitalization. More importantly, this event creates a sense of urgency and a target date for completion of some meaningful improvements in downtown.
Comprehensive Strategic Vision for Downtown Newark, Ohio

SECTION THREE – ACTION PLAN

Introduction

Most of us want to feel good about the community we live in. People and companies considering locating in the community want to be able to feel good about it as well. Downtown is the heart and soul of the city of Newark and of Licking County. How the community feels about downtown will go a long way towards defining how the community feels about itself as a whole.

Downtown Newark can be revitalized. It has a strong physical foundation and a core group of committed individuals and organizations. Demand exists in Newark’s marketplace for new retail, residential, and office uses. Current trends, including the boring sameness of chain retail, a growing sense of nostalgia and loss of community and the aging population, are fueling successful downtown and neighborhood revitalizations all over the country.

The Strategic Vision that follows is intended to serve as a road map for the future direction of downtown. It is meant to be comprehensive yet flexible to adapt to community input and changing circumstances. This Vision contains many ideas presented to Main Street Connections by interested citizens of Newark and many others garnered from our experience, the experiences of other communities and the particular set of circumstances and opportunities identified through our intensive local research. Key objectives have been prioritized in general order of importance although not necessarily timing. A suggested timeline follows this section.

Following are Main Street Connections’ recommended prioritized objectives for the comprehensive revitalization of downtown Newark, Ohio:
#1 Put the necessary organization, funding and staffing in place to implement the plan.

- **Involves Newark Downtown Association.**

Newark Downtown Association’s mission and constituency are too narrow for it to be effective on its own in accomplishing a comprehensive revitalization. However, its members and functions are an important element of the downtown and should be retained in some form. As a new or reconstituted organization is put in place, care should be taken to carefully consider and address the needs and desires of this group and prevent its alienation.

To be most effective, a new group should be formulated to include all community segments involved with or affected by downtown. Successful revitalization is rooted in a commitment from political officials, residents, business leaders, community groups, merchants, and property owners who are all united in their revitalization vision.

- **Establish a 501(c) 3 not-for-profit corporation as the new organizational structure for implementing the Strategic Vision.**

The most effective downtown revitalization programs concentrate responsibilities, authority and funding for the effort in a single organization with a board of trustees and a hired staff. The advent of the 501(c) 3 not-for-profit development corporation has been the genesis for the widespread acclaim given to the concept of public-private partnerships. It is the most flexible management tool currently available for neighborhood commercial redevelopment and downtown economic revival. Contributions from individuals and for-profit enterprises are tax deductible as charitable donations. As a not-for-profit, it can also accept contributions from other not-for-profits that may be prohibited from investing in business ventures.

The critical philosophy is that long-term improvement is based upon support from a broad constituency and private property owner investment coupled with public infrastructure improvements. Development under this type of
organizational structure is incremental, building-by-building and parcel-by-parcel. As the downtown is gradually revitalized, this organization could evolve into a Special Improvement District (see below).

- **Pattern the organization after the National Trust for Historic Preservation’s national Main Street program.**

To make certain that the revitalization objectives outlined in this plan are accomplished and efforts gain momentum, a Main Street Program should be established.

The following is quoted from Downtown Ohio, Inc.’s “Downtown Revitalization Training Manual”:

“In 1977, the National Trust for Historic Preservation undertook a demonstration project in which three small mid-western towns were selected to serve as models for the development of a comprehensive approach to downtown revitalization. After three years of on-site analysis (economic and design) and implementation experience, a methodology was developed and titled, ‘The Four Point Main Street Approach to Downtown Revitalization’.

The foundation of the ‘Four Point” or “Main Street Approach” to downtown revitalization is preservation: using those elements of quality that have survived as assets upon which we can build a lasting, positive physical and emotional image for everyone who uses downtown. Historic preservation is used as an economic development tool. It capitalizes on over-looked and underutilized assets, encourages imagination, sharpening of entrepreneurial skills, and strong participation by the private sector.

The principles of the Main Street philosophy are the following:

1) Comprehensive and Appropriate: All aspects of the downtown must be considered when designing a revitalization program. And, the program must be appropriately scaled, taking into account the community’s resources and local conditions.

2) Incremental: The Main Street Approach does not produce instant change; it manages change over time. The decline and decay of the
central business district did not occur overnight and by the same token, a revitalization program cannot be expected to produce immediate results. Careful realignment of every aspect effecting the downtown area takes effective decision-making and leadership development. Quick-fix solutions may produce short-term successes, however, over the long run, one must address the underlying causes of decline.

3) Partnership: In order for the downtown revitalization program to be successful, both the public and private sectors must be involved and committed. A project manager, someone who works exclusively for the downtown as an advocate for all aspects of the revitalization program, plays a key role in the process. Often, the establishment of this position is a join public/private venture supported in a number of ways from each sector.

4) Quality: The Main Street Approach emphasizes quality – taking the time and care to make changes in a “quality” way.

5) Education: The negative attitudes prevailing in the downtown need to be changed through education and awareness. Projects should be chosen which are doable in nature so that their success may be promoted. People need to be constantly made aware and reminded of the assets that exist in the downtown and why they are important to the overall community. The new generation of users needs to know that a downtown exists, where it is, and what is available for them in the central business district.

6) Implementation: Once a community is committed to conducting a downtown revitalization program, implementation is critical. Plans do not implement themselves, someone or group has to be the driving force to make things happen.”

- **Form a board of trustees for the new organization.**

  The new non-profit Main Street Corporation should have a Board of Trustees that is comprised of experienced, dedicated and decisive individuals representing the major constituencies that are involved with or affected by downtown. Board members should be carefully chosen from among the following groups – downtown property owners, downtown retail and office tenants, major local employers, real estate professionals, cultural and historical
organizations, financial institutions, community groups, and residents. Paid staff and representatives of Licking County and the city of Newark should serve as non-voting members. It is essential that membership be drawn from all sectors to ensure that all views are represented and a common vision/plan is supported and maintained.

- Handbooks – Board members should be supplied with handbooks produced by the National Main Street Center that explain in layman’s terms appropriate roles and responsibilities for board members and for the members of the four committees that are recommended by the Main Street Center - Organization, Design, Promotions and Economic Restructuring.

- Executive Committee – An Executive Committee should be formed with membership to consist of the Chairman and/or Vice Chairman of the Board and the Chairs of each of the standing committees. A representative of paid staff would sit in on meetings on a non-voting basis. The importance of this committee is to make certain that the efforts of each of the four committees and any related task forces are coordinated with the efforts of the other committees and the staff. This body would also provide more regular support and oversight of day-to-day activities of staff.

- **Establish and fund a three-year operating budget for the organization.**

- Budget – A budget should be established for the operation to run through the bicentennial in 2002. It should include sufficient amounts to hire experienced and capable staff, cover operating expenses and ongoing events and provide a limited amount of seed money for special projects such as façade enhancement, building assessment and market studies for individual development proposals ($150,000 - 250,000 per year).

- Contribution Levels - Owner/stakeholder involvement is the key to essential private investment. Suggested contribution levels should be tiered. Member contribution levels should be based on equal financial support from downtown property owners and be significant enough to establish an adequate funding base and a feeling of having a clear stake in the organization’s success. Many
groups have minimum property owner contributions of $500 per year. An effort should be made to identify and communicate with every downtown property owner; seeking their input to and support for the program. Organizations with major stakes in the community such as the city, the county, major employers and major benefactors could be involved at higher levels. Community groups, tenants and residents could be involved at a lesser level based upon ability to pay. Seek three-year commitments to give the program sufficient time to be established and realize meaningful, visible results.

- Resource Development Plan - Prepare a comprehensive resource development plan to maximize the opportunities for complete funding of the new three year plan with a combination of public, private and nonprofit financial contributions, in-kind services and incentive programs.

For this effort to be successful, the majority of the funding must come from the private sector. Sustainable revitalization only occurs in the presence of economic opportunity. At the same time, public policy and investment throughout America has favored suburban development over the last several decades at the expense of the urban core. New developments at the fringes are subsidized with publicly financed new infrastructure and, often, financial incentives. In the meantime, downtown’s infrastructure ages and deteriorates. Public support for and investment in downtown revitalization is necessary to create a level playing field.

Possible sources of funds include:

- Additional contributions of money and in-kind services, equipment, office space, etc., over and above membership contributions, from downtown property owners, merchants and office tenants, community groups, major employers, financial institutions and others with an interest in the downtown.

- Grants and/or low interest loan assistance from federal, state and regional funding authorities for specific aspects of the program. Under certain
circumstances, Community Development Block Grants, could be applied to building and infrastructure improvements that have been declared as “blighted”. Other federal and state programs are available that could be sources for at least a portion of the funding for specific proposed initiatives contained within the plan.

- Sell naming rights to specific downtown amenities or activities. This could apply to major investments or to something as small as, for example, the Adopt-a-Spot program that the city has had so much success with.

- Explore the possibility of using resources that might be available at Ohio State University – Newark to support downtown activities. Examples could include assisting with the development of a computerized database of information on downtown properties, conducting consumer surveys, providing technical and educational assistance to downtown businesses and encouraging mentoring programs that could benefit both students and downtown businesses.

- Seek contributions to the program or specific aspects of it from family and community foundations and civic organizations that are active in the community.

- The Bicentennial Commission may be willing to consider funding portions or all of individual initiatives associated with the bicentennial celebration.

- Develop and execute a professional fund raising campaign to include a combination of public presentations to appropriate interest groups and private, in-person solicitation of potential individual, corporate and institutional stakeholders.
• **Hire full-time staff to manage the organization and direct the implementation of the Strategic Vision.**

The Main Street Program staff, ranging in size from one to four full-time professionals, would provide executive leadership, project direction, promotion, and office management to its members. Initially, staffing of the Main Street Corporation proposed for Newark’s downtown would require at least one and, preferably, two full-time positions. As a result, individuals selected for these positions should be multitalented and capable of performing complex tasks. Staff can also be supplemented with program/project consultants and part-time persons such as loaned executives or retired community leaders. Job descriptions, desired qualifications and compensation parameters should be established for each position desired and a comprehensive recruitment effort initiated to identify and hire the best person(s) for the job.

- **Executive leadership** - This role is typically carried out by an Executive Director or Main Street Manager who actively forges relationships both at the grassroots property owner level and with corporate and political leaders in the community. Leadership skills and the ability to communicate effectively regarding a broad range of goals and issues will be important as will familiarity with economic development, urban planning, historic preservation and a host of other topics.

- **Project Direction** - The scale of the overall revitalization program sometimes requires such initiatives as storefront programs, streetscape projects and development projects to be run by a junior executive or volunteer that reports to the Executive Director.

- **Promotions and Events Coordination** - Advertising, promotions and special events are the glue that binds a community to the project area. They help celebrate the unique nature of the people and places that make downtown special. The individual in this position should display an outgoing, people-oriented personality and have experience in advertising, events planning and fund raising. Knowledge of retailing and consumer marketing is a big plus.
Office management - A successful program must be organized, fiscally prudent and responsive and involve teamwork between staff and board leadership. This too is a critical role involving filing, financial reporting, grant administration audits, project reports and fielding and responding to public inquiries.

- **Establish a permanent office in downtown for the Main Street Corporation.**

While it may be possible to use the existing NDA office located in the Arcade, it would be preferable to have an office located on an upper floor of a building facing the square. With an entrance on the square, such a location would be much more visible. Ideally, some first floor window(s) would be available for displays, renderings and/or posters promoting the Strategic Vision and other positive changes taking place in downtown. The importance of an upper story location is to reinforce the need to preserve prime first floor space for retail. An effort should be made to identify an upper story location and/or furnishings and equipment that could be provided as an in-kind contribution to the organization.

- **Initiate a public relations campaign to keep the community informed and build support and momentum for the revitalization effort.**

Achieving consensus and maintaining momentum will require ongoing communication of the desired vision and efforts to achieve it. Emphasis should be placed on why the vision is important and how it will be benefit the various sectors of the community and the county.

- **As the downtown is gradually revitalized, consideration should be given to the creation of a Special Improvement District.**

A Special Improvement District is a quasi-public organization formed by property owners who have agreed to an assessment on their property in order
to generate revenue for services and capital improvements provided within a defined district.

Special Improvement Districts provide a long-term financial base for marketing, capital improvements and management programs. They spell out the services and improvements to be delivered in a contract between the property owners and the organization charged with managing the Special Improvement District. This contractual arrangement increases accountability and keeps the focus of the organization on achieving stated goals of property owners. It usually, though not always, incorporates the entire central business district, therefore spreading the cost and the benefits of the services among a broad base of property owners and tenants.

Sixty percent of property owners, or those representing roughly seventy-five percent of the linear footage, must agree to the assessment (amount to be determined by local area). The process of recruiting the property owners to agree to an assessment and how it will be spent is a time consuming effort requiring a high level of commitment from leadership at all levels in the downtown community.

A Special Improvement District is the only way to assure long term funding but, since it involves a tax assessment on downtown properties, it may be desirable to await demonstration of the success of the program before seeking approval for it from private property owners.

- **Give future consideration to other responsibilities that could be placed under the control of the Main Street Corporation.**

These could include such things as streetscape maintenance, litter control, sidewalk snow removal and parking enforcement and lot management.
#2 Improve the perception and reality of ample, convenient and available parking in the downtown area.

Parking is a top priority both because it was one of the biggest complaints of downtown merchants and community leaders interviewed for this report and because other initiatives to be recommended will depend upon satisfactory resolution of this problem.

In addressing downtown Newark’s present and future parking needs as part of a comprehensive Strategic Vision, careful consideration was given to recommendations contained in the Parking Master Plan developed by AMPCO System Parking and presented on July 8, 1999. Many of their recommendations are supported and reinforced by this plan. Additional and, in some cases, alternative recommendations are presented as a result of consideration of related issues and strategies including appearance, tourism potential and vehicular and pedestrian mobility.

- **Parking Availability.**

  While it appears that sufficient parking exists in the downtown area to serve current worker, resident and visitor needs, some of it is not conveniently located and more will be required if revitalization efforts succeed in filling upper floors, encouraging new developments and bringing in more visitors. Parking on the square is subject to limited availability at peak times.

  The perception of inadequate parking is more likely the result of inconvenient parking rather than the lack of total spaces to serve current needs. Also, downtown visitors expect to be able to park in the immediate vicinity of their destination and are disappointed when they cannot.

- **Provide ample off-street parking for downtown workers and visitors to government offices.**
Before new enforcement policies can be put in place, adequate off-street parking will be needed for government workers and visitors. Following are initiatives which should be considered to address this need:

- **County Purchase Garage** – While the actual amount of the shortfall was not presented in AMPCO’s report, it appears that Licking County provides substantially fewer off-street parking spaces than its workers and visitors require. The county should proceed prudently but quickly to purchase the city’s parking garage. To overcome the garage’s negative safety perception in the short term, security should be provided. Long-term remedies are presented elsewhere in this plan.

- **Convert Private Lots** – Explore the possibility, as suggested in AMPCO’s report, of converting some private lots to public use.

- **Add/Improve Parking Behind Buildings** – To make the option of parking at the rear of buildings more appealing, consideration and support should be given to enhancing the appearance of the back sides of buildings visible from these lots and upgrading the appearance and lighting of passageways that lead from the lots to the street front. This would also support a strategy of reuse of upper levels of downtown buildings. Rear entrances to downtown stores are normally not recommended since, for most retailers, this increases shrinkage risks and requires additional staffing.

- **Create Additional Lots** - Opportunities should be explored for the creation of additional parking lots behind downtown buildings and/or on the edges of downtown. Several of these areas are currently underutilized lots and historically insignificant buildings that could be purchased and removed.

- **Remove parking meters.**

When a shopper is considering whether to make their next shopping trip to a suburban shopping center or downtown, parking is often an element of their decision. Suburban centers offer ample and free parking. While there may be sufficient parking in downtown, it is often viewed as inconvenient. Pay parking meters and the possibility of fines add to downtown’s perceived disadvantage.
As stated in Section Two, the parking situation in downtown Newark is exacerbated by the confusing mix of 8-hour, 2-hour and 30 minute metered spaces and free 2-hour spaces in the immediate vicinity of the square.

- **Institute zoned parking in the core of downtown.**

To eliminate this confusion, enhance the availability of free and convenient parking and improve enforcement capabilities, Main Street Connections recommends that parking meters be eliminated from much, if not all, of the Central Business District and replaced with zoned parking. A zone would be created encompassing at least the square and one to two blocks in each direction out from the square. A vehicle could park free anywhere within this zone for a cumulative total of from at least two to something less than four hours in any one day. This time period would accommodate most shopping trips while being less than the amount of time required by most part-time workers. With the purchase of additional software, the city’s current electronic monitoring equipment could be easily adapted to track vehicles moving from one location to another on a given day within the zone.

- **Initiate a positive promotional campaign to encourage downtown workers to reserve street front parking for shoppers and visitors.**

Downtown workers should be encouraged to reserve street front parking for shoppers and visitors using a positive promotional campaign with a theme such as “It’s important to you and your community.” Some creative downtowns have calculated the cost in lost sales of on-street spaces occupied by workers and place cards on the offending cars’ windshields letting the drivers know how much they are costing themselves or their employers. These figures can amount to tens of thousands of dollars.

- **Combine the promotional campaign with strict enforcement.**

The promotional campaign should be combined with strict enforcement and an escalating structure of fines of sufficient size to be a real deterrent. Enforcement should be especially stringent on and near the square where
parking is at a premium. To prevent alienating visitors who might inadvertently be ticketed, a ‘first ticket forgiven’ policy could be enacted.

- **Install directional signage.**

  As part of a comprehensive downtown identity and signage program, clear and attractive signage should be installed in appropriate locations to direct visitors to public parking areas. Additional signage located in the public parking areas should clearly explain the zoned parking policy. Use singular logo signage to indicate all public-parking areas. Clearly identify private parking lots and service areas to prevent the necessity of towing.

- **Decorative perimeter fencing and plantings should be used to improve the image of off-street parking.**

  Without jeopardizing visual security, use low level screening such as masonry walls, wrought iron fences and shrubs to minimize views into the interior of surface lots and at least partially address the ‘missing teeth’ syndrome described earlier. As will be explained later in this report, the Big Bear grocery store on Second Street is very important to downtown and will become even more so. Consideration should be given to repaving and screening the parking lot adjacent to their store as one incentive for them to stay in downtown. Since the lot is underutilized most of the time, perhaps a portion of it could be made available for public parking.

- **Plan for future parking needs.**

  Additional parking will be required as more people come downtown to live, work, shop and be entertained. Parking lot and garage locations should be planned with principal parking areas behind buildings with attractive access to street fronts from alleyways and side streets. Public parking lots should be located, wherever possible, at mid-block on cross streets. Avoid or minimize entrances to parking areas from the main through avenues.

  - Open the Holland-Upham Building for Parking – One of the most intriguing ideas to come from a member of the community is to remove the center of this
building to open another access to the city’s parking garage and parking lot located just south of the building and open the sides of the remainder of the structure for use on weekdays as covered public parking and on weekends for a farmers’ market. The ends of the building and/or lower level could be used to address the county’s need for additional records storage. Main Street Connections strongly supports this recommendation.

- Add Structured Parking for City Workers and Visitors - As the city plans its future space and parking needs, consideration should be given to building a structured parking facility adjacent to the current city hall and perhaps building city office space on top of the parking structure. This would serve the multiple purposes of increasing parking for city workers and visitors, addressing the city’s space needs and filling the ‘missing tooth’ that currently exists at that site.

- Add Structured Parking North of the Square – To meet the needs of businesses located on this side of the square and address future needs that will be created by such proposed projects as the reopening of the Midland Theater and the opening of a new hotel/conference facility, a structured parking facility will be required in this area.

- Pursue Federal Funding for an Intermodal Parking/Mass Transit Facility – An intermodal facility serves the needs of multiple modes of transportation, in this case cars and buses. Federal funding may be available to support the construction of such a facility and the area north of the square would be an ideal place to locate it. As stated earlier, the county is apparently looking for a place to house its buses and shuttle and there is, or will be, a need for structured parking in this area. This facility, if properly designed and located, could stimulate the development of a more comprehensive structure containing commercial and/or residential uses as well.

- Create Additional Paved Parking Areas – Several sites have been suggested as possible locations for additional paved parking. The Institute of Industrial Technology has proposed paving the CSX lot on First Street as part of its contribution to the downtown revitalization effort.
- Consider Converting Pennsylvania Station Park to a Parking Grove – Green space in downtown is necessarily limited and should be treasured, especially if additional residential uses are anticipated. However, this particular park is currently underutilized and ideally located to serve the parking needs of cultural attractions located in, planned or proposed for the area. Assuming alternative locations can be identified for downtown green space, consideration should be given to converting this park to a ‘parking grove’, a surface parking lot with trees planted along an island adjacent to each row of parking spaces.

- Provide Additional Tour Bus Parking - In anticipation of a campaign to attract more tourists and visitors into downtown, consideration should be given to providing additional opportunities for tour bus parking.
#3 Dramatically improve the appearance of downtown.

The most successful retailers, restaurants and shopping centers pay close and careful attention to the appearance of their spaces – and with good reason. Consumers demand cleanliness, orderliness and an attractive environment in which to shop and dine. Most workers and residents value the same types of environments. Downtown’s appearance could be improved dramatically and quickly by, as one interviewee put it, “focus(ing) on little things that make all the difference”.

- **Establish a Higher Standard.**

Downtown is, in a sense, the community’s ‘living room.’ To be an appealing place to visit and linger, it needs to be clean, attractive and well maintained. Although downtown Newark has a beautiful courthouse and an attractive square with landscaped islands and planters, its appearance suffers greatly from inconsistent maintenance of buildings, sidewalks, streets and streetscape elements. To become the attraction it has the potential to be and the source of pride its citizens desire, a higher standard of maintenance, cleanliness and design must be established.

- **Clean and Repair Sidewalks and Streets.**

  - Temporarily Fund Downtown Sidewalk and Gutter Cleaning for One Year With Voluntary Assessments and Donations - Studies have shown that one of the first things visitors to downtowns or shopping centers notice is what is under their feet. While some property owners conscientiously clean and maintain the sidewalks in front of their properties, others do little or nothing. With disparate and often absentee ownership, voluntary cooperation is unlikely to succeed. Keeping downtown sidewalks and streets as clean as they ought to be would require an investment in the proper equipment and at least two full-time staff positions. In winter months, staff could be responsible for removal of snow and ice from sidewalks.
The city is not legally responsible for most of the sidewalks and, at any rate, officials indicate they lack the funds that would be required. Ultimately, this would be an ideal task to be taken on by a Special Improvement District (SID) funded by an assessment on downtown property owners. Until and unless property owners vote to create a SID an alternative approach is needed. Consideration should be given to temporarily funding the necessary staff and equipment for a period with voluntary assessments on property owners and supplement contributions from other sources if required.

- Based on Success, Pursue Establishment of a SID - If the program is successful, permanent funding could be sought for through establishment of a SID. Even though the recent attempt at a clean-up day was unsuccessful, it may be worth considering another voluntary downtown clean-up day with residents, merchants, etc. to kick off the fund-raising effort. The momentum created by the announcement and acceptance of a new and comprehensive vision for downtown’s revitalization would, hopefully, bring a different response.

- City Establish a Program of Sidewalk Replacement – While selective replacement has been accomplished as funds allowed, the city should consider establishing a program of sidewalk replacement in all areas of the CBD focusing first on the core area in the immediate vicinity of the square. Some sidewalks will be replaced as part of the traffic signal intersection improvements. Property owners could be assessed the cost of repairing or replacing the sidewalks in front of their properties. The same priorities should be established for street repair and repaving in the CBD.

- Bury Utility Wires Underground – This will be partially accomplished as part of the planned traffic signal intersection improvements. Plans should be developed and funding sought to bury all overhead utilities in the Central Business District as circumstances allow.

• **Enhance Existing Streetscape.**

  - Selectively Remove Trees Blocking Storefronts – Although popular among landscape architects over the past twenty years or so, trees located on sidewalks in front of downtown stores block views of storefront windows and signs. As
they grow and spread, they conceal the historic facades that are the fabric of downtown’s unique architectural character. Where possible, these trees should be removed and replaced with low shrubs, potted plants and/or hanging baskets. Sidewalks should be repaired after trees are removed.

- **Upgrade the Quality and Maintenance of Planters and Landscaped Areas** – As suggested by an interviewee, seek a donation of Longaberger baskets similar to those located in front of the Midland Theater for careful location at regular intervals around the entire square. Solicit assistance and/or contributions from local garden centers, garden clubs, and/or Dawes Arboretum to plan and maintain plantings.

- **Establish a New Streetscape Design Standard for the Future** - Ultimately, a new streetscape design standard should be established incorporating trees only on the square, in boulevards, in front of blank walls with limited design appeal, parking lots and designated green space areas. In front of stores and historic buildings, a better alternative would be diverse plantings or planters filled with low greenery and seasonal flowers with lots of color and/or hanging baskets.

- **Make Select Improvements to Courthouse Square Landscaping and Lighting.**

  - **Trim and, in some Cases, Replace Trees** – The beautiful courthouse and the square that surrounds it were almost unanimously cited as downtown Newark’s greatest strength by community leaders interviewed for this project. The square is the center and focal point of the entire downtown. While it is attractive as it stands today, additional improvements could add to its drama and beauty. The city has been diligent in trimming the large trees that blanket the square. However, because of their size they conceal most of the courthouse’s historic façade. Consideration should be given to approaching officials at Dawes Arboretum for advice regarding the possibility of further trimming to open vistas to the courthouse building. Consideration should also be given to replacing the female gingko trees on the east side and their repulsive odor with a more appealing variety.
- Upgrade Remainder of Landscaping – While arguably difficult to maintain on such a shaded site especially with regularly scheduled events and the dry conditions experienced this summer, expert advice should be sought and efforts made to assure that the square’s lawn is always full, thick and green. Bare spots should be reseeded and consideration should be given to installing a sprinkler system. The same is true for the flowerbeds and shrubs. These should be kept full, well maintained and trimmed and mulched where appropriate.

- Add Lighting for Dramatic Effect – At present, only the uppermost portion of the courthouse is lighted at night. Additional lighting strategically focused on other important elements of the façade would add significantly to the dramatic effect of its appearance at night and help to make downtown appear more alive after dark.

- Consider Moving Dr. Burton’s Rose Garden – This is another suggestion received from a community member and seems to make sense. In its current location, this memorial to one of Newark’s most important and influential past members does not receive enough light to realize its potential beauty and recognition. A more appropriate site could be determined in consultation with community representatives and gardening experts.

• **Upgrade Existing Green Space and Create More.**

Opportunities should be explored for the creation of one or more additional public parks in the vicinity of downtown. Even very small ‘pocket parks’ can be an appealing addition to the downtown environment and would be important amenities in any effort to attract more downtown housing. Possible sites that might be considered include the southeast corner of Fourth and Locust Streets, near the Styron-Beggs building, near the Main Intermediate School, and lots in the vicinity of the square.

• **Upgrade Amenities.**

Although the city does have a number of durable trash receptacles and benches, consideration should be given to eventually replacing them with a design that would be more reflective of the historic character of downtown. Additional
receptacles should be added on some streets in the core area. A program of public art could also be instituted. Many communities have successfully employed public art competitions to beautify areas of their downtowns. Grants are frequently available for such programs.

- **Encourage Building Façade Enhancements**

  - Repaint Previously Painted Building Facades – Another excellent suggestion received from a member of the community is to quickly put together a program to encourage repainting of as many of the facades of downtown’s older buildings as possible in the spring of 2000. As pointed out earlier, many of downtown’s buildings are currently painted some shade of beige contributing to a dull lifeless image for the area. A palette of suitable colors that would offer a broad range of choices and yet remain in harmony with neighbors and historic character could easily be assembled. Such historic paint palettes are available from several paint manufacturers. Assistance could also be sought from the National Trust for Historic Preservation. The city and local foundations could be approached to cover a portion of the labor cost and paint to encourage a significant majority of property owners to participate. While this is an effective short-term solution that could result in a quick and dramatic change in downtown’s appearance, the long-term goal in most cases should be to restore these historic buildings to their original condition.

  - Establish Voluntary Design Guidelines – To encourage renovations that are complimentary to surrounding buildings and the historic character of downtown, voluntary design guidelines should be established and promoted as quickly as possible. An excellent resource to consider is the National Main Street Center’s pamphlet “Keeping Up Appearances”. Sample design guidelines are also available from Downtown, Ohio, Inc. and other sources.

  - Establish a Design Assistance Center – Columbus’ Neighborhood Design Assistance Center has been instrumental in upgrading streetscape and building renovation design in many Columbus neighborhoods. The center provides free design assistance to property owners in these neighborhoods who wish to renovate their buildings. Consideration should be given to establishing a
similar program for downtown Newark, perhaps with the assistance of the Columbus center.

- Encourage Storefront Improvements – As discussed, many of downtown’s storefronts are unattractive and uninviting. As facades are enhanced, these storefronts should be addressed.

- Add Retractable Awnings – As an alternative to trees, awnings could be added to the fronts of downtown’s historic buildings. They are more in keeping with the historic character of the buildings, provide shade in the summer, and with the application of stores’ names or logos, help to promote downtown retailers. Awning standards and options should be included as a part of the voluntary design guidelines.

- Install Shingle or Blade Signs – These merchants’ signs, mounted perpendicular to the building faces, help to promote downtown stores and encourage pedestrian movement. A historically sensitive design will be important.

- Light Building Facades – Lights mounted on existing streetlight poles and pointed at building facades would help to minimize the vacancy appearance and add drama to downtown’s appearance at night.

- Minimize Vacancy Appearance of Buildings’ Empty Upper Floors.

Newark has done a better job than many cities by attempting to create the illusion that vacant upper floors are filled with tenants by having them painted with various scenes by a local artist. However, when one travels around the downtown area, it becomes readily apparent that many vacancies do exist on the upper stories. Property owners should be encouraged to keep upper floor windows clean and free of debris and add curtains in upper floor windows to dramatically reduce the appearance of vacancy.
• **Background Music**

Some communities are piping soothing background music outdoors throughout their downtowns. Such music can very subtly add to downtown’s charm and appeal. A side benefit is that the right kind of music tends to discourage loitering.

• **Financial Assistance and Incentives**

Programs, in addition to those already discussed, that could be considered to provide incentives and assistance for implementation of the above recommendations include:

- **Emergency Building Repair Assistance** - A program of assistance for emergency repairs to existing buildings would help to prevent further deterioration. Several downtown buildings suffer from a lack of maintenance and deteriorating conditions. Continued deterioration may make their eventual rehabilitation difficult or prohibitively expensive. These buildings are an important part of what makes downtown special and are also the economic engine that will drive downtown revitalization. A program needs to be put into place to assure sufficient repair of these existing buildings to prevent further deterioration. Some combination of strict code enforcement and financial assistance or incentives should be put in place to address this situation.

- **Community Development Block Grants** – With changes in the city’s federal designation, these grants could be applied to building and infrastructure improvements, although many property owners view the restrictions that come with them as not worth the price. Several federal and state programs are available that could be sources for at least a portion of the funding for green space additions or improvements.

- **Low Interest Loans** – Local financial institutions could be approached to jointly create a low interest loan pool for building stabilization, facade enhancement, and even redevelopment and new construction projects located in the downtown.
- Micro-Loan Program – Develop a micro-loan program with a maximum of perhaps $5,000 per loan for downtown merchants and other businesses to encourage them and make it easier for them to make improvements in their stores or businesses.

- Naming Rights - Selling naming rights to specific downtown amenities or activities could build on the success of the city’s current Adopt-a-Spot program. This could apply to major investments or to something as small as, for example, adopt-a-light, adopt-a-bench, bricks used in pavers, etc.

- TEA 21 Grants - Explore the potential for use of TEA 21 grants through the Ohio Department of Transportation for recommended transportation related enhancements. The Ohio Department of Natural Resources also offers grants that could be of use in funding such things as bikeways, pocket parks, etc.
#4 Create a strong sense of identification and entry into the downtown area.

- **Develop and Implement a Comprehensive Directional/Way-finding Signage Program.**

A comprehensive vehicular and pedestrian directional/way-finding system with a sign schedule defining exact locations and a list of destinations and attractions should be developed and implemented. This system should be city wide, colorful, comprehensive, and featuring the downtown as the town center. On the interstates, motorists need more information indicating the appropriate exists for downtown Newark. The design of the signs should be developed with an environmental graphic designer who would work with the city’s Public Works Department and state departments of transportation. Tourism officials, the proposed Newark Main Street Program, county and city parks and recreation representatives and the Chamber of Commerce could all be involved at the committee level.

- **Focus Home Improvement and Redevelopment Assistance on the Major Corridors Leading into Downtown.**

Currently, Community Development Block Grant monies are awarded to owner-occupied homes in low-income areas on a first come, first serve bases. As a result, while individual homeowners benefit, the impact on neighborhoods is limited. The major corridors leading through these neighborhoods are their most visible area. Focusing public funds and assistance on these corridors would improve their appearance for through traffic and, more importantly, give the residents of the neighborhood a visible source of pride and motivation to extend the improvement further into the neighborhood.

- **Upgrade and sign the major entrances leading into downtown.**

The downtown entrances at North Fourth and SR 16, East and West Main Street, and the railroad underpasses at South Second, Third, Fourth, and Fifth Streets should be clearly marked, create a strong sense of arrival, and reflect and promote the desired image for downtown using a combination of signage,
landscaping, and architectural elements. North Fourth, East and West Main and South Second should be the initial priorities. Signage should be designed as part of the recommended comprehensive directional/way-finding program.

- Implement Planned Entrance Sign at North Fourth – This is the most heavily traveled and important entrance into downtown. Visitors especially will be most likely to use this entrance. The city’s proposed brick structural element celebrating Newark’s bicentennial could be an important first step. Additional landscaping and signage elements welcoming visitors to downtown Newark and guiding them to the square are also recommended.

- Implement Renovation or Replacement of East Main Street Bridge – The Ohio Department of Transportation appears close to a decision on which alternative will be approved and should be encouraged to proceed quickly. Signage and landscaping elements should be added to create a stronger sense of welcome and entrance to the historic downtown. The West Main Street entrance to downtown should receive similar treatment.

- Upgrade Railroad Underpasses – The city has already painted the railroad underpasses in light colors and added lighting that are important first steps. Additional improvements including concrete repair, signage, landscaping, and even brighter lighting should be considered to create the desired sense of welcome.

- Create a grand boulevard leading into the square from East and West Main Streets.

This is one of the most ambitious and dramatic recommendations contained in this Vision. It is also one of the most important. The square is currently offset from Fourth Street, the most important entrance into downtown. A strong design element is needed to identify the location of downtown’s heart and draw people to it.

Main Street Connections proposes that a boulevard be designed and constructed down the center of Main Street from the bridge on East Main to the square and from Fifth at West Main to the square. Details regarding the design,
including what if any parking to retain and whether or not to reduce traffic from four lanes to two plus turn lanes, should be left to professional traffic engineers who are skilled in contemporary urban traffic calming techniques and planning.

This grand boulevard would serve the following purposes:
- It would announce to vehicles entering from areas outside of Newark that they are traveling to a destination spot.
- It would crate a strong sense of drama, anticipation, and arrival.
- It would create linkages between the square and the remainder of the central business district for cars and pedestrians.
- It would connect downtown to the new library and close to the new American Legion Hall and Veterans Park on the western edge of the CBD.
- It would encourage drivers to slow down, notice more of downtown’s features, and stores and perhaps stop when they might not have otherwise intended to.
- It would add more trees in downtown without blocking storefronts and building facades.
- It would narrow the street and encourage more pedestrian cross flow.

Perhaps resource assistance could be solicited from local garden centers and/or Dawes Arboretum, as previously suggested.

- **Create a landscaped connection between the boulevard and the Fourth Street exit from State Route 16.**

Because of the higher traffic counts and the fact that Fourth Street is narrower than Main Street, a boulevard does not seem appropriate for Fourth. A boulevard here would also dilute the drama of the proposed Main Street Boulevard. At the same time, a much stronger and more attractive connection to Main Street is needed.

This is a place where lining the sidewalks with trees is the most appropriate solution. Current and proposed uses along Fourth Street are primarily office and residential and the architecture is either insignificant or of sufficient height to be seen above the trees.
Lining Fourth Street with trees from SR 16 to the railroad underpass would achieve the following objectives:
- Create a strong connection between the Main Street entrance to the square and the exit from SR 16.
- Connect the Styron-Beggs Building more closely to the square.
- Shield setbacks and parking lots on South Fourth Street.

- **Rehabilitate or replace house at southeast corner of Fourth and Locust with a pocket park.**

This dilapidated building is a real eyesore and the first thing most people see upon exiting the ramp from SR 16 to Fourth Street. Efforts should be made to acquire the property from its current owner, and either redevelop or demolish the building and perhaps replace it with a pocket park or other use that would be supportive of its important location and position in the downtown landscape.
#5 Improve vehicular and pedestrian access, flow and environments.

As Yogi Berra was purported to have said, “Nobody goes there any more because it is too crowded!” Most retailers, especially the types of specialty stores one typically finds in downtown, depend on traffic driving by and walking by their stores to generate interest and store visits. Busy streets and sidewalks communicate success and vitality. The key concerns in downtown should be safety, ease of understanding and access and steady, even if slow, progress. In an urban environment, cars, buses, pedestrians and bicycles all need to be taken into consideration.

- **Remove the majority, if not all, of the one-way streets.**

Main Street Connections recognizes that some may find this recommendation controversial. The current traffic patterns have existed in downtown for a long time. The community has gotten used to them and most local residents have little problem understanding or navigating them. Our concern is for the large number of visitors and tourists a successful revitalization could bring into downtown and the increased interaction between cars, bicycles and pedestrians that would result.

- Convert Second and Third Streets to two-way - At a minimum, one-way traffic should be eliminated on Second Street and Third Street. This would remove the racetrack effect that occurs on continuous left turns around the square at present and make traffic patterns around the square much easier for first time visitors to understand. It should also encourage more through traffic on Second and Third and benefit retailers and attractions located on these streets but outside the square. With new traffic intersections and equipment planned, the lights could be timed to minimize multiple traffic light stops.

- Convert Church Street to Two-Way Between Second and Third Streets and, if Possible, Between Third and Fourth Streets – Storefronts on South Church between Third and Fourth, as well as potential new developments elsewhere on Church would benefit from this change.
- Reevaluate One-Way Streets on Park Place – Because the retail is located on only one side of each street, this is not as big an issue as elsewhere in downtown. Still, consideration should be given to how traffic patterns might be affected by such a change.

- **Improve pedestrian access to and flow within downtown.**

  - Create a Major North-South Pedestrian Corridor Through the Center of Downtown – Using the alley that dead-ends directly north of the railroad station, design and construct a pedestrian (and perhaps bicycle) corridor to extend through the middle of the Holland-Upham building as proposed to the center of the square, then continuing northward from the opposite side of the square to the other end of the alley at Locust Street.

  Portions of this walkway have been suggested by various individuals interviewed for this report and there are many appealing reasons to consider it, including opening access to the railroad station and parking garage on one side and potential new developments behind North Park on the other. Main Street Connections proposes to elevate the scale, visibility and impact of this corridor by extending it the entire length and emphasizing its intersections with cross streets and importance through creative and pedestrian sensitive design. Enclosed or elevated walkways are strongly discouraged as they disconnect the pedestrian from the “main street” environment. Nearby retailers’ sales would suffer.

  The alley could include landscaping, historical/promotional elements such as a “Walk-of-Fame”, seating areas, pocket parks, special lighting and many other features to make it a safe and appealing environment for pedestrians. The appeal of parking in areas behind the buildings on the square would be especially enhanced.

  - Upgrade Sidewalks- As previously suggested, sidewalks in downtown and at bridges and underpasses should be repaired or replaced where appropriate.

  - Eliminate Center Street Parking and Widen Sidewalks on North and South Park Place – This recommendation is contingent upon moving downtown
workers to off-street parking and implementing other suggested parking improvements. The experience of many other downtowns demonstrates that closing North and South Park Place to vehicular traffic would destroy the businesses located on them. However, downtown is an urban environment and, especially if the goal is attract more visitors and downtown residents, priority must be given to pedestrians over cars.

By eliminating center street parking, sidewalks on the business side of North and South Park Place could be widened to encourage additional pedestrian movement and permit the placement of café tables, bike racks, benches and additional landscaping. These streets could become real gathering places, especially in the warmer months. These changes would also help to attract new restaurants to locate in downtown. It will be important to leave open lanes for pedestrian movement between parked cars and store entrances.

- Extend Street Corners Into Intersections – Street Corners should be extended a few feet into major intersections surrounding the square to permit pedestrians to travel shorter distances when crossing streets, move parked cars back from the intersections and encourage traffic to slow on turns.

- Add and Improve Crosswalks – The pedestrian should be given priority over the motorized vehicle in the downtown core. Crosswalks should be attractive and clearly marked with signs indicating “yield to pedestrians.” Add crosswalks at corners of the square.

- ADA Requirements – The city of Newark was recently honored for its efforts to make downtown more accessible to handicapped individuals. Much work remains though and the mayor has indicated the city is committed to continuing its efforts.

• Connect downtown to bike path and encourage bicycles in downtown.

Bicycling has become a popular past-time for many people. Newark is fortunate to have a number of bicycling opportunities in and around the area. Currently, the city has bicycling paths on all sides of the city but primarily in the southern
Future plans will extend current bicycling paths along the Licking River and the railroad tracks by the Foundation Building and connect to the Ohio to Erie Trail.

Downtown Newark’s charm, historic architecture and shopping opportunities could be an appealing side trip for many bicyclists. Initiatives which should be considered to take full advantage of this opportunity include the following:

- Install signs on bike paths directing traffic into the downtown and promoting what it has to offer.
- Install bike racks (and possibly bike lockers) at strategic locations in downtown.
- Develop special promotional packages and initiatives for bicyclists.

- **Explore additional transit options.**

  - Consider an Intra-City Shuttle - Consideration should be given to organizing and funding an intra-city shuttle service that would run to and from Newark neighborhoods, senior citizens centers, OSU/Newark Campus, Indian Mound Mall, major employers, health care facilities, and downtown on a regularly scheduled basis.

  An intra-city shuttle service would dramatically improve access to downtown merchants and public facilities for the large number of non-driving senior citizens, students and lower income residents of Newark. If successful, it could also have the side benefits of reducing automobile travel and emissions within the community, easing downtown parking and adding to its pedestrian character. Bike racks could be added to the rear of the shuttles to increase usage even further.

  - Develop Long-Range Mass Transit Options and Plans – The Longaberger Company has proposed development of passenger rail or monorail service to operate between their Muskingum County operations and Port Columbus. At some point, some form of mass transit is likely to be developed. While it may be a long way off, planning should begin now to take advantage of such an opportunity when it occurs and, hopefully, be in a position to influence whether or not and how it is developed.
• Improve linkages between the square and other areas of downtown.

- Connect to the Licking River - The River is the historic reason for the existence and growth of Newark. Proximity of the river to the downtown core should be used to enhance the revitalization effort. One opportunity to strengthen the connection is Town Commons Park. Consideration is being given to making major improvements to this park in conjunction with Newark’s bicentennial celebration and renaming it Bicentennial Park. This suggestion should be encouraged. An amphitheater is under consideration for the park.

- Strengthen the Connection Between IIT and the Square – IIT is considering reorienting its entrance to Second Street via a walkway through one of the buildings it owns directly across from the parking garage. Proposed signage, vehicular and pedestrian traffic pattern changes and landscaping additions should further strengthen the connection.

• Develop an Urban Design Manual for downtown streets and sidewalks.

The development and application of an urban design manual for downtown city streets should be considered. Concurrent with the private sector responding to zoning changes, the city should consider an urban design manual for the city streets. As improvements are made, (traffic pattern changes, intersection redesign, maintenance, etc.) the urban design manual would establish construction standards that include pedestrian friendly street crossings, bike lanes and high quality street furniture. Signage, both directional and educational, should be incorporated into street improvement budgets.

• Strengthen community policing efforts in downtown.

Work with the city to fund more police and more shifts in downtown – on foot or on bicycles. Exceptional visibility may be necessary for a time to change perceptions regarding personal safety in downtown.
#6 Expand the diversity, quality and quantity of significant cultural, historical and recreational attractions in downtown Newark.

According to some interviewees, real estate professionals and significant employers view Newark negatively and encourage those persons who are seeking residential opportunities in the area to look in cities such as Heath and Granville rather than Newark. Many apparently do not view Newark as an attractive place to live.

If Newark is to be successful at attracting visitors and attracting and maintaining a strong residential base, it is essential that these negative perceptions be addressed. Although some efforts have been made to improve the city’s image, convincing people to view Newark and its downtown in a new and more positive way may take one or more ‘catalytic’ and differentiating projects. Focusing on culture, history and recreation will allow downtown to capitalize on its existing strengths and create amenities that would be especially appealing to potential residents.

- **Restore and reopen the Midland Theater.**

What better way to announce to the community that things are going to change dramatically and for the better than to revitalize the Midland Theater. The Midland Theater is an important historic property in downtown Newark that could and should be redeveloped as soon as possible. Everyone interviewed agreed that the downtown would benefit from additional evening/entertainment activities. The Midland Theater, when restored, could provide residents and visitors with entertainment and serve as a vehicle to bring additional people downtown after typical business hours. The Longaberger Company should be approached, supported in its effort and encouraged to complete the renovation in time for the bicentennial in 2002.
• **Continue additions and improvements at the Institute of Industrial Technology.**

IIT has aggressive plans for the continued evolution of their facilities. This is a unique and important institution that should be supported and promoted to potential visitors in the broader region. Plans include paving the CSX lot on First Street for additional parking, purchasing additional adjacent properties, removing the warehouse between Canal Street and the Scheidler building, restoring and redeveloping the buildings they own on Second Street, and perhaps reopening a small portion of the canal. An educational computer lab is envisioned for the upper floors of the Second Street buildings while a walkway is planned through the middle of the first level to better connect the site to Second Street and the square.

• **Locate a new art gallery in downtown, preferably in one of the available significant and historic structures.**

The Licking County Art Association was recently forced to sell its gallery due to limited funding. This was an unfortunate loss for the community and creates a hole in the local culturally scene that will become more glaring as other elements of downtown are revitalized. Planning should begin now to identify an alternative location for a new gallery and starting a capital campaign to fund construction of a new facility. Possible locations that have been discussed include the old county jail, the top floor of the Styron-Beggs building and 37-39 South Park Place (reputed to be oldest building in downtown).

• **Locate a community recreational center in downtown.**

The community lacks a recreation center. As significant downtown housing is developed, such a facility could become a tremendous asset for downtown. The YWCA was recently forced to close their pool due to a lack of operating funds. Perhaps funding assistance could be generated as part of the downtown revitalization effort.
- **Initiate a summer season farmers market or marketplace in the space currently occupied by the middle section of the Holland-Upham building.**

  See Action Plan Goal #7 for detailed recommendations.

- **Create a unified destination retail and/or entertainment cluster within the Arcade Building.**

  The Arcade is a building that is currently significantly underutilized. The stores that do exist are primarily antique dealers and offices. Because of issues related to limited pedestrian traffic, high tenant turnover, limited parking, and difficulty seeing the stores that occupy the Arcade, this is a challenging space. Without significant investment, the Arcade will be a difficult building to fill. However, the building’s use should be a long-term priority as the downtown market grows. The beauty and character of the original arcade, when brought back to life, could be a very appealing amenity and shopping environment in Newark.

  In the short-term, it would be beneficial for the property owners to focus on complimentary tenants whose stores could contribute to a unified theme of retail establishments. An antique dealer theme already appears to be emerging. The tenants may want to work together to sponsor special shopping hours during the holiday season, etc.

- **Find a destination use for the Auditorium Building or consider removing it.**

  At one time, The Longaberger Company proposed establishing an Institute of Business in downtown Newark and using the Auditorium to conduct Institute meetings and seminars. With the recent death of Dave Longaberger, it is unclear what the company’s future plans may now be. Discussions should be held with the company to determine their plans and desires for their properties in downtown Newark. It may also be beneficial to talk with OSU-Newark’s new president who has indicated that community outreach and extending education
to more citizens of the area will be important priorities. Perhaps an educational use could be found for the facility.

In the absence of such a use and given that the front of the building has been lost to a fire, it may be necessary to consider demolition so an alternate use, such as a parking facility, can be located on the site. It is unlikely that Newark will be able to support two downtown theaters anytime in the foreseeable future.
#7 Retain and strengthen existing retail establishments in downtown.

As mentioned previously, downtown Newark has many assets it can build upon. Included among these are the square, the historic building stock, city and county facilities, several locally owned financial institutions, the churches and a limited number of destination retailers. Some retailers are struggling to make it. However, many have been in the community for generations. It is essential that the community actively work to maintain these businesses, governmental offices, churches, and financial institutions.

- **Retain Downtown’s Anchor Businesses.**

  Too often energy is put into attracting additional business establishments while neglecting those significant businesses that already exist. It is much easier to build on an existing foundation than to start from scratch. Downtown’s destination retailers and other anchors are part of what makes it special and every effort should be made to retain them.

  - Big Bear – Although downtown Newark no longer has a true retail anchor, Big Bear and Main Hardware serve as the next best thing. As with traditional shopping centers, the stronger the anchors are, the stronger the rest of the shopping district will be. Because of the financial difficulty that has faced Big Bear’s parent company in the past few years, it is vital that open dialog occur between the city and the grocery store’s representatives to ensure their continued presence in the downtown area – especially as efforts are made to attract more individuals to live in the downtown.

  - Place Off the Square – The Place Off the Square has the opportunity to capture more local and regional lodging business and fill a void that currently exists in Newark in fine dining. With the environment surrounding it, the Place Off the Square could and should be one of the premier lodging and dining facilities in the region. It has the opportunity to serve as a beacon for downtown - a place that encourages people from outside the community to visit and stay longer. To take advantage of this opportunity, the Place should communicate that its
facilities are not limited only to those people associated with Longaberger but are available to the general public. The restaurant also should consider remaining open in the evenings.

- Downtown Financial and Religious Institutions – Newark is fortunate to have a number of successful, locally owned financial institutions and beautiful, historic churches still located in downtown. They are traffic generators and further symbols of the strength and importance of downtown. Their support will be essential in the revitalization effort and their continued downtown presence will play a major role in its success.

- **Strengthen Existing Retail.**

  For retailers, incremental increases in sales generally have a greater than proportional impact on their profits. They typically have a significant percentage of their income committed to fixed expenses such as rent, fixtures and equipment and, to a certain extent, wages and benefits. These expenses remain whether the retailer sells anything or not. Once fixed expenses have been covered, though, a greater percentage of sales can be transferred to the bottom line. In other words, higher sales usually mean a higher profit percentage.

  For property owners, the impact of higher sales is more stable tenants and the potential for higher rents. Retailers are or should be more concerned about rents and other occupancy costs as a percentage of their sales than what the actual dollar amount of their rent is. As a general rule, total occupancy cost (rent, utilities, taxes, common area maintenance, etc.) of greater than fifteen percent of sales is an indication of a retailer in trouble. Less than fifteen percent is normally acceptable, with total occupancy cost of around ten percent of sales usually indicating a very healthy retailer. What this means for the property owner is that every dollar of additional sales a retailer can generate translates into at least a ten-cent potential in increased rent for the space occupied. Increased sales are in both the retailer’s and the property owner’s best interest.
As mentioned earlier, downtown has a limited number of retail operations that could be considered mini-anchors. Each of these operations has its own appeal and draws people into the downtown area specifically to patronize its business. Included among these anchors are long time downtown institutions like Main Hardware and America Antiques, an antique shop that attracts people from inside and outside Ohio. These retailers serve an important function by bringing shoppers into downtown who could then be introduced to other nearby stores. They should be strengthened where appropriate and encouraged to participate in cooperative downtown marketing initiatives.

- Merchant Seminars – Downtown merchants compete with chain retailers with big budgets and sophisticated operations. Most of them could increase their sales and staying power with some form of professional consultation, financial assistance or both. A series of seminars could be offered to downtown merchants dealing with such topics as visual merchandising, window displays, customer service, marketing and promotions, inventory control, etc. The idea would be to help downtown merchants compete more effectively with chains that have the resources and technology to be more sophisticated and efficient in their approach to generating sales and profits. Such programs can be very economical but merchants must choose to act on suggestions made for them to be effective. These seminars could be supplemented with individual consultation and support services such as design assistance and a micro-loan program for businesses that wish to invest in maintaining and enhancing the viability of their operations.

- Increase Local Market Penetration.

- Expand Hours of Operation – Increase penetration in the local market by an expansion of and consistency in hours of operation through a combination of standardized lease clauses and gradual introduction of evening hours. Initially, merchants should be encouraged to open one evening a week in conjunction with a strong initial and periodic follow-up promotion. For this effort to be successful, the trial must last for an extended period, perhaps as long as a year. It takes time for consumers to recognize changes such as this and become accustomed to expecting to find stores open on that particular evening. If the
program is successful, consideration could be given to adding additional evenings.

- Joint Promotions/Marketing – Merchants could work together, in coordination with Newark Downtown Association or the new proposed Main Street organization, to sponsor joint promotions. A few of downtown’s merchants already do this on their own initiative but many more opportunities exist to take advantage of this effective and low-cost marketing strategy. Examples could include special sale events, periodic cooperative advertising circulars, a weekend “Get Away to Newark” package including a room at the Place off the Square, meals at several local restaurants, discount coupons at participating merchants and tickets to various amenities such as Dawes Arboretum, etc.

- Marketing Fund Clause – Downtown property owners could be encouraged to put a standard marketing fund clause in future leases. Shopping malls learned a long time ago that it is difficult to put together effective programs when individual merchants can choose whether or not and how to participate in and contribute to each individual event. Malls’ marketing coordinators used to spend most of their time soliciting retailers and the events were rarely effective. As a result, most have moved from voluntary merchants associations to marketing funds that are built into the retailers’ leases and controlled by the centralized management group. Downtown property owners could do the same thing if they so chose.

- Public Relations – Maintain the current schedule of regular press releases to local and regional media announcing planned activities and promotions, as well as new initiatives started or successfully completed as part of the revitalization plan.

- Special Events/Festivals – As mentioned previously, consideration should be given to expanding existing festivals and special events to appeal to a broader market and to reviving the Farmers Market on (or off) the Square. Corporate and media sponsorships could be solicited to fund expansion of existing events, in terms of size, quality and perhaps duration. Whether or not merchants benefit directly from these events, they gain indirect benefit every time someone
comes into the downtown area and is exposed to their presence and the products or services they offer. Examples of ways for individual merchants to take advantage of special events include extended hours, sponsorships, coupons or sales, food carts, banner signage and sidewalk seating or sales.

Downtown Newark’s merchants would benefit from reviving the Farmer’s Market. Farmers markets are one of the most successful tools for strengthening or regenerating downtown retail in communities of all sizes. They can reflect local character the way no collection of chain stores can. A farmers market would bring life back to downtown during the times that it’s typically deserted. According to a report prepared by the Department of Horticulture at The Ohio State University’s Department of Agriculture (May, 1994) Ohioans are interested in buying high quality fresh produce. In a survey, they found that over 88% of Ohio households believe that they receive higher quality produce directly from the farmer and 90% of the households said they prefer to buy their fresh fruits and vegetables directly from the farmer. Over a 12-month period, 55% of Ohio’s households shopped at a roadside market and 29% of all respondents had shopped at a farmers’ market. As suggested earlier, the area currently occupied by the center of the Holland-Upham building could be covered with a canopy and used for such an event. The square is an obvious alternative.

- Downtown Workers – Develop special promotions and approaches to reach the people who work in downtown Newark every day. Such things as payroll inserts, special evening hours and promotions one day a week for nearby workers, Secretary’s Day and Boss’s Day specials, and delivery of food and products available at downtown merchants could be effective in reaching this group. A multi-restaurant/store delivery service could be one way of increasing workers’ accessibility to downtown merchants.
Gradually add appropriate new retail in downtown.

Recruitment Strategies:

Active Recruitment/Niche Retailer Identification

Prospect in nearby comparable and large communities for successful, small retailers who might be interested in and capable of additional locations. Visits from successful downtown Newark merchants to assist in recruiting merchants from other communities can be a very effective strategy.

Attend retailing industry events and conferences to identify retailers that might be looking in the area. An excellent one is held in the fall of every year in Chicago. It is the Midwest Regional Deal-Making session of the International Council of Shopping Centers (ICSC). More and more chain retailers are exploring urban markets and developing new formats to target them.

Subscribe to retailing magazines such as Shopping Center World, Stores, etc. that frequently report on retailers’ expansion plans and often feature outstanding niche retailers that might be candidates.

Marketing Information

Develop a database of information on local statistics, available spaces, maps and promotional materials for use in creating a strong leasing package to send or give to potential recruits.

Other Initiatives

Generate mailings on a regular basis to tenant prospects identified through the above efforts. Each mailing could, for example, focus on a different feature or benefit of locating in downtown Newark. These mailings could range from postcards to videotapes or incentive gifts.

Conduct franchise fairs to bring potential shop owners and franchisers together. Identify franchise operations that might be desired and ask them to participate.
They will typically send representatives and some type of display and promotional materials. The community would be responsible for identifying prospective franchisees among local residents (through advertising, targeted mailings and word of mouth) and providing the facilities and refreshments. Four to six franchisers would be enough for a meaningful fair. Each would be given the opportunity to speak briefly to the group about their operation and then meet prospects individually as appropriate. In addition to the franchisers, speakers could be brought in to address small business topics that might be an interest generator.

Location of Retail:

To the extent possible, concentrate retail in the downtown’s core area, on the first floor and keep it contiguous. The amount of first floor retail space in downtown has been declining over the past several decades. Yet, the boundaries of downtown Newark have remained the same. Retail uses spread all over the downtown dilute the impact and image of downtown as a place to shop, eat, and relax. First priority should be given to filling first floor space around the square with new retailers and existing downtown retailers currently located outside the core area. Where it is necessary to locate office space on the first floor, it should be placed in buildings at the fringes of downtown.

Types of Stores:

Downtown must focus on supplying retail needs that it can serve more effectively than chain stores and shopping malls. Avoid retail categories that compete directly with Indian Mound Mall and surrounding power centers and superstores. This includes most fashion goods and leisure goods merchandise lines. Regardless of the store type, successful downtown merchants will offer superior customer service and product knowledge, unique specialty items, convenience, a pleasant atmosphere, and support for community causes.

Drug Store/Pharmacy
Bolster convenience goods and services retail by assisting existing tenants and adding selected uses. No pharmacy or drug store currently exists in downtown Newark despite the number of residents, including a significant number of senior citizens, and daytime office workers. Drug stores fill a medical purpose in addition to their increasingly commercial focus. Chain drugstores are a welcome addition to an overall mix provided that they adhere to local design standards proposed for implementation in downtown Newark. As an alternative, Big Bear could be encouraged to add a pharmacy.

Antiques and Home Goods Stores

Downtown Newark’s retail base already has a mini-cluster of antique dealers. This cluster should be built upon so that the downtown can become a regional destination for those types of home furnishings, decorations, and collectibles.

Park Place Coffee Roasters and others operate successful stores in downtown Newark offering home goods, gourmet goods, etc. The small town, rural nature of both the local and regional trade areas fosters a steady market for merchandise of this type in Newark. More than any group of retailers, Newark’s home goods stores give downtown its special character and image. This category has the potential to be built into a larger regional draw and even a tourist attraction.

A kitchen store would fill a niche category for Newark, as it has a high lifestyle activity identified for cooking. In addition, soft goods (quilts, curtains) pottery, collectibles and antiques can be added to the mix to create a special character for downtown Newark retail. Downtown Newark can play off the regional draw that is being generated by Longaberger Homestead by offering customers another alternative.

Dining Establishments

According to those community leaders and merchants interviewed for this project, downtown Newark offers limited quality dining establishments. The Natoma has experienced great success among local residents and has a long line many evenings. A demand exists for additional establishments. Restaurants,
coupled with entertainment, keep downtown alive in the evenings and on the weekends, a time when many American cities’ streets become deserted.

Attract operations that combine food and drink such as a casual dining establishment that serves alcohol (a local version of Applebee’s, for example) or a fine dining restaurant with a good wine selection. An upscale sports bar with sandwiches, wide screen televisions, video games and pool tables is proving to be a popular destination in many communities. Old-fashioned concepts such as an Italian pizzeria or an ice cream parlor would seem to be naturals for the charming and historic environment that is downtown Newark.

Specialized Fashion Retail

Many of those interviewed for this report indicated that more clothing stores are needed in downtown. Unfortunately fashion goods, more than any other merchandise group, require a large critical mass to successfully execute because they are driven more by selection than by price or location. This makes it very difficult for downtown Newark to compete with regional malls containing large department stores and dozens of fashion good stores. Property owners should be very selective renting space to fashion retailers. An upscale women’s specialty apparel shop, leather goods retailer, or fashion eyewear store are examples of types of stores in which sufficient demand exists to support a location in downtown.

Leisure Goods Stores

This should be a strong category in downtown Newark as it includes some of downtown’s most interesting specialty shops but, based on sales performance reports in merchant interviews, it is not. Almost every store in this group is an independent retailer that offers products primarily associated with consumers’ leisure time and is dependent on the market’s discretionary spending power. A visual merchandising seminar and in-store visits by design professionals should be offered to those merchants who are interested.

Licking County boasts a number of exceptional natural settings that encourage outdoor activities such as hunting, fishing, camping, gardening, and bicycling.
Stores that cater to such interests and other popular lifestyle activities should be encouraged.

**Specialty store focusing specializing in locally made goods**

Consider establishing a specialty store in downtown that would feature exhibits from area attractions and products from local craftspeople and manufacturers for sale, such as Harry and David’s specialty foods or Heisey Glass.

**Downtown can support additional retail square footage**

Critical mass, or lack thereof, is a current downtown Newark weakness. With about 125,000 square feet of retail uses spread over a variety of retail categories, downtown Newark merchants would almost fit inside a typical Wal*Mart store. One third of retailers interviewed expressed interest in expanding their current spaces. Those who are performing well should be encouraged to expand.

Adequate market potential for new or additional retail uses in downtown Newark exists in all five major merchandise groups. Downtown Newark has reasonable current representation in all five major merchandise groups. Each of its markets (daytime workers, local residents, regional shoppers, and visitors) comprises several diverse segments.

The retail merchandise groups and the customer segments each should target are discussed on the following page. Note that some of these ideas could be integrated within the offerings of existing downtown retailers as well as taking the form of new retail operations.
## POTENTIAL NEW/ADDITIONAL RETAIL USES IN DOWNTOWN NEWARK

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<tr>
<th>Merchandise Group/Line</th>
<th>Primary Target Markets</th>
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<td>Daytime Workers</td>
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<td>Convenience Goods &amp; Services</td>
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<td>Cosmetics/Soaps/Gels</td>
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<td>Video Rentals</td>
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<td>Home Goods</td>
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<td>Mexican/Italian/Chinese Sit-Down Restaurant</td>
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#8 Fill upper floors of downtown buildings with office and residential uses.

- **Retain existing office uses in downtown.**

  Newark’s position as county seat serves an excellent business center for many attorneys, insurance, banking, and other business professionals. Unfortunately, many of these businesses utilize first-floor storefront spaces that dilute downtown’s retail offering. From interviews, it appears that several downtown businesses are looking for larger spaces to relocate into. This is where a full-time staff person could be used to work with downtown property owners to locate and configure a space to meet such needs.

- **Where possible, move offices occupying prime retail locations to the edges of the core area or to upper floors.**

  The solution is to develop competitive upper floor space with elevator access to accommodate all potential visitors. One or more common elevators could perhaps be constructed either inside a building with potential upper floor access to adjoining buildings or at the rear of an existing building with walkways extending to adjacent buildings and ramps into the second level of each. Architectural surveys would be required to determine the feasibility of these concepts. Upper floor use will also discourage the possibility of fire in uninhabited upper stories and further destruction of irreplaceable historic properties in the downtown.

- **Attract additional professionals and other office uses to the downtown.**

  For fifty years, public policy has encouraged out-migration in most American cities through such initiatives as tax incentives and infrastructure construction. It is time to level the playing field and reverse the deterioration of our center cities to which such policies have contributed. When deciding where to locate public facilities or whether or not to provide assistance to a private enterprise considering locating in the area, public officials should take into account the
long-term consequences and costs associated with a continued deterioration of downtown.

Downtown Newark is the historical center of government and commerce for the city and the region. For social as well as economic reasons, city, county, state and federal offices should commit to remaining in the downtown. The city of Newark and Licking County should be lauded for their commitment to remaining in downtown. For the same reasons, public support and incentives for the relocation of private enterprises should be focused on the downtown area.

Downtown Newark’s significant role as a government and activity center should be promoted to potential office users in addition to its special ambiance, with Courthouse Square, beautifully restored historic buildings and proximity to the river, Mounds and other amenities. Residential development in downtown would also encourage businesses to locate there, especially professional services firms.

A package of incentives and, perhaps, incubator space could be assembled and offered to small, startup companies as a means of encouraging them to locate on the upper floors of downtown buildings.

- **Create upper floor housing opportunities and promote downtown living.**

Promote downtown Newark as an exciting, convenient, intimate place to live among target population groups including young professionals and aging local residents. Concerns about the negative impacts of urban sprawl and a desire among many elements of the population for a more urban, community-oriented lifestyle are driving a resurgence of downtown housing in large and small communities all over the country. Downtown Newark, with its beautiful square, historic architecture, and country charm, offers a tremendous opportunity to create a unique and appealing living environment. Retirees and young professionals could all be candidates for new, dense housing alternatives in downtown Newark. Experiences in other communities have shown that office and retail development will follow the development of a meaningful
housing component in an attractive, historic neighborhood. Newark’s future vision should include a dense, vibrant downtown that is a regional draw and a residential oasis. An emphasis on downtown housing will ultimately promote a historic “neighborhood”, strengthen downtown retail and enhance the overall image of downtown.

Young professionals and aging local residents could be candidates for upper floor living in existing downtown buildings. In fact, the aging population with their decreased mobility and nostalgia for a strong sense of community is often a driving force in successful downtown revitalizations.

Ample parking behind buildings, rear access and attractive, well-maintained rear facades will become increasingly important as more people begin residing downtown.

As stated earlier, Licking County is expected to add about 3,600 new households over the next five years. Downtown only needs to capture a small percentage of this number to fill the upper floors of several downtown buildings with residents. If properly designed, these unique, historic spaces should generate even more demand.

Extremely low apartment vacancy rates (0-5%) exist for 1-3 bedroom units in Newark, clearly indicating a market opportunity for more market-rate housing. Retirement housing has a waiting list in Newark. This is a proven market that should be pursued.

**Potential Funding Options for Development**

The availability of state and/or federal grants and low interest loans to support and encourage downtown residential development should be explored. Downtown housing initiatives, especially the early ones, almost always require government assistance and incentives, including low interest loan programs, historic building tax credits, and tax abatements on the improvements. It is important that the new Main Street organization act as a catalyst to encourage more downtown residential development and that state and federal programs and grants are fully utilized.
The U.S. Department of Housing and Urban Development (HUD) has a new program of incentives to encourage urban housing projects titled 221(d)4. What is unusual about this program is that it is intended for market-rate housing. A community must make a presentation to HUD and convince them that it has a realistic and comprehensive plan to develop housing in a targeted urban area. If HUD accepts the plan, individual projects within the target area that meet specific requirements become eligible for long term, low interest, non-recourse financing. Consideration should be given to presenting the contents of this plan to HUD as a first step in pursuing these incentives on behalf of or with downtown property owners.
#9 Provide property owners with the tools and incentives to rehabilitate their historic buildings.

Property owners and developers often perceive that preservation is too expensive, especially in comparison to new construction. In actuality when historic preservation methods are properly understood and applied, such developments can actually cost less and earn a higher rate of return than new construction. As stated in Downtown Ohio, Inc.’s Downtown Revitalization Training Manual, “The foundation of the ‘Four Point’ or ‘Main Street Approach’ to downtown revitalization is preservation: using those elements of quality that have survived as assets upon which we can build a lasting, positive physical and emotional image for everyone who uses downtown. Historic preservation is used as an economic development tool. It capitalizes on over-looked and underutilized assets, encourages imagination, sharpening of entrepreneurial skills, and strong participation by the private sector.”

Newark is blessed with an abundance of beautiful and distinctive historic buildings, many of which are located in downtown. It also has the benefit of knowledgeable local preservation advocates that can be of immeasurable value in implementing the following recommendations. If not already present, the City of Newark and its planning and zoning boards need to establish an understanding of and support for application of historic tax credits and the alternative building code to restoration and adaptive reuse of existing downtown buildings.

- **Conduct seminars for property owners regarding such issues as the alternative building code for older structures, historic tax credits, creative financing, etc.**

  *Alternative Building Code:*

  Some downtown property owners shy away from investing in rehabilitating their buildings because they perceive building code requirements as being too costly and difficult to meet. Fortunately, Chapter 34 of the Ohio Basic Building Code provides an alternative code for historic structures that, when followed,
can result in a significantly lower cost than modern code would otherwise require. This code uses a point system to establish an acceptable level of safety in the building and awards points for life safety features not common in modern buildings but inherent in many older structures. Fire safety measures such as extra emergency lighting and more exit signs might, for example, be used to offset the number of exits that would otherwise be required. This is one of the primary economic tools that will make redevelopment of downtown properties possible.

Over time Newark should develop local expertise, including qualified local building inspectors, in the use of historic tax credits and the alternative building code in the redevelopment of existing buildings. Initially, this expertise will most likely have to come from consultants from outside the community. However, these consultants should be encouraged to work with local architectural, planning and zoning, and construction resources to expand their knowledge of these valuable tools. Most local property owners would prefer to work with professionals they know and trust.

A series of seminars should be arranged and conducted by professional consultants and developers who themselves have rehabilitated similar properties and can teach property owners how to apply federal and state historic tax credits and alternative building code to achieve cost effective renovation and reuse of their older buildings.

- **Seek establishment of a Historic District in downtown.**

The City of Newark currently has sixteen properties listed on the National Register of Historic Properties. In order to access incentive and grant monies, it is essential that a historic district be identified and established in downtown. The Ohio Historic Preservation Office is the official preservation agency of the State of Ohio. This office nominates eligible properties to the National Register of Historic Places, reviews rehabilitation work on income-producing National Register properties for federal investment tax credits, and consults on the conservation of buildings and sites. The Ohio Historic Preservation Office offers guidance to communities interested in managing their historic resources and supports local preservation planning through the Certified Local
Governments program. Owners who rehabilitate income-producing properties listed on the National Register of Historic Places are eligible to apply for federal investment tax credits for many of their expenses. Work must be certified as conforming to the Secretary of the Interior’s Standard’s for Rehabilitation guidelines in use nationwide.

Historic buildings, structures, sites, objects, and districts can all potentially be eligible for the National Register. There are three evaluation standards that historic properties must meet in order to be listed in the National Register. The property should be at least 50 years old, retain basic historic integrity, and must either have significance for its association with broad patterns of history, have association with the lives of persons significant in our past, have architectural merit, or have the potential to yield information important in history or prehistory.

The listing of a building, structure, site, object or district in the National Register of Historic Places accords it a certain prestige, which can raise the property owner’s and the community’s awareness and pride. Income-producing properties that are listed in the National register individually or as part of a historic district may be aided by federal tax incentives that allow for 20 percent investment tax credit for certified rehabilitation.

Newark will need to achieve a certified local government status. This is necessary in order to be eligible for federal pass-through grants from the State Historic Preservation Office that would support many of the goals of the revitalization plan. This will require a stronger city preservation ordinance than presently exists with provision for designation of local historic districts, including the one suggested for downtown.

- Establish a Historic Easement Program for downtown Newark.

A Historic Easement Program should be developed that would enable Newark to protect its historically and architecturally significant buildings, settings, and scenic and natural resources and enable historic property owners to obtain a substantial tax deduction on their easement contribution. An Easement program enables a tax-exempt, charitable organization or public agency to
protect buildings or land against potential adverse development or changes by acquiring partial interests in such properties.

An easement is a legal agreement between a property owner and the holder of the easement that governs the current and future owners’ treatment of the property. The easement must protect a structure or land area listed on the National Register of Historic Places or be located in a National Register District certified by the Secretary of the Interior as being of historic significance to the district. The types of easements that currently exist include scenic/open space easements, exterior/façade easements, and interior easement. Property owners within the city of Newark would most benefit from exterior and interior easements. Exterior or façade easements protect the outside appearance of a building by typically controlling exterior alterations and possibly requiring property maintenance of the property. Interior easements protect a portion or all of a building’s interior.

Those property owners who donate an easement may deduct the value of the easement, for up to thirty-percent of the donor’s adjusted gross income from federal taxes. Any excess may be deducted over five additional years or until the value of the donation is used up, whichever comes first. The value of the easement is based on the difference between the appraised fair market value for the property prior to conveying an easement and its value with the easement restrictions in place. Under most circumstances the value of an easement depends upon the property’s development potential and operates under the assumption that an easement limits development, thereby reducing the value of the property. IRS guidelines suggest that in many cases a façade easement can be appraised at approximately 10-15 percent of the value of the property. Many state tax codes contain income and estate tax provision similar to Federal law. Consequently, a reduction in the value of property subject to an easement may yield state and local tax benefits as well. A property that is assessed based upon its easement-restricted use rather than at its potential, fully developed use could result in a lower tax rate.
• **Create and implement a Historical Overlay District.**

A historical overlay district should be established for the downtown area. This will give the city the ability to negotiate and promote complementary and beneficial development and redevelopment. A key feature of the Overlay District regulations is the use of specific Design Guidelines to assist property and business owners to undertake development and redevelopment in accord with the character and scale of the area. The Overlay District also establishes a Design Review Board charged with reviewing application for improvements in the district and in issuing a Certificate of Appropriateness prior to the issuance of a building/zoning permit by the Building Inspector.

The key to successful implementation of the overlay district, design guidelines and design review board is to establish standards and a review process that support a positive, cooperative redevelopment process. Membership on the review board should be broad-based and include one or more downtown property owners, merchants, preservationists and design professionals. An effective review board will provide ideas and assistance and not be unnecessarily cumbersome or time consuming. Its goal should be to achieve an appropriate balance between historic and aesthetic considerations and the economic realities every property owner and developer must deal with. Newark can avoid mistakes by learning from other communities where the process has been used successfully to achieve significant physical and economic improvements in historic districts.

Within the overlay district, no existing buildings that could be considered historic should be removed or replaced without a careful and complete building survey by a qualified historic reuse professional. Indiscriminate destruction may overlook adaptive reuse possibilities and harm the historical character of downtown. The focus should be on rehabilitation and redevelopment of existing buildings over new construction. Any new structures should complement and reinforce the distinctive architectural character that gives downtown Newark much of its charm and appeal.
Create a package of incentives and assistance programs for downtown property owners.

A combination of incentives and strict code enforcement to encourage upgrading and/or adaptive reuse of existing historic buildings in the downtown area should be used.

Facade Enhancement Program

A facade enhancement program sponsored by the proposed Main Street organization would be an excellent way to achieve dramatic improvements in downtown’s appearance at relatively low cost. A similar program was offered by the city of Newark a few years ago. The program was funded with federal dollars. The restrictions and requirements associated with federal funding made it unattractive to most property owners. Only one owner took advantage of the program. Alternative funding sources should be sought to avoid this problem.

In some communities, grants are made available to a select number of downtown property owners each year. These grants are applied against the cost of enhancing their buildings’ facades on a matching basis. Typically, these grants will cover fifty percent of the cost of the enhancement up to a fixed dollar amount of a few thousand dollars per facade. It is a tremendous incentive for properties and an excellent way to address such situations as covered over or painted facades and windows, holes from old signs, unattractive signage, etc.

To encourage parking and access from behind, the rear facades of most downtown buildings should receive the same attention as the front facades.

Free Design Assistance

As suggested earlier, consideration should be given to creating a downtown Design Assistance Program to offer free design assistance to neighborhood property owners and businesses as a means of encouraging enhancements and assuring appropriateness. Local or regional design professionals, perhaps with
the assistance of student designers, could be solicited to volunteer their services as a part of this effort.

Low Interest Loan Pool

Especially in the beginning of a revitalization effort, finding the financing to redevelop a property can be the biggest challenge. Support from local financial institutions will be very important as will gaining a thorough understanding of all the various financing tools that are available.

- **Encourage appropriate infill projects on select empty lots in downtown.**

Extraordinary efforts should be made to explore infill opportunities at the empty South Park Place site and other empty lots on major streets in the core of downtown. New construction should be designed to fit in with and complement historic buildings in the immediate area.

- **Target select major buildings in downtown for early redevelopment and catalytic impact.**

_Avalon Building:_

The Avalon Building has received an enormous amount of press over the last year. Although much support exists for the restoration and renovation of the building, a number of skeptics exist who would like to see the building demolished. The restoration of this building would serve as an example of how a very dilapidated building can be restored to a beautiful building and become a valuable asset to the community. If redevelopment does not occur and demolition does, a park could be developed on the corner that would benefit the students at Main Intermediate School and serve as a connector from the school to the newly constructed library.
Following is a partial list of other significant buildings for which adaptive reuse strategies should be developed:

John J. Carroll Building
Styron Beggs Building
Old Advocate Building
Union Square and Stewart Bros. Building
Lansing Building
Former Malco Distribution Building
Old Home Bank Building
Florintina Building
Murphy Building
Old Library
Old Landmark Building
#10 Market downtown Newark as a tourist destination.

- **Expand Licking County Convention and Visitors Bureau’s (CVB) role, funding and activities.**

Currently the primary mission of the Newark/Licking County Chamber of Commerce is to promote industrial development in the region. However, the chamber also oversees the Licking County Convention and Visitors Bureau (CVB) that promotes Licking County as a tourist destination. There is probably no other community in the State of Ohio with better accessibility to the market generated by The Longaberger Company’s extensive development activities and tourist draw than Newark. Because of the numerous attractions in the county including the most recent additions of Longaberger Homestead and Longaberger Golf Club, and downtown Newark’s revitalization, CVB needs to be given a much higher priority.

- **Pursue at least one hotel and conference center location in downtown.**

Because of the increased tourism and industrial growth in Licking County, at least one hotel/conference facility should be pursued for downtown Newark. Currently Licking County offers hotel/motel facilities that have conference facilities with capacities ranging in size from twelve to 700 people. Only five facilities have capacities over 100.

- **Work with CVB to develop a package of marketing materials and initiatives to promote downtown and surrounding attractions to potential visitors.**

*Map/Brochure*

A logical first step in promoting Newark’s downtown would be to develop a combination map and brochure that could be inserted into tourist racks at major hotels and visitor spots such as the Place Off the Square throughout the region and available at local merchants, amenities and public facilities. The
marketing material should, at a minimum, identify and describe cultural and natural amenities, historic buildings and museums, downtown shops, public parking and hike and bike paths.

A means of developing a list of the names and addresses of individuals who visit Newark’s amenities and downtown stores should be established. Individuals on this list could receive target mailings or perhaps a community newsletter as a means of encouraging repeat visits.

Publicity Plan

A comprehensive publicity plan should be developed and implemented. Following are initiatives that could, or in some cases should, be a part of this plan:

- A list should be compiled of all major media, including newspapers, magazines and radio and television stations within a target market area. This list should include the names, addresses, telephone and fax numbers and e-mail addresses of the publishers, editors, general managers and arts, culture and history reporters at each outlet.

- Consideration should be given to hosting a media event in Newark to which all of the above-identified individuals would be invited. Activities and events would be arranged that would showcase the best of what each major amenity, including the downtown, has to offer.

- Tour bus operators, travel agents and convention and tourism officials could be invited as well or a separate event could be scheduled for this group. County and state tourism officials should be consulted early in the process.

- A regular schedule of press releases to the above list should be arranged that would feature different activities, amenities or stories each time. Some could be announcements of upcoming activities, some could be educational and some could report on activities that have already taken place.
- Efforts could be made to gain regularly scheduled guest columns or studio appearances by one or more individuals representing particular amenities or the community at large.

- Efforts should be made to coordinate promotional efforts with other nearby attractions.

**Internet**

Promotional opportunities and strategies on the Internet should be pursued. The State of Ohio’s Office of Tourism has a web site that offers free listings of local attractions. This and other such opportunities to promote the area on the web should be pursued.

The Internet is already having a profound impact on some categories of shopping. Those most likely to be affected will be convenience and price driven commodities. Downtown Newark can offer a unique combination of convenience, personal relations, high service and entertainment that would be much less likely to be adversely affected by this significant change beginning to take place in buying behaviors.