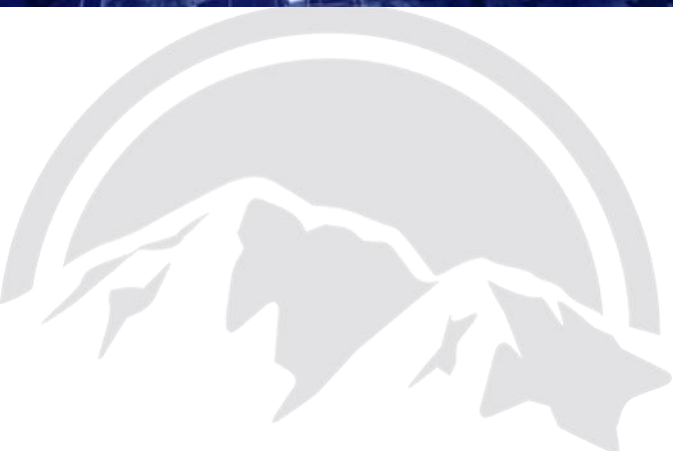


OGDEN CITY

COMMUNITY & ECONOMIC DEVELOPMENT

Annual Report, FY2020



Ogden
UTAH™



*#9 Best Performing City
in the Nation*
- Milken Institute, 2021

Ogden Accolades



*5 Cities Ready to Build
with Remote Workers in
Mind*
- Bloomberg, 2021



*Top 50 Best Cities to
Start a Business*
- Inc., 2020



Ogden Accolades

*Top 20 U.S. Cities for
Manufacturers*
- Global Trade Magazine, 2020

BUSINESS DEVELOPMENT

Business Development seeks to Move the Needle in the areas of community prosperity, promotion, and place. We work towards these broad goals in the strategy areas of business recruitment, business retention & expansion, small business & entrepreneurial support, and redevelopment.



Business Depot Ogden, an 1,100-acre business and industrial park, has been the site of significant business growth.

Prosperity: Move the Needle: Attract and retain transformational businesses and jobs to Ogden, through business recruitment, business retention & expansion, and small business & entrepreneurial support. Notably, the Business Development team accomplished the following projects:

- **SkiCamp/EDDGE:** Hill-AFB based SkiCamp and EDDGE selected downtown Ogden for the location of an inhouse software factory. SkiCamp and EDDGE provide the Air Force an organic development, security and operations software factory serving high-profile programs including GBSD, F22 and F16 among other Hill AFB programs.
- **Eden.io:** San Francisco based Eden.io chose Ogden for a U.S. sales and marketing office. Eden selected Ogden over other communities on the Wasatch Front and Phoenix metro. Eden.io moved the needle in terms of pay and benefits for the professional sales industry in Ogden.
- **Home Reserve:** Indiana-based Home Reserve selected Ogden for its second manufacturing location. Home Reserve provides direct to consumer custom furniture and offers employees above average pay and flexible schedules.
- **Medly Pharmacy:** Brooklyn-based Medly Pharmacy opened a customer success center at Business Depot Ogden. The center provides a mix of entry level and mid-career jobs and a pathway for employees to grow and succeed in the company. Medly offers employees top of industry pay and benefits.
- **Business Expansions:** EnableUtah and Ogden's Own chose to expand in Ogden with new facilities at the Ogden Business Exchange, contributing to job creation and redevelopment in West Ogden. Other notable expansions include Setpoint, Amer Sports (addition of Arc'Teryx team), and Trust Brands, all of which retained and added high-quality jobs in target industries.
- **COVID-19 Response:** The Business Development team worked to support and retain existing businesses that were impacted by the COVID-19 pandemic. We assessed business impacts and needs through direct outreach, four virtual roundtables, and two online surveys. Feedback from businesses informed our recovery approach, which included strategies such as connecting businesses with new contracting opportunities and financial assistance. The division's COVID-19 response also included launching an Emergency Loan Fund (ELF), managed by the Business Information Center. Ogden businesses and community partners generously funded the ELF, which provided loans totaling \$301,624 to 37 businesses impacted by COVID-19.

- **Microenterprise Loan Program:** \$243,700 was provided to eight microenterprises to stabilize or expand their microenterprise in Ogden City's Neighborhood Revitalization Strategy Area. All businesses are owned by low-income households. Seven were minority owned business enterprises. Five were owned by Hispanic persons who speak English as their second language. One loan was to an African American veteran.
- **Small Business Loan Program:** \$90,000 was provided to a loan to Ogden's Own, who projects they will create up to twelve full-time jobs within five years. This project is in the City's targeted Ogden Business Exchange development.
- The Business Information Center continues to serve minority and women-owned businesses through the loan programs described above.

Promotion: Elevate the Ogden brand locally, regionally and nationally through focused outreach to business leaders and key location consultants.

- **IEDC Annual Conference:** Business Recruitment Manager Brant Birkeland was a featured presenter at the 2019 IEDC Annual Conference, the marque conference for the economic development profession.
- **Area Development Consultants Forum:** Business Recruitment Manager Brant Birkeland participated in this three-day event which brings together top site selectors and a limited number of economic developers for formal and informal meetings, sharing of knowledge, networking and community promotion.
- **One on One Site Selector Meetings:** Business Recruitment Manager Brant Birkeland arranged one on one virtual meetings with five top site selectors in spring and early summer 2020. The meetings allowed Brant to share Ogden's story and assets as well as receive information on business trends.
- **Brokers Roundtable:** The Business Development Division initiated a quarterly commercial real estate brokers roundtable, providing a venue to update local commercial brokers on City projects and initiatives and receive market information directly from brokers.
- **Target Industry Promotional Collateral:** In spring 2020, the Business Development Division made a significant update to marketing and promotional collateral for target industry sectors. The material is used to market Ogden to businesses and decision makers in each industry and generally increase the awareness of Ogden nationally.

Place: Develop high quality places to live and work in Ogden, which retain and attract businesses and talent.

- **Nine Rails Creative District & Arts Plaza:** The Business Development Division, working closely with the Arts, Culture & Events Division, continued to implement the Nine Rails Creative District Master Plan. We identified the Arts Plaza at 25th St. & Ogden Ave. as a high-priority, high-impact project. We then contracted for design of the plaza and established a group of project partners that will help to fund and program the plaza.
- **MAKE Ogden:** The Business Development Division supported CED's efforts to develop MAKE Ogden, a vision for the development of Downtown Ogden over the next 25 years.

21 Project Wins

\$14M Capital Investment

673 Jobs Created

625k SF Real Estate

REDEVELOPMENT

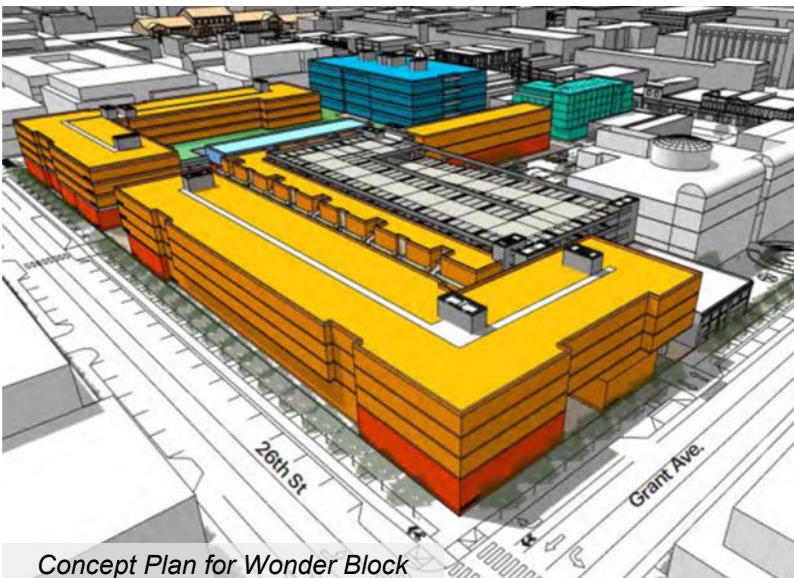
Place

Redevelopment efforts are focused on developing quality places to live, work, and play. This enhances the quality of life for current and prospective residents, and also supports business attraction and growth. Additionally, redevelopment projects are essential to the growth of the community's tax base, which is needed to support increasing costs. Redevelopment projects convert underutilized properties into active, productive uses that contribute to the community's sense of place and economic vitality. Significant redevelopment projects are summarized below.

- Completion and adoption of MAKE Ogden, a vision for the development of Downtown Ogden over the next 25 years
- Initiation and ongoing pre-development of Wonder Block, a 5-acre mixed-use development re-envisioning the now vacant Hostess Bread factory site
- Visioning and scoping of the Union Station Campus, a 35-acre mixed-use development surrounding our historic Union Station depot building
- Partnership with Powder Development, Outlier Capital, and Common Living for the development of an innovative Remote Work Hub along Historic 25th Street
- Advancement of the RiverBend Master Plan with the development of Ogden River Brewery, additional new commercial space, and 35 new townhomes along the Ogden River



MAKE Ogden



Concept Plan for Wonder Block

- Redevelopment of the old Ogden River Inn site as a new Mountain America Credit Union
- Expansion of Ogden's Own at Ogden Business Exchange
- Environmental remediation and demolition of the Swift Building in preparation of new light manufacturing development
- Ongoing pre-development of Gibson Grove, a 14-acre residential community along the Ogden River and Gibson Avenue
- Ongoing pre-development of Capitol Square, a 10-acre mixed-use development re-envisioning the now vacant Rite Aid site
- Advancement of the downtown parking plan

UNION STATION

Place, Programming, Product

Since Ogden City has resumed management of the Ogden Union Station, we have worked to support Community and Economic Development in three distinct categories: Place building, arts and event Programming, and rebuilding itself as a key cultural Product.

Key Accomplishments

2020 saw a direct impact on our ability to accomplish the goals we typically set for ourselves regarding financial growth and visitorship. But 2020 did allow us to spend some much-needed time working on the image of the Union Station building itself.

In 2020 we were able to finally abate the asbestos contamination that had been present in the historic Union Station Laundry Building.

We also utilized several large donations that had been earmarked for renovations of the Browning-Kimball Car Museum. These funds had been sitting idly for several years while the museum continued to deteriorate. This year we deployed those funds in conjunction with a RAMP Grant to abate asbestos flooring in the Museum and completely renovate the space providing a vastly improved museum experience.



Beyond Suffrage Exhibit, August 2020

Other smaller, but collectively large, completed and ongoing projects include: recarpeting of the Browning Firearms Museum and main hallways, newly painted walls throughout the entire Union Station, electrical repairs of the model railroad displays, boiler repairs, HVAC unit replacements, and so on.

We have worked to adjust to the reality of Covid-19 this year and managed to stay open and safe (a challenge considering the demographic of our volunteer base). We have been able to provide the community access to the museums, galleries, and exhibits while working to expand our programming to other mediums using online technologies.

So despite the challenges presented, the Union Station has continued to improve on its mission to represent the unique Place that is Ogden, UT. Continuing to help build a community where people want to Live, Work, and Play. We look forward to 2021 and the continued evolution and development of Ogden Union Station.

COMMUNITY DEVELOPMENT



Home Rehab (After)



Home Rehab (Before)

Place

The product of Community Development is an elevated sense of place. The character and vitality of vintage neighborhoods is enhanced by redeveloping blighted sections and parcels with inappropriate uses into new and renovated housing and neighborhood landscape which reflects the quality and style of the past and generates a sense of overall health and upward progress. This sense of place is experienced not only by the homes' occupants and neighborhood residents, but it helps create the perception of wellness among those who learn about and experience Ogden's renaissance.

Key Accomplishments

Stone Hill Homes: Phases 3 and 4 completed and sold; Greenway Park constructed

550 24th St Infill: Engineering designs and acquisitions negotiated for roadway

Rehab/Resale: Rehabbed and sold 10 homes



Own in Ogden Home

Own in Ogden: Assisted 71 homeowners to buy homes in Ogden

PLANNING

Place: Much of the effort of planning is to help create a sense of place for the citizens of Ogden that they can live, work, and play in. That is done by managing the built environment so that these factors are always considered in the development of land. Zoning and zoning ordinances are the implementation tools to accomplish this. The year 2020 drew attention that in the demand for housing, some holes in the zoning ordinance were exposed that did not create a place of value. The ordinances lacked providing all the necessary elements of a desirable living space. The pandemic pointed out that when people cannot travel about, the place they live in needs to provide more than shelter but the things that bring quality of life to a place. A six-month pending ordinance was enacted to review and amend the existing ordinances that deal with apartments in the commercial zones. At the end of the pending ordinance, new zoning ordinance provisions were adopted to require that multiple family developments consider a holistic approach to the needs of their residents as they develop multi-family housing.

Another aspect of place is growth of the tax base and jobs. Many of the vacant commercial lands became subject to the development of housing. The ordinance changes also looked at preserving land for job development and higher taxable uses in addition to the current trend of multiple family housing. Without the proper balance of land uses, the demand now could lead to a problem in the future of places to develop jobs if all the land is assigned only to one use.

Separate from the ordinance revisions for multiple family housing, the zoning ordinance was amended to prohibit commercial areas from being developed by low tax producing uses such as storage units and warehousing. The proper locations of such uses in manufacturing areas were stressed with these revisions. This allows more visible lands to be used in more productive and active land uses that can benefit adjacent land uses and stimulate activity for them as well.

An important part of place in Ogden is the preservation of its historic architecture. Another building was placed on the local historic register and oversight of the proper repair of the historic properties to retain their character was reviewed for 47 different properties throughout the year by the Landmarks Commission.

Product: The City has been involved over the last few years in the creation of the Make Ogden Plan. 2020 was the year of the approval of the plan which not only develops place but plans the development of the necessary infrastructure to create the place. This focus of product by outlining episodes directs the logical steps needed of having in place for all the necessary components vital to economic development.

The second product was the adoption of the Airport Master plan and the amendments to the General Plan so both documents work together in making this City asset meet its potential to benefit the community.

Programming: One of the constant directions of the Planning Division is to look at ways to improve service to the customers. The very basic step of land development is the creation of a parcel of property to use. Ordinance revisions were made to simplify the process for something which is a simple action. Reducing the time frame needed for city approvals was the change made. Revisions were made for small lot subdivisions and the approval process by eliminating the need to be reviewed by the Planning Commission saving two to three weeks in the review process as well as staff time in writing reports.

People: People are what a community is about. Housing is on the minds of many as people move into the community, seek to upgrade their present living conditions or are starting their own independent family and looking for a place to live. 2020 saw the planning commission approve 751 multiple family dwelling units and 334 of those units are under construction.

The city is set up that citizen involvement in the development approval process takes place through various boards and Commissions. Citizens on Commissions and Boards help their fellow citizens of Ogden improve the community.

BUILDING SERVICES

Place, Prosperity, Promotion

It is a natural fit for Building Services to focus on Place, Prosperity & Promotion as they align with the responsibilities of our daily duties. Building Services is comprised of Permitting & Building Inspections, Business Licensing and Code Enforcement. All three branches of Building Services have a direct impact on Place as we are responsible for the safety of the built environment and ensuring codes and regulations are followed properly. When the built environment is done correctly in conjunction with planning efforts, Prosperity and Promotion naturally follow allowing others to help spread the word that this is a place to be. We can continue to influence these areas by having a meaningful goal-oriented Code Services Program.

PERMITS & INSPECTIONS

2,998 permits issued

20,372 inspections scheduled (Building Services and Engineering)

Record number of **multi-family housing units** permitted, including:

- Fox Ridge: 26 Units
- Ogden Flats: 48 Units
- Whisperwood: 40 Units
- The Lofts @ 5 Points: 86 Units
- Keisel Corner: 22 Units
- Chloe's Point: 116 Units
- Blackberry: 22 Units
- The Lofts @ 29th: 12 Units
- Landing @ 5 Points: 66 Units
- Dual Brand Hotel Tru & Home 2 Suites: 155 Rooms



New Multi-Family Housing



Before Code Enforcement

BUSINESS LICENSES

4,426 business licenses issued

CODE SERVICES

2,489 cases opened



After Code Enforcement

Key Accomplishments

FY20 started out as a typical year until March 2020 when everything was turned upside down. With the Covid-19 pandemic going into full swing, the focus for the daily process was rapidly changing. We scrambled to create an electronic presence that first started with simply allowing applicants to apply for permits and licenses by email. This was a big step and long overdue as up to this point, we still required physical paper copies of all applications, plans, permits, etc. We were able to grow that quickly by accepting applications and issuing permits and licenses electronically with no face-to-face contact utilizing electronic reviews and signatures. The second phase that came into play was the kickoff of CSS (Customer Self Service); invoice payments and business license renewals were the first implementation, with over the counter type building permits following closely behind. CSS is a valuable tool that we anticipate will be more robust as we continue configuration and implementation. Thus far it has created quite the learning curve for staff as we diligently work to understand the behaviors and keep adding additional functionality.

Another interesting fact that we learned from this pandemic was that pretty much everything was opposite of what we anticipated. The overall assumption was that projects were going to slow way down but we experienced quite the contrary. Demand for home improvements and do it yourself type permits swelled, exceeding expectations; this behavior has continued into FY21. Our inspection staff was booked solid day after day. Many jurisdictions across the country started switching to virtual inspections and we looked to follow suit. We implemented the ability to perform virtual inspections but for us it struggled to take hold. Often, we were running into the applicant not having the means to video conference on their end or the video being too dark to identify what was being looked at. We worked with the field inspection staff to create a series of questions and PPE that was needed to continue to perform on-site inspections. We limited direct contact with applicants and performed unaccompanied inspections with follow ups being either by phone or virtual meetings with all inspection reports being electronic. The same held true for licensing, due to the grants that were being made, available businesses had a heightened urgency to review and ensure their records were up to date. The licensing counter was inundated with requests for records and some businesses that had been closed/expired suddenly reemerging.

Other areas of improvement that we have been working on are the coordination of projects over multiple divisions and departments. As we continue to grow and utilize the tools contained in Energov, this is much easier. All review personnel are inputting their information into one program. Upon application for a permit or license, all parties now have access to review records contained in other divisions such as Code Enforcement. If there are open cases, unresolved issues on another permit, unpaid citations, etc., this is now visible and applicants are directed to the appropriate counter to resolve prior to issuing anything new. We have successfully captured fees due in areas like late fees, unpaid invoices, overdue citations, and judgements. The system allows a hold to be placed on a parcel when there are active cases or the applicant has not followed up on other requests; this notifies internal personnel and has been a fantastic tool.

One of our big accomplishments that has been very positive has been the completion and implementation of the Building Services front counter restructuring that took place. The front counter is now staffed with individuals that are certified and licensed with experience in the construction field. This has increased the ability to respond to questions and issue permits. Previously staff would be stuck hoping to locate another team member to answer questions. We have implemented on a small scale the overlap with other divisions such as Planning, through training we have started reviewing and approving sign permits and fence permits. We are a step closer to the goal of becoming a true one stop.

ARTS, CULTURE & EVENTS

Place

It is important that we continue to create a Place where people and businesses want to be. Through public art installations, arts district development and programs such as the Mayors Awards in the Arts that attract and cultivate the creative class this can be accomplished.

Product

It is important that we provide Products that offer support and resources to our residents, businesses, and community organizations. Programs such as The Corner, #OgdenSharesArt, Special Events Process and the Master Plan for Arts and Culture, offer a robust infrastructure of tools and resources to support those who work to enhance the quality of life in our community.

Programming

It is important that quality Programming is available to residents and serves to attract visitors. Quality programming produced by ACE or funded through ACE programs such as ODA Contracts, Arts Grants or local and national arts calls enhance the quality of life for residents and attracts visitors.

Promotion

It is important that we Promote what makes Ogden unique. ACE manages eight social media platforms, an LED message board and is often a voice in many media outlets. This constant activity of self-promotion and programming partners promotion attracts regional and national recognition and forges positive perceptions and reactions, creating community pride.

KEY ACCOMPLISHMENT

Ogden City Arts, Culture & Events is a division of Ogden City's Community and Economic Development Department. The challenges of 2020 taught us that we can improve the quality life for those around us and contribute to the economic well-being of our City, even under extraordinary circumstances.

The Arts, Culture & Events Division, (ACE) met in the large boardroom at Visit Ogden for a full day of discovery during an unprecedented year. The staff retreat was designed to assess what was not happening because of COVID-19 and what we would do instead. After a full day of list making, brainstorming and reflection, we were confronted with an unexpected realization. We are not event producers. Wait? What? We are not event producers. We are the resource, the support system, the means, designed to create an environment that fosters and supports diverse programming in arts and events. These words are in our mission statement, but we tend to overlook them because **doing events** is more rewarding, more measurable. Events are something we can point to and say, "we did that." One of the most memorable comments from that staff retreat came when Ashley genuinely asked, "Is this what eight-hour days feel like?" In that moment, I realized that this, (what is in the 2020 annual report), **this** is what we do. Events are what we do afterhours.

The WHY- It was important for us to learn or recognize that our role in this community is not to be the creators or producers, but more importantly, serve as the support system, the means for others to create a better quality of life for those in Ogden and to attract others to Ogden. This is our strength and how we can best serve our community.

- Christy McBride, ACE Manager

Additional Accomplishments

- Support and production of Officer Lyday's Funeral – Care and support of our fellow internal partners builds strong relationships and together we serve our community.
- Served as the Covid-19 support and resource for all event partners – In a normal year we would process over 200 Event Permits, these same external partners needed our help and guidance in a different way this year to navigate the challenges of the pandemic.
- Shifted from “event marketing” to “support local” marketing – Offering our social media platforms to encourage local shopping and managing the curbside service parking program helped many businesses through the pandemic, assisting in maintaining Ogden's economic stability.
- 3 Major Public Art Projects – Dumke Arts Plaza, Grant Ave Murals, The Corner Plaza – These three projects will have a huge impact in shaping Ogden as a destination.
- Successfully produced COVID-19 safe programming – We were able to continue offer high quality arts and culture programming in different ways, continuing to contribute to the quality of life for Ogden residents.



OGDEN-HINCKLEY AIRPORT

Airport Vision: Expand OGD's role as an economic engine in the region through a commitment to serve and cultivate general aviation and commercial service growth and aeronautical business opportunities.

- 2020 Ogden-Hinckley Airport Master Plan

Place

OGD is an Ogden City built asset that was established in the 1940's. The City's financial commitment to this asset is in excess of \$100 million dollars since that time. This is a combination of City funds, as a subsidy for losses from operations, federal & state grant funds, and the Ogden City local share of capital projects. This is the high level of commitment shown by Ogden City.

Not every municipality can have an airport. This is a commitment for the airport with the opportunity cost of options to use the same money elsewhere. Utah only has two other comparable airports, Provo Municipal and St. George Regional. Salt Lake International Airport is too large to compare to Ogden and the other several air carrier airports in Utah do not have the local population, number of based aircraft & hangars, nor anywhere near the aircraft operations. OGD & PVU are the only airports outside SLC that has an air traffic control tower. The local (50 mile radius) area has Morgan County Airport, Brigham City Airport, and Logan Airport for immediate competition. "PLACE" is critical.

Product

As stated above: Not every community can have an airport and brand new airports are incredibly elusive and expensive. The "PRODUCT" is having the aeronautical infrastructure to support current needs and future growth. This infrastructure is actually young and has a long way to meet its full utility value for the community in being an inter-modal interface.

Programming

Even this attribute can be described in the recreational and entertainment value of flying. This includes flight instruction and simple scenic flight, as well as the thrill of actually skydiving. This is all available at OGD.

People

Airports can become the international crossroads. Just because OGD currently does not have US Customs on-site, does not mean that it never will. In addition, jobs bring those from outside the normal paths that cause local persons to move to Ogden proper. Many international businesses require the future expansion locations for their business to have an important aviation component... namely a viable and successful airport.

Prosperity

OGD offers significant potential for growing Ogden's aerospace and defense industry and creating high-quality, high-wage jobs in the community, which supports PROSPERITY. In addition to aeronautical businesses, aviation is an important element for other growing businesses. Not every business has an aviation component, but those that grow to a regional, national, or international status all have a common denominator in aviation. Aviation causes the world to become smaller and to appear within reach.

Promotion

As the OGD Airport looks to gain the name of "Ogden Regional Airport," the name will increase recognition that OGD is a regional airport and an important statewide asset. This will support PROMOTION of the airport.



Key Accomplishments

- Successful completion of two major construction projects:
 - Reconstruction of the North Tie-down Apron (\$2.6 million)
 - Replacement of the terminal building roof (\$235,000)
- Start-up and return of an Airport Terminal Restaurant – The Bickering Sisters
- The return of Allegiant Airlines flights after completely shutting down at the end of March 2020
- Two new \$1 million plus hangars on the south end of Airport Road
- Receiving \$1,075,418 in FAA CARES funds

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