THE GUADALUPE NEIGHBORHOOD PROJECT

A Salt Lake Neighborhood Housing Services Revitalization Project

Application for the Rudy Bruner Award for Urban Excellence

Rebuilding Neighborhoods... one block at a time
### PROJECT DATA

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Location</th>
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<tr>
<td>Owner</td>
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<td>Project Use(s)</td>
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<td>Project Size</td>
<td>Total Development Cost</td>
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<td>Annual Operating Budget (if appropriate)</td>
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<td>Date Initiated</td>
<td>Percent Completed by December 1, 2006</td>
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<tr>
<td>Project Completion Date (if appropriate)</td>
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<td>Attach, if you wish, a list of relevant project dates</td>
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Application submitted by:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization</td>
<td></td>
</tr>
<tr>
<td>Address</td>
<td>City/State/Zip</td>
</tr>
<tr>
<td>Telephone</td>
<td>Fax</td>
</tr>
<tr>
<td>E-mail</td>
<td>Weekend Contact Number (for notification):</td>
</tr>
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Key Participants (Attach an additional sheet if needed)

<table>
<thead>
<tr>
<th>Organization</th>
<th>Key Participant</th>
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</tr>
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<tr>
<td>Public Agencies</td>
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<td></td>
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<tr>
<td>Architect/Designer</td>
<td></td>
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<tr>
<td>Developer</td>
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<td>Professional Consultant</td>
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<tr>
<td>Community Group</td>
<td></td>
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</tr>
<tr>
<td>Other</td>
<td></td>
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</tbody>
</table>

Please indicate how you learned of the *Rudy Bruner Award for Urban Excellence*. (Check all that apply).

- Direct Mailing
- Magazine Advertisement
- Previous RBA entrant
- Professional
- Online Notice
- Previous Selection Committee member
- Organization
- Bruner/Loeb Forum
- Other (please specify)

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, and to post on the Bruner Foundation web sites, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

**Signature**
**PROJECT DATA**

*Please answer questions in space provided.* Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

<table>
<thead>
<tr>
<th>Project Name: Guadalupe Neighborhood Project</th>
<th>Location: Salt Lake City’s Guadalupe Neighborhood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner: Salt Lake Neighborhood Housing Services</td>
<td>600 West North Temple</td>
</tr>
<tr>
<td></td>
<td>Salt Lake City, Utah 84111</td>
</tr>
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</table>

**Project Use(s): Housing and Quality of Living**

<table>
<thead>
<tr>
<th>Project Size: Ten City Blocks</th>
<th>Total Development Cost: $33,000,000.00</th>
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<tbody>
<tr>
<td>Annual Operating Budget (if applicable): 1.5 million dollars</td>
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<td>Date Initiated: January, 1995</td>
<td>Percent completed by December 1, 2006: 90%</td>
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<tr>
<td>Project Completion Date (if appropriate): December, 2008</td>
<td></td>
</tr>
</tbody>
</table>

Attach, if you wish, a list of relevant project dates:

**Application submitted by:**

- **Name:** Maria Garcia  
- **Title:** Executive Director  
- **Organization:** Salt Lake Neighborhood Housing Services  
- **Address:** 622 West 500 North  
- **City/State/Zip:** Salt Lake City, Utah 84116  
- **Telephone:** (801) 539-1590  
- **Fax:** (801) 539-1590  
- **E-mail:** maria@slhhs.org

**Weekend Contact Number** (for notification): (801) 633-9203

**Key Participants** (Attach an additional sheet if needed)

<table>
<thead>
<tr>
<th>Organization</th>
<th>Key Participant</th>
<th>Telephone/e-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Agencies:</td>
<td>Luanne Clark</td>
<td>(801) 535-6136 <a href="mailto:luann.clark@slgov.com">luann.clark@slgov.com</a></td>
</tr>
<tr>
<td>Architect/Designer:</td>
<td>Bernardo Flores-Sahagun</td>
<td>(801) 414-0136 <a href="mailto:fsarch@qwest.net">fsarch@qwest.net</a></td>
</tr>
<tr>
<td>Developer:</td>
<td>Dan Stanger</td>
<td>(801) 201-7209 <a href="mailto:dstanger@bridgeig.com">dstanger@bridgeig.com</a></td>
</tr>
<tr>
<td>Professional Consultant:</td>
<td>Ona Jones</td>
<td>(303) 726-7087 <a href="mailto:ojones@nw.org">ojones@nw.org</a></td>
</tr>
<tr>
<td>Community Group: City Councilman</td>
<td>Eric Jergensen</td>
<td>(801) 298-5650 ext 103 <a href="mailto:eric@contourcomp.com">eric@contourcomp.com</a></td>
</tr>
<tr>
<td>Other: Artist</td>
<td>Ruby Chacón</td>
<td>(801) 949-2743 <a href="mailto:rubychacon@yahoo.com">rubychacon@yahoo.com</a></td>
</tr>
<tr>
<td>Other: Public Relations</td>
<td>John Becker</td>
<td>(801) 359-0246 <a href="mailto:beckerpr@comcast.net">beckerpr@comcast.net</a></td>
</tr>
</tbody>
</table>

Please indicate how you learned of the Rudy Bruner Award for Urban Excellence. (Check all that apply).

- Direct Mailing  
- Magazine Advertisement  
- Previous RBA entrant
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**Signature:**

Maria Garcia

25-07
ABSTRACT

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

Project Name

Address          City/State/ZIP

1. Give a brief overview of the project, including major project goals.

2. Why does the project merit the Rudy Bruner Award for Urban Excellence? (You may wish to consider such factors as: effect on the urban environment; innovative or unique approaches to any aspect of project development; new and creative approaches to urban issues; design quality.)
The Guadalupe Neighborhood Project deserves the Rudy Bruner Award for Urban Excellence because it is a project that embodies the best of humanity and shows that with commitment, faith, and integrity change is possible, even in the direst circumstances. The Guadalupe Neighborhood Project focused on addressing the root causes of crime and urban blight by addressing the neighborhood as a single organic element in which one aspect directly affects another. Therefore, all aspects needed to be addressed in a holistic approach including education, crime, self-esteem, housing, employment and a sense of community. This would not be, however, a didactic approach; it was not our goal to walk into a neighborhood and tell the people what they were doing wrong. No, the Guadalupe Neighborhood Project began with a deep faith in humanity, that people are inherently good and want to improve their lives, a trust that the people of the neighborhood were capable and were more aware of the problems that confronted them on a daily basis, and that by including them and their ideas into a long term plan we would more readily find a solution.

The Guadalupe Neighborhood Project deserves this award because of its unique, compassionate and respectful approach to urban rejuvenation. The Guadalupe Neighborhood Project undermines stereotypes and stigmas that have long been associated with Salt Lake’s West Side neighborhoods and proves that ANY community, when provided with vision, hope and opportunity, can and will produce positive change. While it took several decades of neglect to reduce a community to utter despair, with a little investment it only took little over a decade to restore that same neighborhood to a new status filled with hope, esteem and opportunity. Most of all, the Guadalupe Neighborhood Project deserves the award because of the empowering message it sends to others neighborhoods across the nation who have been neglected and disregarded, that despite all, they hold their future in their hands and they can make a difference.
3. Describe the key elements of the development process, including community participation where appropriate.

4. Describe the financing of the project. Please include all funding sources and square foot costs where applicable.

5. Is the project unique and/or does it address significant urban issues? Is the model adaptable to other urban settings?
PROJECT DESCRIPTION

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

1. Describe the underlying values of the project. What, if any, significant trade-offs were required to implement the project?

The underlying values of the project consist of a belief that the greatest resources a community has to offer are the members of the community themselves, and when provided with opportunity, education, and organization they will improve their neighborhood for the benefit of themselves, their children and family members. The Guadalupe Neighborhood Project recognizes that home-owners have more at stake than renters; they are more likely to care for their property and their neighborhood. The Project recognized that youth were more likely to invest and care for a neighborhood that cared about them. The Project recognized that community members had the potential to become leaders, and with leadership skills they would solve problems and create opportunities tailored to their own community’s needs. The project recognized that members of the neighborhood were most familiar with the problems of the neighborhood and therefore they and their information were a necessary part of the solution.

The neighborhood was in such disrepair that the trade-offs were minimal. Even so, there were elements that we had to consider and reconcile. Before we could begin the renovation of Argyle Court, we had to relocate refugees who were living in the neighborhood. While we wanted to accommodate these individuals we could not do so at the time and complete the renovation. There was, however, one renter who we relocated and assisted in the purchase of their first home in Guadalupe. After a great deal of contemplation and evaluation we decided that it would be necessary to move our offices into the neighborhood and purchase our own property, making us one of the first investors in the neighborhood. Furthermore, we had to devote time and expense to our own building while addressing the needs of the neighborhood. Even so, we considered it a valuable investment that would establish our commitment to the community and encourage others to follow suit. Lastly, the original housing stock on Argyle Court consisted of 17 units. The new development would only provide 12 units. The 12 units though, were town homes. Even though it cost us five lost units we recognized that the previous units did not accommodate family size and therefore encouraged more transient activity. We needed larger units than what was previously established. This would encourage people to buy in the neighborhood and stay in the neighborhood to raise their children.

2. How has the project impacted the local community? Please include relevant information on urban context.

Located just a few city blocks from downtown Salt Lake City, the Guadalupe Neighborhood rests between the railroad tracks on 500 West and the interstate on 700 West, and between North Temple - the main thoroughfare into Downtown Salt Lake City - and the 600 North freeway onramp. One of Salt Lake City’s oldest residential neighborhoods, for years Guadalupe Neighborhood was ignored and discarded as irrelevant. Consequently, it fell into dilapidation and blight. A victim of more than two decades of redlining, by the year 1995 the Guadalupe Neighborhood had become an eyesore and a nuisance. (see supplemental materials for birds eye view of Guadalupe in its relation to downtown and industrial area)

Since the beginning of the project in 1995 the neighborhood has transformed from a neighborhood of blight and despair into a “neighborhood of choice.” By offering low-interest loans and debt counseling, renters were turned into home-owners. Through neighborhood beautification programs Guadalupe Park was established on the corner of 500 North and 600 West, where children gather and play and families picnic and barbeque in the summertime. The dark streets have become beautified with decorative lamps, reducing the potential for unwanted activity. The abandoned lots were filled with mixed income homes; 12 on Argyle Court, 11 on Rendon Court, and 19 on Hodges Lane. Dilapidated homes were purchased and refurbished with the help of at-risk youth in the YouthWorks program, the homes of the elderly and disabled are maintained and painted in the yearly Paint-Your-Heart-Out program. The West Side Leadership Institute was formed which has become a lighthouse for those looking for leadership guidance in every capacity from career to community action. 600 West was a wide street with a quarter mile stretch and was an easy target for street racers on Friday and Saturday Nights. Community members organized and formed a traffic calming committee and petitioned City Government. As a result, roundabouts and bike lanes were formed reducing the speed of traffic and eliminating weekend adventurers. Children are now safe on the street. Artists were brought in to work with local youth on mural programs and decoration of the roundabouts. Next to the railroad tracks an old dilapidated building was purchased and renovated, the bottom space leased to a local resident who opened up Nellie’s Hot Rod Café, catering, not only to the neighborhood, but to the warehouses near the tracks where Hot Rod mechanics and paint and body shops rest, making them also community members, so much so, that they began an annual car show for the neighborhood. On the corner of North Temple an old building that had become a resting place for a transient population was torn down and in its place Citifront was developed, a mixed income and mixed use complex with 155 residential units, now managed by a former YouthWorks graduate.

While these are important milestones in the revitalization of Guadalupe neighborhood, they are only a few examples of the many programs that were created and implemented to transform the blighted neighborhood into a desirable a self-reliant community.

Today, The Guadalupe Neighborhood has one of the lowest crime rates in the entire city and has become a treasured corner of downtown Salt Lake City where people of mixed income and diverse backgrounds live together with a sense of community and pride. It truly is NEIGHBORHOOD OF CHOICE. (See supplemental materials for detail case study on the impact of neighborhood rejuvenation in Guadalupe Neighborhood.)
PROJECT DESCRIPTION (CONT'D)

3. Describe the key elements of the development process, including community participation where appropriate.

In 1995 SLNHS met with the Fairpark Community Council to examine the Guadalupe neighborhood. A primary concern of the council was the dilapidated homes of Argyle Court, sixteen resident buildings that were boarded or occupied by either gangs or refugees. Renovating Argyle court became our first key step. We acquired the land and eliminated existing housing on Argyle, and then built 12 affordable housing units. Next, in order to fully engage the community, we decided that our office should be located in the neighborhood where we would have an open door policy. Moreover, in order to show our long term commitment and promote local investment, we acquired a dilapidated building on 500 North and refurbished it with the help of our YouthWorks students, which has become our permanent location. We then began a door to door campaign to meet the residents and discuss concerns and solutions, including them in the revitalization process. We found several concerns. Firstly, there were many elderly and working class people who desired to improve their homes and remain in the neighborhood, yet had little ability to do so. Secondly, there were many people from different ethnicities who wanted to own their own homes, but either they had little knowledge of loan programs, they had been victims of predatory lending, they had bad credit and did not understand how to improve it, or they had little distrust of banking institutions. While we began to acquire all vacant land and boarded homes for the purpose of either refurbishing the property or developing affordable housing, we also recognized that we needed to develop a debt and loan counseling program that would help these renters become home owners and stake holders. We then began working with existing home-owners and assist them with low interest home improvement loans. Meanwhile, as we acquired properties, we targeted all youth from the ages of 14-18 to become participants in our YouthWorks program. By refurbishing homes in their own neighborhood they learned a skill, received a paycheck and bonuses depending on their academic standing, and they and received school credit (this program has had an 80% success rate helping children acquire their diplomas). As the neighborhood improved we worked with city government to improve the curbs and gutters, contacted arts organizations and artists to work on beautification programs, and worked with outside investors to develop long term goals and programs that would be mutually beneficial to the investors and the community. We then began a leadership institute that assisted community members to either pursue their personal career or social ambitions or take on leadership roles in their community. As a result of these workshops residents formed their own committees and began to take on issues in the neighborhood such as traffic calming. All these programs were the result of long term collaboration with local banks and businesses (too numerous to mention), and other institutions such as Fannie Mae. Today, the Guadalupe Neighborhood Project has become a success and our mission is nearly completed.

4. Describe the financing of the project. Please include all funding sources and square foot costs where applicable.

Slowly the SLNHS would make strategic land and real-estate acquisitions to rehab or construct a variety of single family, town and multi-unit developments. Since the initiation of the strategy, approximately $33 million dollars has been invested by stakeholders into real estate development projects, home rehab initiatives and street and infrastructure improvements. 40% of the entire project was funded by HUD Community development block grants and HOME dollars and the other 50% was funded by the following lending institutions: American Express, Zions Bank, Wells Fargo, Washington Mutual, Advanta Bank and NeighborWorks America. These projects can be assessed into three primary categories: firstly, Acquisition of land property in the Guadalupe Neighborhood since 1995, which amounts to $2,799,000; Secondly, development costs either in the form of rehabilitation or new development, which amounts to $14,197,000; and lastly, the development of Citifront, a 155 resident mixed income, mixed use complex, which amounts to nearly $18,000,000, bringing a total to nearly 33 million. Though the majority of the funding came from public dollars and private grants, the investment that NHS has made in the neighborhood has not only provided home ownership and improved housing stock, and but it has also generated revenue which in turn was reinvested into the neighborhood leveraging initial investment dollars. In addition to the real estate developments, there were other programs and collaborations (too numerous to mention) which were dealt with on a project by project basis. Examples of other projects would be The Chihuicoatl Mural Project, guest speakers and workshops for the West Side Leadership institute, the West Side Car Show, and much more. All of these projects were realized through the help of community members and collaborations with organizations such as The Utah Arts Council. (See supplemental material for itemized acquisition and development investment – excluding Citifront. Also, see map for parcelled properties in Guadalupe)

5. Is the project unique and/or does it address significant urban issues? Is the model adaptable to other urban settings?

The Guadalupe Neighborhood is the first west neighborhood of downtown Salt Lake City. With a large ethnic population (mostly Hispanic, but many other ethnicities as well) the railroad tracks that separated downtown Salt Lake and The West Side had become a dividing line between classes and cultures. For reasons addressed earlier, the neighborhood developed all the issues associated with urban blight: home ownership was at an all time low, apartments and houses were vacant, lots were left abandoned and often became trash dumps, homes were in disrepair, and crime was at an all time high. With little or no resources, the neighborhood offered little hope for youth and little opportunity for their parents. These were all issues addressed by the project.

The Guadalupe Neighborhood Project is unique in its holistic approach to urban blight. While addressing neighborhood revitalization and beautification the project also focused on youth educations and skills building, leadership development, and community action and organization. Not only did the project apply traditional methods of developing affordable housing and creating home ownership through lending programs and concentrate on neighborhood beautification through parks and artistic endeavors, the project sought to turn community members into caretakers of the community and to empower them with skills to create business, pursue education and address issues concerning crime and civic responsibility. The Guadalupe Neighborhood Project can be duplicated in other communities. With strong organizational structure, and openness to work with community members and understanding their needs, and long term planning the program can easily be implemented in other urban settings. It is a model that is flexible and readily adjusted to meet individual community's needs.
## PERSPECTIVES

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<tr>
<th>Perspective</th>
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<th>Key Participant</th>
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<tr>
<td>Public Agencies:</td>
<td>Salt Lake city</td>
<td>Luanne Clark</td>
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<td>Architect/Designer:</td>
<td>Flores-Sahagun + Associates</td>
<td>Bernardo Flores-Sahagun</td>
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<td>Developer:</td>
<td>Bridge Investment Group</td>
<td>Dan Stanger</td>
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<td>Professional Consultant:</td>
<td>NeighborWorks® America</td>
<td>Ona Jones</td>
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<tr>
<td>Community Group:</td>
<td>Guadalupe Resident</td>
<td>Jon Robison</td>
</tr>
<tr>
<td>Other: City Councilman</td>
<td>Salt Lake City Council</td>
<td>Eric Jergensen</td>
</tr>
<tr>
<td>Other: Artist</td>
<td>Freelance Artist</td>
<td>Ruby Chacón</td>
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<tr>
<td>Other: Public Relations</td>
<td>John Becker Public Relations, Inc.</td>
<td>John Becker</td>
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2007 RUDY BRUNER AWARD
ARCHITECT OR DESIGNER
PERSPECTIVE

RUDY BRUNER AWARD
FOR URBAN EXCELLENCE
American cities embody our nation's greatest triumphs and most daunting challenges. At their best they showcase the rich diversity, cultural achievement, and democratic values that characterize the American spirit. At their worst they reflect our country's most persistent social ills - economic disparity, hopelessness, neglect and abandonment. Yet there are those places that are developed with such vision and imagination that they transform urban problems into creative solutions. The Rudy Bruner Award for Urban Excellence (RBA) seeks to discover those special places and to celebrate and publicize their achievements.

Excellence exists in every city. It can be found in downtowns, neighborhoods, and parks. The Rudy Bruner Award searches for urban places that embody excellence, and celebrates their contribution to the richness and diversity of the urban experience. These places often transcend the boundaries between architecture, urban design, and planning. They are born through processes of transformation - the renewal of something old, or the creation of something new that resonates in the history of community life.

The Rudy Bruner Award considers form only one aspect of urban excellence. An excellent urban place involves the interplay of process, place and values. Processes may be inclusive, innovative, or participatory. Places may be grand-dose or modest, new or historic, but they must be well designed. Values guide the inevitable trade-offs involved in bringing a project to life. The Award seeks to illuminate the complex processes of urban placemaking, so that they may be strengthened to better reflect the balance between form and use; opportunity and cost; preservation and change.

Eligibility/Who May Apply

• The project must be a real place, not just a plan or program. Programs alone will not be considered.
• Since site visits are integral to the award process, the project must have been in operation for a sufficient amount of time to demonstrate success.
• The project must be located in the contiguous 48 states. It is not feasible to conduct site visits at international locations.
• There are no distinct categories. Projects may include any type of place which makes a positive contribution to the urban environment.
• Urban environment is broadly defined to include incorporated cities, towns, or villages; a neighborhood within a city; an urban county; or an officially recognized region made up of two or more cities.
• Applications may be initiated by any person who has been involved in the planning, development, or operation of a project.
• Previous applicants and Honorable Mention winners may re-apply. Previous winners are not eligible.

Completing the Application

The application is designed to give each project the opportunity to state its story in its own words, and to elicit multiple perspectives on project development.

Applications are urged to concentrate their efforts on providing a clear description of their projects and responsive answers to the questions on the application forms. Expenses presentations are discouraged. Although visual representations of the project such as drawings, photographs, plans or maps are required, judgments will be based upon the quality of the project, rather than on the elaborateness of the presentation.

Prizes and Presentation

The Rudy Bruner Award for Urban Excellence is given to five winning projects in each biennial award cycle.

- One Gold Medal Winner is awarded $50,000.
- Four Silver Medal Winners are each awarded $10,000.
- The winning project teams may use prize money in any way they choose to benefit the project.
- All winners are promoted by the Bruner Foundation and are included in books that are published by the Foundation.
- All finalists will be featured in award ceremonies, and a media outreach effort.

2005 Rudy Bruner Award Winners

Gold Medal: Portland Streetcar Project, Portland, OR

Silver Medals: Artist Relocation Program, Paducah, KY

Downtown Silver Spring Revitalization, Silver Spring, MD

Fruitvale Village, Oakland, CA

The Heidelberg Project, Detroit, MI

2007 Selection Committee

Manuel A. Diaz, Mayor, Miami, FL

Reese Fayde, Living Cities: The National Community Development Initiative, New York, NY

Robert Kroin, Director of Planning, Boston Redevelopment Agency, Boston, MA

Reed Kroloff, Dean, School of Architecture, Tulane University, New Orleans, LA

David Perry, Director, Great Cities Institute, Chicago, IL

Josephine Ramirez, Director of Programming and Planning, The Music Center, Los Angeles, CA

Perspective Sheets

Perspective sheets are provided to assist people who were involved in the project in describing their personal or organizational point of view. It is important that as many people as appropriate from the following categories complete perspective sheets, and a minimum of 4 sheets is required as part of the application. If it is not possible or appropriate to submit 4 sheets, please explain why not. Applicants may use their discretion to identify which categories are most pertinent to the project:

- Community Representative perspective;
- Public Agency perspective (from local, state or federal government agencies);
- Developer perspective;
- Professional Consultant perspective;
- Architect or Designer perspective;
- Other perspective (which might not fit into the above categories).

Please obtain as wide an array of perspectives as possible. More than one "Other" perspective may be submitted if appropriate. Use the perspective sheet marked "Other" for people who do not fit into the categories provided or for a unique point of view that will enhance your submission. The completed perspective sheets must be included in the application package.

Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of each answer should be limited to the area provided on the original form.

All information in the application should be placed in an 8-1/2" X 11" 3-ring binder.

To assist the Selection Committee in reviewing the submissions, arrange the pages of the application and supplementary materials in the order indicated above. Please include one additional copy of Abstract, Project Data, and an image to be photocopied and sent to the Selection Committee for review.

Key Dates:

- Submissions must be received at the Foundation no later than Monday, December 18, 2006.
- Five finalists will be notified by January 29, 2007.
- Site visits to finalists will take place in February, March, and April 2007.
- The Gold and Silver Medal Winners will be selected and notified in May, 2007.
- Presentations of the Rudy Bruner Award for Urban Excellence will be made in May and June of 2007.

Notice:

Projects from the City of Miami, Florida are not eligible for the 2007 Award due to the participation of Mayor Diaz on the 2007 Selection Committee. We look forward to receiving applications from Miami in future award cycles.
ARCHITECT OR DESIGNER PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by a design professional who worked as a consultant on the project, providing design, planning, or other services. Copies may be given to other design professionals if desired.

Name
Title
Organization
Telephone ( )
Address
City/State/ZIP
Fax ( )
E-mail

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Signature

1. Describe the design concept of this project, including urban design considerations, choice of materials, scale, etc.

2. Describe the most important social and programmatic functions of the design.
3. Describe the major challenges of designing this project and any design trade-offs or compromises required to complete the project.

4. Describe the ways in which the project relates to its urban context.
2007 RUDY BRUNER AWARD PROFESSIONAL CONSULTANT PERSPECTIVE
American cities embody our nation's greatest triumphs and most daunting challenges. At their best they showcase the rich diversity, cultural achievement, and democratic values that characterize the American spirit. At their worst they reflect our country's most persistent social ills — economic disparity, hopelessness, neglect and abandonment. Yet there are those places that are developed with such vision and imagination that they transform urban problems into creative solutions. The Rudy Bruner Award for Urban Excellence (RBA) seeks to discover those special places and to celebrate and publicize their achievements.

Excellence exists in every city. It can be found in downtowns, neighborhoods, and parks. The Rudy Bruner Award searches for urban places that embody excellence, and celebrates their contribution to the richness and diversity of the urban experience. These places often transcend the boundaries between architecture, urban design, and planning. They are born through processes of transformation — the renewal of something old, or the creation of something new that resonates in the history of community life.

The Rudy Bruner Award considers form only one aspect of urban excellence. An excellent urban place involves the interplay of process, place and values. Processes may be inclusive, innovative or participatory. Places may be grandiose or modest, new or historic, but they must be well designed. Values guide the inevitable trade-offs involved in bringing a project to life. The Award seeks to illuminate the complex process of urban placemaking, so that it may be strengthened to better reflect the balance between form and use; opportunity and cost; preservation and change.

Eligibility/Who May Apply

- The project must be a real place, not just a plan or program. Programs alone will not be considered.
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Prizes and Presentation

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- Four Silver Medal Winners are each awarded $10,000.
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2005 Rudy Bruner Award Winners

Gold Medal:
Portland Streetcar Project, Portland, OR

Silver Medals:
Artist Relocation Program, Paducah, KY
Downtown Silver Spring Revitalization, Silver Spring, MD
Fruitvale Village, Oakland, CA
The Heidelberg Project, Detroit, MI

2007 Selection Committee

Manuel A. Diaz, Mayor, Miami, FL
Reese Faye, Living Cities: The National Community Development Initiative, New York, NY
Robert Kroin, Director of Planning, Boston Redevelopment Agency, Boston, MA
Reed Kroloff, Dean, School of Architecture, Tulane University, New Orleans, LA
David Perry, Director, Great Cities Institute, Chicago, IL
Josephine Ramirez, Director of Programming and Planning, The Music Center, Los Angeles, CA

Perspective Sheets

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Signature

1. What role did you or your organization play in the development of this project?

3. Describe the project’s impact on its community. Please be as specific as possible.
4. How might this project be instructive to others in your profession?

4. What do you consider to be the most and least successful aspects of this project?
2007 RUDY BRUNER AWARD
COMMUNITY REPRESENTATIVE PERSPECTIVE

RUDY BRUNER AWARD
FOR URBAN EXCELLENCE
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This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

Name __________________________________________ Title ____________________________

Organization __________________________ Telephone (________) __________________________

Address __________________________________________ City/State/ZIP __________________________

Fax (________) __________________________ E-mail __________________________________________

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Signature __________________________________________

1. How did you, or the organization you represent, become involved in this project? What role did you play?

2. From the community’s point of view, what were the major issues concerning this project?

3. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them?
COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

4. Has this project made the community a better place to live or work? If so, how?

5. Would you change anything about this project or the development process you went through?
PUBLIC AGENCY PERSPECTIVE

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This sheet is to be filled out by a design professional who worked as a consultant on the project, providing design, planning, or other services. Copies may be given to other design professionals if desired.

Name: LuAnn Clark
Title: Director
Organization: Salt Lake City/Housing & Neighborhood Development
Telephone: (801) 535-6136
Address: 451 South State Street
City/State/ZIP: Salt Lake City, Utah 84111
Fax: (801) 535-6078
E-mail: SaltLakeCityHousing@slc.gov

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Signature: LuAnn Clark

1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

Salt Lake City’s Housing and Neighborhood Development Division (HAND) has partnered with Salt Lake Neighborhood Housing Services (NHS) since its inception in 1977. They share the common goals of revitalizing neighborhoods and creating affordable housing by working together with neighborhood residents, youth, and area businesses.

HAND provided funding for the Guadalupe Neighborhood Project through both the Community Development Block Grant and the HOME Investment Partnership Programs. HAND also developed one of the first housing projects in the Guadalupe neighborhood—the Sedona Apartments for homeless women. HAND also financed numerous street improvements, curb and gutter projects, traffic calming devices, and public art projects in the area.

HAND has also used federal Weed and Seed grant funds to develop and implement a community-based strategy in the Guadalupe neighborhood to minimize criminal activity and promote social and economic stability. The Weed and Seed strategy has been a catalyst for numerous collaborations among neighborhood residents and businesses, youth, and the Salt Lake City Police Department.

2. How was this project intended to benefit your city? What trade-offs and compromises were required to implement the project? How did your agency participate in making them?

The Guadalupe Neighborhood Project restored a historic neighborhood that through years of neglect had become blighted and known for its gang, drug and prostitution activities. Guadalupe also had many vacant and boarded houses, a very high number of rental units, and landlords who were not interested in maintaining their properties or regulating the type of tenants living in their units. The Guadalupe Neighborhood restoration has succeeded in dramatically turning this around by bringing back to life a unique area in Salt Lake City and enhancing its social vitality and diversity.
3. Describe the project's impact on your city. Please be as specific as possible.

The Guadalupe Neighborhood Project has benefited Salt Lake City in many ways. Most significantly, the Guadalupe area has now become a "neighborhood of choice" for many families who are looking to live in Salt Lake City. Located close to downtown, it is once again a residential neighborhood where people desire to live and raise their families. It offers a unique opportunity for families who want to own their own homes and live close to employment centers, theater and art districts, sporting events, and restaurants.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities?

Yes. The project was based on a holistic approach involving city government, NHS, youth, residents, and businesses to resolve neighborhood issues, renovate the housing stock, make infrastructure improvements, and stimulate economic development. This holistic approach was driven from the bottom up and made everyone involved a stakeholder in its success. Whereas cities commonly pursue neighborhood revitalization by coming in and determining what types of projects or improvements need to be made, this project succeeded because the City was not the leader or driving force but a partner in the process.

5. What do you consider to be the most and least successful aspects of this project?

Perhaps the most successful aspect of the Guadalupe Neighborhood Project has been increased homeownership. Prior to the project's initiation, more than 70% of the houses in the area were rental units. Now, more than 70% of the houses are privately owned. This is a complete turnaround that has immeasurably contributed to the revitalization of the area. Residents now know one another and participate together in neighborhood activities and meetings. They take pride in their homes and neighborhood, and that has made a world of difference. Both the number of police calls and housing and zoning enforcement cases has dramatically declined over the last ten years.
1. Describe the design concept of this project, including urban design considerations, choice of materials, scale, etc.

Hodges Lane is just one example of the projects that we have worked on with NHS. It is a small residential development that begins on 600 west heading westward and then turns and runs alongside Interstate 15 and connects to 400 North.

The Salt Lake City Guadalupe neighborhood has undergone a tremendous transformation over the past decade. The Salt Lake Neighborhood Housing Service has worked with the neighborhood to increase home ownership, maintenance, community activities, and community pride. The Hodges Lane development is in the core of this historic neighborhood and because of this gives an opportunity to add an increase of affordable houses and Town Homes into this region.

The design concept was to use elements of the existing historic neighborhood to make the homes relate in both size, scale, and style while using more modern materials and colors. The urban design considerations were to minimize the impact of the car on the design and use a higher density than is normally used in order to create a more intimate neighborhood atmosphere. All of the materials relate to previous precedents, but are not meant to mimic the existing, rather to compliment it.

2. Describe the most important social and programmatic functions of the design.

An excellent feature of the existing vernacular architecture is the existence of front porches and a neighborhood permeability that exists because of it. This idea was embraced and made the design of the new homes to be centered on the neighborhood and personal interaction rather than the automobile. Front porches were essential and the garages were moved behind the houses eliminating the closed facades that exist on many new homes. This creates a social atmosphere that fosters interaction within the neighborhood and relates to the broader goals of the Guadalupe area as a neighborhood of interaction and cooperation.

The programmatic functions of the buildings also led us to establish an idea of visit ability on several of the units, allowing access for the elderly or disabled, and creating house plans that work for this large portion of the demographic fills an important need within our society. In addition to providing housing opportunities for several different groups, the use of Town Homes helped to provide an element to target first time home buyers and people looking for an residence close to downtown, that otherwise could not afford it. The Town Homes maximize their minimal footprint, and provide two or three bedrooms depending on the needs of the occupants.

The most important social aspect of the homes is showing a reinvestment into older portions of the city. By committing to, and building these town homes, it provides a beacon to other developers and businesses to show the tremendous appeal that this area has. With close proximity to Downtown Salt Lake City and an established infrastructure the Guadalupe neighborhood will continue to adapt and change positively for years to come. Residents of the area are proud of their neighborhood and a building such as this only reinforces that.
3. Describe the major challenges of designing this project and any design trade-offs or compromises required completing the project.

Major challenges that existed in the design of this project were creating an architecture that complimented the existing neighborhood rather than detracting from, while keeping the homes affordable. This proved to work to our benefit as different construction methods and details were worked out to satisfy both areas of the design: aesthetics and budget. With new homes being placed into an established neighborhood there is a need to maintain the existing fabric and not infuse something that doesn't relate in scale of design.

4. Describe the ways in which the project relates to its urban context.

This project relates to its urban context through using the existing building types of the area and bringing a new higher density into the area. We tried to complement the existing heights and styles of the surrounding homes and not introduce a foreign architecture into the area. The buildings take visual cues from the neighboring structures and itself becomes part of the identity of that neighborhood.
1. What role did your organization play in the development of this project? Describe the scope of involvement.

I have enjoyed the opportunity of working with NHS for over 20 years now, in various neighborhoods, and capacities. When NHS moved to this new neighborhood, I worked with NHS to help create a new plan and vision for this Salt Lake City neighborhood. Recognizing that commercial and residential development must be complimentary for a true neighborhood to exist, my organization has focused more of our efforts on the southern perimeter of the Guadalupe Neighborhood, i.e., North Temple. With the development of the Citifront project consisting of 155 residential units along with approximately 13,000 square feet of commercial/retail space, we catalyzed not only the redevelopment of the area, but the stabilization of this strategic corner of the Guadalupe Neighborhood.

During our development process, I have observed with intense interest, the creation of Argyle Court, and the many other activities in which NHS engages throughout the Guadalupe Neighborhood. Having grown up on the general west side of Salt Lake City, I know first hand how blighted this area was. It has been an amazing transition to watch unfold, and one that I, and our organization, have been proud to be a part of. In my opinion, without NHS’s strategic initiatives and involvement, the positive change that has taken place and is continuing to develop would not have transpired.

2. What trade-offs or compromises were required during the development of the project?

NHS has worked extensively, both with the neighborhood, current area residents, and the municipalities that govern this area. With North Temple as a State Highway, and a major freeway arterial I-15, going directly through the neighborhood, NHS has proven its ability to bring all these stakeholders to the table in order to get the development variances and approvals needed to make Argyle Court a reality. Maria and her team have been masterful at getting the various agencies to work together and make subtle landscape, set back, and other revisions needed to work with such an infill location, and yet create an amazing development that has substantially improved both the area, and the city’s housing stock.

At our own project, Citifront, NHS’s involvement helped us secure assistance from the city with parking garage funding, and subordinate land loans, so that we could develop a project with long term perspective towards enhancing this strategic corner of the Guadalupe Neighborhood. Without it, Citifront would simply not exist today.
3. How was the project financed? What, if any, innovative means of financing were used?

I cannot speak to exactly how Argyle Court was financed. However, at Citifront, it took funding from Salt Lake City, American Express Centurion Bank, GE Capital, Wachovia Capital, Bridge, Neighborhood Reinvestment and NHS, to make the project a reality. Primary debt, secondary debt, soft third and fourth positions, top dollars on our tax credits, and direct funding from NHS and Bridge all needed to be coordinated. Maria and her team were a large part of this process, and without them this strategic corner would still be blighted and a serious potential hazard to the development of the Guadalupe Neighborhood, and the various housing initiatives throughout the neighborhood, including Argyle Court.

4. How did the economic impacts of this project on the community compare with or differ from other projects you have been involved in?

Again, I cannot speak directly to the Argyle Court project. However, as it relates to Citifront, this project would have never been pursued by Bridge under normal circumstances. We are a "for profit" developer, and our investors and stockholders expect a significant return on their investment. Salt Lake City is our home base, although we own and have developed assets in over a dozen different states throughout the western United States. We endeavor to be involved in all the communities in which we hold assets, however, Salt Lake receives a larger focus.

The Citifront development never made any "market" investment sense, but it made great sense as a catalyst to the neighborhood redevelopment activities being pursued for this strategic corridor of Salt Lake City. As such, we were proud to be able to work with NHS to help stabilize this area.

5. What about this project would be instructive to other developers?

A great deal of the efforts of NHS, have been to help educate the local developers of viable investment opportunities throughout this corridor. For many years, the local development community had written this area off. NHS has proven that with strategic coordination, and long term planning, an entire neighborhood can be stabilized and become an area where new development will make sense.

In addition, NHS has shown developers that strategic "Not for Profit"/"For Profit" entities can work together to have a positive impact on their neighborhoods, while creating future opportunities for both types of organizations.

6. What do you consider to be the most and least successful aspects to this project?

Again, I cannot speak directly to Argyle Court, but as it relates to our involvement in the area they would be as follows:

Least Successful: Getting local developers to truly appreciate the opportunity in the corridor has been the most difficult process, and taken the most time.

Most Successful: I would have to list two. First and foremost, would be the significant physical change that has taken place in the corridor. Second, has been the enhancement to value of the entire area. The impact has been subtle, yet substantial, and most of the adjoining property owners will never know how much value NHS has actually created for them.

Thank you for the opportunity to be a part of this. Should you have any questions or need any further information, please feel free to contact me.
PROFESSIONAL CONSULTANT PERSPECTIVE

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Name: Ona C. Jones  Title: Management Consultant
Organization: NeighborWorks® America  Telephone: 303-782-5519
Address: 501 So. Cherry Street, Ste. 400  City/State/ZIP: Denver, CO 80246
Fax: 303-782-5568  E-mail: ojones@nw.org

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1. What role did your organization play in the development of this project?

NeighborWorks® America (formerly Neighborhood Reinvestment Corp.) works in active partnership with the Salt Lake NHS to help the organization achieve its goal of neighborhood revitalization. NeighborWorks® America (NWA) provides Technical Assistance, grants and training.

For this project, NWA provided assistance with Strategic Planning, construction/demolition financing, down-payment/closing cost assistance, training and support of the Executive Director on single-family development.

2. Describe the project's impact on the community. Please be as specific as possible.

This project had a profound impact on the community. When the project was in the conception stage, I visited Argyle Court. It was truly a one block slum. I could not believe the horrible conditions in which people (including children) lived. Before the houses could be demolished, the city sent in a team to search for dead bodies. The positive impact of this project was obvious the day after the houses were demolished. The vacant land looked 100 times better than the houses that were there.

After Argyle Court was completed, many residents in the area began to improve their homes. Some financed improvements through the NHS, others used private investment. The main outcome of neighborhood revitalization is to attract private and public investment into disinvested areas. Millions of dollars of public improvements and private financing has come into the neighborhood since the Argyle Court project. Of course, the city's tax base has improved due to all the housing development on vacant land, rehabilitation of vacant units, and the business improvements (and additions).

One of the biggest rewards is the residents' pride in their neighborhood, and their willingness to manage their neighborhood. Residents are eager to serve on the board of directors, go to training, and participate in leadership development activities. Residents attend City Council (CDBG) hearings and lobby for their neighborhood. Crime rates are down. Public officials know the NHS and support its activities because they are aware of their constituents' involvement in, and concern for, their neighborhood.
3. How might this project be instructive to others in your profession?

Others could learn:

1. How to involve all stakeholders in a neighborhood/community in strategic planning
2. How to plan for and implement true neighborhood revitalization
3. How to identify and achieve community level outcomes
4. What might be significant barriers to neighborhood revitalization

4. What do you consider to be the most and least successful aspects of the project?

The most successful aspect of the project was bringing together a partnership of business, government and residents to address a serious blight in the neighborhood. A subsequent success is the continued improvements in the neighborhood and resident involvement.

The least successful aspect was property acquisition. It seems to me that the city should have declared imminent domain on most of this horribly blighted, unsafe, unsanitary property. The organization had to pay market rate for the property which added a lot to the cost and required the NHS to provide a lot more subsidy to keep the homes affordable to low/moderate income families. In the end, the project was worth the cost.
1. How did you, or the organization you represent, become involved in this project? What role did you play?

I have been a resident of the Guadalupe neighborhood since 1990. Originally I did not have any involvement or role in this project; I was just a beneficiary of it. SLNHS was investing a great deal of time, energy and money into this neighborhood and the effect was noticeable. I watched as my neighborhood improved almost daily. After a few years, I became involved with SLNHS as a customer; I purchased one of their homes on Argyle Court. It was then that I truly saw the dedication and commitment that SLNHS had for this neighborhood. A short time later, SLNHS asked if I would be willing to become a resident member of their board which I enthusiastically did. I served on the board for 6 years and was the Board President for one of them.

2. From the community’s point of view, what were the major issues concerning this project?

I don’t think there were any concerns when this project was started. I think the neighbors were very excited when SLNHS decided to move their offices here.
COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

3. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them?

I am not aware of any compromises that were made. I think all of the support that was given to SLNHS was done willingly and I believe that most sponsors are actually proud to support SLNHS.

4. Has this project made the community a better place to live or work? If so, how?

It is hard to describe the benefits this neighborhood has received because of this project. What SLNHS has done is planted the seed of pride and commitment into this neighborhood. They invested time, energy and money and everyone could see the results. It has made neighbors (including myself) take pride in where they live and thus they are willing to invest their own time, energy and money into their homes. I’m sure the investment that SLNHS has made into the neighborhood has been at least matched (probably exceeded) by the personal investment that the neighbors have made. This neighborhood is now a place where people want to live, not have to live.

5. Would you change anything about this project or the development process you went through?

No. This project has been one of the most effective and efficient processes I have ever watched evolve.
greetings between neighbors that, not a part of our recent past, are now commonplace in our present.

faces of parents, business

The impact of this project upon people, who live, work and raise their families in the Guadalupe neighborhood, is tangible and visible in the faces of parents, business people and children of the neighborhood. It is the confidence in the eyes, the lifted head while walking and the greetings between neighbors that, not a part of our recent past, are now commonplace in our present.
3. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

We were required to make adjustments and compromises throughout the development of the project. Some were minor - some were major. One particular experience stands out as we were working on the funding and final design for traffic calming on 600 West. Objections had been raised to traffic calming efforts in other areas of the City. Such objections threatened to halt progress on the very necessary and critical 600 West projects. One other Council member and I were able to work closely with the neighborhood, with NHS, with City personnel and with other Council members to find compromises in design and funding in order to keep this project completion on target, on time and below cost. Without the broad support of the neighborhood and a lot of hard work on the part of the Council, this project, many years in the planning, would not have been completed.

4. What do you consider to be the most and least successful aspects of the project?

In my opinion, the most successful aspect of this project has not been the improvements to the built environment, the increase in investment or the reduction in crime. These are only results of what has been a real change in the attitude of the neighbors regarding themselves and their neighborhood and the change in the attitude of the rest of the City toward this neighborhood. The "brick and mortar" which we often think is the basis of community building is only a resource to the real asset - the people who live and raise their families in this neighborhood. When people begin to believe in themselves and their own, inherent possibilities - great things begin to happen. Frankly, the "can do" attitude generated by the improvements in the built environment, in investment and by the reduction in crime in the Guadalupe area is an attitude needed in many other areas of our City.

Probably the least successful aspect of the project is - ironically - that we cannot seem to inject this "can do" attitude quickly enough into other areas of the City. But, we have learned through this project that change always takes time - and not to give up when things don't seem to be going our way.

We'll keep at it. As neighborhoods, we owe it to ourselves and to our children.
OTHER PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by a design professional who worked as a consultant on the project, providing design, planning, or other services. Copies may be given to other design professionals if desired.

Name: Ruby Chacón  
Title: Artist

Organization: Self  
Telephone: 801-949-2743

Address: 346 North 600 West  
City/State/ZIP: Salt Lake City, Utah 84116

Fax:  
E-mail: Rubychacon@yahoo.com

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Signature

1. What role did you play in the development of this project?

I have been involved with SLNHS and the Guadalupe Neighborhood Project in many capacities. I am a local artist in Utah and have made a career out of my artwork. I am also a resident of Guadalupe Neighborhood. I am a long time supporter of NHs and the Guadalupe project. In the past I have showed my support in various ways either by carrying tables and chairs or attending events, etc. A couple of years ago though, I had the opportunity to work on the Guadalupe Neighborhood Project through a mural spearheaded by SLNHS. Working with The Utah Arts Council, SLNHS raised the money to fund a mural and offered a matching grant. The mural was for the side of a neighborhood Guatemalan café and market called Quetzal. While I taught drawing and painting skills to the teens, we talked extensively about ideas for the mural. Many of the teens, and many of the people in the neighborhood are Hispanic/Latino. We chose a story that we felt represented the neighborhood. It is the story of La Llorona (the weeping woman). This is an ancient folk tale of the Americas about a woman who murders her kids and becomes a monster. It is, if you will, the boogey man for Hispanics/Latinos. Her predecessor though, Cihuicoatl, was an ancient Aztec and Mayan goddess that protected children. After the conquest, the story of this goddess was retold by the conquerors and she became a savage monster who murdered children. We felt like this would be the perfect metaphor for the neighborhood and retold the story as Cihuicoatl, the protector of children. Working with the kids, we come up with the idea of retelling the story, and the story of the neighborhood from our perspective. Our neighborhood wasn't savage, ugly or evil. It was just told through the mouths of other people, people who didn't know us.

Since then I have also been involved in the Westside Leadership Institute as a student in the program and I am working with them on another mural and art project this coming year.

2. Describe the impact this project had on the community. Please be as specific as possible.

(a) On the mural project, the students I was mentoring showed real growth in their artistic skills, public speaking skills and their ability to work with the media. They also learned skills on how to work with one another as well as the entire neighborhood. The mural was written up in all local media. We were also asked to be guests on local shows and the students became active participants in all interviews. We went door to door throughout the neighborhood to personally invite everyone to attend the unveiling. The appreciation of the work was evident in the outpouring of support from the community, the media, and community leaders including Salt Lake City Mayor and Congressman. The impact it had on the psyche of the community and the city in general was tremendous. The mural and the story of the neighborhood has now become a site for local schools to visit. People from across the city occasionally drive down to look at the mural. Juan, the owner of the market was hesitant at first, but now loves the attention it brings to his market. This attention has even increased his business. Most importantly, this project has helped give Guadalupe a new identity. Our neighborhood is one of the most written about and talked about neighborhoods in the city and is definitely the most interesting. (b) The Westside Leadership Institute gave me the opportunity to connect with others living on the West Side, to educate myself on how to be more efficient, more organize, and prioritize projects that are important to me. It also taught me to be aware of what other people are doing and what they are concerned about. (3) Lastly, and the most profound for me, I have never felt a real sense of community until I moved to the West Side. I know most of my neighbors. We have Christmas parties, birthdays, community celebrations and gatherings. I know the names of my neighbors. We even gather for yoga once a week at each others homes and then take morning coffee. All neighborhoods should have an organization like SLNHS that links them with their community.
3. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

On the mural project, we had to get board approval on the design which was not difficult. We also had to figure out how to include all the teens on the design and the actual painting of the mural. The program, as a mural project, was a new development, so we had some bugs to work out, but in the end it was an incredible experience for me and I am sure it equally successful for the kids as well. Additionally, as an artist, a mural is a much larger piece of work and as such it is much more time consuming and costly. Few organizations, especially art’s councils and such, can compensate artists for their time on these huge projects. Therefore, in order to complete such a large task, artists must cut their fees in order to make it a viable project for a community organization. Other than that, there were very few tradeoffs. Also, we wondered by choosing a Latino themed project would we isolate other members of the community. That didn’t happen though, at least to our knowledge. As the kids walked through the neighborhood and spoke with people, we developed strong community support for the project. We had no complaints and tons of admirers. It is definitely one of the most rewarding projects of my career. Furthermore, many of the kids went on to work with me on other projects or got involved in other community art programs. This program is definitely a recipe for success.

4. What do you consider to be the most and least successful aspects of the project?

The most successful aspect of the Guadalupe Project is by far the unity and the sense of growth. The revelations and growth that comes out of each endeavor we do is difficult to describe. SLNHS has managed to get us all (the people of the neighborhood) invested into the neighborhood. I probably wouldn’t feel as proud of the place I live if it were not for the active role of SLNHS and their desire to create community. While working with the teens I have seen and felt a real sense of community and it has given me a great sense of pride and a love for the community. I am a renter and have lived here for many years now, but this is the place I am trying to buy a home. This is where I want to be. That is the successful aspect for me. This is where my friends live and where I want to live.

The least successful aspect of the project, it is always challenging to explore new ideas and new projects but in the end you work out the bugs. In the mural and the Guadalupe Neighborhood Project as a whole, I can honestly say there was nothing unsuccessful. The lack of success would suggest that in some way the children, the neighborhood, or even the wall where the mural was executed was better off before the project. Anyone who lives in Guadalupe or is remotely familiar with the Neighborhood would think any suggestion of the sort was completely absurd. The Guadalupe Neighborhood Project is the most successful human program I have witnessed in my life.
OTHER PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by a design professional who worked as a consultant on the project, providing design, planning, or other services. Copies may be given to other design professionals if desired.

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Title: President
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Signature

1. What role did you play in the development of this project?

Over the course of the project, I have assisted Salt Lake Neighborhood Housing Services in crafting communication messages for the Guadalupe Neighborhood, potential funders, community leaders and the city at large. From conception to completion, there were many stakeholders who needed to hear the goals for transformation of this neighborhood and so we assisted in preparing of video productions, printed materials, press releases, and helped to structure and produce events.

2. Describe the impact this project had on the community. Please be as specific as possible.

The impact is obvious. It is an example of how an area, which was once the most dilapidated in Salt Lake City, can be revitalized by people and organizations working together toward a common goal. It is a clear demonstration of how investment in the Guadalupe Neighborhood by individual residents, Salt Lake City Corporation, private investors and SL NHS over the last eleven years can transform lives. Before the revitalization program began, Guadalupe had 34 vacant homes and 90% of the houses had deferred maintenance problems. Today, the area is bustling with new life; there is increased home ownership and a definite reduction in problem properties. It is an example to our entire city and state of what can be accomplished.
3. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

Time and money were always factors. With so much to achieve and few resources to commit to the project, we always had to see how we could create the most impact for the least amount of money. Quality never suffered, but we had to employ caution as we approached each element in the project to ensure that we reached our target audiences without waste.

4. What do you consider to be the most and least successful aspects of the project?

The video production, press interviews, and wrap up celebration were highly successful. I don’t have knowledge of any unsuccessful aspects of the project.
IMAGE OF ARGYLE COURT

2 COPIES
SUPPLEMENTAL MATERIALS

INDEX

Item
1. Recent editorial published in The Salt Lake Tribune.
2. Salt Lake Neighborhood Housing Services 2007 Annual report and information brochures.
4. Itemized acquisition and development investment – excluding Citifront
5. Map of parcel inventory for Guadalupe Neighborhood.
Residents revitalize Guadalupe

By Maria Garcia

My View

I step out onto the front porch and enjoy the early morning air. I smell the baking of Cutie Pies bakery just around the corner. I take in the quiet morning, knowing that within the hour, my children will wake and 600 West in the Guadalupe neighborhood will be busy with neighbors leaving for work. I spy a few weeds in my flower bed, and as I walk over to battle with the gangly creatures, I see construction workers arriving at Hodges Development.

Salt Lake Neighborhood Housing Services, created in 1977 to revitalize blighted neighborhoods, moved to the Guadalupe neighborhood in 1995. Guadalupe was a place that people wanted to push away, a place from which they wanted to move. Many people saw it as an eyesore — an abandoned neighborhood caught between a freeway and train tracks.

I wave at my early-bird neighbor who is taking her dogs, Mazzy Star and Big Head Lola, for their morning walk. MaryAnne is a professor at the university and purchased the first home at Hodges Lane. The second home currently under construction is sold, and as I observe the workers, I think about this $3 million development and remember that in 1995 when NHS moved to Guadalupe, it was difficult to find a local builder not fearful of working in the area to build our first 12 homes on Argyle Court, so we imported a builder from Utah County.

NHS knew this initial investment of $1.5 million would have great impact. Neighbors started to fix up their homes, and they learned that NHS built new homes and offered low-interest home improvement loans. NHS collaborated with Salt Lake City to build 12 more homes and invest another $1.7 million in Rendon Court, named after a resident activist.

House by house, block by block, neighbors saw streets improve, homes spruced up and senior citizens' homes painted. NHS hired teenagers to help build affordable housing and repair sidewalks. Residents participated in leadership training to learn organizing skills. NHS partners and volunteers have invested more than $30 million to revitalize a neighborhood once considered Salt Lake City's most blighted. Still, while bricks and mortar are instrumental, it is the people, my neighbors, who believed in our mission of rebuilding communities.

The children are off to school, their 86-year-old grandpa eats breakfast and Popi works on his computer. I grab my purse and walk across the street to the NHS office, contemplating the upcoming celebration. It is a national event: NeighborWorks Week organizes thousands of volunteers in 234 cities throughout the country to celebrate community. The residents of Guadalupe are taking part in this national event.

On June 3, everyone is invited to experience antique cars galore, horse-and-buggy tours, food and fun at Trackside, 510 W. 200 North, starting at 3 p.m.
Before entering the NHS office, I turn and admire the beautiful trees in Guadalupe Park donated by Tree Utah and planted by the Guadalupe neighbors. I take a deep breath and smile with gratitude.

Maria Garcia is executive director of Salt Lake Neighborhood Housing Services.
**Lending & Education**
- $17.72 million in mortgages serving 10,645 households.
- Provided pre, post purchase and foreclosure counseling to over 2,000 households.

**YouthWorks**
- Over 1,550 Youth Graduates obtaining real life work and social skills through our drug & alcohol prevention / employment program.
- Invested over $8.3 million in youth employment skill building.

**Housing Development**
- Built more than 80 newly constructed single family, affordable homes and rehabilitated over 46 homes for a $10 million investment.
- Anticipate developing 40 new units and investing $5 million in the next 24 months:

**Commercial & Economic Development**
- Conducted over 120 hours of consulting with local business owners to identify and develop needs assessment.
- Attracted more than $30 million in infrastructure to service area.
- Invested $18 million in a mixed use/mixed income development, CitiFront, to create 155 rental units and 13,000 square feet of retail space.
- Created a North Temple banner program.
- Established the Westside Alliance Business Association.

**Resident Development & Events**
- Conducted Cultural Diversity Training for over 70 area community council representatives and local nonprofit organizations.
- "Salt Lake NHS: The Cornerstone of Success Is Resident Leadership," Bright Ideas; NeighborWorks, Vol 22, No 3, Summer '03, 6
- Publication: *Harmony Will Embrace Us All. A Collection From The Neighborhoods Of Onequa, Jackson & Guadalupe With Pride*, Salt Lake Neighborhood Housing Services, Inc. May '95
- Organized more than 5,300 volunteers to paint over 600 homes of senior or disabled citizens.
- Co-sponsor of the annual Night Out Against Crime with area community councils.

"Rebuilding Neighborhoods... one block at a time"
To Our Supporters and Friends,

Martin Luther King once said that as people, "...we are inextricably bound together," that any action taken by one group would have direct consequences on another. Though the context was different, his meaning couldn't more accurately describe the relationship that we have with each other in our communities. The man mowing his lawn in the neighborhood, the business woman standing at her cash register; the young boy struggling to write his first book report, and the government representative rallying for a cause, all are inextricably bound together. Our paths cross hundreds of times each day when we cash a check, when a policeman comforts a child, when a new family moves into the neighborhood with children that buy sodas and then cross the street to play basketball in a park. Our neighborhoods are the link that binds us together in this giant communal web.

As we reflect on the last year we can only see a greater need for our services in the future. The impact of the economy has been devastating across the country, especially in low-income communities. Across the nation job loss is higher than it has been in more than a decade, resulting in a rise of bankruptcies and foreclosures. Utah's unemployment increased to 5% and we lead the nation in bankruptcies and foreclosures. The need for affordable housing, strategic development, and neighborhood revitalization couldn't be greater. However, there is hope. The opening of CitiFront this year with more than 155 mixed income units should be encouraging. It illustrates that despite economic hardship, with commitment and planning, working together, communities and developers can still be successful.

Each year and each success reassures us in our goals and our strategies. Our experience has taught us that in order to effectively engage a community in the process of revitalization; we must obtain leadership and participation from the community. Resident leadership development is an integral part of our success. By educating communities with necessary skills and knowledge to take control of their neighborhood, they can better plan for their future.

Every generation faces its own challenges and obstacles; the youth of today are faced with a world at war, terrorism at our doorstep, and drugs and violence. With an insecure world and an uncertain future, often our youth are walking on unstable ground. It is our goal through our Youth Works program to help guide them through the natural confusions of life. Youth Works helps give young people focus. Where others see at-risk youth, we see citizens, leaders, Samaritans and humanitarians.

Though it seems rather obvious, the greatest defense against poverty is economic prosperity. Yes, it sounds like a simple idea, because it is. But the methods on how to create prosperity can often be elusive and slippery, especially with the many thousands of get-rich-quick schemes offered to us. However, with patience, persistence and knowledge, wealth can be created. This year NHS was able to help individuals create their own Individual Development Account (IDA) as a way of building wealth. We started Utah's first IDA. The program builds confidence and skills through our financial education classes, and participants graduate to the matched savings IDA program. Twelve months later, our participants have saved funds to pursue an education, purchase a home, or start their own business.

When one of us succeeds, we all succeed; the web becomes stronger, more durable! For this reason, it is imperative that we work together and understand the many facets of the web, because when one element fails, without a strong understanding, the adverse may be true as well. Either way, we are all connected and inextricably bound in this relationship and share the successes and failures.

On behalf of the SLNHS board of directors and the community we serve, our thanks to the effort put forth by the many thousands of residents, support of local government, and investments by the private sector. We have completed our 28th year with much success.

Warmest Regards,

Maria Garcia
Executive Director
ITEMIZED ACQUISITION AND DEVELOPMENT COSTS - EXCLUDING CITIFRONT

<table>
<thead>
<tr>
<th>Acquisition</th>
<th>Development Costs</th>
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<tbody>
<tr>
<td><strong>Argyle</strong></td>
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<tr>
<td>Acquisition of Land</td>
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Measuring the Impacts of the Guadalupe Neighborhood Revitalization Strategy:

A Case Study of Neighborhood Rejuvenation

By: W. Duane Wakan
Urban Planning 6971
Graduate Project
Abstract:

This case study endeavors to evaluate the impacts of combined initiatives involving a community development corporation (CDC), local government and private investments within a west side neighborhood. The targeted efforts known as the Guadalupe Neighborhood Revitalization Strategy (GNRS) were directed by a local CDC, Salt Lake Neighborhood Housing Services. Attempts were made to portray improvements in the quality of life of the Guadalupe neighborhood by investigating changes in single family residential market values as its major indicator. In addition, counterfactual scenarios are discussed and attempts made to control for variables attributed to cause market shocks in the area. Although evidence is found of positive interventions through diagrammatic displays, the case study will require regression analysis in future studies to substantiate impacts. Recommendations are made to improve Salt Lake Neighborhood Housing Services future community based interventions. Nevertheless, targeted neighborhood initiatives allowed for unproblematic quantification, and the ability to demonstrate organizational legitimacy.

Introduction:

Do targeted community development initiatives such as those implemented by Salt Lake Neighborhood Housing Services (NHS) contribute to upsurges in neighborhood single family residential market values? The intent of this writing is to endeavor to measure the impacts of intercessions made on the behalf Salt Lake Neighborhood Housing Services (NHS), a non-profit CDC, in a derelict west side area known as the Guadalupe neighborhood. Due to rising interests from federal, state and city funding providers such as the Department of Housing and Urban Development (HUD) community development corporations may need to justify receiving community development block grant (CDBG), HOUSE and other monies and awards to spur revitalization in derelict neighborhoods. Many have acknowledged the importance of impact analysis work, with little direction on how to perform the actual undertaking. To answer this question, this article will apply previously researched methodologies to the Guadalupe Case Study. By having the ability to demonstrate encouraging effect on quality of life through the combination of quantitative and qualitative data, NHS hopes to procure future funding sources and alleviate concerns from bankers on how to hedge against potential losses. These apprehensions arise from bankers and other financial intermediaries who underwrite many NHS projects and loan programs.

Guadalupe Neighborhood Revitalization Strategy:

The Guadalupe neighborhood lies in Salt Lake City’s northwest side. One of Salt Lake’s oldest neighborhoods, Guadalupe was home to middle class residents enjoying a mixed use neighborhood with low density and large lot sizes. Years of neglect due to urban sprawl have lead to its slow decline in market value and socio-economic status. By the late 1980's, Guadalupe was run
down and dilapidated to the point where 34 of the homes were boarded up, less than 30% were owner occupied and 90% of the housing stock needed desperate attention. Many parts of the neighborhood were feared by residents and by police, as crime, drugs and debauchery became a common occupation for the area. Due to a cluster of industrial activity in the neighborhood east border, the city was ready to turn the once quaint neighborhood into an industrial zone. Residents spoke up in protest illustrating the neighborhoods resiliency and desire to improve their blighted conditions. Salt Lake Neighborhood Housing Services came into the 10-block section 1995 with a mission known as the Guadalupe Neighborhood Revitalization Strategy (GNRS). Rather than attempt scattered recovery initiatives throughout Salt Lake’s suffering west side, NHS concluded that it must take steps of revitalization ‘one block at a time’.

(Figure 1) 10 Blocks that Encompass the Guadalupe Neighborhood

Slowly the organization would make strategic land and real-estate acquisitions to rehab or construct a variety of single family, town and multi-unit
developments. Since the initiation the strategy, approximately $30,000,000 has been invested by stakeholders into real-estate development projects, home rehab initiatives and street and infrastructure improvements. Over time the neighborhood began to change and is now a premier example of a burgeoning family friendly environment with tranquility and pleasing aesthetics.

Methodology:

One of the premier social scientists contributing to the work of measuring community development corporation’s impacts is George Galster of Wayne State University. Many have written on the importance of measuring impacts but few have actually devised methods using advanced and credible econometric models. In his 2004 article titled, “Measuring the Impacts of Community Development Initiatives: A New Application of the Adjusted Interrupted Time-Series Method,” Galster endorses the value of the Adjusted Interrupted Time-Series Method (AITS) to measure the impacts on CDC driven initiatives. The Federal Reserve Bank of Virginia commissioned similar impact studies using the AITS model as part of their analysis. Access to appropriate data needed for econometric analysis prevented any exact model replication as initially intended; yet, portions of Galster’s methodologies have laid the groundwork for the analysis in the Guadalupe case study.

In his article, Galster proposes that the ‘impact neighborhood’, where initiatives have been implemented, be compared to four of five similar ‘control neighborhoods’ where no interventions have occurred. One of the first steps of analysis was to determine the appropriate control neighborhoods for the case study. Maria Garcia, the executive director of Salt Lake NHS and staff, were instrumental in locating comparable neighborhoods found within the west side community council district coordinates. These district boundaries were useful to identify area names and neighborhoods.

Each control neighborhood shared similar dynamics with Guadalupe. Some of the variables determining congruency in neighborhood selection were schools, churches, tax district, income per capita, and proximity to equivalent amenities such as freeway ramps and immediacy to retail and downtown. Most importantly, it was important to encapsulate boundaries which possess comparable structural housing types (Cottage Bungalow, Victorian, Rambler-Ranch etc) in age, quality and design.

Galster also recommends the collection of longitudinal data involving single family residential home sales from a multiple listing service or other vendors. Property sales would then be geo-coded to the specific neighborhoods in question along with individual parcel characteristics such as square footage, number of beds, baths and other real-estate comparables. The time series should be sufficient to reflect sales prices a few years prior to any CDC interventions. The advantage of using a Multiple Listing Service (MLS), is that sales can be tracked quarterly, thus allowing for richer analysis.
One of the limitations in the Guadalupe Case Study was that local MLS vendors did not carry a time series of data prior to NHS interventions in the targeted neighborhood. This would inhibit the possibility of analyzing some of the pre and post interventions as Galster had intended. Other limitations surfaced with the ability of vendors to disseminate sales data to the public because of propriety issues as Utah remains one of the few non-disclosure states in the country. These and other factors required some compromise in the type and quality of data which was used to run a similar market based analysis.

Rather than look at actual market sales as they occurred in predetermined neighborhoods, year-end assessed market values were gathered from the Salt Lake County database. These assessed values are determined by staff economists using regression model techniques.

Because neighborhoods vary across the county, different regression models were created and applied to produce outcomes that reflect actual real-estate transaction sales prices. Staff economists dedicated quality time and resources for the assessment valuations and have built a reputation for accuracy to the
point that residents are looking to the county for valuation rather than the traditional real-estate agency alternative. Since these assessments are year end valuations only, they do not allow for quarterly analysis and the possibility of greater interruption of the time series as performed by Galster. To this cause, variations will be made to the AITS model when applied to the Guadalupe case study (a future revision).


Using Geographical Information Systems (GIS), a grid of neighborhood boundaries were quad-angulated along with their geographic databases to make comparable analysis. Once in a spreadsheet format, impact analysis could finally begin. Figure 4 breaks down the collection of Guadalupe parcels by type. Through understanding the dynamics of each community, NHS is able to make strategic and specifically tailored planning for locality interventions.

A distinct trait of the Guadalupe area is the un-proportional amount of commercial and industrial properties. Because 90% of CDC's engage in some type of real-estate development to improve neighborhood blight and affordability issues, the GNRS has the unique possibility to promote an empowerment or enterprise zone (National Congress for Community Economic Development, 2005). Initiatives have been taken to improve blighted industrial appearances through capital improvements programs and business alliances. The potential exists not only for site planning, but for creating a mini enterprise or empowerment zone for local residents to find gainful employment. One local business owner opened a remote café in Guadalupe and credits the neighborhood for the major impetus for her entrepreneurial spirit. “I have a lot to thank because of the neighbors...they keep bringing people...the reason I am successful as I am...its because of the people in the Guadalupe neighborhood” (Nila Slater; Personal Interview, 2006).
Counterfactual Scenario:

When examining the results of the market analysis (Figure 5) amongst the five west side neighborhoods, it is apparent that Guadalupe’s trends appear very different from the four control neighborhoods. At a moments glance, one can deduce that area shocks, whether NHS or market driven, are causing profound impacts on mean single family residential market values. An important question to ask when performing impact analysis is what changes would have occurred without any government or community lead interventions. Efforts have been made to examine and account for possible counterfactual scenarios using qualitative data as antidotal evidence.

In the Guadalupe case study, one might posture that the counterfactual scenario would be that market values in the neighborhood would have risen at any rate due to its proximity to the Gateway district. In 1998, it was announced that a downtown outdoor mall development would be completed known as The Gateway.

[Graph of Mean Single Family Residential Market Values (1993-2006)]

It would be a premier city projects leading up to the 2002 Salt Lake Olympic Winter Games. When asked what might account for the apparent distinction of Guadalupe’s rise of market values when compared to the other control neighborhoods, Dr. James Wood of the Bureau of Economic and Business Research stated, “location... location... location”. He deduced that the timing of the Gateway project announcement coincided with Guadalupe’s first distinguished rise in mean single family market values.
Residents who live in the neighborhood were asked about the announcement of the Gateway and its potential for positive impacts to the neighborhood. Jason and Amanda, a young couple whom recently re-located in the Fair Park community council boundary, expressed that the Gateway's close proximity was not a major factor in their decision to relocate (Personal Interview, 2006). They pointed out negative factors acting as physical and psychological barriers such as railroad lines, a neighborhood dividing overpass and sketchy pedestrian walkways. Other residents expressed that the Gateway's disconnect and current inability to influence relocation decisions was due to its underdevelopment, but felt that its potential could reflect positively on future market values.

One way to determine the impacts of the Gateway on the neighborhood is to compare market values after NHS has completed all its initiatives and left the area. If the completion timing of the Gateway project and the GNRS do not overlap, rising rates in Guadalupe when compared against other surrounding neighborhoods might indicate positive impacts.

Public school quality is one of the most important determinants of house price (Haurin and Brasington, 1996; and Goodman and Thibodeau, 1998). Another likely counterfactual scenario examined was the impending impacts the
quality of schools might have in the sphere of the examined neighborhoods. If a particular school can boast years of high scores on the Adequate Yearly Progress report (AYP), a federal program, residents would gravitate to neighborhoods in close proximity to those schools. This would ultimately reflect in higher market values for the area. Patrick Galvin, a statistician for the Salt Lake School District, was asked whether any scores on standardized tests known as “No Child Left Behind” would indicate any significant out performance by any of five schools tied to the surrounding control and impact neighborhoods. Indications were that the schools listed in the study are even across the board with only one school (Rose Park) that did not pass the AYP report card for the 2005 calendar year. This finding allows us to conclude that other factors are triggering the rapid increases in Guadalupe’s market values.

Achievements of the GNRS:

In its role as a community development corporation, NHS has rehabbed many properties as well as created many new units through strategic land acquisitions. Maria Garciaiz, the executive director of NHS stated, “We do not want to build or rehab properties in locations where market forces will initiate refurbishing...our goal is to overhaul those parcels no one wants and lead the market into those areas” (Personal Interview, 2006). These projects would be spread out over the neighborhood and across time. Once these developments were accounted in the market value time series, the pieces of the puzzle came together. Two larger GNRS projects associated with higher investment costs are illustrated in figure 8. Developments included two 12 unit PUD’s, Argyle & Rendon Court, that have successfully lead investors from the private sector to

![Mean Single Family Residential Market Values (1993-2006)](image-url)
develop in the neighborhood (Bliss Court, 29 unit PUD). NHS initiated developments in concert with private developments have created shocks to the time series that have send Guadalupe market values in an upward trajectory. It is manifest that the rate of change known as the slope, is significantly steeper in the Guadalupe neighborhood from 1996-2001. Values then start to follow control neighborhood trends until 2005. Although minimal impacts are evident from 2001-2006, the fact that market levels are at a much higher level is a good sign for the neighborhood.

Guadalupe Neighborhood Revitalization Strategy (GNRS) Parcel Inventory

![Image of Parcel Inventory](Figure 9)

The performance of Guadalupe Neighborhood Revitalization Strategy has been evident on the whole due to many new and rehabbed properties (Figure 9). It would be wise to question whether the original housing stock in the neighborhood, where interventions have been absent, are benefiting from these new and rehabbed developments.
Figure 10 displays that the ripple effect, new and rehabbed properties are having on the original housing stock. Final 2006 values for Guadalupe are at lower levels when compared to Figure 5, however, the report indicates that the once low valued and dilapidated neighborhood is on its way up. Values have now caught up to one of the areas cleaner and newer neighborhoods (Rose Park). Vicky Orme, the current Fair Park Community Council Chair said, “people’s perceptions are that houses are worth more in that neighborhood”, referring to Guadalupe (Personal Interview, 2006).

One of the fears NHS has considered is that of gentrification. To make investment in new construction and rehab profitable, developers must be able to attract residents who can pay higher rents such as professionals and managers. Once this process gets underway, landlords will have an incentive to evict low-income residents in favor of more affluent tenants who can afford higher rent. Chairman Orme asked “Is it a good thing to see housing prices increase when affordability is needed in the community council district?” (Personal Interview, 2006). Figure 10 illustrates the importance of slow ripple effects on the original housing stock as is happening in Guadalupe. Although neighborhood market values are climbing faster than the control neighborhoods, the slow steady rise indicate that affordability is still an option for many first time homebuyers and low income residents.

Recommendations:

Before and after the GNRS was launched, Salt Lake Neighborhood Housing Services initiated other developments across many different neighborhoods and community council boundaries. Although these initiatives have improved neighborhood aesthetics and affordability issues through NHS lending programs, it would be difficult to quantify their economic impacts in a
comparative 'apples to apples' approach due to the aforementioned dilemmas. One of the great strengths in the GNRS is that a target was placed on a specific neighborhood rather than a scattered revitalization approach. Another similar impact analysis conducted in Richmond Virginia, by the Federal Reserve Bank of Virginia noted that, "... highly focused public and nonprofit community investments resulted in significantly higher property values in neighborhoods" (Federal Reserve Bank of Virginia, 2005).

In addition, it is important to know what specific neighborhoods are most in need of CDC intervention based on demographic and neighborhood inventory reports. The ability to targeted specific neighborhoods and measure impending impacts has been acknowledged by the United States Government Accountability Office (GOA). In a report to congress commenting on HUD's 2005 report entitled "CDBG Formula Targeting to Community Development Need", the GOA subcommittee stated,

"In our recent report ... we argue for the importance of a thorough assessment of federal programs and policies across the board due to long term fiscal challenges... We specifically recommend that programs such as the Community Development Block Grant (CDBG) be judged according to whether they target assistance to those with the greatest needs and the least capacity to meet them." (United States Government Accountability Office, 2005)

Adding to this complexity, are current market forces and international turmoil that jeopardize Salt Lake Neighborhood Housing Services and other CDC's to expand projects using long established approaches. "Our costs have gone up 20 percent from last year, just in construction... We're trying to lead the market and to bring younger families to Salt Lake City's west side, but if costs continue to go up like they are we're not going to be able to build next year" said Maria Garciaiz. (Deseret News, 2006). These rising construction costs may pressure CDC's to scatter revitalization strategies where condemned or vacant lots can be found, rather than targeting entire neighborhoods.

The war in Iraq has led to talk of more federal cuts effecting CDC's and many non-profits. A recent study found that a 14% reduction in CDBG funding over the last two years, inhibits the ability of CDC's to promote home ownership and grow local economies (Community Development Block Grant Coalition, 2006).

If NHS is to overcome these negative market and global influences, it will be important to have the necessary tools to continue revitalization efforts. Community organizations and their constituents want maps and better information to help focus their revitalization efforts; they usually have the best knowledge of the neighborhood, know what questions need to be asked and how the answers can be used. One community based intermediary acknowledged the empowering tool of GIS when they stated,
"Many community developers are using GIS technology to support neighborhood and project planning. By mapping key indicators, CDC’s can use GIS to better understand and communicate detailed information about neighborhood conditions. This information allows them to more effectively target their programs and resources to achieve the greatest impact." (Blackford & Mueller, 2002)

If NHS has this critical tool for future neighborhood and community revitalization strategies, better data can be stored and quantified with efficiency and power.

**Conclusion:**

For a host of funding and other purposes, CDC’s necessitate investigation into their organizational legitimacy. Since the 1960’s community development corporations (CDC’s) have been at the heart of urban recovery for many cities across the nation. An intertwined milieu of federal policies leading to endless highway expansion, suburban construction booms, and tumultuous ethnic struggles, lead many Americans to abandon urban cores for a reclusive suburban life style. The Guadalupe neighborhood was not immune to these policies that caused so much negative change to the area. Yet hope exists if NHS can continue to target specific neighborhoods for revitalization efforts. This will allow for easier quantification when assessing impact analysis.

Before NHS can attribute its many initiatives to the improved market values in the Guadalupe neighborhood, it was necessary to account for counterfactual scenarios such as schools and the Gateway as primary influences. Antidotal evidence by neighborhood residents and school district statisticians were able to explain their minor contributions effecting market values. In addition, further econometric analysis is needed to substantiate these impacts using the Adjusted Interrupted Time-Series Method (Galster, Measuring the Impacts of Community Development Initiatives, 2004). If NHS and other CDC’s are able to continue to demonstrate organizational legitimacy and sophisticated analysis, they must create legitimate methodologies and use software tools to perform credible analysis. If done properly, federal and private sectors will be willing to continue the flow of important funds to assist ever decaying urban communities.
Works Cited


10. The Community Development Block Grant Coalition. 2006 *Consequences for American Communities*. National Association of Housing and Redevelopment Officials: Washington DC.


MISSION STATEMENT

Salt Lake Neighborhood Housing Services builds on the strengths of neighborhoods, creating opportunities through housing, resident leadership, and youth and economic development. We work in partnership with our residents, government, and businesses to build and sustain neighborhoods of choice.

"Mobilizing and supporting residents to create communities of choice."

Salt Lake Neighborhood Housing Services
622 West 500 North, Salt Lake City, UT 84116
Phone: (801) 539-1590  Fax: (801) 539-1593
Web: www.slnhs.org

Rebuilding Neighborhoods... one block at a time
Community Building & Organizing

Community organizing and other activities that help residents and other community stakeholders come together to develop and provide leadership to build a stronger community. A wide range of activities at SLNHS include the development of neighborhood groups/associations; leadership skill development training courses; youth activity and training groups; community fairs, and other opportunities to encourage a renewed energy, expertise and focus in the community.

Neighborhood revitalization is more than bricks and mortar. We cannot have strong and sustainable neighborhoods if we do not invest in stakeholders. NHS community building and organizing activities include:

**Westside Leadership Institute** – A community/university partnership providing residents with leadership development opportunities through structured training programs in leadership skills such as building a group, leading meetings, managing conflict, and moving ideas into action. Co-taught by university professors and community leaders, residents receive quality leadership skills and actively participate in hands on community projects.

**YouthWorks** – A nationally recognized drug and alcohol prevention program employs youth ages 16-18 and involves them in the construction of affordable housing and community building activities. Youth are employed 20 hours per week while required to maintain active school attendance. Youth average four months employment and are paid minimum wage while provided opportunities for advancement with leadership positions. Provides hands-on training, social skill development, cultural awareness, and referrals for individual and family counseling.

Special Events

NHS coordinates neighborhood activities and events through partnerships. The primary goal of special events is to highlight the assets of our target neighborhoods. This is done by engaging thousands of volunteers and residents in activities that beautify the community and develop solutions to neighborhood concerns.

**Paint Your Heart Out** – Every August, hundreds of volunteers paint the homes of senior citizens and/or individuals with disabilities on fixed incomes. The exterior facelift helps preserve and beautify homes and contributes to community restoration and homeowner pride.

**Neighborworks Week** – As a member of NeighborWorks American, SLNHS joins this national celebration every June to highlight neighborhoods activities and celebrate successes.
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"Building wealth through homeownership and education."

Rebuilding Neighborhoods... ...one block at a time
Lending & Education

A program designed to provide financing for low and moderate-income individuals and families who otherwise might be unable to secure loans through traditional lending institutions.

NHS, through partnerships, offers below-market interest rates to purchase homes and renovate existing homes. The NHS loan program creates opportunities for home ownership, homebuyer education, financing, and down payment assistance.

These services contribute to NHS' revitalization strategy to increase home ownership and stabilize neighborhoods.

First-Time Home Buyer

Makes it possible for first-time homebuyers to realize the American dream of ownership by offering affordable interest rates. Customers may qualify for a loan up to 105% of the purchase price of the home. A $1000 contribution from the buyer is required towards the purchase of the home. Down payment assistance may be available to provide additional support.

Renovate and Repair

NHS designates neighborhoods with unique and historic structures that benefit from renovation. NHS offers low-interest home improvement loans for homeowners to address health and safety concerns and to provide opportunities to add a room, fix a bathroom or repair a roof. These improvements build homeowner equity and contribute to the value of the neighborhood.

Education and Counseling

NHS is a HUD-approved counselor and certified as a NeighborWorks™ Full-Cycle Lender. Full-cycle lending includes an 8-hour education course to prepare potential homeowners for the responsibility of home ownership. The classes are held monthly and teach everything needed to know about purchasing and maintaining a home, to budgeting and credit counseling. Homeownership and credit education create knowledgeable homeowners and minimize foreclosures.

Financial Fitness

Individuals with credit problems or who are not ready to purchase a home can participate in financial literacy classes. A series of classes in an 8-hour course teaches the basics of saving money, establishing a savings account, and understanding credit.

Individual Development Account (IDA)

The IDA matches an individual's funds at a 4:1 ratio when a participant opens an Individual Development Account (IDA) for homeownership, education, or starting a new business. Salt Lake NHS opened Utah's first IDA Program. One program participant commented:

"I am tired of paying rent. Over the next 12 months my family and I will make a monthly deposit into this savings account and work to clean up our credit report so that we can purchase a home. I look forward to my kids attending Franklin Elementary because this neighborhood is home for me."
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Rebuilding Neighborhoods...
...one block at a time
Housing Development

Salt Lake Neighborhood Housing Services provides new and rehabilitated housing units for a mixed income population increasing the number of owner-occupied units in NHS service areas.

New and rehabilitated housing serves as a foundation and catalyst for neighborhood revitalization and increased stability.

Reinvestment Statistics

Since 1977, NHS has:

- Developed more than 5 acres of blighted land.
- Constructed 105 new homes.
- Rehabilitated more than 500 homes.
- Produced a 155-unit multifamily apartment complex.
- Secured approximately 5 acres for future development.
- Facilitated $30 million of construction and economic development.

Development Goals

- Acquire vacant land and buildings as a strategy of controlled development.
- Identify and evaluate potential housing development.
- Market developments through signage, real estate relationships, the NHS website, and community outreach.
- Provide attractive, affordable housing in a variety of types, sizes, and styles.
- Promote architecture that complements the neighborhood.

Feature Developments

Argyle Court – 12 single-family residences on formerly blighted street.

Rendon Court – 11 new single-family residences on formerly blighted vacant property.

Hodges Lane – 19 new single-family residences and townhomes on blighted vacant land.

Euclid Corner – 4-6 single-family residences on blighted commercial property.

Pugsley West – 9 single-family residences on a formerly blighted street to complement rehabilitated homes.

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NeighborhoodWorks®
CHARTERED MEMBER

"A partnership between local business and residents to enhance the economic structure of Salt Lake City's Westside neighborhoods."

Rebuilding Neighborhoods...
...one block at a time
Community Based Economic Development

Commercial and economic development is vital to providing services for residents. NHS is working diligently with local businesses to overcome the lack of retail services and low tax-base that traditionally contribute to blight of neighborhoods.

The Westside Alliance (WSA) facilitates partnerships to revitalize commercial blight and implement economic development strategies to build the tax base of Salt Lake City's Westside. The primary service area includes Salt Lake City's Westside from 300 West to the Airport, from 900 South to the southern Davis County line.

The Westside Alliance was created to reverse the decline of the commercial corridor of northwest Salt Lake City. The WSA selects commercial nodes based on their economic need, condition, and capacity of retail stock, and commitment from business owners and area residents to assist in revitalizing their community.

The WSA focuses on addressing the negative perception of the westside through positive marketing techniques such as banners along North Temple, business directories, and street festivals that promote neighborhood businesses and create collaborations amongst business owners to strengthen their customer base support.

The objectives of the Westside Alliance are to:
- Eliminate commercial blight
- Revitalize blighted commercial nodes
- Develop and implement a westside banner program
- Strengthen small business development
- Distribute a Westside business directory
- Eliminate slum and blight
- Develop small businesses to increase tax bases
- Promote job creation
- Revitalize blighted properties and preserve existing stock
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Asset And Property Management

Asset management includes the long-term responsibilities of ownership of real estate, including such activities as deciding on the type of portfolio to be developed, market positioning of portfolio properties. Properties purchased are strategic acquisitions with a primary goal of eliminating blighted properties and vacant eyesore land. Mixed-income multifamily and single family construction increase net housing stock and lead the market for depressed housing areas.

Acquisition of foreclosed property helps maintain stability of neighborhoods by maintaining housing stock and creating ownership for first time homebuyers.

CitiFront – 155 multifamily rental units built on formerly blighted commercial property with 13,000 square feet of retail and amenities such as a fitness center, tot lot, and secured deck parking.

Euclid Corners – 17 live/work owner-occupied units.