



STRATEGIC PLAN

CITY OF BELLEFONTAINE, OHIO

2017



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CITY OF BELLEFONTAINE, OHIO

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BACKGROUND

Over the last year, Bellefontaine's city administration approached the Logan-Union-Champaign (LUC) Regional Planning Commission for strategic planning advice. LUC and the City worked with the understanding that this strategic plan is a medium range of general goals within selected focus factors.

The endeavor does not include the level of detail that a comprehensive plan could entail; furthermore, this strategic plan can serve as a scoping document for more robust comprehensive planning efforts that could span multiple jurisdictions. Additionally, at the micro level, specialized studies could be initiated as the result of this strategic plan.

Focus Factors:

The framework of the strategic plan consists of these focus factors:

- *Population and Land Use*
- *Housing*
- *Utilities*
- *Transportation*
- *Community Character*

Collaborative Effort:

Planning is not an activity intended for a single individual. Planning is a community endeavor and it takes communication and collaboration. Planning should be inclusive. Ideally, land use planning should involve input from several groups. Examples include:

- *Business/Industry community*
- *Citizens*
- *City Council*
- *City departments*
- *City Engineer*
- *Commissioners*
- *County Engineer*
- *Economic Development*
- *Regional Planning Commission/Regional Transportation Planning Organization*
- *Neighboring townships*
- *Zoning Commission*

Collaboration should consider where to locate specific land uses, how to avoid traffic congestion, and economic impacts to the community from associated economic activities.

FOCUS FACTORS:

Population and Land Use

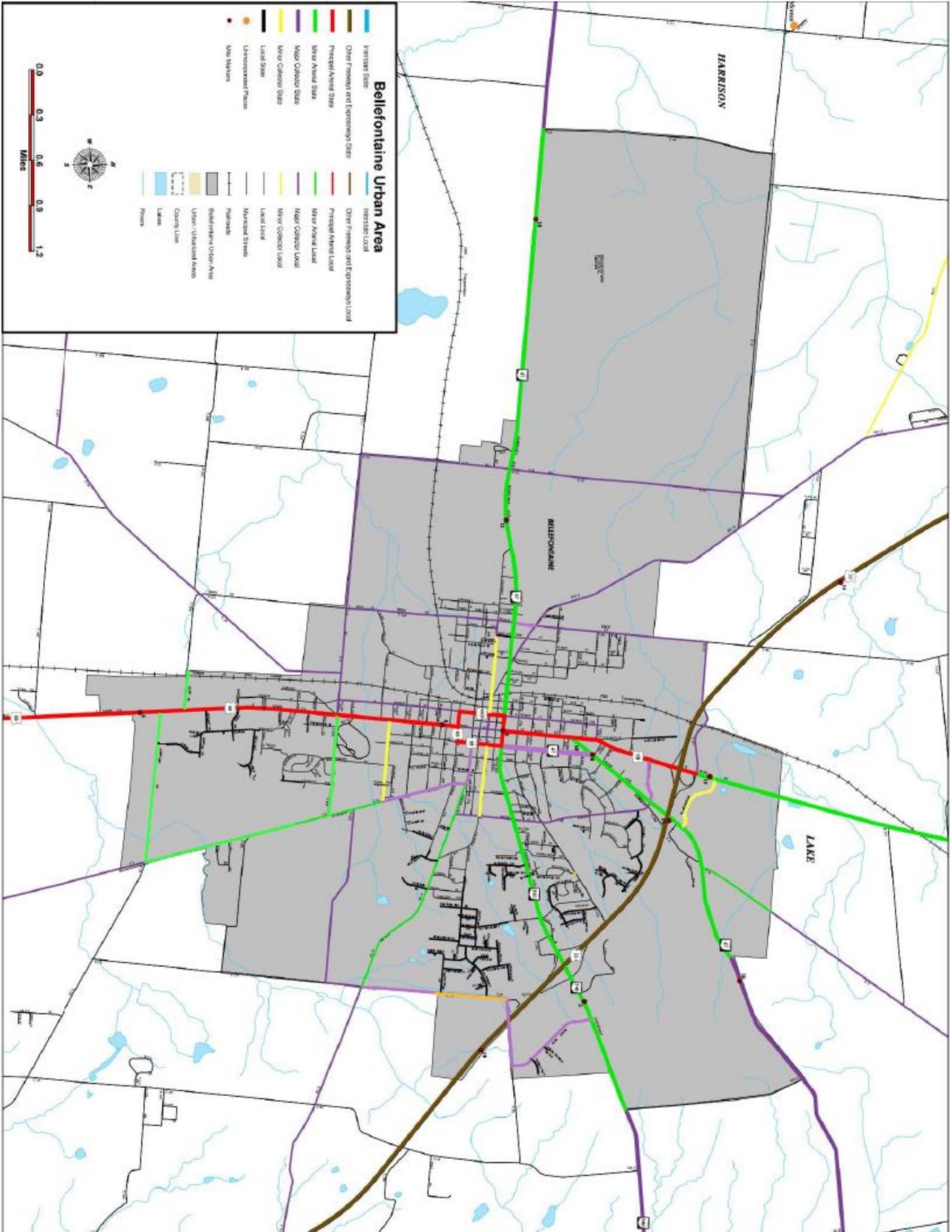
Housing

Utilities

Transportation

Community Character

MAP 1 - CITY OF BELLEFONTAINE URBAN AREA



DEMOGRAPHICS

This section outlines demographic characteristics of Logan County and the City of Bellefontaine using the U.S. Census Bureau's *Profile of General Population and Housing Characteristics* series. Ohio was used as the benchmark region for comparisons. This profile analyzed percent changes in total population during the past century, compared population compositions, and projected future population.

Percent changes were calculated and are shown in Table 1 for comparison between Ohio, the County, and the City. The City's growth rate was higher than Ohio's in the decades after 1970 through and including 2010.

Gender and age are depicted in cohorts of 5 year intervals in Figures 1, 2 and 3. There were more females than males, but the difference was largest in the City (3.14% more females than males). The cohort of males above 54 in the City was also smaller—1.81% smaller than Ohio and 1.3% smaller than the County. The cohort of females above 54 in the City was also smaller, but the difference was not as large. Clear contractions in the Ohio cohorts between 54 and 25 and in the County cohorts between 54 and 15 were not apparent in the City. Also, another contraction was clear in Ohio and the County in the cohorts 14 and under, but not apparent in the City; those cohorts were the largest.

Ohio was more diverse than the County and the City. The County and the City were mostly white—95.34% in the County and 90.10% in the City. Ohio was 82.69% white. The largest minority groups in the City were the black or african american cohort (4.29%) and the two or more races cohort (3.67%). The City should exercise care in its planning efforts to include its minority populations.

The State of Ohio provided population projections for the State and the County by age and sex for 2010 through 2040. The method used was the cohort-component model, which projected how cohorts might look through 2040 using current birth, death, and migration rates. The State of Ohio projected the State's population will plateau and the County's population will decrease.

Population projection models were also performed. The linear model was used for the City because other, more complicated, models did not clearly outperform the linear model. The parabolic model was used for the State because it fit the State's observed population and the State of Ohio's projection.

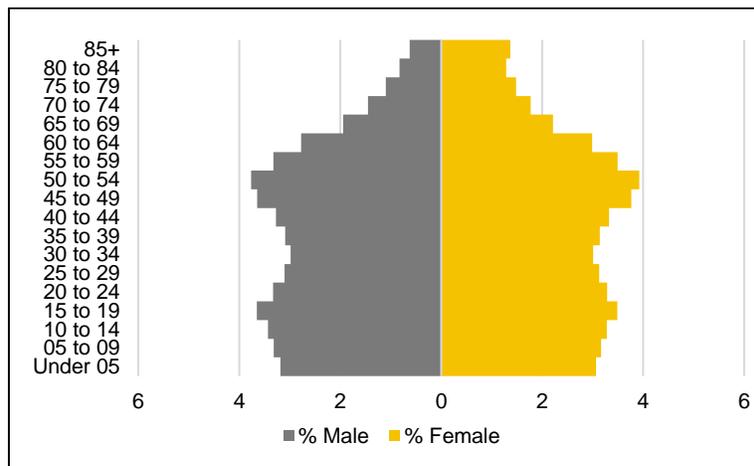
The trends projected for the State and County did not suggest large growth. The City should anticipate neither a large population increase, nor a large population decrease. Based on the smaller population in cohorts above 54 and the larger population in cohorts 14 and under, there may be a small population increase, rather than a small population decrease.

TABLE 1 - TOTAL POPULATION AND PERCENT CHANGES

Year	Ohio		Logan Co		Bellefontaine	
	Population	Percent Change	Population	Percent Change	Population	Percent Change
1900	4,157,545	-	30,420	-	6,649	-
1910	4,767,121	14.66%	30,084	-1.10%	8,238	23.90%
1920	5,759,394	20.81%	30,104	0.07%	9,336	13.33%
1930	6,646,697	15.41%	28,981	-3.73%	9,543	2.22%
1940	6,907,612	3.93%	29,624	2.22%	9,808	2.78%
1950	7,946,627	15.04%	31,329	5.76%	10,232	4.32%
1960	9,706,397	22.14%	34,803	11.09%	11,424	11.65%
1970	10,652,017	9.74%	35,072	0.77%	11,255	-1.48%
1980	10,797,630	1.37%	39,155	11.64%	11,888	5.62%
1990	10,847,115	0.46%	42,310	8.06%	12,142	2.14%
2000	11,353,140	4.67%	46,005	8.73%	13,069	7.63%
2010	11,536,504	1.62%	45,858	-0.32%	13,370	2.30%

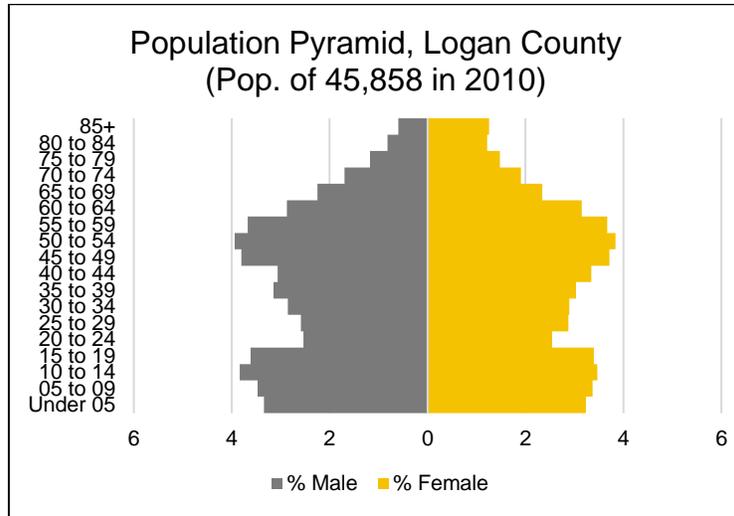
(US CENSUS BUREAU, 2010)

FIGURE 1 - POPULATION PYRAMID, OHIO



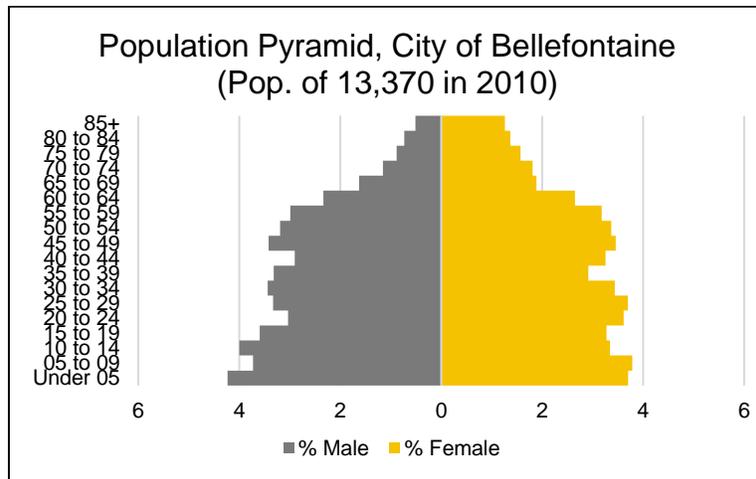
(US CENSUS BUREAU, 2010)

FIGURE 2 - POPULATION PYRAMID, LOGAN COUNTY



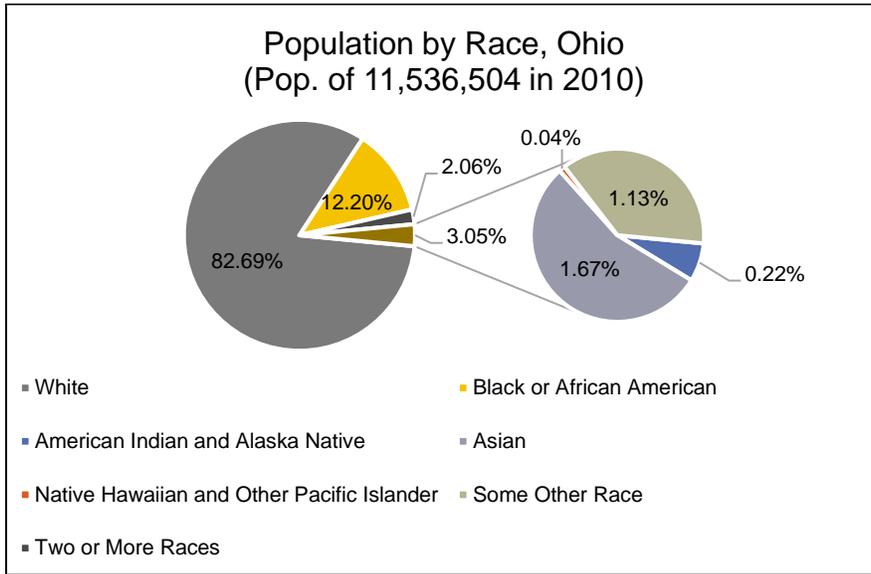
(US CENSUS BUREAU, 2010)

FIGURE 3 - POPULATION PYRAMIC, CITY OF BELLEFONTAINE



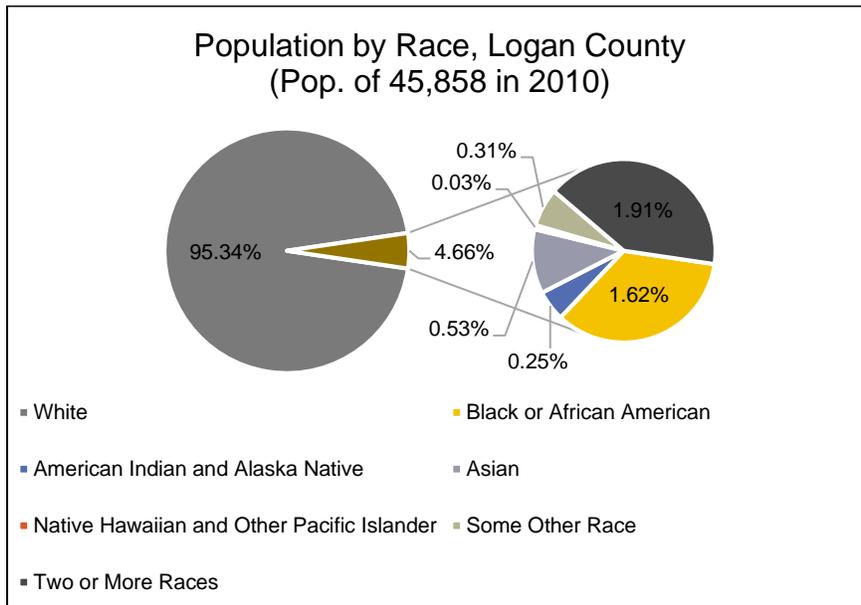
(US CENSUS BUREAU, 2010)

FIGURE 4 - POPULATION BY RACE, OHIO



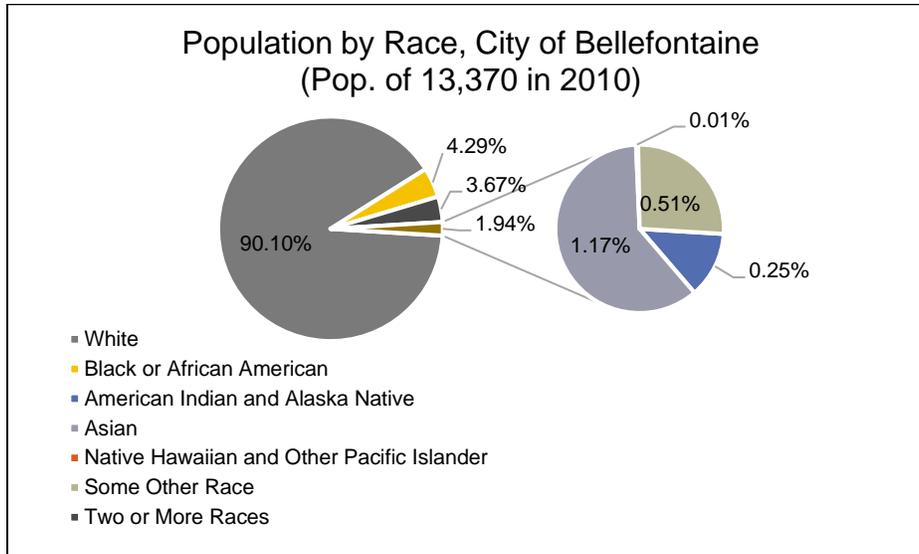
(US CENSUS BUREAU, 2010)

FIGURE 5 - POPULATION BY RACE, LOGAN COUNTY



(US Census Bureau, 2010)

FIGURE 6 - POPULATION BY RACE, CITY OF BELLEFONTAINE



(US CENSUS BUREAU, 2010)

TABLE 2 - SUMMARY OF POPULATION PROJECTIONS

	Ohio			Logan Co		Bellefontaine	
	Observed	Estimated Population		Observed	Estimated Population	Observed	Estimated Population
Year	Population	Parabolic	Cohort	Population	Cohort	Population	Linear
1920	5,759,394	5,391,348	-	30,104	-	9,336	9,094
1930	6,646,697	6,557,201	-	28,981	-	9,543	9,564
1940	6,907,612	7,604,523	-	29,624	-	9,808	10,033
1950	7,946,627	8,533,313	-	31,329	-	10,232	10,503
1960	9,706,397	9,343,573	-	34,803	-	11,424	10,972
1970	10,652,017	10,035,302	-	35,072	-	11,255	11,441
1980	10,797,630	10,608,499	-	39,155	-	11,888	11,911
1990	10,847,115	11,063,166	-	42,310	-	12,142	12,380
2000	11,353,140	11,399,302	-	46,005	-	13,069	12,850
2010	11,536,504	11,616,906	-	45,858	-	13,370	13,319
2020		11,715,980	11,574,870		45,600		13,789
2030		11,696,523	11,615,100		44,590		14,258
2040		11,558,535	11,679,010		43,590		14,727

(US CENSUS BUREAU, 2010)

SURVEYS

Three surveys were administered during this process: an internal survey, an external public survey, and a key community leader survey.

INTERNAL SURVEY RESULTS

1. Airport

1.1. Main Strength

- 1.1.1. Relationships with aviation and local companies
- 1.1.2. Ability to perform aircraft maintenance, flight instruction, and airport operations

1.2. Main Weakness

- 1.2.1. Promotion/Marketing
- 1.2.2. Noise
- 1.2.3. Low Revenue and High Operating Costs

1.3. Main Opportunity

- 1.3.1. Charter services for local companies
- 1.3.2. Promotion/Marketing
- 1.3.3. Existing facilities, services, and available land

1.4. Main Threat

- 1.4.1. Public Perception

2. Bellefontaine Joint Recreation District

2.1. Main Strength

- 2.1.1. Properties
- 2.1.2. Management of funds and seasonal staff

2.2. Main Weakness

- 2.2.1. Facility upgrades and maintenance needed

2.3. Main Opportunity

- 2.3.1. Apply for grants
- 2.3.2. Create and capitalize on community events and wellness activities

2.4. Main Threat

- 2.4.1. Loss of full-time staff member
- 2.4.2. Unforeseen maintenance issues

3. Code Enforcement

3.1. Main Strength

- 3.1.1. Proactive
- 3.1.2. Communication
- 3.1.3. Technology

3.2. Main Weakness

- 3.2.1. Long-term violations

3.3. Main Opportunity

METHODOLOGY

Departments (12) participated in a questionnaire in order to drive a strengths, weaknesses, opportunities and threats (SWOT) analysis.

- 3.3.1. Vacant property registration
- 3.3.2. Civil fines
- 3.3.3. Housing maintenance

3.4. *Main Threat*

- 3.4.1. Limited cohesion among agencies involved in courts
- 3.4.2. Public perception

4. Court

4.1. *Main Strength*

- 4.1.1. Cross-training
- 4.1.2. Increased use of technology

4.2. *Main Weakness*

- 4.2.1. Budget for payouts
- 4.2.2. Grant-writing

4.3. *Main Opportunity*

- 4.3.1. More electronic resources

4.4. *Main Threat*

- 4.4.1. Budget
- 4.4.2. Safety/Security

5. Engineering

5.1. *Main Strength*

- 5.1.1. Records
- 5.1.2. Oversight of construction projects

5.2. *Main Weakness*

- 5.2.1. Efficiency
- 5.2.2. Part-time clerical staff

5.3. *Main Opportunity*

- 5.3.1. Better ways to gather, store, and access information
- 5.3.2. Communication with public
- 5.3.3. Use manpower more effectively
- 5.3.4. Good employment opportunities and wages

5.4. *Main Threat*

- 5.4.1. Things that “come up” place us behind schedule
- 5.4.2. Loss of trained personnel
- 5.4.3. Budget
- 5.4.4. Income tax and utility fees

6. Fire

6.1. *Main Strength*

- 6.1.1. Highly trained staff
- 6.1.2. Well-maintained equipment
- 6.1.3. Centrally located

6.2. *Main Weakness*

- 6.2.1. Off-duty participation

6.2.2. Increased demands on fixed number of personnel

6.2.3. Completion of inspections

6.3. *Main Opportunity*

6.3.1. Apply for SAFER act grant

6.3.2. Rescue tech training

6.3.3. Use of transitional fire acct by small groups to lessen risk to interior crew

6.4. *Main Threat*

6.4.1. Replacement of aging emergency vehicles

6.4.2. Filling of vacant positions

6.4.3. Low frequency events

7. Police

7.1. *Main Strength*

7.1.1. Highly trained staff

7.1.2. Community outreach

7.1.3. Equipment

7.2. *Main Weakness*

7.2.1. Maintaining community relations

7.2.2. Newer, younger staff

7.2.3. New supervisors

7.3. *Main Opportunity*

7.3.1. Grant-writing

7.3.2. Participation in groups/committees

7.3.3. Staff skills

7.4. *Main Threat*

7.4.1. Manpower and training

7.4.2. Budget

7.4.3. Union negotiations

8. Streets

8.1. *Main Strength*

8.1.1. Diverse skill set among staff

8.1.2. Comradery among staff

8.1.3. Variety of tools and equipment

8.2. *Main Weakness*

8.2.1. Attention to detail

8.2.2. Long-term planning

8.2.3. Certain jobs cannot be done because equipment not replaced

8.3. *Main Opportunity*

8.3.1. GPS truck routing equipment and software

8.3.2. Traffic system study

8.3.3. Compost operation methods

8.3.4. Conditions of streets

8.4. *Main Threat*

8.4.1. Budget cannot afford manpower increase or new equipment/repairs

9. Tax

9.1. Main Strength

- 9.1.1. Staff is courteous and completes work in timely manner
- 9.1.2. Computer program for taxation
- 9.1.3. Flexible

9.2. Main Weakness

- 9.2.1. Time to do record-keeping and learn new laws
- 9.2.2. Keep up with utility records
- 9.2.3. No online filing

9.3. Main Opportunity

- 9.3.1. Online tax filing

9.4. Main Threat

- 9.4.1. Increase in transient residents and contractors
- 9.4.2. Manpower
- 9.4.3. Changes to income tax laws

10. Vehicle Maintenance

10.1. Main Strength

- 10.1.1. Equipment
- 10.1.2. Tools
- 10.1.3. Timely repairs

10.2. Main Weakness

- 10.2.1. Technology
- 10.2.2. Manpower

10.3. Main Opportunity

- 10.3.1. Technology

10.4. Main Threat

- 10.4.1. Manpower threatens ability to complete timely repairs

11. Wastewater

11.1. Main Strength

- 11.1.1. Technology
- 11.1.2. Trade knowledge
- 11.1.3. Performs well in crisis

11.2. Main Weakness

- 11.2.1. Locating problem areas in collection system
- 11.2.2. Lift stations and backup pumps

11.3. Main Opportunity

- 11.3.1. Renewable energy
- 11.3.2. Preventative maintenance and line cleaning

11.4. Main Threat

- 11.4.1. Aging infrastructure
- 11.4.2. Major pump failures

12. Water

12.1. Main Strength

- 12.1.1. Cross-training
- 12.1.2. Inventory of material
- 12.1.3. Equipment

12.2. Main Weakness

- 12.2.1. Understaffed department

12.3. Main Opportunity

- 12.3.1. Upgrade maps and technology to identify valves, mains, meters, and curb stops
- 12.3.2. Do more in-house
- 12.3.3. EPA and CDBG grants
- 12.3.4. Offer services to other municipalities

12.4. Main Threat

- 12.4.1. High rate of delinquent accounts
- 12.4.2. Providing inventory to other communities
- 12.4.3. Employee burnout

EXTERNAL PUBLIC SURVEY SUMMARY

Demographics

The external survey had responses from a wide variety of citizens. The length of time lived in Bellefontaine of those who responded varied from 6 months to 77 years and 90% owned their own home. Of those who responded, 56% were employed in Bellefontaine and 6% worked from home.

Living in Bellefontaine

Common themes among respondents as to why they enjoy living in Bellefontaine were the small town feel, people, sense of community, local businesses, cost of living, local parks, lack of traffic, and lack of crime.

Regarding what they like least about living in the City, common themes were lack of entertainment, shopping and restaurants; drug and crime issues; abandoned buildings; lack of activities for youth; lack of good paying job opportunities outside of factory work.

Improvements

Respondents would like to see the following improvements in the next five and ten years: increase in shopping and restaurants; better youth activities; revitalization of the entire city; better job creation; increase in law enforcement; infrastructure updated.

METHODOLOGY

An internet based survey was made available to the public for one month and shared through various communication methods.

There were 261 survey

respondents, 78% of which lived in the City of Bellefontaine.

Growth

The majority of respondents are in support of smart growth and many believe that with good paying job opportunities, growth in other areas will follow.

Type of Residential Development on a Scale of 1-10

	1	2	3	4	5	6	7	8	9	10	Total
Single family homes	3.13% 8	2.73% 7	1.17% 3	1.17% 3	5.47% 14	5.08% 13	8.20% 21	13.67% 35	15.23% 39	44.14% 113	256
Townhouses or Condos	7.11% 18	5.53% 14	5.14% 13	5.14% 13	14.62% 37	7.91% 20	13.44% 34	14.23% 36	12.25% 31	14.62% 37	253
Housing for Elderly	3.98% 10	1.99% 5	5.58% 14	4.38% 11	11.16% 28	10.36% 26	13.94% 35	17.13% 43	13.15% 33	18.33% 46	251
Affordable Housing	18.80% 47	4.80% 12	4.80% 12	5.20% 13	12.80% 32	6.00% 15	9.60% 24	9.20% 23	9.20% 23	19.60% 49	250
Multi-family Dwellings (apartments)	22.95% 56	12.70% 31	8.61% 21	7.38% 18	16.80% 41	6.97% 17	7.38% 18	7.38% 18	3.69% 9	6.15% 15	244
Other	25.71% 9	2.86% 1	0.00% 0	0.00% 0	8.57% 3	8.57% 3	2.86% 1	5.71% 2	5.71% 2	40.00% 14	35

Importance of each item ranked on a scale of 1-10

	1	2	3	4	5	6	7	8	9	10	Total
Walkability	3.47% 9	1.93% 5	3.86% 10	2.32% 6	11.97% 31	8.88% 23	12.74% 33	17.37% 45	13.13% 34	24.32% 63	259
Bike ability	5.86% 15	6.64% 17	5.47% 14	4.69% 12	16.41% 42	6.64% 17	13.28% 34	14.06% 36	9.38% 24	17.58% 45	256
Sustainability	3.15% 8	0.79% 2	1.18% 3	1.57% 4	6.69% 17	4.72% 12	8.66% 22	16.93% 43	17.32% 44	38.98% 99	254

Economic Development ranked on a scale of 1-10

	1	2	3	4	5	6	7	8	9	10	Total
Small Scale Retail	3.52% 9	3.52% 9	2.34% 6	4.30% 11	7.42% 19	6.64% 17	10.94% 28	21.09% 54	16.80% 43	23.44% 60	256
Commercial	1.98% 5	1.98% 5	2.78% 7	4.76% 12	11.51% 29	7.54% 19	13.10% 33	22.22% 56	15.08% 38	19.05% 48	252
Office Buildings	4.00% 10	4.80% 12	1.60% 4	8.80% 22	18.40% 46	12.00% 30	12.40% 31	17.60% 44	9.20% 23	11.20% 28	250
Warehousing	4.78% 12	6.37% 16	7.57% 19	6.37% 16	20.32% 51	13.15% 33	7.97% 20	15.94% 40	8.76% 22	8.76% 22	251
Downtown Redevelopment	5.84% 15	2.72% 7	2.33% 6	1.95% 5	6.23% 16	5.84% 15	7.39% 19	12.84% 33	16.34% 42	38.52% 99	257
Manufacturing or Processing	2.75% 7	2.75% 7	3.14% 8	2.35% 6	9.80% 25	7.45% 19	10.98% 28	9.80% 25	16.47% 42	34.51% 88	255

KEY COMMUNITY LEADER SURVEY

Respondents were asked to rank the following items on a scale of 1-10, with 10 being the highest:

	1	2	3	4	5	6	7	8	9	10
School System							2	4	2	1
Closeness to employment					1		1	3	1	3
Closeness to shopping					1	4	2	1	1	
Safety services (fire, ems, police)						1		3	2	3
City services (roads, plowing, mowing, local govt)					1		1	3	3	1
Parks and Recreations								6	1	2
Other (be specific if necessary)										
Other Specified: Restaurants						1				

Respondents were asked to give their perspective on land use and asked to refer to the following areas:

	Area A	Area B	Area C	Area D	Area E	Area F	Area G	Area H	Area I
Residential Growth	1	1				5			
Commercial/Retail Growth	2	4	1	2	4	1		1	3
Industrial Growth	6	4	1		2				

Key:

Area A: West of Troy St

Area B: Northwest of Downtown

Area C: Southwest of Downtown

Area D: Downtown

Area E: North of US Rt 33

Area F: Northeast of Downtown

Area G: East of Downtown

Area H: Southeast of Downtown

Area I: South of Lake Ave

Additional Comments:

Residential Growth

- * We need to continue to focus development on the north of Bellefontaine near US33 corridor. Also, I believe that supporting the development of housing in and around a walk-able, bike and pedestrian Friendly Downtown.
- * I believe the residential growth will follow industrial/manufacturing growth. Target A, or E if it doesn't interfere with retail or industrial growth
- * Within a 5 mile radius of downtown Bellefontaine

Commercial/Retail Growth

- * We need to support existing retail on the South, encourage continued efforts of a revitalizing Downtown and see the Northside of Bellefontaine gateway be attractive and easy for people to get off the highway and experience and see what's unique to do and explore in Bellefontaine
- * Someone other than the overgrown, congested south end of town
- * 68 & 33

Industrial Growth

- * Highlight and improve the focus on the parks on the West side of town and the north side of town near US33. Be creative and encourage developers to build new spec buildings and storage.
- * Where available and highways are accessible
- * North 68
- * In existing building/properties that are vacant

Regarding Housing stock, users were asked to rank using (Very Important, Important, Not Important)

	Very Important	Important	Not Important
New Single Family Homes	8	2	
New Condominiums	6	4	
New Apartments	1	6	2
Repair or Removal of Existing Homes	5	5	

Additional Comments:

New Single Family Homes

- * Priced between \$120-\$180,000

New Condominiums

- * Single young professionals and retirees. Low maintenance.
- * Reasonably priced

New Apartments

- * Especially loft style living which attracts millennials
- * But not targeted at low-income or govt. assisted housing
- * Market Rate - Not Subsidized

Repair or Removal of Existing Homes

- * Maintained properties support higher tax valuations and re-sale along with community pride
- * Especially in the western section of the city

Regarding Housing segments, users were asked to rank using (Very Important, Important, Not Important)

	Very Important	Important	Not Important
Affordable	5	3	1
Luxury	1	6	2
Market Rate	2	4	1
Geared towards first time home buyers	3	5	1
Geared towards seniors	3	3	3

Note: One respondent ranked by numbers: Geared towards Seniors #1; Market Rate #2; Affordable #3; Geared towards first time home buyers #4; Luxury #5

Regarding Community character factors, users were asked to rank using (Very Important, Important, Not Important)

	Very Important	Important	Not Important
Downtown design guidelines	2	8	
Citywide design guidelines		9	1
Residential code enforcement	4	5	
Events and activities	4	6	

DEVELOPMENT DISTRICTS

MAP 2 - CITY OF BELLEFONTAINE DEVELOPMENT DISTRICTS

DEVELOPMENT DISTRICTS

To add geographic context to the key community leader survey, the City was divided into nine generalized planning policy areas, or development districts.

Area A: West of Troy St

Area B: Northwest of Downtown

Area C: Southwest of Downtown

Area D: Downtown

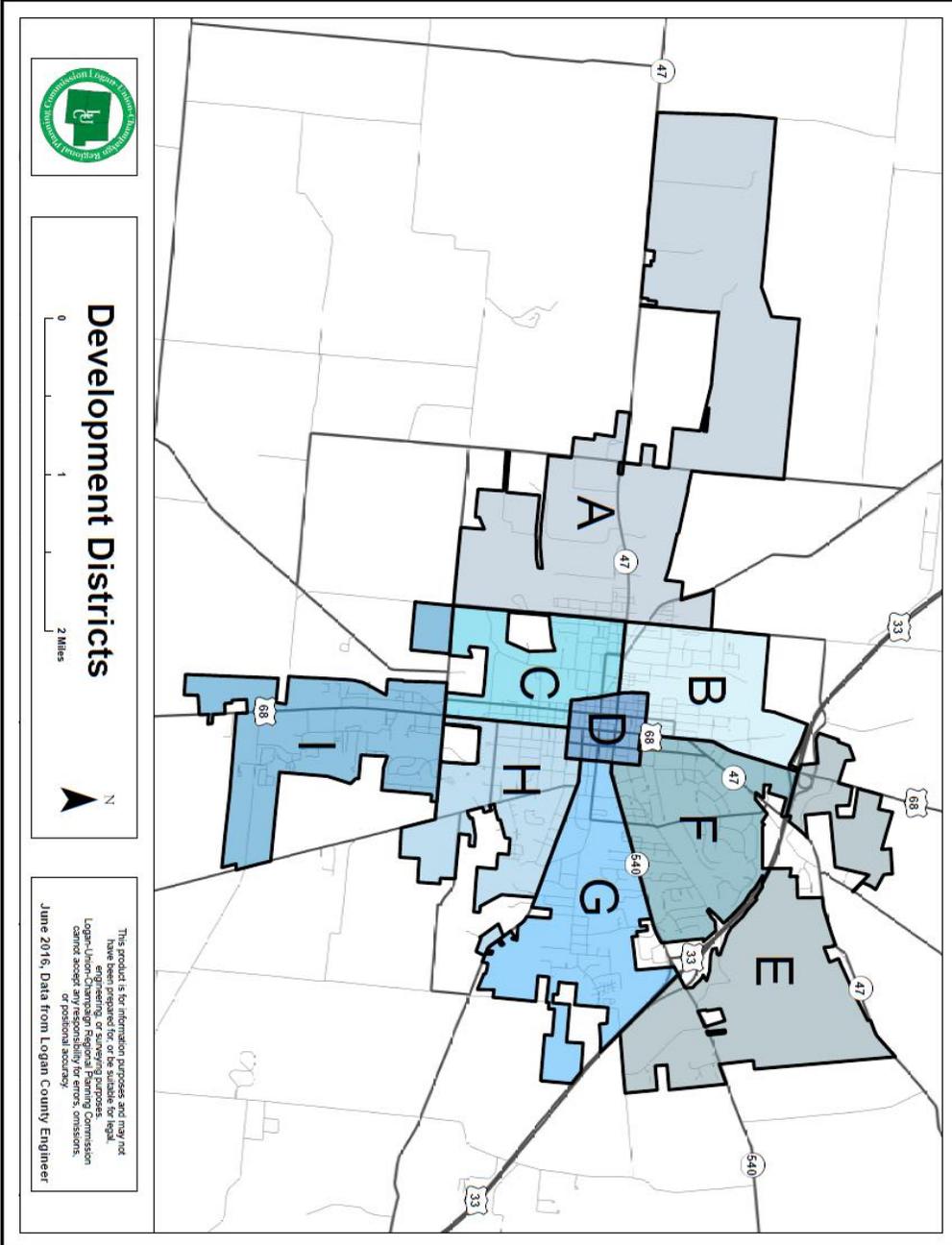
Area E: North of US Rt 33

Area F: Northeast of Downtown

Area G: East of Downtown

Area H: Southeast of Downtown

Area I: South of Lake Ave



LAND USE

Economy

This section provides a rudimentary analysis of Logan County's economy using 2010 U.S. Census Bureau and 2012 USDA Census of Agriculture datasets. The United States was used as the benchmark region for comparison. Paid employees by sector are shown in Table 3. In some instances, the U.S. Census Bureau provided only a range of employees by section and those were translated into a single number¹.

The analysis estimated the sectors with the highest concentration of employees and quantified the impact of those sectors on total employment. Using analytic techniques, the analysis categorized employment as either basic (exports) or non-basic (imports). "Basic employment" was assumed to be a result of external demand and "non-basic employment" was assumed to be a result of local demand. The analysis assumed employment was either basic or non-basic and external demand resulted in capital coming-into the region and underserved local demand resulted in imports and capital leaving the region.

Because this is a rural county, the importance of the agriculture sector must be stressed because the data used from the U.S. Census Bureau excludes public administration (government) employees and agriculture sector employees. The assumption was that agriculture is an export. Data from the USDA Census of Agriculture was not supplemented in calculations in this economic analysis. Instead, information from the USDA Census of Agriculture is noted here to affirm the importance of the agriculture sector—its scale is significant relative to the employment total for all sectors in the County and it is an enormous land use and cultural influence in the County. According to the USDA (2012):

- There were 868 total farms, totaling 212,937 acres of land.
- There were 868 principal operators. The primary occupation was farming for 591 of those principal operators.
- There were 517 hired farm labor workers associated with 197 farms of the 868 total farms. (Note: This figure is complex because a portion of those workers work 150 days or more and some work less than 150 days.)

¹ For United States "Industries not classified" and Ohio "Utilities", the sum of all remaining industries was subtracted from "Total for all sectors". For County "Utilities", "Manufacturing", "Management of companies and enterprises", and "Educational services", proportions were calculated $e_i = \text{Logan Co 2010 population} / \text{Ohio 2010 population} \times E_i$. The closest value within the range was used for any result outside of the range. These estimations resulted in a total employment value less than the "Total for all sectors". The balance was added to "Manufacturing" because its range was much larger than the other three industries.

The percentage of paid employees by sector was calculated and is shown in Table 4. The proportion of manufacturing in the County was 28% and that proportion was the largest and most significant difference between the County and the United States; it was even the largest and most significant difference between the County and Ohio. That was a difference of 18.65% and 14.59% respectively; meaning, employees were most concentrated in the manufacturing sector.

Basic and non-basic employment was calculated using a combined analytic technique that utilized both the assumption and location quotient methods; this is shown in Table 5. The assumption method assumed that certain sectors were basic or non-basic activities without performing any calculation. Ultimately, in assigning industrial sectors as basic or non-basic activities, the assumption method asked whether the dollars supporting each sector come from inside or outside the region. The location quotient method used a calculation², to determine the portion of each sector that is basic and non-basic employment, relative to the benchmark region. Sectors assumed by this analysis to be basic are listed below:

- Agriculture, forestry, fishing and hunting
- Mining, quarrying, and oil and gas extraction
- Manufacturing
- Accommodation

The manufacturing sector was the largest concentration of basic activities, but there was also a sizable concentration of basic activities in the wholesale trade industry, which may or may not be related to the manufacturing sector. As noted previously, the agriculture sector, although not shown, is also a significant source of basic activities. Also of note, the retail trade sector appeared to be self-sufficient, based on its location quotient.

To answer the question of how exports and imports are impacted by the County's specialization, the base multiplier was calculated. That number attempted to quantify the economic stimulus from external demand for basic activity goods and services. The base multiplier calculation³ estimated that every 1 basic sector job creates 2.17 non-basic jobs, but it is important to remember this was an estimate and generally indicated that basic activities, especially the manufacturing sector, have an economic stimulus in the County's economy.

Ultimately, this economic analysis revealed what survey responses indicated, the importance of the manufacturing and agriculture sectors in the County's economy. The public input and this economic analysis provide justification for future policy-making decisions.

Land Use

Any land use goals must be guided by public participation. Respondents commented about the need for increased retail trade variety, but overwhelmingly ranked downtown redevelopment and the manufacturing sector highest in terms of the types of economic development that should take place. Leader surveys indicated the importance of redeveloping commercial areas and growing industrial areas. Responses also indicated the importance of single family residential, condominiums, and some affordable housing. Land use recommendations were created with consideration of the surveys completed during this analysis and in light of the brief demographic and economic analysis. Those

² $LOQ_i = (e_i^t/e_T^t)/(E_i^t/E_T^t)$

³ base multiplier = (total employment)/(basic employment); or, base multiplier = ((non-basic)/(basic)) + 1

goals considered that only slight growth is anticipated and that the retail trade sector is at self-sufficiency.

Recommendations:

Either a comprehensive plan or studies focused on the manufacturing and retail trade sectors are recommended. For the manufacturing sector, analysis should study both the City's geography and the geography of neighboring townships in order to recommend optimal locations for land use policy that zones or rezones areas for the manufacturing sector. This should be sensitive to areas well-served by major transportation routes and water and sewer systems, farmland preservation, and land suitability. (Concerns about land suitability were raised in the September 1989 City of Bellefontaine / Logan County Comprehensive Plan). For example, consideration should be given to how the industrial and commercial uses shown in the Land Use Map 15, at the north end of the City should expand. Strategies should be developed to diversify the sector. For the retail trade sector, analysis should study commercial sprawl and recommend land use policies that encourage redevelopment of areas where the retail trade sector is already located, especially downtown. That is commonly done using zoning overlays. Public input from the online survey indicated that the respondents appreciated small town living and responses generally described that atmosphere:

- Farmland preservation
- Low crime
- Historical atmosphere and downtown
- Quiet
- Low traffic
- Close to big cities
- Family and friends
- Small scale

Survey respondents also indicated the importance of sustainability, walkability, bikability, and tree-lined streets. All of these considerations should be considered in redevelopment of areas where retail trade is located, especially in the downtown. Downtown redevelopment is a unique opportunity to encourage mixed residential uses, like condominiums and affordable housing in historic buildings. This is also sensitive to farmland preservation. The City could also consider redevelopment tools such as Community Reinvestment Areas and Retail Tax Credits to encourage redevelopment.

TABLE 3 - NUMBER OF EMPLOYEES BY US SECTOR

2007 NAICS	Sectors	Year	*Paid employees by sector		
	Meaning of NAICS		United States	Ohio	Logan Co
0	Total for all sectors	2010	111,970,095	4,352,481	14,734
11	**Agriculture, forestry, fishing and hunting	2010	156,055	1,333	-
21	Mining, quarrying, and oil and gas extraction	2010	581,582	9,043	44
22	Utilities	2010	638,058	25,786	99
23	Construction	2010	5,389,271	161,336	462
31-33	Manufacturing	2010	10,862,838	599,130	4,178
42	Wholesale trade	2010	5,598,507	210,536	998
44-45	Retail trade	2010	14,496,625	543,051	1,796
48-49	Transportation and warehousing	2010	4,011,989	148,593	565
51	Information	2010	3,124,036	88,566	118
52	Finance and insurance	2010	5,928,696	245,566	319
53	Real estate and rental and leasing	2010	1,946,424	59,899	144
54	Professional, scientific, and technical services	2010	7,822,417	228,364	716
55	Management of companies and enterprises	2010	2,832,953	143,743	99
56	Administration and support and waste management and remediation services	2010	8,977,265	304,019	926
61	Educational services	2010	3,273,527	107,451	99
62	Health care and social assistance	2010	17,787,859	789,118	2,064
71	Arts, entertainment, and recreation	2010	2,003,595	58,819	217
721	Accommodation	2010	1,821,149	30,489	61
722	Food services	2010	9,490,973	391,614	1,088
81	Other services (except public administration)	2010	5,204,445	205,668	738
99	Industries not classified	2010	21,831	357	3

(US Census Bureau, 2010)

*Paid employees for pay period including March 12 (number). Does not consider public administration (government) employees. **County Business Patterns data excludes agriculture sector employees and household employees.

TABLE 4 - PROPORTION OF EMPLOYEES BY SECTOR

Sectors			Proportion paid emp by sector		
2007 NAICS	Meaning of NAICS	Year	United States	Ohio	Logan Co
0	Total for all sectors	2010	100%	100%	100%
11	**Agriculture, forestry, fishing and hunting	2010	0%	0%	0%
21	Mining, quarrying, and oil and gas extraction	2010	1%	0%	0%
22	Utilities	2010	1%	1%	1%
23	Construction	2010	5%	4%	3%
31-33	Manufacturing	2010	10%	14%	28%
42	Wholesale trade	2010	5%	5%	7%
44-45	Retail trade	2010	13%	12%	12%
48-49	Transportation and warehousing	2010	4%	3%	4%
51	Information	2010	3%	2%	1%
52	Finance and insurance	2010	5%	6%	2%
53	Real estate and rental and leasing	2010	2%	1%	1%
54	Professional, scientific, and technical services	2010	7%	5%	5%
55	Management of companies and enterprises	2010	3%	3%	1%
56	Administration and support and waste management and remediation services	2010	8%	7%	6%
61	Educational services	2010	3%	2%	1%
62	Health care and social assistance	2010	16%	18%	14%
71	Arts, entertainment, and recreation	2010	2%	1%	1%
721	Accommodation	2010	2%	1%	0%
722	Food services	2010	8%	9%	7%
81	Other services (except public administration)	2010	5%	5%	5%
99	Industries not classified	2010	0%	0%	0%

(US Census Bureau, 2010)

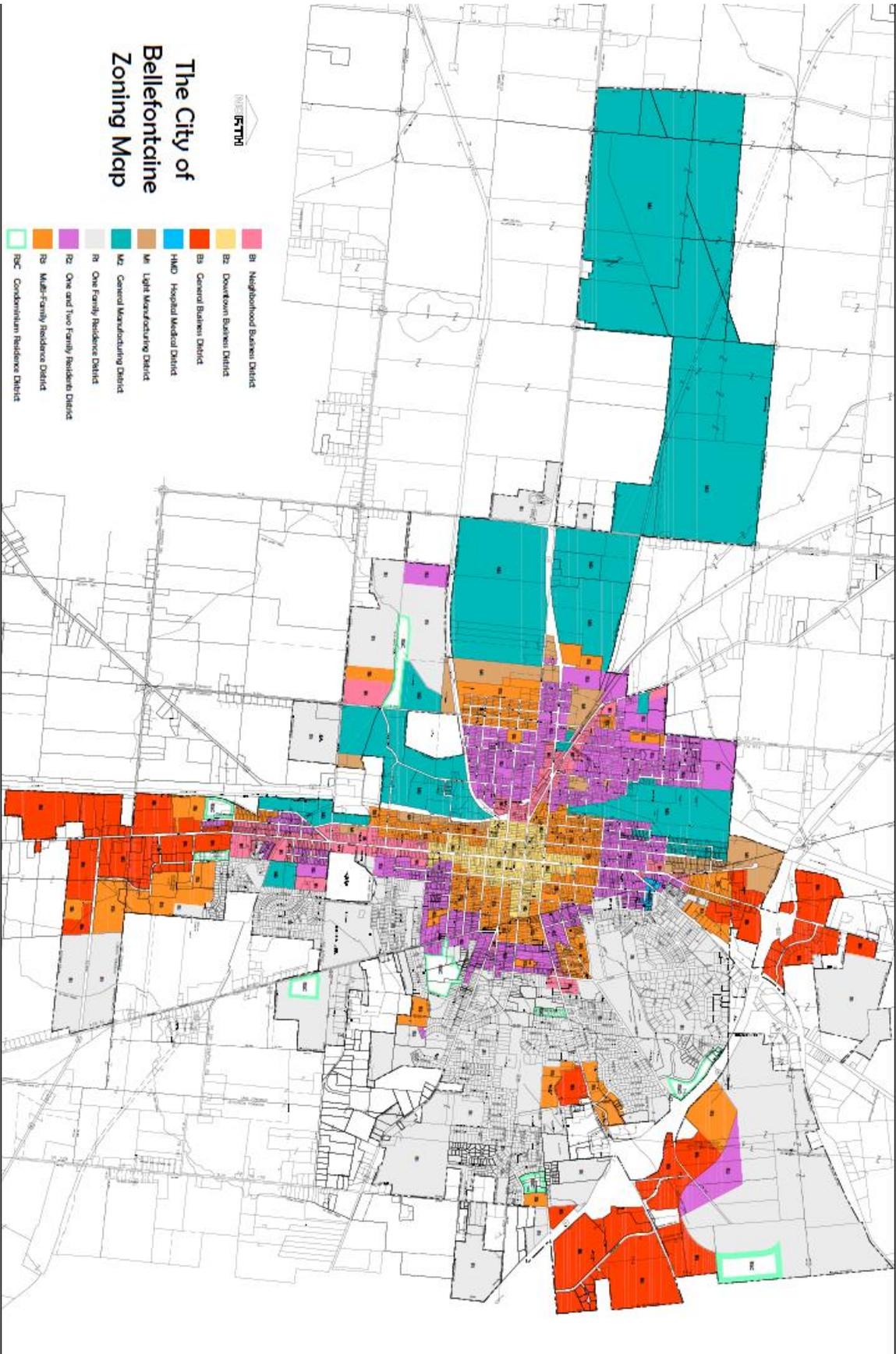
**County Business Patterns data excludes agriculture sector employees and household employees.

TABLE 5 - COMBINED ASSUMPTION AND LOCATION QUOTIENT METHODS

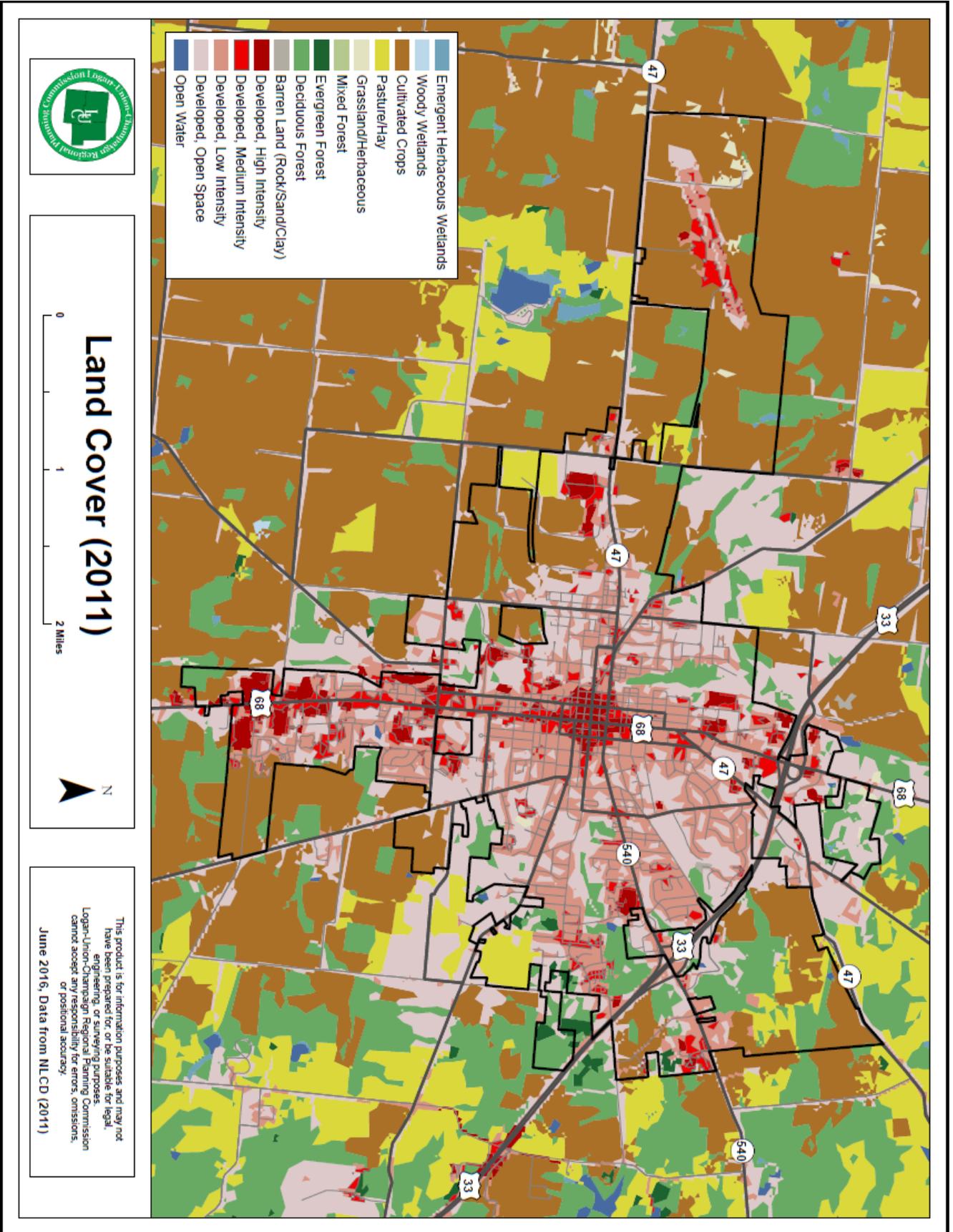
Sectors		Combined method (LOQ/ASM)			
2007 NAICS	Meaning of NAICS	Year	LOQ	Basic	Non-Basic
0	Total for all sectors	2010	-	4,649	10,084
11	**Agriculture, forestry, fishing and hunting	2010	-	-	-
21	Mining, quarrying, and oil and gas extraction	2010	0.57	44	-
22	Utilities	2010	1.17	15	84
23	Construction	2010	0.65	-	462
31-33	Manufacturing	2010	2.92	4,178	-
42	Wholesale trade	2010	1.35	261	737
44-45	Retail trade	2010	0.94	-	1,796
48-49	Transportation and warehousing	2010	1.07	37	528
51	Information	2010	0.29	-	118
52	Finance and insurance	2010	0.41	-	319
53	Real estate and rental and leasing	2010	0.56	-	144
54	Professional, scientific, and technical services	2010	0.70	-	716
55	Management of companies and enterprises	2010	0.27	-	99
56	Administration and support and waste management and remediation services	2010	0.78	-	926
61	Educational services	2010	0.23	-	99
62	Health care and social assistance	2010	0.88	-	2,064
71	Arts, entertainment, and recreation	2010	0.82	-	217
721	Accommodation	2010	0.25	61	-
722	Food services	2010	0.87	-	1,088
81	Other services (except public administration)	2010	1.08	53	685
99	Industries not classified	2010	1.04	0	3

(US Census Bureau, 2010)

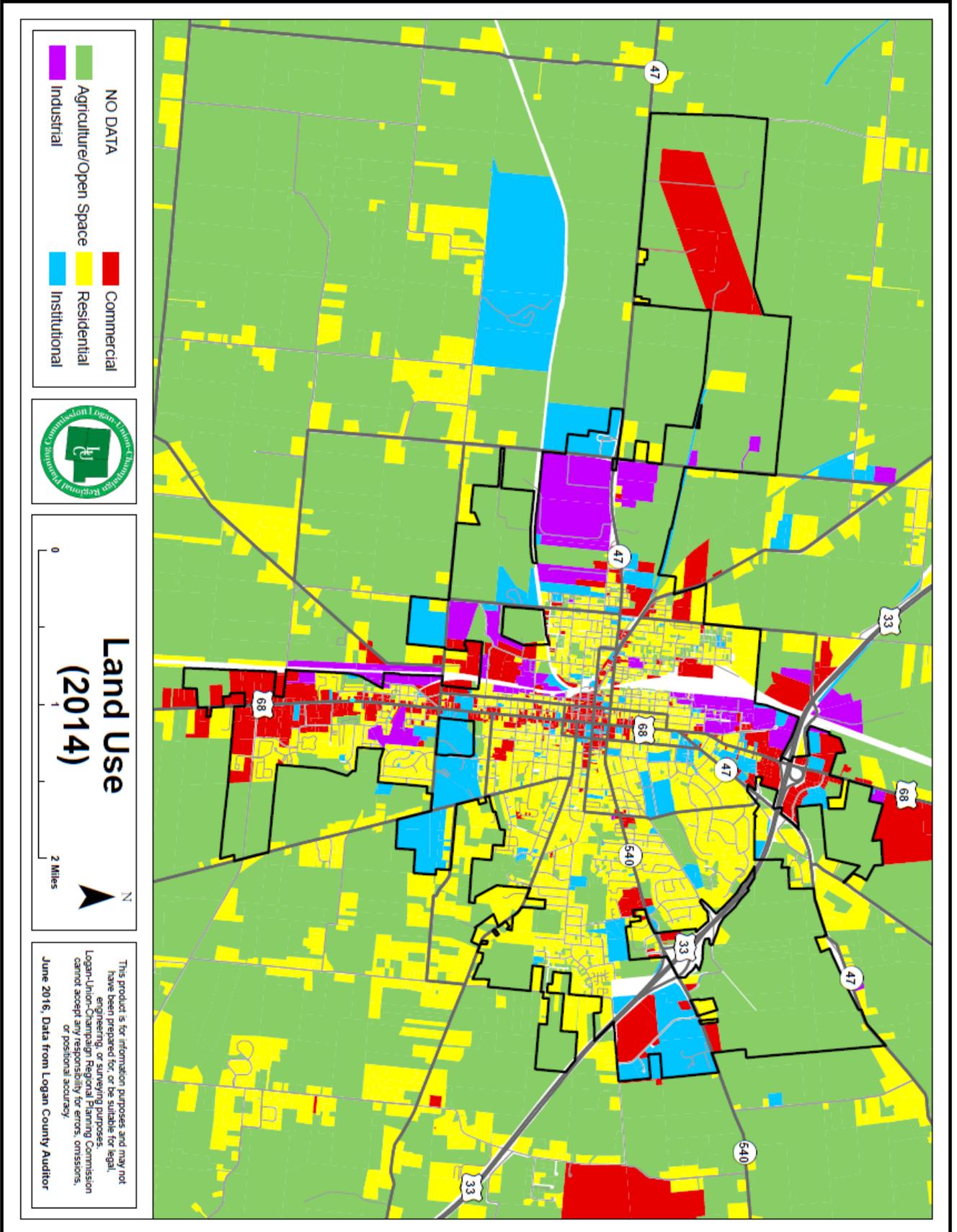
MAP 3 - CITY OF BELLEFONTAINE ZONING MAP



MAP 4 - CITY OF BELLEFONTAINE LAND COVER



MAP 5 - CITY OF BELLEFONTAINE LAND USE



- NO DATA
- Agriculture/Open Space
- Industrial
- Commercial
- Residential
- Institutional



**Land Use
(2014)**

0 1 2 Miles

N

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June 2016, Data from Logan County Auditor

HOUSING

Existing housing in Bellefontaine is predominantly in the form of single family homes with the majority located east of US Route 68. Other housing configurations include multi-family homes and apartment complexes.

Generally, two main issues frame the housing challenges for Bellefontaine: stabilizing declining neighborhoods, and responding to changing housing preferences with housing affordability as an overriding factor.

When examined in the context of stabilization, the condition of housing based on County Auditor data generally shows a trend of average condition housing citywide; however, Development Area F trended better in housing conditions, and Development Area B trended worse in housing conditions. When asked about the City's current housing stock the community surveys revealed that repair or removal of existing homes ranked as important or very important.

Goal:

Preserve the integrity of the existing housing stock and neighborhoods

Continued enforcement of existing building and zoning codes, and maintaining investments in neighborhood infrastructure can be the City's primary strategy in its overall housing policy. Maintained properties support higher tax valuations and re-sale along with community pride. Additionally, Bellefontaine can continue to leverage the CHIP and CDBG programs along with other programs to demolish, repair, or construct housing units.

The housing challenge related to changing housing preferences was evident in the community surveys. For example, the survey cited the need for new single family homes, ideally priced at less than \$200,000, as a very important priority. New condominiums also ranked as very important. This is in response to the trend of preferences for new and efficient homes, and single young professionals and retirees seeking smaller, lower maintenance housing options.

New apartments ranked as important to the community, with a preference toward market rate units that are not subsidized. Loft style living targeted to Millennials is another example of the type of apartment product desired.

GOAL:

Preserve the Integrity of the existing housing stock and neighborhoods.

Goal:

Encourage development of new market rate housing options

Bellefontaine’s strength to achieve this goal can be the relative affordability and ease of development in comparison to competing areas. The City and its economic development partners can market the area and specific sites to attract developers to build a specific housing product. It is important to remember to serve citizens of all income levels and adhere to Fair Housing principles.

Affordable housing is when a person is not paying more than 30% for their housing expenses, meaning not just rent, but expenses to maintain their home. As reported in the 2010-2014 American Community Survey, 46% of Logan County renters are paying 30.0% or more of their income to rent. More information can be found in the Logan County Analysis of Impediments Report.

GOAL:

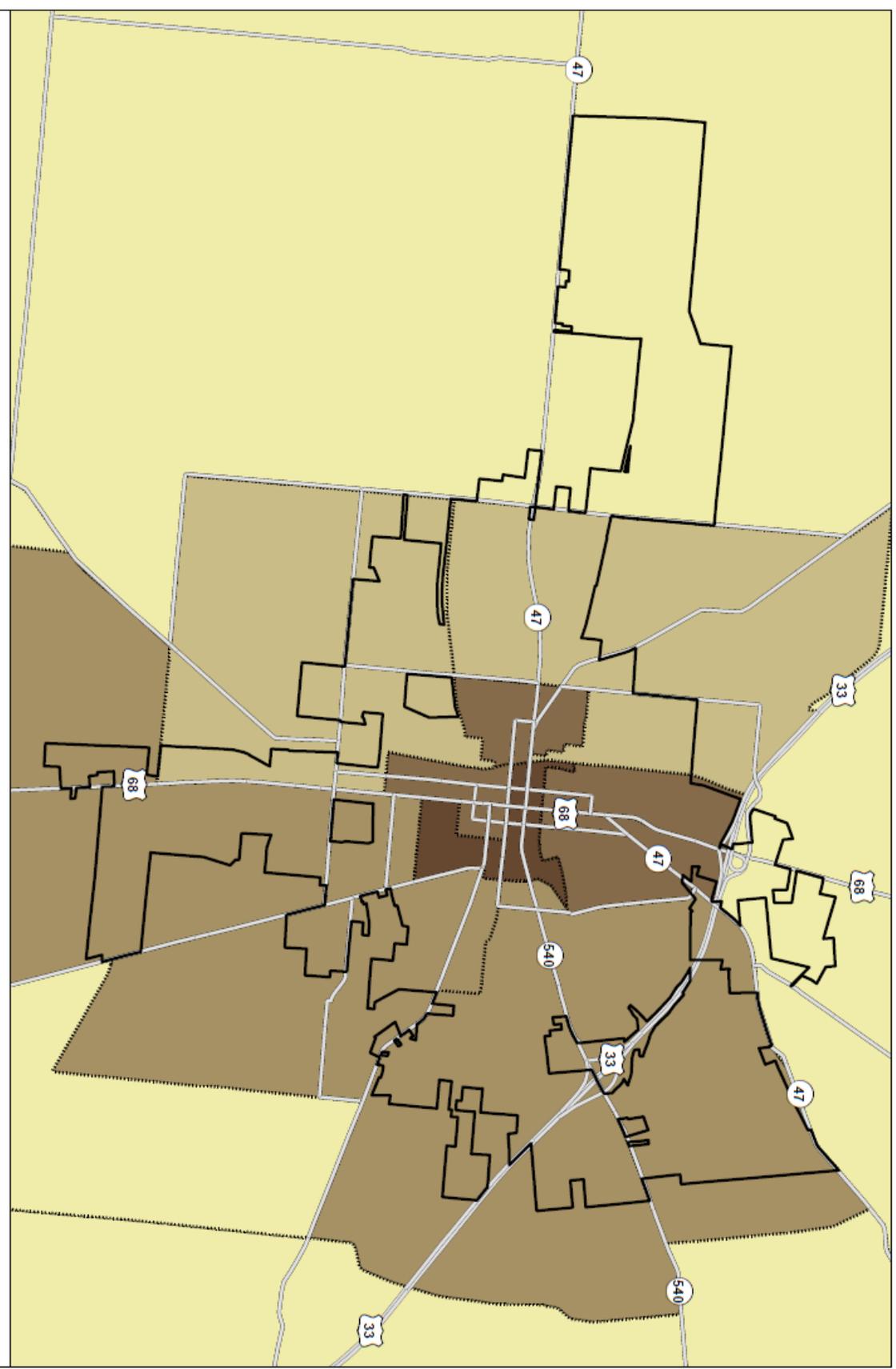
Encourage development of new market rate housing options

MAP 6 - HOUSEHOLD DENSITY

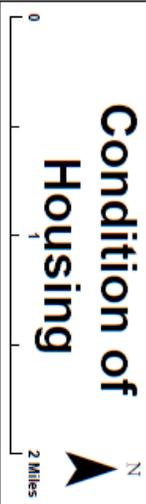


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June 2016, Data from U.S. Census (2010)

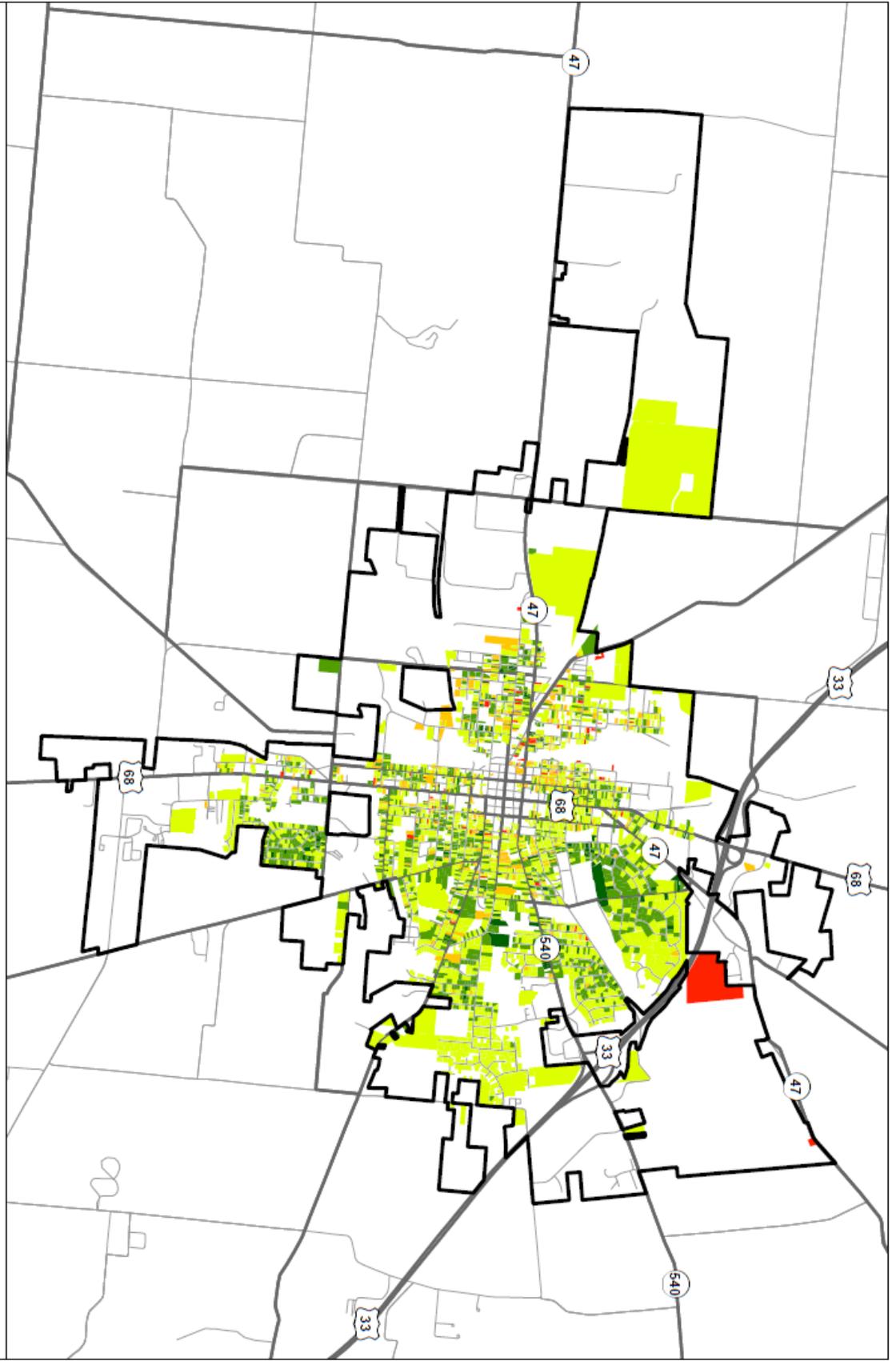


MAP 7 - CONDITION OF HOUSING



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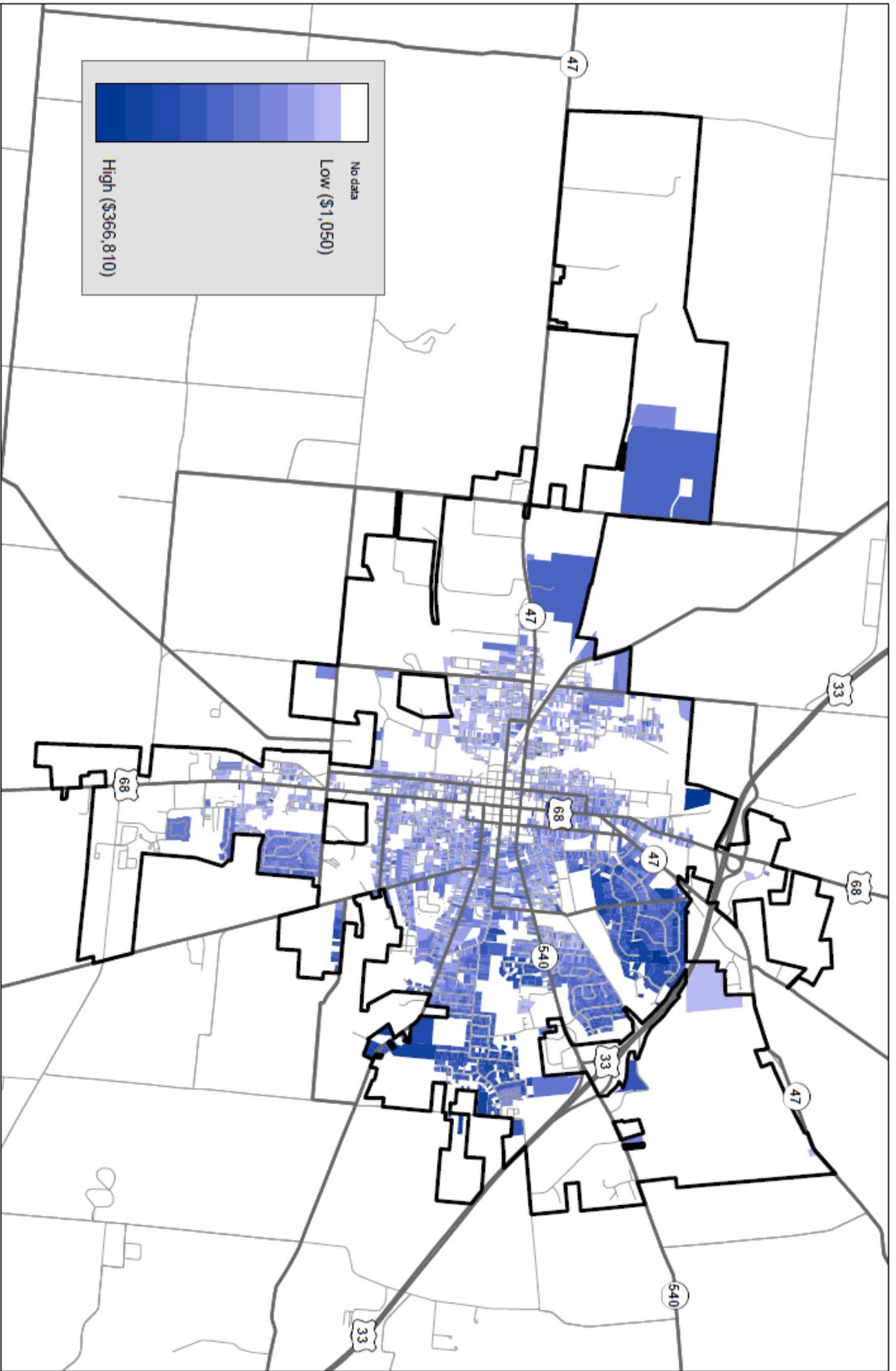
June 2016, Data from Logan County Auditor





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June 2016, Data from Logan County Auditor



UTILITIES

Centralized utilities include the network of systems and infrastructure that allow the City to exist in safe and sanitary conditions every day. Water and wastewater departments come to mind first, but streets and stormwater could also be included in the overall context of utilities. In the case of Bellefontaine, the City is not directly involved in the delivery of energy like electricity or natural gas.

Utilities can be complex and specialized, and as such, it is recommended that Bellefontaine create or update a comprehensive capital improvements plan that ties together the present and future needs of infrastructure across the various utility departments. Financial factors like sourcing of funds and other budget strategies are the critical component of these plans along with a prioritization of projects. Capital improvement plans can be expanded beyond traditional utility departments and applied to any department that has a capital need.

Goal:

Update the City's overall capital improvement plan

Water and wastewater infrastructure availability to a specific location is a key determinant if that site will be developed. However, this infrastructure availability does not guarantee that a site will be developed, which is why it is important to carefully target any infrastructure expansion.

The recently completed LUC Regional Transportation Plan offers guidance on where to consider targeting utilities to align with projected economic development areas. This also presents the opportunity to supply utilities beyond the City's current municipal corporation boundary. For example, northwest of the City along US Route 33 has potential for industrial users, while areas north of the City could include commercial. Further from the City boundary to the southeast, the US Route 33 and SR 292 interchange could have mixed use potential.

Of course any expansion comes at a significant capital cost. For this reason, a capital improvement plan is very helpful in laying out strategies to fund future improvements; such as grants, loans, tap fees, tax increment financing, and others. Capital improvement plans can be expanded beyond traditional utility departments and applied to any department that has a capital need; additionally, the city can also leverage the duties of the City Planning Commission for reviews of such plans.

GOALS:

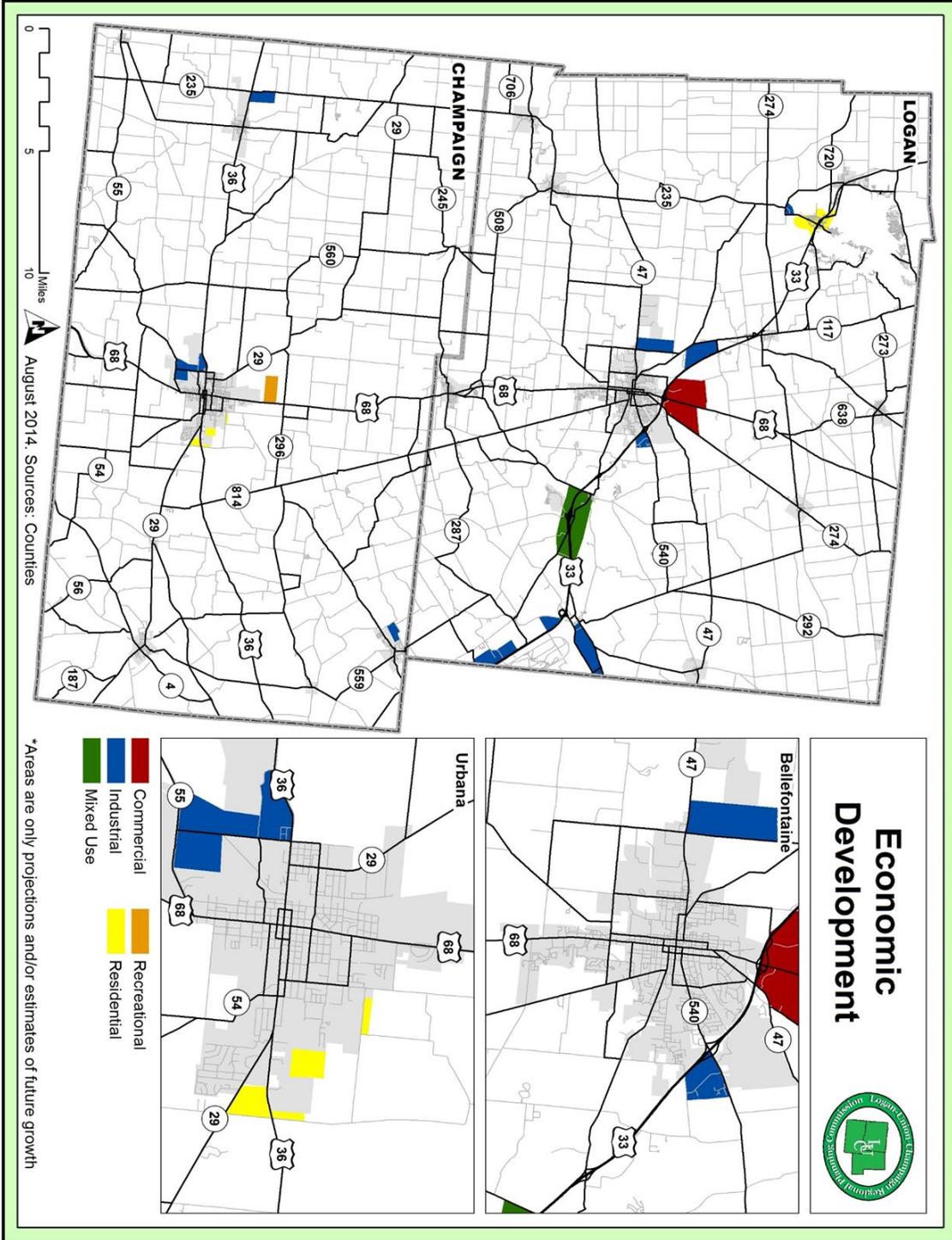
Update the City's overall capital improvement plan

In conjunction with a capital improvement plan, determine the feasibility of expanding utilities to economic development areas

Goal:

In conjunction with a capital improvement plan, determine the feasibility of expanding utilities to economic development areas

MAP 9 - LOGAN COUNTY ECONOMIC DEVELOPMENT



TRANSPORTATION

Transportation planning efforts in the region have increased in recent years due to the designation of LUC as the Regional Transportation Organization (RTPO) for Logan and Champaign Counties, including the City of Bellefontaine. As such, the LUC Regional Transportation Plan of 2015 can serve as guidance for the City's transportation planning.

In addition to public and regional agency participation in the form of a Steering Committee and mentor relationship with Miami Valley Regional Planning Commission (MVRPC) and the Ohio Department of Transportation (ODOT), public participation was sought at the onset of the plan. This occurred through a survey performed by an ODOT consultant. The survey sought public input on the existing transportation network and future needs. This was used, in addition to input from the Steering Committee, MVRPC, and ODOT, to develop goals and guide the development of the plan.

Goals for the Regional Transportation Plan are generally described as below and encompass multiple objectives:

- **Transportation Safety**
 - Improve and maintain safety of roadway network, reducing the number of crashes in the area and striving to fall within the nation's average range of crash data
- **Network connectivity, reliability, and efficiency:**
 - Evaluate and improve the highway network to promote safe, reliable, and efficient travel for all road users.
- **Multimodal access**
 - Improve and expand the public transportation network and non-motorized transportation options to allow easy mobility to all residents and visitors.
- **Economic vitality**
 - Improve economic growth in the region by providing transportation options to allow easy mobility to all residents and visitors

GOALS

- *Transportation Safety*
- *Network Connectivity, Reliability, and Efficiency*
- *Multimodal Access*
- *Economic Vitality*
- *Stewardship*

- **Stewardship**

- Commit to the future and longevity of the transportation network by evaluating the social, environmental, and financial circumstances surrounding each project.

Projects were scored using an evaluation matrix.

Category	Criteria
1 - Safety	Does the project address a documented safety issue?
2 – Service Improvement	Does the project address a documented pavement condition, bridge deficiency or congested location?
3 – Freight/Economic Development	Does the project improve a corridor with high freight volumes or improves access to major regional businesses?
4 – Functional Class	Arterial: High Collector: Medium Local: Low
5 – Transportation Choices	Does the project create, improve, or enhance connectivity among different transportation modes?
6 – Environmental Justice	Does the project have a positive impact within a concentrated poverty or minority area?

Below are the top priority projects for the City of Bellefontaine:

Type	Location	Description
Roadway	Intersection of E Sandusky Ave (SR 540) and Newford Dr and Lakewood Dr	Widen SR 540 by 750 ft for people waiting to turn
Roadway	Along Dowell Ave running from N Main St (US 68) east 750 feet	Connect drainage, lower the hillcrest, and widen the turn radius at Main St
Roadway	Various signalized intersections under the City's jurisdiction	Upgrade with Siemens' Epac controllers in the vicinity of SR 47/540 and US 68
BikePed	From SW Bellefontaine to Downtown Bellefontaine	Extending what was constructed in 2014
BikePed	Along the former Mad River and Lake Erie RR corridor to Huntsville	A 10-foot paved multi-use trail
BikePed	Former T&OC RR Corridor east from SW Bellefontaine to Zanesfield	A 10-foot paved multi-use trail

Bike Trail

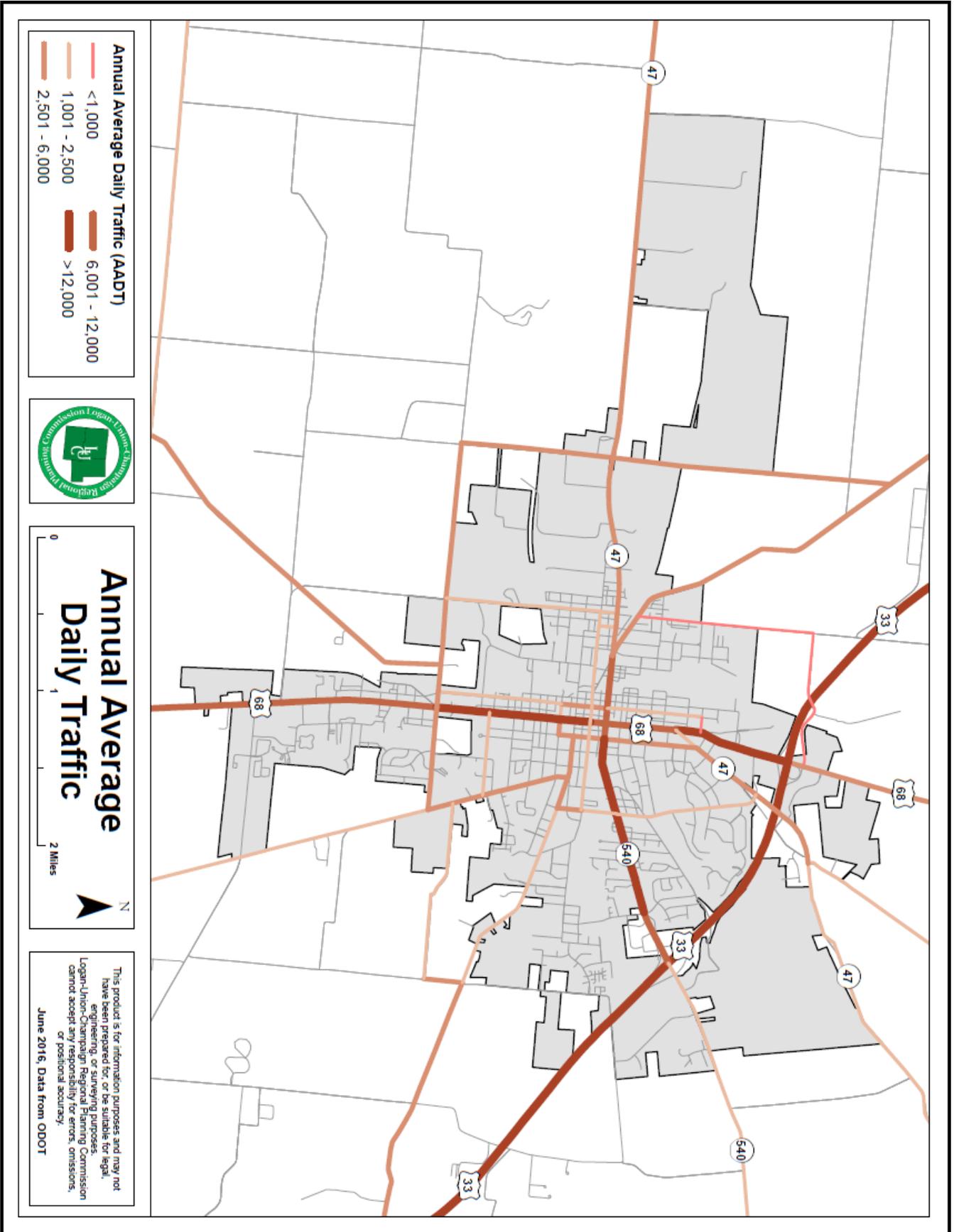
The City can also capitalize on the Simon Kenton bike trail, which has recently completed a new extension from the Depot in Urbana that extends north to Bellefontaine. The trail extends 18 miles and is comprised of crushed aggregate.

The bike paths in Champaign County and Logan County connect to the Little Miami Scenic Trail, which extends a total of 93 miles from the east side of Cincinnati to Bellefontaine. The trail winds through the countryside of Southwestern Ohio, sometimes running next to the Little Miami River.

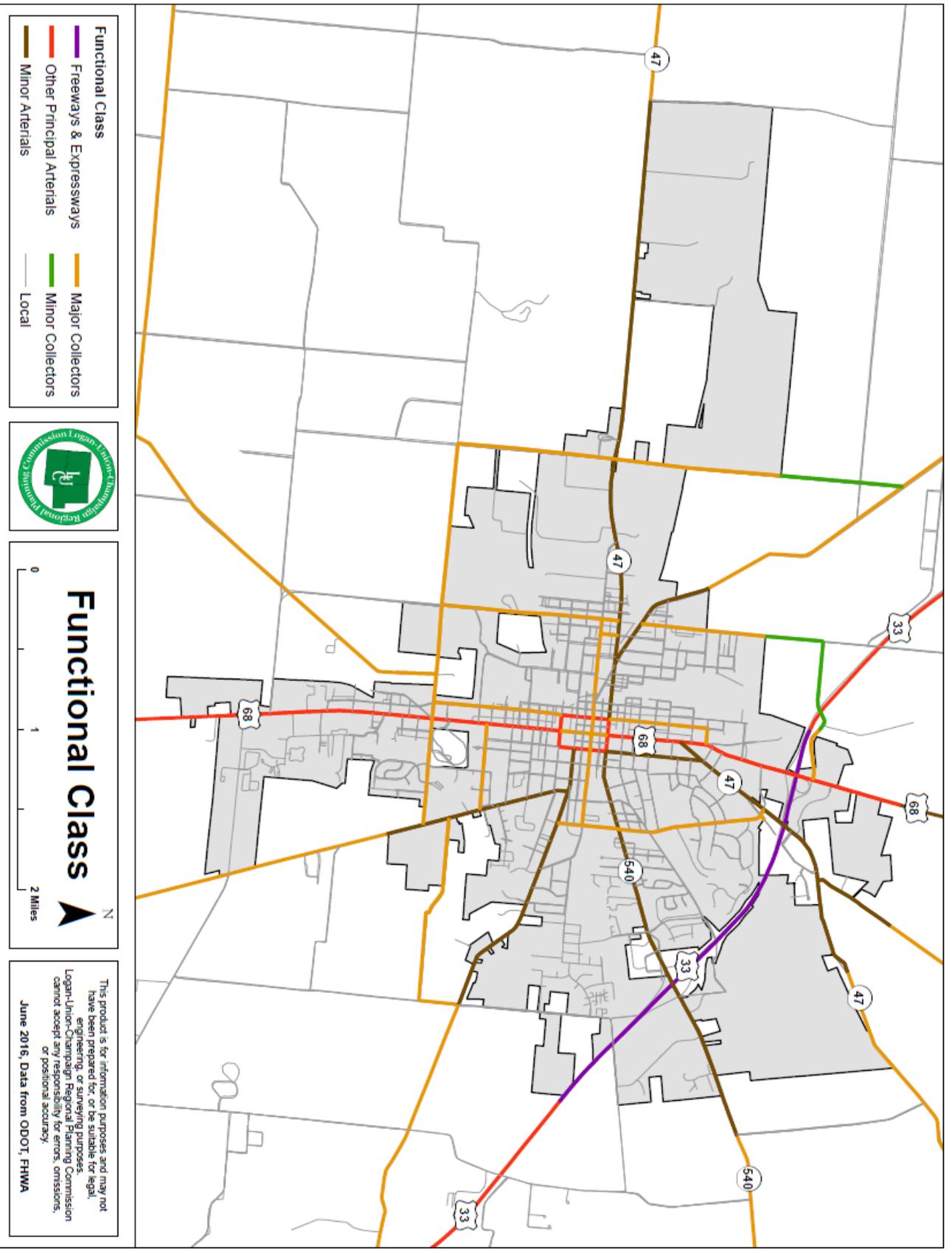
Transit

Logan County has one transit system, Transportation for Logan County (TLC). TLC does not have fixed routes but instead operates on demand and serves the entire county. Service hours run from 7:30 am-5 pm on weekdays (Monday-Friday) and requires that trips must be requested 48 hours in advance with same-day service available on a limited basis only. According to TLC's Mobility Manager Tam Blakely, over 24,000 trips were taken in 2015 with a total of more than 350,000 vehicle miles. Approximately 43% of all trips taken were medical-related and an additional 30% were for elderly or disabled passengers. TLC has 14 vehicles for transportation including minivans, vans, and minibuses.

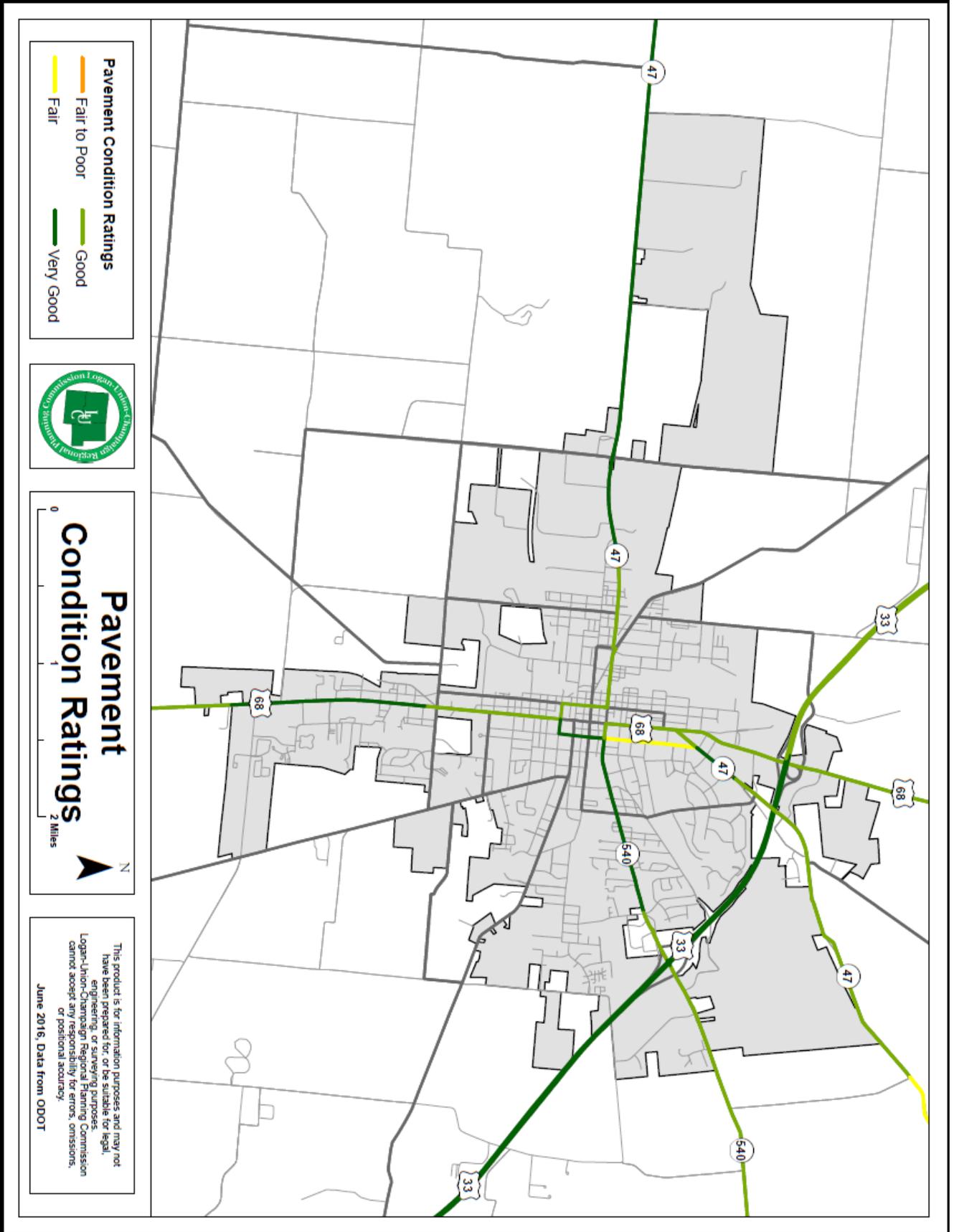
MAP 10 - ANNUAL AVERAGE DAILY TRAFFIC



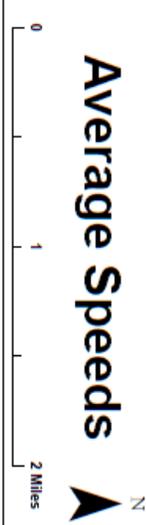
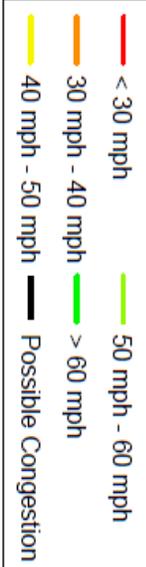
MAP 11 - FUNCTIONAL CLASS



MAP 12 - PAVEMENT CONDITION RATINGS

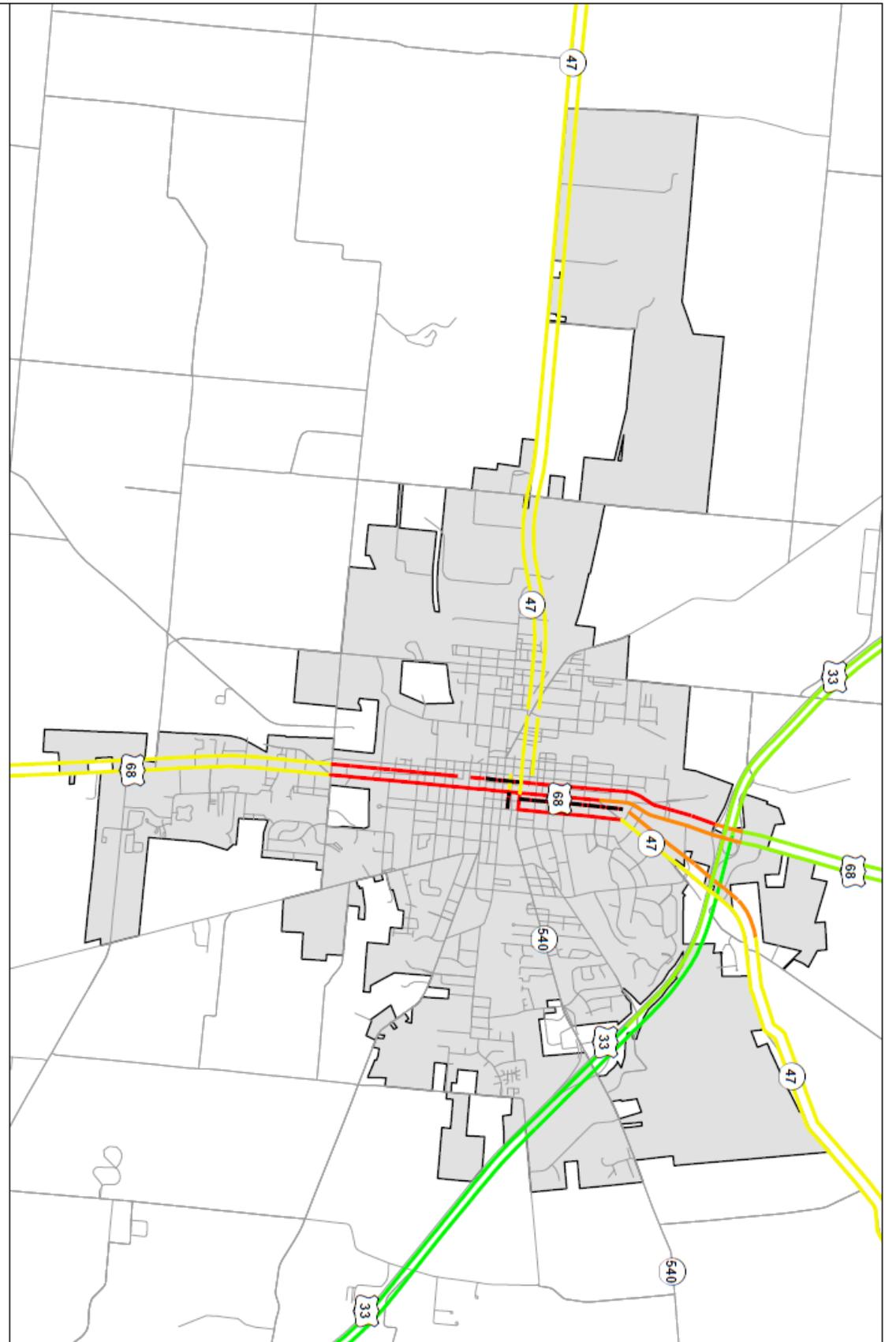


MAP 13 - AVERAGE SPEEDS

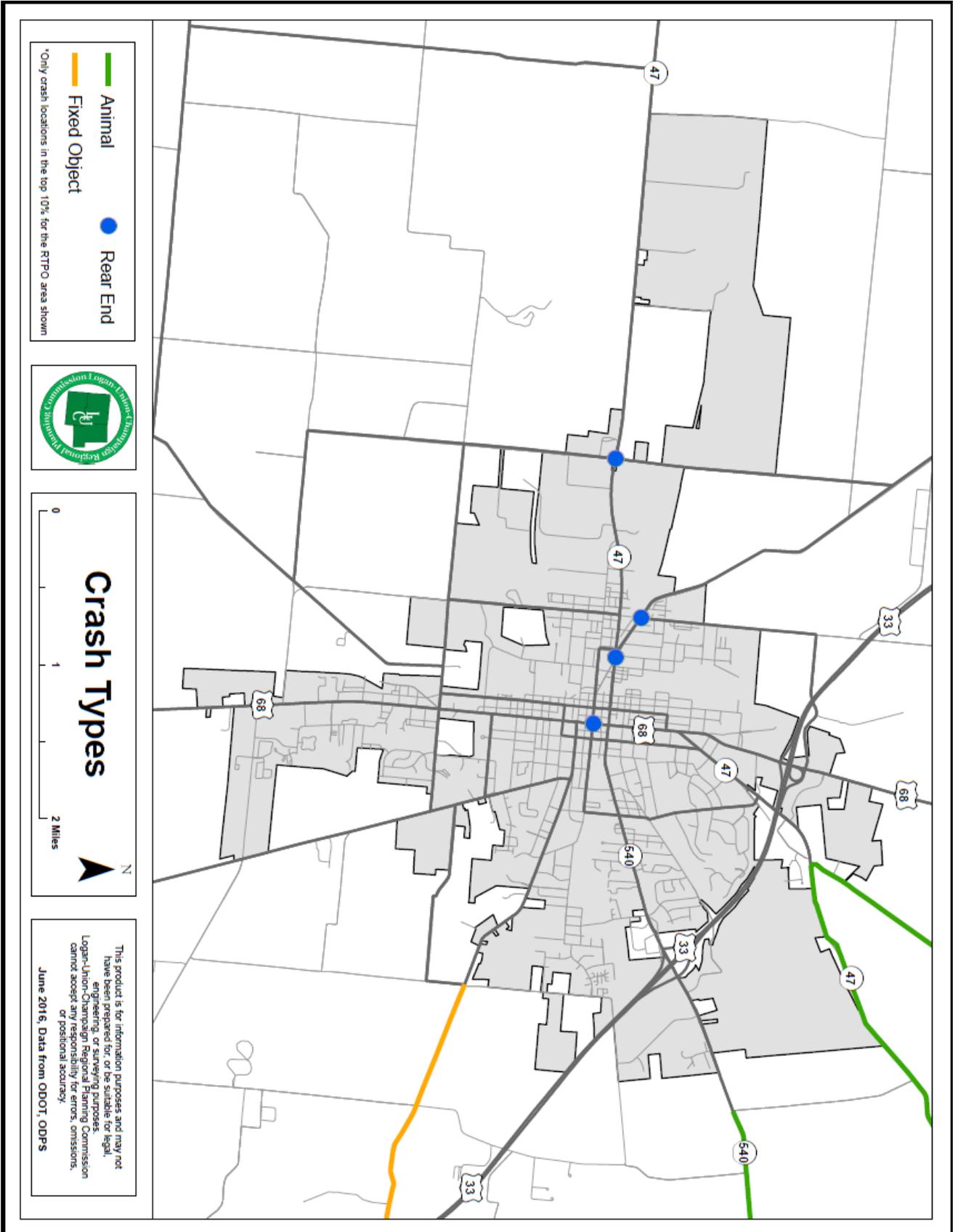


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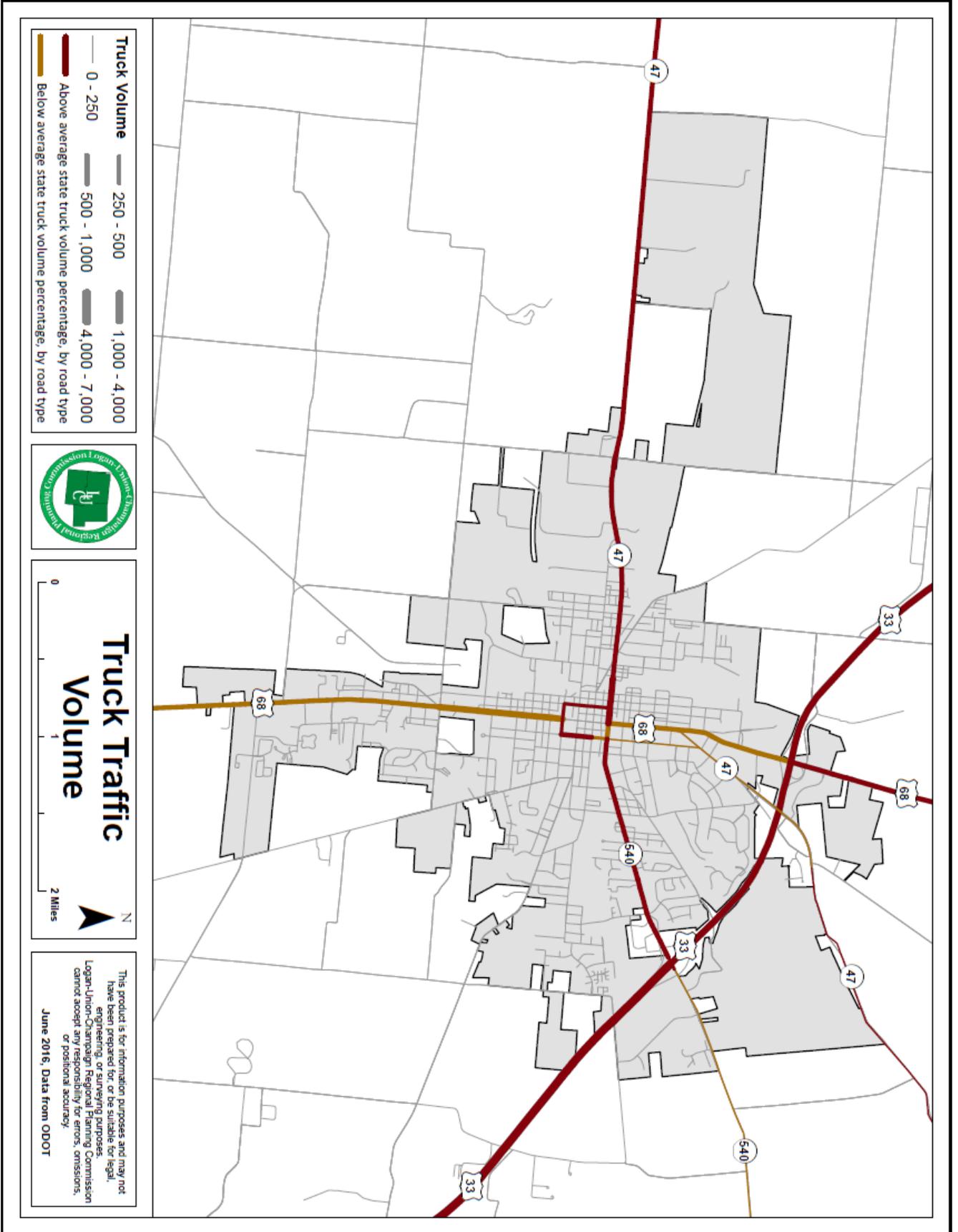
June 2016, Data from INRIX



MAP 14 - CRASH TYPES



MAP 15 - TRUCK TRAFFIC VOLUME



COMMUNITY CHARACTER

A community's character can have different definitions and interpretations, but for the purposes of this plan it applies to the appearance and attributes of the built environment, also known as urban design. Design character is affected by both the private and public sectors along with Bellefontaine's natural physical environment.

A way for the City to take the lead in improving design character is to take care of the infrastructure and public property that it controls. For example, minor scattered problems like a pothole, a faded sign, and broken equipment can quickly add up to a cumulative negative effect. Another strategy is to update the signs on high traffic routes that mark the entry into the City of Bellefontaine because these can be used to set the tone for the City's design character.

Goal

Repair minor problems promptly to enhance design character and lead by example. Explore the idea of updating city entry signage and wayfinding signs.

Downtown

Bellefontaine's current zoning code provides for a downtown design district, and survey respondents reaffirmed the importance of the having these regulations in place. Sometimes a challenge for a historic downtown is balancing design with redevelopment constraints; such as costs, materials, parking, etc. An engaged and educated design review board is a critical tool to address downtown design issues.

Goal

Encourage and provide for continued education for members of the Design Review Board.

Commercial Corridors

Corridors are another component that can define the design character of a city. High traffic commercial corridors leave a lasting impact on visitors and residents alike, and these corridors can be just as important as downtown when it comes commerce and a sense of community.

Similar to downtown, zoning overlays can be a tool to better guide development and design along commercial corridors. Signage and parking lots are often times a dominant feature of these areas, and effective design regulations can greatly improve the overall aesthetics and traffic access management.

Goal

Explore the idea of forming zoning overlays for high traffic commercial corridors.

Neighborhoods

GOALS:

Downtown

Commercial Corridors

Neighborhoods

Recreation

Residential neighborhoods are the foundation of the community, and Bellefontaine has many existing distinctive designed residential structures. Consistently applied enforcement of existing codes is a solid strategy, which was confirmed as important in the survey. When new developments are proposed, utilizing the Planned Unit Development section of the zoning code generally allows for the best design character outcomes.

Goal

Maintain code enforcement efforts and encourage PUD for new residential developments.

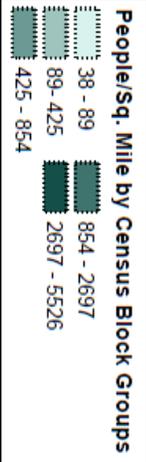
Goal

Produce a document that maps and summarizes recreation opportunities in the County and the City.

Recreation

Survey respondents desired improved recreational opportunities. However, the County and the City have a unique and diverse set of recreational opportunities. Examples include: Indian Lake, Mad River Mountain, historical markers, the Bellefontaine Connector bike trail, parks, youth programs, Myeerah Nature Park, and the Big Darby Headwaters Nature Preserve. Sometimes, natural resources and open spaces are a county's best kept secret.

MAP 16 - POPULATION DENSITY



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June 2016, Data from U.S. Census (2010)

