

**East Central Revitalization
Strategic Plan
for
Fiscal Year 2004-2005**

Goal:

To stabilize and revitalize Ogden's East Central Community so these neighborhoods become "neighborhoods of choice". This strategic plan will identify critical investments of the \$1 million EDI grant and partnership roles needed that will generate private sector confidence for increased investment. These neighborhoods have historic urban design, architectural distinction, neighborhood services and housing choices available to all segments of Ogden's community.

Objectives:

- 1) Restore the real estate market values so people can invest confidently.
- 2) Improve the visual appearance of properties for maximum market impact.
- 3) Provide flexible incentives for residents to achieve the desired market diversity.
- 4) Create expectations of quality of design and improved property maintenance.
- 5) Engage the residents in "ownership" of neighborhood improvement issues and solutions.

General Strategies:

- 1) **Geographic Targeting:** The greatest opportunity for success lies in geographically targeting neighborhoods that currently demonstrate a higher degree of "healthy neighborhood" attributes. The neighborhoods bounded by Harrison Boulevard to Quincy Avenue and 24th Street to 30th Street is one of the priority areas. The Jefferson Avenue Historic District and the properties on the abutting mid-block streets of Porter Avenue and Orchard Avenue is another priority area.
 - A) Divide the East Central Community into "Neighborhood Councils" that are multi-block with logical boundaries and find committed leaders for each council.
 - B) Provide a professional project coordinator to organize the councils and assist in determining neighborhood priorities and involvement for improvements. Provide a block-by-block analysis of needs and opportunities for improvements.
 - C) Focus on improvements at the block level to maximize their impact.

- D) Identify highly visible properties along the entry corridors of 24th, 25th and 26th Streets and Harrison Boulevard that need reinvestment or occupancy changes to improve the neighborhood. Give priority to these property improvements. The first phase for the 24th, 25th and 26th Street corridors are between Harrison Blvd. and Quincy Avenue. The second phase will be between Quincy Avenue and Washington Boulevard.
 - E) Begin the revitalization efforts at the Eccles Historic District and radiate out in all directions within the “Priority Target Area”.
- 2) **Market targeting:** Implement a market campaign to attract middle-income homebuyers and long-term renters from outside the neighborhoods and keep the stable owners and renters from leaving the neighborhoods.
- A) Use EDI funding for Own in Ogden program for households with incomes of 80% Area Median Income and above.
 - B) Use EDI funding for “Neighborhood Matching Grants” to improve neighborhood appearance and increase curb appeal of purchasing in the neighborhood.
 - C) Survey the neighborhood to determine strong families committed to the neighborhood.
 - D) Increase homeownership in the targeted neighborhoods with a net increase of 35 homeowners.
 - E) Develop leadership-training symposiums targeted to East Central residents. Partner with Weber State University or the University of Utah to present leadership workshops.
 - F) Develop a marketing program with Realtors, Neighborhood Councils, residents, etc. that includes newsletters, flyers, booths at community events, special newspaper articles in the “Weber Plus” section of the Standard Examiner, a neighborhood fair, etc.
 - G) Develop a housing partnership with Weber State University to encourage students, faculty and administrators to meet their housing needs by choosing East Central for their residency.
- 3) **Property targeting:** High profile “eyesore” properties need to be improved or redeveloped.
- A) Use the Homestead program to purchase-rehab-resell problem properties identified by the neighborhood groups for priority.
 - B) Provide increased focus of zoning code enforcement and housing fit premise code enforcement.
 - C) Enforce the ordinance on dangerous buildings. Provide prompt decisions for rehab or demolition.
 - D) Establish a “HUD Asset Control Area” for the purchase of HUD foreclosures and rehab-resale. Partner with Utah Housing Corporation, Community Development Corporation and private developers to rehab-resell every HUD foreclosure in the targeted area.
 - E) Target 75 % of the owner rehab and rental rehab funds to the East Central community. Change the program to a “door-to-door” marketed program.

F) Develop an exterior appearance improvement rehab program that focuses on re-roofing/shingling and repainting siding, fascia and trim.

4) **Resource development:** Provide incentive capital to give this community an advantage.

A) Leverage up to \$250,000 of the EDI funds with the Fannie Mae “Community Express Product” to provide a line of credit of up to \$1 million.

B) Work with the Fannie Mae Utah Partnership Office to apply for an expanded “American Dream – Phase 3” community investment designation.

C) Complete the designation of the East Central National Historic District so federal tax incentives are available to homeowners who invest in their properties.

D) Leverage rehab funds through Utah Housing Corporation and the Utah Community Development Corporation that do not have income restrictions on owners or residents.

Budget

A brief description of Complementary Program Funding follows this chart

Revitalization Strategy/Program	Outcome	Proposed EDI Funding	Complementary Program Funding (First Year)	Total for Strategy
1) Homesteads/Infill Housing Construction	20 Homes	250,000	400,800 HOME 1,000,000 Fannie Mae ACF 500,000 Nonprofit Partner’s Rehab funds 2,000,000 Private Mortgages	\$4,150,800
2) Homeownership Incentives (Own-In-Ogden)	36 Home Buyers	100,000	140,000 HOME \$3,120,000 Private Mortgages	\$3,360,000
3) Homeowner Rehabilitation	23 Homes	70,000	20,000 CDBG 135,250 HOME \$240,000 Fannie Mae Mortgage Fund (HOME) \$960,000 Private Mortgages	\$1,425,250
4) Rental Rehabilitation	10 Units		174,600 HOME 174,600 Private Funding	\$349,200
5) Neighborhood Matching Grants		25,000	In Kind Donations from Neighborhoods	\$25,000
6) Public Improvements			215,000 CDBG 31,000 Prior EDI Grant	\$246,000
7) Administration	11%	55,000	60,000 CDBG & SPG (Portions of staff costs)	\$115,000
8) Contingency (Second-Year Funding)		494,100		\$494,100
Total Funding		\$994,100	\$ 9,171,250 Leveraged	\$10,165,350

DESCRIPTION OF COMPLEMENTARY PROGRAM FUNDING

CDBG, HOME, and Prior EDI Grant: Funding through a combination of HUD entitlements directly to Ogden City as allocated in the Annual Action Plan.

Fannie Mae ACF: Fannie Mae American Communities Fund is a revolving line of credit leveraged by EDI funds in an amount equal to 25% of the line of credit. Available for housing purchase/rehab.

Nonprofit Partner's Rehab Funds: Funds provided by nonprofit housing organizations to cover the rehab costs of homesteads purchased by them from the City, and sold to eligible home buyers.

Private Mortgages: Mortgage funding through private lenders plus cash down-payment and closing costs paid by buyers and private investment by rental property owners.

In-kind Donations: Donations provided by neighborhood citizens and groups to match City funds on identified neighborhood improvement projects.