



**Make
Ogden**

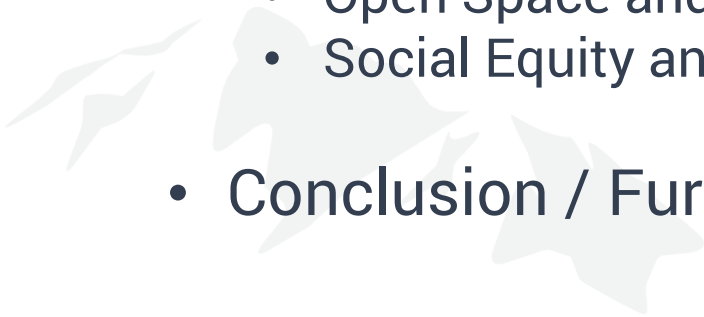
Ogden
UTAH

March 22, 2023

Topics



- Brief summary of historical context
- Introduction to MAKE Ogden
- MAKE Ogden Tenets
 - Real Estate / Land Use
 - Historic and Cultural Assets
 - Transportation and Mobility
 - Open Space and Parks
 - Social Equity and Essential Services
- Conclusion / Further Instructions



Historical Context

Turn of Century – early 1900's

- Ogden Rises to Economic and Cultural Prominence
- Crossroads of the West / Junction City
- Western Headquarters for UP and CP
- Ogden Standard listed industries:
 - Utah Power & Light
 - Five flour mills
 - Largest pipe/tile works
 - 3 machine shops
 - General Hospital
 - Stockyards
 - 4 Canneries
 - 2 Steam Laundries
 - 3 Woodwork mills
 - 4 Lumber yards
 - Largest railroad shipping yards in the West



Historical Context

1930's – 1940's

- Ogden's Resilience Shines
- Establishment of Defense Depot Ogden
- Establishment of Hill Air Force Base (originally Ogden Air Depot)
- Railroad traffic increased significantly due to World War II
- Hub of government and defense services (Naval Supply Depot, Forest Service)
- Significant government spending
- "You Can't Go Anywhere without Coming to Ogden"
- Housing shortfall
- 52,000 defense workers in Ogden area (1942)

Historical Context



1950's

- Growing pains
- Aggressive crime reduction
- Modernization of city services (culinary, streets, sewer)
- Ogden is the Economic Center of Utah
 - #1 Airport in the State
 - Highest Jobs*
 - Lowest Employment %*
- Government reform (city commission to council-manger – first in Utah)
- All other cities in Utah, including SLC, aspired to the economic accomplishments of Ogden

Historical Context



1960 to 1979

- Decline and Disinvestment
 - Increase in demand for services
 - Failure to pivot
 - Demolition of valuable buildings – conversion to surface parking
 - Too much commercialized vice
 - Waning transportation hub
 - Emphasis on recreation spending, but without economic support
- Ogden City population decline begins in 1960 while Weber County population increases much of that increase went to adjacent communities
- Decline of Ogden's business district, and the deterioration of many of the City's historic landmarks and buildings

Economic Condition



What Happened??!!

“Some assumed the government was a financial wizard or magician, immune from natural law, unaffected by economic principles, and was able to make something out of nothing. Ogden was trying to catch up with the past, take care of the present, and prepare for the future, and nothing short of a **long-term, well-planned program**, would accomplish the desired results.”

Elizabeth Tillotson, *A History of Ogden*, vol. 2, p. 44 (1970)

Present Context



1980's to 2000

- Ogden Mall
- Ogden LDS Temple
- City Building renovation
- Weber County Complex
- Federal Buildings
- 1st Union Station Renovation
- Union Station Renovation
- Ogden River Parkway
- Park, trails, pools, playgrounds
- Ice Sheet

Present Context



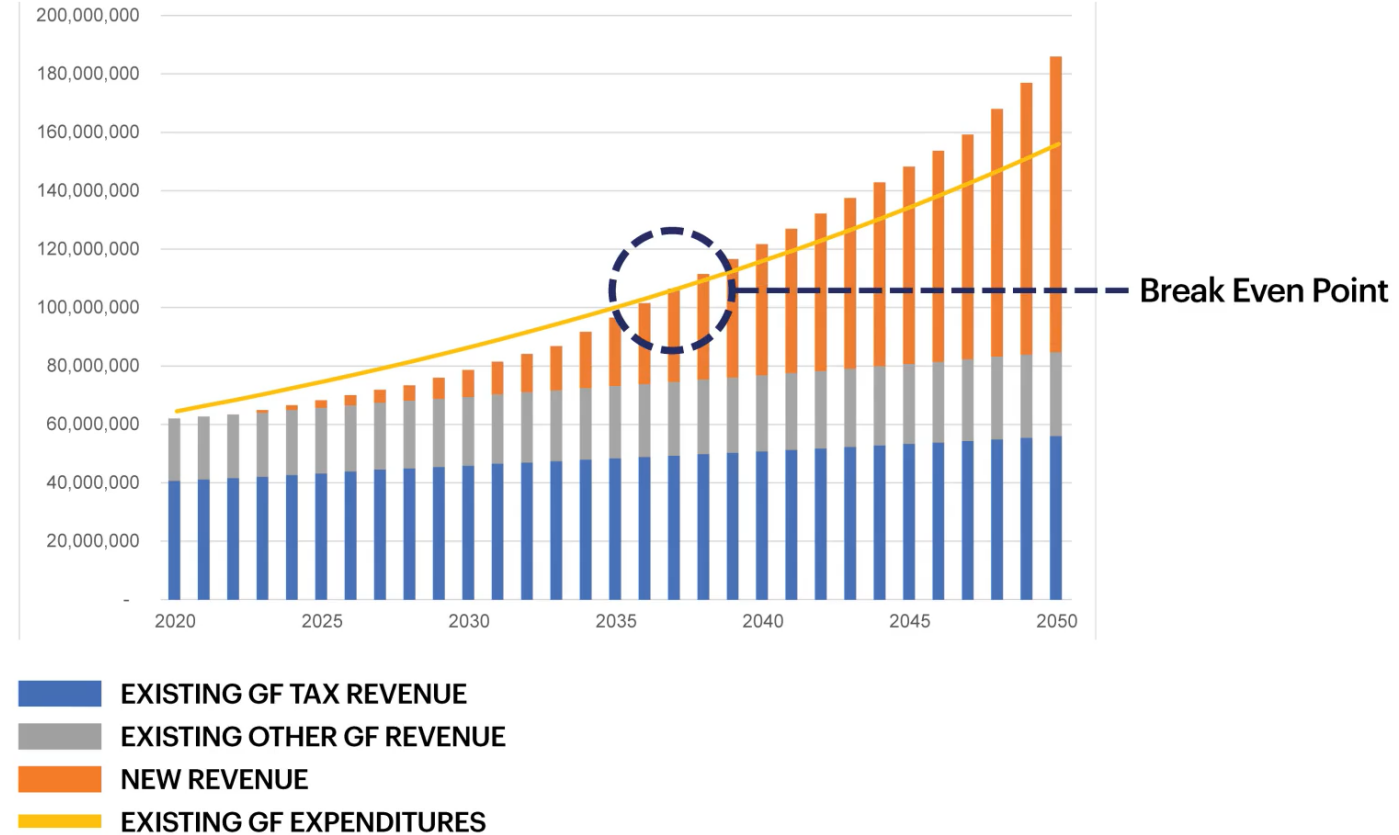
2000 to 2015

- Historic Restoration
- The Junction
- Extensive Redevelopment
- Trackline
- Federal Buildings
- Intermodal Hub
- Ogden River Parkway
- New Housing
- New Commercial Development (Jobs)



The City of Ogden needs a comprehensive vision to guide growth and development in it's Downtown and to maintain and grow its tax base – which will improve the long-term fiscal health of the community and ability to meet basic service needs.

How can Ogden strategically evolve its downtown core to take advantage of its historic and natural assets to become a nexus for business and employment attraction, residential growth, and recreational and cultural activity that increases the value of the land, contributing to the long-term health of the Ogden community?





**Make
Ogden**

What is MAKE Ogden?



Downtown Ogden Master Plan

Prepared By: Design Workshop Inc.
1390 Lawrence Street, Suite 100
Denver, Colorado 80204
720.907.9352

2020
41°13'11"N
111°58'16"W



Establishing a Vision for Ogden's Future

Ogden holds within its downtown core an assemblage of historic, cultural, recreational, and natural assets that are unmatched along the Wasatch Front.

This master plan envisions capitalizing on those assets through **transformative infill of vacant and underutilized parcels to build a thriving Downtown that improves the lives of residents and bolsters the City's financial health and prosperity.**

25/

Downtown Ogden


MASTER PLAN

year vision




+38%
INCREASE IN
WALKABILITY


+92%
INCREASE IN
JOB DENSITY


+476%
INCREASE IN
HOUSING DENSITY


+175%
INCREASE IN TAXABLE
VALUE PER ACRE
OVERALL

PROJECT TENETS



LAND USE



HISTORIC ASSETS



MOBILITY



OPEN SPACE



EQUITY



BRANDING

1 Real Estate and Land Use

THE ENGINE OF DEVELOPMENT

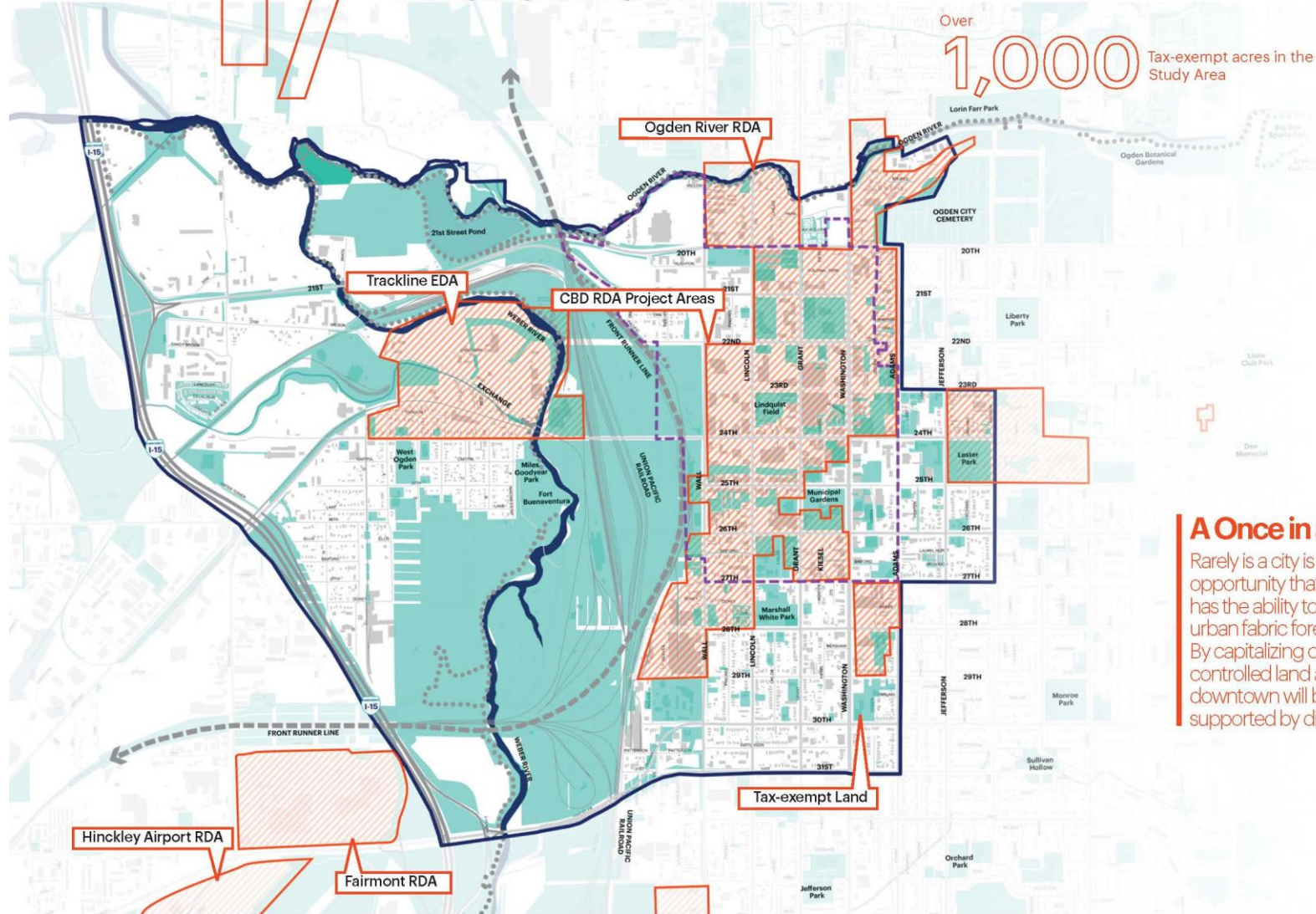


Figure 11: RDA Project Areas and Tax-exempt Land

○ RDA Project Areas ■ Tax-exempt Land

Challenge

How can Ogden City reach the goal of retiring a projected multi-billion dollar tax deficit within the next 20 years? How can new development contribute to this goal without over-extending existing infrastructure or over-taxing current incentive programs?

Opportunity

Identify key redevelopment zones and strategically utilize all unconsolidated, vacant and underutilized land in a targeted and episodic manner. Focus on jobs and residential growth in the CBD as a means to increase the City's tax base through a larger high-paid workforce and a greater amount of land contributing revenue through property taxes.

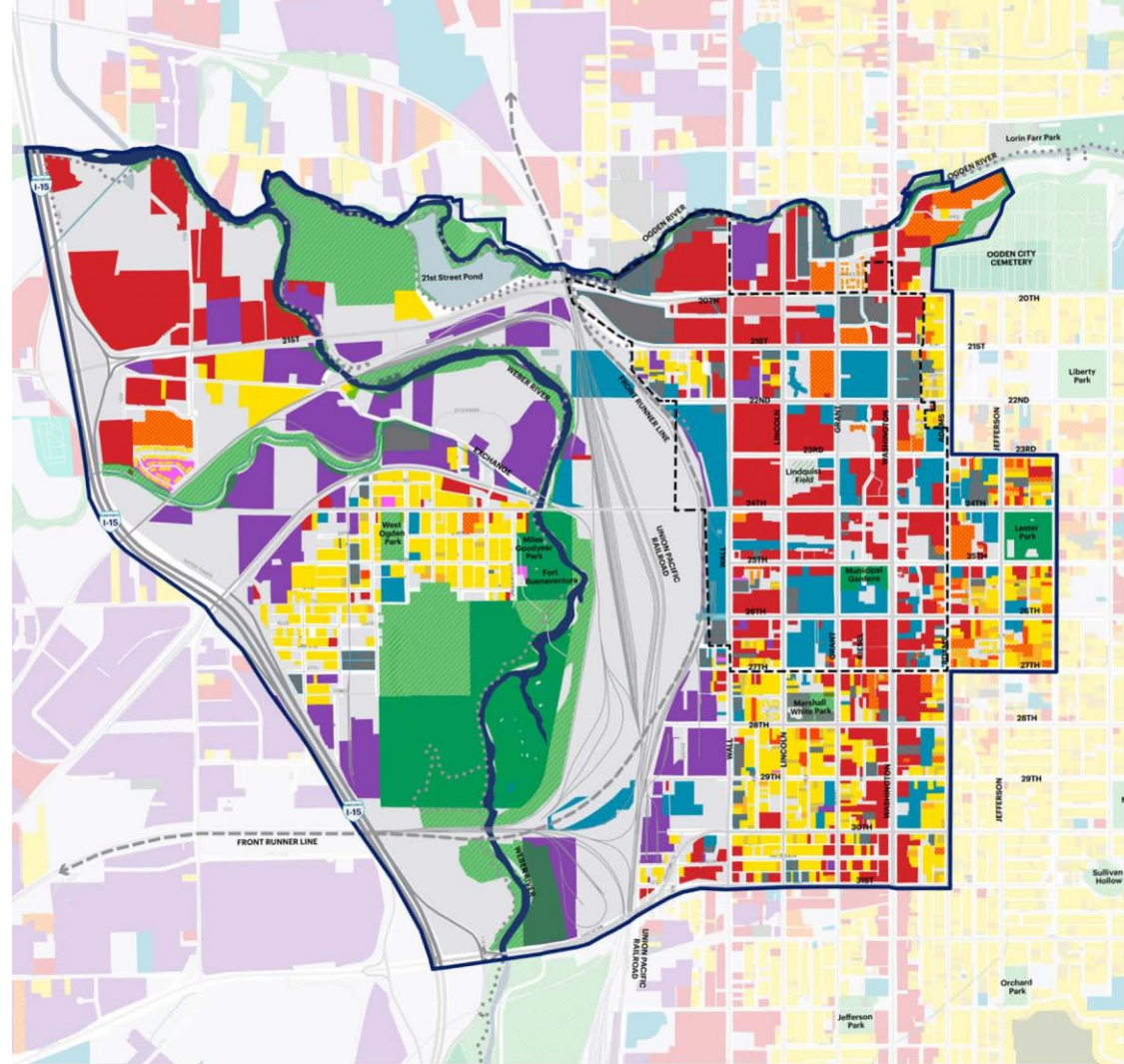
Leveraging City-Owned Land

Parcels that are currently vacant, underutilized and/or tax-exempt, particularly those that are owned by the City, should be targeted for redevelopment in Episodes 1 and 2. Additionally, it will be important to focus on areas of opportunity that are not subject to long-term RDA tax requirements, as these areas will

A Once in a 100-year Opportunity

Rarely is a city at the precipice of truly catalytic change; an opportunity that, if emboldened through planning and action, has the ability to change the trajectory of development and the urban fabric forever. Currently, Ogden is at that turning point. By capitalizing on latent assets, such as a large amount of city controlled land and unrivaled access to open space, the future of downtown will be characterized by economic prosperity that is supported by diverse development and high residual land value.

contribute directly to the City's General Fund. The development of tax-exempt and vacant land will likely have the greatest impact on city revenue, and work towards retiring the projected 2040 deficit of \$10 billion. The growth trajectory must be balanced to ensure that as land values increase in the core, development is not pulled to the periphery of downtown.



Land Use

Legend

- Project Study Area
- CBD
- Lakes/Streams
- Rivers
- Front Runner Line
- Trails
- Parks
- Open Space
- Farmland/Rangeland
- Single Family
- Multi-Family (Duplex)
- Multi-Family (3-4 units)
- Multi-Family (5-9 units)
- Condos
- Mobile Homes
- Commercial
- Residential on Commercial
- Civic/Government/Schools
- Industrial
- Vacant
- Unclassified/R.O.W.

Figure 12: Land Use

Tax-Exempt Land

Land Ownership

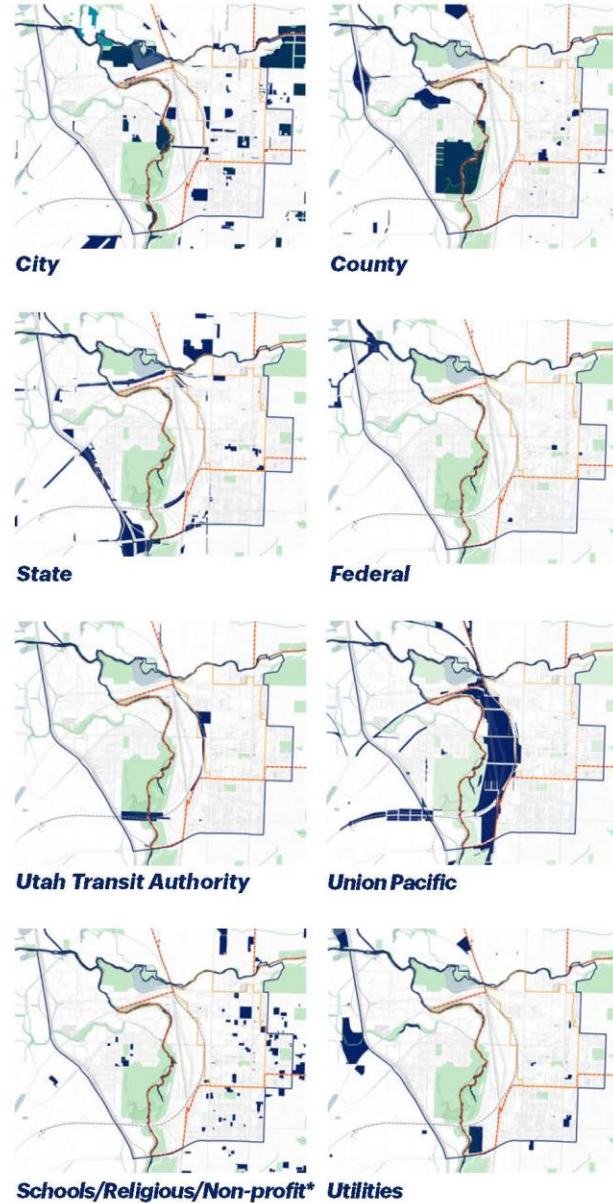


Figure 13: Tax-exempt Properties

*Note: All schools that are exempt from property taxes are shown in the exhibit, regardless of district (city, county, et al.) and education level (primary schools, universities, et al.). Additionally, all religious organizations that are exempt from property taxes are shown as one, regardless of denomination.

Existing Land Use

A strong mix of land uses does not currently exist in downtown. A clear demarcation between residential and commercial/retail/mixed-use land uses occurs at Adams Avenue, and less so, at Harrison Boulevard east to west. This separation of uses contributes to Ogden not being an 18-24 hour city, discourages transit use and walkability, and increases overall market leakage to other parts of the city that could otherwise be captured downtown. Encouraging mixed-use development within this use segment will be key to diversifying uses and ultimately, tax revenue.

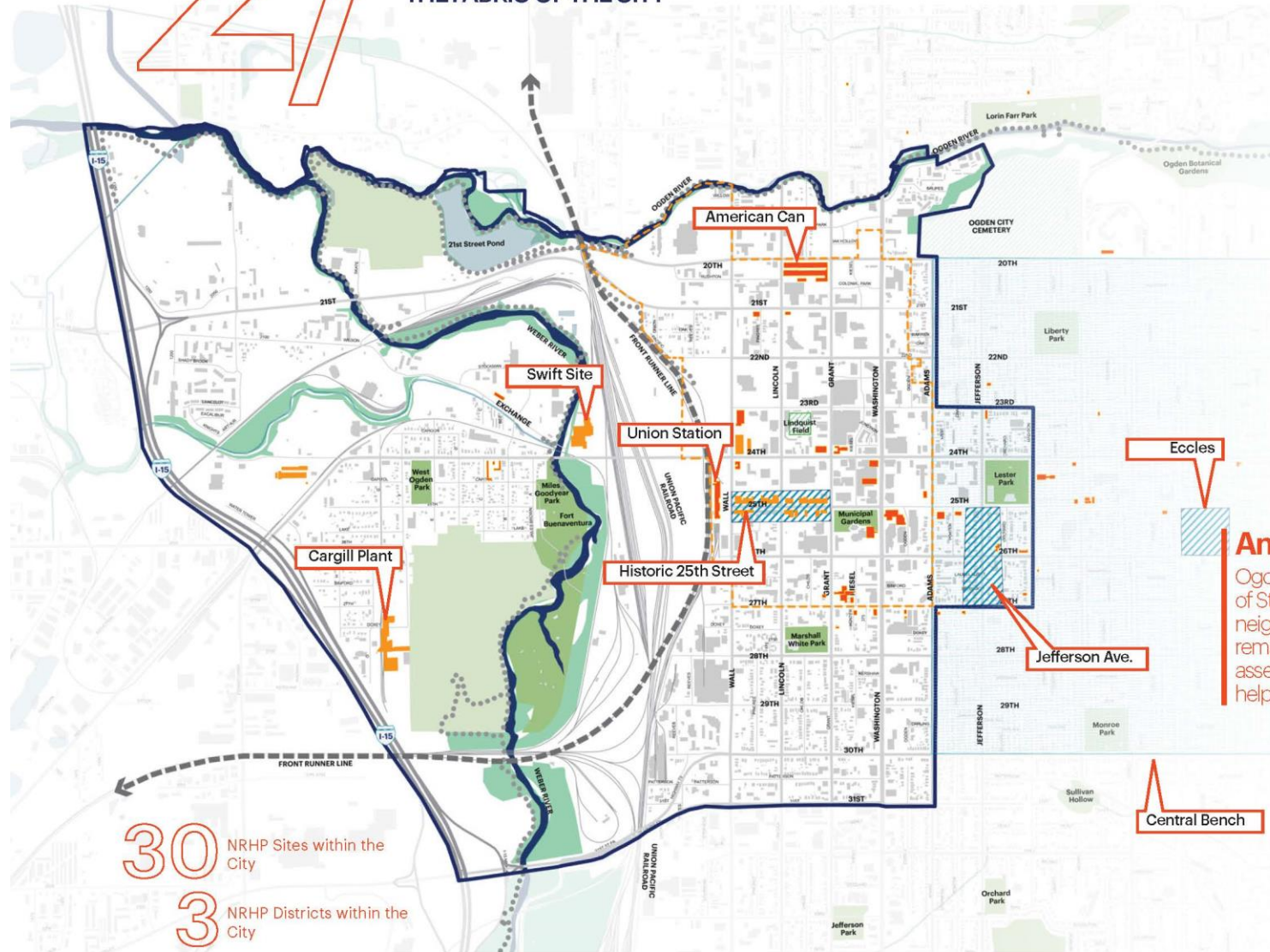
Tax-Exempt Parcels

Union Pacific Railroad controls an overwhelmingly large portion of all tax-exempt land within the Study Area. The rail yards are an inefficient use of land, with the majority being derelict open space, not rail lines, spurs or service areas. The amount of land within the rail yards, coupled with their low residual land value and current exempt status, provide an unparalleled opportunity for the westward expansion of downtown in portions of Union Pacific property.

Evaluation of all classes of tax-exempt land reveals that City controlled parcels show the greatest potential for near-term development due to their prime location within the center city. Many of these are large, continuous or adjacent parcels and may have access to RDA funds, all of which are attractive to developers.

2 / Historic and Cultural Assets

THE FABRIC OF THE CITY



30 NRHP Sites within the City

3 NRHP Districts within the City

Figure 15: Historic Assets



1/4-mile Transit Service Area Deficit

Challenge

Ogden has a rich history with over 30 buildings and 4 districts listed on the National Register of Historic Places (NRHP). Recent development has failed to reflect and capitalize on this narrative as a visual and cultural asset. How can the City build on its historic character to create an authentic environment that is attractive to business and residential growth?

Opportunity

Identify, preserve, and celebrate historic and cultural assets to capitalize on the significance these places represent in the downtown area. Create design standards tailored to enhancing and protecting historical assets that place greater significance on adaptive reuse and strategic infill in and around these key places.

Adapting Uses

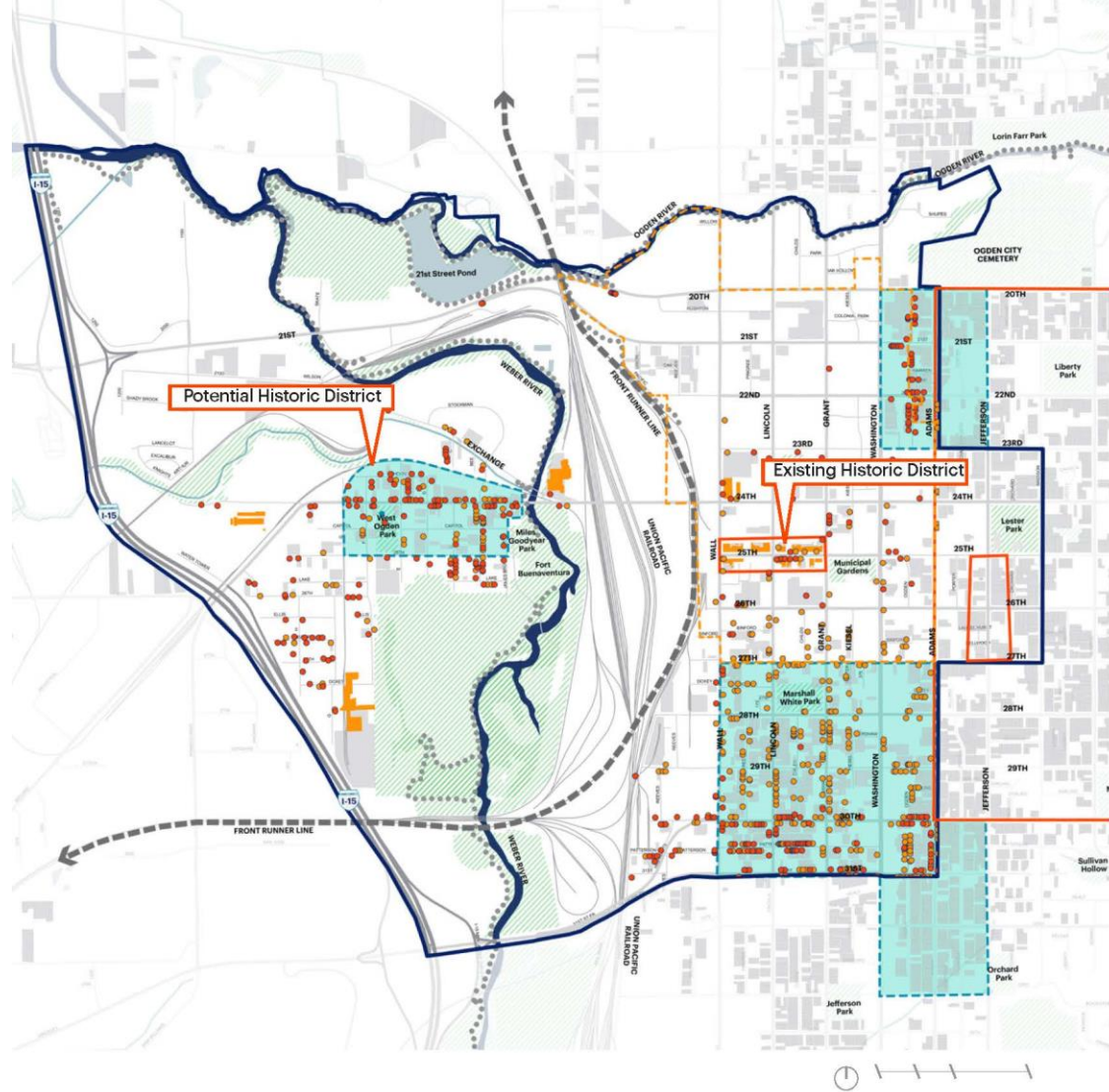
These districts have recently witnessed an injection of new residential, retail, nightlife and cultural events. From bars, pubs and restaurants to galleries, maker spaces and apartments, it is clear that the authenticity these places provide

An Unmatched Asset

Ogden City, in partnership with the State of Utah and Utah Division of State History, have already recognized groups of buildings and neighborhoods, listing them on the NRHP; however, many more remain unlisted and are therefore unprotected. Identifying historic assets within and outside the borders of these historic districts will help to evaluate the possibility of creating new, protected areas.

is in high demand by residents, visitors and developers. Additional preservation of identified historic assets that are not currently listed on the National Historic Registry will be key to enhancing an already robust network of buildings.

Paramount to Ogden's identity is maintaining the view corridor along 25th Street from the Weber River and Union Station to the base of the Wasatch Mountains. It is important to consider this relative to streetscape enhancements, building heights and building setbacks.



Historic Opportunities

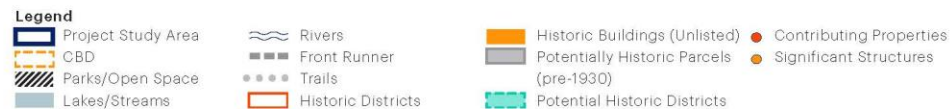


Figure 16: Historic Assets Opportunities

Sites of Historic Importance

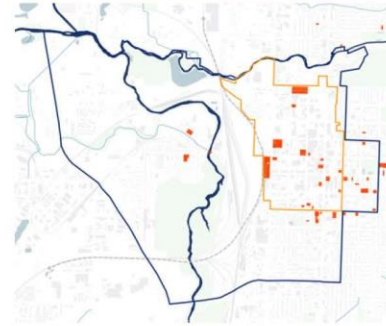


Figure 17: Historic Sites of Importance

District Opportunities

The amalgamation of eligible contributing or significant historic structures layered with the development decade of the underlying parcels suggests that the current Jefferson District around the Marshall White Community Center, the area of West Ogden along 24th Street near Miles Goodyear Park, and the confluence of the CBD and East Central District near the Ogden Cemetery, should be considered as potential historic districts. At the very least, a review of the existing structures should be conducted to determine historic relevance.

A number of potential parcels and buildings throughout downtown have been located per the NHRP guidelines on property types. Eligible historic sites are categorized in two ways, Contributing and Significant.

Contributing Properties

Contributing properties are those that support other more historically and culturally significant buildings. They may not be historic themselves, but they help strengthen the overall historic character of the site or district rather than defining it.

Significant Structures

Significant sites are those where the structure defines the space and can stand on its own as a historic structure without support from surrounding structures.

Goals and Strategies

Vision / Topic

- Utilize restored assets to improve at least one other tenet category.
- Collectively interpret all historic buildings and landscapes in the context of a written history of Ogden.
- Assess current building codes in relation to historic assets and develop proper restrictions for historic reuse.
- Create an economic market that values historic assets so redevelopment of historic sites becomes profitable without subsidy.

Goals

- Identify historic buildings, landscapes and cultural assets. Map and catalog these assets. Identify those currently being preserved and those at risk of demolition.
- Prioritize buildings and landscapes to be restored and/or improved. Identify critical timelines to maximize the benefits of these assets and to achieve their restoration potential.
- Create integrated strategies that strengthen the utility of each identified asset.
- Use Ogden's historic assets to tell a more interconnected story of the city.
- Strengthen the authority of the Landmarks Commission to promote and evolve historic and cultural assets, weaving them into the everyday experience of Ogden living.
- Build public awareness of the importance of historic and cultural resources.

Strategies

- Pursue historic building/landscape designation(s).
- Establish an historic district in downtown.
- Update historic buildings with improvements and uses that enhance actual and perceived value.
- Develop zoning and permitting codes for the review of historic uses and impact to any historic sites.
- Assess new projects to ensure they are reinforcing, highlighting and attracting people to the cultural and historic assets of Ogden.
- Capitalize on cultural assets to drive development.
- Pursue new funding streams for historic preservation, such as a revolving historic loan program.

*Note: Tenet vision, goals and strategies were established as part of a multi-day stakeholder summit held in March 2019.

3 Transportation and Mobility

MOBILITY SYSTEM GAPS + ACCESS

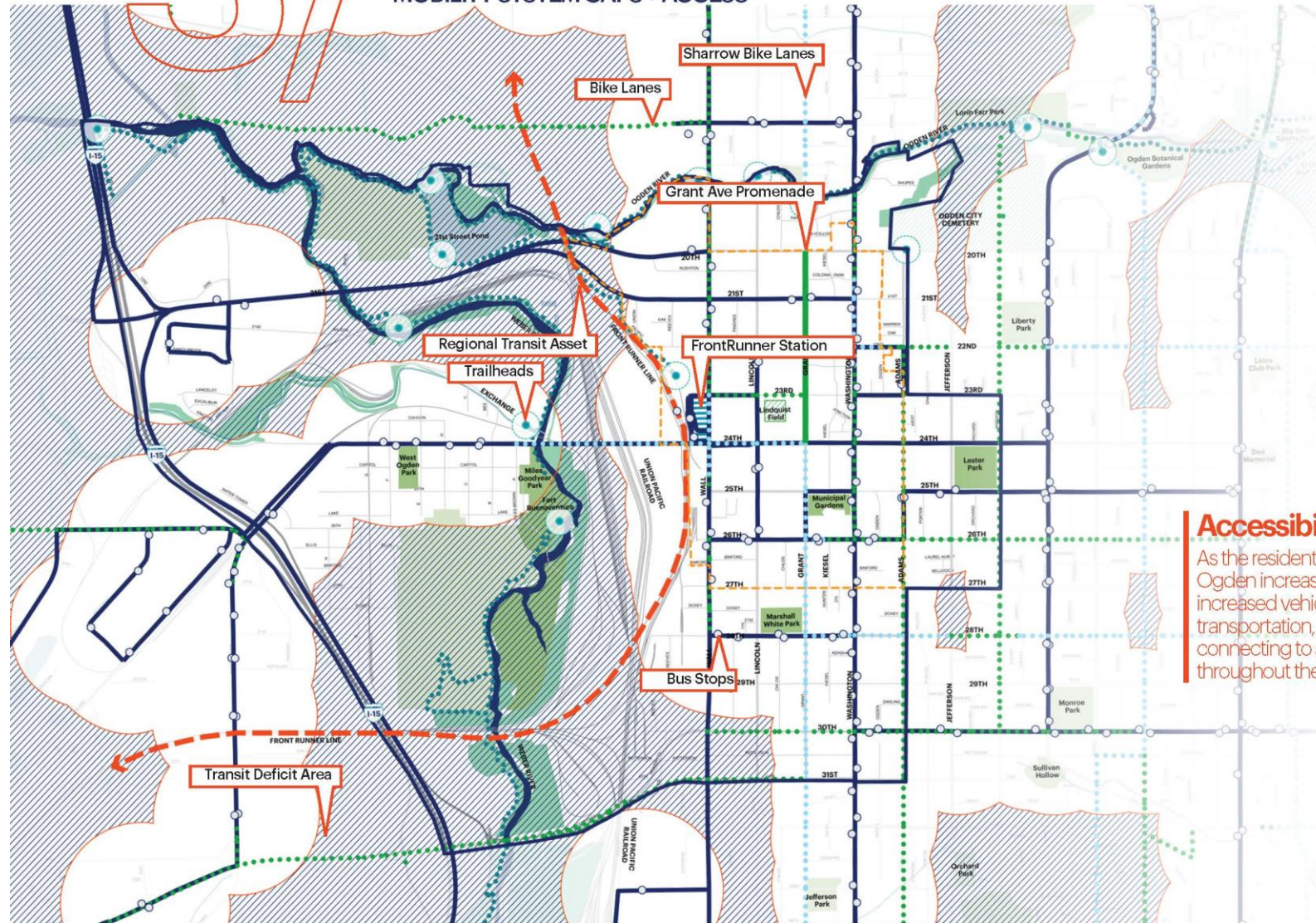


Figure 18: Mobility Inventory and Gap Analysis

1/4-mile Transit Service Area Deficit

Challenge

As the residential and working population of downtown Ogden increases, how can the City accommodate increased vehicular traffic, encourage use of public transportation and improve pedestrian circulation while connecting to amenities and important job centers throughout the city at-large?

Opportunity

Integrating complete streets, where all mobility options are balanced, level of service is met, and amenities such as protected bike lanes and bike facilities are present will increase the connectivity and walkability of the area. Public transit and pedestrian focused streetscapes alleviate pressure on existing systems and are more effective at moving people around the city and throughout downtown. The FrontRunner Station will be a central hub for the City's transit system, which will include bus rapid transit, local buses, automotive access, bike lanes and pedestrian spaces. Providing destination-based and last mile opportunities such as bike rentals and a potential trolley circulator will be crucial to decreasing car dependence downtown.

Accessibility

As the residential and working population of downtown Ogden increases, it is important to accommodate increased vehicular traffic, encourage use of public transportation, and improve pedestrian circulation while connecting to amenities and important job centers throughout the city at-large.

Mobility Access

Most of the downtown area is well serviced by multimodal transportation options that run frequently enough for users to access a vast number of retail locations, entertainment venues and current/future commercial job centers. There are significant transit service gaps in southern downtown and to/from the industrial job centers west of downtown. With a transit score between 56-65 depending on the location, the Study Area has good transit access.

Goals and Strategies

Vision / Topic

- How do we improve safety for bicyclists, pedestrians and drivers at busy intersections with a history of frequent collisions?
- How do we support future economic development in downtown Ogden with good street connectivity and access to the freeway?
- How do we encourage people to walk, bike, and take transit more frequently?

Goals

Strategies

1. Improve and expand transit systems that are accessible, attractive and appropriately maintained.

2. Create comfortable, safe and useful routes and infrastructure for bicycles.

3. Encourage walking through well-connected, safe, convenient and attractive sidewalks, paths and trails.

4. Improve mobility for all users by increasing efficiency of the street system.

5. Position downtown Ogden to make best use of innovations including ride-sharing services, bike shares, and autonomous vehicles.
- Reduce Single Occupancy Vehicle (SOV) trips

Relocate the FrontRunner Station

Validate transit passes at businesses located downtown.

Implement protected bike lanes.

Implement a Downtown Circulator.

Develop public-private partnerships (P3) to invest in infrastructure.

Partner with community health organizations to fund alternative transit projects.

Provide a micro-mobility share system (bike/scooter) and incentivize a placement plan for dockless micro-mobility share systems.

Modify the cross-section of 25th Street to provide a broader and more active pedestrian realm.

*Note: Transit vision, goals and strategies were established as part of a multi-day Stakeholder Summit held in March 2019.

Existing Mobility Scores

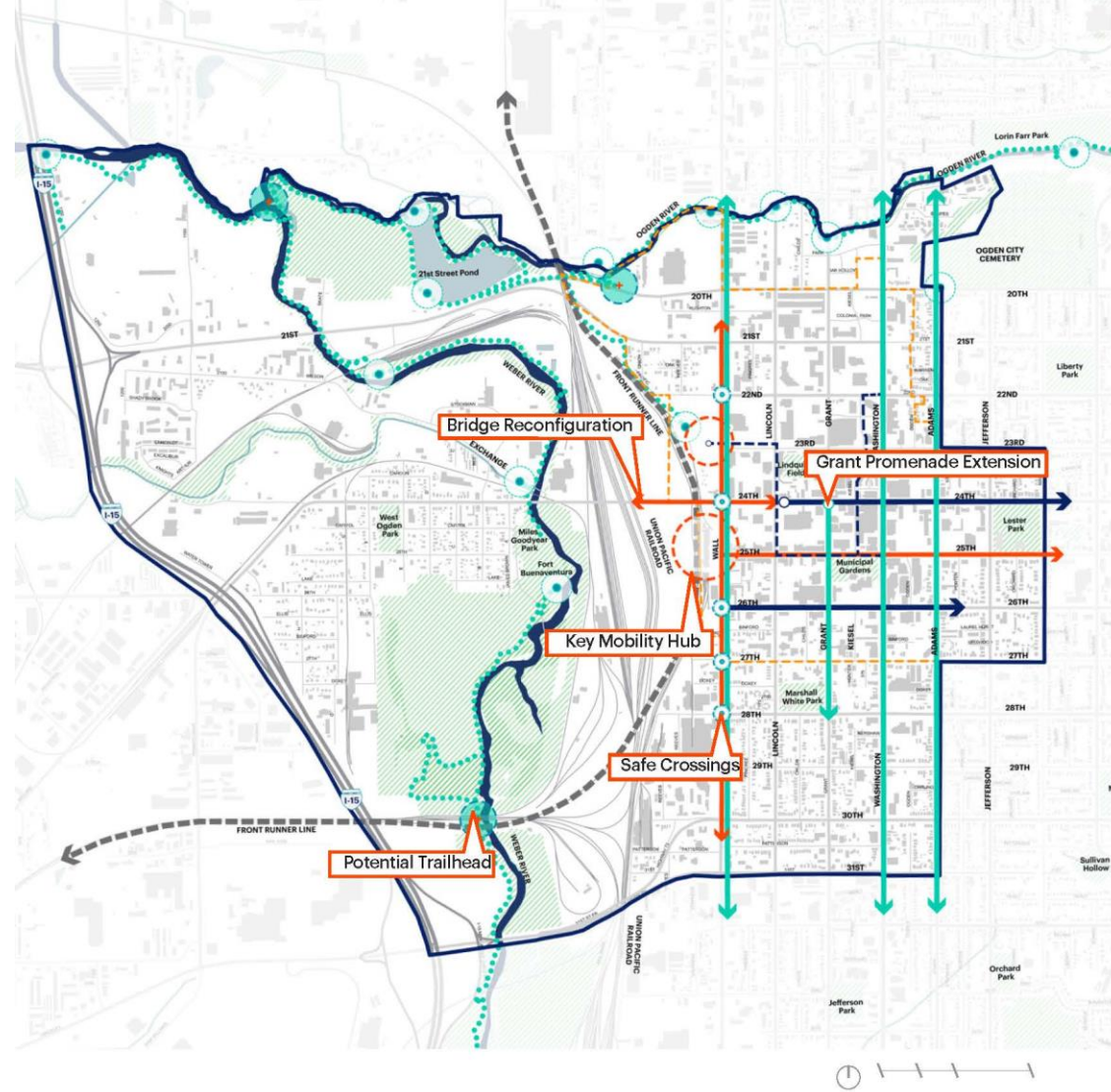
Ogden City	Study Area
 46 / 100 WALK SCORE CAR-DEPENDENT	 23-78 / 100 AVG (50) WALK SCORE SOMEWHAT WALKABLE
 46 / 100 BIKE SCORE SOMEWHAT BIKEABLE	 34-51 / 100 AVG (60) BIKE SCORE SOMEWHAT BIKEABLE
 36 / 100 TRANSIT SCORE SOME TRANSIT	 34-65 / 100 AVG (52) TRANSIT SCORE GOOD TRANSIT
 62.5 / 100 MILES OF HIKE AND BIKE TRAILS ACROSS 26.6 SQUARE MILES	 8.7 / 100 MILES OF HIKE AND BIKE TRAILS ACROSS 4 SQUARE MILES

Figure 20: Mobility Scores

Mobility Scores

The scorecard on mobility and connectivity in the Study Area and Ogden City show that it ranges from car-dependent, somewhat bikeable and providing some transit to being highly walkable, somewhat bikeable and providing good transit. Several lower scores and high disparities illustrate the need for a plan that focuses on implementable solutions to public realm improvements that provide comprehensive mobility throughout the Study Area and the entire city. Increasing density and mixing land uses in key areas has strong potential to catalyze better connectivity.

*Note: Mobility Scores were established using Walk Score metrics.



Mobility Opportunities

- Project Study Area

CBD

Parks/Open Space

Lakes/Streams

Rivers

FrontRunner Line

Trails

Key Streetscape Needs

Potential Complete Street

Potential Bikeway

Safe Crossing Needs

Trailhead Opportunity

Mobility Node

Future Trolley

Figure 19: Mobility Opportunities

4 Parks and Open Space

PARK SYSTEM GAPS + ACCESS

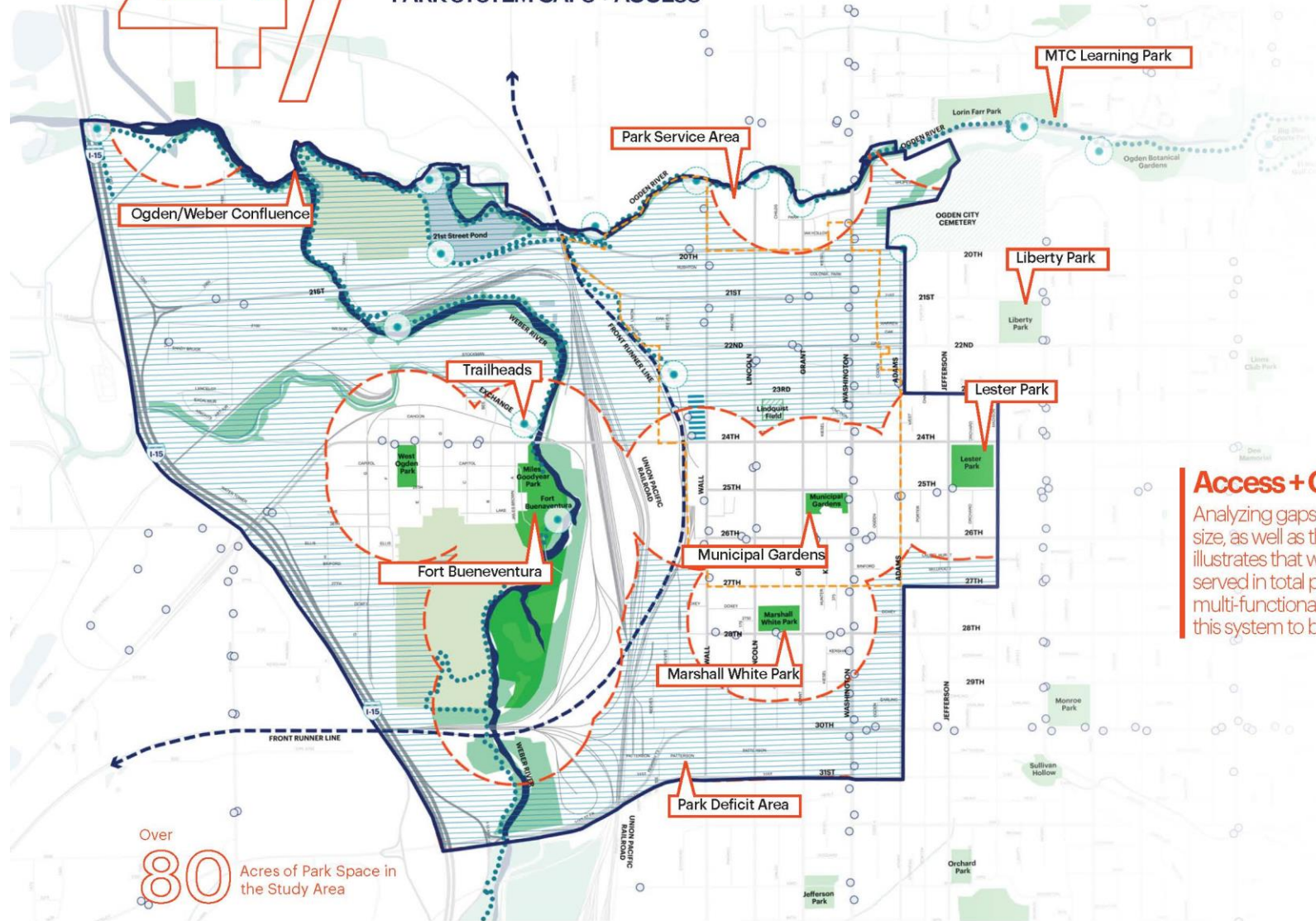


Figure 21: Park Service Inventory and Gap Analysis

1/4-mile Park Service Area Deficit

Challenge

How can the City leverage the parks and ecological assets that surround the downtown area to create a world-class open space and recreation system? How can this set a standard for the way Ogden approaches open space development and ecological restoration as a point of attraction for potential businesses and their employees?

Opportunity

Increasing the quality and programming of existing parks and open space will catalyze development and increase surrounding land values, while attracting new residents and businesses. Addressing park program deficits in already existing parks and creating a true park network coupled with new open space opportunities, will comprehensively connect riparian systems, wetlands and reimagined landfills to create a regional recreation draw.

Access + Gaps

Analyzing gaps in parks and open space location and size, as well as the density of park programming offered, illustrates that while the downtown area is reasonably served in total park area relative to service area, it lacks multi-functional parks and plazas. How can we re-network this system to be as multi-functional as possible?

Open Space Access

Overall, 61% of the Study Area is not accessible to parks or open spaces within a five minute walking radius. Notably, the portion of the city north of 24th Street and south of 30th Street lacks access to programmed parks or open space with amenities or facilities such as sports fields, splash pads or playgrounds. As the City increases in density and develops more residential housing downtown, there will be a greater need for more park space and access to existing park space via enhanced multimodal connections.

Park Space Service Areas

It is essential to ensure that every resident has increased access to parks and open spaces given the service area deficits within the Study Area and CBD. A "service area" is defined as a walking distance of 1/4-mile for urban parks, or a five minute walk. In some instances, a 1/2-mile radius may be an appropriate measure if parks have a range beyond one or more neighborhoods or subdistricts. Establishing a five minute service area will reach more citizens, particularly if means of accessing parks and open spaces (level of service) via bus routes and bikes are limited.



Park Programming Assets

Eight parks currently exist in the Study Area. There are two "regional" parks (Fort Buenaventura Park and Miles Goodyear Park) that, acreage-wise, surpass most of the smaller neighborhood parks and perhaps extend their reach beyond the Study Area. Four neighborhood parks are located within the Study Area itself, and two parks are positioned just outside the area with their 1/4-mile service area, reducing the gap in access to parks in and around downtown. Making stronger connections to the Ogden River through a chain of smaller open spaces and street corridors will provide increased programming opportunities and allow current and future residents better access to a regional network of trails and open space.

Increasing the quality and diversity of programming of parks will catalyze development.

Existing Park Programming

City Of Ogden

PARK PROGRAM	NRPA RECOMMENDED	OGDEN/OGDEN CBD	DEFICIT
 OVERALL # OF PARKS Community, regional and pocket parks	1 acre/ 1,000 people	0.9 acre/ 1,000 people*	-
 COMMUNITY CENTERS Multiuse venues	9/ 100,000 people (or city)	7/ 100,000 people (or city)	-
 RECREATION CENTERS	3/ 100,000 people	5/ 100,000 people (or city)	+
 MULTIUSE FIELDS Sports fields, ball fields, track	2.5/ 1,000 people	0.65/ 1,000 people*	-
 PLAYGROUNDS	2/ 1,000 people	1.3/ 1000 people*	-
 DOG PARKS	5/ 100,000 people	2/ 100,000 people	-
 SKATE PARKS	1/ 100,000 people (or city)	4.5/ 100,000 people (or city)	+
 WATER FEATURES Pools, fountains, detention ponds, splash pads	3/ 100,000 people	5.6/ 100,000 people (or city)	+
 SENIOR ACTIVITIES	6/ 100,000 people	2/ 100,000 people	-
 PERFORMANCE ARENAS amphitheaters, bandstands	1/ 100,000 people	1/ 100,000 people	o
 COMMUNITY GARDENS	3/ 100,000 people	1/ 100,000 people	-
 TRAILS	3/ 100,000 people	6/ 100,000 people	+

*Note: All NRPA recommended figures are representative of a city with a similar population and context to that of Ogden. The "X/1000" figure in the Ogden's metrics column is conflated to represent only the CBD.

Park Programming Deficits

The number of park programs is a key metric in diversifying the park user experience. This is particularly important to ensure programs are accessible to multiple age and income groups. While a few of the parks in the Ogden Study Area carry four or more programs, it is essential that national benchmarks are met to increase Ogden's ability to attract residents and businesses. According to the National Parks and Recreation Association (NPRS), all parks should consist of at least one program per age group, which means that current parks that offer one type of programming should be thoughtfully reprogrammed and future parks must consider integrating multiuse fields, dog parks and playgrounds.

Table 6: Park Programming

Existing Park Programming

Downtown Ogden Study Area

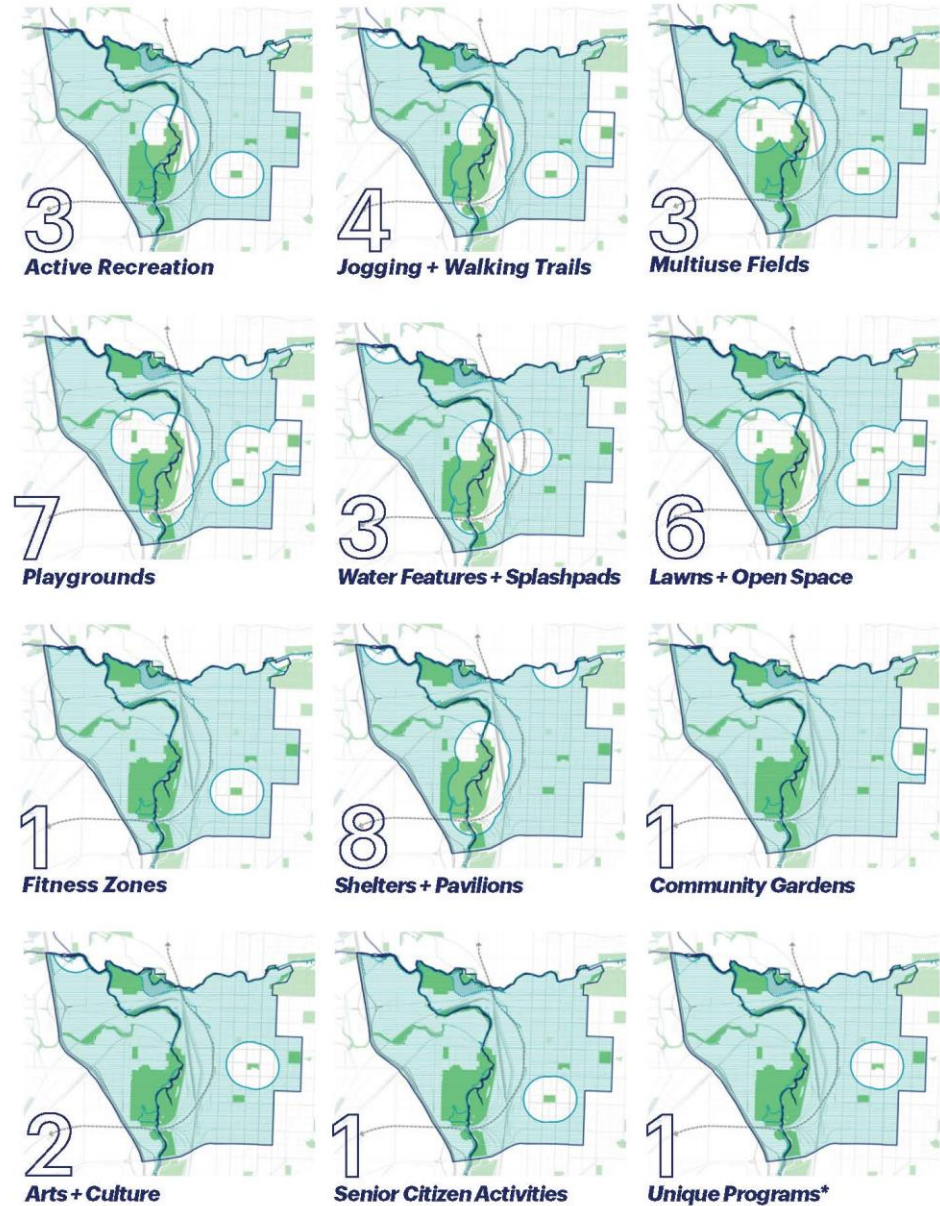
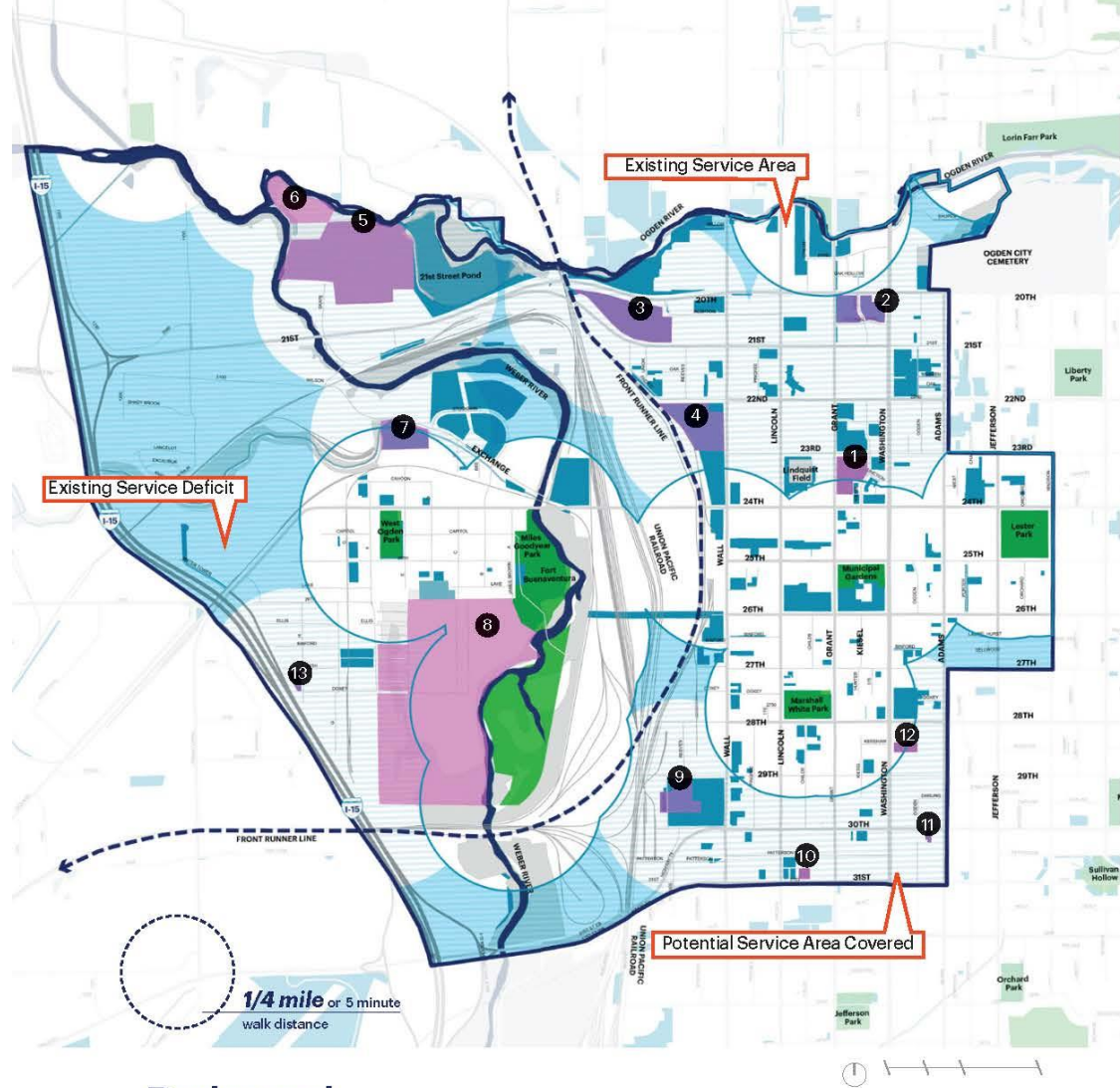


Figure 22: Park Programming

*Note: Unique programs refer to special conditions such as amphitheaters, dog parks, equestrian activities, etc.



Parks and Open Space Opportunities



Proposed Programs for Opportunity Parks

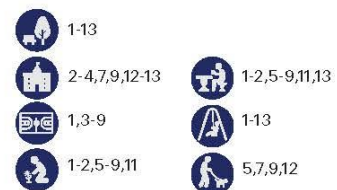
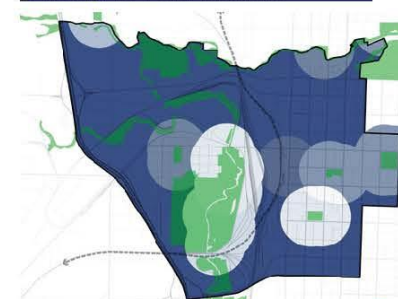


Figure 23: Open Space and Parks Opportunities

Density of Park Service



Park Service Opportunities

Park service could be expanded within the CBD, and more so throughout the Study Area by assessing areas that are currently vacant, underutilized and/or City-owned to potentially repurpose for park space. By focusing effort in service deficit areas that are likely to see an increase in development - areas near existing transit facilities, large parcels of City-owned/vacant land, or sites within RDA zones, the City can close service area gaps while also catalyzing development in desired portions of downtown. Analysis shows that key opportunity parcels that are vacant and government controlled land will highly reduce the exiting park service deficit.

Park Programming and Facilities/Network Opportunities

Currently, parks in/near downtown only offer a few programs or are almost entirely dedicated to one program offering, such as the amphitheater at Municipal Gardens or the playground at Lester Park. Increasing program offerings and making existing parks truly multi-functional will help to reduce the current program deficit.

Providing additional facilities in existing parks such as shelters, restrooms, playgrounds, multi-use fields and enhanced multi-modal access points is the most economically viable way to reach NRPA's baseline standards of servicing the population of a city. This could be easily achieved in Lester Park and the greenspace around the Marshall White Center, but will take a much more significant effort at the Municipal Gardens.

Figure 24: Park Programming Density

Goals and Strategies

Vision / Topic

- How can future land uses adjacent to the Ogden and Weber Rivers contribute to regional recreation access?
- How can we overcome the rail yards being an impediment to access to the Weber River and Miles Goodyear/Fort Buenaventura Parks.
- With few exceptions, parks in the Downtown Study Area do not serve as destination parks with programming and infrastructure that appeals to all generations and abilities.
- Programmatic diversity and quality are major factors when considering the successful utilization of the City's parks and open space network.

Goals

- Reorganize and expand the open space system to create a connected network.
- Create new parks in underserved areas of downtown.
- Work with jurisdictional partners to develop destination facilities at the confluence of the Ogden and Weber Rivers.
- Create dedicated recreation trails between the Ogden and Weber Rivers and downtown.
- Evaluate park programming and diversify experiences for multiple age groups and demographics.

Strategies

- Locate vacant or underutilized parcels that are tax-exempt to repurpose for park space.
- Utilize NRPA standards to develop a park programming strategy.
- Work with UDOT and Public Works to ensure appropriate actions are taken to improve east-west connections (bike, transit and pedestrian) to unlock access to Weber River parks, downtown and west Ogden.
- Review school grounds and train stations as secondary uses for public space.

*Note: Target vision, goals and strategies were established as part of a multi-day Stakeholder Summit held in March 2019.

5/ Social Equity and Essential Services

COMMUNITY GAPS + ACCESS

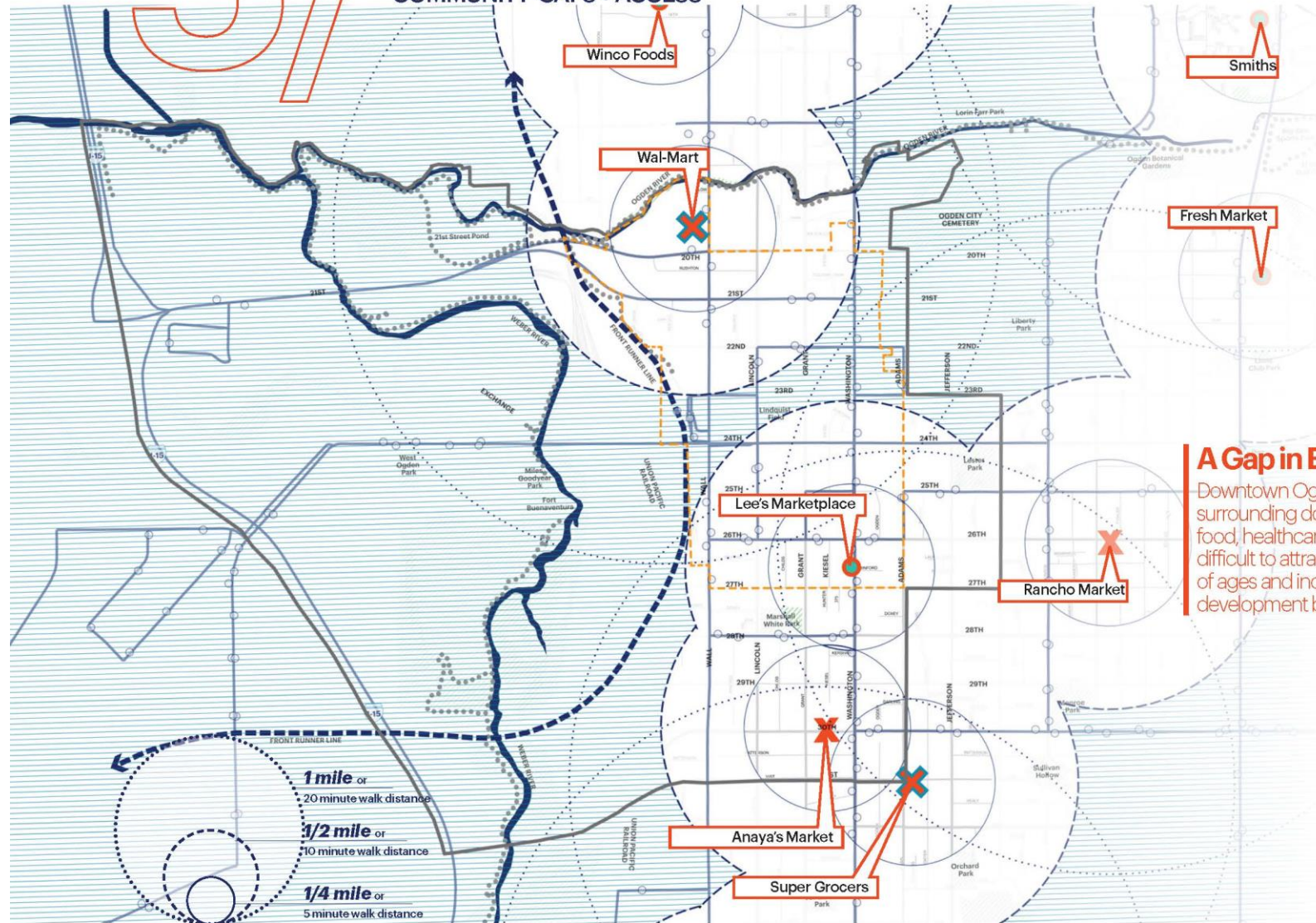


Figure 25: Food Access Inventory and Gap Analysis

1/2-mile Walkable Food Service Area Deficit

Challenge

The provision of social and essential services and amenities has been identified as instrumental to business retention, growth and livability within the community. Which services and amenities should be introduced downtown in order to create an environment that will attract and retain business and residential growth?

Opportunity

By increasing access to services and amenities, such as schools, day care, grocery stores, open space, attainable housing and community centers, downtown will increase its competitiveness to attract permanent residents and a larger spectrum of commercial tenants. This requires the establishment of policies or programs that will orchestrate and provide the framework for the introduction of social services and amenities, allowing organic growth to occur within an established framework.

A Gap in Essential Services

Downtown Ogden, and to a great extent the neighborhoods surrounding downtown, provide very little access to quality food, healthcare or educational opportunities, making it difficult to attract and retain residents across the spectrum of ages and income levels. How can the right kind of development be incentivized to close this gap?

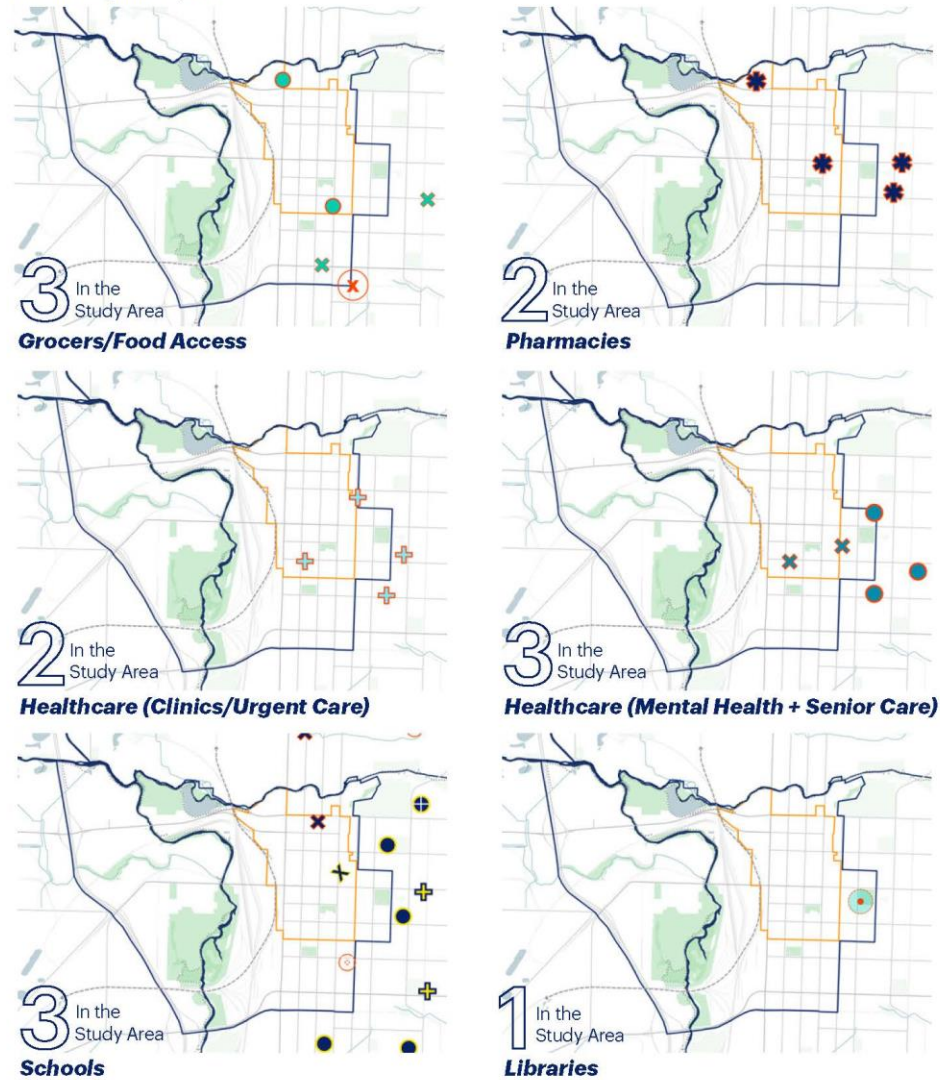
Essential Service Needs

Identifying businesses willing to locate in the downtown area that are capable of offering a diversity of affordable, high-quality food will be an important catalyst for residential growth, as access to quality grocers is a typical indicator of residential health and a strong incentive for relocation.

Access to healthcare and schools will be critical to support a growing population. Downtown Ogden and the adjacent neighborhoods in the Study Area provide very little access to pre-k, elementary, middle and high school facilities.

Existing Service and Amenities

Downtown Ogden Study Area



Food Access

Year-round access to food vendors and full service grocers is limited in downtown and the CBD, with extremely limited access at the core of the CBD and in West Ogden. Recent residential growth in the downtown area has occurred primarily at the northern border of the Study Area where food access is available through the 20th street Wal-Mart. A lack of diverse food choices and walkable options will likely be a deterrent to residential absorption downtown.

Figure 26: Essential Services and Civic Amenities

Existing Opportunity Indices

Downtown Ogden Study Area

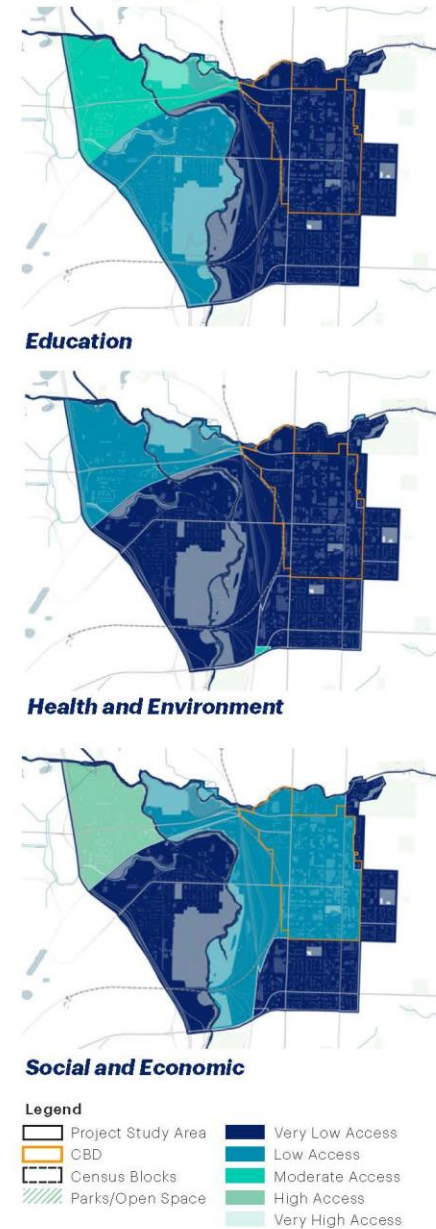


Figure 27: Opportunity Indices

Education Access

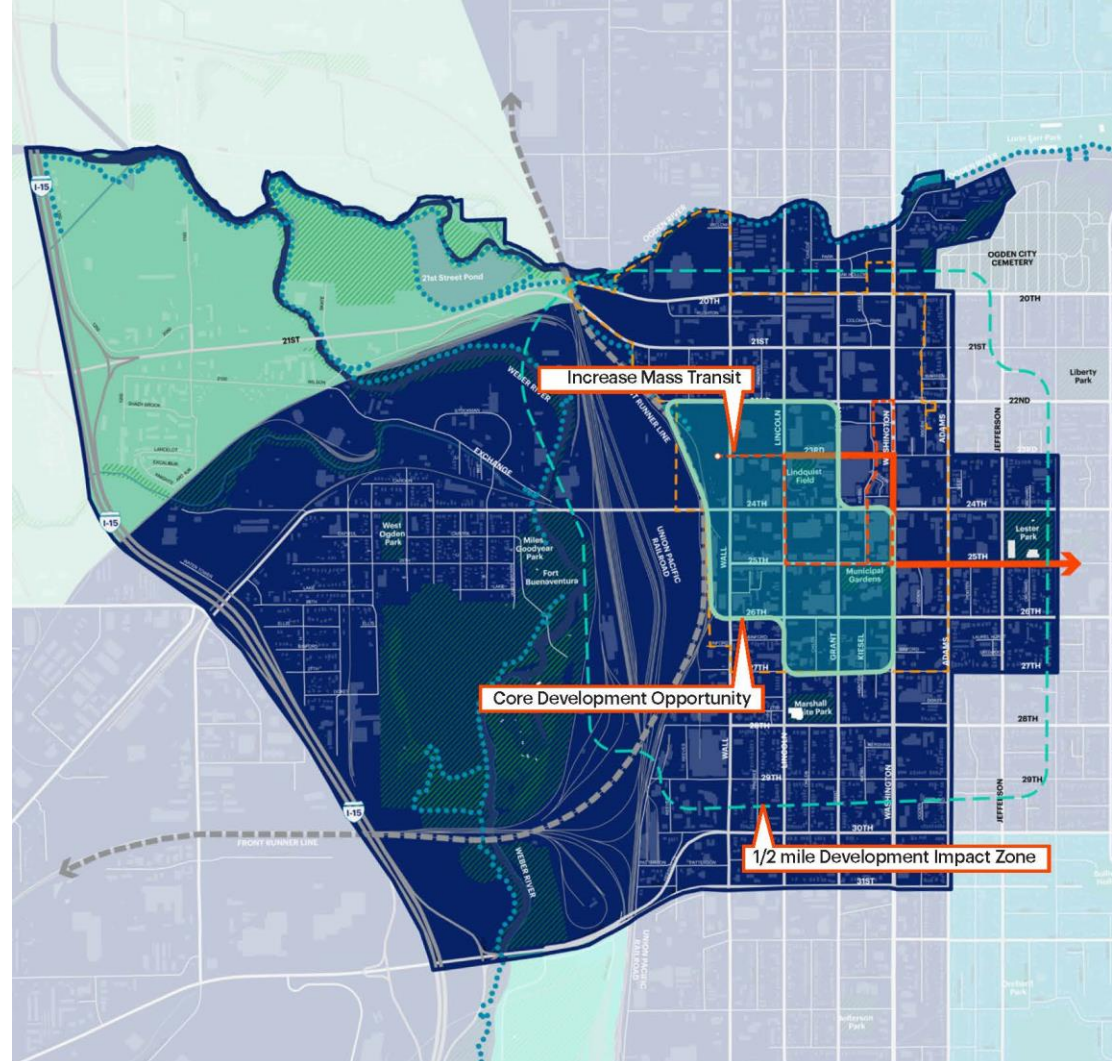
Opportunities to expand education access in downtown should be pursued. The DaVinci Academy, a charter school offering K-12 education services, might be a good model for increasing education access within the Study Area. Particular attention should be given to offering increased access to Pre-K, as this may be a service that is attractive to a younger professional class considering downtown Ogden for relocation. A study of successful analog cities has shown that partnering with universities and local business and industries has been a successful strategy used to rejuvenate their downtowns and stimulate business growth in the form of new startups. Partnering with Weber State University to expand classroom offerings and collaborating with corporate and industrial sponsors at Weber State Downtown would likely improve the downtown business climate while benefiting the University.

Healthcare Access

Walkable access to healthcare services and pharmacies serving prescription medicines is limited or absent downtown. While there are a number of elder care and end-of-life facilities located to the east of the Study Area, there are currently none located downtown. There are two facilities in the Study Area providing walkable access to mental health facilities. Increasing access to elder care facilities, pharmacies, and urgent care facilities would likely make the area much more attractive to those considering Ogden's downtown for relocation. Finding partners to provide these critical community services will be an important catalyst for residential growth and development.

Social and Economic Access

The greatest asset that exists in the CBD is social and economic access, due in large part to the number of jobs and civic institutions currently located in downtown Ogden. However, when considered on the nation-wide spectrum, the census blocks and tracts that constitute the CBD still have relatively low social and economic access. Increasing jobs, critical services and grocers, community centers, libraries and government support centers will increase opportunity and livability in the downtown core.



Social Equity Opportunities

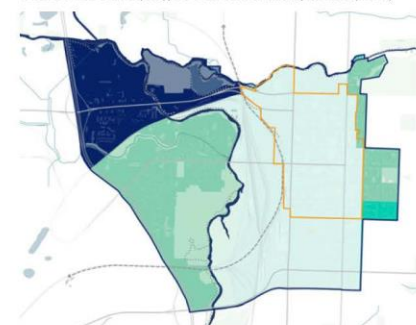


Figure 28: Social Equity Opportunities

Social Equity/Social Vulnerability Index (SEVI)

Metric	Value	Market Score
Transit Accessible	41%	0
Population Housing + Transportation Costs	34%	3
Renter Ratio	95%	5
Social Vulnerability Index	.8479	4.24
Market Score		12.24/20

Table 7: Social Equity/Social Vulnerability Index (SEVI)



Location Affordability Index

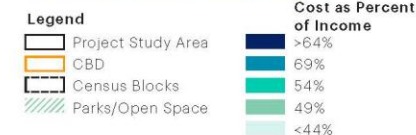


Figure 29: Location Affordability Index

Location Affordability Index

The Location Affordability Index shows housing and transportation costs as a percent of income for median-income family households. This, combined with access to transit, helps to illustrate the overall social equity baseline for the Study Area and downtown. Ensuring that costs are kept in attainable ranges, while transit access is increased, will help to ensure a high SEVI Market Score over the long-term. This will need to be balanced with the necessary increase in land values and tax revenue to provide the many equity based services outlined in this tenet. The Social Equity/Vulnerability Index suggests that strides could be made to increase access to basic services, employment and education.

Goals and Strategies

Vision / Topic

- Downtown Ogden lacks a diversity of city/business/social services, destination uses and residential options
- Increase the availability of recreational facilities while enhancing social interaction, economic diversity and cultural integration
- Address food deserts present in downtown
- Increase the perception of safety
- Increase housing security and provide diverse housing options that are affordable to all

Goals

- Provide housing options that are attractive and attainable to a diverse socio-economic population.
- Provide quality housing stock without displacing residents.
- Increase the number of families living downtown.
- Increase the quality and performance of public schools in and around downtown.
- Mitigate the impression of homelessness as a deterrent to downtown as a destination.
- Establish inclusionary civic places to mingle and achieve a diverse community profile.
- Create opportunities for the community to come together for their own betterment - committees, co-ops, community gardens.
- Anticipate future food systems.
- Eliminate food deserts by providing access to full service grocers and year-round fresh produce.

Strategies

- Develop a co-op model for fractional/graduated home ownership.
- Target redevelopment of properties and policy change to attract and support diverse income ranges relative to homeownership.
- Increase property values to provide higher tax revenues to fund more/higher quality schools.
- Implement facilities/programs that support the needs of a broad spectrum of the population (pools, art, music, recreational centers, etc.).
- Prepare a social services strategic plan to ensure that basic needs are met such as food, healthcare, trash removal, public bathroom facilities and power access.
- Engage community leaders to increase philanthropy and target donations in the downtown area.
- Increase lighting and day to night foot traffic to keep "eyes on the street".

*Note: Tenet vision, goals and strategies were established as part of a multi-day stakeholder summit held in March 2019.

Conclusion



Return Ogden to its original place as Utah's economic powerhouse

- Identify key redevelopment zones and strategically utilize all unconsolidated, vacant, and underutilized land in a targeted and episodic manner
- Identify, preserve, and celebrate historic and cultural assets to capitalize on the significance of these one-of-a-kind places
- Accommodate increased traffic, encourage use of public transportation, and improve pedestrian circulation while connecting amenities and job centers
- Leverage parks and ecological assets that are in and around the City to create a world-class open space and recreation system
- Increase access to services and amenities, such as schools, day care, food, diverse & attainable housing, and community centers to enhance quality of life

THANK YOU

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