



# NEIGHBORHOOD REVITALIZATION STRATEGY AREA PLAN (NRSA) AMENDMENT 2021-2025



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## **Neighborhood Revitalization Strategy Area (NRSA) PLAN AMENDMENT**

### **I. INTRODUCTION AND BACKGROUND**

The City of Ogden requests to renew, update and expand a previous 2010 Neighborhood Revitalization Strategy Area (NRSA) designation. This Amendment is submitted as part of the City's Fiscal Year 2021-2025 Consolidated Plan and is in conformance with 24 CFR 91.215(e)(2).

The City of Ogden amends the NRSA to include Census Tract 2018. The NRSA encompasses some of the City's most distressed areas, specifically, the East Central and Jefferson neighborhoods. These neighborhoods meet the threshold for low- to-moderate income (LMI) residents and these census tracts are primarily residential with a commercial zone. The City submits this NRSA plan for the Census Tracts 2008, 2009, 2011, 2012, 2013.01, 2013.02 and 2018 as part of the ConPlan.

The selection of this NRSA is based on an assessment of economic conditions, opportunities for economic development and anticipated barriers and challenges. The NRSA plan promotes economic progress with a focus on activities that would create economic opportunities for low- and moderate-income residents of the NRSA. The City has developed actionable benchmarks over the course of the next five years and will monitor progress made every year with annual reports to the U.S. Department of Housing and Urban Development (HUD).

#### **History of Ogden's NRSA**

Located between the Great Salt Lake and the majestic Wasatch Mountains, Ogden is the gateway to the Great Basin and the West Coast. From 1841, when the first permanent European settlers arrived through the 1960's, Ogden experienced over a century of growth and economic prosperity. This period came to an abrupt halt with the economic shifts of the 1970's and the recession of the early 1980's. The impact of this economic restructuring was most severely felt by the downtown merchants and the residents of the working-class neighborhoods that bordered the rail yards and the downtown. The departure of business and industry resulted in abandonment and blight throughout the City's Central Business District (CBD). Several blocks in the CBD were designated a blight area and the Ogden City Mall failed and was abandoned.

In recognition of the challenges facing these areas, Ogden undertook an extensive planning process, which resulted in the Strategic Plan that successfully garnered Ogden's designation as an Urban Enterprise Community (EC) in 1995. The City's first NRSA plan was originally created in 2005 at the sunset of the Enterprise Community Grant and encompassed the Enterprise Community planning area and was renewed through 2009. Along with the Five Year Consolidated Plan July 1, 2010 – June 30, 2015, Ogden City adopted the current NRSA to include Census Tracts 2008, 2009, 2011, 2012 and 2013. Through this designation, Ogden aimed to improve outcomes and effectiveness of its CDBG funding from HUD. Since the designation, the City has assisted several economic development projects, (see appendix A for a description of complementary non-federally funded projects in the NRSA) and numerous households which has helped to alleviate economic and social distress within and adjacent to Downtown Ogden.

Selected highlights include:

- Just prior to the 2002 Winter Olympics coming to the area, local leaders and businesses met to review the direction and studies of the past in order to determine what Ogden should "tell the world" as part of this unique opportunity. It was determined that Ogden's singular competitive advantage is that it is a historic urban center with unparalleled access to outdoor recreation.



That message was delivered as a consortium during the Olympics and afterward in order to recruit companies looking for this kind of an environment.

- A major City and NRSA effort is to encourage the redevelopment of 25th Street (now a National Historic District) immediately east of the Union Station and south of the Ogden City Mall.
- Reducing Racially Concentrated Areas Poverty (RCAP) through comprehensive job creation / retention activities, micro-enterprise assistance, homebuyers assistance, new housing development and housing rehabilitation.
- The revitalization of the Ogden City mall site, which had fallen into decline and eventually abandoned and blighted became an anchor project to turn-around the blighted CBD. This Section 108 loan project resulted in the creation of dozens of permanent jobs and a multi-use redevelopment (residential and commercial) project that includes private investor commercial and residential development. An estimated 80,000 people visit the Junction each year.
- Preserving the existing housing stock through single-family housing rehabilitation programs.
- Down payment assistance incentives for income-qualified homebuyers seeking homes located within the NRSA.
- Stimulate economic growth through job creation /retention, business recruitment and providing access to capital.
- Rehabilitation of deteriorated housing with the assistance of HUD's Asset Control Area program.

### **Purpose of the NRSA Plan Amendment**

By designating the proposed area as a NRSA the City can achieve a greater comprehensive community revitalization and will address the physical and economic needs in the downtown area. The City is an urban area that is both economically and physically distressed. It contains a high level of persons living below poverty income level and the City has aging housing stock and infrastructure. The NRSA will address the area's economic needs through a comprehensive economic development program designed to spur businesses to relocate or expand into the area and to create jobs. This strategy was adopted with the 2010 NRSA and continues to achieve performance benchmarks. The participation, cooperation and investment of many agencies including private for-profit and non-profit stakeholders has created a framework for progress. The NRSA for the central Ogden area provides a unique opportunity to involve residents and various stakeholders in establishing priorities and making recommendations. This plan addresses housing, economic development and neighborhood-related issues facing central Ogden residents and businesses.

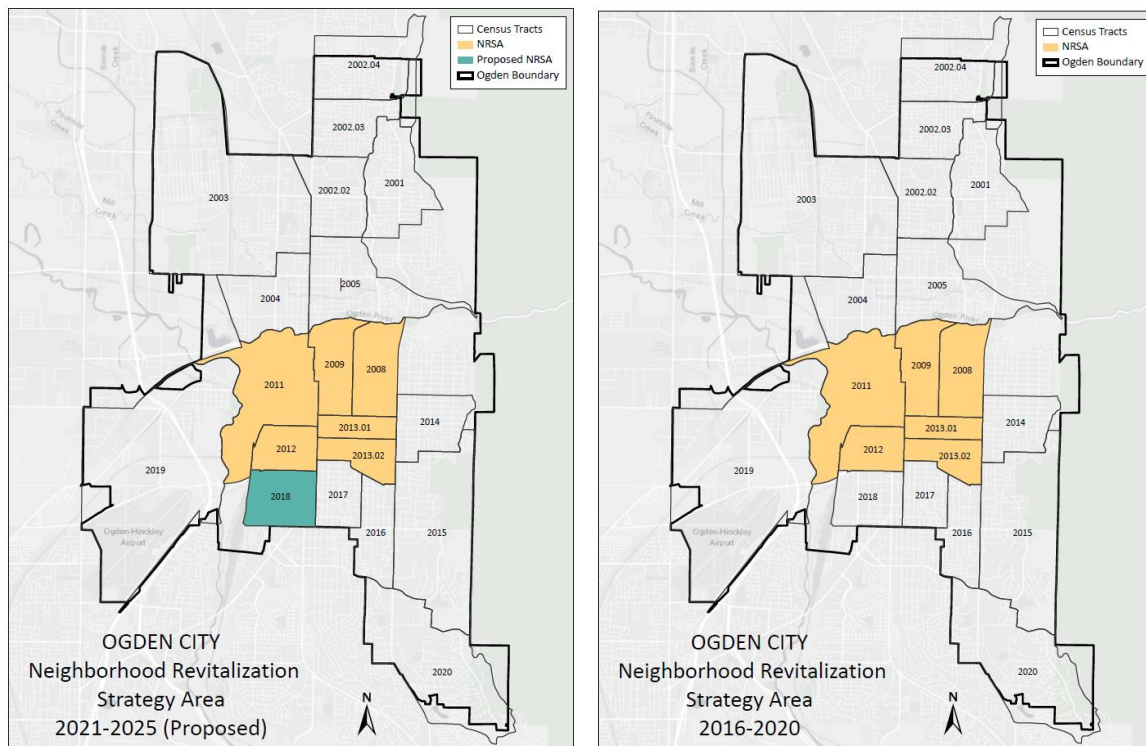
During the 10 years of NRSA implementation, the City has seen significant improvements through these small and large-scale initiatives, the City's current NRSA boundary has been effective in improving the lives of Ogden's NRSA residents the City from fully realizing the designation's potential for neighborhood revitalization for communities in and around Downtown Ogden. Particularly, the City can leverage critical community assets and partnerships that are important to the broader downtown revitalization efforts and were not included in the previous NRSA designation. In addition, as recent CHAS data reveals, CT 2018 south of the NRSA shows declining homeownership rate and increasing poverty rate for the residents. Resources are needed to address the decline and prevent further deteriorating.

The 2010 NRSA guides investment for downtown Ogden. On-going revitalization efforts continue to contribute to improved housing and economic conditions in Ogden. NRSA benefits are needed to continue to leverage the many resources already committed to the NRSA, See Exhibit B - NRSA Housing Projects 2016-2020 and Exhibit C – Complementary non-federally funded NRSA projects. Expanding the NRSA boundary will complement this broader investment going into Downtown Ogden by incentivizing economic development activity and offer affordable housing incentives to a greater number of households surrounding the CBD. Since the housing stock and

population of the proposed amended NRSA boundary share similar sociodemographic and neighborhood characteristics as the previous NRSA, the expansion would help promote social and neighborhood cohesion among communities along the CBD and prevent the moving of poverty, disinvestment and unemployment from one area to the next. The goal is addressing the issues of employment and housing standards for all residents in the NRSA.

## II. NRSA PLANNING AREA

The Ogden NRSA contains all of the traditional downtown, the Junction (former Ogden City mall site), the River project area, the East Central Neighborhood, the Central Business District and Jefferson Community. This area is concurrent with seven census tracts. The specific boundaries are Harrison Boulevard west to the Pacific Avenue and the Ogden River south to the 30-31<sup>st</sup> Street entryway. See the map below:



## Methodology

The City used the following regulations from the U.S. Department of Housing and Urban Development to develop the proposed NRSA boundary amendment: 1) An area may not encompass the entire jurisdiction; 2) The areas covered under the NRSA must be contiguous to each other; there cannot be checkered board areas across the community; 3) The selected area must be primarily residential; and 4) The designated area must contain a percentage of LMI residents that is equal to Ogden's "highest quartile percentage" (as computed by HUD) or 70 percent, whichever is less. Data gathered to determine the proposed NRSA boundary includes the Low- and Moderate-Income Summary Data from the HUD U.S. Census Data, and local building information from the Planning and Zoning Department. The City is proposing one, contiguous NRSA focused on the East Central community, Downtown Ogden and the Jefferson Community. Selection of the boundary was determined by an analysis of HUD, Federal Financial Institutions Examination Council (FFIEC) data and U.S. Census data, and consultation with community stakeholders and evaluation of the past NRSA performance.

## Boundary Selection

The Citizen Advisory Committee (CAC) first met for consolidating planning and to plan the NRSA in September 19, 2019. At the CAC meeting, Community Development Division (Com Dev) Staff presented census data to the CAC to consider options for NRSA renewal. Two boundary options were discussed by the CAC, which included – the NRSA boundary previously used by the City, an option that expands to neighborhoods to the south. CAC members favored expanding the NRSA south to include Census Tract 2018.

The NRSA boundaries of Ogden were chosen for various reasons, including:

- The potential for continuing the revitalization of the downtown neighborhood and business district
- The willingness of residents to participate in neighborhood steering committee meetings
- A high percentage of low and moderate-income residents, which makes the area Opportunity Zone. Opportunity zones are an economic development tool—that is, they are designed to spur economic development and job creation in distressed communities. Census Tracts 2004, 2008, 2009, 2011 are Qualified Opportunity Zone census tracts in Ogden.
- Census tracts where at least 51% of households have incomes at or below 80% of the area median income (AMI) are designated Low Mod Areas; and eligible for certain funds including Community Development Block Grant (CDBG)
- Participation of businesses in the downtown area
- Community resources that leverage city CDBG funds
- MAKE OGDEN is underway and is a collective effort to develop a Downtown Ogden Master Plan which engages Ogden City with a wide range of stakeholders from neighborhood organizations to interested citizens
- HUD identified Racially Concentrated Areas of Poverty (RCAPs)
- Participation of local banks and stakeholders
- The historical integrity of the neighborhoods
- The need for redevelopment of underutilized sections of the business district

## Inclusion of Census Tract 2018

The inclusion of Census Tract 2018 is introduced into the NRSA as it has the potential to leverage city initiatives and increase investment by partners in a Census Tract that has recently been identified as a RCAP by HUD. The City along with partners, such as Habitat for Humanity and Weber County Housing Authority, have identified and are investing in properties available for renovation and resale, as well as properties suitable for infill development as a means of increasing owner-occupancy and elevating neighborhood design and maintenance standards.

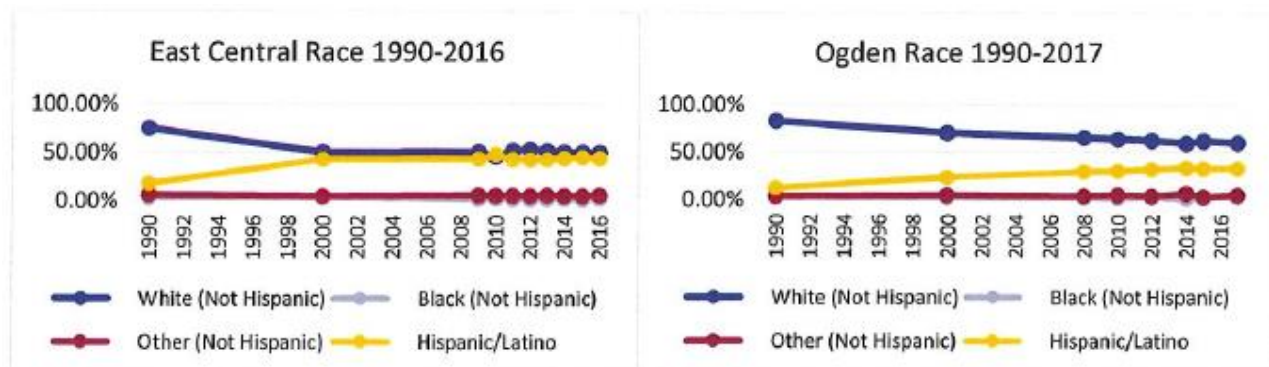
The city in partnerships with Habitat for Humanity and Weber Housing Authority, (which work to encourage citizen participation), will facilitate the success of existing neighborhood organizations and foster citizen participation in planning and implementing neighborhood revitalization efforts. In addition, Ogden Weber Community Action Partnership (OWCAP) operates Head Start and CIRCLES an anti-poverty program in Census Tract 2018. OWCAP has an established community presence that works toward personal empowerment. Ogden City and its partners have committed resources and together through synchronizing efforts can achieve NRSA resident empowerment goals and assist in involving citizens in planning processes.

### III. NRSA DEMOGRAPHICS

#### Demographics

##### Population

Since 1990, both Ogden and East Central have seen large increases in the Hispanic populations with the East Central being 43.6% Hispanic by 2016.



2013-2017 American Community Survey 5-Year Estimates

#### RACE COMPARISON

	NRSA*	OGDEN	WEBER	UTAH	U.S.A.
<b>TOTAL POPULATION</b>	<b>21,226</b>	<b>85,497</b>	<b>244,101</b>	<b>2,993,941</b>	<b>321,004,407</b>
<b>One race</b>		96.10%	96.80%	97.20%	96.90%
White	48.19%	84.80%	89.60%	86.80%	73.00%
Black or African American	2.41%	1.60%	1.10%	1.10%	12.70%
American Indian and Alaska	1.38%	1.10%	0.70%	1.10%	0.80%
Asian	1.12%	1.20%	1.20%	2.30%	5.40%
Native Hawaiian and Other	0.30%	0.20%	0.20%	0.90%	0.20%
Some other race	1.00%	7.10%	4.00%	5.00%	4.80%
Two or more races	0.93%	3.90%	3.20%	2.80%	3.10%

#### HISPANIC OR LATINO POPULATION COMPARISON

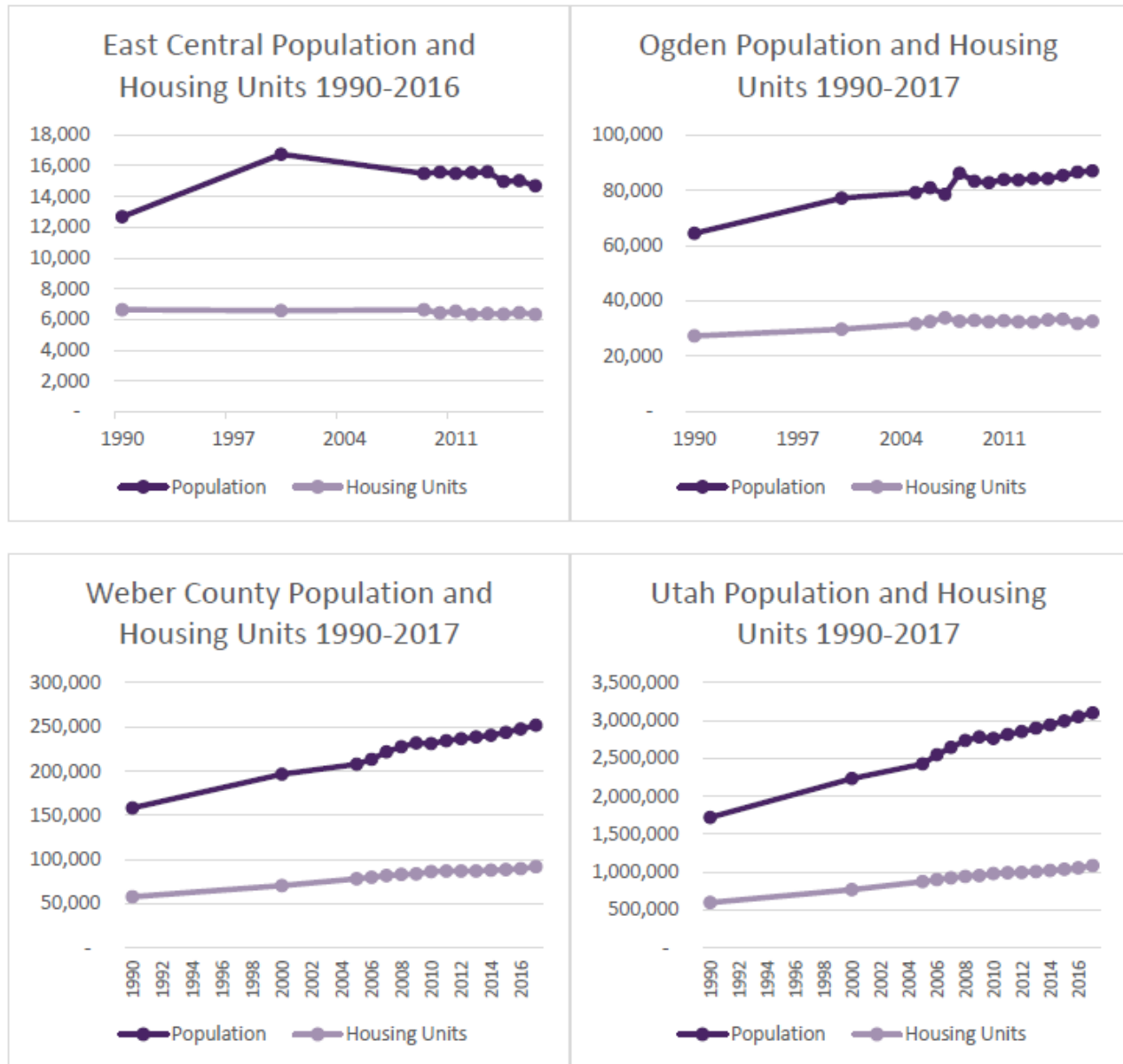
<b>TOTAL POPULATION</b>		85,497	244,101	2,993,941	321,004,407
<b>Hispanic or Latino (of any race)</b>	44.67%	32.30%	17.90%	13.70%	17.60%
Mexican		27.00%	14.20%	10.00%	11.10%
Puerto Rican		0.30%	0.30%	0.30%	1.70%
Cuban		0.10%	0.00%	0.10%	0.70%
Other Hispanic or Latino		4.90%	3.30%	3.20%	4.10%
<b>Not Hispanic or Latino</b>	55.33%	67.70%	82.10%	86.30%	82.40%

[https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_17\\_5YR\\_CP05&prodType=table](https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_17_5YR_CP05&prodType=table)

Source: American Community Survey 5 year estimates

\*FFIEC Demographic data at Census Tract level





Source: Housing Needs Assessment for Ogden and its East Central Neighborhood by OgdenCAN  
Data Source: American Community Survey (ACS) U.S. Decennial Census

## Incomes

Although NRSA census tracts have experienced an increase in incomes between 2005 and 2015, the data suggests that economic conditions for households in the NRSA are stressed in comparison to the City as a whole. The 2019 Median Family Income in the NRSA is \$40,169 well below the Median Family Income for Ogden City at \$50,307. Incomes in the NRSA are lower compared to the county, state and the U.S.

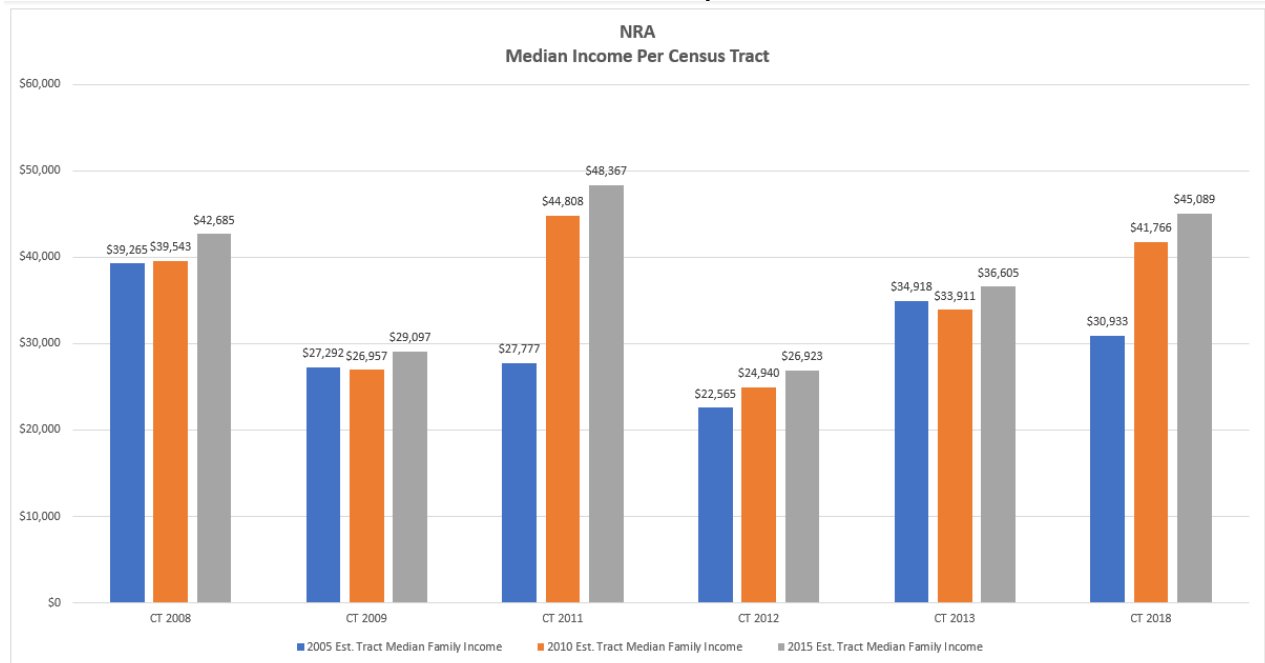
HUD's Low- to Moderate Income Summary Data (LMISD) estimates that 63% of Ogden residents are low- to-moderate income (LMI). In the NRSA census tracts, 78% of households are LMI. Federal Financial Institutions Examination Council (FFIEC) annual census tract data estimates that 23% of Ogden residents have a household income below federal poverty level and in the



NRSA 34% of households are in poverty. The 2019 Median Family Income in the NRSA is \$40,169 well below the Median Family Income for Ogden City at \$50,307.

## NRSA Income Overview

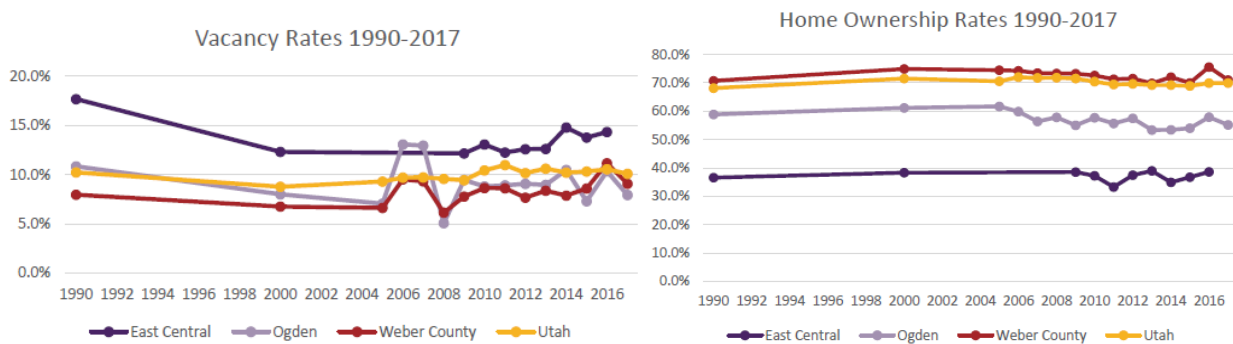
### NRSA Income Overview 2005, 2010 AND 2015 data



Source: FFIEC Demographic Data

## NRSA Housing Overview

The NRSA has a total population of 21,226. With a total of 9,249 housing units, 27% of homes are owner-occupied whereas 59% are renter occupied. 49% of homes within the NRSA were built before the year 1940.

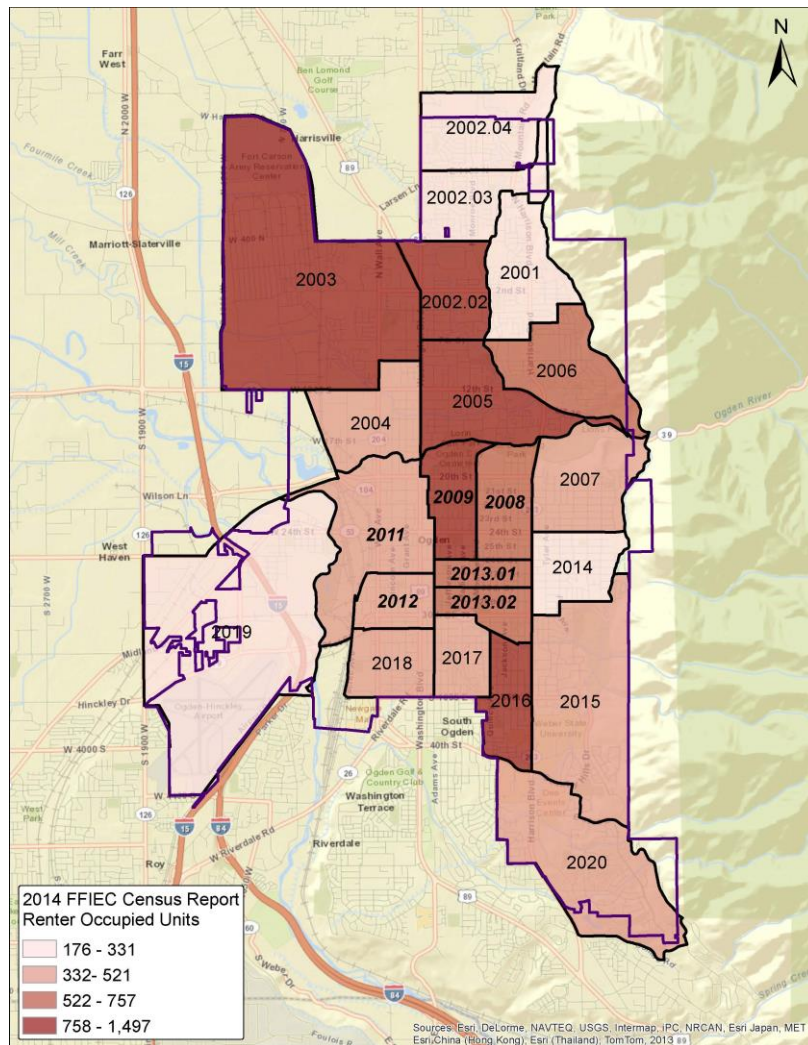


Source: Housing Needs Assessment for Ogden and its East Central Neighborhood by OgdenCAN

Data Source: American Community Survey (ACS) U.S. Decennial Census

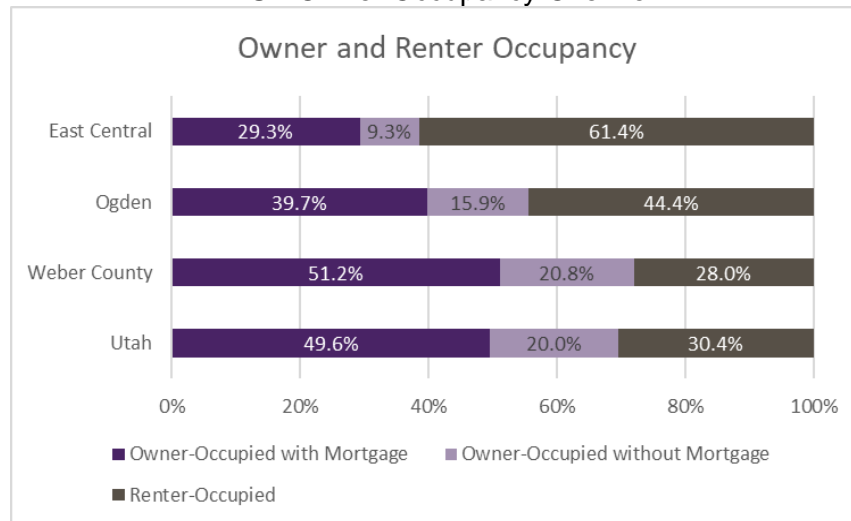
## NRSA Housing Tenure 2019 FFIEC Census Estimates

Census Tract	Tract Population	Total Housing Units	Median House Age (Years)	Owner Occupied Units	% Owner Occupied Units	Vacant Units	% Vacant Units	Renter Occupied Units	% Renter Occupied Units
2008	4705	1928	76	727	38%	181	9%	1020	53%
2009	3970	2026	60	287	14%	450	22%	1289	64%
2011	1985	1057	42	475	45%	178	17%	834	79%
2012	2274	923	76	177	19%	120	13%	626	68%
2013.01	2658	1176	76	389	33%	127	11%	660	56%
2013.02	3704	1308	72	638	49%	128	10%	542	41%
2018	1930	831	73	269	32%	90	11%	472	57%
<b>NRSA TOTAL</b>	<b>21226</b>	<b>9249</b>	<b>73</b>	<b>2962</b>	<b>32%</b>	<b>1274</b>	<b>14%</b>	<b>5443</b>	<b>59%</b>
<b>OGDEN TOTAL</b>	<b>84235</b>	<b>33041</b>	<b>59</b>	<b>17233</b>	<b>52%</b>	<b>2780</b>	<b>8%</b>	<b>13458</b>	<b>41%</b>

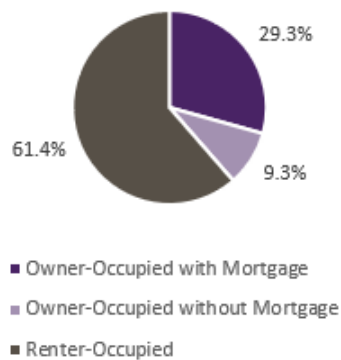


NRSA Owner Occupancy and Renter Occupancy by Census Tracts

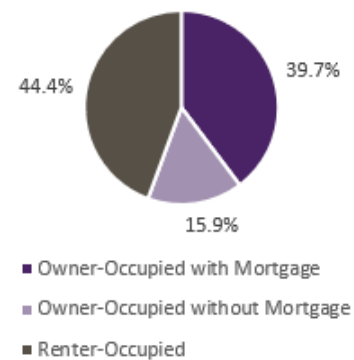
## NRSA Owner Occupancy Overview



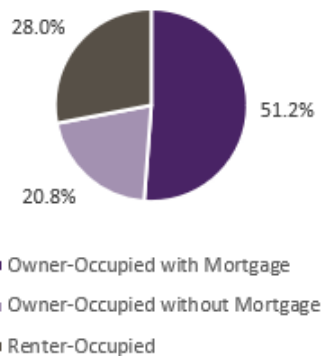
### East Central Owner and Renter Occupancy



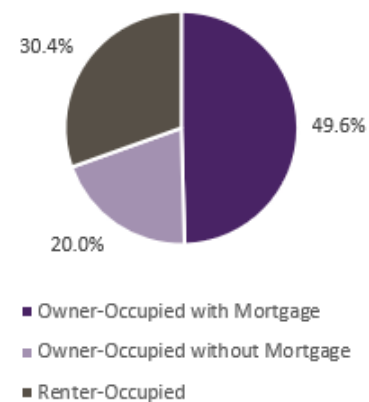
### Ogden Owner and Renter Occupancy



### Weber County Owner and Renter Occupancy



### Utah Owner and Renter Occupancy



- Over the last two to three decades, East Central median home prices have been rising faster than median incomes by about 2% per year, and median rents have been increasing faster than incomes by about 1% per year
- In East Central, about 53.3% of renter households and 30.6% of owner-occupied households with a mortgage experience housing cost burden (housing costs > 30% of income)

Housing Cost Burden	East Central	Ogden	Weber County	Utah
Owner-occupied with mortgage	30.6%	28.5%	24.7%	27.1%
Owner-occupied without mortgage	15.1%	11.2%	8.9%	8.4%
Renters	53.3%	49.0%	44.6%	46.4%

Source: Housing Needs Assessment for Ogden and its East Central Neighborhood by OgdenCAN  
Data Source: American Community Survey (ACS) U.S. Decennial Census

## Racially or Ethnically Concentrated Areas of Poverty (RCAPs and ECAPs)

National research has identified neighborhoods with poverty levels exceeding 40 percent as the most challenged economically; these are often areas that could benefit the most from targeted efforts to increase employment, improve housing options and educational opportunities. HUD provides data and maps to assist in identifying Racially or Ethnically Concentrated Areas of Poverty (RCAPs and ECAPs). An RCAP or ECAP exists when a neighborhood has high poverty and over 50 percent of the population is a minority. HUD's definition of an R/ECAP is:

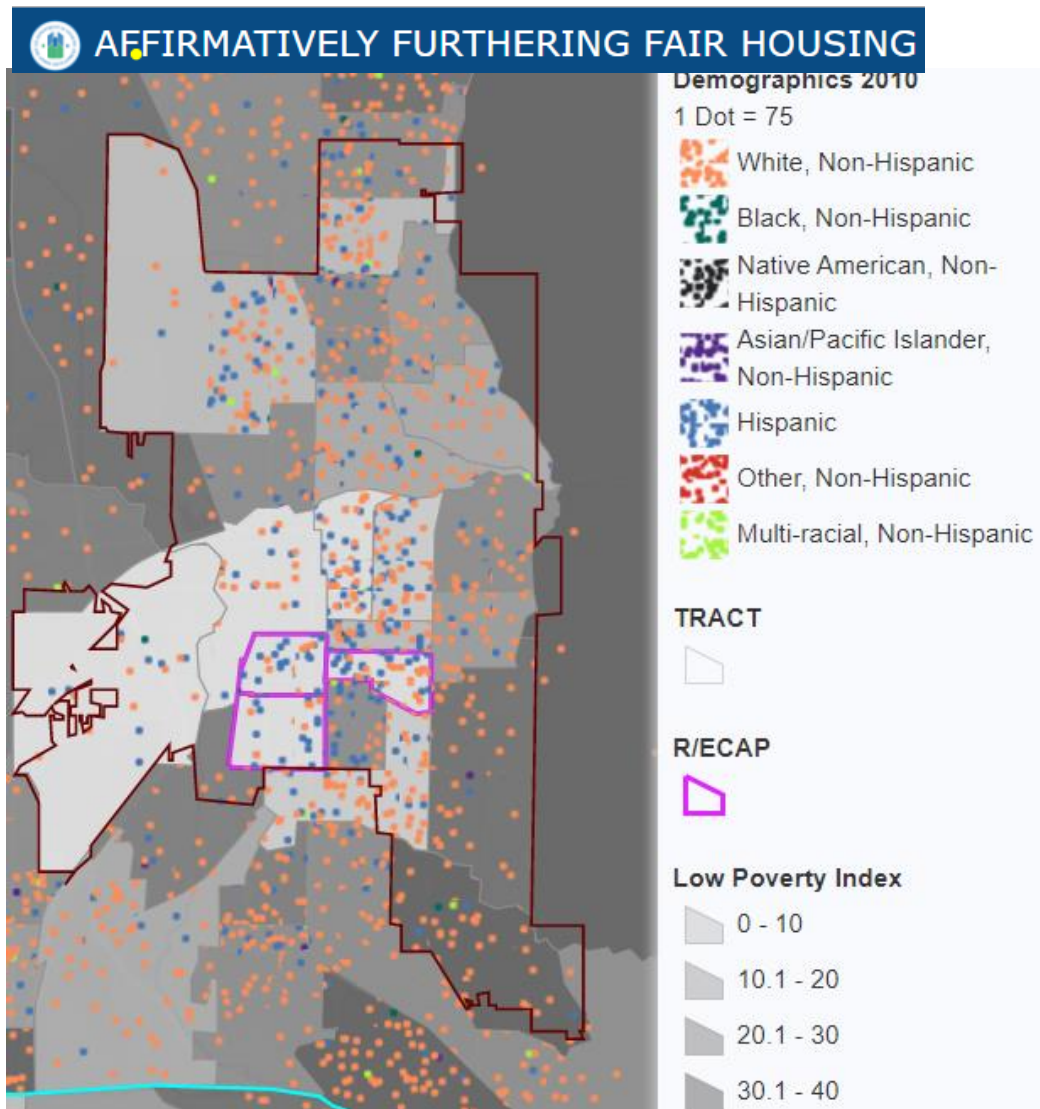
- A census tract that has a Non-White population of 50 percent or more (majority-minority) AND a poverty rate of 40 percent or more or three times the region's poverty rate; OR
- A census tract that has a Non-White population of 50 percent or more (majority-minority) AND the poverty rate is three times the average tract poverty rate for the county, whichever is lower.

Households within R/ECAP census tracts frequently represent the most disadvantaged households within a community and often face a multitude of housing challenges. By definition, a significant number of RCAP households are financially burdened, which severely limits housing choice and mobility. The added possibility of racial or ethnic discrimination creates a situation where RCAP households are likely more susceptible to discriminatory practices in the housing market.

All Racially Concentrated Areas of Poverty (RCAP) in Weber County are located in Ogden City. A local area is considered highly concentrated when it has 32.4 percent or more of the population living in poverty. RCAP and ECAP tracts are typically communities with low-valued homes and with a high proportion of renters. These areas of high concentrations of minority residents also tend to be in areas of only low- to mid-level access to opportunity. With more affordable housing options in other areas of the county, these concentrations of poverty and minority residents would be less severe and more evenly distributed in Weber County.



## Ogden RCAPs

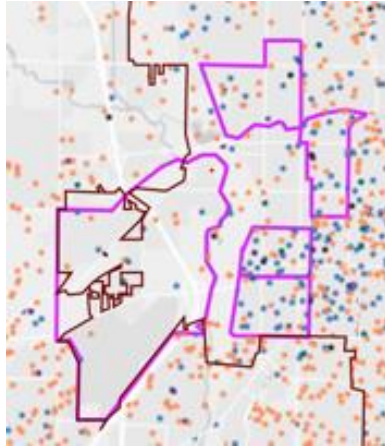


Source: HUD AFFHT0004 Map 12: CHAS data 2009-2013 (updated: Nov 2017) CT: 2012, 2013, 2018

### RCAPs decreasing in Ogden

HUD's Affirmatively Furthering Fair Housing mapping tool identifies RCAPs for local governments. The HUD mapping tool illustrates a decrease in the number of RCAPs in Ogden between 2010 and 2013 data. In addition, published in the Weber County Regional Analysis of Impediments to Fair Housing Equity Assessment (RAIFHEA), there are four identified RCAPs, all of which are in Ogden in May 2014. Data estimates from 2010 demographics identify five RCAPs, then May 2014 four RCAPS were identified by Weber County using American Community Survey 5-Year Estimates (ACS) 2007-2011 and finally, HUD CHAS data for 2009-2013 estimates identified three RCAPs. The data estimates indicate a reduction in the RCAPs in Ogden between 2010-2013.

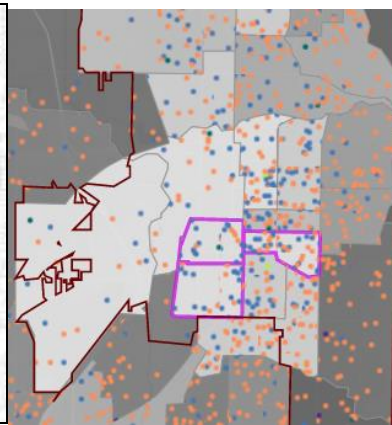




Source: HUD AFFHT0002 Map 12  
2010 Demographics. Census Tracts:  
2004, 2009, 2012, 2018, 2019



Source: Weber Co RAIFHEA  
May 2014 ACS data 2007-2011  
Census Tracts: 2009, 2012,  
2017, 2018



Source: HUD AFFHT0004 Map 12:  
CHAS 2009-2013 (Nov 2017)  
Census Tracts: 2012, 2013, 2018

**Figure 2- RCAPs in Ogden from 2010 to 2017**

## Citizen Comments

NRSA residents' concerns center on the continued viability of the residential portion of the neighborhood. Their goals focus on keeping homeowners in the neighborhood, having renters become homeowners, preserving historic properties, restoring properties that were converted from single-family to multi-family units, and promoting responsible property ownership and property standards. Source: Ogden's Strategic Plan planning meeting.

## Economic Development Market Summary

### Largest Industries

Weber County - 1st Quarter 2019				
Industry Sector	Average Employment	# Establishments	Share of Employment	Average Annual Wage
Manufacturing	14,645	303	13.3%	\$ 58,296.00
Health Care and Social Assistance	13,854	780	12.6%	\$ 48,624.00
Retail Trade	12,564	744	11.4%	\$ 30,528.00
Education Services	11,249	147	10.2%	\$ 32,952.00
Public Administration	9,614	130	8.7%	\$ 49,728.00
Admin., Support, Waste Mgmt, Remediation	8,355	389	7.6%	\$ 27,828.00
Accommodation and Food Services	7,813	425	7.1%	\$ 15,168.00
Construction	6,748	875	6.1%	\$ 53,592.00
Professional Scientific & Technical Svc	4,958	675	4.5%	\$ 55,608.00
Finance and Insurance	4,843	354	4.4%	\$ 56,340.00
Wholesale Trade	3,650	268	3.3%	\$ 52,884.00
Transportation and Warehousing	3,403	179	3.1%	\$ 46,476.00
Arts, Entertainment, and Recreation	2,755	94	2.5%	\$ 17,124.00
Other Services (except Public Admin.)	2,750	415	2.5%	\$ 31,620.00
Real Estate and Rental and Leasing	912	354	0.8%	\$ 36,156.00
Information	841	74	0.8%	\$ 44,448.00
Management of Companies and Enterprises	414	41	0.4%	\$ 85,716.00
Agriculture, Forestry, Fishing & Hunting	383	21	0.3%	\$ 62,532.00
Utilities	341	25	0.3%	\$ 69,732.00
Mining	38	8	0.0%	\$ 59,436.00

Data Source: Employment and Wages, Weber County, 2019Q1: <https://jobs.utah.gov/jsp/utalmis/#/industry/list>

## Unemployment Rates

U.S. Bureau of Labor Statistics - Ogden City 2018 Estimates				
Unemployment Rates by Census Tracts				
Census Tract	Population 16 years and over	Margin of Error Population 16 years and over	Unemployment rate Population 16 years and over	Margin of Error Unemployment rate MOE Population 16 years and over
2001	3512	386	3.8	2.9
2002.02	2843	245	7	3.9
2002.03	3953	324	3.8	2.1
2002.04	3382	287	9.2	4.2
2003	5884	516	7	3.3
2004	1470	201	1.7	2.7
2005	4456	441	2	1.7
2006	3287	271	4.1	3.1
2007	2453	215	5	2.9
2008	3342	252	5.1	2.9
2009	3179	288	6.4	3.7
2011	2120	367	20.8	11.1
2012	1706	211	17.4	5.2
2013.01	1829	221	6.8	4.4
201302	2022	200	4.5	3.8
2018	1588	171	10.8	6.8
2014	2698	274	4.8	3.6
2015	3374	225	5.6	3.3
2016	3275	300	2.2	1.7
2017	2916	220	7.2	3.8
2019	1095	175	7.5	4.9
2020	4365	367	1.7	1.9

NRSA

In review of the U.S. Bureau of Labor Statistics' unemployment rates by census tracts data for Ogden, the Margin of Error is high, which makes the accuracy of the data questionable. For example, the data estimates a 20.8% unemployment rate in Census Tract 2011, yet by 2015 Census Tract 2011 has the highest increase in income between 2005 and 2015 for NRSA residents, (see page 7) and HUD no longer identifies Census Tract 2011 as a RCAP. Although the margin in error makes the data questionable, the data indicates that the NRSA census tracts have higher unemployment rates than other Ogden census tracts.

## Labor Force vs Available Jobs

### Available Labor Force

Area	Unemployment Rate	Persons in Labor Force	Employed Persons	Unemployed Persons	Population	Period
Utah	2.8%	1,601,441	1,556,358	45,083	2,993,941	Aug, 2019
MSA: Ogden-Clearfield	2.8%	338,831	329,348	9,483	642,274	Aug, 2019
Weber County	3.0%	129,232	125,311	3,921	244,101	Aug, 2019
Ogden City	3.3%	42,938	41,505	1,433	85,497	Aug, 2019

Data Source: Local Area Unemployment Statistics (LAUS), <https://www.bls.gov/data/>

Even with an abundance of nearby jobs that have Average Annual Wages that exceed the City's Median Income, and located within a commuting distance that is less than the Mean Travel Time for the City residents, the City experiences higher Poverty Rates than other communities in the region and the State.

## Education Summary

Educational Attainment	Ogden City			
	18-24 years	25 + Years	% of 18+ Population	Poverty Rate
Total; Estimate; Population	10,020	52,388		
No High school graduate (includes equivalency)	1,649	9,056	17.2%	29.7
High school graduate (includes equivalency)	3,325	15,175	29.6%	19.5
Some college or associate's degree	4,698	17,792	36.0%	15.3
Bachelor's degree or higher	348	10,365	17.2%	7.5

### Comparative Analysis

#### 18+ Years and **NOT** High school graduate (includes equivalency)

Geographic Area	Percent
NRSA: Ogden city, Utah	25.5%
Ogden city, Utah	17.2%
Weber County, Utah	10.5%
Ogden-Clearfield, UT Metro Area	7.7%
Orem city, Utah	8.0%
Provo city, Utah	5.9%
Salt Lake City city, Utah	11.3%
Salt Lake County, Utah	9.3%
Utah	8.2%

Data Source: Population & Educational Attainment (by census tract): 2013-2017 American Community Survey 5-Year Estimates; <https://factfinder.census.gov/>

#### 18+ Years and **NOT** High school graduate (includes equivalency)

Geographic Area	Percent
Ogden city, Utah	17.2%
NRSA: All Census Tracts	25.5%
NRSA: Census Tract 2008, Weber County, Utah	18.4%
NRSA: Census Tract 2009, Weber County, Utah	30.9%
NRSA: Census Tract 2013.01, Weber County, Utah	27.5%
NRSA: Census Tract 2013.02, Weber County, Utah	27.0%
NRSA: Census Tract 2011, Weber County, Utah	14.9%
NRSA: Census Tract 2012, Weber County, Utah	25.0%
NRSA: Census Tract 2018, Weber County, Utah	39.9%
Ogden-Clearfield, UT Metro Area (EXCLUDING OGDEN)	6.1%
Weber County, Utah (EXCLUDING OGDEN)	6.7%
Ogden city, Utah (EXCLUDING NRSA)	14.4%

Data Source: Population & Educational Attainment (by census tract): 2013-2017 American Community Survey 5-Year Estimates; <https://factfinder.census.gov/>

The City has 17.7% of its residents that are over 18 year old that are not high school graduates (or equivalent). While the State only has 8.2% of its residents that are over 18 year old that are not high school graduates (or equivalent). The City's Neighborhood Revitalization Strategic Area ("NRSA") has 25.5% of its residents that are over 18 year old that are not high school graduates (or equivalent). Poverty Rates are higher the less education an individual has attained.

#### IV. COMMUNITY CONSULTATION

As part of the development of the NRSA Plan, the Community Development Division (Com Dev) conducted a thorough, multi-layered consultation process with City staff, City Council, key stakeholders, and the general public in both formal and informal settings. Consultation was developed from previous planning work, including Ogden City's Five Year Strategic Plan, Weber County Homeless Strategy Plan, and the Housing Needs Assessment for Ogden and its East Central Neighborhood that generated input from hundreds of residents. In addition, outreach for the NRSA was part of a larger community consultation strategy for the July 1, 2020 – June 30, 2025 Consolidated Plan update, which guides the use of all federal housing and community, See Exhibit A – Citizen Outreach efforts.

The NRSA plan seeks to create partnerships among key stakeholders in the community to effectively deliver needed programs and services to this predominately low- to moderate-income target community. Residents were invited to participate in establishing priorities and making recommendations with efforts focused on improving the overall quality of life for NRSA residents.

The following is a list of agencies, groups and businesses and individuals that were consulted while the 2021-2025 NRSA Plan was being developed:

- Ogden Chamber of Commerce
- Business Loans Utah (BLU)
- Local Financial institutions
- Utah League of Cities and Towns
- Ogden Housing Authority
- Weber Housing Authority
- SBA Small Business Development Center
- Ogden Downtown Alliance
- WSU Wildcat Seed Fund
- Citizen Advisory Committee
- Wasatch Regional Council
- Weber Housing Authority
- Utah Hispanic Chamber Ogden Charter
- NAACP
- Ogden Civic Action Network (OgdenCAN)
- Intermountain Healthcare
- Utah Transit Authority
- Utah Department of Transportation (UDOT)
- Weber County
- Weber County Homeless Coordinating Committee
- Utah Fair Housing Forum
- Ogden City Diversity Commission
- Coalition of Resources (COR)

Individuals from each of these groups were contacted by email, were met individually or at regular meetings of the groups held throughout the year. Input was solicited to obtain perceived needs in the NRSA, and to gather recommendations for how to meet those needs.

Public involvement in strategic planning included an information booth at local community events and outreach activities.

- Farmers' Market in downtown Ogden
- Ben Lomond High School family night
- Ogden City's Strategic Plan – open house at Golden Hours Senior Center
- Ogden City's Housing Fact Finding work sessions and public meetings
- Ogden Onboard Vision Workshop, online survey, focus group meetings/interviews, social media, and design charrette.
- Make Ogden – to create a Downtown Ogden Master Plan

Ogden City partners with the Ogden-Weber Chamber and Utah Hispanic Chamber to outreach to local businesses and to help determine what local business owners feel are the needs of the area's business community, both in financial products and small business consulting and

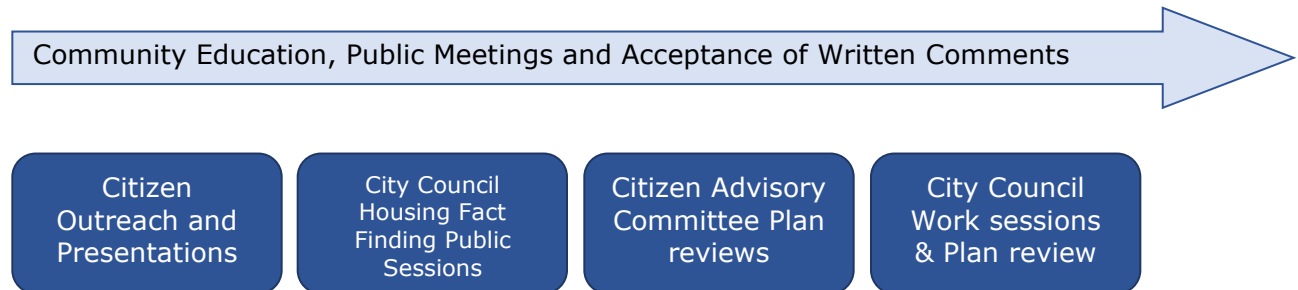
education. The Utah Hispanic Chamber has been instrumental in Ogden city's ability to contact and serve local, Hispanic business owners.

### Participation with Local Financial Institutions

In order to adequately develop financial programs that meet the needs of the area's current and potential small business owners, Business Development staff met frequently with representatives of the area's financial institutions. Several participation loan programs were developed from these meetings. Close working relationships have been cultivated with local institutions such as Transportation Alliance Bank, GE Money Bank, DL Evans Bank, Bank of Utah, Wells Fargo Bank and Zion's Bank, among others.

### Review Process

A public hearing was held to obtain comments and input prior to completion and submission of the City's Five Year Consolidated Plan. Upon adoption by the Ogden City Council and approval by HUD, this plan will become part of Ogden City's Five Year Consolidated Plan 2021-2025. The NRSA plan will be reviewed periodically during the five-year period against the benchmarks established herein.



The NRSA 2021-2025 planning process including the following steps:

1. Gathering and analyzing census data, city records and community plans.
2. Outreach to the public, public presentations and solicitation of public comments began in July 2019 and remained on-going until the adoption of the plan.
3. CAC meeting to consider NRSA boundaries held September 19, 2019.
4. Ogden City Council held a Housing Fact Finding Discussions

#### PUBLIC MEETINGS:

- a. Ogden Housing Discussion I - Introduction/Current Policies and Practices 9/3/19, See Exhibit A for press release.
- b. Review of Existing Data (Analysis of Impediments to Fair Housing Choice, and other housing reports) – 9/10/19
- c. Options for addressing issues – 9/24/19
- d. Where do we go from here – 10/1/19
- e. Housing Series Summary and Implementation of Strategic Plan – 10/29/19
- f. City Council Work Session – ConPlan 201-2025
5. NRSA Draft prepared.
6. NRSA goals and objectives reviewed by the CAC
7. CED staff reviews CAC suggestions and public comments received.
8. Corrections/revisions made; amended draft prepared by Ogden City CED
9. NRSA is integrated into the Consolidated Plan 2021-2025 for submission.



10. CAC reviews the final document and recommends approval February 13, 2020.
11. NRSA available for 30-day public comment period – April 3 – May 4, 2020.
12. Citizen comments gathered, reviewed and incorporated when appropriate to the NRSA plan.
13. Ogden City Councils hold public hearing May 12, 2020.
14. Ogden City CED incorporates comments/changes when appropriate from City Council and public testimony and submits to HUD.

## **V. ASSESSMENT**

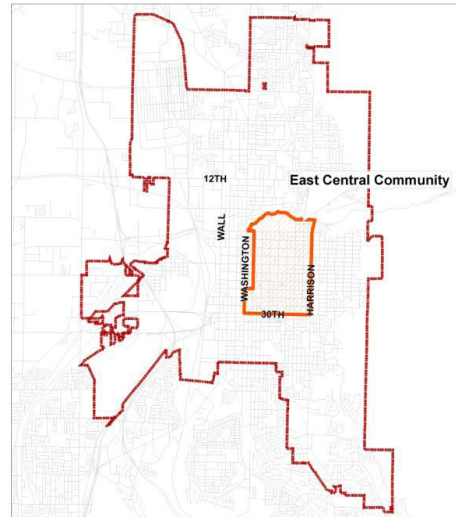
As Utah's Wasatch Front experiences unprecedented growth, the City of Ogden is looking to position its downtown as a competitive location for businesses to thrive and increase the number of people living and working in downtown while protecting the long-term fiscal health of the community. The city's transition from an industrial rail-driven economy has left many vacant or underutilized properties in the City's core. Downtown Ogden is uniquely positioned to attract residential, employment and business growth while improving the quality of life and image of downtown and the larger Ogden community. One area of non-federally funded focus for NRSA residents is improving the transportation needs of residents with a Bus Rapid Transit system. Bringing together resources to meet the needs of the community, MAKE OGDEN is underway and is a collective effort to develop a Downtown Ogden Master Plan which engages Ogden City with a wide range of stakeholders from neighborhood organizations to interested citizens.

The NRSA is home to three communities each referred to as a "neighborhood", East Central (EC), the Central Business District (CBD) and the Jefferson Community. Ogden City's Community and Economic Development Department, working with Ogden City Planning and with NRSA residents, contributed to the following three "neighborhood" assessments.



### **EAST CENTRAL NEIGHBORHOOD (EC)**

The area known as the East Central Neighborhood Planning Community (EC) is located directly east of the CBD and west of Harrison Boulevard, and includes Census Tracts 2008, 2009 and 2012. The northern edge is the bluff south of the Ogden River. The southern edge is 30th Street.

The EC was the original residential area as Ogden City developed in the late 1800's and early 1900's. It has a mixture of mansions and modest homes built for the working class. As the original residential area, this area also contained a number of small commercial establishments scattered throughout the neighborhood to serve the neighborhood's needs. From the 1940's to the early 1980's, the character of the community changed. Housing shortages led to large single-family homes converted into multiple dwelling units. Zoning permitted higher density without regard to neighborhood context. Also, out of scale office uses became a type of new development in the neighborhood. Areas of the community experienced a decline.



East Central Community Location Map

 East Central Boundary  
 Ogden City Boundary

  
 Prepared by  
 Ogden City Planning 9/2008

**Census tract 2008** encompasses an area of 447 acres, at approximately .57 miles east to west and 1.2 miles north to south, and which lies in an area of Ogden City east of the Central Business District. It is bordered by the Ogden River on the north, Harrison Blvd. on the east, Monroe Blvd. on the west, and 26th Street on the south. The FFIEC 2019 population estimated is 4,705 with a 43.38% minority population. For Census Tract 2008, the estimated Median Family Income is \$46,193—56% of the area median income (AMI), and 26% of the census tract population is below the poverty level.

**Census Tract 2009** encompasses an area of 393 acres, at approximately .52 miles east to west and 1.2 miles north to south, and which lies in an area of Ogden City just east of the Central Business District. It is bordered by the Ogden River on the north, Monroe Blvd. on the east, Washington Blvd., Ogden Avenue and Adams Avenue on the west, and 26th Street on the south. The FFIEC 2019 population is estimated at 3,970 with a 56% minority population. For Census Tract 2009, the FFIEC estimated 2019 Median Family Income is \$46,966—64% of the area median income (AMI), and 37% of the census tract population is below the poverty level.

**Census tract 2013.01** encompasses an area of 188 acres, at approximately 1.01 miles east to west and .28 miles north to south, and which lies just south and east of the Ogden City Central Business District. It is bordered by 26th Street on the North, 28th Street on the south, Adams Ave on the west, and Harrison Blvd on the east. The 2019 population is estimated at 2,658 with a 46% minority population. For Census Tract 2013.01, the FFIEC estimated Median Family Income is \$53,373—64% of the area median income (AMI), and 20% of the census tract population is below the poverty level.

**Census tract 2013.02** encompasses an area of 266 acres, at approximately 1 mile east to west and .87 miles north to south. It is bordered by 28th Street on the North, 32<sup>nd</sup> Street and Sullivan Road on the south, Harrison Blvd. on the east, and Adams Avenue on the west. The 2019 population is estimated at 3,704 with a 55% minority population. For Census Tract 2013.02, the 2019 estimated Median Family Income is \$40,169—48% of the area median income (AMI), and 34% of the census tract population is below the poverty level.

### **East Central Land Use / Zoning**

The East Central Community currently contains a mix of primarily residential land uses along with office, retail, institutional, and park space. There is a corridor of mixed land uses between 24<sup>th</sup> and 26<sup>th</sup> Streets that runs east/west from Washington Boulevard to Harrison. The area just east of the CBD between 22<sup>nd</sup> and 28<sup>th</sup> Streets contains a mix of land uses as well. These include New Bridge School, Lester Park, James Madison Elementary School, Midtown Medical Clinic, Weber County Library, numerous apartments, group homes, businesses and single-family homes. single-family homes that have been converted to apartments. This area is a mix of land uses that are conveniently located near the downtown. Although there are numerous legal and illegal nonconforming buildings and land uses, along with the established commercial areas, the predominant land uses are single-family homes.

Most of this community is built out, the potential population growth in the future will come from development of vacant inner block areas and mixed-use projects at certain locations. The EC population may decrease for a time as some homes that were converted to apartments are removed or restored to single-family or lower density housing. Since there are few opportunities for Ogden to expand its boundaries, the new growth will primarily occur in the form of infill housing on these vacant areas within the blocks.

### **East Central Community Resources**

The East Central Neighborhood is a unique blend of residentially oriented land uses with a rich history of architecture that dates back to the late 1800's. Sprinkled around the community are a number of small commercial buildings built in the early 1900's that serve the surrounding residential community. The block at 24<sup>th</sup> and Monroe (between 25<sup>th</sup> and Quincy) has been established as a commercial center. However, it has fallen into hard times and is at present underused.

The principle streets within the EC are Monroe, which runs north/south, and 24<sup>th</sup> Street, which runs east/west. Monroe serves as the principle "Connector" between the neighborhoods to the south and north of the EC area. Between Adams and Harrison Boulevard, 24<sup>th</sup> Street contains numerous points of community interest. It also connects to West Ogden and I-15 via the Viaduct.

The EC neighborhood has four specialized parks that are available to the public. The Ogden City Cemetery is a major open space north of 20<sup>th</sup> Street between Monroe and Ogden Avenue and occupies a total of 56 acres (1 acre for pets). Just east of the cemetery at the corner of 20<sup>th</sup> and Monroe is the old State School for the Blind, which is the Ogden City Schools administration complex.

### **EC Housing Stock**

There are many varieties of housing stock in the East Central. No other area of the City has the variety of residential architectural styles as the EC. The original leaders of the community built their homes primarily in the Jefferson and Eccles Historic Districts. The remainder of the homes in and around the EC neighborhood are modest homes built by the merchants, railroad workers and tradesman of the time. Many of the single-family homes built in the early 1900's still exist today. The EC has been designated a historic district, known as the Ogden Central Bench Historic District. Due to housing needs right after World War II, some of the homes converted to multi-dwelling units—these are nonconforming residential properties. Slowly, the area is experiencing a reduction in units per building as some of these buildings are being returned to their original density. In addition, apartment buildings located in the EC residential neighborhood create mixed housing types and create affordable housing alternatives to local residents.

Ogden City has invested local and federal funds in improving the EC housing stock by demolishing blighted homes and constructing new, context sensitive, affordable single-family homes. These homes have the advantage of new and modern interiors but with the same exterior design features that are characteristic of many of the homes in the area.

### **East Central Community Plan**

The East Central Community Plan vision focuses primarily on four topics defined from the public meetings and the EC Steering Committee:

- a. Community Identity
- b. Land Use
- c. Parks and Recreation
- d. Transportation

The East Central Community Plan goals include:

- Targeting CDBG, HOME, EDI and other funding to the East Central area, with an emphasis on the blocks between Quincy and Harrison.
- Focusing attention on increasing homeownership in the area to an average of 50% from its current rate of 38% through targeting the Own-in-Ogden program and utilizing the resources of the recently awarded HUD “Asset Control Area” to retain HUD foreclosed properties as owner-occupied, providing additional homeownership opportunities;
- Wherever possible, re-convert rental properties back to their original use as single-family, owner-occupied homes, providing additional homeownership opportunities for low-moderate income households
- Renovate historic rental properties to improve housing quality and provide quality, affordable housing for low-moderate income households
- Create homeownership opportunities through new construction, infill housing
- Rehabilitate existing homes to provide safe, affordable housing for low-moderate households
- Affect public improvements including streets, sidewalks, curb, gutter, driveways, sprinkler systems, trees and lighting
- Reduce crime through aggressive crime prevention and suppression, code enforcement and development of Neighborhood Watch groups, and
- Continued support for Community Councils to foster increased resident involvement.

### **CENTRAL BUSINESS DISTRICT (CBD)**

**Census tract 2011** encompasses an area of 957 acres, at approximately 1.1 miles east to west and 1.97 miles north to south, and which lies at the heart of the Central Business District of Ogden City. It is bordered by the Ogden River on the north and 27th Street and State Route 79 on the south. The Census Tract 2011 population is estimated at 1,985 with a 33.1% minority population. For Census Tract 2011, the 2019 estimated Median Family Income is \$36,026—43% of the area median income (AMI), and 49% of the census tract population is below the poverty level.

**CBD Land Use / Zoning** - The CBD Community currently contains a mix of office, retail, institutional, recreational, some manufacturing, along with varying densities of housing from older single-family homes to new apartment buildings. At the northern end, between Wall Avenue and Grant and 18th and 20th Street is a “Mixed-Use” (MU) zoning that is oriented to the future development along the Ogden River. The River Project is a high density/residential area with some commercial and open space components. This area will serve as a transition from the CBD to the neighborhood to the north and provide an important high-density housing opportunity area.

A key component of a downtown's viability is its proximity to population centers and its own function as a place to live, work and play.

**CBD Community Resources** - The CBD is the geographic, cultural, and governmental center of Weber County. It contains a variety of living, working, entertainment and eating establishments in its most condensed urban form for the entire region. The neighborhood appears to be most attractive to "empty nesters" even though a charter elementary, middle and high school are located in the CBD. While there are other retail centers within Weber County, this area contains the mixture of components of commerce, entertainment, transportation and government that make an urban center. Transportation improvements in the area include the addition of the intermodal hub and the UTA station for the Frontrunner commuter rail which began service in April 2008. The CBD neighborhood consists of 5% of the total land area in Ogden City. The resident community of the CBD is growing.

**CBD Housing Stock** - The CBD housing stock is a mix of dwellings of various age and density. Some of the old single- family homes still exist from when the CBD was just forming. The exceptions would be the longtime residents on the periphery of the CBD. Options for mixed-use housing and higher density housing have increased in the last decade. This is an area of transition between the more "urban" core and the adjacent residential neighborhood.

### **Central Business District PLAN / Downtown Master Plan / MAKE OGDEN**

The Central Business District (CBD) Community Plan is the strategic plan that guides the vision and growth of the neighborhood. MAKE OGDEN offers a new planning process to create a new Downtown Master Plan that will effectively change portions of our General Plan/CBD Community Plan and will guide the future development of our downtown through the next two decades. As the Wasatch Front experiences unprecedented growth, the City of Ogden continues to position our downtown as a competitive location for businesses to thrive and an excellent place to live and play. The CBD is Ogden City's downtown

**CBD Community Involvement** – the MAKE OGDEN process included identification of Project Tenets for Downtown Master Plan Drivers.

#### **Project Tenets for Downtown Master Plan Drivers:**

- 1) Evolve Real Estate & Land Use – Increase the quality and number of housing options in and around downtown, while balancing the growth trajectory to ensure an equitable development pattern.
- 2) Memorialize Historic and Cultural Assets – Increase the quality and number of housing options in and around downtown, while balancing the growth trajectory to ensure and equitable development pattern.
- 3) Expand Transportation and Mobility - Ensure that the plan accommodates increased vehicular traffic, encourages use of public transportation, and improves pedestrian circulation while connecting to amenities and important job centers throughout the city at-large.
- 4) Change Real Estate and Land Use - Increase the quality and number of housing options in and around downtown, while balancing the growth trajectory to ensure and equitable development pattern.
- 5) Promote Social Equity and Amenities - Provide greater access to social services and amenities such as schools, day care, grocery stores and entertainment to attract permanent residents and a larger spectrum of commercial tenants.



- 6) Enhance Media and Brand - Expand upon Ogden City's growing experiential market through its unique branding and series of cultural events. Advance the brand of Ogden as a place in people's collective consciousness.

### **JEFFERSON COMMUNITY PLAN**

The Jefferson Planning Community is located in Census Tracts (2012, and 2018). The 2010 Jefferson Community plan boundary was originally located between 27th Street and 36th Street & Washington Boulevard and Wall Avenue and later expanded the boundary west to Pacific Avenue which would also include the Newgate Mall.

**Census tract 2012** encompasses an area of 294 acres, at approximately .82 miles east to west and .58 miles north to south, and which lies south of the Ogden City Central Business District. It is bordered by 27th Street on the north, 31st Street on the south, Adams Avenue on the east and the Union Pacific railroad yards on the west. The Census Tract 2012 population is estimated at 2,274 with a 69.% minority population. For Census Tract 2012, the 2019 estimated Median Family Income is \$21,216—25.5% of the Area Median Income (AMI), and 48% of the census tract population is below the poverty level.

**Census tract 2018** encompasses an area of approximately 390 acres. The boundary extends from 27th Street south to 36th Street and Washington Boulevard west to Pacific Avenue which would also include the Newgate Mall, as shown in the location map. The Census Tract 2018 population is estimated at 1,930 with a 64% minority population. For Census Tract 2018, the 2019 estimated Median Family Income is \$34,395 – 41.34% of the Area Median Income (AMI), and 37% of the census tract population is below the poverty level.

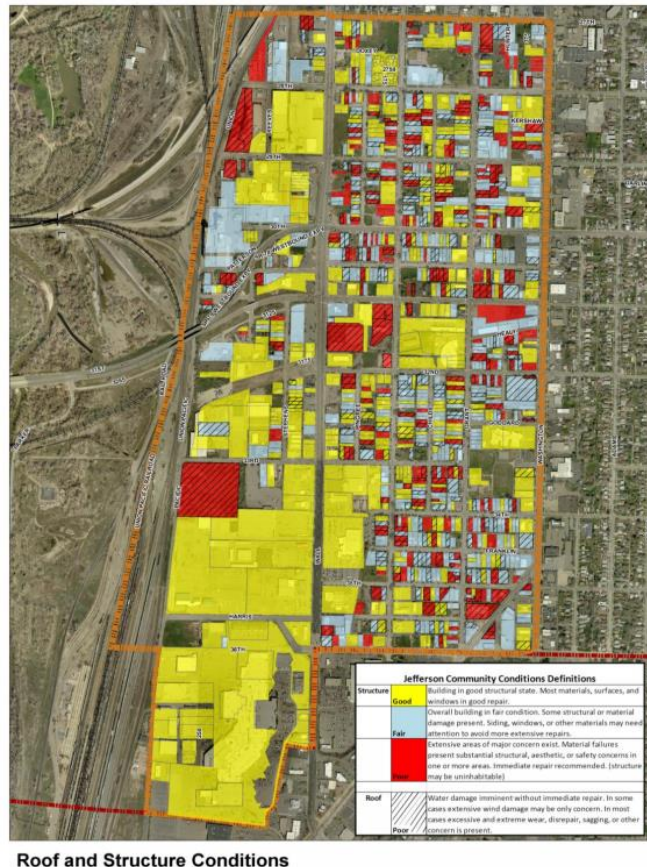
**Land use** - The Jefferson Community has a mixture of uses. The largest single land use not including the roads is commercial (44.14% of the total land area). The next is 24.35% being residential with 21.05% of that amount used as single-family homes. Two commercial corridors run through this community which are Washington Boulevard to the east and Wall Avenue to the west. The freeway construction in the early 70's which included the construction of 30th and 31st Street introduced commercial zoning along portions of these streets. These east-west roads divide the community into north and south halves.

**Rental Occupancy** - A concern of older neighborhoods is a change in single-family homes from owner occupancy to rental occupancy. This trend has occurred in Jefferson Community. The reasons for this transition include, among other things; age of occupant/owner, change in family needs, and cost of buying and upgrading an older home compared to a new home, etc. While high rental occupancies are expected near multifamily development such as that found at the northern area of the R-4 Zone, they are not expected to be moderate in the predominantly single family areas of the community.

**Building Structure Condition** - An inventory of the housing conditions throughout the community was done that looked at the roof and structure conditions in 2013. The structure conditions was based upon three different categories (good, fair and poor. The majority of the building conditions in this community were considered to be in fair condition (40.53%). 34.88% of the building were considered to be good condition. 24.59% of the buildings were considered to be in poor condition.

The Jefferson Community Plan focuses on three major topic areas:

- Land Use - Protecting and maintaining single-family homes and properties are the primary concerns of the community.
- Open Spaces and Pathways – Preserving the open spaces at the two community parks and provide the recreational programs and services to the community.
- Transportation. – Improve traffic circulation and improve the aesthetics of streets.



**Roof and Structure Conditions**

**Community Involvement** – Jefferson Community information gathering meeting was held. The Jefferson Community Steering Committee assisted the City’s Planning staff in developing a Jefferson Community Plan. Another open house provided the public an opportunity to review the plan before adoption.

The following is a list of the primary issues identified from the public meetings and by the Jefferson Community Steering Committee.

- Maintain the one school in the community.
- Provide city services for spring clean-up to help residents in the area with limited funds maintain their properties.
- Special attention to Wall Avenue and 31<sup>st</sup> Street due to high traffic and as a gateway to downtown.

- Poor building maintenance is a problem in the area. Dwellings need to be maintained; commercial development has impacted the vitality of the housing stock; and less code enforcement.
- A large grocery store is preferred over many local markets.
- Wall Avenue should have a mix of uses rather than just auto related use.
- More police presence
- Improve the Marshall White Center park
- Better lighting and police presence at Marshall White park and Jefferson Park.

## VI. STRATEGY DEVELOPMENT

A review of potential challenges and opportunities as well as the Five Year Consolidated Plan's Needs Assessment and Market Analysis, stakeholder consultations, and public input contributed to the development of the NRSA Strategy.

### Potential Challenges

#### **Access to capital (or lack of) in order to form a business in the NRSA**

The current financing products available within NRSA leave a number of gaps in finance structuring. Ogden suffered through migration following the demise of the railroad in the 1960's. During the subsequent reinvestment into Ogden, many smaller businesses are still in the first stages of development. Some are emerging from the first stage into early second stages and cannot meet current market financial requirements to attract capital. Even federal government programs such as the Small Business Administration (SBA) 504 programs and 7a programs (which programs finance up to 40% of the cost for fixed asset acquisition, and serve as a guarantee for traditional lending respectively) are largely inaccessible to most of these types of companies. These companies are typically owned by low-moderate income individuals (LMI), emerging ethnic groups, young college age students and young married individuals who have no historical family or community wealth and have no resources that can be leveraged or utilized to make the equity contributions required for the SBA 504 loans. The younger entrepreneurs who have not been in business long enough to accumulate sufficient wealth to fulfill the requirements make up a significant portion of the population (one of the highest in the nation). Under the SBA 7a program, the younger, less developed companies, having the same demographic profile as above, face the same issues.

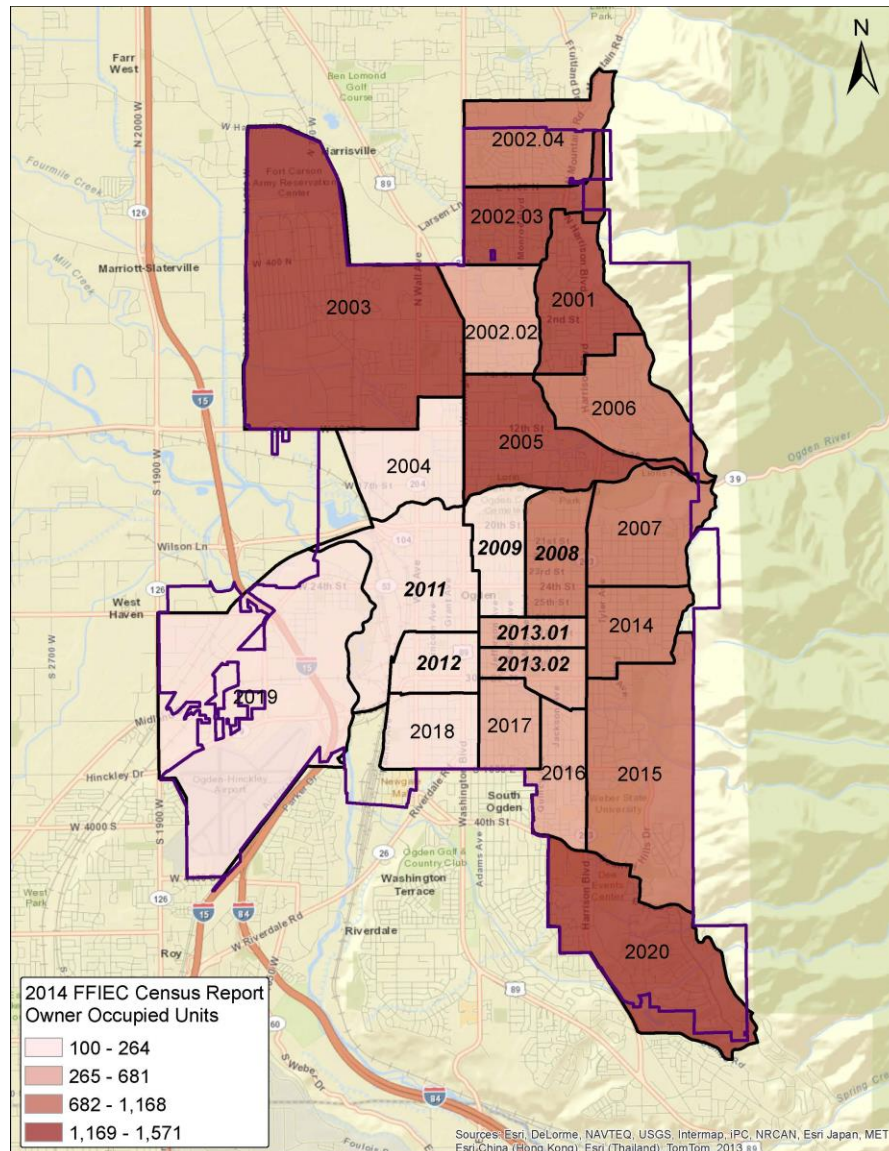
#### **Housing conditions overview**

There are considerable amounts of fair to poor housing conditions in the Central Business District, East Central and Jefferson Community, which make up the NRSA. The NRSA has a lower than the City average rate of owner occupancy, which has contributed to a significant amount of blight and deterioration. In addition, this area has an above average number of vacant units compared with overall City averages. See the two maps on Page 13, NRSA Owner Occupancy and Renter Occupancy by Census Tracts Maps. Although the area was originally developed with single-family homes, there are a considerable number of the multi-family housing structures are the result of conversions rather than new construction. There are few blocks in East Central census track 2009 that have a majority of single-family housing. Restoring properties that have been converted from single-family homes into multi-family structures, particularly in historic districts, ranked as a priority with both the East Central and Central Business District citizen groups.

With the exception of census tract 2008, the number of renter-occupied homes far outnumber the number of owner occupied homes within the NRSA. Inside the NRSA, 56% of the housing units are renter occupied whereas as 28% are owner occupied. The remaining percent of units are considered vacant. The City, as a whole, has a much different composition of ownership. Within



the City, 51% of homes are owner occupied whereas 40% of homes are renter occupied. Below are charts (page 12) to illustrate the comparison of owner-occupied units and renter occupied units at the East Central, City, County and Utah state levels. The charts are from the Housing Assessment report and do not provide a table for the NRSA but rather offer a table only for the East Central community. Despite this limitation the tables provide a view of the housing tenure trends.



## Education / Jobs Skills Training Summary

A variety of external factors have led to a decrease in the economic prospects for many residents of the NRSA neighborhoods including a steady decline in household incomes, the 2008 housing crisis, and difficulty in obtaining credit. Many of the residents in these neighborhoods also have limited education and job skills, which have left them ill-equipped to apply for the new jobs emerging in Ogden that require technical and advanced skills. There is a greater need in these neighborhoods for programs which would increase residents' job skills and other programs which meet their economic and personal needs.

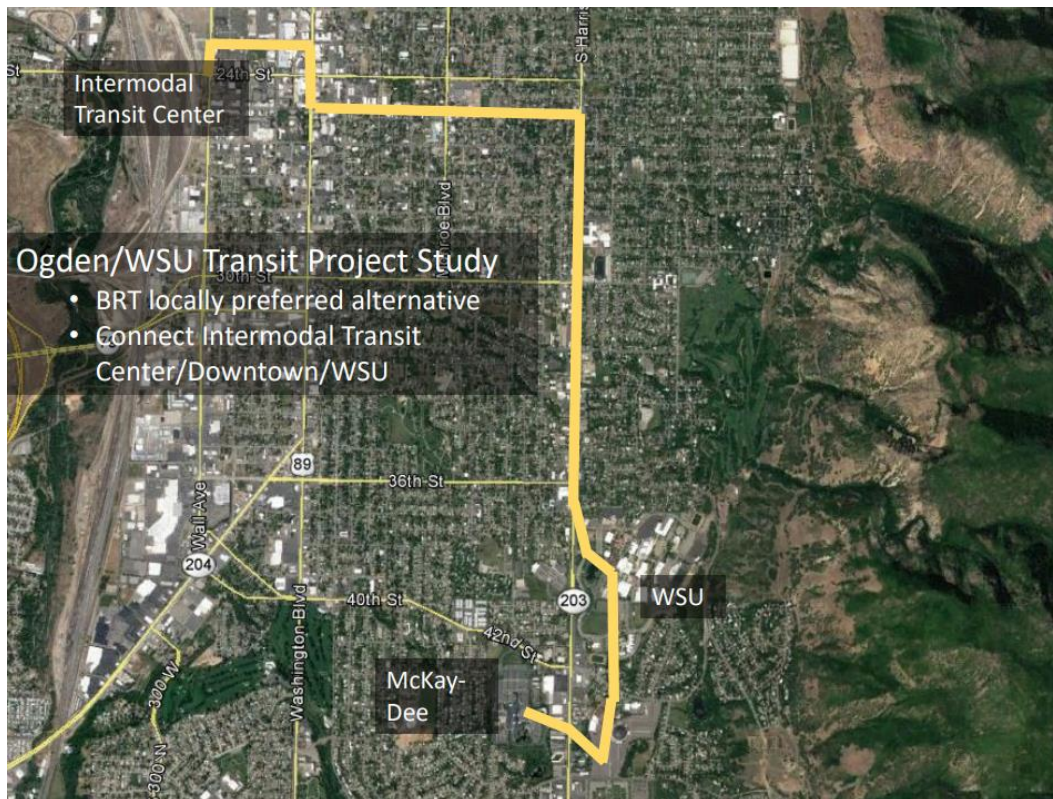
## Opportunities – New Revitalization Activities

### Review of Transit Oriented Development (TOD) Land Use Ogden Onboard – Bus Rapid Transit (BRT)

The Ogden/Weber State Transit Corridor Study provided a framework for transportation needs. In partnership with UTAH, Ogden City undertook a Bus Rapid Transit (BRT) Transit Oriented Development (TOD) study. The purpose of the study is to understand the potential for transit-supporting TOD development along the proposed BRT route. The study contributed to understanding the needs of the Ogden residents and particularly the transportation needs of The Ogden Onboard study identified land use and zoning issues to be addressed to capitalize on the areas along the route that are ready for development. These land use and zoning changes are key in not only ensuring the success of the BRT project but also in moving the City forward in its efforts to improve access to transit, address air quality issues, and provide quality affordable housing that is transit adjacent. **The Transit Study offers direct support to NRSA residents with key route from CBD to major employers.**

The Ogden Onboard study include key elements including:

- Mix of equitable housing
- Access to essential services
- Active transportation connections
- Connectivity to regional transit system.



### MAKE OGDEN

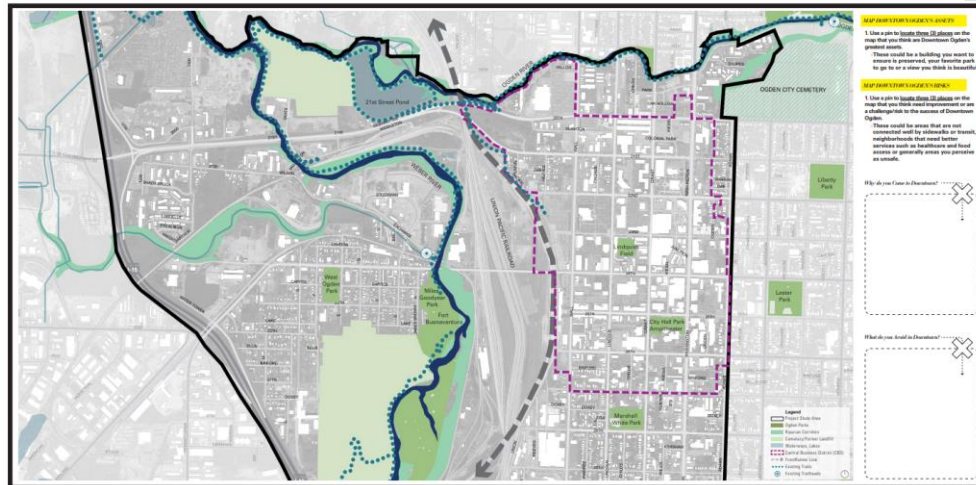
MAKE OGDEN is underway and is a collective effort to develop a Downtown Ogden Master Plan which engages Ogden City with a wide range of stakeholders from neighborhood organizations to interested citizens. The Downtown Ogden Master Plan will serve as a tool to better understand the public's vision for downtown Ogden's public spaces, commercial assets and housing needs along with a better understanding of the unique challenges facing downtown Ogden. Media



outreach, online surveys, as well as, community engagement Open Houses, and information booths at public events provide an opportunity to share content and test the community's response to Make Ogden recommendations. Public feedback is key to the development of the plan. The Downtown Ogden Master Plan provides a direction for the use of community resources, included HUD funding.

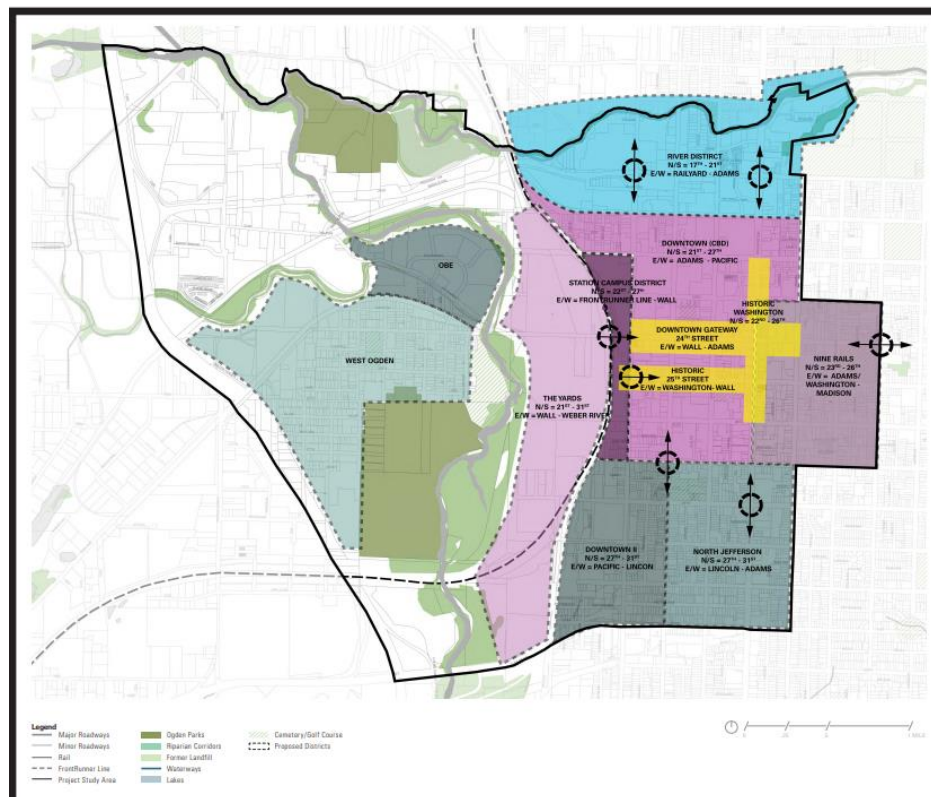
## DOWNTOWN ASSETS

### Opportunities and Challenges



## DOWNTOWN DISTRICTS

### Development of Neighborhoods



## New Housing Revitalization partners

### Weber Housing Authority (WHA) - new housing projects

In partnership with Community Development, WHA is partnering with the City to develop new housing units affordable to LMI households as rentals with an option to purchase. The goal is for the tenant to eventually purchase the home and progress to homeownership.

2881 Lincoln

WEBER  
HOUSING  
AUTHORITY  
PARCELS

3238 Pingree

286 Franklin



129 141 30th St, Ogden

### Habitat for Humanity

Building upon the momentum and leveraging housing projects of partner non-profit organizations. Habitat targets the NRSA's Census Tract 2018 for new housing construction projects.

## New Economic Development revitalization partners

### Utah Hispanic Chamber of Commerce "UHCC"

Ogden City partnered with the **Utah Hispanic Chamber of Commerce "UHCC"** to create a microenterprise training program designed to help small business owners and entrepreneurial driven individuals take their skills and knowledge to a refined level in order to establish a well-oiled business practice. UHCC administers the training program. Business owners who complete the program, may then apply for Ogden City's Microenterprise Loan Program and may receive a loan rate reduction.

## Business Loans of Utah “BLU”

February 2018, Ogden City partnered with Utah Small Business Growth Initiative, LLC dba **Business Loans of Utah “BLU”** to create a new loan fund for local businesses to gain access to capital, when not yet bankable. BLU’s mission is to provide access to capital that is not available to low moderate income entrepreneurs. BLU is designed to pool funds from several resources including local and national banks’ Community Reinvestment Act (CRA) funds, municipal funding from county and city, federal grants, and private equity investors to spread out the risk of lending to less than ideal borrowers. The goal is to leverage the small business loan program (as well as other federal state and local programs) to blend loans to reduce the risk to any one lender. By providing the tools and resources offered by nonprofit lenders like the BLU, local business entrepreneurs will be able to help the economic recovery activities within Ogden City’s NRSA.

## OgdenCAN

Ogden City is a contributing member to Ogden Civic Action Network (**OgdenCAN**). OgdenCAN works as an alliance of seven anchor institutions and numerous partners to help revitalize the East Central Neighborhood of Ogden. This network focuses on improving health, housing and education. Part of OgdenCAN’s mission is to plan and develop a series of initiatives called evidence-based interventions. Part of the plan is to recognize existing challenges and to create ideas, plans and programs to help remove barriers and create opportunities for the residents.

## OgdenCAN Anchor Institutions & Partners




Leadership by local anchors is what makes OgdenCAN special.

Anchors are large organizations grounded in Weber County who have committed their *energy* to this neighborhood. They recognize their *collective impact*, understanding just how much can be accomplished when there is a collaborative spirit, common goal, and shared metrics.

Efforts originally began by examining what is already underway in each anchor organization, thoughtfully evaluating business practices, and then identifying ways to leverage existing resources. There are three pillars of an anchor philosophy: **HIRE local**, **BUY local** and **INVEST local**.

 <p><b>Intermountain Healthcare McKay-Dee Hospital</b></p> <p>Helping people live the healthiest lives possible®</p> <p><b>Contact</b> Lisa Nichols Community Health Executive Director <a href="mailto:lisa.nichols@gmail.org">lisa.nichols@gmail.org</a></p>	 <p><b>Ogden City</b></p> <p>Ogden's brand is in its people. We are fiercely independent and unafraid to shake things up; we do not take no for an answer once we have set our minds to something; we are innovators; we are diverse; and we are unconditionally welcoming.</p> <p><b>Contact</b> Mark Johnson Chief Administrative Officer <a href="mailto:markjohnson@ogdencity.com">markjohnson@ogdencity.com</a></p>	 <p><b>Ogden Regional Medical Center</b></p> <p>Not bigger. Just better.</p> <p>At Mountain Star we are dedicated to providing quality and accessible healthcare through a cost-effective and patient centered approach.</p> <p><b>Contact</b> Tiffany Burnett Assistant Administrator <a href="mailto:tiffany.burnett@mountainstarhealth.com">tiffany.burnett@mountainstarhealth.com</a></p>	 <p><b>Ogden School District</b></p> <p>Maximizing educational opportunities for all students in a safe nurturing environment and empowering excellence through education.</p> <p><b>Contact</b> Sondra Jolovich-Motes Equity &amp; Access Executive Director <a href="mailto:jmotess@ogdensd.org">jmotess@ogdensd.org</a></p>
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 <p><b>OGDEN-WEBER TECHNICAL COLLEGE</b></p> <p><b>Ogden-Weber Tech College</b></p> <p>We build a prosperous community by creating a technically-skilled workforce one student at a time.</p> <p><b>Contact</b> Chad Burchell Vice President for Student Services <a href="mailto:chad.burchell@otech.edu">chad.burchell@otech.edu</a></p>	 <p><b>WEBER-MORGAN HEALTH DEPARTMENT</b></p> <p><b>Weber-Morgan Health Department</b></p> <p>We assess, promote and protect the public health needs of our community, enhance the quality of our environment and assure access to appropriate services delivered by a professional staff dedicated to excellence and innovation.</p> <p><b>Contact</b> Brian Bennion Health Officer/Director <a href="mailto:bbennion@co.weber.ut.us">bbennion@co.weber.ut.us</a></p>	 <p><b>WEBER STATE UNIVERSITY</b></p> <p><b>Weber State University</b></p> <p>We provide associate, baccalaureate and master degree programs in liberal arts, sciences, technical and professional fields. Encouraging freedom of expression and valuing diversity, through excellent educational experiences for students.</p> <p><b>Contact</b> Brenda Kowalewski Associate Provost for High Impact Programs and Faculty Development <a href="mailto:bkowalewski@weber.edu">bkowalewski@weber.edu</a></p>
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## Opportunities – Continuing Revitalization Activities

### HOUSING OPPORTUNITIES

Housing projects currently in the Five Year Consolidated Plan that may be considered for NRSA allocations include:

### Quality Neighborhoods (Asset Control Area (ACA) and Purchase / Rehab / Resale):

HUD provides the City with a discount on the purchase of foreclosed properties in the ACA area, which is in the NRSA. These homes require substantial repairs to bring the home up to quality standards. CDBG and HOME funds provide the funding needed for the city renovate homes and keep the home affordable to LMI households. Synchrony Bank provides an additional resource, a private line of credit, to the city for housing rehab opportunities.



## CHDO Projects

Utah Non-Profit Housing Corporation a certified Community Housing Development Organizations (CHDO), partners with the city on various rental, rehab and new construction housing projects



## Stone Hill – Infill Housing Project

The City's infill housing program provides the coordinating support to bring together private, federal and local resources needed to create a broad ranging of housing options. Stone Hill Infill housing project provides the needed resources to take a blighted property and vacant land and transforms it to quality housing unit that enhances the neighborhood and improve the overall appearance of the City and attract potential residents. Thru the NRSA, the city can aggregate housing units to provide housing options available to a range of incomes in a census tract with high poverty and high rate of LMI households.



Before - abandoned Dee School



After – new homes in NRSA

## Opportunities – Continuing Revitalization Activities ECONOMIC EMPOWER OPPORTUNITIES

### Business Information Center (BIC)

The BIC is Ogden's one-stop shop public service for business resources, capital opportunities, counseling and mentoring thru the BIC partners: SCORE, SBDC and Utah Hispanic Chamber.



Business Success Starts Here.

**SCORE**  
Counselors to America's Small Business





## Small Business Loan Program

Creates jobs in the NRSA by providing direct financial assistance to help business start-up, move to Ogden or expand their business. The NRSA provides the city relaxed reporting requirements to make establishing a business in the NRSA without a ton of paper work.



## Micro-enterprise Loan Program

Provides access to capital to LMI micro-enterprise business owners who struggle find financial resources.



## EDUCATION OPPORTUNITIES

The City works closely with Ogden School District, Weber State University, Ogden Weber Community Action Partnership (OWCAP) and Ogden Civic Action Network (OgdenCAN) to develop strategies to address the needs of residents in the NRSA neighborhoods and to increase economic empowerment. Also, the city collaborates with Cottages of Hope, whose mission to create pathways to prosperities for Ogden and Weber County LMI residents. The NRSA has been a catalyst for neighborhood revitalization that included the identification of partnerships and resources that would improve school performance, career skill development and improve housing options in a RCAP.

### From lowest performing school to STEM school

Ogden City and Ogden City School District partnered to create a new education opportunity for students in the NRSA.

In the NRSA, the Dee school opened in 1970 with an experimental design that included a no-walls layout. The thought was to inspire interactive and creative learning. In reality the no-walls, open-floor-plan meant teachers and students were distracted and hearing activity from classes all around them. This helped Dee School to become one of the lowest performing schools in Utah. After Ogden School District permanently closed the Dee School doors, Ogden City purchased the Dee school property. The site became the location of the Stone Hill subdivision, revitalizing the neighborhood with new, quality housing options. A new Dee Elementary School (which was later named New Bridge School) was built on the 2100 block of Madison Avenue, west of Liberty Park. New Bridge is a magnet school with a focus on science, technology, engineering, and mathematics; it includes lab areas, wireless internet for all students, and touchscreen monitors. Teachers were selected for their ability to use state of the art technology in instruction and have a two-year graduate-level STEM endorsement. Administrators foster partnerships with local STEM-related institutions and businesses, including Weber State University, Ogden-Weber Applied Technology College, Boeing, ATK, L3 Communications, Hill Air Force Base, Peterson Inc., and

Williams International to further develop students' STEM skills that are relevant and needed in today's higher wage-earning careers emerging in Ogden. See Exhibit D - Neighborhood Turnaround – Impact of the New Bridge School for more details on the success of this revitalization effort.

### **Workforce Alignment Initiative**

Economic vitality depends on an appropriately educated, skilled workforce. An educated and skilled workforce is key to Ogden's economy and its success as a city. Ogden City's Business Development Division supports Ogden and Weber School Districts, WSU, Ogden Tech College, Hill Airforce Base and Utah Advanced Materials & Manufacturing Initiative along with other Workforce Alignment initiatives. Ogden City participated in Weber State University (WSU's) initiative to create a Regional Workforce Development Plan and a Personnel Recruitment and Retention Program.

### **Mayor's STEM Initiative**

Mayor's STEM Initiative is bringing together the coordination with education, government, and industry partners in Northern Utah to grow the pipeline of qualified STEM labor and ensure that local residents are prepared to access high-quality jobs. In partnership with Ogden City School District on successful \$300,000 grant from the STEM Action Center to implement the SOAR into STEM program, which will bolster STEM career readiness.

### **Workforce and Entrepreneurial Development**

Includes participation in Chamber of Commerce Workforce Development Committee and support for GOED's STEM Action Center, ongoing coordination with Hill Airforce Base to ensure that workforce needs are met, and support for Utah Cluster Acceleration Partnership grants to OTECH (Non-Destructive Inspection training) and Weber State University's Projection Control and Automation equipment and program).

### **OTech Custom Fit**

The City of Ogden collaborates with Utah Division of Workforce Services (DWFS) to ensure the development of locally-driven training and placement programs that offer high-quality education to potential employees and technical assistance to new and established businesses, consistent with their specific needs. Each year the Utah State Legislature allocates Custom Fit funds to encourage companies to pursue training that will maintain and grow Utah's businesses. The Ogden Weber Tech Custom Fit Training program administers the Custom Fit funds for Weber County. Custom Fit has developed and conducted hundreds of customized training programs for local employers. The Custom Fit Training & Workforce Development Program is an employer training service provided by the Ogden Weber Tech College. Custom Fit Training offers flexible, customized training programs, designed to enhance and retain the skills and abilities of employees in order to keep Utah companies competitive and stimulate economic development. The State of Utah has been recognized year after year as having one of the strongest economies in the country and the economic growth is expected to continue

### **CIRCLES**

Ogden Weber Community Action Partnership (OWCAP) operates CIRCLES an anti-poverty program in Census Tract 2018. OWCAP works to end poverty and personal empowerment. Ogden City staff serve on the OWCAP Board and along with partners have committed resources to OWCAP. Together through synchronizing efforts, Ogden City, OWCAP and partners can achieve NRSA residents' empowerment goals and assist in involving citizens in planning processes. Circles USA gathers middle-income and high-income volunteers to support families in

poverty. Surrounded by people who have landed jobs, negotiated a lease, or managed credit card debt, for example, people experiencing poverty are more equipped to achieve long-term financial stability. Participants who complete the program achieve a 39% increase in income after six months and a 78% increase in income after 18 months. Participants continue to increase their income—even after the 18-month period. CIRCLES is a long-term program that assists families and individuals reach financial stability.

## Leverage Potential

With limited federal resources and a significant amount of needs, Ogden City leverages HUD funds with other public and private resources to maximize CDBG funding to better promote the goals outlined in this plan.

## Asset Control Area (ACA) Housing Rehab Program

The City has partnered with HUD to focus resources in an Asset Control Area (ACA) which leverages private dollars, as well as, federal funds to rehabilitate Ogden's distressed and vacant housing in the East Central neighborhood. The City receives a 50% discount to purchase the abandoned home from HUD. The discount is used to make the significant amount of rehabilitation needed to bring the home up to decent, quality standards. Then the City's sells it to a Low to Moderate Income (LMI) household.

## Synchrony Bank Line of Credit

Also, the City has a private line of credit with Synchrony Bank. Synchrony Bank receives CRA credits for loaning funds to the city for ConPlan activities. These funds are often used to purchase and/or rehabilitate a Quality Neighborhood Program home or to purchase and/or build new homes as an Infill project. When the home sells, Synchrony Bank is paid back.

## Home Exterior Loan Program (HELP)

The Home Exterior Loan Program (HELP) utilizes City General Funds to rehabilitate housing city-wide without income or geographic restrictions. The HELP program gives home repair loans to homeowners to preserve and enhance existing homes in Ogden's vintage neighborhoods. HELP loans are available city-wide and to all income levels of homeowners that qualify. Loans may fund exterior improvements and some interior code upgrade.



HELP funded Project

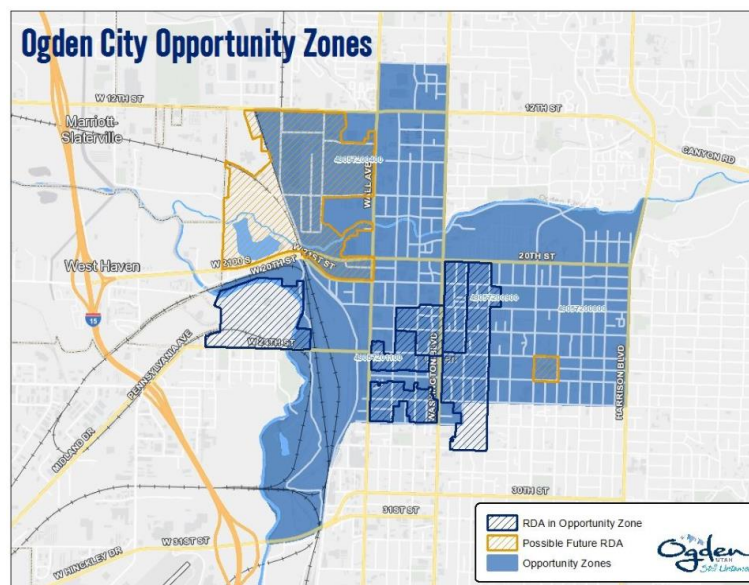
## Local Tax Increment Financing (TIF) Districts

TIF districts are created to assist in the redevelopment of distressed areas. As improvements are made to an area and the value of that area increases, the incremental property tax can be used for public improvements or given to developers for additional development.

## Opportunity Zones

In December of 2017, new tax legislation was enacted that included the “Investing in Opportunity Act.” This act created an investment tool called “Opportunity Zones,” with the goal of incentivizing private investment to revitalize economically distressed communities across the U.S. Over 8,700 census tracts throughout the nation were designated as Opportunity Zones, nominated by the governor of each state. The Opportunity Zone program provides tax benefits for investors to re-invest their capital gains into dedicated Opportunity Funds, which are then used to make investments in qualifying business or real estate projects in designated Opportunity Zones.

In Ogden City, there are five census tracts that are designated as Opportunity Zones and four are located in the NRSA. Census Tract 2012, 2011, 2018 and 2009 are Opportunity Zones. City-designated Redevelopment Areas (RDAs) that overlap with the designated Opportunity Zones may provide opportunity for additional local incentives. The designated Opportunity Zones and RDAs are shown on the map below.



## Business Loans of Utah “BLU”

February 2018, Ogden City partnered with Utah Small Business Growth Initiative, LLC dba **Business Loans of Utah “BLU”** to create a new loan fund for local businesses to gain access to capital, when not yet bankable. BLU’s mission is to provide access to capital that is not available to low moderate income entrepreneurs. BLU is designed to pool funds from several resources including local and national banks’ Community Reinvestment Act (CRA) funds, municipal funding from county and city, federal grants, and private equity investors to spread out the risk of lending to less than ideal borrowers. The goal is to leverage the small business loan program (as well as other federal state and local programs) to blend loans to reduce the risk to any one lender. By providing the tools and resources offered by nonprofit lenders like the BLU, local business entrepreneurs will be able to help the economic recovery activities within Ogden City’s NRSA.

## NRSA Performance Overview

See Appendix B and C for historic highlight of NRSA projects completed.



## NRSA ACCOMPLISHMENTS

Ogden City FY16-20

Objectives and Projects	2016	2017	2018	2019	2020	5 Year TOTAL	5 Year GOAL
<b>NRSA Objective: Improve the Quality of Housing</b>							
Quality Neighborhoods (housing units rehab)	8	10	7	7	7	39	60
Emergency Home Repair Loans (housing units rehab)	2	2	7	3	6	20	10
<b>NRSA Objective: Expand Homeownership Opportunities</b>							
Own In Ogden (down payment assistance) Household assisted	30	32	18	15	59	154	200
<b>NRSA Objective: Increase the Supply of Housing</b>							
Infill Housing Projects (new homes built)	9	11	1	6	7	34	20
Community Housing Dev Organization (housing units)	5	0	0	0	1	6	8
<b>NRSA Objective: Homelessness Prevention</b>							
Weber County Homeless Charitable Trust (grants)	0	1	1	0	0	2	3
<b>NRSA Objective: Improve the Safety and Appearance of</b>							
Target Area Public Improvements( Projects)	2	0	0	1	0	3	2
<b>NRSA Objective: Job Creation</b>							
Small Business Loan Program (FTE Jobs created/retained)	2	19	8	4	TBD	33	40
<b>NRSA Objective: Business Counseling</b>							
Business Information Center (people served)	1200	364	232	535	TBD	2331	2500
<b>NRSA Objective: Stimulate Economic Growth</b>							
Special Economic Development Projects (Businesses assisted)	1	1	1	2	TBD	5	3
Microenterprise Loan program (LMI micro-owners assisted)	0	7	2	2	TBD	11	7

## VII. NRSA goals and objectives

- Provide for appropriate infill of underutilized existing development
- Develop compatible vacant land infill projects
- Reuse of vacant commercial type buildings
- Promote the original use of buildings in those areas where they are now nonconforming
- Develop the block between 24th and 25th and Monroe and Quincy Avenues
- Establish zoning that reflects the history of the area
- Provide for Accessory Dwelling Units (ADU's) in certain areas of the neighborhood.
- Ensure Group Homes do not impact the stability of residential neighborhoods.
- Enhance existing parks
- Consider new open space and recreation development.
- Allow appropriate additional uses of the cemetery.
- Enhance the Urban Forest
- Enhance the local street system
- Promote Mass Transit
- Encourage Bicycle /Pedestrian Travel
- Consider appropriate alley uses that could benefit the neighborhood

Achieving the performance benchmarks requires the participation, cooperation and investment of many stakeholders. Given that CDBG funds are a significant source of investment, a NRSA plan is a logical step for the NRSA revitalization activities. Revitalization and creation of economic opportunity hinges on capital formation and support. To help turn around neighborhoods and to create job opportunities for local residents, the City implements aggressive redevelopment policies to create capital for targeted areas in the NRSA where jobs have not existed in the past.



New industries have been recruited to Ogden (nutraceuticals, pharmaceuticals, distribution and outdoor recreation). Efforts to recruit new industries to Ogden have been successful to an extent. While continuing these efforts industries development has helped inject vibrancy and activity into the Central Business District with over 1 million square feet of new development, the blight and poverty are so deep that the maintenance and continuation of many of the founding strategies and activities must be carried forward with the same level of energy as has been demonstrated during the past decade. Creating and generating jobs is the key to turn neighborhoods around and promoting opportunities.

## VIII. PERFORMANCE MEASURES

The NRSA Plan includes five housing, economic development, and neighborhood revitalization goal Priority Objectives. These goals mirror the strategic plan in the FY2020 – FY2024 Consolidated Plan. Goals apply more broadly to low- and moderate-income households across the City; however, given the prevalence of housing issues within the NRSA, the City of Ogden anticipates using the NRSA designation as a tool to guide additional investment into Downtown Ogden through increased investment opportunities (i.e. additional grant or loan resources by being located in the NRSA).

### CONPLAN PRIORITY OBJECTIVES

The following strategic objectives are to be implemented through the administration of five year ConPlan process and will address and support the neighborhood and economic development goals of the NRSA community:

#### **Priority Objective 1 – IMPROVE THE QUALITY AND INCREASE THE SUPPLY OF DECENT AFFORDABLE HOUSING**

- 1.1 Quality Neighborhoods – Rehabilitate and upgrade existing housing stock to alleviate conditions of blight and provide decent, affordable housing opportunities.
- 1.2 Emergency Home Repair Program (EHRP) – Enable low-mod income homeowners to stay in their homes
- 1.3 Infill Housing Program – Transforming vacant land or dilapidated housing units to quality and affordable housing units. The NRSA LMI aggregate housing benefit will provide the city the needed means to strategically place infill housing project that works toward increase housing values. This benefit will continue to build on the housing strategy initiated in the 2010 NRSA and extend for another five years to complete ongoing efforts and assist a struggling neighborhood.

#### **Priority Objective #2 – EXPAND HOMEOWNERSHIP OPPORTUNITIES**

- 2.1 Own in Ogden – Enable low to moderate families to buy a home

#### **Priority Objective #3 – IMPROVE THE SAFETY/APPEARANCE OF THE NEIGHBORHOOD**

- 3.1 Target Area Public Improvements – Enhance neighborhoods to create a suitable living environment. Implement public improvement projects that repair deteriorating and inadequate streets, curbs and infrastructure to support improved quality of life.

#### **Priority Objective #5 – CREATE GREATER ACCESS TO CAPITAL**

- 4.1 Microenterprise Loan Program - Support LMI Microenterprise owners by being the conduit for access to capital and/or entrepreneurial training for self empowerment.

#### **Priority Objective # 4 - STIMULATE ECONOMIC GROWTH**

- 5.1 Small Business Loan Program – Direct financial assistance to businesses that result in increased economic opportunities through the creation or retention of permanent jobs. Job creation / retention remains a major goal of the City's Five Year Consolidated Plan and the NRSA. The NRSA's job creation / retention area benefit eliminates the need for businesses to track the income of persons that take or are considered for CDBG-funded jobs. CDBG funds provide needing funding to businesses that

cannot get bank loans and attract businesses to open in Ogden, which facilitates job creation. This program encourages long-term investment and job creation in low-income areas in Ogden.

5.2 Business Information Center - Provide business counseling as a public service to attract new business start-ups and improve the rate of survival of businesses in Ogden.

5.3 Special Economic Development Projects - Support the expansion of CBD's economic base by developing underutilized properties, providing financial assistance to businesses, removing blight, or job creation/retention activities.

<b>Performance Measures Summary PROGRAMS AND PROJECTS 2021-2025</b>	<b>5 year City's GOAL</b>	<b>5 year # in NRSA</b>	<b>5 year % in NRSA</b>
1.1 Quality Neighborhoods (HUD Asset Control Area): Housing units	27	24	90%
1.2 Emergency Home Repair: Housing units rehabilitated	25	15	60%
1.3 Infill Housing	9	8	89%
2.1 Own in Ogden Down Payment Assistance: Loans	225	180	80%
3.1 Target Area Public Improvements: Projects	2	2	100%
4.1 Microenterprise Loan Program	30	24	80%
4.1 CV-Microenterprise Loan Program	20	16	80%
5.1 Small Business Loan Program: Full-time Jobs created/retained	18	32	80%
5.1 Small Business Loan Program: Businesses in urgent need assisted	20	36	90%
5.1 CV-Small Business Loan Program: Full-time Jobs created/retained	18	9	50%
5.1 CV- Small Business Loan Program: Businesses in urgent need assisted	20	16	80%
5.2 Business Counseling (BIC): People served	2,500	2,500	100%
5.3 Special Economic Development: Projects	2	1	50%

## IX. SUMMARY

The NRSA works toward creating a strong economic foundation that fosters prosperity for all Ogden residents and creates quality neighborhoods that offer value and a desirable place to live. The city has designed programs to support infrastructure that support the creation of business development projects and quality neighborhoods; job creation and retention programs that create full-time job opportunities to offer residents a means out of poverty; housing rehabilitation programs that increase decent affordable housing options and new housing development that work to increase property value and allow residents to stay in Ogden while they improve their social and economic status within the community; and homeownership opportunities to support renters to become homebuyers. Ogden's proposed NRSA area capitalizes on several existing assets, leverages public investments, supports economic empowerment for residents, and addresses high rates of housing need and limited access to opportunity. By renewing the NRSA plan, the Central Business District, Jefferson Community and East Central neighborhoods will continue to bring resources together to build on the strategy adopted in the 2010 NRSA. The NRSA strategy builds complete neighborhoods that have access to jobs, housing, and essential services.

The activities outlined in this NRSA plan reflect and are meant to be consistent with the goals and needs expressed by citizens, stakeholders during the ConPlan planning process. Those plans called for strategic initiatives in housing development, economic development, zoning and land use, parks and recreation, community identity, transportation, and infrastructure. Many of the recommendations have already been fulfilled by the Ogden City Planning Department and other recommendations are scheduled or on a "wish-list" for implementation when funding is available. The NRSA plan does not purport to fulfill all of the many recommendations of the neighborhood plans or citizen recommendations. However, it does evidence to the community that a critical

mass of effort is being made that merits granting the NRSA regulatory flexibility available to the CDBG-assisted activities.

## EXHIBIT A - CITIZEN PARTICIPATION

Prepared by TANNER

Dialogue Session Answers

Dialogue Session Answers



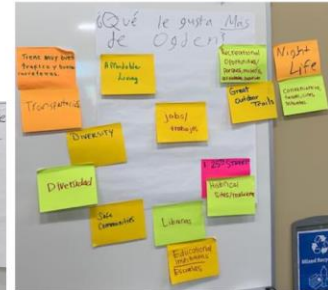
East Bench Neighborhood



Open Town Hall

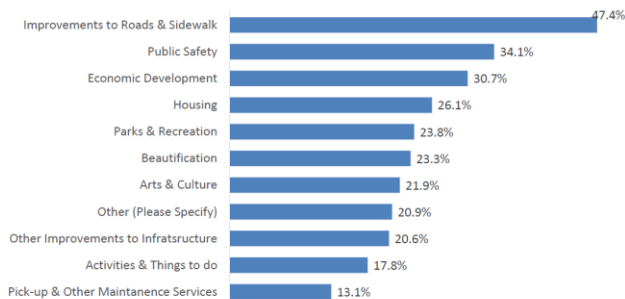


WSU Faculty



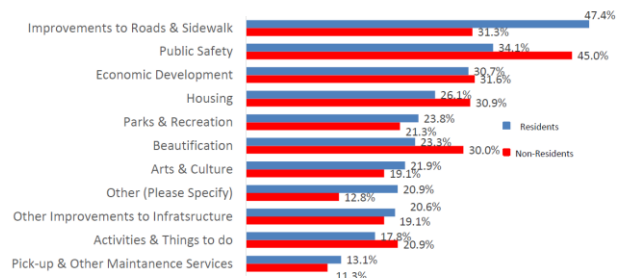
Spanish Dialogue Session @ CCEL

Where would you like the City to focus future resources to enhance the community?



1085 people responded with 3034 answers

Where would you like the City to focus future resources to enhance the community?



In comparison to residents, non-residents comparatively value similar topics, with less of a total percentage on improvements to roads and infrastructure. However, Non-Residents greatly valued Public Safety, and improvements to Beautification. 320 non-resident respondents and 874 resident respondents.

### Improvements to Roads & Sidewalks

Top suggestions: Make Sidewalks walkable, improve roads for long-term. Spread improvements throughout community.

"Roads. Ogden has some pretty bad roads. Every time they are torn up for utilities, etc., contractors do not do a good job in fixing the roads. We used to chip and seal a lot as well. I cannot remember a large road reconditioning for quite a while."

"The sidewalks are really dangerous for runners. Lots of bumps and uneven things. I've fallen down and gashed myself open pretty badly."

"In general, a lot of the road surfaces are terrible with potholes and patches. Washington has sections where manholes should be level with the road surface and concrete/asphalt interface smoothed out. For safety, it's nice that the city is adding these blinking pedestrian crosswalks, but not where they are most needed - wide, busy roads where it is more difficult to notice a pedestrian at the crossing."



"I wish the north end of Ogden received a little more attention ... especially the main roads north of North Street."

"This is a small concern to the city, but in the area I live there are not many sidewalks so when I take my kids for walks I don't feel as safe because we're always hugging to the edge of the road." (Relates to Safety)

Some Specific Road Suggestions:  
West Ogden (Specially Entrances to Town)  
Pot holes on 22nd St.  
North Part of Town  
21st & Washington  
Pedestrian Bridge on 24th

### Public Safety

Top concerns/Ideas: Walkability of community and pedestrian challenges, leverage community policing and presence of law enforcement, feel safe to be outside in all parts of town, lit streets at night time, gangs and drug activity, homelessness, change perception that Ogden is unsafe.

"Ogden is wonderful! I just hope it can become a safer place for kids and people to be outside walking. I have seen so many people almost get hit on those crosswalks. People in Ogden need to be more educated on pedestrian safety."

"1) 'Clean up' downtown besides 25th Street. It doesn't look or feel safe. 2) Ogden's reputation. It seems no one wants to let go of its 'illicit' past. Publications refer to it again and again. People I speak with living outside of Ogden continually bring it up as if it were current."

"Positive interactions within the community is a gang prevention endeavor. Positive interaction within the community is a poverty prevention action. Positive interactions in the community build relationships with OPD & residents. Unity within the community is a crime prevention strategy. It is ALL of us against the ills of the world."



"Police on foot who talk to citizens and understand are needed more than the city realizes. It is a wild, wild, wild west. Our police department living in cars is not making it a better place to live."

"East bench is riddled with theft and homeless in the hills. Would like to see more of a police presence to eliminate issues so that they don't continue to increase."

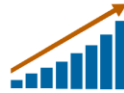
\*See Community Safety

No comments specific to the NRSA were received.



## Economic Development

Top suggestions: Spread development throughout town, fiberoptic internet, focus business recruitment on small-business that add to culture of Ogden. Fill empty storefronts and progress developments "in limbo".



"Ogden needs to focus economic development in areas of the city that are not downtown or on 25th Street. Salt Lake City has many commercial nodes in predominantly residential that are enhancements to their neighborhoods. These locations add vibrancy and opportunities for local residents to socially connect with one another."

"I feel as though there is no plan to become modern. I could move only a short distance to Layton and have a modern city. They have proper traffic control, excellent law enforcement, and (most importantly to me) a still-expanding fiber-optic network through UTOPIA and Layton City's agreement with them. Why should I stay here in Ogden when I, as a tech power user, cannot get anything worthwhile out here? As someone that's looking into content production that requires much more upstream bandwidth, the offerings here in Ogden are terrible."

"It would be wonderful to see a vibrant downtown with thriving businesses along 22-24th Streets on Washington Blvd instead of a bunch of empty store fronts."

"We live in a great place! I'd love to see our city/county to continue to prosper and grow so we can attract high quality businesses and residents and be able to continue to care for those in need without the tax burden becoming a deterrent."

"Building in Ogden--We have one of the worst reputations for building commercial real estate in the state. I'm a commercial lender and the pain and anguish that Ogden puts contractors and business owners through to build a simple square office warehouse is mind boggling."

\*See Shopping & Dining options" and "Employment opportunities"

## Housing

Top concerns/ideas: Affordability of housing, quality housing, complaints of landlords upkeep of apartments.

"Ogden desperately needs to allow an overhaul of its zoning code to permit denser housing construction throughout the city, but especially along the proposed Weber State BRT route. If Ogden does not allow more housing to be built in the city, housing prices are going to increase to the point where they are no longer affordable. Businesses will leave the Ogden area because the wages will be too high to compensate to the high cost of living. New housing must be allowed within the city."

"More owner occupied housing. Ogden has way too many low rent apartments and the landlords just don't keep up the properties"

"Quality, affordable housing is another big thing. We have too many people operating as slumlords, and taking advantage of people who are afraid to stand up due to immigration concerns or lack of understanding of their rights/lack of personal resources and family support. I'd love to see the city enforce and increase ordinances protecting renters of all colors/creeds/backgrounds."



"We need more pride in our community, specifically when it comes to the quality and appearance of our housing. There are way too many low-end rental units owned by slumlords, and there is nowhere near enough code enforcement to push on them and improve the housing stock. We need to be using the health department as a tool to beat on crappy landlords to improve their units; this is achieved by an inspection and condemning the unit (loss of business license) until units are fixed. However, this makes it hard for the tenants because they have no incentive to report their landlord. Maybe the City needs some temporary housing that would allow someone to transition...while they get their feet under them."

"More affordable housing options for middle income. We have really high rent right now and low income people get help but then for people making more money most of the rentals are unaffordable."

## Parks & Recreation

Top suggestions: Increased recreational opportunities, maintenance and improvements to existing parks throughout Ogden, sports and other activities for youth, make decision regarding Marshall White.



"I would love to see the youth sports programs improved. A great youth soccer program, basketball, baseball, etc. It would also be nice if the parks were more friendly to youth athletics."

"Community Recreation Center open to the public with low cost family memberships, quality sports programs. Pipe line sports programs for local high schools. Lower cost city rec sports to allow more low income kids have a opportunity to play sports."

"I think community center...could be a great benefit to Ogden city. Pool, gym, basketball courts, tennis, etc. It would be a huge project, but would add a sense of community to our city."

"Improving our public park systems. Ogden markets heavy on recreation opportunities available, which is great, but I feel our public park system does not reflect a community that supports parks and recreation services in all capacities. Quality recreation/leisure activities need to be open to everyone in the community, not just those who happen to live next to a redevelopment TIF zone or near the East Bench. Much of our public parks across Ogden are in dilapidated condition and does not reflect a community who values the importance recreation/leisure activities has on individuals quality of life."

"More outdoor activities for the community to use anytime and at community events such as exercise equipment at the parks etc."

## Arts & Culture

Top suggestions: Leverage and support existing local art to build pride in Ogden, including WSU. Use art to address physical appearance challenges. Improve downtown city-hosted art events.



"Continuation of the plan to make Ogden a recreational destination without turning it into an overpriced vacation spot for the rich and famous like Park City."

"I think we're going in a good direction! I'd like to see more arts and community activities along with the development of more local shopping and dining places."

"Emphasize the opportunities for education and arts through Weber State University."

"I would make it more colorful. Paint costs less than tearing down a bunch of buildings on Wall Ave. I like that the city is creating an Arts District right where I live (on Porter and 25th). It would help reimagine the city into a cheery place to live rather than it's "Ogden is unsafe" reputation I hear so much around."

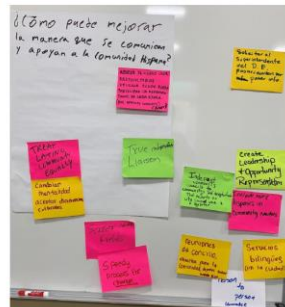
"I think we should highlight and support people and organizations that are doing things to make Ogden better such as Nurture The Creative Mind. The main things that stuck out to me about Ogden are The Ogden Arts Festival, Spooktacular, the Imagine Project & Harvest Moon. Three of those things were done by Nurture The Creative Mind."

"The more arts, cultural, and educational opportunities we provide, I believe will attract people who will want to continue the small town artsy/outdoor community I love here."

## Demographics (Continued)

### Hispanic/Latino Community Outreach

- 195 Survey Respondents identified as Hispanic or Latino (~18% of question respondents)
- To ensure representation from this community, we facilitated a Spanish dialogue session with 25 participants, met with a group of Latino Church Pastors to gain additional perspective, and created an online survey format solely in Spanish.



## Where would you like the city to focus future resources to enhance the community?

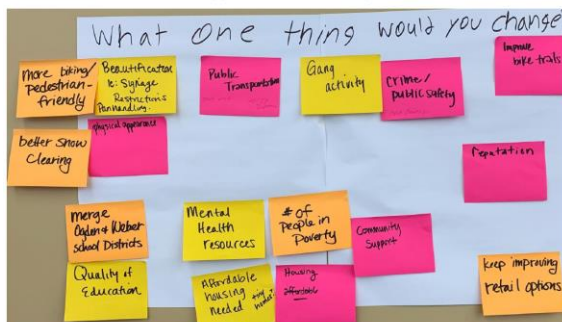
The word cloud shows the frequency of words and phrases used by respondents in the "Other" option of the question. It emphasizes again the importance to the community of public education, affordable housing, parks, sustainability, and air quality.

public transportation Clean neighborhoods Youth sustainability work  
air quality programs affordable housing green housing home  
better high school community bring Ogden  
sustainable practices city sports need renewable energy  
education increase Park activities people new school  
transportation Focus High quality improve will Youth sports Marshall White Center

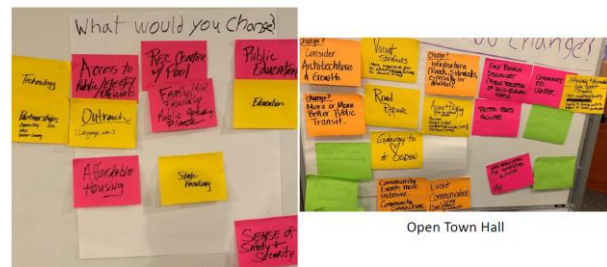
The "Other" comments aligned with the previously mentioned results of what the residents don't like about Ogden and areas where they want to focus resources.

## If I were King/Queen For a Day

Ogden-Weber Tech College




## If I were King/Queen For a Day



Open Town Hall

Good Company Theatre





**CORONAVIRUS UPDATE**

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## CITYNEWS



**Public Input Requested for Ogden City Consolidated Plan**

Ogden City is asking for public input in order to compile the Five-Year Consolidated Plan for July 1, 2020 – June 30, 2025 (ConPlan).

[Read on...](#)




**CORONAVIRUS BUSINESS DEVELOPMENT UPDATE**

Ogden City Business Development COVID-19 Announcement

Ogden City is committed to responding to coronavirus (COVID-19) and its related economic impacts

[Read on...](#)



**CORONAVIRUS UPDATES**

City Programs and Facilities Update

In order to proactively slow the spread of the Coronavirus, Ogden City is taking necessary precautions including closing certain buildings and modifying daily operations as necessary.

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**Home**

Posted on: March 24, 2020

## Public Input Requested for Ogden City Consolidated Plan

Ogden City is asking for public input in order to compile the Five-Year Consolidated Plan for July 1, 2020 – June 30, 2025 (ConPlan). This plan helps to identify and prioritize housing, community development, and economic development needs and strategies. The plan is submitted to the U.S. Department of Housing and Urban Development (HUD) as part of the funding process for Community Development Block Grant and Home Investment Partnerships Grants. If awarded, those grants will be used to provide better housing and living environments within local neighborhoods and expand economic opportunities in the City.



### To Get Involved:

The draft ConPlan is available for review and feedback from March 23 through April 21. Send comments to [fairhousing@ogdencity.com](mailto:fairhousing@ogdencity.com). Comments may also be sent by mail. (Ogden City Community Development, 2549 Washington Blvd, #120, Ogden, UT 84401)


The April 21, 2020 4 p.m. City Council work session can be viewed by Zoom Meeting, check the website for details. At this work session, City Council will discuss finalizing the ConPlan, NRSA, AI, Annual Action Plan FY21, and Annual Action Plan FY20 Amendment #2. Residents can also participate in the public hearing to adopt the ConPlan, NRSA, AI, Annual Action Plan FY21, and Annual Action Plan FY20 Amendment #2, tentatively scheduled for May 12, at 6 p.m. by Zoom Meeting, check the website for details. In addition, the public can submit comments by leaving a message on a new public comment line, 801-629-8158, or by completing a Public Comment Submission Form at [ogdencity.com/publicinput](http://ogdencity.com/publicinput).

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## Citizen Outreach - Ogden's Housing Fact Finding Sessions



### Press Release

For Immediate Release:

August 23, 2019

Office of the Ogden City Council

### City Council to discuss and explore housing options through fact finding series; residents encouraged to participate

Over the course of the next month, the Ogden City Council will host a four-part fact finding series to further explore housing issues and how these relate to Ogden. Residents are encouraged to attend to learn more about the intricacies of housing and to provide input.

Each session will begin at 7 pm inside the City Council Chambers on the third floor of the Municipal Building, located at 2549 Washington Boulevard, as outlined below:

<i>Housing Fact Finding Series</i>
September 3 – Introduction, housing trends, options, and current efforts and programs
September 10 – Ogden's current housing situation, including: data points, studies and reports
September 24 – Exploring suggestions from constituents and other practices from other communities
October 1 – Where do we go from here? Discussion of possible next steps.

"It is critical that we have these discussions as housing is a basic need for every resident in our community," Council Chair Ben Nadolski said. "We hope to learn as much as we can about this extremely complex issue and to hear the experiences of residents to ensure we are fully informed moving forward. We encourage residents to attend these sessions to have their voices heard."

Additional information on the topics for each session is available on the Council's website:

- [OgdenCity.com/HousingSeries](http://OgdenCity.com/HousingSeries)

#### *Housing Fact Finding Series Invitation*

**Who:** City residents are invited to comment on the housing issues in Ogden

**When:** 7pm on Tuesday September 7, 10, 24, and October 1, 2019

**Where:** Ogden City Council Chambers  
2549 Washington Boulevard, Third Floor (Suite 340)  
Ogden, UT 84401

###

2549 Washington Blvd. | Suite 320 | Ogden, UT 84401 | (801) 629-8153 | [council.ogdencity.com](http://council.ogdencity.com)





**EXHIBIT B – NRSA HOUSING PROJECTS 2016-2020**



502 22ND



640 22ND



853 27TH





2207 JEFFERSON



2359 QUINCY



2369 QUINCY





2538 QUINCY



2549 Fowler



2555 Fowler





2566 QUINCY



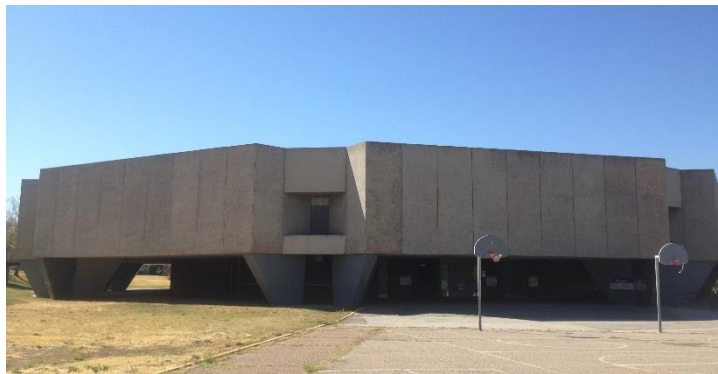
2629 HARRISON



2704 MONROE



NEW BRIDGE SCHOOL  
REPLACED DEE ELEMENTARY



OAK DEN BUNGALOWS





## EXHIBIT C - HISTORY OF COMPLIMENTARY (non-federally funded) NRSA Revitalization Project

### Historic 25<sup>th</sup> Street Arts Community (1990s to Present)

Ogden's Historic 25th Street boasts a melting pot of fine restaurants meeting all culinary tastes, unique award-winning shops and boutiques, antique galleries, and a number of art galleries showcasing local and regional painters, ceramists, print-makers, photographers, and mixed media artists. The Ogden City Community and Economic Development Department is continually instrumental in site identification, financing and assisting businesses with design elements, historic construction issues, and securing tenants for this evolving arts and cultural district in downtown Ogden.



Historic Lighting on 25<sup>th</sup> Street



Historic 25<sup>th</sup> Street Shops



Historic 25<sup>th</sup> Street Shops



Historic 25<sup>th</sup> Street Shops



Street Dining on Historic 25<sup>th</sup> Street



Summer Farmer's Market



## 2000s

### Ogden City Gardens and municipal Amphitheater (2001)

The Ogden City Gardens and Municipal Amphitheater consists of a 2,700-seat amphitheater with seating for an additional 1,000 on the lawn area that is the focal point of the gardens that were completed in 2001. The amphitheater offers a versatile venue that can be used for events ranging from orchestra concerts to small plays. Some of the entertainment regularly offered includes Talent in the Park, concerts, festivals, Christmas Village, summer movies, and other scheduled events. Plaza attractions include Monument Plaza, the Children's Art Plaza, a reception plaza, the amphitheater itself, and a children's play yard.

The project was completed at a cost of \$2 million. Ogden City's Community and Economic Development Department's roll was site identification and preparation, construction management, and facility management.



### Intermodal Transit Hub (2001)

Completed in 2001, at a cost of \$7.2 million, the Intermodal Transit Hub brings together many forms of transportation and simplifies transfers between them. Located at 24<sup>th</sup> and Wall Avenue, the Hub integrates bus transit, passenger rail, park and ride facilities, taxi and shuttle service, and supports the Front Runner, the new commuter rail through Ogden to points north of the City.



### The Hampton Inn and Suites (2002) CDBG Section 108 Loan



The Historic David Eccles Building, located at the corner of 24th and Washington Boulevard, was originally completed in 1913. It is an eight-story, 90,000 square foot building designed by locally noted architect Leslie Hodgeson. The building was originally designed as an office building, and was remodeled as a hotel in 2002, with 137 rooms, at a cost of approximately \$12 million.



The Ogden City Community and Economic Development Department worked with the developer to secure financing and negotiated with a national hotel chain for the development

### Twin Rivers/Scowcroft IRS Complex (2004)

Completed in 2004 at a cost of \$20 million, the IRS Campus, located at 23rd and Wall Avenue, includes two National and Locally Historic buildings (the Boyle and Scowcroft Buildings), one new office building, and one new restaurant. The remodeling of these buildings provided over 200,000 square feet of office space with over 1,700 employees. The Scowcroft Building, which had been vacant for 50 years, offers new office space for the IRS, plus a new 10,000 square-foot street-front café. The Twin Rivers Complex is an adjacent development that combined the renovation of the historic 30,000 square-foot Boyle Furniture building and construction of a new 90,000 square foot office building. The Ogden City Community and Economic Development Department assisted in land assemblage, environmental remediation, design planning, and construction management



Restaurant- Phase 3



Phase 1



Phase 2



## Union Square Condominiums Phase 1 and Phase 2: (2004-2009)

Phase I: Union Square Condominiums is a \$10 Million residential and retail mixed-use development on the lower 100 block of Historic 25th Street. Phase I of the project was completed in 2004 and consists of 14 retail units and 34 residential units.



25<sup>th</sup> Street Retail & Residential

This project has 14 retail units and 14 upper-level housing units facing Historic 25th Street, with the remaining town home residential units built facing onto a central courtyard. The complex provides garages in an auto court area to give a unique downtown living experience. The Ogden City Community and Economic Development Department participated in the design of the project, secured financing, and developed the Redevelopment Project Area to access tax increment financing.

Phase II: Phase II is currently in the design phase and is scheduled to begin construction in the autumn of 2009. Phase II is a \$10 Million project consisting of 78 additional mixed-use units with retail units facing Wall Avenue. The Ogden City Community and Economic department is participating in the design of the project, environmental assessment and remediation, and securing financing. This is an EDA targeted Browns Field project.



Courtyard Residential



25<sup>th</sup> Street Residential  
Townhomes over  
Retail Units

### Ogden Blue Print and Supply (2004) CDBG-funded Special Economic Development Project

Ogden Blue, a long-time Ogden Business, moved onto the 100 block of Historic 25th Street, east of the Union Square Condominiums, in 2004. This two-story brick building is approximately 6700 square feet, and includes offices, studios, classrooms, retail space and a copy center. The Ogden City Community and Economic Development Department participated in site identification, financing, design elements and historic construction issues. The \$1.3 million project was completed in 2004.



Ogden Blue Print and Supply

### The American Can Complex/DaVinci Academy of Science & The Arts Charter School ((2004-2005)

The American Can Complex, located at 20th and Lincoln Avenue, consists of approximately 250,000 square feet of building space currently available for lease for office use. The American Can Complex is a newly rehabbed office space in a former 1915 can factory.

The American Can Complex currently houses the North American headquarters of Amer Sports, manufacturer and distributor of such outdoor and sports equipment and products as Salomon, Wilson, Atomic and Suunto throughout the globe. Amer Sports consolidated three of its winter sports companies (Salomon, Atomic Ski and Suunto) into a single headquarters at the American Can. The American Can Complex also houses Ogden City's Business Information Center, Van Zeben Architects, and DaVinci Academy of Science & The Arts, a grades 7 through 12 charter school. Phase I of the charter school was completed in 2004, Phase II in



DaVinci Academy of the Arts & Science





Amer Sport/VanZeben Architect/BIC

2005, and the school is now planning Phase III, to expand to yet another section of the Complex. The entire \$24 million project creates an upscale, Class A office environment for northern Utah.

The Ogden City Community and Economic Development Department acquired the site, performed site control, environmental assessment and remediation, assisted in financing and marketing, and secured the charter school certification.

## Time Square Development/The Spolar Building (2005)

Completed in 2005, this 20,000 square foot three-story building includes a clock tower that faces the intersection of 25th Street and Lincoln Avenue. The project was completed at a cost of \$2 million. The brick and stone building has three balconies, two of which face onto Historic 25th Street. A long-time landmark downtown restaurant, Karen's Out West Café, relocated to the building ground floor in early 2006, and Karen's owner resides in a residential condominium just above her café. Numerous other businesses have located in the building since its completion, including Indigo Sage, an upscale retail store specializing in unique furniture and décor on the first floor, and Jasoh! Fine Dining and Brew Pub occupying the entire second floor. Jasoh! is a distinctive dining establishment offering both fine dining and a casual brew pub atmosphere, with an open kitchen area in between two sections of the restaurant. Jasoh! offers all-year balcony dining for sides of the restaurant overlooking Historic 25th Street and, the majestic Wasatch Mountains. The building was constructed to accommodate anything from office space, retail, restaurant, to residential. All condominiumized units have been sold. The Ogden City Community and Economic Development Department assisted in site identification, financing, business design elements, historic construction issues, and securing tenants.



Time Square Building

## American Can Parking Structure (2005)

The American Can Parking Structure is a 500-stall parking structure to facilitate the American Can Complex. The parking structure was completed in 2005, at a cost of \$4.1. The Ogden City Community and Economic Development Department acquired the property, performed environmental remediation, provided financing and construction management.



### The Elizabeth Stewart Treehouse Children's Museum (2006)

The new \$3.5 million Treehouse Museum, completed in the spring of 2006, is located at 22nd and Kiesel Avenue. Treehouse Children's Museum is an interactive museum, themed around family literacy and the arts. The Elizabeth Stewart Treehouse Museum was the first project to commit, begin and complete construction at the Junction.



Artist's Rendering of Treehouse Museum

The Treehouse Children's Museum is recognized as a "traffic generator" due to its regional draw of approximately 80,000 people to the downtown area annually, and is a valuable asset to the development. The building is 28,000 square feet on two floors and includes an elevator, a 100-seat theater, two birthday party rooms, rest rooms and drinking fountains on both floors and numerous other visitor amenities.

The building, designed by noted architect, Varouj Hairabedian, is an exciting translation of Treehouse's mission to be the place where

families step into a story. At the center of the building is a two-story, interactive treehouse that is the Museum's logo come-to-life. With a circular stair winding up through the tree to a large cloverleaf shaped deck, the Treehouse offers a ship's wheel and rigging, a telescope, and a whisper tube, along with numerous other interactive elements. From the Treehouse deck, one is able to climb to the second floor. No matter where one is on the second floor, there is the feeling of being up in a giant treehouse. The building contains skylights and eight-foot high diamond shape windows spilling light into the exhibit area. On the main floor, triangular windows give a view of the activities inside. The entrance is flanked by giant metal trees topped with copper shingles, which are illuminated at night.

The majority of project funding was accomplished utilizing private donations. Ogden's Economic Development Department assisted through the acquisition of the property, completing infrastructure improvements, and providing \$200,000 in specialized tax increment funding.



Artist's Rendering of Treehouse Museum



## The Salomon Recreation Center (2007)

The Salomon Recreation Center, completed in the summer of 2007, is a 148,000 square foot facility, built at a cost of \$19.5 Million, offering traditional and non-traditional recreation activities. A number of the recreational activities are found nowhere else on the Wasatch Front.

The first floor of the Salomon Center includes a full service recreation center, Fat Cats Family Fun Center, with an arcade, a 32-lane bowling alley, a billiard room, glow-in-the-dark miniature golf, bumper cars and two restaurants. In addition to the Fat Cats Family Fun Center, the first floor also houses the Flowrider surf pool, which simulates surfing and a 50-foot indoor boulder and rope climbing wall, the tallest climbing wall in Utah.



I-Fly

The second floor of the facility contains a state-of-the-art Gold's Gym multipurpose health and fitness center with a traditional weight training area, indoor track, basketball, handball and racquetball courts, whirlpool steam room, sauna, dance instruction area, and swimming pool. The second floor also houses I-Fly, a vertical wind tunnel which simulates free fall skydiving.



Ogden City's Economic Development Department acquired the property, performed environmental remediation, provided financing and construction and property management.

CDBG Section 108 Loan Project



Indoor 50' Climbing Wall



Gold's Gym

### MegaPlex 13 Theater (2007)

The MegaPlex 13 Theater was completed in the summer of 2007, at a cost of \$15 Million. It was constructed with 13- and 15-inch insulated concrete forms to ensure optimum sound attenuation qualities and in addition to the theater itself, contains four types of fast food stands, and meeting rooms of various sizes. The cinema has 2,300 seat stadium-type seating in 13 separate theaters, with the largest THX-certified auditorium offering a seating capacity of 598 people.

Ogden City's Economic Development Department acquired the property, performed environmental remediation, site assembly, infrastructure, and provided construction management consultation.



MegaPlex 13 Theater with Solomon Center in Background



MegaPlex 13 Theater

### Bingham Cyclery/Peloton's Bakery and Café (2007)

Pioneering in the Ogden Riverfront Project is the new Bingham Cyclery and Peloton's Café and Bakery at 1895 Washington Boulevard. This 16,000 square foot building was constructed as the first step in Phase I of the Ogden River Parkway redevelopment area, next to the Ogden River and fronting on Washington Boulevard. The \$2.4 million project was completed in late summer of 2007, and is a good fit for the project, with access to the Ogden River bicycle trail. The addition of the café and bakery greatly enhances the pedestrian traffic on the River Parkway Trail.

Ogden City's Community and Economic Development Department assisted with site assemblage, infrastructure, design, the purchase and financing of the property.



Peloton Café- Outdoor Dining



Bingham Cyclery





Peloton Café- River Front Dining



Peloton Café- Outdoor Dining

### Ensign Plaza South-Property Reserve, Inc. Office Building (2008)

Property Reserve, Inc. (PRI), the real estate investment arm of The Church of Latter-day Saints, has constructed a 78,000 square foot office/retail building at 22nd Street and Washington Boulevard, adjacent to the Treehouse Children's Museum. The \$15 Million building is a four-story, Class-A office building, with underground parking and ground-floor retail space. Construction began in 2006 and was completed in the fall of 2008.

The Ensign Plaza South is the first of two identical buildings which will form the north and south boundaries of the Ogden LDS temple block. The building incorporates a gracious entry plaza facing the interior of the Junction development and is adorned with warm red and gold tone exterior granite. Traditional architectural elements reflect downtown Ogden's architectural heritage.

Ogden's Economic Development Department assisted through the acquisition of the property, land assembly, environmental assessment and remediation, and completing infrastructure improvements.



Artist's Rendering of Completed Project



Completed Project

## Colonial Court 1 & 2 (2001-2009)

Colonial Court I was completed in 2001 at a cost of approximately \$8 Million. The project was constructed by Property Reserve, Inc., the real estate arm of the LDS Church. Colonial Court I consists of 221 luxurious, view apartments in downtown Ogden, between 20th and 21st Streets on Grant Avenue. The complex consists of studio, one- and two-bedroom apartments with secured card access and underground parking.



Colonial Court 1



Ogden City's Community and Economic Development Department assisted with the land assembly and infrastructure.

Colonial Court II is currently under construction. The \$8 Million project is nearing completion and is expected to be completed by the fall of 2009. The apartment complex contains over 200 luxury units. Property Reserve, Inc. chose the site just north of the Ogden Temple site to complement the Colonial Court I.

The project will offer all of the same amenities as Colonial Court I. Ogden City's Community and Economic Development Department assisted with the land assembly and infrastructure.



Colonial Court 2- Interior Court Area Looking East



## The Junction (2010)

CDBG Section 108 Loan Project

Ogden City purchased the Ogden City Mall site in 2001 for \$6 Million. The Mall was demolished in 2002 to make way for a planned mixed-use development with a combination of recreational facilities, retail, business offices and residential housing, in close proximity to the Central Business District. The project offers a uniquely diverse and beautiful environment for those wanting to live and do business in Ogden City. The Junction project area is currently nearing completion.



Artist's Rendering of Proposed Plaza

The Junction currently includes such individual completed projects such as the Salomon Recreation Center, the MegaPlex 13 Theaters, the Elizabeth Stewart Treehouse Museum, the Boyer Building housing Wells Fargo Bank, Ensign Plaza and a number of restaurants including Iggy's Sports Grill, Costa Vida, the Pizza Factory and the Sonora Grill.

Ogden City has invested substantially in this project to bring it to fruition. It is anticipated that the Junction's overall property value is projected to be \$182,000,000 at completion in 2010, more than 30 times the original investment.

Ogden City's Economic Development Department acquired the property, performed environmental remediation, assisted in securing financing where needed, and construction and property management.

## Phase 2/Boyer Development (began in 2008)

The Boyer Company, a major Salt Lake City developer, is currently developing Phase II of the Junction Project, located along Washington Boulevard, south of the PRI Office Building, with retail specialty shops, three major restaurants, and approximately 200 rental housing units. Construction began during 2008.

Buildings A through F of the project will contain 119 residential units, ranging from studio apartments to townhomes. Each has unique configuration and design elements. The individual buildings range from one-level retail to 5-story mixed use structures.



Artist's Rendering of Completed Project, Facing East

The entire mixed-use project is designed to create foot traffic in a walkable and livable downtown atmosphere



Artist's Rendering of Completed Project, Facing North West

Ogden's Economic Development Department assisted through the acquisition of the property, land assembly, environmental assessment and remediation, and completing infrastructure improvements. Ogden City owns land and will receive 50% of shared lease revenue / tax increment. This project was developed as a direct result of the Salomon Center approval.



Interior of Junction Development



Iggy's Restaurant



Retail/Residential



Interior of Junction Development



Shops and Apartments



5 Story Residential/Retail



### Griffiths Building (2006)

CDBG-funded Special Economic Development Project

The Griffiths building is a small in-fill commercial structure on the 200 block of Historic 25th Street. The building is a 3,732 square foot, two-story commercial building, built on a vacant parcel of land which was originally too small to accommodate a structure, and had become a weed-filled eyesore on the historic street. The cost of the project was approximately \$400,000. Ogden City's Community and Economic Development Department acquired a subdivided section of an adjacent parking lot to increase the lot size to accommodate a commercial structure. In addition to the acquisition of the adjacent parcel, the Community and Economic Development Department assembled the parcels for purchase by the current owner, and was substantially involved in the planning, site preparation, construction, environmental issues, and provided financing for the project.



Griffiths Building

### Weber School District Maintenance/Bus Barn (began in 2006)

The new \$1.2 Million, 61,284 square foot facility, consisting of 49,800 square feet of shop and warehouse space, 10,394 square feet of office space and 1,100 square feet of vehicle wash bay, is the new home to the Weber School District Maintenance / Transportation Facility. The facility, which replaces a cramped facility on Gibson Avenue in Ogden, has space for 150 school buses and the district's 60 maintenance vehicles.

In 2005, the Ogden City Redevelopment Agency approached the District to negotiate a move to enable Fresenius Medical Care to acquire a 12.4 acre parcel owned by the District. An agreement was reached in November of 2006 to build a new facility and relocate the District Maintenance /Transportation Department at no cost to the District. Under the agreement, Ogden City would be the principal architect/contractor for the project. The new environmentally friendly facility was designed by Thair Blackburn and constructed by Stacey Enterprises, Inc.

The Community and Economic Development Department was directly involved in the acquisition negotiations, architectural design, and construction management.



Weber School District Maintenance/ Bus Barn

### Riverbend: Ogden River Parkway (\_\_\_\_)

The Proposed Riverwalk Project will span approximately 10 acres along the Ogden River, adjacent to the Wall-Mart Super Center. The proposed project incorporates approximately 105,000 square feet of retail and commercial use space on from one to three levels, in a total of 12 separate buildings and parking space for approximately 355 vehicles.



Site Plan

The Riverwalk will consist of gourmet restaurants, open-air cafes, boutiques and professional office space, and will embrace the ambiance of a turn-of-the-century main street with brick buildings, colorful awnings and large show windows. The Ogden City Community and Economic Development Department is assisting with site acquisition and assembly, environmental issues and site completion.

### J. Morgan Confections (\_\_\_\_)

J. Morgan Confections, a local candy manufacturer, will be relocating to 2665 Lincoln Avenue after the site and building modification to the existing building have been completed. The current 22,592 square foot building is nearly vacant. The proposed renovation includes a 1,120 square foot retail space, 2,320 square feet of office space, 7,032 square feet of confectionary manufacturing space and 12,120 square feet of warehouse space. The proposed building modifications will make it compatible with surrounding architecture of a historic nature, and will be a significant addition to the area.

The Ogden City Community and Economic Development Department is assisting with façade improvement, design assistance, funding assistance in the amount of \$70,000, finance, an construction management.



## 2010s

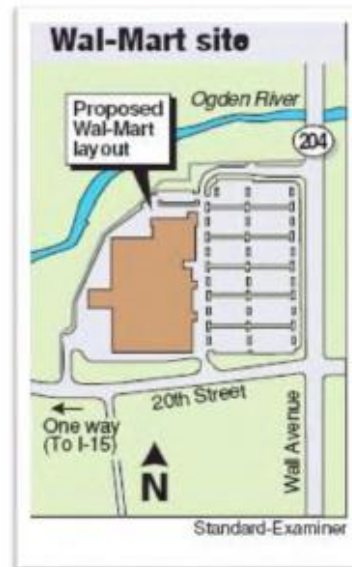
During 2010, Ogden City saw 30 projects finished. These projects created \$91 million in new property taxes reflecting an annual property tax increase of \$300,000. With a sales-tax revenue of \$1.5 million, growth in sales-tax revenue from its base over the next five years is expected to be \$1.3 million. In addition, 2,200 direct jobs were created, with an additional 3,000 indirect jobs expected over the next three to five years. The following projects were completed in 2010.

### Riverbend: Mixed-Use Development (2010)

Ogden Shores is a future \$10 Million master planned community within the Ogden Riverfront Project Area. Site preparation is scheduled to begin in October 2009, construction in Spring 2010, and completion by the end of 2010.

Ogden Shores will be an innovative urban living experience offering approximately 500 residences and 200,000 square feet of commercial space. A selection of apartments, lofts, row houses and townhomes are designed for a wide cross-section of people, including singles, young couples, growing families and seniors. Architecture will emulate Ogden's rich heritage, creating a hometown feeling along the shores of a picturesque river.

Ogden City's Community and Economic Development Department assisted in land acquisition, assembly, environmental, infrastructure, and demolition. Work is currently underway to design a storm water drainage system and determine if there is any underlying soil contamination.



### Gateway Plaza (\_\_\_\_)

Just across 20th Street from Ogden's new Wal-Mart Super Center, a parcel of land slightly less than 12 acres is planned as a retail development with services, shops and restaurants. The proposed project will contain approximately 197,500 square feet of commercial and retail space on three levels, with parking for approximately 596 vehicles. Located at the gateway to the City, Gateway Plaza enjoys a daily traffic count of nearly 39,000 vehicles, making it a perfect location for a wide variety of retailers.

The Ogden City Community and Economic Development Department is assisting with site acquisition and assembly, environmental issues and site completion.



### IRS Phase 3 (2010)

IRS Phase III is the latest installment of the IRS downtown campus. Located on approximately four acres, the site was formerly an old gas station and lumber yard. An underground storage tank located on the property was removed and any subsequent contamination was remediated by the developer, with assistance from the City and the DERR, prior to construction.

The City advanced approximately \$150,000, which was managed by the Business Development staff, to assure the ability to develop the site, for which it was repaid. Construction created

100 jobs. The work of Tom Christopoulos, Brandon Cooper, and Terrence Bride of the Community and Economic Development Department has brought in \$20 million in private investment and the creation of about 300 well-paying jobs. The IRS campus should bring in \$25,000 in property taxes annually.



IRS Building

### Wal-Mart (2010)

The new Wal-Mart is currently under construction on 21st Street and Wall Avenue, with a completion date of spring 2011. After years of negotiation and quiet work, the City was able to negotiate a land deal to accommodate Wal-Mart's requirements. Business Development's Tom Christopoulos and Brandon Cooper, along with Major Godfrey, facilitated the negotiations as well as the initial coordination between the developer and the City. This new store will be a major retail draw and will set the stage for future retail development along the Wall Avenue Core between 12th and 21st streets. In addition to employing 115 full-time employees, Wal-Mart is expected to generate \$52,000 in property tax and \$675,000 in sales tax annually. Construction is creating 210 jobs.



Wal-Mart

### The Imaging Depot (2010)

The Imaging Depot, a retail store that offers photo-imaging services, could not open its doors at 2501 Grant Avenue until the E-Station, a business incubator, moved from the same address. Ogden Business Development's Steve Fishburn, Kamie Geiger, and Tom Christopoulos, managing a \$10,000 City investment, coordinated the E-Station's relocation to the AmeriCan building and assisted in the design and construction of a new 3,500 square-foot space.

Twenty-five full-time jobs were created plus 10 during construction. Meanwhile, The Image Depot, recruited by Business Development, fits well among the 25th Street businesses. While generating \$9,000 annually in sales tax, it pays \$860 in property tax.



Imaging Depot

### Ogden ROX (2010)

CDBG-funded Small Business Loan project



Ogden Rox

Ogden Rox, an adventure gear retail outlet, is one of the newest businesses along Washington Boulevard. Business Development managed not only the design and construction of the shell renovation of 2314 Washington but also designed and coordinated the tenant improvement for Ogden Rox prior to move in. With a City investment of \$1 million through grants and CIP, CDBG small-business and tenant-improvement financing, Kamie Geiger, Brandon Cooper, Tom Christopoulos, Terence Bride, and Jeanne Harris of Business Development oversaw recruiting, coordinated multiple

contracts and utility entities, and managed HUD compliance. Ogden Rox was ready to open for the 2010 Christmas shopping and is a wonderful asset to the Washington Boulevard storefronts. The store should generate \$3,000 in sales taxes and \$1,000 in property taxes.



### River Project Demolition (began 2011)

The River Project is 60-acre master-planned community along the Ogden River. The City allocated nearly \$600,000, managed by Business Development's Brandon Cooper, Tom Christopoulos and Johnny Ballard, to demolish 48 homes and clean up more than seven acres of the project, which created about 20 jobs. The clean-up has attracted interest on the part of multiple developers, one of which has executed a purchase agreement on six acres of the City's land for a mixed-use, town-home project. This developer, recruited by Business Development, is working with the City on the master planning and is poised to break ground by late spring 2011. Annual tax dollars for the commercial portion should be \$200,000; the residential portion, \$430,000; and \$35,000 for North River when completed.

### Juvenile Justice Courthouse (2011)

The Juvenile Courthouse will be a \$30 million project located at the southwest corner of 20th and Lincoln Avenue. The building will contain 100,000 square feet, constructed on five acres of land, currently comprised of four parcels. Construction is scheduled to begin in 2010, with completion in 2011.

The Ogden Community and Economic Development Department is assisting in the acquisition and assemblage of the parcels and environmental assessment.

### G4G (2010)

CDBG-funded Small Business Loan project

G4G, a retailer in high adventure recreation items, is the newest business at the Junction. Business Development not only managed the design and construction of tenant-improvement terms, but provided CDBG small-business and tenant-improvement loan financing through the Business Information Center. While managing a \$10,000 City-investment budget, Business Development staff, Kamie Geiger, Brandon Cooper, and Jeanne Harris, not only worked countless



G4G

hours to locate a pioneering company to come in behalf of the tenant and coordinate the move from Orem but also negotiated the lease. Four full-time jobs were created, with nine created during construction. G4G was ready and open for the 2010 Christmas shopping and is a wonderful asset to the Junction storefronts. While paying \$500 in property tax, the business is expected to generate \$3,000 in sales taxes annually.



## Recreation Outlet (2010)



Recreation Outlet

Recreation Outlet is one of the newest additions along Washington Boulevard. Steve Fishburn, Brandon Cooper, Tom Christopulos and Terrence Bride of Business Development managed not only the design and construction of the shell renovation of 2318 and 2324 Washington, but it also helped design and coordinate the tenant improvement for Recreation Outlet prior to move-in. This required more than a year's worth of staff time and approximately \$1 million in City and federal funds. A project with an immediate deadline, Recreation

Outlet came into town for the first time in October and was ready open for the 2010 Christmas shopping. The company is a wonderful asset to the Washington Blvd. storefronts and has demonstrated a model of retail that will work in the City. Sales for the store were very strong during the Christmas season. The business has about 10 full-time employees. During construction, 21 jobs were created. The business pays \$1,720 in property tax and should bring in \$67,000 in sales taxes.

## Ogden Chrome

Prior to the purchase of Ogden Chrome, Business Development's Brandon Cooper, Ward Ogden and Mark Stratford assisted in the risk assessment and evaluation of any potential environmental concerns. In this process, they provided technical assistance and process coordination to the seller. After full evaluation, the property was determined to be low risk for the City, and final negotiations were made for the sale. Future plans for this parcel include integrated retail and possible office space or parking space. This development involved a City investment of \$350,000. Construction generated seven jobs. Although there is no incremental tax yet, the process will allow for new business development at this location.



## Brixton's Baked Potato

CDBG-funded Small Business Loan project

Brixton Potato was the first-prize winner of the 2009 Retail Challenge sponsored by the City. The partners obtained small-business-loan financing and business consulting through the Business Information Center and are currently working with the Ogden Reinvestment Corporation as they plan their next stage of growth. They have plans to franchise their business. Business Development's Kamie Geiger, Jeanne Harris and Tom Christopulos aided in recruiting the business and financing. The company, which employs 10, pays \$500 in property taxes and should generate \$300 in sales tax.



Brixton's Baked Potato

### Holmes Clothing (2010)

Holmes Clothing was originally contacted in 2009 to consider expansion to Ogden. In 2010 Holmes, with the assistance of a CDBG business-development loan, moved in time to

CDBG-funded Small Business Loan project



Holmes Clothing



open for the 2010 Christmas season.

Business Development's Kamie Geiger, Steve Fishburn and Jeanne Harris handled the recruitment, site identification and financing. The business, which has five employees, will pay \$300 in property tax and should generate \$4,500 in sales taxes.

### Hilton Garden Inn (2012)

The Hilton Garden Inn is a 120-room hotel development to be built on Washington Boulevard and 23rd Street. It will include 8,000 square feet of retail space and underground public parking. Construction should start in spring 2011 and finish summer of 2012. While Tom Christopoulos handled recruiting, Terrence Bride of the City's Business Development acquired needed allocations of QRZ bonds, New Market Tax Credits, RDA increment assistance and other aspects of the capitol stack. He

also coordinated legal, financial, and governmental partners to finalization of initial bonding package for the hotel development. Management services were consulted on the bonding in this highly complex financing. The City expects \$45,000 in property tax from the hotel complex as the business generates \$17,000 in sales taxes.





### Borrow'd Earth Emporium (2010)

CDBG-funded Small Business Loan project

Borrow'd Earth Emporium is a new retail establishment on the 2200 block of east Washington Boulevard, which opened in April 2010. There are four employees. The business received a CDBG small-business loan through the Business Information Center. Borrow'd Earth partners with a number of other central business district businesses for numerous charity and community events and is strongly involved in the Buy Local First Organization in Ogden. In addition to the small-business financing through Ogden City, the owners of Borrow'd Earth were clients of SCORE and Small Business Development Center for assistance in developing their business-plan model. Kamie Geiger and Jeanne Harris of the Business Development office worked on the recruitment and financing of this project. Borrow'd Earth will generate \$2,250 in property tax and \$2,250 in sales tax.



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### Rovali's Ristarante Italiano (2010)

Rovali's Ristorante relocated from its previous location in Layton in September of 2010. Rovali's was granted a small-business loan through the Ogden Reinvestment Corporation to assist with the relocation. Business Development's Steve Fishburn, Kamie Geiger, Tom Christopoulos and Jeanne Harris worked on the recruiting and financing of the project. Prior to consummation of the loan, however, the owners cancelled their loan request due to their overwhelming success at their new location, thus eliminating the need for relocation financing. Rovali's, which employs 12 persons, pays \$275 annually in property tax and generates \$3,150 in sales tax.





### Fendall's of Ogden (2010)

After many months of struggling and heavy consulting, this first-time business owner, Sheri Morreale, owner of Fendall's of Ogden Ice Cream & Gelato, was able to open for business in October of 2010. She has worked extensively with the Small Business Development Center to formulate her business plan, and continues to work with both the Business Information Center and the Ogden Reinvestment Corporation to obtain financing to expand her business model. There are currently two employees. Sheri was one of the winners of Ogden City's 2009 Retail Challenge Contest. Helping on this project was Business Development's Kamie Geiger, Jeanne Harris, and Tom Christopulos. Fendall's should generate \$450 in sales tax and \$69 in property tax.



### Purple Pogo (2010)

CDBG-funded Small Business Loan project

Purple Pogo, a new retail boutique located at 2340 Washington, opened its doors in November 2010 in time for the Christmas season. The owners worked with the Small Business Development Center to develop their business plan and projections and were granted an Ogden City small-business loan for start-up costs and working capital. Kamie Geiger and Jeanne Harris of the Business Development office worked on this project. The small family-owned business pays \$300 in property tax and should generate \$2,250 in sales tax.



### Black and Decker Pro Tools (2010)

Two home-improvement outlets, Black and Decker and Pro Tools at 2367 and 2363 Kiesel Avenue, respectively, opened their doors in December of 2010. Mayor Godfrey and Kamie Geiger worked on recruiting these two businesses, and Brandon Cooper of Business Development was the construction coordinator to get them in for the Christmas season. Together, they employ 10 people. With property taxes of \$516, their combined sales tax should generate \$22,000.



### Homeland Vinyl (2013)

Homeland Vinyl, one of the largest vinyl manufactures in the United States and based in Huntsville, Alabama, will open a new western regional manufacturing and distribution center in Ogden. The company will build a new 100,000 square-foot facility near 35th Street and Wall Avenue. Steve Fishburn recruited the company, and Terrence Bride of Business Development provided real estate research, responded to the prospect's initial information requests, and provided site entitlement recommendations. Homeland Vinyl will create 50 to 80 new jobs and generate \$34,000 in property tax.



### CSN Stores Service Center (2011)

CSN, the largest online retailer of household goods, will occupy 25,000-50,000 square feet of space for its new call center that will relocate from Boston, Massachusetts. It will produce a \$40 million annual payroll at maturity, creating 400 jobs initially when it opens in 2011 and employ 800 eventually. Multiplier effect is \$120 million county-wide. Steve Fishburn and Kamie Geiger of Business Development worked on this project. Estimated point-of-sales tax revenue is \$216,000 at maturity.





### Ogden Front Climbing Gym (2010)

The Ogden Front Climbing Gym opened for business in August 2010 in the AmeriCan Complex at 20th Street and Lincoln Avenue. Ogden City's small-business-loan funds were the last funds into the \$600,000 project. The Front provides a unique full-service indoor rock climbing and training gym and employs 10 people. Business Development's Jeanne Harris and Mark Johnson, along with Mayor Godfrey, worked on the financing. No information on tax dollars to be generated.



### School of Imagine Ballet Theatre

CDBG-funded Small Business Loan project

Ogden City provided a small-business loan to The School of Imagine Ballet Theatre, assisting its move to the second floor of a commercial building located at 2432 Washington Boulevard. The entire second floor, previously vacant, has been renovated to a beautiful ballet studio directly across the street from the Egyptian Theater where the ballet company performs. The School of Imagine Ballet, employing five, supports the non-profit performing company, Imagine Ballet Theater (IBT), whose performances bring visitors to downtown Ogden. Business Development's Jeanne Harris and Tom Christopoulos worked on financing for the building renovation. Tax dollars to be generated is unknown presently.





### Ogden Reinvestment Corporation (ORC)

Ogden City Community & Economic Development and the Business Information Center continue to assist the Ogden Reinvestment Corporation to become a strong Community Development Financial Institution (CDFI), destined to become a major asset to the Ogden community in economic development project financing.

Through personnel and other support services, Ogden City, through the Business Information Center, assists in accounting functions, policy development, procedure development, loan underwriting and loan processing, grant application submissions and other critical support functions.

The ORC has already received Community Reinvestment Act (CRA) operational grant funds and commitments from 10 banks and organizations in the amount of \$125,000.

Tom Christopoulos, of Ogden City Community & Economic Development, heads up the development, capital raise, and ongoing management of the ORC. Jeanne Harris works on staff support and loan-packaging services.



### Community Development Financial Institution (CDFI) 2011 Round of Grant Funding

The Ogden Reinvestment Corporation (ORC) has submitted a grant request for \$600,000 in community-development financial-institutions funds through the United States Treasury Department for operational and loan-pool funds. Awardees for this round of funding are expected to be announced in the summer of 2011.

### GE Money Bank EQ2 (Equity Funding) loan

ORC has applied through GE Money Bank for an equity-investment loan in the amount of \$368,000, which would be utilized for the purchase of performing Ogden City small-business loans with a sufficient yield. These loans would give the ORC a much needed portfolio of loans, which is a requirement for a number of other grant opportunities available to the ORC.

### GE Money Bank line of credit

ORC has also applied through GE Money Bank for a \$1,500,000 line of credit which would be utilized as seed funds for the ORC lending pool of funds. GE Money Bank has also agreed to assist the ORC in bringing other area banks to the table for similar amounts of funds.

### Propack Logistics (2011/2012)

In FY 2011/2012, Ogden City successfully recruited the warehouse, distribution, and order fulfillment business for Propack Logistics. Ogden City Community and Economic Development Department staff directly recruited Propack Logistics from Blaine, Washington. CED staff assisted Propack with site selection, local incentives, and the permitting process.

### Slackwater Pub & Pizzeria

Justin Gumm and Krissann Smith moved to Ogden from Alaska, and with over 40 years combined experience in the restaurant industry, decided that they wanted to open their own restaurant. They began negotiating with the owners of Bingham Cyclery for the vacant restaurant space located right on the Ogden River Parkway, at 1895 Washington Blvd. It has proved to be a



fantastic choice for the couple, who offer a variety of gourmet pizzas, soups, sandwiches, salads and much, much, more. Slackwater received the 2011 Weber State SBCC Small Business Recognition, Salt Lake Magazine's 2012 Dining Award, and is well on its way to receive the City Weekly "Best of" in a number of categories. Slackwater recently expanded its dining area to include winter patio dining.

### Soul & Bones BBQ

CDBG-funded Small Business Loan project

Soul & Bones BBQ opened its doors for business at 2432 Washington Blvd. in February 2012. After 2 years at a prior location on 24th Street, between Grant and Kiesel Avenues, owner, John Dearmin, was displaced when the space he was renting was sold with the sale of the entire Berthana Building. John and his wife, Jen, applied for a small business loan and were referred to the owner of the newly renovated commercial building at 2432 Washington Blvd. During the time the Ogden City loans were in process, Jen Dearmin unexpectedly passed away. Although John was devastated with the passing of his wife, he continued to pursue the financing, and through the substantial investment of the building owners and a tenant improvement loan from Ogden City, was able to achieve his dream of opening a first class restaurant in Ogden. Soul & Bones offers an extensive menu, serving Cajun/Creole-style faire. John is an award-winning chef who has a culinary history in both Park City and Salt Lake City. Soul & Bones created approximately 20 jobs.

### 5 Guys Burgers & Fries

After about 6 months of negotiation, Ogden City finally landed a Five Guys Burgers and Fries, which located in the Junction Development, at 2325 Washington Blvd. Five Guys opened its doors in the summer of 2011. (Five Guys is the fastest growing franchise in the United States. BurgerMeister, a Salt Lake City based company was formed to acquire the franchise rights for, and to develop up to 110 Five Guys franchise restaurants in Utah, Idaho, Oklahoma and central California.) Five Guys Burgers & Fries is a great enhancement to the Junction area.



### MacCools Public House 2011

Ogden City CED directly recruited MacCools Public House to open a new location in Ogden, on the first floor of the Ben Lomond Hotel. CED staff also assisted with the real estate property search in Ogden.



### Maverick 2015

Ogden City CED staff assisted with the development of a new gas station at Washington Blvd. and 28th. Staff assisted with the acquisition by providing property and environmental information. Maverick employs 20 people and brings in \$25,000 in sales tax to Ogden City.

### Hilton Garden Inn Parking Garage 2013

Ogden City CED staff contributed to a grant and loan deal to assist with the financing of the Hilton Garden Inn parking garage, critical to the success of the hotel. CED coordinated the deal with the City Council. The city also received 20 stalls in the parking garage.



## From 2013 to Now

During fiscal year 2013-14, Ogden City saw 30 projects finished. These projects created a \$41 million increase in property value, leading to a potential property tax increase to the city of approximately \$142,491. With an increase in sales revenue of \$20 million, these projects will provide a sales-tax revenue increase to the city of approximately \$201,431. In addition, nearly 1,300 direct jobs were created. Here are the most significant developments of the past few years.

### The Junction

The Junction View project is a mixed-use residential and commercial project on the north side of the Salomon Recreation Center. Retail has been operating on the ground floor for several years, and condominiums on the upper floors were completed in 2014.



The first floor of the \$8 Million project consists of approximately 18,000 square foot commercial/retail space, a portion of which will hold Deseret Book Store, a Utah-based book chain specializing in LDS literature and gifts. The second floor consists of approximately 8,000 square feet of office space plus parking for the owners of the residential condominiums. Floors three through six consist of 28 condominiums with two atriums. Residential condominium units range from 1,593 square feet, 2-bedroom, 1-bath units to 3,102 square feet 3-bedroom, 2-bath plans. All floors will be accessible by the elevators located in each atrium. All units overlook the LDS Temple and nearby mountains.

One of the many new businesses at The Junction includes the spa and massage therapy service provider Therapeutix. Ogden City Community and Economic Development staff helped the company obtain a construction loan, and otherwise aided the company in increasing property value at The Junction by \$27,174. The company brought six full time jobs to Ogden.







Community and Economic Development staff recruited City Cycle to The Junction, assisting with site selection and lease negotiations. The bicycle retailer brought five new full time jobs to Ogden, increased property value at The Junction by \$100,000, and should provide an increase in sales tax revenue of \$10,000 to the city.

Another exciting development near the Junction is the Teppanyaki and Sushi Bar establishment Tokyo Station. Not only does the restaurant provide great flavors to the downtown Ogden area, it also increased property value by \$1.55 million and boosted property taxes by approximately \$5,293. Recruited by Business Development Division staff.



## WebNX 2014

An aggressive two-year marketing campaign in California introduced this major data center to Ogden, and encouraged the company to establish a 110,000 square-foot facility at Business Depot Ogden. When complete, this data center will provide 25 fulltime jobs to the Ogden area. It will also provide Ogden City with a significant increase in franchise tax from its high electrical energy consumption. The company has already benefitted the community by installing fiber-optic cable at the Business Depot to serve the rest of the development. In addition, cooperative agreements with the company provide free Wi-Fi service to the downtown Ogden area.



## Purch 2014



This digital content and services company focuses on helping people make smarter purchases. Business Development Division staff helped this company expand into Ogden by locating appropriate office space in the American Center. The company's improvements to the space increased property value by \$3 million, which should yield a property tax increase to Ogden of more than \$10,000. The company also brought approximately 50 full-time jobs to the area.

## The Marriott Hotel 2015

Local developers saw significant potential in Ogden's long-standing downtown hotel property, and invested approximately \$6 million in the building's renovation. With the improvements, the hotel regained its status as a Marriott flag hotel and brought another premier, business-traveler oriented overnight location to downtown Ogden.



## Historic 25<sup>th</sup> Street 2015

CDBG-funded Small Business Loan project



Ogden's Business Development Division continues its support of Historic 25<sup>th</sup> Street, most recently by recruiting Smokey's BBQ to the heart of downtown. They also supported another business's efforts to expand on 25<sup>th</sup>

Street, locating the Lotus Lounge inside the Blooming Lotus. Ogden City helped the businesses obtain loans, provided small business consulting, supported the permitting process, and helped grow the workforce in these businesses. Smokey's BBQ increased property value by approximately \$210,000, and brings 15 full time jobs to Ogden.





## Wells Fargo Financial Advisors 2014

Working to keep Historic 25<sup>th</sup> Street vibrant, Ogden City's Business Development Division staff recruited this financial planning company. Staff helped the company with building selection and purchase issues, while simultaneously assisting the former tenant with relocation. In its new location, Wells Fargo should increase property value by \$140,000 and will yield valuable new property tax revenue to the city. The company also brought 12 high-paying, full-time, financial services positions to Ogden.



## The Berthana Building



When the popular local burger hangout wanted to open a nightlife-themed location, it looked at downtown Ogden. The historic Berthana Building was a prime spot for Warren's



Craft Burger, and the Copper Club was an ideal partner. The two businesses operate together, and create a fun and attractive atmosphere in the downtown area. This building underwent a \$1.5 million renovation on its first floor and basement in order to accommodate the two new businesses. Between the two, Warren's Craft Burger and the Copper Club brought 60 new jobs to the area.

## River Development

Ogden has seen impressive growth along 20<sup>th</sup> Street between Washington and Lincoln. Recruiting America First Credit Union to the area was one of the most significant improvements. The company's new building on the corner of 20<sup>th</sup> and Washington increased property value by \$2,257,000. This has the potential of increasing property tax revenue to the city by more than \$7,000. The credit union also brought 17 new full time





There has also been significant construction of new housing units in the area. South River Development has completed, and is still in construction on, a number of beautiful townhomes which are situated near the Ogden downtown area. When completed there will be 69 new townhomes with prices ranging from \$195,000 to \$260,000.

These townhomes are the beginning of a 60-acre, master-planned development.

Just West of the townhomes, Peg Development is busily constructing a complex of 140 luxury apartments located next to the American Center. These housing projects will provide convenient homes for the employees of the many new businesses coming to the Ogden area.

Ogden City made infrastructure and aesthetic improvements to the nearby Ogden river, spending approximately \$6 million, to make these housing improvements possible.



## The Bicycle Cluster, and Outdoor Recreation 2014-15

Ogden Business Development staff, in cooperation with Ogden's already-existing bicycle products distributor Quality Bike Products, has recruited numerous nationally and internationally known bicycle manufacturers and designers. Companies recruited to the Ogden area include:

- IDArt Agency
- Tektro/TRP
- Volagi
- Enve
- Rotor Bike Components
- Mercury Wheels
- Hyperthreads
- Slate Graphics

Together, these companies have made Ogden into an internationally recognized business cluster for bicycle companies.







Business Development Department staff has an ongoing recruitment effort to bring these companies to Ogden. Staff members have arranged for Taiwanese and Chinese bicycle executives to participate in the Scenic Tour of Utah, and have attended international bike shows in Taipei in an effort to recruit these valuable companies. Steve Fishburn has been instrumental in recruiting these businesses to Ogden. These operations have boosted property values and created many full time positions throughout the Ogden area.

Complementing the bicycle companies, other outdoor recreation gear companies have also joined the Ogden community. One, GuraGear, is a high-end camera bag company, and with Business Development Division staff assistance, recently acquired outdoor gear seller Tamrac. Another, Osprey, creates outdoor packs; and AmerSports at the American Center deals various outdoor equipment brands, including Mavic bicycles.





## EXHIBIT D – NEIGHBORHOOD TURNAROUND



**Board of Education**  
 Don E. Belnap, President  
 Joyce Wilson, Vice President  
 Douglas B. Barker  
 Nancy Blair  
 Susan Richards  
 Jeremy Shinoda  
 Jennifer Zundel

Superintendent Rich K. Nye, PhD  
 Business Administrator Zane K. Woolstenhulme

New Bridge School is at the heart of this neighborhood turnaround. When people hear the word "school" they think about education; teachers teaching and students learning. New Bridge has made a tremendously positive impact on education.

In its first year of operation, 2016-2017, the RISE and SAGE (standardized test) scores for the same students who attended Dee Elementary the year before.

SAGE/RISE RESULTS	Academic Year	English Language Arts	Mathematics	Science
Dee Elementary School	2015	16%	23%	11%
Dee Elementary School	2016	23%	20%	27%
New Bridge School	2017	44%	42%	45%

The drastically different design of New Bridge allowed the school to implement a drastically different approach to education. New Bridge adopted the Project Lead The Way (PLTW) model; a project-based learning system that encourages students to work collaboratively while discovering solutions to problems with real-world implications. This led to New Bridge becoming the first elementary school in all of Weber County to earn the state's Platinum STEM School designation.

The building earned the Outstanding Project of the Year award from *Learning By Design*, a national publication assessing education design and innovation excellence. It has not only transformed the aesthetics of the neighborhood, New Bridge has also helped change the community culture. Through a partnership with Ogden City, the school joins seamlessly with Liberty Park, creating an inviting space for recreation and athletics. Hundreds of people now look forward to attending the school's annual STEM fair each spring which provides students and their parents a direct connection to some of the area's most prestigious business and industry partners. At a young age, New Bridge students can begin to imagine their pathway through school and into a meaningful career in their own community.

The turnaround extends beyond the walls of New Bridge School. The campus of Dee Elementary School has now been converted into a group of beautiful new homes that have breathed new life into the neighborhood along this section of historic Jefferson Avenue.

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The sense of school and community pride is evident among students and residents. Because it is so appealing to so many parents, New Bridge draws a significant number of students from other parts of the school district and even some who travel each day from outside of Ogden City to attend. As a highly-impacted Title I school with a rich blend of diversity, New Bridge is the embodiment of what a student can achieve, no matter what challenges they encounter outside of school.



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