

Current Approach

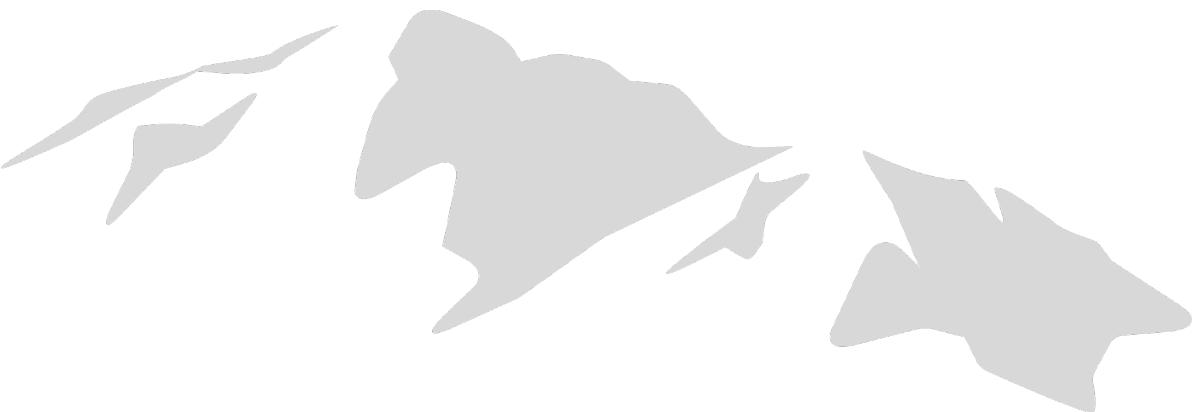
COMMUNITY DEVELOPMENT STRATEGIES & PLANS

City Council Work Session
9/3/19



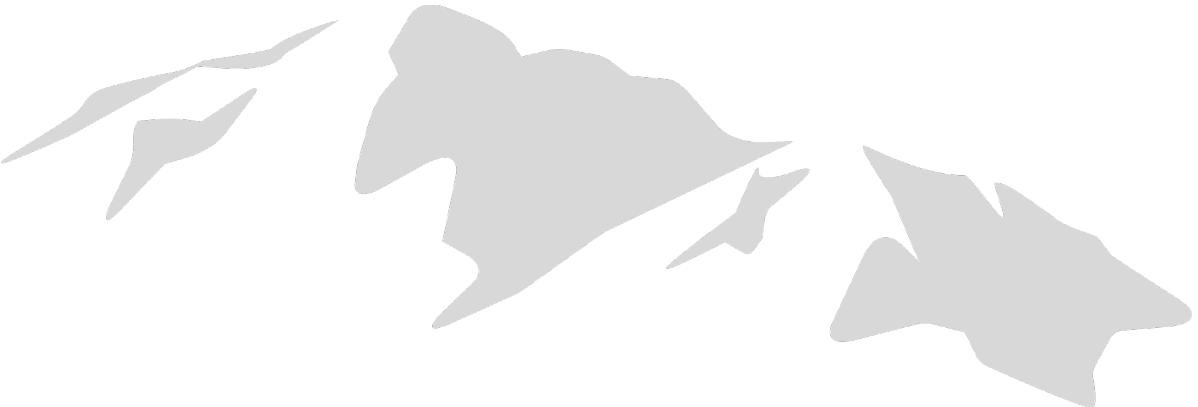
Purpose

Healthy Neighborhoods



Purpose

Healthy Neighborhoods

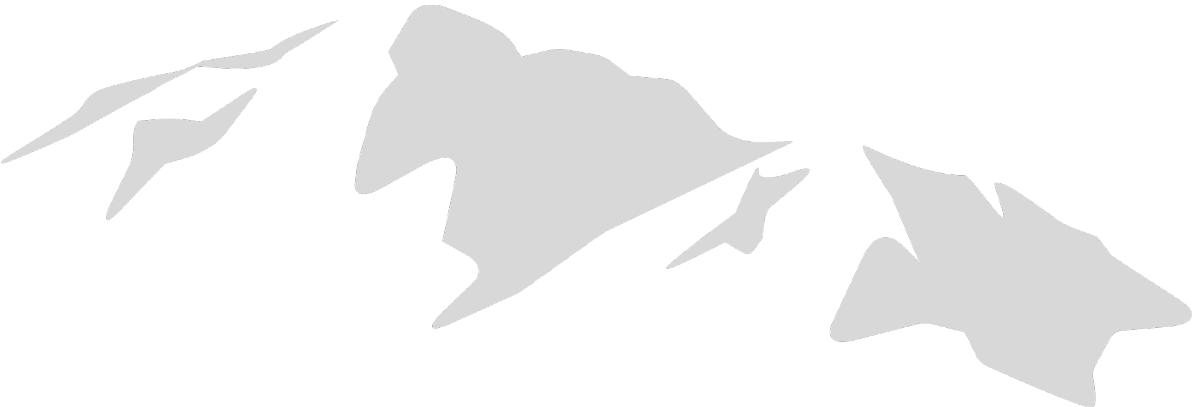


Healthy Neighborhood Characteristics

- Demographic
 - Income Mix Ratios = Region
- Housing
 - **Housing Options Available to Broad Range of Incomes**
 - Owner-Renter Ratios = Region
 - Value Trends = Region
 - Properties Maintained
 - Occupied At Designed Capacities
- Density Appropriate to Neighborhood Characteristics

Purpose

Healthy Neighborhoods

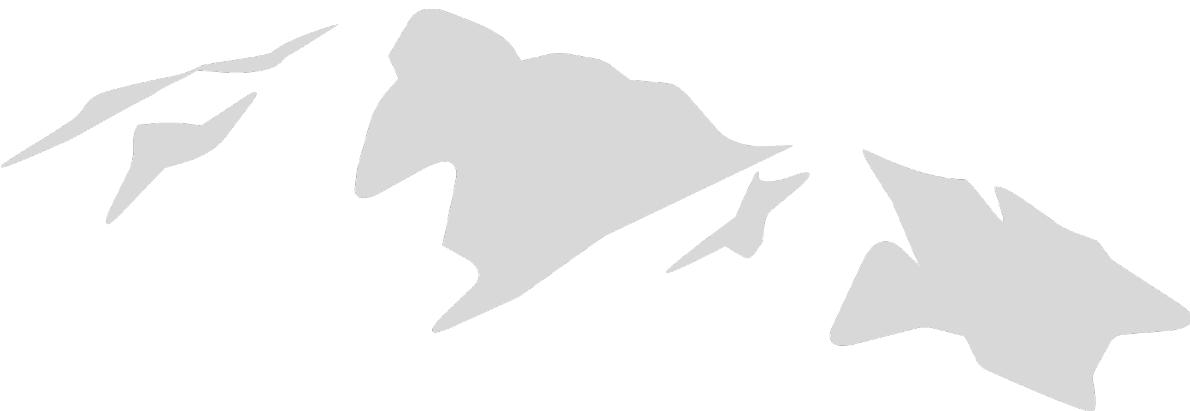


Healthy Neighborhood Characteristics

- Social
 - Neighborhood Identity & Association
 - Social & Recreational Events
- Environmental
 - No Excessive Noise
 - Nuisances Minimized
 - Crime Low - Neighborhood Watch, Community Policing
 - Dispersed Traffic - Grid Network - Pedestrian & Bicycle Options

Purpose

Healthy Neighborhoods



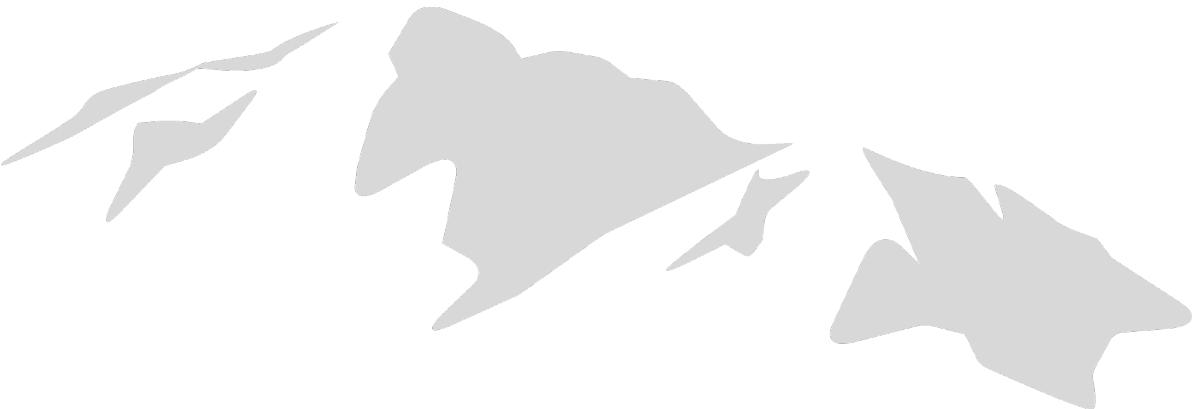
Healthy Neighborhood Characteristics

- Facilities & Services
 - Infrastructure Maintained
 - Recreational Facilities Available
 - Public Transit
 - High Quality Schools
 - Commercial Services Available
 - Work Opportunities Available
 - Civic & Governmental Facilities Available



Philosophy

Build On Core Strengths

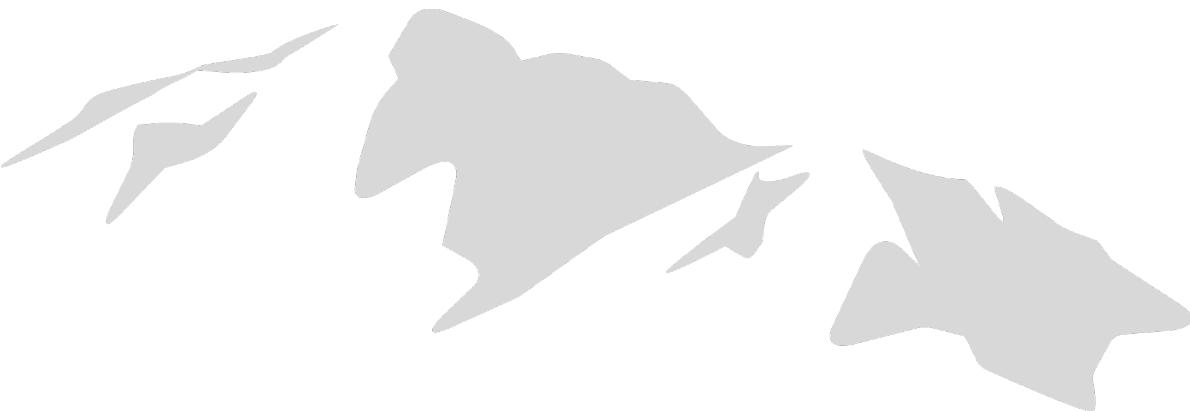


Philosophy

Build On Core Strengths



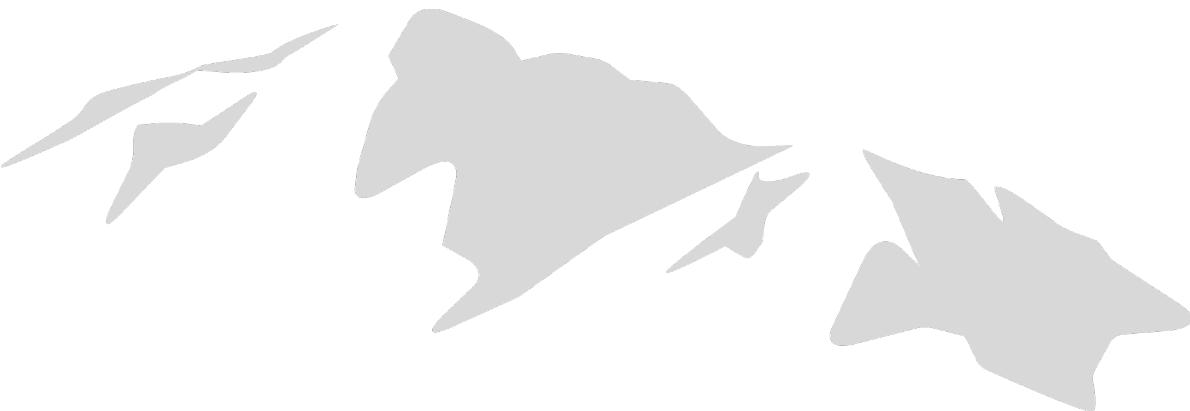
- Ogden's CBD and East Central neighborhoods are the central core and heart of the community.



Philosophy

Build On Core Strengths

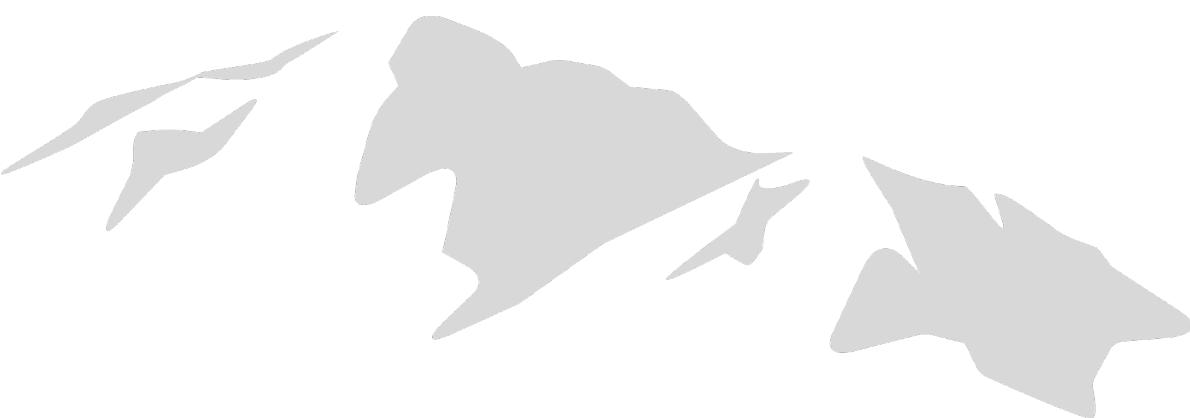
- Ogden's CBD and East Central neighborhoods are the central core and heart of the community.
- Building on strengths and overcoming hurdles in this area improves physical and economic conditions for the area residents and owners.





Philosophy

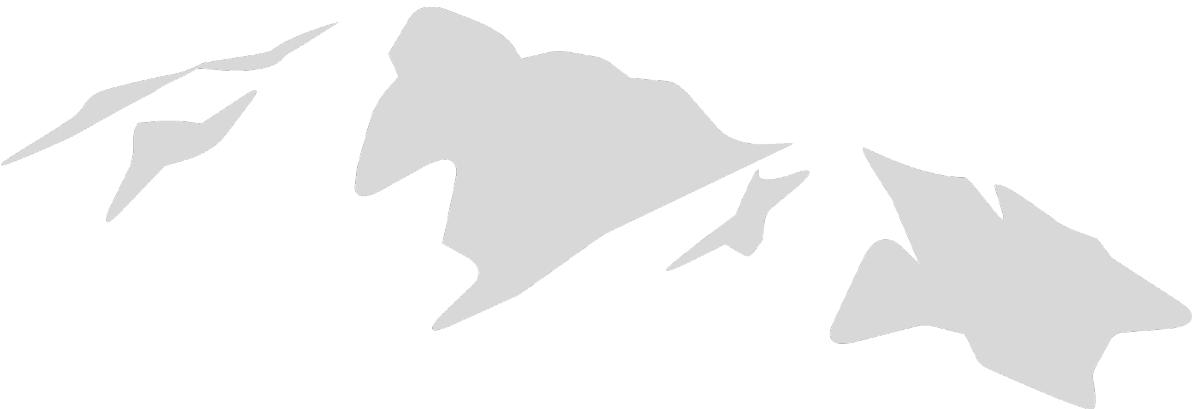
Build On Core Strengths



- Ogden's CBD and East Central neighborhoods are the central core and heart of the community.
- Building on strengths and overcoming hurdles in this area improves physical and economic conditions for the area residents and owners.
- Enhances the image, perception, and vitality of the entire Ogden community.

Philosophy

Build On Core Strengths



- Don't chase obstacles - Focus on objectives

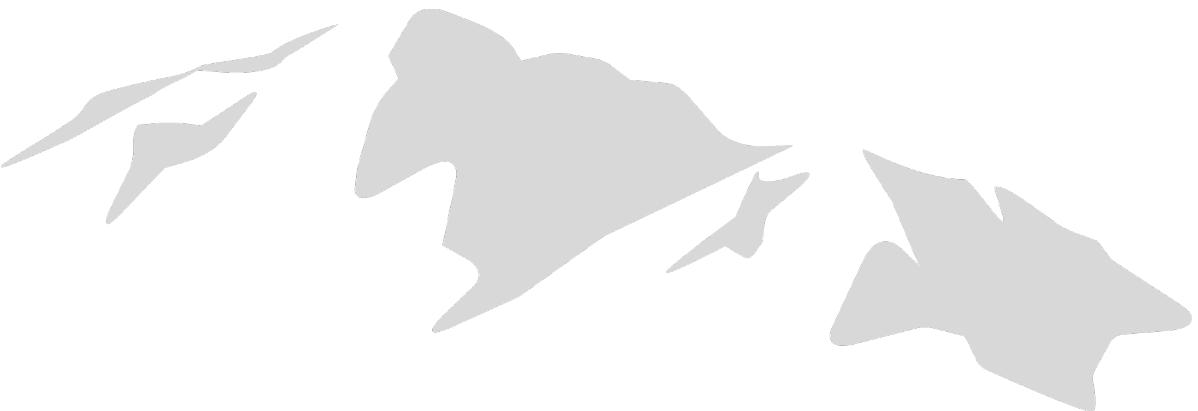


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Targeting

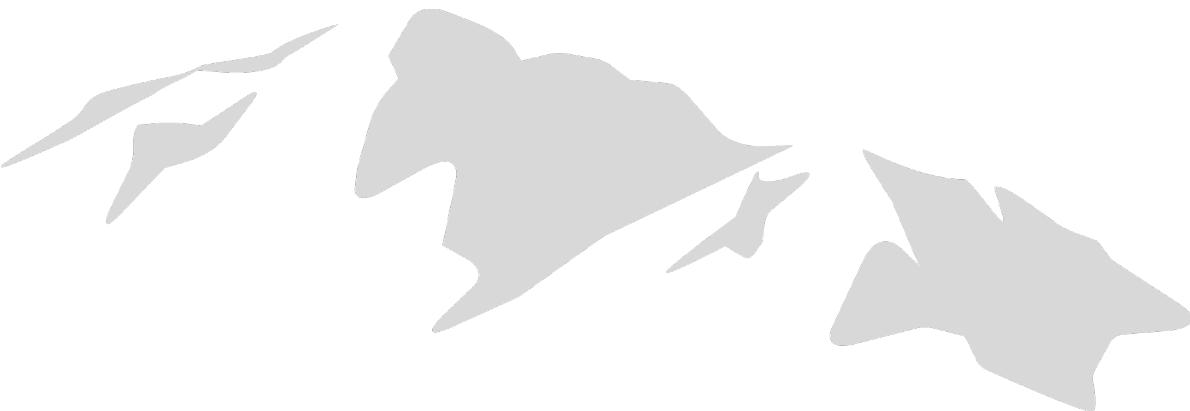
Evolution of Targeting



Targeting

Evolution of Targeting

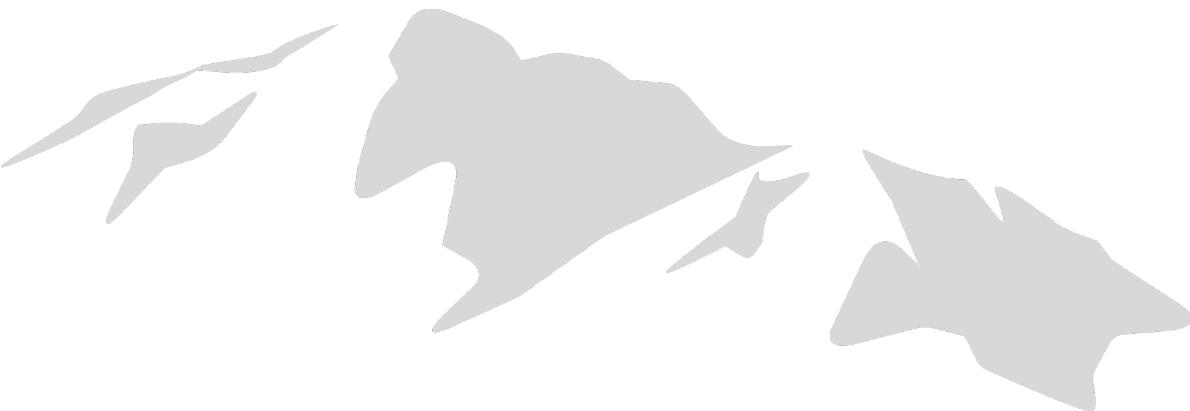
- Driven By Fund Source & Program
- Who Is Eligible?



Targeting

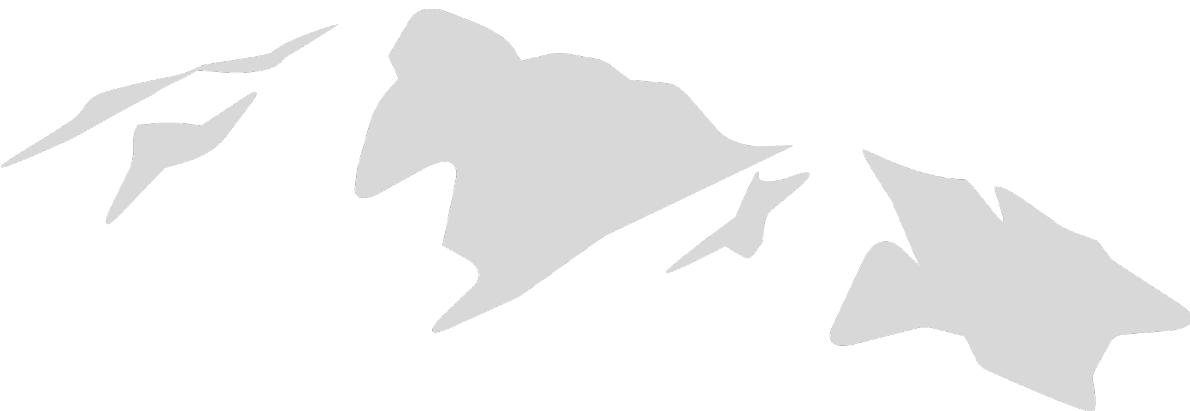
Evolution of Targeting

- Driven By Fund Source & Program
 - Who Is Eligible?
- Geographic Targeting
 - Where Should We Bring Programs?
 - Where Is Greatest Need?
 - Whose Turn Is It?



Targeting

Evolution of Targeting

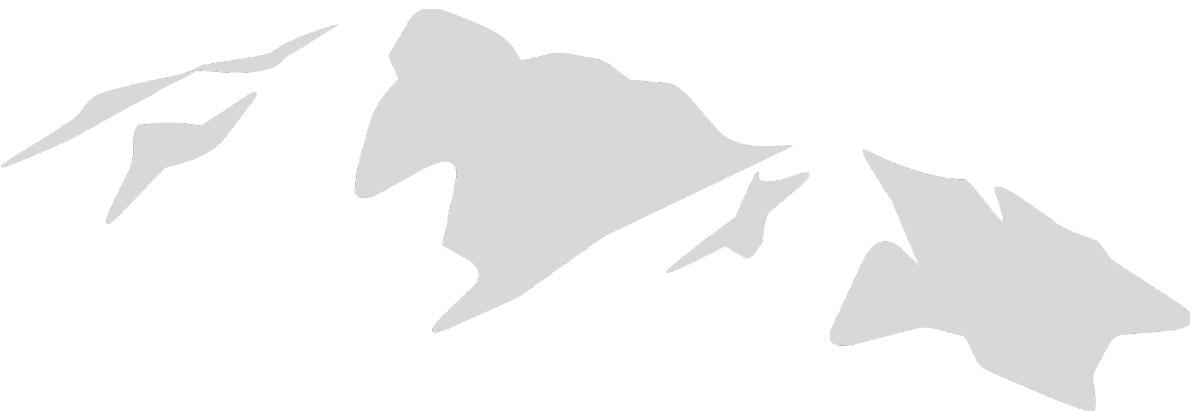


- Driven By Fund Source & Program
 - Who Is Eligible?
- Geographic Targeting
 - Where Should We Bring Programs?
 - Where Is Greatest Need?
 - Whose Turn Is It?
- Coordinated Action Planning
 - Target Resources to Objectives

Targeting

Evolution of Targeting

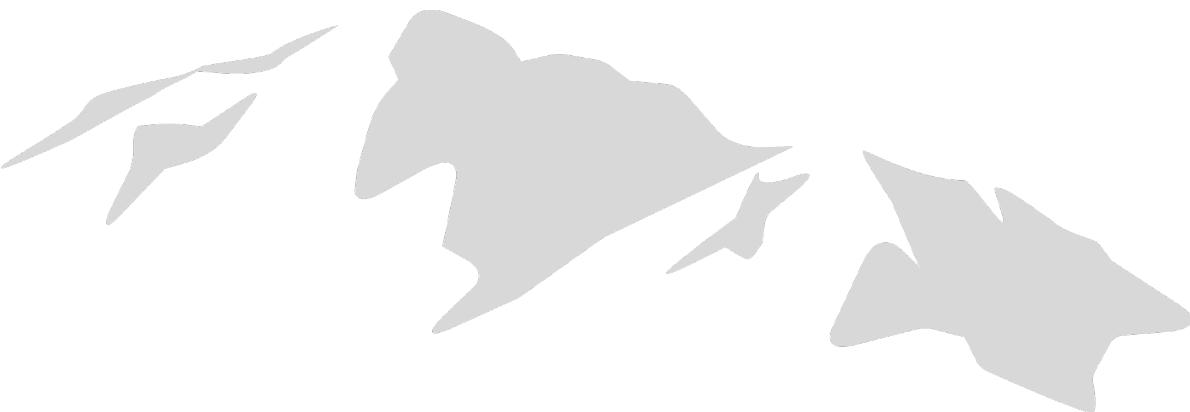
- Evolved from Administering Programs & Projects to Benefit Recipients



Targeting

Evolution of Targeting

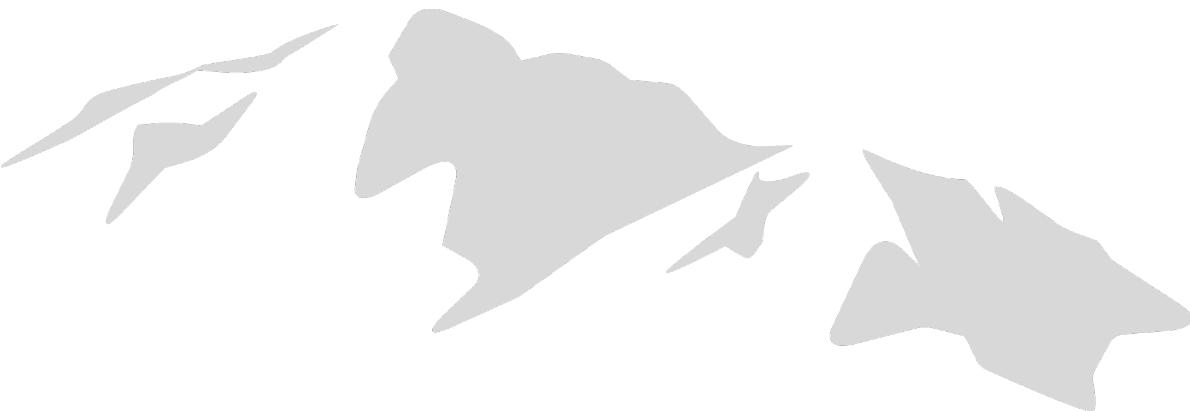
- Evolved from Administering Programs & Projects to Benefit Recipients
- Using Programs, Projects, and Partnerships as Tools to Benefit Recipients & Revitalize Neighborhoods



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Targeting

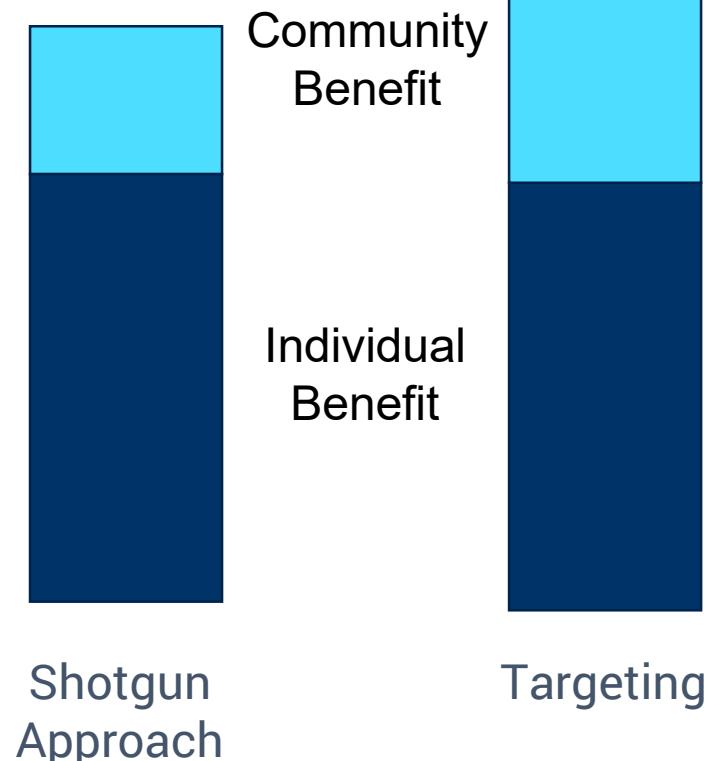
Synergizes Efforts



Targeting

Synergizes Efforts

Targeting Enhances
Community Benefits:
Perception change, snowball
effect, private investment,
synergy



Targeting Synergizes Efforts

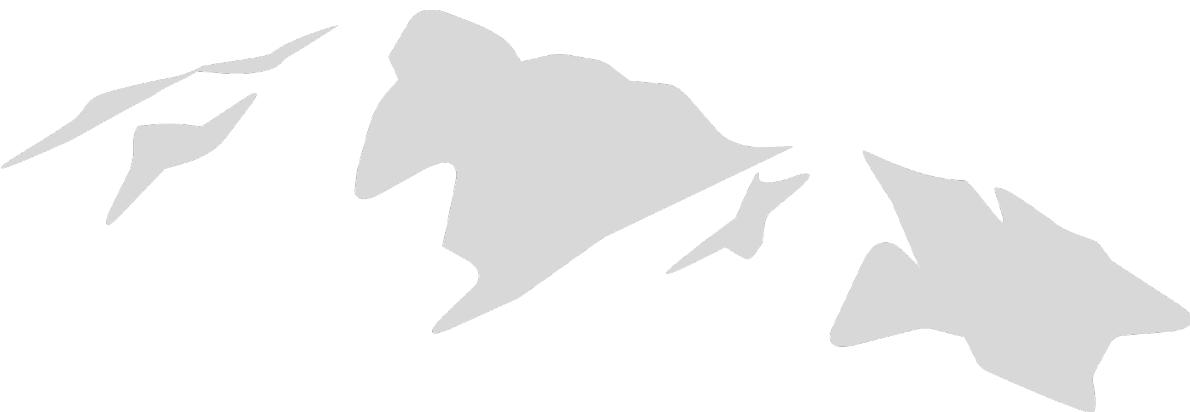
- Maximize Impact - Focus on areas of need with greatest capacity to respond

Jefferson Avenue
Historic District



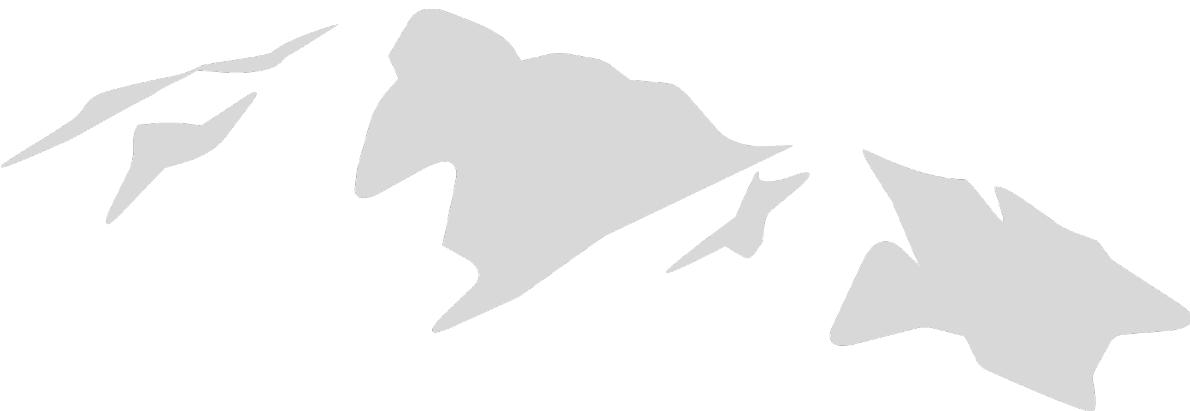
Targeting Synergizes Efforts

- Maximize Impact: Focus on areas of need with greatest capacity to respond
- Community benefits: Perception change, snowball effect, private investment, synergy



Targeting

Strategies



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FUND SOURCE DRIVEN FEDERAL

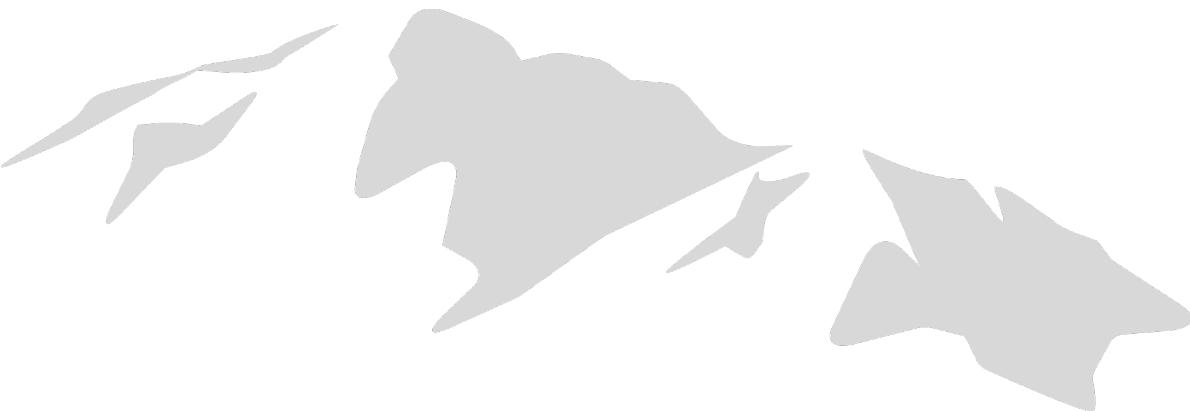
- Comprehensive Housing Affordability Strategy – 1980's
- Own In Ogden Target Area – 1988>
- Consolidated Planning – 1995>
- Neighborhood Revitalization Strategy
- Enterprise Community - 1995-2005

STATE

- Unit Reduction - 2015

Targeting

Strategies



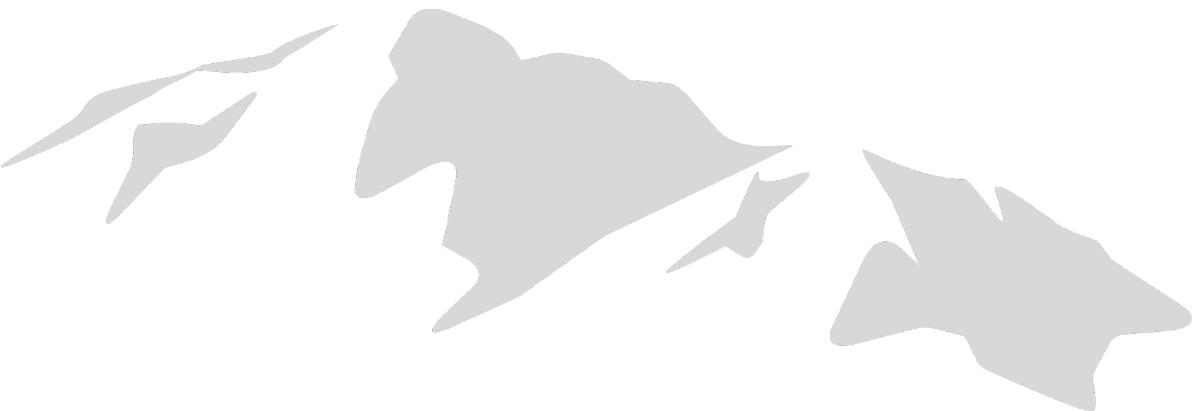
LOCAL POLICY

- Rainbow Neighborhoods - 1983
- Rainbow Pockets - 1985
- Redevelopment Areas - Ongoing
- East Central Revitalization Strategy - 2004
- Quality Neighborhood Initiative - 2015

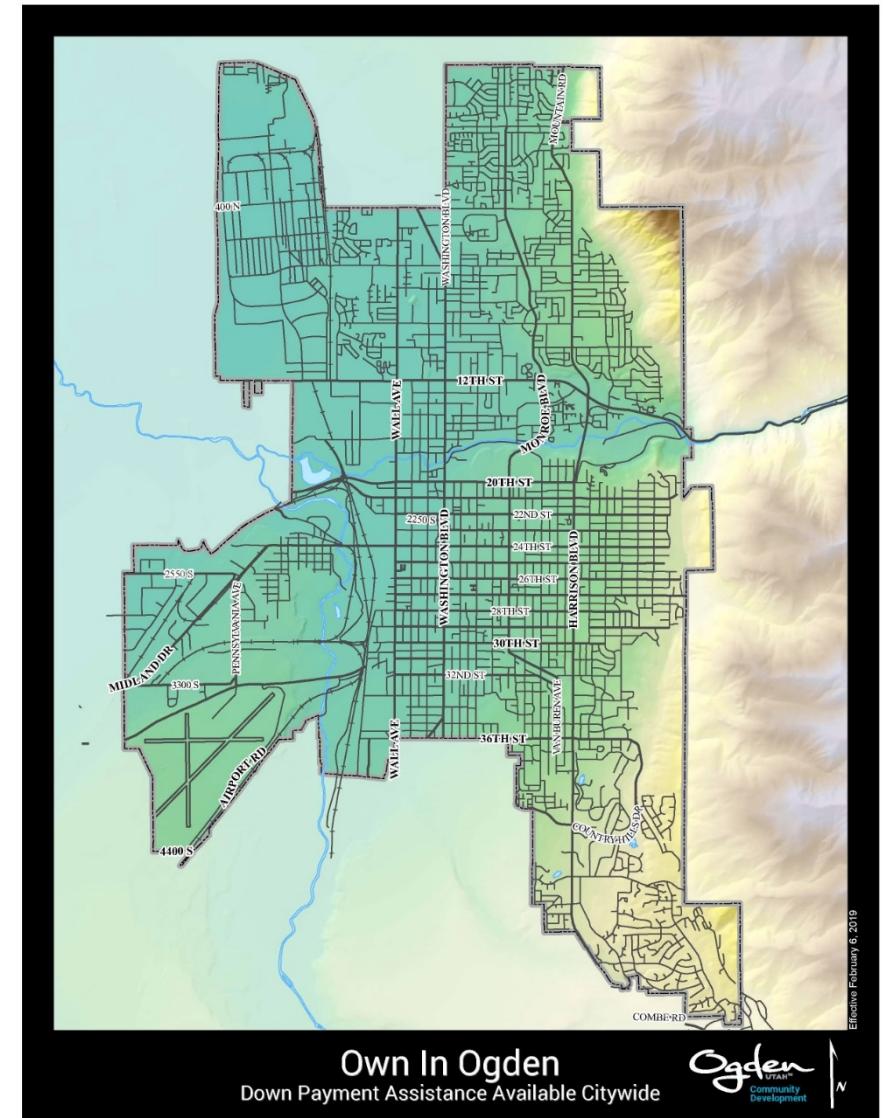
Targeting Strategies

CURRENT TARGET AREAS

- Own In Ogden Target Area



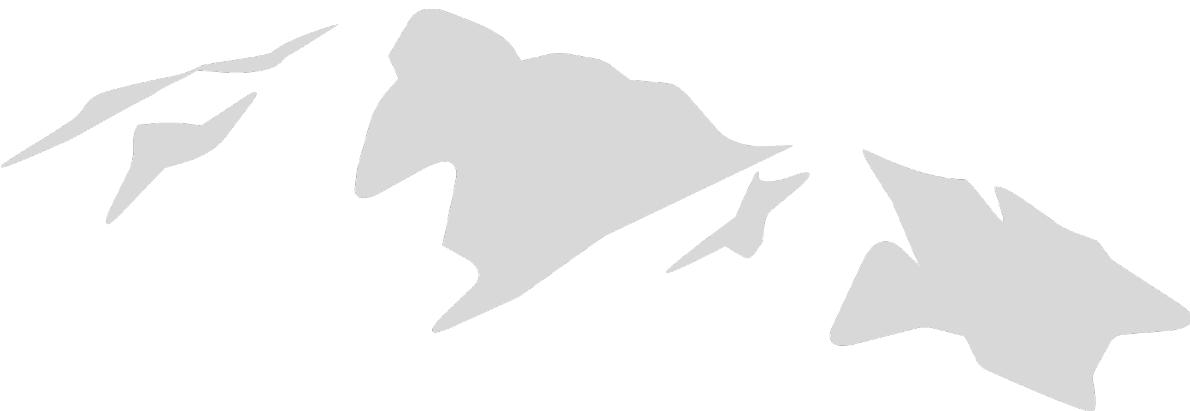
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Targeting Strategies

CURRENT TARGET AREAS

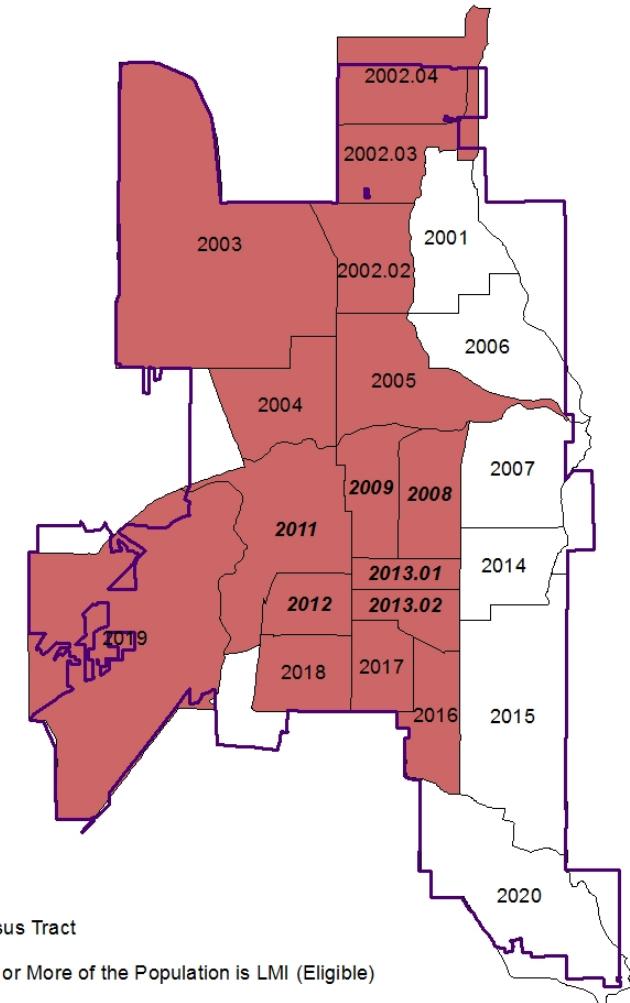
- Consolidated Planning



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Ogden City Low to Moderate Income

N

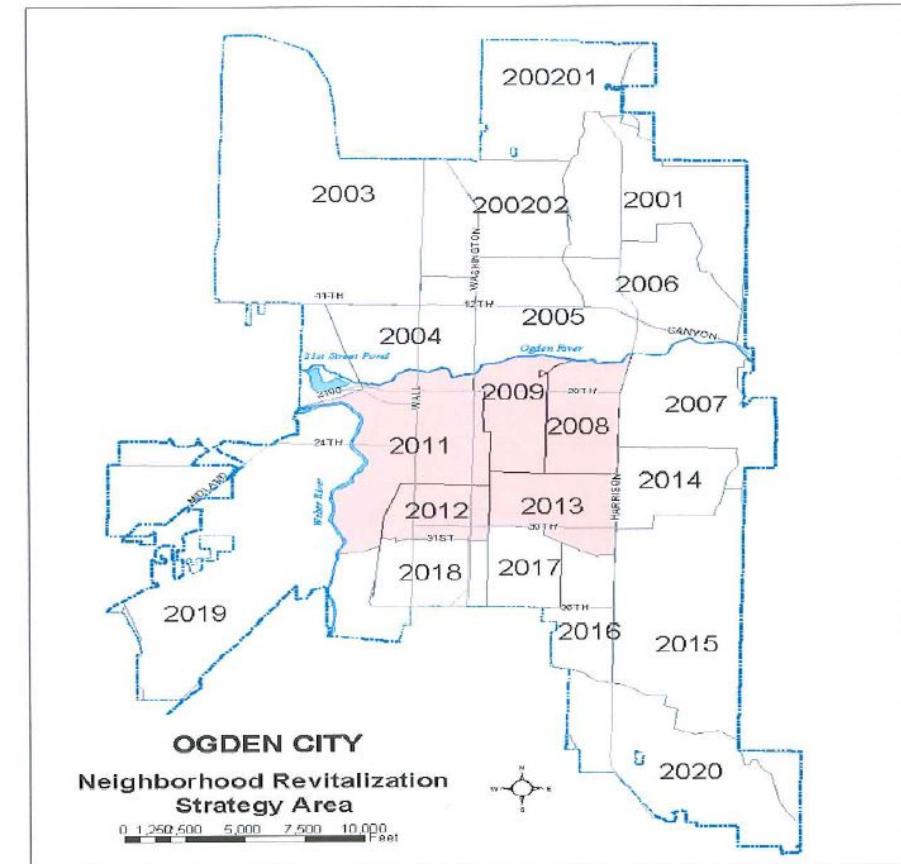


Census Tract
51% or More of the Population is LMI (Eligible)
Ogden City Boundary
Source: HUD 2014 Estimate

Targeting Strategies

CURRENT TARGET AREAS

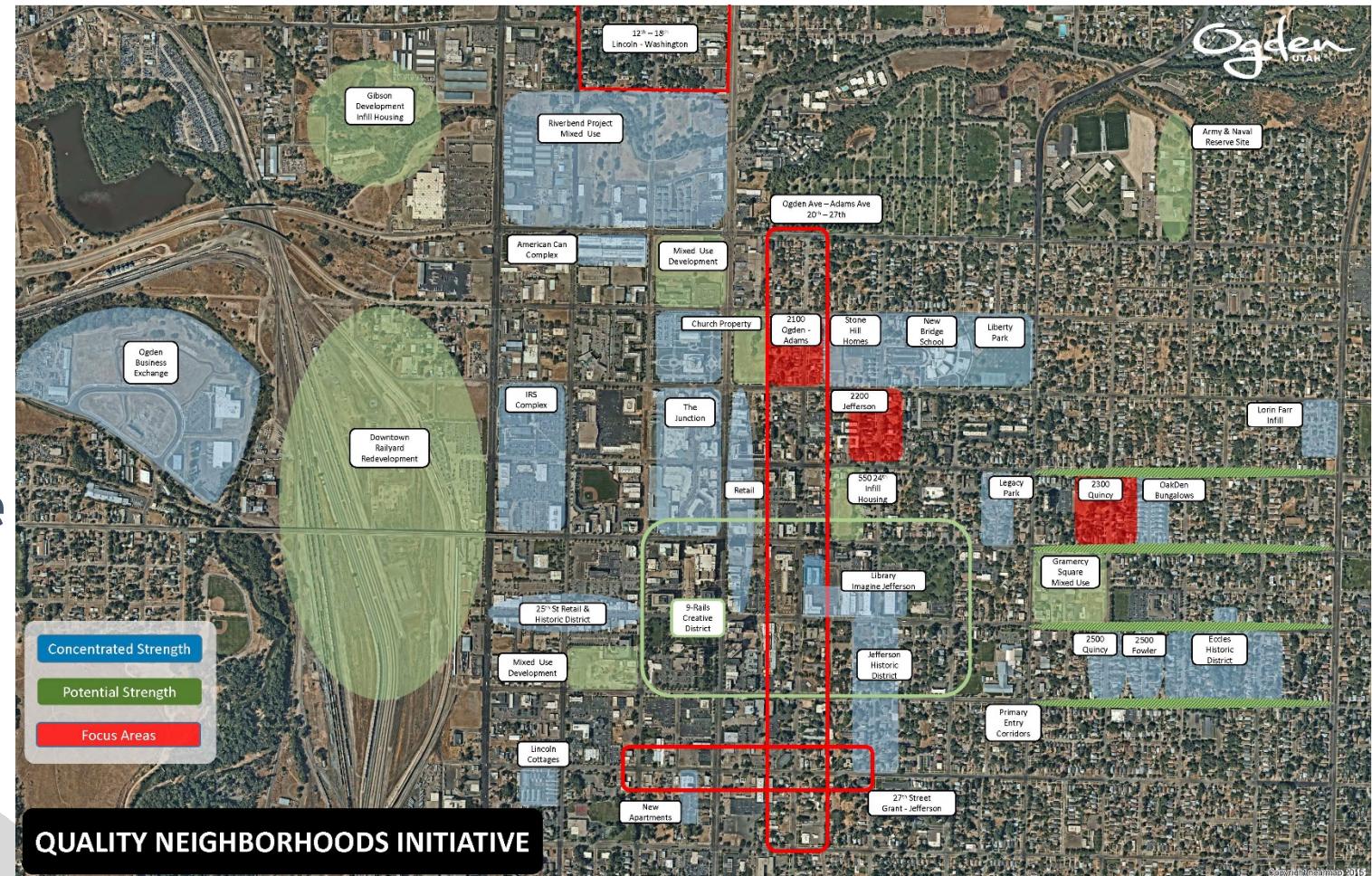
- **Neighborhood Revitalization Strategy**



Targeting Strategies

CURRENT TARGET AREAS

- Quality Neighborhood Initiative



Targeting Strategies

BLOCK-LEVEL ACTION PLANS

- **Jefferson Ave Historic District**
 - Replaced Infrastructure
 - 25 New Housing Units
 - 11 Homes Restored to Single Family

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Targeting Strategies

BLOCK-LEVEL ACTION PLANS

- **Eccles Avenue Historic District**
 - Replaced Infrastructure
 - 1 New Home
 - 2 Homes Renovated & Sold
 - 6 Historic Apartments Restored



Targeting Strategies

BLOCK-LEVEL ACTION PLANS

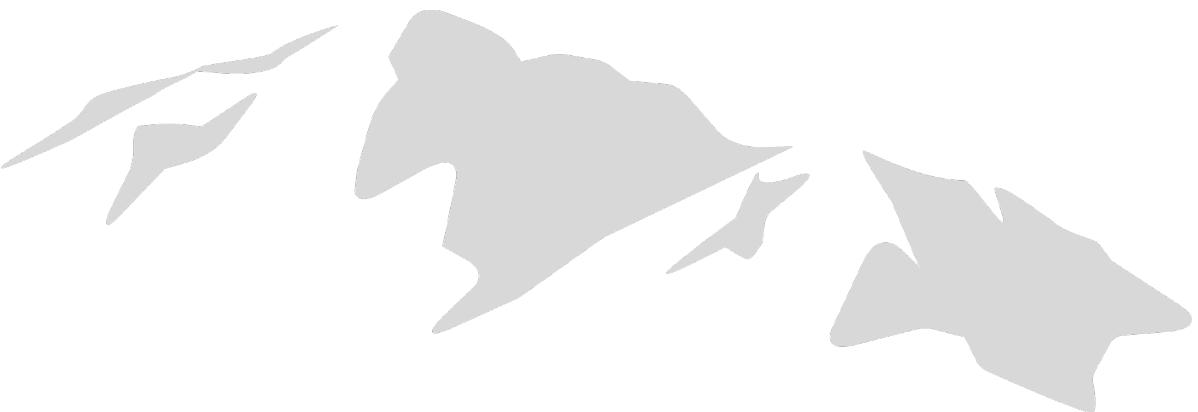
- **2500 Quincy Ave**
 - 5 New Homes
 - 7 Homes Renovated & Sold
 - Sidewalks & Street Trees



Targeting Strategies

BLOCK-LEVEL ACTION PLANS

- **2500 Fowler Ave**
 - 2 New Homes
 - 3 Homes Renovated & Sold
 - New Sidewalks



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Targeting Strategies

BLOCK-LEVEL ACTION PLANS

- **2700 Lincoln Ave**
 - 21 New Homes
 - New Sidewalks & Trees



Targeting Strategies

BLOCK-LEVEL ACTION PLANS

- **2700 Gramercy Ave**
 - 4 New Homes
 - 4 Homes Renovated & Sold
 - New Sidewalks & Trees



Targeting Strategies

BLOCK-LEVEL ACTION PLANS

- **Dee School - New Bridge School Area**
 - 29 New Homes
 - 7 Homes Renovated & Sold
 - New Sidewalks & Trees



Targeting Strategies

BLOCK-LEVEL ACTION PLANS

- **Dee School – New Bridge School**
 - Close Dee School
 - Build New Bridge School
 - Close 2100 Madison Ave
 - Expand & Rebuild Liberty Park



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Housing & Community Development Investments



Housing & Community Development Investments

Federal

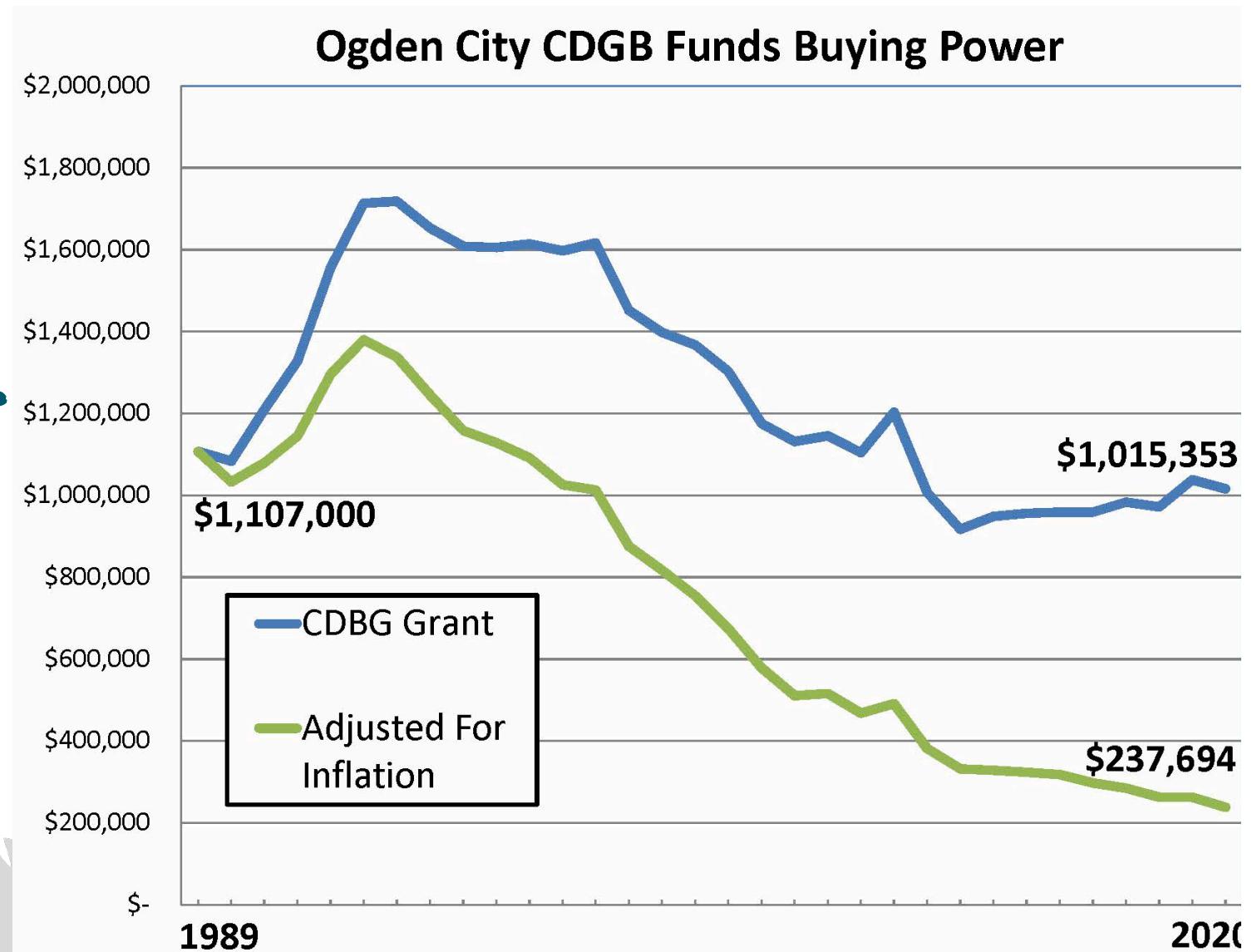
CDBG

- Annual Entitlement Grant
- National Objectives: Low-Mod Income Benefit, Slum-Blight Alleviation
- Uses: Housing, Public Improvements, Business Loans
- Ogden has chosen to invest in physical improvements which arrest and reverse decades of decline, and in economic development activities to create jobs and enhance our tax base.
- FY20 Grant: \$1,015,353

Housing & Community Development Investments

Federal

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Housing & Community Development Investments

Federal

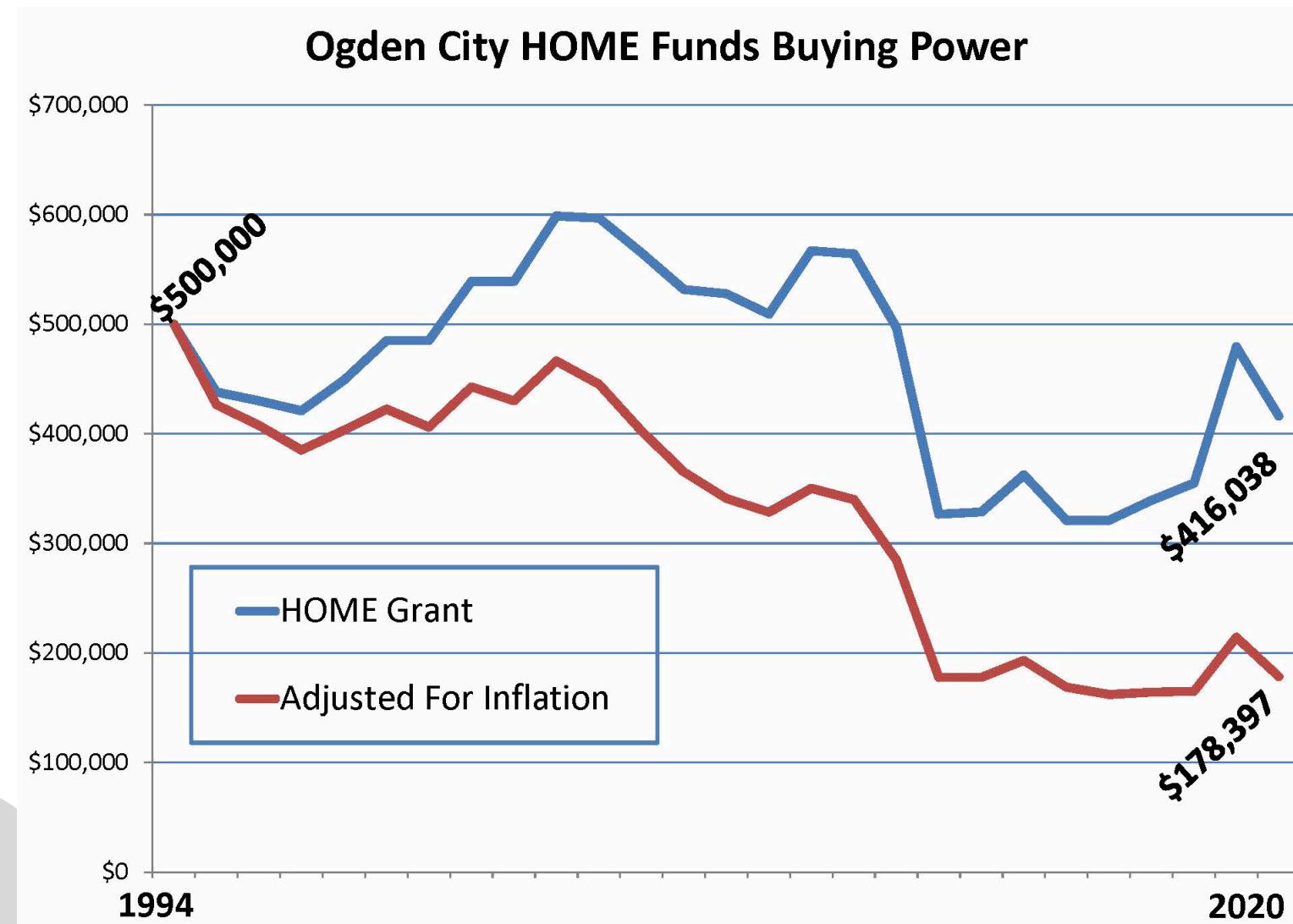
HOME

- Annual Entitlement Grant
- National Objective: Low-Mod Income Housing
- Uses: Housing Rehab, New Construction
- FY20 Grant: \$416,038

Housing & Community Development Investments

Federal

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Housing & Community Development Investments

Local

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Quality Neighborhoods Set-Aside

- In support of Quality Neighborhoods Initiative
- Uses: Property Acquisition, Demolition, Housing Rehab, Land Development for Future Housing
- Allocations FY16-FY20: \$1M Per Year

Housing & Community Development Investments

Borrowed

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Synchrony Bank

- 2-Year Loan Agreement, Renewable
- Low-Interest, Repaid on Sale
- Uses: Property Acquisition, Demolition, Housing Renovation & New Construction
- FY20 Amount: \$1,400,000

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Housing & Community Development Tools



Housing & Community Development Tools

Community Engagement

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Neighbor Up Grant Program

- City Council Grants up to \$1,000
- Block parties, picnics, neighborhood crime prevention, trainings, and other gatherings that build connections between neighbors.
- Supplies for neighborhood cleanup and beautification projects.



Housing & Community Development Tools

Homebuyer Assistance

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Own In Ogden

- Loans up to \$5,000
- Officers, Teachers, Fire Fighters & Municipal Employees up to \$10,000
- No monthly payments, due on sale
- Available to Low-Moderate Income households
- Home Buyer Education
- FY20 Budget - \$250,000



Housing & Community Development Tools

Homebuyer Assistance

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Own In Ogden

- 1988 – Present
- 1,836 Projects
- \$5.8M Investment

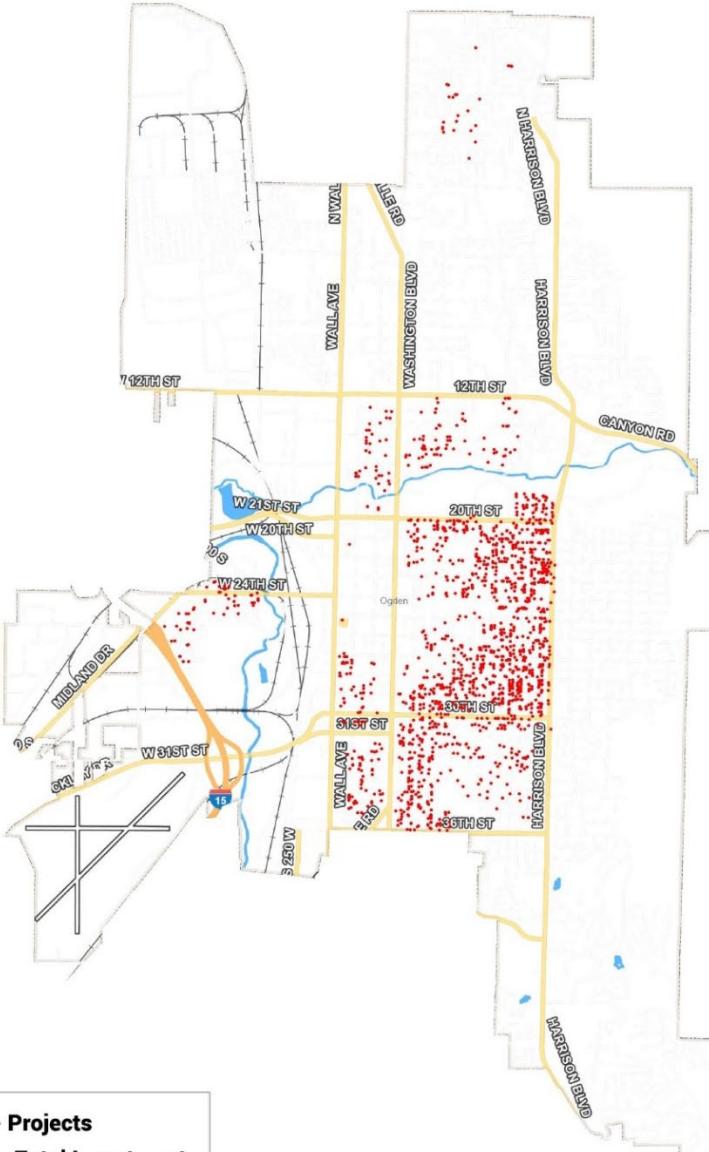


Housing & Community Development Tools

Homebuyer Assistance

Ogden
UTAH
Community
Development

OWN IN OGDEN 1988-2018



1,801 - Projects
\$5.8M - Total Investment

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Housing & Community Development Tools

Housing Improvement

Emergency Repair Loans

- Loans up to \$5,000
- Repairs urgent problems
- No monthly payments, due on sale
- Available to Low-Income households
- FY20 Budget - \$40,000

Sewer Line Repair



Housing & Community Development Tools

Housing Improvement

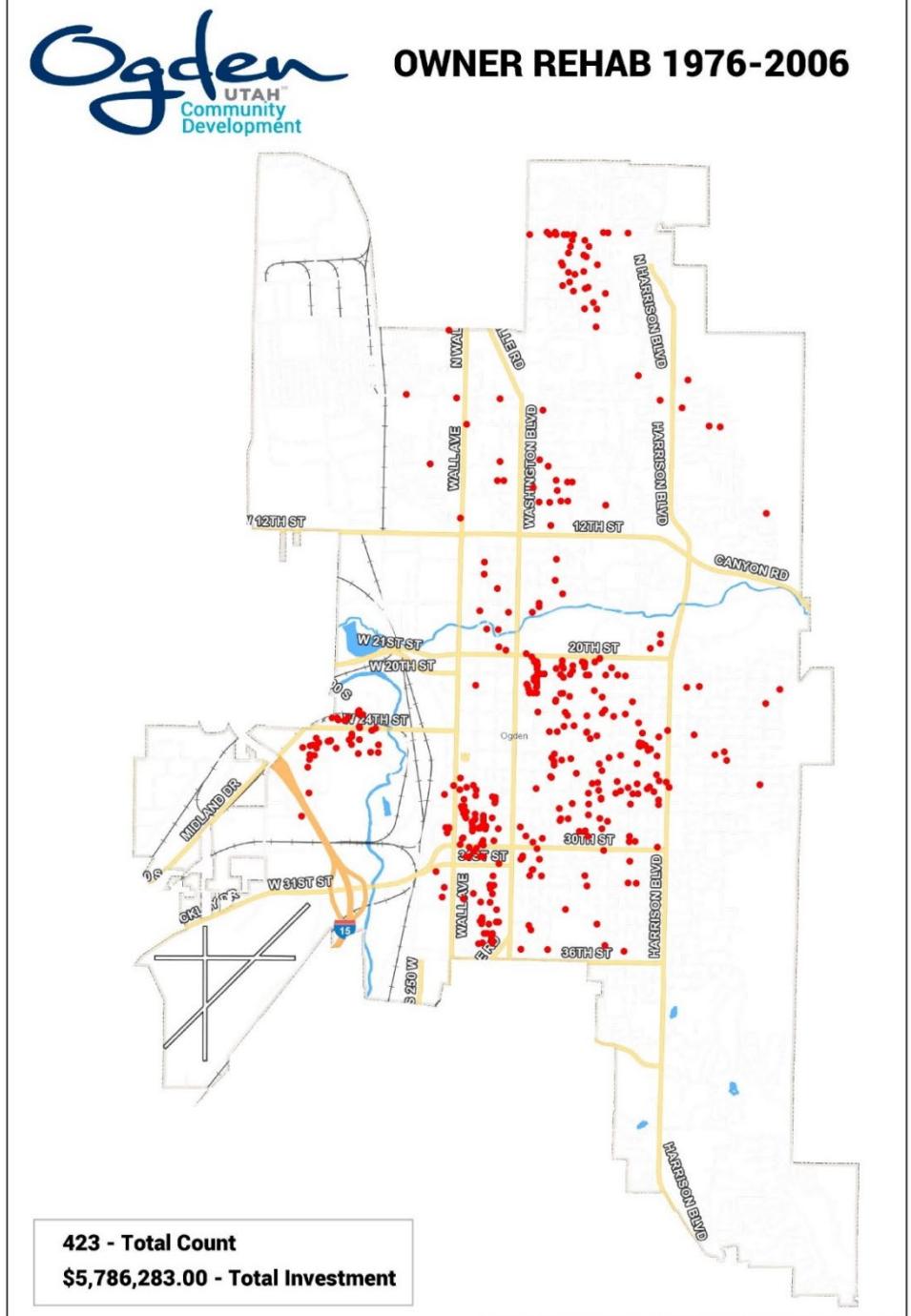
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Owner Rehab Loans

- Federal funded loans for comprehensive home improvements
- Average loan \$15,000
- Available Citywide
- Monthly payments with low interest
- Low-Moderate Income Owners
- Operated From 1976 – 2006
- 423 Projects
- \$5.8M Investment
- Program Replaced With HELP Loans

Housing & Community Development Tools

Housing Improvement



Housing & Community Development Tools

Housing Improvement

Ogden
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HELP Loans

- Homeowner loans for exterior and code improvements
- Average loan \$15,000
- Available Citywide
- Monthly payments with low interest
- No income limits
- FY20 Budget - \$360,000

Housing & Community Development Tools

Housing Improvement

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HELP Loans

- 2013 – Present
- 157 Projects
- \$1.7M Investment

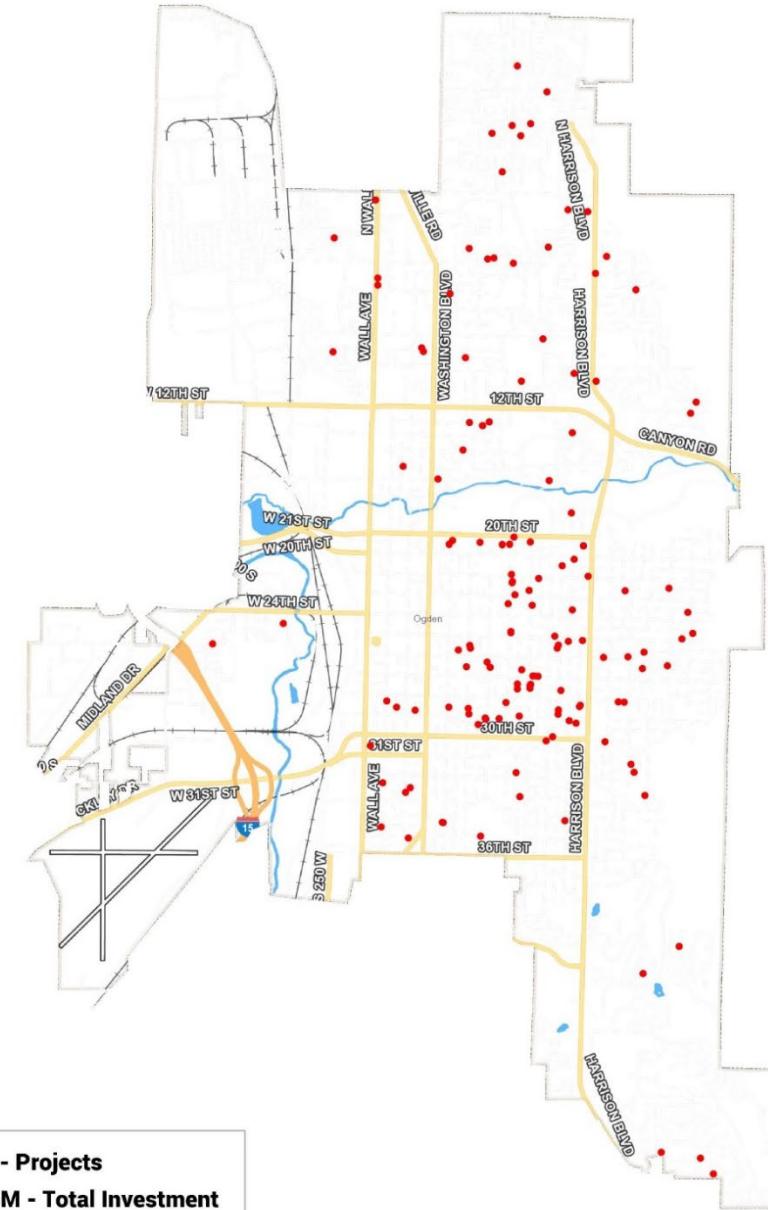


Housing & Community Development Tools

Housing Improvement



HELP PROJECTS 2013-2018



145 - Projects
\$1.5M - Total Investment



Housing & Community Development Tools

Housing Improvement

Purchase-Rehab-Resale

- Ogden City purchases homes in need of significant repairs
- Includes HUD Foreclosures
- Homes are renovated and updated
- Sold to low-moderate income households
- FY20 Budget - \$1,497,267

Housing & Community Development Tools

Housing
Improvement

Purchase-Rehab-Resale

- 1991 – Present
- 213 Projects
- \$4.6M HUD Grant
- \$20.1M Investment
- 52% Value Increase

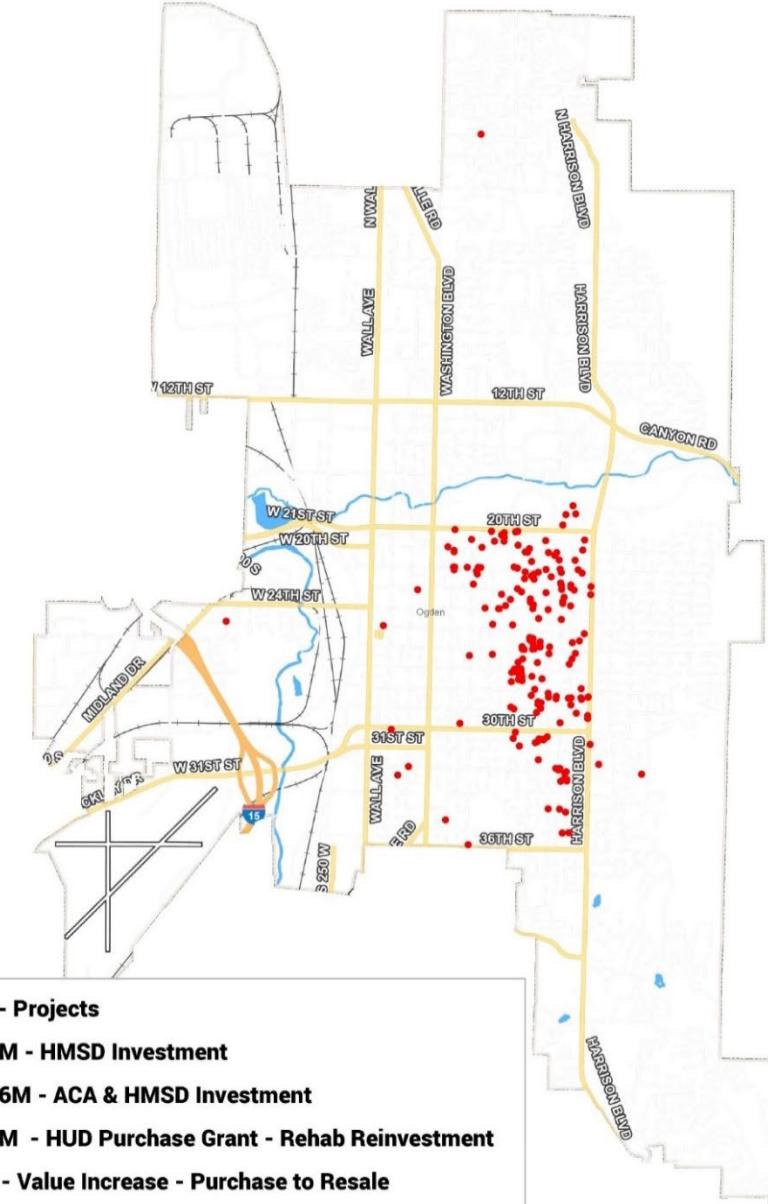


Housing & Community Development Tools

Housing Improvement



ACA & HMSD 1991-2018



Housing & Community Development Tools

Housing Improvement

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Unit Reduction Program

- Restores converted homes back to single family
- \$20,000 per unit removed
- Target Area: 20th-27th, Washington-Monroe
- Suspended. Allocated funds are spent.

Housing & Community Development Tools

Housing Improvement

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Unit Reduction

- 2002 – 2018
- 24 Projects
- \$2.8M Investment
- 65 Units Removed

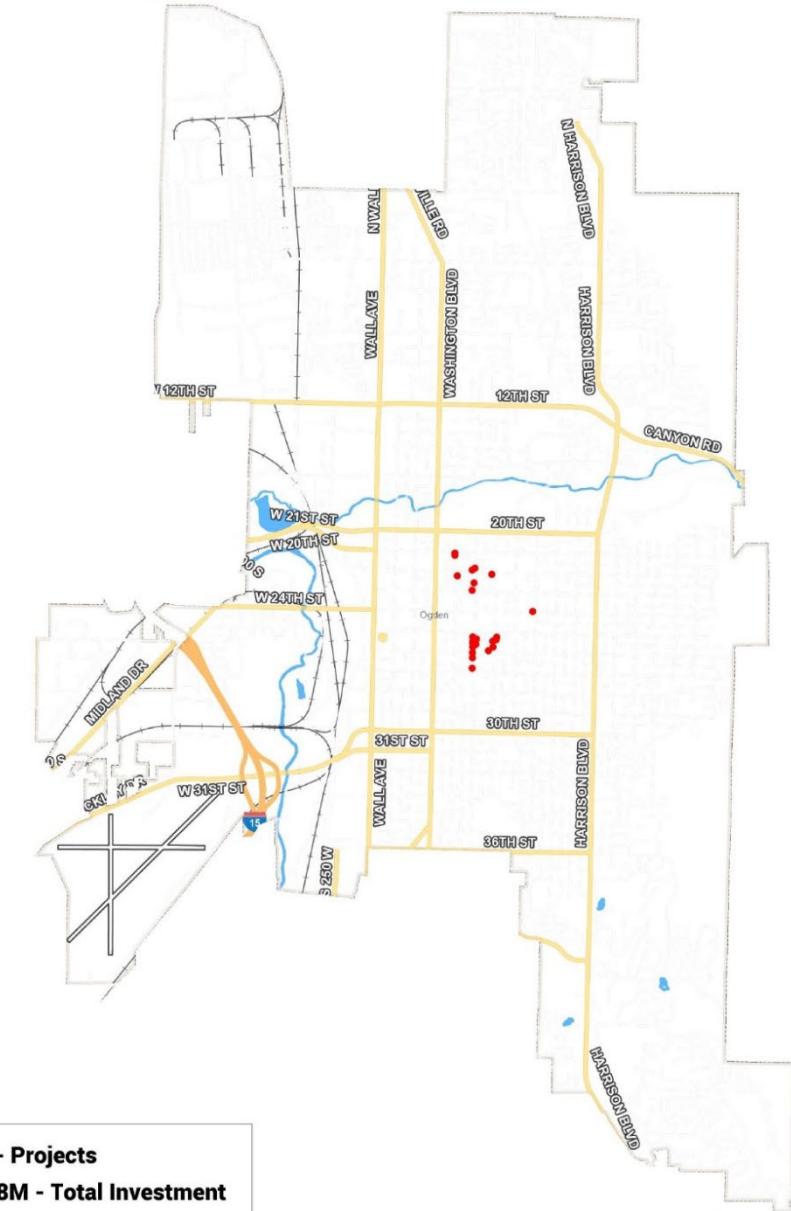


Housing & Community Development Tools

Housing Improvement



UNIT REDUCTION 2002-2018



24 - Projects
\$2.8M - Total Investment

Housing & Community Development Tools

Housing Improvement



Volunteer Partnership Projects

- Grants up to \$1,000
- Materials and equipment for exterior repairs and improvements on neighbors homes
- Undertaken by volunteer groups
- Coordination of large-scale volunteer groups on multi-project events
- FY20 Budget - \$70,000

Housing & Community Development Tools

Housing Improvement

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Volunteer Projects

- 2014 – 2017
- 278 Projects
- 4,865 Volunteers

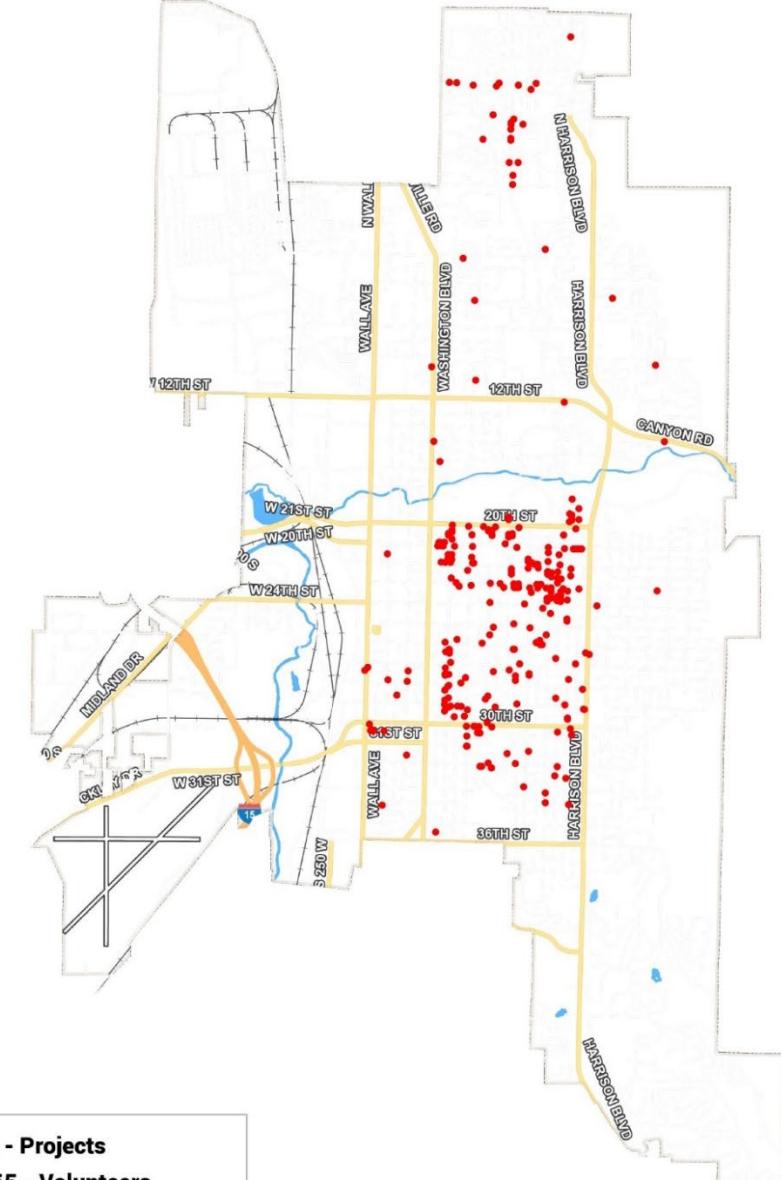


Housing & Community Development Tools

Housing Improvement



**VOLUNTEER PROJECTS
2014-2017**



278 - Projects
4,865 - Volunteers



Housing & Community Development Tools

Housing Development

Single Family

- Infill Lots on Scattered Sites
- Infill Subdivisions
- Affordable to Low-Moderate Income and Above
- FY20 Budget - \$1,375,000 Quality Nbhd
 - \$250,000 CDBG

Housing & Community Development Tools

Housing Development

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Single Family

- 1993 – Present
- 160 Projects
 - 95 in 4 Subdivisions
 - 65 Scattered Sites
- \$23M Total Investment

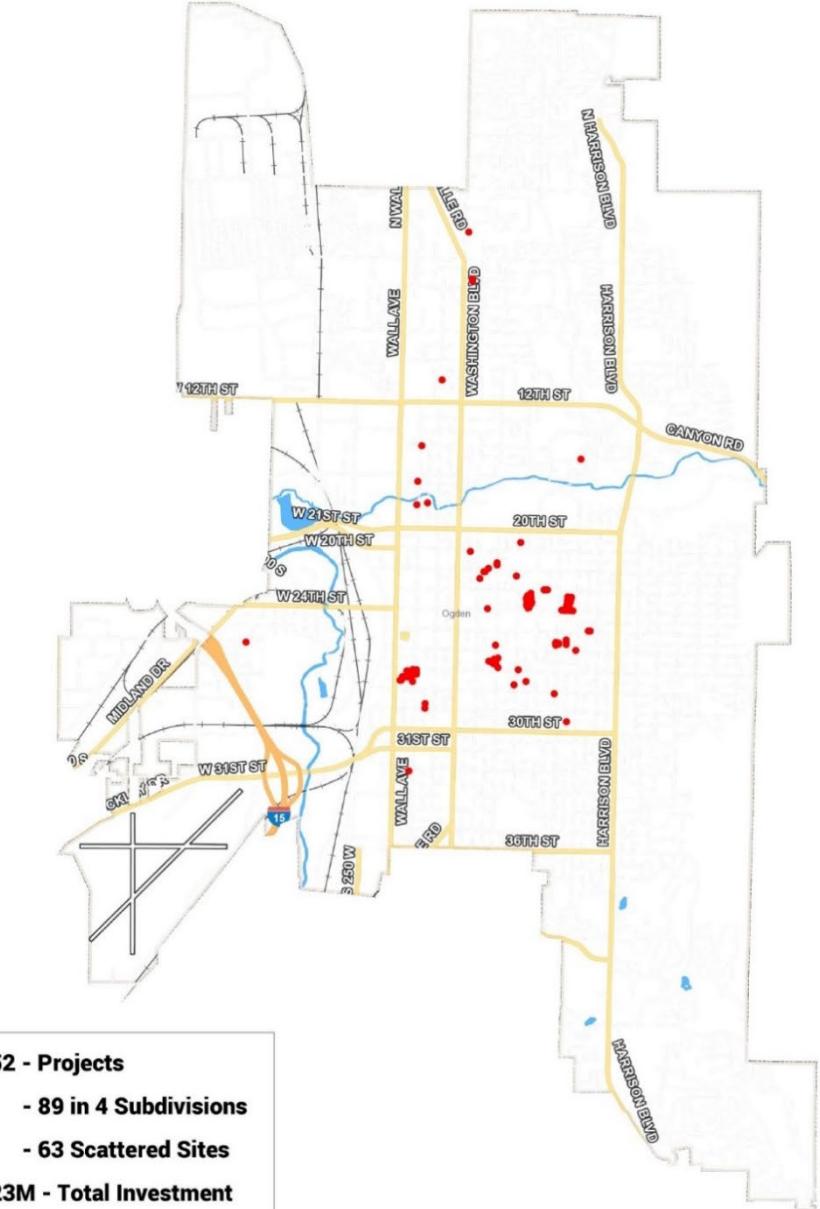


Housing & Community Development Tools

Housing Development



INFILL PROJECTS 1993-2018



Housing & Community Development

Tools

Housing Development

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Multi-Family

- Affordable & Market Rate Units
- Private Sector & Housing Authorities
- Tax Increment Financing
- Low-Income Housing Tax Credits



Housing & Community Development Tools

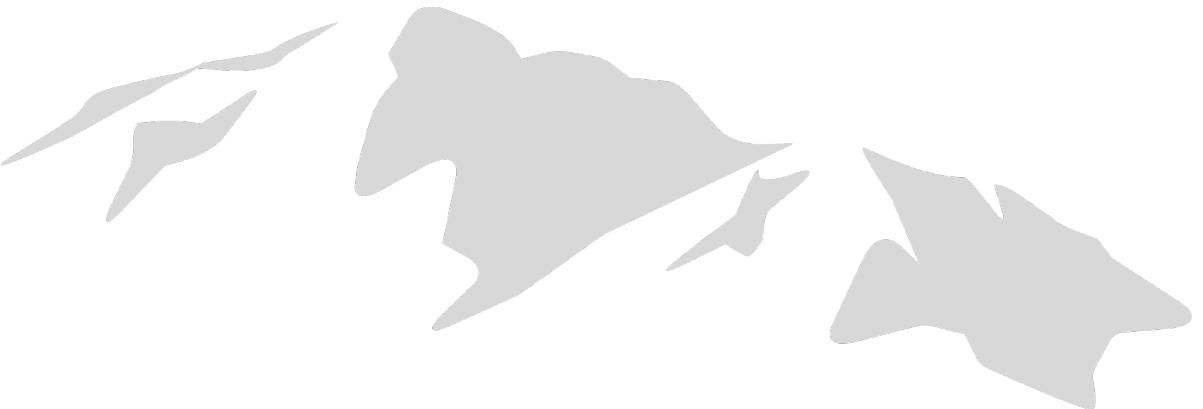
Infrastructure Improvements

- Target Area Public Improvements
- Repair streets, sidewalks, park strips
- Benefits low-moderate income neighborhoods
- 1976 to Present
- 82 Projects
- \$4.4M Spent
- FY20 Budget - \$250,000



Outcomes

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Outcomes

Quality,
Affordable
Homes For
Recipients

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Low-Moderate Income

Up to 80% of Area Median Income (AMI)

Family of 4 Income of \$68,000, \$32/Hour Wage

<u>Project</u>	<u>Affordable At This % AMI</u>	<u>Income Needed To Buy</u>
Lincoln Cottages	43% AMI	\$43,000, \$15/Hour
OakDen Bungalows	73% AMI	\$56,000, \$27/Hour
Scattered Sites	60% AMI	\$53,000, \$25/Hour
Rehab-Resale	50% AMI	\$42,000, \$20/Hour

373 Homes Sold

335 Bought by Low-Moderate Income Buyer

90% Low-Moderate Income Home Buyers

Outcomes

Healthy Neighborhoods Image Shift

- Housing Options Available to Broad Range of Incomes
- Owner-Renter Ratios = Region
- Value Trends = Region
- Properties Maintained
- Density Appropriate to Neighborhood Characteristics
- Neighborhood Identity
- Infrastructure Maintained
- High Quality Schools



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Outcomes

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Outcomes

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Recap

Purpose:	Healthy neighborhoods – broad range of housing options
Philosophy:	Strong core builds on strength, enhances image
Targeting:	Focused, coordinated efforts achieve the best results
Strategies:	Physical improvements for lasting change Block-Level Action Planning is the most effective type of targeting. It involves City resources & departments, neighborhood residents, owners, & partners.