



Davis County Community and Economic Development Department
**DAVIS COUNTY ECONOMIC DEVELOPMENT
RESILIENCY AND STRATEGIC PLAN**

PREPARED BY:
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SECTION 1: INTRODUCTION, OVERVIEW AND APPROACH

Economic recovery and economic development go hand in hand. COVID-19 recovery efforts and economic development activities intersect. Strengthening the Davis County's (the "County") economic base, providing resources and services to attract and retain businesses, and supporting the development of core industries will contribute to the County's overall resilience and position the community for sustainable recovery and economic prosperity.

Davis County, Utah, is a unique place with immense potential to be one of the economic superstars of the region. Davis County enjoys a wealth of assets and advantages. Among these assets is Hill Air Force Base, a major air force base and the state's largest employer. The County also benefits from a top-ranked K-12 school system, a high-performing technical college, and the Weber State University Davis Campus, collaborating to produce a young, highly educated, loyal workforce. Finally, the County also benefits from a well-connected transportation infrastructure that includes three major highways, Salt Lake International Airport access, major rail corridors, and the state's commuter rail. In recent years, the region has made significant investments in expanding the quantity and quality of available office and industrial sites. Evidence of the inherent economic strength of the County, despite the COVID-19 pandemic and the resulting global economic disruption, Davis County still experienced job growth and new investment in 2020 and 2021. This economic growth reflects the experience, diligence, and professionalism of the Davis County Economic Development team.

Beyond its attractive business climate, Davis County is also a desirable place to live. Its communities offer safe, family-friendly environments, cultural, arts, and entertainment offerings, and abundant outdoor recreational amenities. Its lifestyle is affordable compared to other regional urban markets.

Despite these advantages and successes, Davis County faces complex challenges that must be addressed to reach its true growth potential. Some challenges are driven by external conditions and trends that Davis County must account for in its programs and initiatives. COVID-19 has forced all governments to react with programs and assistance designed to help rapidly stabilize the economic losses suffered by its businesses and workers.

Other challenges are long-term and will require a comprehensive approach to finding solutions. Even though the County is strategically located near the state's capital city, the international airport, they are the smallest county in land area and thus have limited land available for development. While more affordable than other urban counties, Davis County is experiencing housing affordability issues and a lack of housing options. The housing issues and low unemployment have led to employers reporting difficulty retaining and attracting highly skilled professionals. All populations or locales have not shared the economic growth the County has experienced over many years. There remains a distinct need to ensure that economic equity and inclusion is a central principle of the County's economic development program. Finally, Davis County must do more to raise its profile and strengthen its brand among regional economic development stakeholders and industry decision-makers. This involves working with partners to increase marketing efforts, in addition to the County being more assertive and intentional in generating its marketing.

Nevertheless, the leadership and citizens of Davis County should have every confidence that it can overcome its economic development challenges. This plan positions Davis County to leverage its strengths and to address weaknesses head-on in a long-term, sustained effort. This will require some changes within the organization and a willingness by the economic stakeholders to commit and align. This strategic plan lays out a framework for getting there.

Foundational elements for designing and creating an Economic Development Strategic Plan (the "Plan") for the County include 1) a community assessment; 2) a comprehensive strengths, weaknesses, opportunities, and threats (SWOT) analysis; 3) an analysis of primary economic best practices; 4) identifying primary strategic economic goals, and 5) developed action items and tactical recommendations for the primary goals.

PROJECT BACKGROUND AND APPROACH

In late spring 2021, Davis County (the "County") was awarded an EDA grant through Wasatch Front Regional Council (WFRC) to update the County's Economic Development Strategic Plan. A strategic plan helps to focus and maximize economic development efforts, especially during times of crisis. The economic development landscape is undergoing significant changes, and the economic outcome from the COVID-19 pandemic may be immense.

Over the course of 6 months, Lewis Young Robertson & Burningham, Inc. (LYRB) worked closely with the County to identify promising opportunities to capitalize on the County's strong economic base and considerable assets. The team also developed best practices and organization framework recommendations to better position the County to achieve the plan's strategic goals

and objectives. The planning process was conducted in three phases: discovery, opportunity, and implementation. Due to timing considerations and in-person meeting limitations caused by COVID-19, all meetings and stakeholder engagements were conducted virtually.

DISCOVERY

Engaged with numerous economic development stakeholders in Davis County and the northern Utah region. Important organizations were engaged during this process, including the following:

-  Davis County Commissioners
-  Davis County Community and Economic Development Staff
-  Business and industry representatives
-  Elected officials and staff from Davis County's 15 municipalities
-  State of Utah
-  Northern Utah Economic Alliance
-  Real estate developers and brokers
-  Davis Chamber of Commerce
-  Higher education officials
-  Primary education officials
-  Healthcare officials
-  Small business owners
-  Entrepreneurs

OPPORTUNITY

Identified significant priorities for the strategic plan, conducted a community assessment, and analyzed primary economic development best practices and organizational frameworks. A strengths, weaknesses, opportunities, and threats (SWOT) analysis and primary economic development goals were developed based on input from discovery and other aspects uncovered in the opportunity phase of the strategic plan.

IMPLEMENTATION

Developed implementable action items and tactical recommendations for the primary goals and strategies identified in the strategic plan.

The County should not view this strategic plan as a static document, but as one that is active, revising and amending as conditions change. Now, more than ever, stakeholders should take a dynamic approach to implementation, one that revisits this plan on a regular basis to measure progress and to reprioritize goals and actions as needed

SECTION 2: COMMUNITY ASSESSMENT

Davis County (the "County") is nestled between the beautiful Wasatch mountain range and the world-famous Great Salt Lake. While it is Utah's smallest county in land area, it is the third largest in population and substantially impacts the state's economy. It is home to Hill Air Force Base, the state's largest employer; Antelope Island, a top 5 state park with over 1 million visitors a year; and Lagoon, the state's only amusement park. Its central location provides unparalleled access to the Salt Lake International Airport, Utah's Capital, Salt Lake City, world-class ski resorts, and numerous outdoor recreation activities. Overall, the Davis County economy is healthy and growing. Davis County has the fourth-lowest unemployment rate in the State of Utah. Key indicators, including job and population growth, are both strong and near the top of Utah's county averages.

KEY FINDINGS

- Population Growth:** The Davis County population is projected to grow to 580,155 by 2050, which is a 60 percent increase over current numbers. Davis County will continue with high growth but achieve a sustainable level.
- Young Vibrant Population:** Davis County has a young, vibrant population, with 41 percent of the population under 25. This population segment is anticipated to add significantly to the County's economic vitality over the next few decades.
- Higher Income Levels:** The median average income in Davis County is more than \$13,000, higher than the State of Utah average and the highest median income on the Wasatch Front. This is both a positive and negative demographic for the County. High wages mean higher costs associated with business development and expansion, but higher wages also mean more disposable income and family-supporting sustainable wages.
- Highly Educated Population:** Davis County is highly educated, with 26 percent of residents over 25 holding a bachelor's degree and 12 percent holding a graduate degree. These metrics exceed the total State of Utah averages.
- Aerospace and Defense Cluster:** Davis County is home to Hill Air Force Base and numerous high-profile aerospace and defense businesses, which provide a large economic significance throughout the region. The presence of HAFB and the industry cluster are unique to the Davis County region, as this industry attracts significant attention, resources, and investment.

DEMOGRAPHICS HISTORIC POPULATION

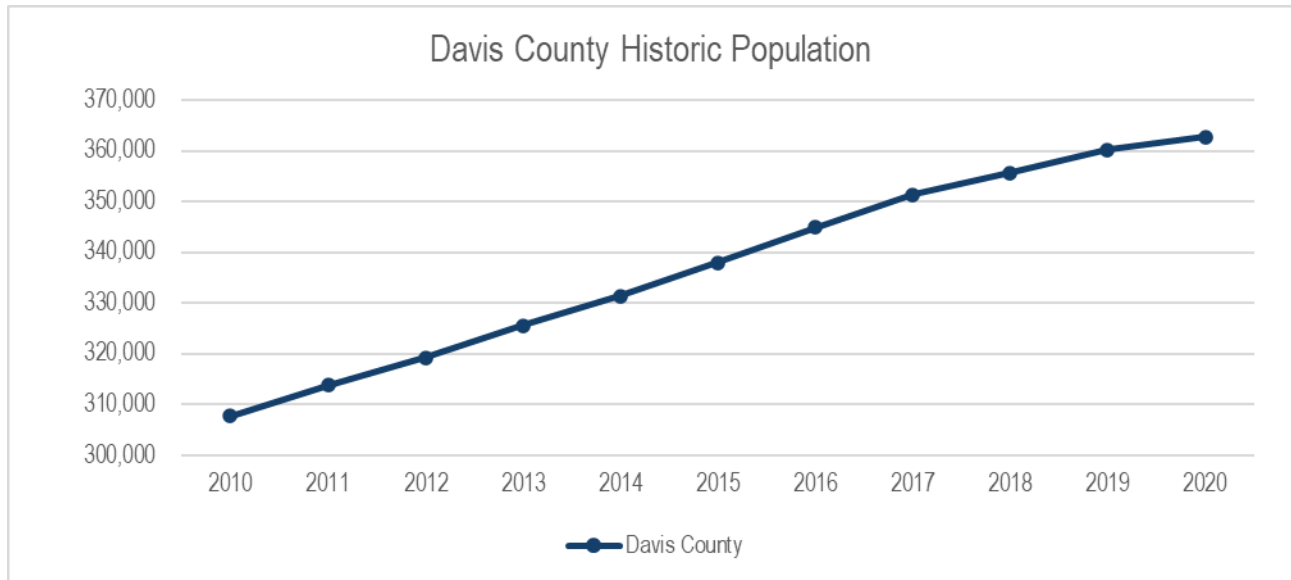
The 2020 U.S. Census estimates Davis County's population was 362,697 in 2020. The population of Davis County grew 17.9 percent from 2010 to 2020, with an average annual growth rate ("AAGR") of 1.66 percent. Comparing other Wasatch Front counties and Washington County showed Davis County's growth outpaced the State of Utah and all comparative counties besides Utah and Washington.

TABLE 2.1: HISTORIC POPULATION 2010-2020

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Box Elder	50,084	50,725	51,308	52,016	52,571	53,327	54,464	55,463	56,245	56,956	57,666
Cache	113,307	115,004	116,405	117,600	118,876	121,874	123,927	126,491	128,888	131,388	133,154
Davis	307,712	313,717	319,263	325,546	331,327	337,940	344,842	351,297	355,688	360,196	362,679
Salt Lake	1,032,281	1,049,380	1,065,591	1,078,405	1,090,830	1,106,942	1,123,506	1,145,202	1,161,347	1,174,562	1,185,238
Utah	518,707	531,930	543,411	552,265	564,419	582,261	599,268	612,960	628,149	645,315	659,399
Washington	138,435	141,076	142,763	145,187	148,057	151,588	156,766	161,411	166,285	175,215	180,279
Weber	232,014	234,726	238,024	240,280	242,673	246,564	250,224	254,097	257,559	260,168	262,223

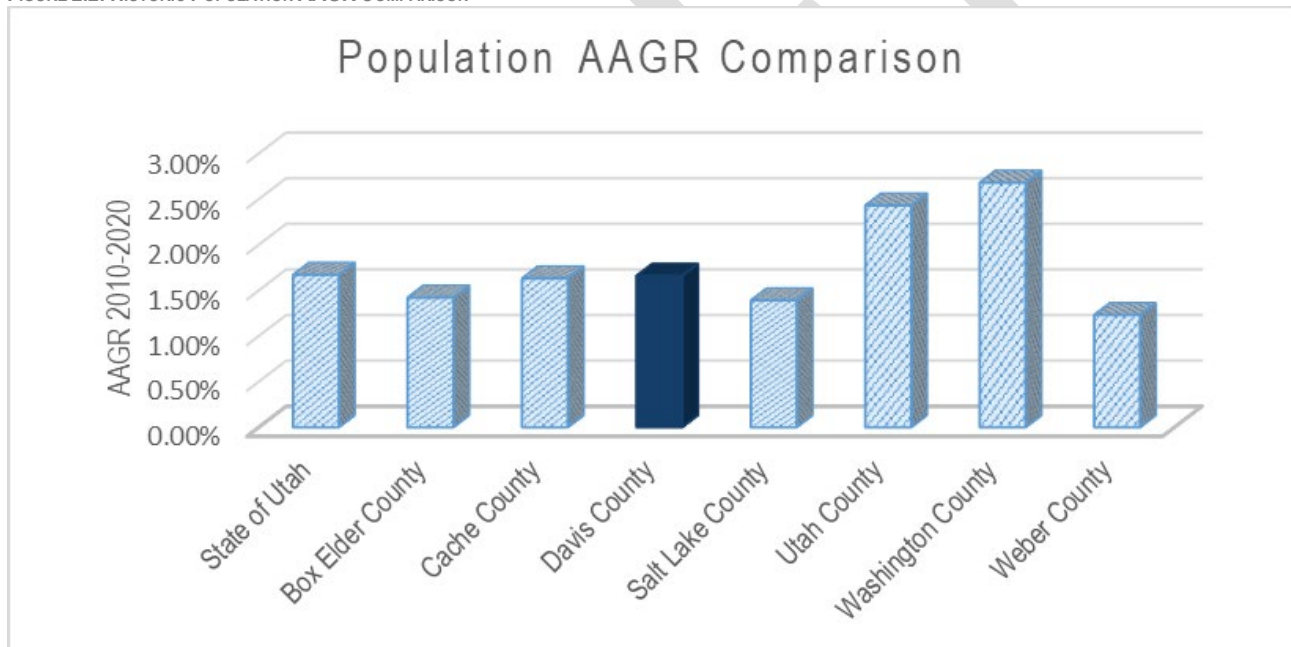
Source: Kem C. Gardner and U.S. Census Population Estimates

FIGURE 2.1: DAVIS COUNTY HISTORIC POPULATION



Source: Kem C. Gardner Population Projections and U.S. Census

FIGURE 2.2: HISTORIC POPULATION AAGR COMPARISON



Source: Kem C. Gardner Population Projections

POPULATION PROJECTIONS

Based on the projections outlined by the Kem C. Gardner Institute, the population of Davis County is projected to increase to 580,155 by 2060, as shown in **Table 2.2**. Population growth is essential for predicting continued and sustained economic growth within a region. With its steady population growth, Davis County is poised to continue to be an important area for economic expansion and growth.

TABLE 2.2: DAVIS COUNTY POPULATION PROJECTION

	2020	2025	2030	2035	2040	2045	2050	2055	2060
Davis County	362,679	385,048	411,564	441,677	472,344	502,001	529,710	555,633	580,155

Source: Kem C. Gardner

AGE DISTRIBUTION

The age distribution of Davis County residents is weighted heavily towards the younger generations. Of the total residents, 41 percent are between 0 and 24. Residents ages 20 to 34 represent 21 percent of the total population. Residents ages 60 and older represent only 15 percent of the total population. The median age in Davis County is 31.3. The younger population segment within Davis County is a favorable demographic for further enhanced economic development expansion. Specifically, the age group younger than 25 is envisioned to contribute significantly to the incubation, creation, and development of business commerce within the region – to the extent this population segment can be retained within the region and not lost to other areas and opportunities.

TABLE 2.3: DAVIS COUNTY AGE

Age	Amount	Percentage
Under 5 Years	29,292	8.4%
5 to 9 Years	32,570	9.3%
10 to 19 Years	60,125	17.2%
20 to 24 Years	22,935	6.5%
25 to 34 Years	49,256	14.0%
35 to 44 Years	51,813	14.8%
45 to 59 Years	53,202	15.2%
60 to 74 Years	37,591	10.7%
75 to 84 Years	10,453	3.0%
85 Years and Over	3,584	1.0%

Age and Sex 2020 American Community Survey 5-Year Estimates

FIGURE 2.3: DAVIS COUNTY AGE BY SEX

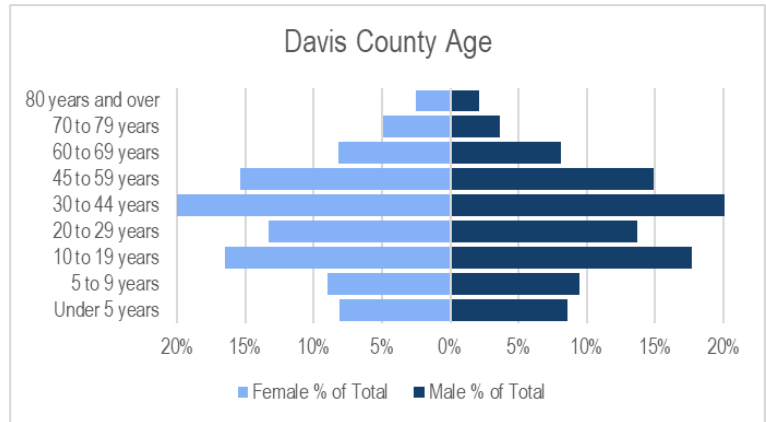


TABLE 2.4: MEDIAN AGE COMPARISON

	Box Elder	Cache	Davis	Salt Lake	Utah	Washington	Weber	State of Utah
2020 Median Age	32.9	25.4	31.3	33.0	25.0	37.7	32.9	31.1

Source: 2020 ACS 5-Year Estimates

HOUSEHOLDS

The total number of households in Davis County is 110,622. Of the total housing units, 82 percent are single-family, and 18 percent are multi-family, as shown in **Figure 2.4**. The total vacancy rate is 3 percent, or 3,518 housing units. 75 percent of homes are owner-occupied, as outlined in **Figure 2.5**. The average household size is 3.19, and the average family size is 3.63.

FIGURE 2.4: DAVIS COUNTY HOUSING MIX

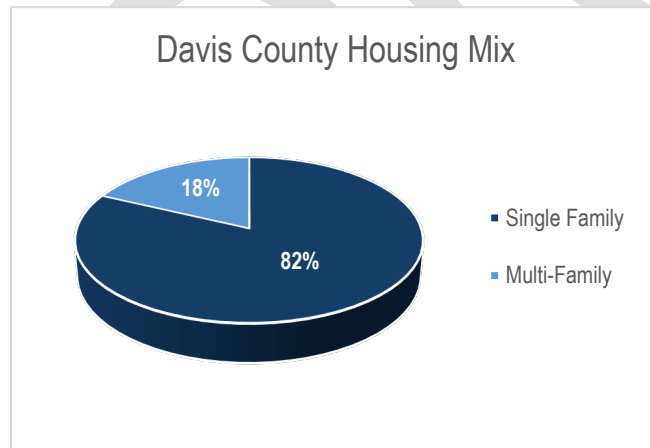
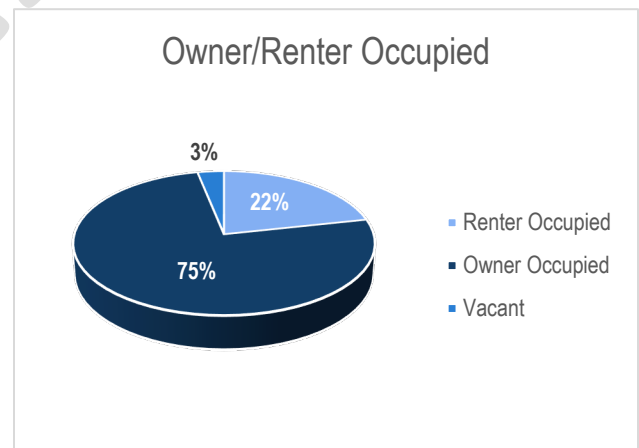


FIGURE 2.5: DAVIS COUNTY OWNER/RENTER HOUSING



Source: 2020 ACS 5-Year Estimate

BUILDING PERMITS

The total number of building permits in Davis County was up 12 percent from 2020 to 2021, with 2,028 permits in 2021. From 2014 to 2021, Davis County had an average of 1,547 building permits. In 2021, the greatest number of permits were issued in Syracuse, Layton, West Point, Farmington, and Kaysville. Since 2014, the following cities have issued an average of 50 or more building permits per year: Clearfield, Clinton, Farmington, Kaysville, Layton, North Salt Lake, South Weber, Syracuse, and West Point, as shown in **Table 2.5**. As highlighted by the Davis County building permit activity, growth in residential and commercial activity appears to be sustainable and positive.

TABLE 2.5: DAVIS COUNTY HISTORIC BUILDING PERMITS

	2014	2016	2016	2017	2018	2019	2020	2021	Average
Bountiful	50	45	30	29	37	30	36	39	37
Centerville	16	35	36	21	20	15	39	18	25
Clearfield	45	48	37	37	11	23	72	150	53
Clinton	42	61	118	130	124	113	133	161	110
Farmington	117	164	208	177	97	79	133	178	144
Fruit Heights	40	28	15	18	15	7	21	6	19
Kaysville	171	200	164	145	189	115	115	171	159
Layton	286	325	325	293	381	306	458	343	340
North Salt Lake	192	149	68	126	113	96	115	109	121
South Weber	28	64	37	56	63	84	81	57	59
Sunset	1	3	8	7	8	3	1	1	4
Syracuse	173	236	333	276	367	316	377	485	320
West Bountiful	14	20	27	37	35	52	22	26	29
West Point	50	39	31	36	63	74	105	199	75
Woods Cross	36	19	14	8	30	61	84	57	39
Other Davis County	5	13	5	9	12	22	18	28	14
Total	1,266	1,449	1,456	1,405	1,565	1,396	1,810	2,028	

Source: Ivory-Boyer Construction Report and Database

INCOME

The Davis County median household income grew at an AAGR of 2.66 percent from \$69,147 in 2011 to \$87,570 in 2020, as shown in **Table 2.6**. Davis County's median household income is the highest of the comparison Utah counties and \$13,373 more than the state median in 2020 of \$74,197. The average monthly wage in Davis County in 2020 was \$4,275, \$217 less than the State of Utah's monthly wage. Income and wages in Davis County may be influenced by several factors, including the cost of living, the number of low-wage jobs, etc. Income is both a weakness in terms of buying power and a strength in terms of business inputs. There is currently room to grow income levels within Davis County which could significantly increase overall gross economic product.

TABLE 2.6: MEDIAN HOUSEHOLD INCOME COMPARISONS

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	AAGR
Box Elder	55,588	55,918	57,292	57,336	55,038	55,514	58,835	59,937	62,233	63,573	1.50%
Cache	48,338	49,203	49,506	50,367	50,497	51,935	53,812	56,840	59,038	60,530	2.53%
Davis	69,147	69,355	69,707	70,388	71,112	72,661	75,961	79,690	83,310	87,570	2.66%
Salt Lake	59,168	59,626	60,555	61,446	62,117	64,601	67,922	71,230	74,865	77,128	2.99%
Utah	59,338	59,864	60,196	60,830	62,180	64,321	67,042	70,408	74,665	77,057	2.95%
Washington	50,307	49,145	49,279	49,498	50,774	52,865	55,175	56,877	59,839	61,747	2.30%
Weber	54,666	54,923	54,974	56,216	56,581	59,660	62,036	64,636	67,244	71,275	2.99%

Source: Utah Department of Workforce Services and US Census Factfinder

EDUCATION ATTAINMENT

Davis County residents are highly educated. 26 percent of the population over 25 hold a bachelor's degree, and 12 percent have a graduate or professional degree. The State of Utah's average is slightly lower at 23 percent and 12 percent, respectively. Among comparable Utah counties, Davis County has the second-highest bachelor's and third-highest percentage of graduate degrees, as shown in **Table 2.7**. Unfortunately, suppose those highly educated and trained do not have opportunities to apply these skills or

do not have the opportunities to earn the wages commensurate with this training. In that case, they will look to other markets to meet their objectives. Specific business sectors provide higher-paying and sustainable employment opportunities and needs.

Another critical strategic initiative for Davis County is to align the educational and institutional framework with the business sectors that rely upon and use these educational resources. An effort to retain this talented education pool before they leave the marketplace will be critical for sustaining economic growth within Davis County.

TABLE 2.7: EDUCATION ATTAINMENT

	Box Elder County	Cache County	Davis County	Salt Lake County	Utah County	Washington County	Weber County	State of Utah
Less than 9th grade	2%	3%	1%	3%	2%	2%	3%	2%
9th-12th grade, no diploma	5%	4%	3%	5%	3%	4%	6%	5%
High school graduate	30%	20%	21%	22%	17%	23%	29%	23%
Some college, no degree	29%	27%	26%	23%	27%	28%	28%	26%
Associate's degree	10%	8%	11%	9%	11%	14%	9%	10%
Bachelor's degree	17%	25%	26%	23%	28%	19%	18%	23%
Graduate	6%	13%	12%	13%	12%	11%	8%	12%

Source: US Census Factfinder

MAJOR COLLEGES AND UNIVERSITIES

Weber State University – Davis Campus

Weber State University Davis Campus provides a wide range of higher educational opportunities to the residents of Davis County and surrounding areas. Davis County residents comprise approximately 39 percent of the student body at Weber State University. In addition to providing learning opportunities close to where these students live and work, the Davis Campus is an integral part of the larger community, enriching the social, cultural, and economic lives of the citizens of Davis County. From its 105-acre campus in Layton, Weber State University Davis Campus offers a full range of general education courses and a wide range of associates, bachelor's, and master's degrees. One of the hallmarks of the Davis Campus is the special attention given to meeting the needs of military, veteran, non-traditional, and working students.



The Davis Campus provides a complete university experience for students, using both visiting and resident faculty to provide instruction and advisement. Extensive student services and support activities are also available, including computer classrooms, a computer laptop lounge, and a 68-workstation computer lab, a library, bookstore, testing center, enrollment services, academic advisement, academic support, financial aid counseling, tutoring, student activities, a health center, counseling services, a fitness center, event spaces and dining and a wide range of other student services.

Davis Technical College

Davis Technical College provides a competency-based education environment, which prepares high school and adult students with career and technical skills. The flexibility of open-entry scheduling allows students to start school anytime without waiting for a specific date (i.e., quarters or semesters). Davis Technical College offers affordable tuition to full-time adult students, and high school students attend at no tuition cost. Davis Tech currently offers certificate programs in the Schools of Business and Technology, Construction, Health Professions, Manufacturing, Service Professions, and Transportation. Davis Tech instructors work with employers frequently and continuously receive requests seeking qualified students for work. Davis Tech has a placement rate of over 97 percent in most of the programs.



SALES TAX

HISTORICAL SALES

Davis County has experienced growth in gross taxable sales year-over-year between 2011 and 2021. During this timeframe, gross taxable sales have experienced an AAGR of 7.64 percent. The total gross taxable sales were up 18.6 percent from 2020 to 2021, with \$7,905,446,706 in gross taxable sales in 2021.

TABLE 2.8: HISTORICAL DAVIS COUNTY TAXABLE SALES

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Taxable Services	1.05B	1.09B	1.17B	1.25B	1.34B	1.41B	1.44B	1.50B	1.56B	1.55B	1.88B
Retail Trade	2.19B	2.35B	2.51B	2.64B	2.84B	3.03B	3.28B	3.43B	3.71B	4.33B	4.92B
Business Investment	0.42B	0.44B	0.45B	0.53B	0.56B	0.54B	0.59B	0.60B	0.59B	0.66B	0.81B
Other	0.12B	0.12B	0.14B	0.14B	0.17B	0.15B	0.18B	0.19B	0.17B	0.12B	0.30B
Total Taxable Sales	3.79B	4.00B	4.27B	4.55B	4.90B	5.13B	5.48B	5.70B	6.03B	6.67B	7.91B
Growth	5.29%	5.62%	6.69%	6.72%	7.66%	4.67%	6.85%	4.02%	5.69%	10.57%	18.60%

Source: Davis County CAFR

RETAIL TRADE SALES

Taxable sales from Retail Trade account for more than 50 percent of the County's total taxable sales. In 2021, 77 percent of the County's retail taxable sales came from five categories: Motor Vehicle & Parts Dealers, General Merchandise Stores, Non-store Retailers, Food & Beverage Stores, and Building Material, Garden Equipment & Supplies Dealers.

TABLE 2.9: RETAIL TRADE TAXABLE SALES

	2021 Taxable Sales	Percent
Motor Vehicle & Parts Dealers	\$1,075,474,711	21.8%
General Merchandise Stores	\$923,171,179	18.8%
Non-store Retailers	\$706,755,822	14.4%
Food & Beverage Stores	\$576,903,674	11.7%
Build. Material, Garden Equipment & Supplies Dealers	\$546,313,006	11.1%
Clothing & Clothing Accessories Stores	\$259,736,945	5.3%
Miscellaneous Retail Trade	\$196,102,604	4.0%
Gasoline Stations	\$174,159,870	3.5%
Furniture & Home Furnishings Stores	\$144,306,430	2.9%
Sporting Goods, Hobby, Music, & Book Stores	\$141,964,782	2.9%
Electronics & Appliance Stores	\$109,499,221	2.2%
Health & Personal Care Stores	\$69,076,506	1.4%

Source: Utah State Tax Commission

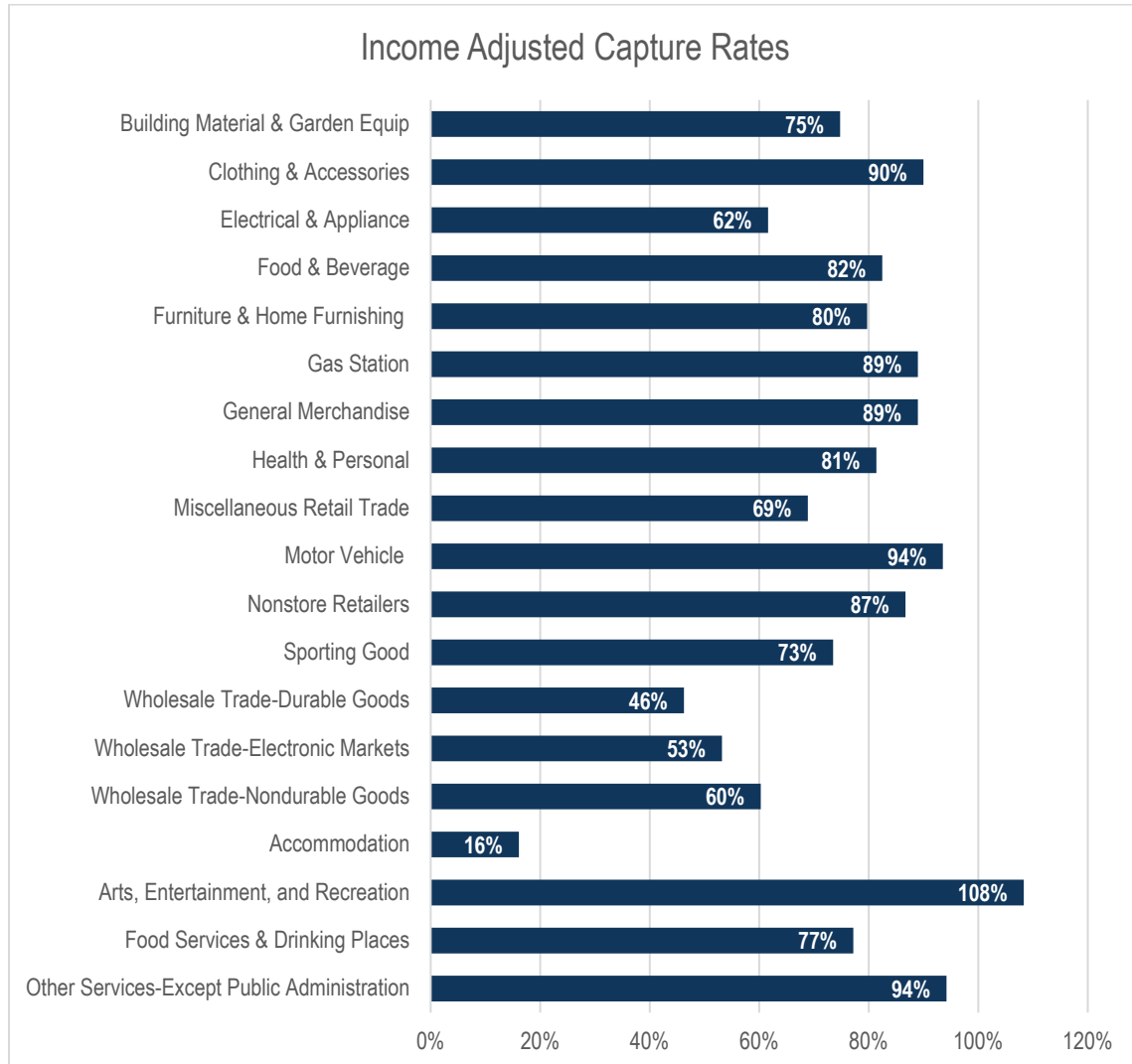
RETAIL SALES TAX LEAKAGE

Sales tax leakage is established based on the number of sales within the County per the number of residents within the County compared to the total sales within the state per the number of state residents. The per capita spending in Utah in 2021 for retail sales was \$21,403, compared to that of Davis County, which was \$17,606. Compared to the statewide per capita spending, therefore, the County's retail sales capture rate in 2021 was 82 percent, meaning the County captured over two-thirds of its residents' spending on average. The analysis also provides an adjusted leakage calculation that factors in the per capita income, which was \$30,986 for Utah and \$32,819 for Davis County in 2020. After adjusting for income, the analysis yielded a sales capture rate of 78 percent for Davis County.

The County had one retail category that did not leak any sales in 2021, "Arts, Entertainment, and Recreation." That category captured 108 percent. Because the sales capture rates for that category are over 100 percent, other counties' sales are being captured by Davis County for that category.

The following figure illustrates Davis County's 2021 leakage by NAISC category.

FIGURE 2.6: DAVIS COUNTY 2021 LEAKAGE BY NAISC CATEGORY



Source: Utah State Tax Commission

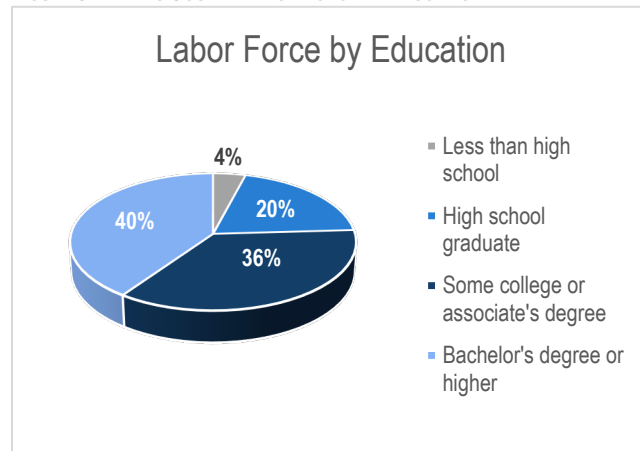
SECTION 3: WORKFORCE ANALYSIS

LABOR MARKET WORKFORCE

A primary strength of Davis County is its young, educated workforce. 40 percent of the Davis County workforce hold a bachelor's degree or higher, and an additional 36 percent have attended some college or obtained their associates degree. The State of Utah's average is slightly lower at 37 percent and 35 percent, respectively.

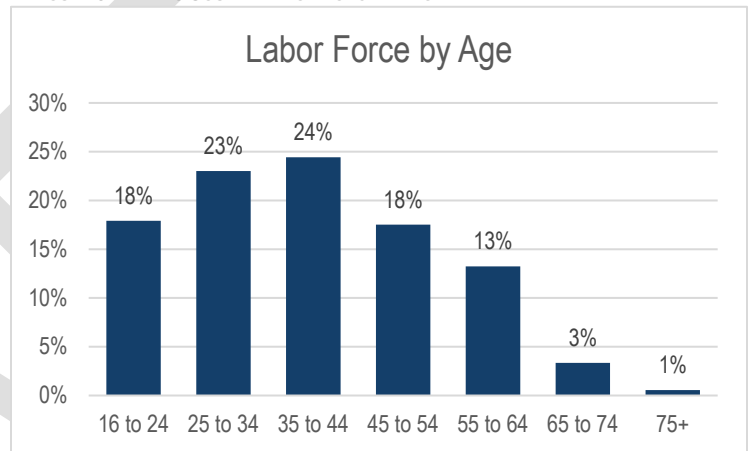
41 percent of Davis County's workforce is under the age of 35. With 65 percent being under 45. This is slightly older than the State of Utah, with 44 percent under 35 and 66 percent under 45. Both Davis County and the State of Utah have an average younger workforce compared to the nation at 35 percent and 56 percent, respectively.

FIGURE 3.1: DAVIS COUNTY LABOR FORCE BY EDUCATION



Source: 2020 ACS 5-Year Estimate, DWS

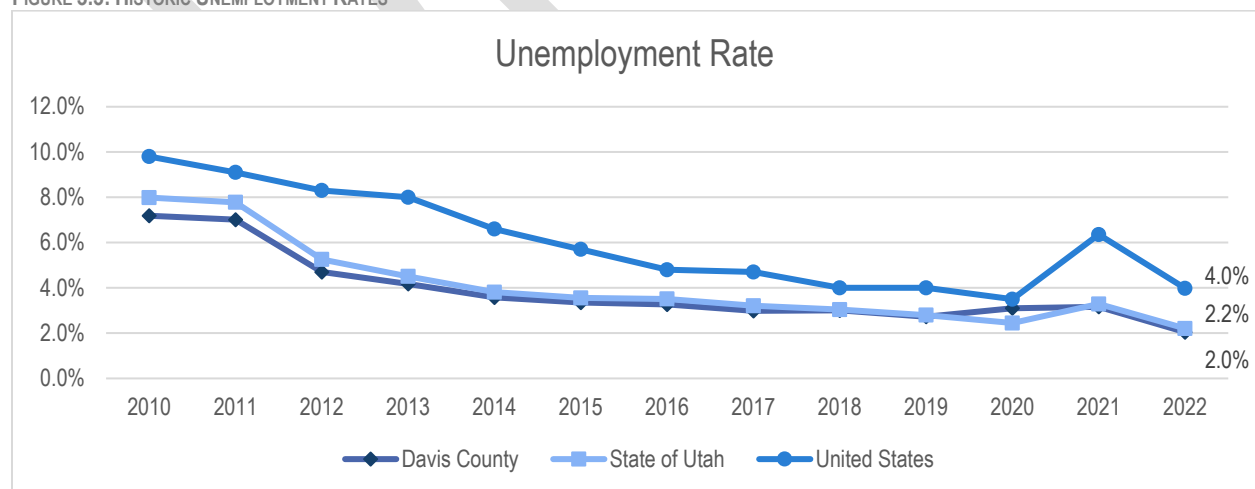
FIGURE 3.2: DAVIS COUNTY LABOR FORCE BY AGE



UNEMPLOYMENT RATE

Overall, Davis County was able to avoid many of the job losses that plagued the rest of the country due to the COVID-19 pandemic. Like counties across the country, Davis County's job losses spiked in April 2020, but the unemployment percentage remained well below the national average. Davis County began to see an improvement in unemployment in the Summer of 2020 and dropped below pre-pandemic levels in January 2021. The current unemployment rate is 2.0 percent, below the State of Utah and the United States average, as shown in Figure 3.3.

FIGURE 3.3: HISTORIC UNEMPLOYMENT RATES



Source: DWS

low unemployment rate is a sign of a strong economy, although it also poses a challenge to economic development. Low

unemployment may result in a lack of viable candidates for companies throughout Davis County. Creating a strong workforce includes adding new jobs to the economy with competitive wages to increase the labor force base. Attracting talent also includes retaining recent graduates residing in the County and capturing workers currently commuting out of Davis County for work to build upon the existing labor force.

JOBS INFLOW/OUTFLOW

The Utah Department of Workforce Services reported that 56,081 workers reside and live within Davis County, whereas 94,542 workers commute outside the County for work. Davis County also experiences an inflow of 58,510 workers from outside the County. The greatest outflow of workers from Davis County is to Salt Lake County, Weber County, and Utah County. These counties also represent the largest inflow of workers to Davis County.

TABLE 3.1: DAVIS COUNTY COMMUTING PATTERNS

Inflow to Davis			Outflow from Davis		
Weber County	21,653	37.01%	Salt Lake County	59,955	63.42%
Salt Lake County	19,624	33.54%	Weber County	21,338	22.57%
Utah County	5,078	8.68%	Utah County	5,767	6.10%
Cache County	2,352	4.02%	Cache County	1,655	1.75%
Box Elder County	2,013	3.44%	Other States	1,586	1.68%
Other States	1,975	3.38%	Box Elder County	856	0.91%
Tooele County	1,596	2.73%	Summit County	829	0.88%
Morgan County	828	1.42%	Tooele County	635	0.67%
Summit County	719	1.23%	Washington County	511	0.54%
Washington County	703	1.20%	Morgan County	340	0.36%
Wasatch County	499	0.85%	Wasatch County	265	0.28%
Uintah County	324	0.55%	Uintah County	130	0.14%
Iron County	235	0.40%	Iron County	101	0.11%
Carbon County	180	0.31%	Sanpete County	91	0.10%
Duchesne County	141	0.24%	Duchesne County	84	0.09%
Sanpete County	127	0.22%	Carbon County	74	0.08%
Sevier County	92	0.16%	Sevier County	70	0.07%
Millard County	65	0.11%	Grand County	45	0.05%
Emery County	51	0.09%	Emery County	43	0.05%
Grand County	47	0.08%	San Juan County	33	0.03%
Kane County	41	0.07%	Juab County	31	0.03%
Juab County	38	0.06%	Millard County	28	0.03%
Rich County	34	0.06%	Beaver County	22	0.02%
Beaver County	24	0.04%	Garfield County	16	0.02%
San Juan County	21	0.04%	Rich County	15	0.02%
Garfield County	18	0.03%	Kane County	13	0.01%
Daggett County	17	0.03%	Wayne County	4	0.00%
Wayne County	12	0.02%	Piute County	3	0.00%
Piute County	3	0.01%	Daggett County	2	0.00%
	58,510			94,542	

Source: Utah Department of Workforce Services

INDUSTRY ANALYSIS LOCATION QUOTIENT

An important means of assessing employment trends is employment location quotients, which provide a way to compare the industrial activity levels among different areas of the state and the country. In general, location quotients are ratios that compare the concentration of a resource or activity, such as employment, in a defined area to that of a larger area. For example, location quotients can be used to compare state employment by industry to that of the nation; or employment in a city, county, metropolitan statistical area, or other defined geographic sub-area to that in the state.

The Bureau of Labor and Statistics provides a location quotient calculator that uses the Quarterly Census of Employment and Wages. The North American Industry Classification System ("NAICS") delineates industries by sector, subsector, and industry group. A location quotient above "one" indicates a higher concentration of employment in a local area than statewide or nationwide; a location quotient below "one" indicates less employment in this industry sector than state or national averages.

SECTOR LEVEL DATA

Table 3.2 summarizes the location quotients for Davis County, compared with the State of Utah and national industries at the sector level. The table below exclude data suppressed for confidentiality purposes.

TABLE 3.2: DAVIS COUNTY EMPLOYMENT LOCATION QUOTIENT

NAICS	Industry	December 2021 Employment	Utah Employment Location Quotient	National Employment Location Quotient
11	Agriculture, forestry, fishing and hunting	310	0.69	0.32
21	Mining, quarrying, and oil and gas extraction	119	0.17	0.27
22	Utilities	80	0.30	0.17
23	Construction	10,910	1.14	1.74
31-33	Manufacturing	13,440	1.18	1.28
42	Wholesale trade	2,436	0.56	0.50
44-45	Retail trade	17,152	1.17	1.28
48-49	Transportation and warehousing	5,102	0.95	0.92
51	Information	1,422	0.44	0.57
52	Finance and insurance	3,107	0.53	0.60
53	Real estate and rental and leasing	1,757	0.94	0.91
54	Professional and technical services	9,285	0.98	1.08
55	Management of companies and enterprises	1,233	0.83	0.62
56	Administrative and waste services	6,303	0.88	0.79
61	Educational services	3,411	1.14	1.37
62	Health care and social assistance	14,764	1.16	0.88
71	Arts, entertainment, and recreation	1,783	0.89	1.03
72	Accommodation and food services	10,138	1.03	0.94
81	Other services, except public administration	3,574	1.21	1.00
99	Unclassified	-	0.00	0.00

Source: Bureau of Labor Statistics

Compared to the State of Utah, Davis County has a location quotient above one in construction, manufacturing; retail trade; educational services; health care and social assistance; accommodation and food services, and other services, except public administration. These NAICS sector categories represent high concentrations with respect to the State of Utah's employment.

A critical consideration along with the location quotient, is the corresponding average salary for each sector. The annual average wage for Davis County across all industries is \$62,739. Of the sectors that meet or exceed this average wage standard, only two industries have a location quotient above one, as shown in **Table 3.3**: 1) construction and 2) manufacturing. Further, none of the Davis County sectors exceeds the national average, and only three sectors exceed the state average, which plays a role in workforce recruitment and overall spending per capita within Davis County.

TABLE 3.3: DAVIS COUNTY LOCATION QUOTIENT VS WAGE

NAICS	Industry	Davis/State Quotient	Annual Average Wage	% Davis Wages of State Wages	% Davis Wages of US Wages
11	Agriculture, forestry, fishing and hunting	0.69	\$32,968	84%	79%
21	Mining, quarrying, and oil and gas extraction	0.17	\$93,756	98%	76%
22	Utilities	0.30	\$101,868	83%	82%
23	Construction	1.14	\$63,752	80%	71%

NAICS	Industry	Davis/State Quotient	Annual Average Wage	% Davis Wages of State Wages	% Davis Wages of US Wages
31-33	Manufacturing	1.18	\$74,360	104%	80%
42	Wholesale trade	0.56	\$80,288	82%	86%
44-45	Retail trade	1.17	\$38,012	95%	80%
48-49	Transportation and warehousing	0.95	\$60,580	102%	88%
51	Information	0.44	\$110,136	91%	80%
52	Finance and insurance	0.53	\$85,384	86%	88%
53	Real estate and rental and leasing	0.94	\$66,508	103%	97%
54	Professional and technical services	0.98	\$89,076	98%	70%
55	Management of companies and enterprises	0.83	\$76,544	77%	62%
56	Administrative and waste services	0.88	\$47,684	91%	82%
61	Educational services	1.14	\$34,632	89%	68%
62	Health care and social assistance	1.16	\$53,612	65%	51%
71	Arts, entertainment, and recreation	0.89	\$19,760	93%	85%
72	Accommodation and food services	1.03	\$19,552	69%	58%
81	Other services, except public administration	1.21	\$43,576	95%	83%
99	Unclassified	0.00	\$0	0%	0%
10	Total, All Industries		\$62,739	87%	75%

Source: Bureau of Labor Statistics

INDUSTRY LEVEL DATA

The industry-level NAICS data provides additional insight into the types of industry that contribute to the highest concentration of employment in Davis County compared to the national average, which may be difficult to deduce from the sector-level data. **Table 3.4** includes all Davis County industries with a location quotient greater than 1.5 compared to national averages and the industries' corresponding average annual wage. Data available at this level indicates that several sectors, as highlighted below, have a high location quotient and an average annual wage above the Davis County average. These industries represent 37 percent of the workforce reported at this data level.

TABLE 3.4: DAVIS COUNTY INDUSTRY LEVEL EMPLOYMENT LOCATION QUOTIENT > 1.5

NAICS	Industry	# of Establishments	December 2021 Employment	National Employment Quotient	Average Yearly Wage
3241	Petroleum and coal products manufacturing	9	1,087	11.53	\$143,104
3399	Other miscellaneous manufacturing	20	2,471	9.33	\$43,992
6115	Technical and trade schools	24	465	4.40	\$46,072
5331	Lessors of nonfinancial intangible assets	5	84	4.29	\$69,940
3332	Industrial machinery manufacturing	6	342	3.00	\$53,300
6116	Other schools and instruction	83	1,020	2.57	\$12,636
3113	Sugar and confectionery product manufacturing	4	171	2.26	\$22,048
7131	Amusement parks and arcades	8	362	2.22	\$23,608
5413	Architectural and engineering services	196	2,985	2.09	\$109,096
2383	Building finishing contractors	209	1,558	2.08	\$49,504
5629	Remediation and other waste services	13	313	2.07	\$68,120
6111	Elementary and secondary schools	24	1,682	2.04	\$41,964
8112	Electronic equipment repair and maintenance	32	198	2.04	\$67,756
2362	Nonresidential building construction	92	1,487	2.03	\$77,324
4542	Vending machine operators	6	60	1.96	\$55,380
4422	Home furnishings stores	16	437	1.95	\$35,464
4884	Support activities for road transportation	16	195	1.88	\$43,264
8113	Commercial machinery repair and maintenance	31	368	1.87	\$86,008

NAICS	Industry	# of Establishments	December 2021 Employment	National Employment Quotient	Average Yearly Wage
2381	Building foundation and exterior contractors	181	1,567	1.85	\$60,372
3329	Other fabricated metal product manufacturing	14	459	1.85	\$288,496
4523	General merchandise stores, including warehouse clubs and supercenters	27	3,843	1.85	\$29,432
4511	Sporting goods and musical instrument stores	60	847	1.82	\$25,116
4512	Book stores and news dealers	7	115	1.81	\$15,340
4543	Direct selling establishments	142	234	1.79	\$48,360
4842	Specialized freight trucking	58	730	1.77	\$74,048
6213	Offices of other health practitioners	215	1,696	1.77	\$36,296
2389	Other specialty trade contractors	112	1,132	1.74	\$66,716
2361	Residential building construction	284	1,417	1.73	\$63,336
3254	Pharmaceutical and medicine manufacturing	8	542	1.73	\$70,668
6212	Offices of dentists	200	1,560	1.69	\$42,796
7111	Performing arts companies	12	182	1.68	\$11,180
4413	Auto parts, accessories, and tire stores	65	851	1.66	\$45,032
4421	Furniture stores	19	323	1.59	\$49,036
3371	Household and institutional furniture mfg.	15	346	1.55	\$51,012
4412	Other motor vehicle dealers	14	234	1.55	\$83,772
8121	Personal care services	167	983	1.55	\$26,988
4411	Automobile dealers	66	1,746	1.53	\$80,964
4841	General freight trucking	119	1,503	1.50	\$57,564

Source: Bureau of Labor Statistics

Location quotients are a significant predictor of an economy overly reliant upon a specific business or industry. A well-balanced industry quotient approaches one in most categories. Well-balanced economies, like the State of Utah (overall), typically range from .85 on the low to 1.75 on the high.

LARGEST EMPLOYERS

Davis County has a diverse economy, including a robust defense presence with Hill Air Force Base and numerous aerospace, healthcare, and manufacturing companies. The County's largest employers are detailed in **Table 3.5** below.

TABLE 3.5: DAVIS COUNTY EMPLOYERS

Company	Description
Department of Defense (HAFB)	National Defense
Davis County School District	Education
Wal-Mart Associates	Food Stores
Kroger Group Cooperative	Food Stores
Lifetime Products	Manufacturing
Northrop Grumman Innovation Systems (ATK)	Aerospace Manufacturing
Progrexion Teleservices	Other Professional, Scientific, and Technical Services
Lagoon Corporation	Amusement Parks
Northrop Grumman	Aerospace and Defense (Engineering)
Davis Hospital & Medical Center	Healthcare
Davis County Government	Local Government
Young Automotive Group	Auto Dealerships
Utility Tailor	Manufacturing
Farmington Health Center	Healthcare
Tanner Memorial Clinic	Healthcare

Source: Utah Department of Workforce Services

SECTION 4: SWOT ANALYSIS

A SWOT Analysis is a strategic planning tool that allows Davis County to examine the strengths, weaknesses, opportunities, and threats ("SWOT") that bolster or stifle economic development. Due to the time constraints and the COVID-19 pandemic, LYRB conducted a SWOT survey and held subsequent phone interviews with County, city, education, community, and business leaders. LYRB compiled the responses from the participants capturing feedback from over 77 economic development stakeholders. The SWOT Analysis considers internal and external factors that affect Davis County and highlights positive and negative conditions that affect the County's ability to sustain and attract businesses and create a vibrant community.

The Davis County SWOT Analysis included responses to the questions outlined in **Table 4.1**

TABLE 4.1: SWOT ANALYSIS DESIGN

	POSITIVES	NEGATIVES
INTERNAL FACTORS	<p>STRENGTHS</p> <ul style="list-style-type: none"> • What is Davis County known for? • What unique and helpful resources are available to businesses and industries? • What specific competitive advantages do businesses have being in Davis County? • What do people outside Davis County see as the county's strengths? • 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • What are others likely to see as weaknesses in Davis County? • Where are there fewer resources than in other counties or regions? • Please describe your biggest economic development concerns? • What cannot be changed and what could Davis County improve?
EXTERNAL FACTORS	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • What opportunities exist for enhancing and supporting existing strengths? • What improvements or support could some of the weaknesses benefit from? • What business and economic development trends could Davis County take advantage of? <p>Useful opportunities can come from things such as:</p> <ul style="list-style-type: none"> • Changes in technology and markets • Changes in government policy. • Changes in social patterns, population profiles, lifestyle changes 	<p>THREATS</p> <ul style="list-style-type: none"> • What threats are facing Davis County and other counties and regions? • What threats do Davis County's weaknesses expose? • What political, economic, or technological trends could harm businesses, industries, and the community? • What threatens the key strengths and opportunities you identified?

FIGURE 4.1: SWOT ANALYSIS SUMMARY



SWOT AT A GLANCE

TABLE 4.2: SWOT AT A GLANCE

<p>STRENGTHS</p> <ul style="list-style-type: none"> WORKFORCE: Highly educated workforce HILL AIR FORCE BASE: Innovation, largest employer in the state, significant economic impact, government contracts, aerospace and defense sector anchor LOCATION: Proximity to airport, SLC, outdoor amenities, main artery north and south QUALITY OF LIFE: Low crime, less traffic, recreation, family friendly, K-12 system COLLABORATION/COORDINATION: Strategic partnering, 3rd Quarter Sales Tax, systemic collaboration, great relationship and communication between cities and county, strong coordination between chamber, tech college, county, and other stakeholders INFRASTRUCTURE: Utopia/Fiber, rail, roadway (I-15, I-84, Hwy 89, Legacy, & WDC), FrontRunner, BRT LEADERSHIP: Legislative leadership, county elected officials and staff, strong COG 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> DIVERSITY AND INCLUSION: Few resources for minority and women owned business, lack of acceptance non-LDS, racism issues in K-12 IDENTITY/PERCEPTION: No “Center”, seen as a bedroom community only, lack of brand, lots of small cities that blend together, pass through between Ogden and SLC LIMITED GROWTH POTENTIAL: Lack of available land, county mostly built out HOUSING AFFORDABILITY/OPTIONS: Cost of housing, lack of housing options, high rental market, urban sprawl LIMITED OFFICE MARKET: No technology parks, no substantial office space above 10,000 SF LACK OF MAJOR UNIVERSITY: Weber State University seen as “Ogden”, lack of higher education pipeline LIMITED MASS TRANSIT: Lack of mass transit alternatives around county
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> AEROSPACE AND DEFENSE INDUSTRY: HAFB, GBSD indirect business, other aerospace businesses MANUFACTURING: Land planning, site allocation SMART DEVELOPMENT OF LAND: Identify key remaining swaths of land, align and commit land use vision with cities REGIONAL COORDINATION: Collaboration with NUEA, marketing & promotion WEST DAVIS CORRIDOR: AADT for western cities, access to available land COMMUNITY & RECREATION: Advertising, eco-tourism, family activities, night life for young adults, embracing the larger cultural mix (age, race, religion, etc.) MARKETING: Aerospace and Defense, Davis Fund for Econ Dev, identity, QUALITY OF LIFE: Trail networks 	<p>THREATS</p> <ul style="list-style-type: none"> WORK FORCE DEMAND: Lack of qualified workers (engineers), low unemployment rate ATTITUDE TOWARD DENSITY: Limited land, citizens/elected officials opposed to density. COVID-19 AND FUTURE ECONOMIC DISRUPTIONS: Small business impacts, changes in workplace and workforce BRAC: Loss of jobs and economic impact from potential of HAFB closing during future BRAC HOUSING AFFORDABILITY: Workforce retention, quality of life GROWTH: Transportation needs, water resources, and air quality DIVERSITY AND INCLUSION: Business attraction, workforce retention, negative reputation, INFLATION: Increase development costs, hurdle for investment/reinvestment in county

SECTION 5: ECONOMIC DEVELOPMENT BEST PRACTICES

Economic development is vital to a community's well-being and long-term sustainability because it increases residents' quality of life through job creation, increased wages, broader access to goods and services, boosted access to opportunities, and an enhanced tax base. A successful economic development strategy begins within the organization. To that end, LYRB reviewed what the best economic development organizations do well and how their best practices translate to Davis County.

Public Officials are the Ambassadors of Economic Development – Elective officials should champion economic development and the efforts of the Davis County Community and Economic Development Department. Elected leaders can make a significant difference with existing businesses and advocate for the County to new companies. They need to know the local economic strengths and weaknesses, the department's vision and goals, the department's stakeholders and partners, the local regulatory environment, & the needs of the local business community. This is best achieved through regular county commissioner updates, where staff provide updates on the current economic development department's projects. This report should include talking points on each project so that the county commissioners may help champion economic development in Davis County.

Diversity and Inclusion – Inclusive economic development strategies that improve economic opportunity for all, focusing on disadvantaged and underrepresented residents. These strategies may include attracting new businesses to underserved neighborhoods, creating programs that connect low-income individuals to workforce training in higher-paying industries, and entrepreneurship education and promotion to low-income individuals, women, and minority populations.

Promotion of the Four C's of Economic Development – Policy and strategy decisions are made within the framework of the four C's of economic development:

- ☞ **Cooperation:** Alignment and participation between private and public economic development stakeholders.
- ☞ **Commitment:** Alignment (cooperation) plus commitment equals economic development success. Requires an obligation of time, effort, energy, and resources.
- ☞ **Competition:** Competition between communities and regions should be viewed as an opportunity for improvement.
- ☞ **Capital:** It takes ongoing capital investment and resources to be competitive.

Workforce and Education – Develop relationships with Davis School District (the "School District"), Davis Technical College, Weber State University, other local institutions of higher education, and the Department of Workforce Services. Implement career tracks and other relevant programs focusing on skills from the County's critical industries. Ensure that the School District offers Career and Technical Education (CTE), especially the Information Technology Education and Technology and Engineering Education Programs. Encourage businesses to provide internships to local college and high school students.

Business Development – Focus business assistance and development efforts first on retention, second expansion, and third business recruitment. Existing businesses are usually a county's most significant resource for attracting new jobs and investment and a great ally in advocating for your community to new business prospects. Identify key industry clusters and adopt policy(s) that focus resources for business development on supporting and expanding these industry clusters.

Economic Development Funding Sources - Most local governments budget for economic development activities using the city's general fund (property taxes, sales tax, etc.) or redevelopment agency fund (tax increment) for certain projects. Local incentives may also directly or indirectly fund economic development. Public officials and staff must be familiar with all of the funding options available, including:

- ☞ **State Resources** – Economic Development Tax Increment Financing (EDTIF), Industrial Assistance Account, Utah New Market Tax Credit, Technology & Life Science Tax Credits, Housing & Transit Reinvestment Zones (HTRZ), various State Grants, etc.
- ☞ **Federal Resources** – Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), and Economic Development Administration (EDA), Small Business Administration (SBA) and other federal agency programs, etc.

Technology Innovation and Infrastructure – Encourage and promote investment in public infrastructure (transportation, transit, water, sewer, and information technology) to promote business expansion and increase access to opportunities for the

underserved. Promote innovation. Promote a diverse transportation system (walking, cycling, transit), natural areas, and other amenities that an educated, talented, and dynamic workforce find desirable. Use these amenities for talent recruitment.

Neighborhood Development – Small businesses are another key to economic strength. They offer diverse potential to improve job growth, raise wage levels, and support community self-sufficiency. Focusing on commercial revitalization and business development tools to drive neighborhood growth will help local businesses compete in the regional economy and spur commercial activity and revitalization in underserved neighborhoods. Expand partnerships with community-based organizations, foundations, and financial institutions to leverage more public and private investments in neighborhood developments.

Know Key Available Sites and Buildings - One of the first things a site selection team will ask of any community it researches is a list of available sites or buildings. Davis County should work with municipalities to create and maintain a list of key real estate. This list should include acreage or square footage, zoning restrictions, proximity to certain infrastructure and utilities, and other advantages and shortcomings.

Follow Up on Goals and Strategies Outlined In Strategic Plan - Hold regular meetings to update the economic-development team, stakeholders, and elected officials on the strategic plan goals and action items.

FINANCING TOOLS

One of the more significant obstacles to economic development is access to capital resources. Various tools and incentives are available to help Davis County achieve its economic development goals. Below is a brief description of several resources available.

REDEVELOPMENT AREAS – TAX INCREMENT FINANCING

Tax increment financing ("TIF") is the most widely used tool for economic development in the State of Utah. The creation of Community Reinvestment Areas (CRAs), or historically URA, EDA, or CDAs, provides a source of financing for redevelopment, economic development, and community development through the creation and use of tax increment. Redevelopment agencies negotiate with taxing entities to share a portion of the property tax generated by new development in a certain area for a specific length of time. Incremental tax revenues are then used to incentivize economic growth through financing public infrastructure, securing developable land, and overcoming barriers to growth.

TAX INCREMENT REVENUE BONDS

Tax Increment Revenue Bonds allow redevelopment agencies to pledge tax increment funds to repay debt service associated with the issuance of indebtedness. The projected tax increment is often discounted by the capital markets, including the tax-exempt bond market, as the tax increment is the only source to repay the bonds, and project areas have little to no tax increment at the beginning of a new project. These bonds are generally more challenging to sell due to the repayment risk. However, local governments, private developers, and other participants can enhance the credit quality of the issuance to attract prospective bond purchasers and significantly lower the overall borrowing costs of the project.

INDUSTRIAL DEVELOPMENT BONDS

Industrial Development Bonds have a \$10 million cap per issue for small manufacturing facilities and a \$150 million total annual state allocation cap. These bonds have strict regulations regarding eligible business types; a qualified 501(c)(3) can use them for a wider variety of projects. For credit-worthy borrowers, this can result in a reduction in the interest rate of up to 2.00 percent per annum, which can be millions of dollars of savings during a 10-20 year financed capital improvement.

REVOLVING LOAN FUNDS AND GRANTS

A revolving loan fund is a source of money from which loans are made for small business development projects. A loan is made to a business, and funds become available for future loans to other businesses as repayments are made. This tool is mainly used to finance local, expanding, or small businesses within the community. Davis County's Davis Fund for Economic Development is a marquee loan fund, and the County should continue its efforts to promote the fund.

COMMUNITY DEVELOPMENT BLOCK GRANTS

Community Development Block Grants can be used to develop parts of the community that qualify as low- and moderate-income areas. These funds may also be used for projects that remove access impediments for the elderly and the disabled.

BUSINESS IMPROVEMENT DISTRICTS (TOURISM AND MARKETING DISTRICTS)

A business improvement district (BID) is a public-private partnership allowing additional taxes to be collected from businesses within a designated area. The taxes generated by a BID are used for public improvements based on the concept that well-maintained public spaces will increase commerce. Non-profit corporations created by the district manage BIDs. BIDs allow businesses to share the costs to increase business activity within the community through joint ventures, including 1) joint marketing, 2) ad campaigns, 3) events in the district area, and 4) planning for parking and facility improvements. The County may contribute by facilitating meetings at municipal buildings, advertising on municipal websites, etc.

SALES TAX INCENTIVES

For strong destination retail anchors, the County may offer a sales tax incentive for a period of time. The County should consider sales tax incentives on a case-by-case basis. This should only be considered for a major tax-generating retailer or to retain a current significant tax-generating business.

SPECIAL ASSESSMENT BONDS

Special Assessment Bonds allow a governmental entity to designate a specific area that will benefit from public improvements and levy a special assessment, like a tax lien, to finance the public improvements. This assessment is then used to repay the debt service. Usually, only the property owners receiving the benefit from the improvements are assessed for the costs.

Special Assessment Bonds may not be created if 50 percent or more of those liable for the assessment payment protest its creation. These bonds usually have a higher interest rate than the other bonds discussed in this section. The issuer must own all improvements, and repayment cannot exceed twenty years. The main advantages of these bonds are 1) no bond election is required, 2) only benefited owners pay for the improvements, and 3) limited risk to the County.

MUNICIPAL BUILDING AUTHORITY LEASE REVENUE BONDS ("MBA")

Cities, counties, and school districts are allowed to create a non-profit organization solely to acquire, construct, improve, and finance the cost of a project on behalf of a public body that created it. Typically, MBA bonds are used to construct municipal buildings; however, MBA bonds have also been used to finance parks and recreation facilities. The legal limitation on MBA bonds issued is 40 years.

SALES TAX REVENUE BONDS

Sales tax revenues can be utilized as a sole pledge for the repayment of debt. These bonds do not require a bond election and are often used for acquiring and constructing any capital facility owned by the issuing entity. The bond market usually requires a higher debt service ratio of at least two or three times the revenue to debt.

PUBLIC INFRASTRUCTURE DISTRICT

A Public Infrastructure District ("PID") may issue debt to finance public infrastructure. This funding mechanism is an alternative to traditional special assessment bonds. The debt is issued by the district rather than the entity (city or county). The formation of a District requires 100 percent consent of property owners and voters within the PID boundary. Repayment of the debt comes solely from a limited property tax or assessment imposed by the PID.

PUBLIC/PRIVATE PARTNERSHIPS

A common development tool involves public/private partnerships. Sometimes, these relationships can lead to funding sources through grants, donations, or sponsorships.

SECTION 6: STRATEGIC PLAN GOALS AND ACTION ITEMS

This strategic plan is built around five primary goals: economic recovery and resiliency from future disruptions, national business development and investment, existing business retention and expansion, communications and marketing, and strategic areas of influence. The set of strategies and actions identified under each goal will provide the County with a roadmap to organize its programs and strengthen Davis County's economic vitality over the next 5 years. Each action item includes a proposed completion timeline; these timelines should be modified as the County prioritizes and completes items.

GOAL 1. ECONOMIC RECOVERY AND RESILIENCY FROM FUTURE DISRUPTIONS CONTINUE WITH RECOVERY AND POSITION DAVIS COUNTY TO BE MORE RESELIENT TO FUTURE MAJOR ECONOMIC DISRUPTIONS

While not impacted as severely as other counties and regions, recovery from COVID-19 will be a long-term, continuing process. Economic losses, supply chain interruptions, changes in the functions and make-ups of the workforce and workplace, and underscored issues of equity will drive economic development decisions as communities look to improve in a post-COVID-19 world. Opportunities for recovery and creating a stronger, more resilient economy center around issues of workforce development, economic diversification, technology-led economic development, closing socioeconomic divides, and strengthening economic development infrastructure.

1.1. Position Davis County for quicker response to future disasters and major economic disruptions

- 1.1.1 Maintain list of key economic recovery and resiliency resources for individuals and the business community to plan, prepare, and respond to future disasters and disruptions (2-6 months).
- 1.1.2 Better prepare for future disaster processes by maintaining lists of vulnerable businesses and sectors and assessing their risk to future economic shocks (2-6 months, ongoing).
- 1.1.3 Promote business continuity and preparedness by assisting businesses with understanding vulnerabilities (i.e., supply chain interruption) and creating action plans for overcoming vulnerabilities after disruption (ongoing).
- 1.1.4 Invest in training and educational opportunities for County staff to learn about public health best practices, recovery assistance opportunities, disaster preparedness, recovery action planning, and other economic recovery and resiliency topics (6 months – 1 year, ongoing).
- 1.1.5 Establish a process for regular communication, monitoring, and updating business sector needs and issues. This communication process can be used after a disruption (6 months – 1 year).
- 1.1.6 Develop processes from COVID-19 response: what worked, what didn't, and what can be replicated in response to future economic disruptions (2-6 months).
- 1.1.7 Work with workforce agencies to develop post-disaster plans for workforce retention, training, and development (1-2 years).
- 1.1.8 Conduct pre-disruption recovery planning to identify key stakeholders, roles, responsibilities, and actions (1 year).

1.2 Continue to assist business community with COVID-19 recovery

- 1.2.1 Continue to serve as a connection point for businesses to access county/state/federal recovery resources (ongoing).
- 1.2.2 Adapt business retention and expansion programs to assist businesses with economic recovery post-disruption (2-6 months, ongoing).
- 1.2.3 Identify women, minority-owned, or other historically underserved businesses and assess vulnerability/recovery needs, including any gaps in recovery assistance or economic development services (2-6 months).

GOAL 2. NATIONAL BUSINESS DEVELOPMENT AND INVESTMENT**POSITION DAVIS COUNTY TO COMPETE WITH ANY COUNTY IN THE NATION FOR HIGH-QUALITY INVESTMENT AND JOBS**

Attracting new investment and jobs to Davis County is essential to expanding the County's tax base. Davis County is well-positioned to compete for new jobs and investment due to its educated workforce, transportation access (proximity to airport, interstate highways, and railways), robust utility infrastructure, including fiber, strong K-12 system, and tech college, and availability of local and state incentives.

Bolstering Davis County's ability to compete with any county in the nation for high-quality investment and jobs will require ongoing investments in financial tools and collaboration with cities on key real estate identification and preservation. Davis County should also continue its proactive approach with NUEA in EDCUtah RFI responses and lead generation, including direct outreach to decision-makers in target industries and site selectors.

- 2.1 Build and/or maintain relationships with real estate brokers and site selectors. The SWOT analysis revealed a lack of awareness of Davis County. Work with NUEA on direct business development efforts to increase awareness of sites, development, and investment opportunities in Davis County.
 - 2.1.1 Build and maintain a database of local, regional, and national developers, brokers, and site consultants (1 year).
 - 2.1.2 Partner with NUEA on site consultant visits (1-3 months, ongoing).
 - 2.1.3 Host events in Davis County that highlight specific assets and industries (ongoing).
 - 2.1.4 Continue maintain and update data and information of interest to commercial and industrial developers, brokers, and site selectors on the Davis County CED website (3-9 months, ongoing).
- 2.2 Position Davis County as a desirable landing spot for emerging companies in other Wasatch Front counties and mid-sized western metros.
 - 2.2.1 Utilize Google Alerts to get news updated on companies in target sectors that are considering expansion, relocation, or consolidation (1 month).
 - 2.2.2 Target successful startups in other counties or markets that are on the verge of outgrowing their existing spaces and could be looking for expansion or relocation opportunities (2-3 months, ongoing).
 - 2.2.3 Monitor high-growth, innovative companies in other counties and regions that have recently received funding (2-6 months, ongoing).
- 2.3 Develop potential leads through the business retention and expansion program. Inquire about existing business vendors and suppliers during BRE visits or events to reveal supply chain recruitment opportunities (1-3 months).
- 2.4 Continue collaborating with cities on identifying and preserving key remaining real estate product in Davis County for large scale investment.
 - 2.4.1 Work with municipalities to identify and preserve the limited supply of suitable industrial land within the County. Rapidly expanding housing construction threatens to encroach on the limited amount of land appropriate for large-scale industrial investment. Once this land has been rezoned or developed for housing, it is no longer available for industry (2-6 months, ongoing).
 - 2.4.2 Collaborate with local partners, institutions, and municipalities to develop a technology corridor in Davis County. These corridors become magnets for knowledge-based sectors, businesses, and entrepreneurs. The planned development in northwest Farmington will be the best opportunity to develop a technology corridor (1-2 years).

GOAL 3. EXISTING BUSINESS RETENTION AND EXPANSION

CULTIVATE A STRONG, INNOVATIVE, AND PROSPEROUS FOUNDATION OF EXISTING BUSINESSES IN DAVIS COUNTY

A strong business, retention, and expansion (BRE) program is the foundation of any successful economic development organization. Research has shown that more than 80 percent of job flows and investments result from expanding existing businesses in the local community. An effective BRE program is especially needed in the current economic climate caused by the COVID-19 pandemic. Ensuring the long-term success of existing companies also assists with business attraction, as businesses considering relocation options will often talk to existing businesses in the community.

Davis County's existing BRE program primarily focuses its outreach on one-on-one site visits to businesses during the year. The Davis County CED Department aims to visit 40 businesses a year. They typically reach out to businesses within one of the County's targeted industries, loan recipients of the Davis Fund for Economic Development, or through referrals from municipalities or other economic development stakeholders. Other components of the BRE program include attending Chamber events, hosting industry events, and attending other regional economic development events. This strategic plan advocates for building a more robust BRE program by raising its profile in the business community, publishing an annual BRE report, employing a collaborative approach to business visits, and expanding outreach beyond business visits.

3.1 Raise the profile of the BRE program within the Davis County business community.

- 3.1.1 Establish a brand name for the program that is recognizable within the business community. BusinessFirst! For a Greater Dayton Region is an example of a branded program. Creating a unique brand name will make the program more recognizable within the business community and hopefully result in greater participation. It also reinforces the message that Davis County values existing businesses and is not solely focused on business recruitment and attraction (6 months – 1 year).
- 3.1.2 Organize or partner on reoccurring events throughout Davis County that bring in multiple businesses and economic development stakeholders, especially in the same industry or at the same size. Examples of these events include Silicon Slopes Farmington Chapter, Layton's Small Business Seminars, and previous Davis Unified Economic Development events (ongoing).
- 3.1.3 Create and maintain a database of all businesses within Davis County. Once built, create a quarterly BRE report highlighting the program's activities, summarizing important discernable trends or potential concerns, and communicating local business success stories (6 months – 1 year, ongoing).
- 3.1.4 Create social media accounts for the BRE program. Use the account to highlight businesses and report on local business success stories (6 months – 1 year, ongoing).
- 3.1.5 Communicate success stories that result from the BRE program. Such successes may not translate to new jobs or increased capital investments but can still be valuable to existing businesses. Examples could include assistance with workforce training or infrastructure challenges (6 months – 1 year, ongoing).

3.2 Bolster the BRE program to build relationships with key businesses in Davis County. The visits gauge the ability and needs of local businesses and educate them on resources and services offered by the BRE team.

- 3.2.4 Continue the annual goal of meeting with 40 to 50 business in Davis County (ongoing).
- 3.2.5 Prioritize business visits to businesses that significantly impact the County, with emphasis on businesses in target industries. Below is a sample list of best prioritization practices for BRE visits (6 months – 1 year, ongoing):













Investment – Companies that make significant investments in R&D, technology, modernization, workforce, etc.

Proprietary – Companies that have a unique, defensible product and/or service offering.

Fast Growth – Identify "gazelle companies" characterized by explosive sales and employment growth.

Largest – Place an emphasis on the largest employers within Davis County

Quality of Life – Companies that directly or indirectly contribute to quality of life within Davis County.

- Community Support** – Companies that offer financial and other support for education, arts, culture, and other philanthropic endeavors in the County
- 3.2.6 The County should collaborate and coordinate with cities, the Davis Tech BRC, NUEA, and other economic development stakeholders on business visits. Ensuring businesses are connected to the various available resources without overburdening by numerous meeting requests (2-6 months, ongoing).
 - 3.2.7 Modify BRE visit survey for use during a business visit that captures a base set of standard information and metrics that are captured and entered into the County's CRM database. The survey should not guide the meeting; the BRE representative should weave the questions into the visit and fill out the survey after the meeting has concluded. Basic questions should inquire about these topics (6 months – 1 year, ongoing):
 -  Business climate concerns
 -  Training and technical assistance needs
 -  Employment growth/contraction over the past year and hiring plans
 -  Site/Facility expansion plans
 -  Industry trends
 -  Primary markets served (domestic and foreign)
 -  Supply chain opportunities
 - 3.3 Expand the BRE program to include multi-layered outreach opportunities (2-6 months).
 - 3.3.1 Successful BRE programs include value, recency, and frequency. To build solid relationships and provide value, the County should ensure that they are in contact with key businesses multiple times throughout the year. Examples of this multi-layered approach include:
 -  Social media
 -  Business walks
 -  Focus groups (business roundtables)
 -  Stakeholder events
 -  Traditional site visits
 - 3.3.2 Prepare and administer an annual "pulse" business survey to keep in touch with local businesses and document specific needs or expansion plans. This survey would supplement the information gathered through in-person visits. Include questions on the survey regarding business climate, talent availability, and workforce issues in Davis County. Utilize the database outlined in Action 3.1.3 to disseminate the annual survey. (1 – 2 years)

GOAL 4. COMMUNICATIONS AND MARKETING

ENGAGE IN COMPREHENSIVE MARKETING CAMPAIGNS TO RAISE AWARENESS OF DAVIS COUNTY'S ADVANTAGES AND SUCCESSSES

A common response to the weaknesses of Davis County was the lack of identity and the need to do a better job of increasing awareness of the County and telling success stories. The Davis County economic development team has not traditionally engaged in high-profile marketing efforts. The economic development team does not include a position focused on communications and marketing. While Davis County should continue to partner with NUEA on marketing the region for national economic development marketing, it should take a more active role in crafting a brand and increasing awareness of Davis County among local, regional, and national stakeholders and decision-makers.

Additionally, the Davis County economic development team should be actively engaged in telling its own story, including business attraction, retention, and expansion successes. Making stakeholders, residents, and the business community more aware of its contributions to economic growth and quality of life will generate awareness and greater support for economic development.

- 4.1 Establish a digital marketing campaign highlighting Davis County's economic development advantages, business activity, and success stories. Develop digital marketing tools and engage in regular digital marketing activities (6 months – 1 year)
- 4.2 Be more assertive in telling success stories that resulted from the Davis County economic development efforts.
 - 4.2.1 Publish a quarterly newsletter that highlights Davis County's economic development activities and success stories. (6 months – 1 year)
 - 4.2.2 Pursue a PR and communication campaign targeting regional and state outlets (2-6 months, ongoing).
 -  Develop and maintain relationships with regional and state media outlets.
 -  Share success stories and current news with the aim of generating more coverage for Davis County
 -  Announce business and other economic development successes in state and regional publications through press releases and/or editorials.
 - 4.2.3 Organize and host an annual business appreciation event. This event should highlight local business achievements and enlist participation from local elected leaders to give awards to local businesses in different categories (1-3 years).
- 4.3 Participate in regional meetings, conferences, and events.
 - 4.3.1 Seek speaking or other participation opportunities for CED Director and Economic Development Deputy Director (ongoing).
 - 4.3.2 Consider sponsorship opportunities that highlight Davis County (ongoing).
- 4.4 Partner with stakeholders and brand firm to enhance and promote the County's economic development brand.
 - 4.4.1 Work with stakeholders and brand firms to develop an economic development brand that directly connects to the County's economic development strengths. This would assist with addressing a weakness in the SWOT survey that Davis County lacks an easily definable image and brand (6 months – 1 year).

GOAL 5. STRATEGIC AREAS OF INFLUENCE

COMMIT RESOURCES AND TIME WITH ECONOMIC DEVELOPMENT STAKEHOLDERS TO SUPPORT WORKFORCE DEVELOPMENT, ENTREPRENEURSHIP, HOUSING ISSUES, AND ECONOMIC EQUITY IN THE COUNTY

Beyond the goals of economic recovery and resilience, business development, BRE, and marketing, several other areas should be addressed. However, the Davis County economic development team is limited in its ability to comprehensively impact needs such as workforce development, entrepreneurship and innovation, housing affordability and availability, and economic equity. Other organizations in the region specialize in these areas. As the leading economic development organization in the County, the Davis County economic development team should be actively engaged in the efforts organized around these vital issues.

5.1 Workforce Development

- 5.1.4 Support recruitment efforts of major employers by providing them with marketing resources promoting Davis County to potential employees. Resources should include information on housing, education, and recreation (ongoing).
- 5.1.5 Engage directly, through the BRE program, with employers to identify specific talent and workforce initiatives and connect them to local and state resources (ongoing).
- 5.1.6 Continue to support local, regional, and state workforce development initiatives (ongoing).

5.2 Entrepreneurship and Innovation.

- 5.2.1 Increase collaborations with area colleges and universities (ongoing).
- 5.2.2 Continued support of accelerator programs like RAMP and look for ways to promote additional innovation programs and organizations in Northern Utah (ongoing).
- 5.2.3 Through the BRE program, assist entrepreneurial companies to scale up by connecting them with local and state resources (ongoing).
- 5.2.4 Include entrepreneurial success stories in marketing and communication campaigns (6 months – 1 year, ongoing).
- 5.2.5 Support and promote the Davis School District's Catalyst Center to foster a culture of innovation and promote entrepreneurialism in the next generation of workforce (ongoing).

5.3 Housing Affordability and Availability.

- 5.3.1 Work with affordable housing advocates and developers to educate County residents on actual cost/benefit of higher density and affordable housing (6 months 1 – year, ongoing).
- 5.3.2 Work with key employers through BRE program to discuss workforce housing issues and potential solutions (ongoing).
- 5.3.3 Support the development of new or underutilized housing types and mixed-income developments that promote economically integrated communities and improve housing choices in the future (ongoing).
- 5.3.4 Support and promote innovative construction methods that provide solutions to rising development costs (ongoing).
- 5.3.5 Utilize Davis County CDBG program to promote and expand affordable housing options in the County (ongoing).

5.4 Equity and Inclusion

- 5.4.1 Coordinate with multicultural organizations in the region and state to provide targeted information for businesses owned by women and people of color (ongoing).
- 5.4.2 Encourage businesses and developers to provide benefits to economically distressed individuals to access economic opportunities, including job training and hiring, living wages, and affordable housing (ongoing).
- 5.4.3 Track social and economic demographics of participants in County economic development programs and events. Set goals for increasing diversity among participants. Events should also be held in various areas of Davis County so that all business owners and residents may participate (2-6 months – ongoing).