



**Downtown Market Assessment  
Ogden, Iowa**

Prepared By:



Prepared For:

U.S. Environmental Protection Agency  
Office of Brownfields and Land Revitalization

The U.S. Environmental Protection Agency (USEPA) Office of Brownfields and Land Revitalization, in partnership with the Iowa Department of Natural Resources (IDNR), is providing redevelopment planning support to the City of Ogden, Iowa for the revitalization of the downtown corridor. Revitalization is focusing on three parcels in the middle of downtown, the abandoned gas station parcel that sits at the gateway to the community, and a recreational destination park.



Assessment Components

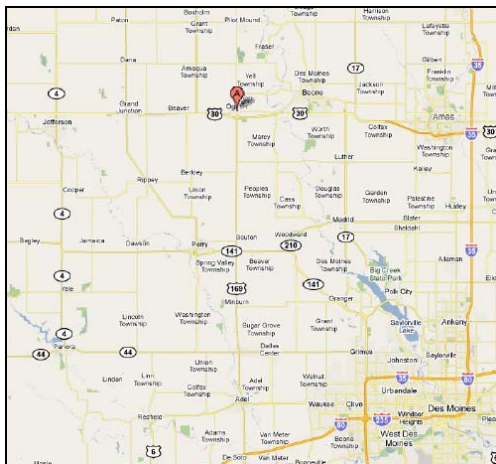
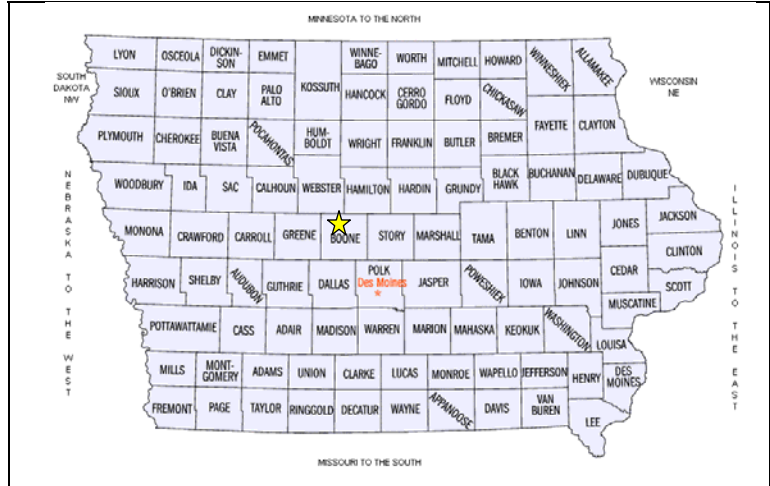
- Regional and Local Demographics
- Economic Analysis
- Traffic Counts
- Community Asset Survey
- Retail Market
- Healthcare Needs
- Recreation and Tourism

The purpose of this market assessment is to analyze demographic and economic information relative to Ogden, Iowa and the surrounding region to identify market opportunities that can be incorporated into the downtown revitalization efforts. A market assessment provides insight into regional and local demographic and economic trends, and supports redevelopment efforts through factual data, thereby grounding concepts in a realistic foundation. A market assessment also provides an objective view of community assets and opportunities. The information in the report represents a snapshot of how Ogden appears to the outside marketplace.

Ogden, Iowa

The City of Ogden is a small town located in central Iowa's Boone County.

According to the U.S. Census Bureau 2006-2008 American Community Survey,<sup>1</sup> Boone County covers an area of approximately 571.5 square miles.



Boone County includes the ten towns of Beaver, Berkley, Boone, Boxholm, Fraser, Luther, Madrid, Ogden, Pilot Mound and Sheldahl.

Ogden is located approximately 50 miles northwest of Des Moines, the capital city of Iowa.

<sup>1</sup> <http://factfinder.census.gov/> ACS\_2008\_3YR\_G00/, September 27, 2010.

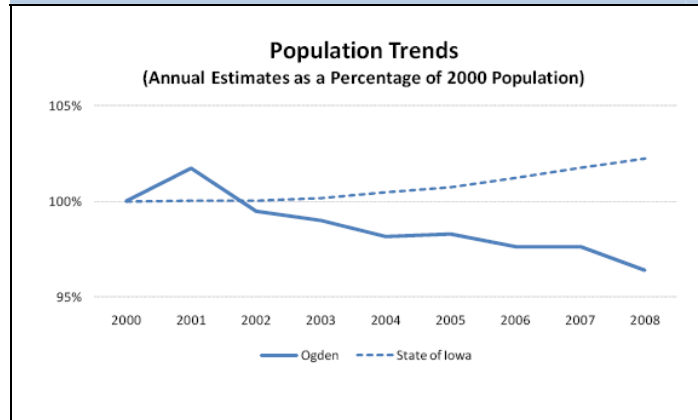
Boone County

Boone County's 2008 population was estimated at 26,339. The median age of the population was 40.3, which is higher than the state median age of 38.0 and the national median age of 36.7 years.

The median household income for Boone County in 2008 was \$48,627, compared to the state median household income of \$48,585 and the national median household income of \$52,175. Families living below the poverty level account for 6.5% of the County population; 7.2% of families in Iowa live below the poverty level.<sup>2</sup>

There are approximately 11,617 housing units in the County. Over 75% of the housing units are owner-occupied, compared to the state rate of 73.4% and the national rate of 67.1% owner-occupied units.

- In 2000, Boone County's population was 26,300.
- Boone is the largest city in Boone County with 12,803 residents.
- The second largest city in Boone County is Madrid, with 2,418 residents.
- In 2000, Ogden had 2,023 residents.<sup>3</sup>



Population level and change	2008	2007	2000	Change 2000-2008	% Change 2000-2008
Ogden	1,986	1,987	2,016	-30	-1.5%
Boone County	26,391	26,325	26,300	91	0.3%
State of Iowa	2,988,046	2,972,566	2,869,413	118,633	4.1%

Iowa State University<sup>4</sup> estimates that Ogden's population has decreased since 2000, while Boone County has remained flat and Iowa has grown slightly.<sup>5</sup>

**An Economic Snapshot**

- The 2008 median household income in Boone County is similar to income levels in Iowa.
- Owner occupied housing in Boone County and Ogden is higher than state and national rates.
- The number of families living below the poverty level in Boone County and Ogden is below state and national rates.
- The number of vacant housing units is below state and national percentages.

Ogden

According to the 2000 U.S. Census,<sup>6</sup> population in Ogden was 2,023. The median age of the population was 39, which is higher than the 2000 state median age of 36.6 and the national median age of 35.3 years.

The median household income in 2000 was \$48,627, compared to the state median household income of \$39,469 and the national median household income of \$41,994. Families living below poverty level in 2000 accounted for 1.2% of Ogden's population; 6.0% of families in Iowa lived below the poverty level in 2000.

There are approximately 879 housing units in Ogden. The number of vacant units was estimated at 6.4%, which was lower than the state rate of 6.8% and the national rate of 9.0%. Over 81% of the housing units are owner-occupied, compared to the state rate of 72.3% and the national rate of 66.2% owner-occupied units.

<sup>2</sup> <http://factfinder.census.gov/> ACS\_2008\_3YR\_G00/, September 27, 2010.

<sup>3</sup> Ibid.

<sup>4</sup> Retail Data for Decision Makers: Boone County; Iowa State University Extension, December 2003; <http://www.extension.iastate.edu/Publications/RTDD08.pdf>

<sup>5</sup> <http://iowa.hometownlocator.com/references.cfm>, September 27, 2010.

<sup>6</sup> <http://factfinder.census.gov/> Ogden City, Iowa, September 27, 2010.

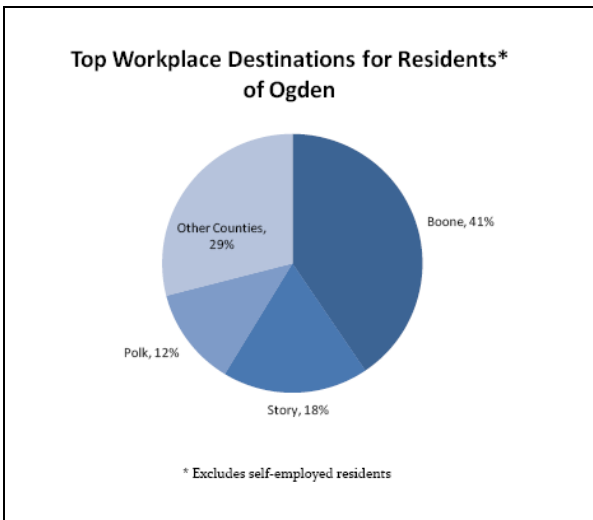
Boone County

According to the U.S. Census Bureau, in 2007 there were 2,121 firms operating in Boone County, employing 6,942 people. In addition, there were 1,876 establishments with no employees except the owner. This includes self-employed individuals.

Boone County has a labor force of 14,597 people, which represents 69% of the population 16 years of age and over. The unemployment rate in Boone County as of the 2006-2008 Survey was 2.2%; the unemployment rate in Iowa was 3.1%.<sup>7</sup>

<b>Boone County civilian employed population 16 years and over</b>	<b>14,125</b>
Management, professional, and related occupations	4,005
Service occupations	2,358
Sales and office occupations	3,626
Farming, fishing, and forestry occupations	232
Construction, extraction, maintenance and repair occupations	1,268
Production, transportation, and material moving occupations	2,636

**2006-2008 County Employment by Occupation<sup>8</sup>**



Ogden

Ogden has a labor force of 1,049 people, which represents 65% of the population 16 years of age and over. The unemployment rate in Ogden in 2000 was 0.6% while the unemployment rate in Iowa was 2.8%.

Laborshed Analyses conducted in 2005 and 2006 by the Iowa Workforce Development indicated that Ogden residents commute an average of 20 minutes each day. Residents commute as far away as Greene County, Eastern Polk County, Grimes, and Des Moines.

The percentage of workers commuting outside their place of residence is significantly lower elsewhere in Boone County (51.8%) and Iowa (44.9%).

*Iowa State University estimates 72.8% of workers living in Ogden commute outside the city.*

**Ogden Downtown**

Ogden's downtown is generally defined as the parcels between 101 East Walnut Street and 701 West Walnut Street.

This portion of Walnut Street features traditional community-based service and retail establishments. These businesses generally are not large employers or significant draws to the downtown.

Category	Type	Category	Type
Government	City Hall	Retail	Restaurant Chit Chat
Government	Post Office	Retail	Restaurant BK Grill
Professional	Law Office	Retail	Convenience - Grocery
Professional	Insurance Office	Retail	Convenience - Salon
Professional	Dentist	Retail	Convenience - Home Imp
Professional	Doctor's Office	Retail	Convenience - Flower Shop
Specialty Service	Veterinarian	Retail	Convenience - Barber Shop
Financial	Bank	Retail	Convenience - Laundry
Service	Auto mechanic	Retail	Convenience - Pharmacy
Service	Storage	Retail	Convenience - Hardware
Service	Auto electric	Retail	Specialty - Antique
Utility	Telephone Co	Retail	Specialty - Consignment
Non-profit	Church	Retail	Specialty - Industrial Seed
Publishing	Newspaper		

*Partial Business Listing August 2010*

*Additional establishments exist just outside the defined downtown.*

<sup>7</sup> Boone County, Iowa, Selected Economic Characteristics: 2006-2008, 2006-2008 American Community Survey 3-Year Estimates, U.S. Census Bureau.

<sup>8</sup> Ibid.



Perry, Iowa promotes itself as a rural destination for active recreation enthusiasts riding/walking along the Raccoon River Valley Trail. Revitalization of the historic Hotel Pattee downtown was a successful driver for this community.

When redefining a downtown, it can be helpful to look at similar communities to identify market drivers and comparable characteristics.

The following peer city information was gleaned from the Fiscal Year 2009 Retail Trade Analysis Report for Ogden, prepared by Iowa State University. This report is based on reported sales of goods and services that are subject to the statewide sales tax. The figures shown do not exclusively reflect downtown retail sales. A significant number of services are subject to sales tax in Iowa and are included in these figures.

Top 10 Cities	Per Capita Sales (FY 2009)	Estimated Population (7/1/2008)
Okoboji.....	\$40,261	877
Graettinger.....	24,158	832
Arnolds Park.....	23,947	1,286
Mount Ayr.....	22,177	1,714
Sioux Rapids.....	20,231	687
Adair.....	17,734	702
West Bend.....	16,671	760
Thompson.....	14,281	537
Marcus.....	13,748	1,027
Goldfield.....	13,559	607
<b>Ogden.....</b>	<b>3,604</b>	<b>1,957</b>

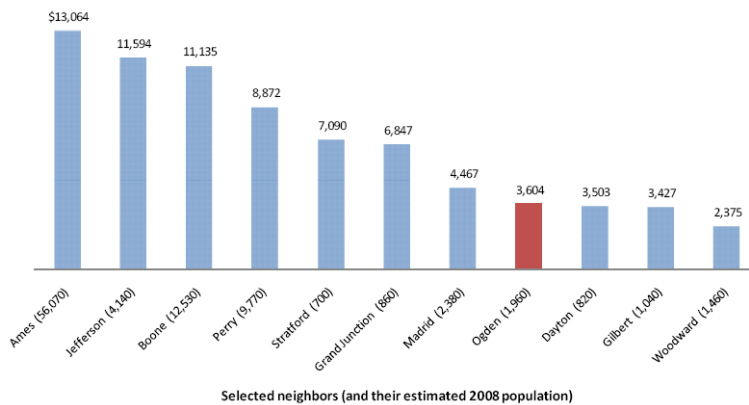
When conducting retail trade analyses, Iowa State University assigns cities to peer groups of similar cities based on population size and the urbanization characteristics of the host county.

In the Fiscal Year 2009 Retail Trade Analysis Report for Ogden, the city was compared to communities with 500 to 2,499 residents located in non-metropolitan counties west of Interstate 35. This peer group includes 113 communities.<sup>9</sup>

The top 10 peer group cities based upon per capita sales.

Greene County Development Corporation (GCDC) is a significant resource for nearby Greene County. The GCDC maintains an informative website containing the information and data that site selection and business decision makers seek when identifying new locations, including demographic information, available properties, community profiles, business listings, quality of life and workforce information.<sup>10</sup>

Per Capita Average Retail Sales in Neighboring Communities



The population of Jefferson is double Ogden's; however per capita sales are more than three times greater. As a county hub, Jefferson has many of the same assets as the City of Boone, including a municipal airport, hospital and several tourist attractions.

<sup>9</sup> Retail Trade Analysis Report, Fiscal Year 2009 for Ogden Iowa, Iowa State University, August 2010.

<sup>10</sup> <http://www.greenecountyiowadevelopment.org/>, viewed October 4, 2010.



As part of the downtown revitalization project, the U.S. EPA technical support project team conducted a community asset survey.

Community members were asked to identify the positive features of Ogden. The following is a summary of the key assets identified by the community.

- Ogden offers a good quality of life attractive to young families, including:
  - Quality schools
  - Existing medical and financial offices
  - Active church community

- While vacancies exist in the downtown, a number of core businesses create a strong foundation for the business community, including:
  - Ogden Telephone Company
  - The Ogden Reporter newspaper
  - Ogden Farm and Feed supply
  - Bike Barn
  - Clark’s Food Market
- Other businesses struggle in the downtown; however customer loyalty and strong community ties keep operations going.



The community asset survey also identified a number of gaps in the local market that could be opportunities for future development, including:

- Local and regional recreational amenities that draw visitors to the area, include:
  - Don Williams Recreation Area
  - Ledges State Park
  - Agriculture Expo
  - Trains and historic train museums
  - Biking
  - Old Lincoln Highway



Consumer spending is an economic driver that exists in every community. The economic strength and capacity of a community can be assessed by understanding the degree to which a community meets the consumer needs of its own population and the extent to which a community draws sales and revenues from outside the community, called a pull factor.

Retail Trade Profiles were completed in 2003 for Boone and Greene Counties, and a Retail Trade Analysis was prepared for Ogden in 2008 and fiscal year 2009. These four reports were assessed in detail as part of this market study.

These reports are based upon reported sales of goods and services that are subject to the statewide sales tax. Therefore the figures shown do not exclusively reflect retail sales, but also include other goods and services (e.g., landscaping, printing, carpentry, and vehicle repair).

**Highlights of 2003  
Boone County Trade Profile<sup>12</sup>**

- 66% of the county's retail businesses were located in the City of Boone.
- 86% of the county's retail spending was in the City of Boone.
- The City of Boone, with 12,802 residents had total retail sales of \$136.6 million and a pull factor greater than 1.0, meaning Boone draws from outside their community.
- Madrid, with 2,367 residents had total retail sales of \$12.04 million and a pull factor of 0.52.
- Ogden with 2,037 residents had total retail sales of \$7.42 million and a pull factor of 0.37.

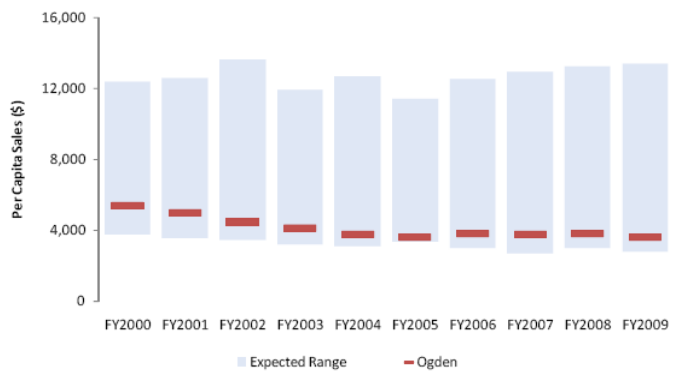
**In 2003, the City of Jefferson, with 4,499 residents had total retail sales of \$46.2 million, and a pull factor greater than 1.0.<sup>13</sup>**

Real sales per capita have declined in Ogden since the mid-1980s. By comparison, Boone County per capita sales have been generally flat in the past 30 years, while per capita sales in Iowa have seen a slight increase.

The Retail Trade Analysis identified Ogden's *trade area capture* as a significant gap. The trade area capture indicates whether a city's retail and service establishments are serving its population and outside residents. If the trade area capture exceeds the population, then retail is drawing from outside the city limits.

In 1979, Ogden's population and trade area capture were nearly even – indicating that Ogden's retail establishments were serving its own population but not drawing from the outside. Since 1979, the city's trade area capture has been steadily declining – indicating that Ogden's residents now leave

**Expected and Actual Sales Per Capita**



The expected range of local sales was determined based upon retail performance of other cities in Ogden's peer group. The above chart shows that Ogden's actual sales per capita is substantially lower than the reasonably expected sales for the size and

<sup>12</sup> Retail Data for Decision Makers: Boone County; Iowa State University Extension, December 2003

<sup>13</sup> Retail Data for Decision Makers: Greene County; Iowa State University Extension, December 2003

the city to purchase goods and services.

characteristics of the community.<sup>14</sup>

## Healthcare Market Assessment

## Ogden Downtown Market Assessment

An aging population presents an opportunity for goods and services targeting this demographic. Healthcare is a significant market presenting unique opportunities for aging populations. However, healthcare is driven by federal and state regulations; therefore, it is important to understand the capacity for expanding healthcare facilities in the area.

- According to the 2000 U.S. Census, the median age of Ogden was 39.
- The Iowa median age was 36.6 and the national median age was 35.3 years.
- Approximately 20.9% of Ogden's population in 2000 was age 65 or older.
- The percentage of residents over age 65 is higher than the populations age 65 and above for Boone County (16.4%) and Iowa (14.9%).

According to the Iowa Department of Public Health, as of November 2009, Boone County had 397 existing nursing care beds. The projected long-term care bed need in Boone County, based upon an estimated 2014 population, is 441 beds. Of the 441 beds, 294 Skilled Nursing & Intermediate Care beds are needed. With 397 existing beds, Boone County is not currently targeted for additional long-term care facilities.<sup>15</sup>

Two critical access hospitals are located near Ogden, one in Boone and one in Jefferson. To be considered a critical access hospital, the facility must be located in a rural area, provide 24-hour emergency care services, maintain an average length of stay of 96 hours or less, and operate up to 25 beds for acute inpatient care. There is currently no basis for additional critical access hospitals in the area.

Boone County Hospital also owns and operates Boone County Family Medicine in Ogden. This clinic is not a full-service clinic. Laboratory, x-ray, outpatient surgery and other common medical office services are located in Boone.

According to the Iowa Department of Public Health, in order to be eligible for Medicare and Medicaid reimbursements, rural health clinics must be located in a rural area designated as a Health Professional Shortage Area (HPSA), Medically Underserved Area (MUA), High Migrant Impact Area (HMIA), or an area designated as medically underserved by the chief executive officer (Governor) of the state.

The U.S. Department of Health and Human Services' Rural Initiative operates the Rural Assistance Center as an information portal for rural health and human services. This website includes interactive mapping to identify rural areas and counties with the qualifying designations.<sup>16</sup>

- Boone County is a Designated Health Professional Shortage Area for **Dental Services and Mental Health Services** as of April 2010.
- Ogden is not a designated Health Professional Shortage Area for Primary Care. Only the northwestern corner of Boone County is designated as such.
- Ogden is not a designated Medically Underserved Area. Yell and Jackson service areas are the only medically underserved areas in Boone County.

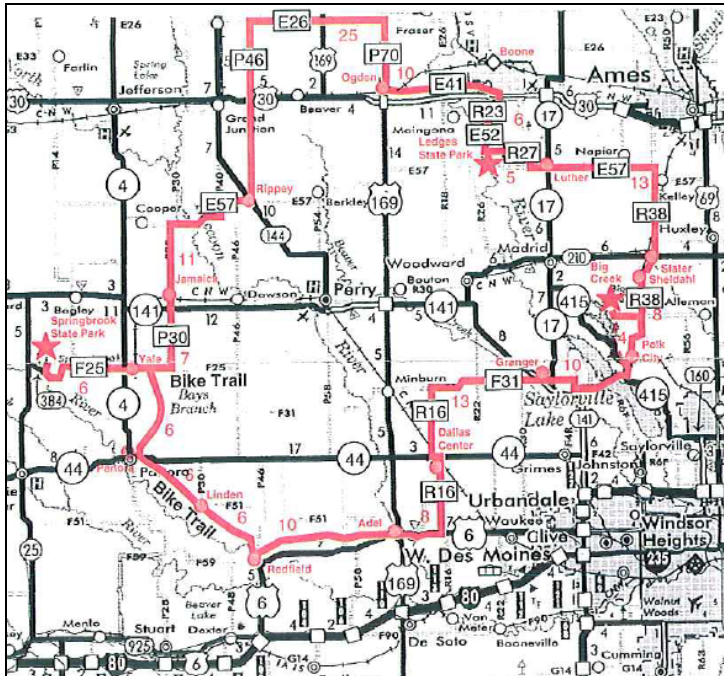
<sup>14</sup> Retail Trade Analysis Report, Fiscal Year 2009 for Ogden Iowa, Iowa State University, August 2010.

<sup>15</sup> Long-term Care Need Formula Spreadsheet, Iowa Department of Public Health, Updated November 2009, [http://www.idph.state.ia.us/adper/common/pdf/cert\\_of\\_need/ltc\\_bed\\_formula.pdf](http://www.idph.state.ia.us/adper/common/pdf/cert_of_need/ltc_bed_formula.pdf).

<sup>16</sup> <http://www.raconline.org/about/>

Boone County and Greene County actively promote their region as a tourist destination and tourism appears to be a regional economic driver. Historic sites, scenic railroads, wineries and recreational areas are all draws to central Iowa. Boone and Greene Counties both produce regional tourist guides to attract visitors to the area. Boone County is a destination for regional conventions and exhibitions.

**In a recent survey completed by the U.S. Forest Service, youth ages 16-19 listed biking, walking, camping, hiking and wildlife viewing among the most popular outdoor activities.<sup>17</sup>**



The **Central State Park Bike Route (CSPBR)** winds over 91 miles of trail connecting three state parks. The route travels through Ogden and local facilities and establishments are promoted in the CSPBR guide and literature.

The **Central Iowa Trail Association (CITA)** is a non-profit corporation focused on design, construction and maintenance of natural trails in partnership with city, county, state and private landowners. CITA actively promotes the 7.2 mile mountain bike track at Seven Oaks Recreation facility.<sup>18</sup>

Outdoor recreation is clearly a viable market as Ledges State Park, the Don Williams Recreation Area and Seven Oaks Recreation are well used.

Seven Oaks Recreation is a year-round commercial recreation facility located just east of Ogden on the western side of Boone. The facility is a regional draw offering individual and group activities, including skiing, snowboarding, canoeing, river floats and camping. The lodge seats 200 and is a destination for weddings and other banquets.

The Don Williams Recreation Area is located north of downtown Ogden. The park includes a 9-hole golf course, 150 electric campsites, 30 tent campsites, hiking trails, a lake and other recreational activities. Access to the Recreation Area from Route 30 is directly through downtown Ogden.

Nearby Ledges State Park is a destination for recreational vehicles and campers. Ledges State Park is the most popular state park in Iowa.

The Lincoln Highway, the first road across the United States, passes through downtown Ogden. The Lincoln Highway Association is a national organization with chapters in 12 states. The Association hosts a number of events and conferences annually that offer an opportunity to promote Ogden.

<sup>17</sup> Recreation Demand Trends- An Update, U.S. Forestry Service, May 5, 2009, <http://www.srs.fs.usda.gov/trends/2009R6.pdf>

<sup>18</sup> <http://www.centraliowatrails.org/>, viewed October 4, 2010.

Economic vitality requires support from the local community as well as visitors from the region, state and other locations. Public perception plays a critical role in consumer decision making, especially relative to the tourism and hospitality markets.

Communities have numerous opportunities to promote their lifestyle and hometown. Websites, tourism magazines and Chamber of Commerce referrals are all unique opportunities to attract visitors to downtown.

*Destination: Boone County Iowa* tourist brochure is an excellent opportunity to entice visitors to Ogden's downtown.

Narratives should focus on recreational opportunities and local events open to the public. Content should be updated yearly to ensure a fresh and exciting image for all readers.

### Perry, Iowa

The City of Perry has created the **Perry Welcome Depot** at the Union Pacific Railroad Depot in its downtown. The Depot is designed to help tourists, residents and the business community alike. An electronic kiosk and message board provides maps, news and information about the community.

The municipal website is a critical marketing tool for all communities. While its primary purpose is to inform residents, it serves as a key portal for businesses and visitors.

State agencies, local businesses, and the Chamber of Commerce all create direct links to municipal websites. Municipal websites should include information that captivates interest, builds name recognition and draws visitors to the community.

Madrid, Iowa maintains two websites. Madridiowa.com features information about the community, businesses, recreational events and the Madrid Action Committee. Madridiowa.org features city hall news, services for residents, Boone County services and public meeting information. While two websites may not be necessary, the need to communicate with residents, potential visitors and businesses on the internet is essential.

### Buy-Way Yard Sale

Ogden hosted a citywide Garage Sales event on August 7, 2010.

This event coincided with the Lincoln Highway Buy-Way, a yard sale stretching across five states held August 5-7, 2010.

Connecting the local and national events in tourist literature such as *Destination: Boone County Iowa* would create a positive perception and help establish Ogden as a destination on the Lincoln Highway.



The Mahanay Memorial Carillon Tower is a feature on the City of Jefferson website. Captivating descriptions of breathtaking views, combined with visitor information, draws tourists to the city.

A wealth of resources and assistance exist locally, regionally, and nationally. A well-coordinated and strategic plan is needed to successfully capture Ogden's share of these resources. Specific goals must be developed and consistently communicated across multiple platforms to create a captivating story that attracts financial assistance and builds momentum for Ogden's revitalization.

Boones Future, the County economic development group, is an underutilized resource available to Ogden.<sup>19</sup> This organization, combined with the Boone Area Chamber of Commerce provides grant writing and marketing assistance to communities and organizations. Boones Future is also an economic development corporation with the capacity to purchase property and participate in revitalization efforts. Ogden is currently portrayed by the Boone Area Chamber of Commerce as a bedroom farming community. Recreating Ogden's image as a destination should begin with this organization. A new vision of downtown Ogden will help attract funding and resources.

A number of regional and state resources exist to support trail-based programs. The Iowa Department of Transportation has developed a handbook for Iowa Communities entitled, *Implementing Trail-Based Economic Development Programs*. This handbook is a resource to the City of Ogden as it explores opportunities associated with the CSPBR.<sup>20</sup>

**Greene County received a \$750,000 grant from the Iowa Transportation Commission to extend the Raccoon River Valley Trail. This federally funded grant will leverage a previous grant received from the state.<sup>21</sup>**

The Business Alliance for Local Living Economies (BALLE) is a national organization that helps communities establish local networks to build supportive economies.<sup>22</sup> This is a resource that may help reverse the retail leakage trends identified in Ogden.

Fairfield, Iowa, located southeast of Des Moines established a network through BALLE called Fairfield First.<sup>23</sup> Fairfield First promotes the positive impacts that daily actions and purchasing decisions can have on a community. The organization hosts events and web portals to build the local economy.

### **Iowa offers a number of grants and tax incentive programs to help communities and businesses.**

*The following is a partial list of programs.*

**Grow Iowa Values Financial Assistance Program** funds projects that are focused on job creation or retention, value-added agriculture and entrepreneurial efforts.

**Value-Added Agriculture Component** seeks to increase the innovative utilization of Iowa's agricultural commodities.

**Infrastructure Assistance** assists communities and businesses in implementing capital-intensive infrastructure projects that create unique opportunities.

**Community Attraction and Tourism (CAT) Program** supports projects that promote recreational, cultural, or other attractions for the general public.

**Iowa Self-Employment** helps qualified individuals with disabilities establish, acquire, or expand a small business by providing technical and financial assistance.

**Targeted Small Business Program** is designed to help minority- or women-owned businesses through direct loans.

**Endow Iowa** was developed to encourage the growth and development of community foundations and related organizations in the state, by encouraging donations to non-profit organizations.

**Brownfield/Grayfield Tax Credit Program** is available for qualifying costs of a brownfield project and if the project meets green building requirements. Grayfield projects can get tax credits for qualifying costs and projects that meet green building requirements.

<sup>19</sup> [www.booneiowa.us](http://www.booneiowa.us), viewed September 28, 2010.

<sup>20</sup> <http://atfiles.org/files/pdf/IowaHANDBOOK.pdf>

<sup>21</sup> <http://www.greenecountyiowadevelopment.org/news-030508.php>, viewed October 4, 2010.

<sup>22</sup> <http://www.livingeconomies.org/>

<sup>23</sup> [http://www.fairfieldfirst.biz/Fairfield\\_First%21/Welcome.html](http://www.fairfieldfirst.biz/Fairfield_First%21/Welcome.html), viewed October 4, 2010.

This market assessment identified a number of commercial and service opportunities to help revitalize downtown Ogden, Iowa.

- Ogden has significant capacity for additional retail and service establishments to meet the needs and demands of its existing population.

*Retail establishments that would draw from outside Ogden have additional opportunity to capture consumer spending in the region.*

- Ogden is located in the midst of a vital active recreation market. Specialty business establishments serving the recreational and outdoor market could benefit from a well-targeted and strategic promotional campaign establishing Ogden as an outdoor recreation designation.

*Ogden's location along the Central State Park Bike Route and proximity to Ledges State Park and the Don Williams Recreation Area presents a unique opportunity to cater to the growing active recreation market.*

- Ogden's location within Boone County creates an opportunity to build upon the County's Visitor and Convention Bureau promotional efforts. These hospitality establishments could benefit from a well-targeted and strategic campaign drawing Boone visitors and travelers along Route 30 into downtown Ogden.

*Hospitality enterprises, such as small boutique hotels and restaurants, could create a unique niche in this market.*

- Population demographics suggest that Ogden has the capacity for increased demand for healthcare services. Ogden may not qualify for placement of a primary care Rural Health Clinic.

*There is a documented need for expanded dental and mental health care. In addition, there may be a demand for additional expanded private practice medical services.*

**Potential Downtown Revitalization Components:**

- Establish a gateway to the downtown area at the intersection of Walnut and County Road P70/1<sup>st</sup> Street.
- Create signage connecting downtown Ogden with the Don Williams Recreation Area, the Central State Park Bike Route and Route 30.
- Incorporate Lincoln Highway signage into Walnut streetscape.

**Ideas and Next Steps**

**Start local:** build from the assets that currently exist: strong community values, active tourism market, local recreational venues.

**Create Connections:** develop or strengthen one downtown organization focused on long-term sustainable community development. This organization can also serve as a conduit for private grants and funding. For example, Madrid created the Madrid Action Committee and Fairfield created Fairfield First.

**Develop a Signature Event:** expand an existing event - or develop a new one - that creates a unique draw to Ogden and builds off of the assets identified. For example, work with CITA to sponsor a bike tour along the CSBPR.

**Promote Ogden:** review and improve all literature featuring Ogden, including tourist brochures, bike trail maps, Chamber of Commerce materials and municipal website. Ask the question: *Would the literature entice a visitor to stop in Ogden?*

**Capture Demand:** studies clearly show that local residents are purchasing goods and services outside Ogden. Significant opportunity exists to recapture a portion of those purchases.

**Use Resources:** available through local, state and national organizations to support business expansion and new business development within Ogden.