#WinningInWeber: Strategic Economic Development in Weber County

Weber County is on the rise. Our county possesses all the assets that make Utah’s economy the envy of the nation. We have an enviable quality of life, a strong economy, endless recreational opportunities and a vibrant urban core.

After years of visioning our future, now is the time to make Weber County’s strengths known.

This strategic plan proposes a new approach to economic development, including a summary of our strategic goals and specific recommendations to meet them. A more detailed work plan and additional documents can be found at webercounty.com/winninginweber. We are committed to using the recommendations outlined in this plan to raise Weber residents incomes by attracting and supporting quality job creation, diversifying our economic base and positioning Weber County and northern Utah as a leader in economic development.

Our data-driven assessment of Weber County’s economy pinpoints several areas of focus to help us accomplish these ambitious goals. We can concentrate on showcasing our strengths, while also intentionally addressing weaknesses within our value proposition. We invite officials and stakeholders from our cities and the neighboring counties to unite with us and take part in this transformative regional approach to economic development.

It’s a new day for economic development in Weber County, and that takes new thinking and improved partnerships. We acknowledge all of our great partners who helped develop this plan, including community stakeholders, business leaders, local elected officials and other interested parties. This is the type of collaboration and thoughtfulness that Weber County residents and businesses can expect from our economic development efforts moving forward.

Join with us, review this assessment and strategy document and get ready for more #WinningInWeber.

Sincerely,

Commissioner James Ebert
Commissioner James H. “Jim” Harvey
Commissioner Kerry W. Gibson

*Special thanks to PGCC Strategies and the Economic Development Corporation of Utah (EDCUtah) for their leadership and partnership on this project.

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**DEMOGRAPHIC PROFILE**

<table>
<thead>
<tr>
<th></th>
<th>Weber County</th>
<th>Utah</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>247,560</td>
<td>3,051,217</td>
</tr>
<tr>
<td>5-Year Population Growth Rate</td>
<td>5.0%</td>
<td>7.9%</td>
</tr>
<tr>
<td>5-Year Employment Growth Rate</td>
<td>15.0%</td>
<td>17.4%</td>
</tr>
<tr>
<td>Total Households</td>
<td>87,515</td>
<td>1,011,099</td>
</tr>
<tr>
<td>Median Household Age</td>
<td>31.3 years</td>
<td>29.2 years</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$63,158</td>
<td>$65,977</td>
</tr>
</tbody>
</table>
STRATEGIC GOALS TO GUIDE ECONOMIC DEVELOPMENT IN WEBER COUNTY

1. Building Prosperity Through Higher Incomes
2. Attracting and Supporting High-Quality Job Creation
3. Rising to Our Potential
4. Ensuring a Dynamic Economy

RECOMMENDATIONS TO ADVANCE STRATEGIC GOALS

1. Pursuing a Regional Approach to Economic Development
2. Building a Brand and Marketing Strengths
3. Enhancing Quality of Life
4. Maximizing Real Estate Opportunities
5. Strategically Advancing Infrastructure

#WinningInWeber
We are committed to the strategic goals outlined in this document as the guiding metrics for building Weber County’s economy. Accomplishing these goals will not be easy and securing results will take the collective efforts of every Weber County resident, business, and elected official.

**STRATEGIC GOALS TO GUIDE ECONOMIC DEVELOPMENT IN WEBER COUNTY**

### Building Prosperity Through Higher Incomes

**Current:** Weber County ranks last among Wasatch Front counties for Median Household Income.

**Goal:** Meet or exceed the state average for Median Household Income in the next five years by supporting high-quality job creation.

### 2016 Median Household Income

<table>
<thead>
<tr>
<th>County</th>
<th>Median Household Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weber County</td>
<td>63,158</td>
</tr>
<tr>
<td>Davis County</td>
<td>76,905</td>
</tr>
<tr>
<td>Salt Lake County</td>
<td>68,665</td>
</tr>
<tr>
<td>Utah County</td>
<td>69,799</td>
</tr>
<tr>
<td>Statewide Average</td>
<td>65,977</td>
</tr>
</tbody>
</table>

Source: American Community Survey, 2016 ACS 1-Year Estimates

### Median Household Income by Year

![Chart showing median household income by year for Weber County, Davis County, Salt Lake County, Utah County, and Statewide Average.]

Source: American Community Survey, 2009-2016 ACS 1-Year Estimates

### Attracting and Supporting High-Quality Job Creation

**Current:** It is estimated that nearly 12,000 jobs will be created in Weber County over the next five years. It’s imperative that those are high-quality jobs.

**Goal:** Actively work to attract high-quality jobs that improve the Median Household Income of Weber residents by averaging an estimated $56,800 salary across the forecasted jobs.

### Annualized Job Growth

![Chart showing annualized job growth for Weber County, Davis County, Statewide, United States, and Salt Lake County from 2007 to 2017.]

Source: Utah Department of Workforce Services

### Weber County Job Growth

![Chart showing Weber County job growth from 2007 to 2022.]

Source: Utah Department of Workforce Services and PGCC Strategies calculations on forecasted job growth.

*NOTE: An average regarding salaries means there will be many jobs above and below the stated baseline.

Source: Utah Department of Workforce Services
Rising to Our Potential

Current: Weber County is not yet fully realizing its robust economic potential and leveraging its competitive advantages for the benefit of county residents.

Goal: Work toward regional partnerships and national recognition to improve and support economic development activities in Weber County.

Ensuring A Dynamic Economy

Current: Weber County is home to a diverse economy, but could benefit from deepening its areas of expertise.

Goal: Target economic development activities toward maximizing competitive advantages in the industries identified to the right.

#WinningInWeber
WEBER COUNTY ASSETS

MAJOR UNIVERSITIES &
1. Weber State University, Ogden
2. Ogden-Weber Tech College, Ogden
3. Brigerland Tech College, Brigham City
4. Davis Tech College, Kaysville City
5. University of Utah, Salt Lake City
6. Utah State University, Logan

MAJOR COMPANIES
1. Autoliv
2. America First Credit Union
3. Fresenius USA Manufacturing
4. Associated Food Stores
5. Congara Foods

RECREATION
1. Union Station
2. Snow Basin Resort
3. Pineview Reservoir
4. Powder Mountain Resort

TRANSPORTATION
Air
1. Ogden-Hinckley Airport
2. Salt Lake City International
3. Morgan County Airport
4. Skypark Airport

Rail
- FrontRunner Train (long distance commuter)
- Trax Train (local/airport)

Road
- Interstate 15
- Interstate 84
- Highway 89

INFRASTRUCTURE
- Natural Gas Service
- Broadband Fiber
- DSL, Cable, and Fixed Wireless
- Culinary Water

Note: 25mi Radius Population 608,380; 50mi Radius Population 2,569,370
Custom Fit Training is a partnership between the Utah College of Technology, Salt Lake Community College, select sister institutions across the state and the local business community. Its mission is to provide customized employee training to businesses at an affordable cost, either in a classroom setting or at the business location. The Utah State Legislature appropriates funds each year as an investment in Utah’s economy through Custom Fit.
# KEY RECOMMENDATIONS

After a detailed assessment of Weber County’s assets, weaknesses and opportunities, below are the key recommendations to achieving our strategic goals. We encourage you to review the documents in the addendum for more detail regarding these recommendations.

## 1. Pursuing a Regional Approach to Economic Development

Economic development activity is often independent of political boundaries, especially at the county and local level. After years of noteworthy actions, it’s time to move the county forward with a regional approach to economic development. In the next few months, we will actively work to advance this new approach with key partners and other interested counties to improve economic development throughout northern Utah. This shift will take time, but will ultimately set our county and region apart and prove to be the best tool for accomplishing our strategic goals.

**Highlighted Action Items:**
- Expand efforts to support Weber County cities and towns
- Work with neighboring counties on strategic goals and branding
- Establish a regional economic development approach

## 2. Marketing Strengths and Building A Brand

Weber County and its 16 cities represent an amazing community that has the potential to attract increased economic prosperity if marketed well. As part of a regional approach, we need to ensure we tell more of our story as a community on the rise, as the state’s manufacturing base and as a potential magnet for life science companies.

**Highlighted Action Items:**
- Proactively engage local business and business leaders
- Amplify county efforts to share strategic accomplishments and assets
- Establish new brand through regional economic development approach

## 3. Enhancing Quality of Life

Weber County’s top competitive advantage is our unrivaled quality of life. We have some of the best recreation access in the state, a commitment to improving our schools and a strong focus on helping those most in need. The county will also take a more assertive role in helping promote solutions to our region’s air quality challenges, which impact families and our ability to grow economically. This new focus will pay dividends for talent attraction by keeping Weber County the preferred place for our residents, and their kids and grandkids, to build a career and family.

**Highlighted Action Items:**
- Work with local community stakeholders on the quality of Weber schools
- Connect intergenerational poverty efforts to economic development
- Enhance recreation assets and better market lifestyle advantages to attract talent

## 4. Maximizing Real Estate Opportunities

Weber County has much to offer, but the inability to accurately communicate these offerings holds our economy back. This is particularly true in regard to our county’s real estate assets. We need to do a better job taking inventory of what real estate is available by working with property owners and local communities. We must also work with key stakeholders to advance site development, align infrastructure investments, and target focus on the missing elements, such as Class-A office space, that stop companies from locating here.

**Highlighted Action Items:**
- Host Quarterly Roundtables with Stakeholders to Improve Inventory
- Leverage Existing Industrial Assets
- Pursue Class-A Office Development and Mega Site Designation

## 5. Strategically Advancing Infrastructure

Nothing will drive greater investment in our community than ensuring we have the infrastructure to handle future population growth. This means we need to take a more proactive role in aligning infrastructure planning and spending with our goals for economic development. This also includes maximizing the Ogden-Hinckley Airport and working with utility partners, the state, cities and the private sector to make Weber County a leader in planning for Utah’s future.

**Highlighted Action Items:**
- Support and enhance Ogden-Hinckley Airport development efforts
- Advance discussions on West Weber corridor and associated land use planning
- Maintain Momentum on Highway, Transit and Other Infrastructure Investments
Hill Air Force Base: The Anchor of a Regional Approach

There are 27,365 total personnel within Hill Air Force Base, including 5,636 military, 5,591 military dependents and 16,138 civilians. Hill Air Force Base has an annual federal payroll of $1.34 billion and annual expenditures of $710 million. Annually, Hill Air Force Base creates approximately $1.29 billion in jobs created with a total of $3.34 billion in total annual economic impact.

Source: The Hill Economic Impact Analysis is prepared by the Acquisition Cost Division, Hill AFB.

ASKING WEBER BUSINESSES WHAT THEY NEED TO SUCCEED

Business Survey:

Weber County, in partnership with EDCUtah, launched an in-depth business survey unlike any other conducted in the past. The goal of the business retention and expansion survey was to reach businesses within the borders of Weber County and identify core data that highlights the county's business landscape.

Key Facts:

- 1,153 businesses completed the survey, representing a 24% response rate.
- Small business drives Weber County's economy. Over 85% of the respondents were businesses with less than 20 employees, 54% had 1-3 employees.
- Every city was invited to participate by sharing their business license list.

Main Takeaways:

- High Marks: Businesses gave high marks for Weber County's pro-business environment, regulatory requirements and attractiveness for talent recruitment.
- Important Factors: Proximity to outdoor recreation, transportation services for products, arts and entertainment, clean air and quality of healthcare are of the greatest importance to companies looking to expand in Weber County.
- Barriers to Business Growth: Growing the customer base, finding labor and controlling costs are the leading barriers for growth.
- Strategic Interviews: Going beyond the survey research, Weber County identified 50 companies across business sectors, and cities and towns in the county, to interview. Interview discussion topics included workforce, education, supply chains, taxes, business expansion, transportation and infrastructure.
- Many of the identified companies had not received any outreach from Weber County in a number of years so these interview meetings were met with genuine gratitude from both parties.

Themes:

- Improving schools
- Protecting quality of life
- The need for a concerted vision
- Encourage partnerships between county and cities, and a looking at a regional approach.

#WinningInWeber
UNDERSTANDING WEBER COUNTY’S ECONOMY

Gross Domestic Product (GDP) is the total value of goods and services produced by a region. In 2016, nominal GDP in Weber County expanded 4.3%. This follows growth of 6.1% in 2015. As of 2016, total GDP in Weber County was

### Annual GDP Change in Weber County

![Annual GDP Change Chart](chart.png)

Note: Gross Domestic Product data are provided by the Bureau of Economic Analysis, imputed by Chmura where necessary, updated through 2016.

Of the industry sectors in Weber County, manufacturing contributed the largest portion of GDP in 2016 ($2,074,611,000). The next-largest contributions came from public administration ($977,716,000); health care and social assistance ($835,598,000); and real estate and rental and leasing ($801,463,000).

### GDP (in $ Millions) Weber County, Utah 2016

<table>
<thead>
<tr>
<th>Industry Sector</th>
<th>GDP (in $ Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing (31)</td>
<td>$2,075</td>
</tr>
<tr>
<td>Public Administration (92)</td>
<td>$978</td>
</tr>
<tr>
<td>Health Care and Social Assistance (62)</td>
<td>$836</td>
</tr>
<tr>
<td>Real Estate and Rental and Leasing (53)</td>
<td>$801</td>
</tr>
<tr>
<td>Finance and Insurance (52)</td>
<td>$757</td>
</tr>
<tr>
<td>Retail Trade (44)</td>
<td>$738</td>
</tr>
<tr>
<td>Construction (23)</td>
<td>$638</td>
</tr>
<tr>
<td>Educational Services (61)</td>
<td>$610</td>
</tr>
<tr>
<td>Wholesale Trade (42)</td>
<td>$519</td>
</tr>
<tr>
<td>Administrative, Support, Waste Management, Remediation Services (56)</td>
<td>$352</td>
</tr>
</tbody>
</table>

Note: Gross Domestic Product data are provided by the Bureau of Economic Analysis, imputed by Chmura where necessary, updated through 2016.
5-Year Employment Change
Employment change measures the average change in employment within a region over a five year period, from 2011 to 2016.

Future Population Growth 2010-2065:
The Wasatch Front will see robust population growth over the next several decades.

Components of Changes in Weber County’s Population
Population growth is driven by two factors: net migration (people moving in minus people moving out) and natural increases (births minus deaths).
### MAJOR EMPLOYERS

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>NUMBER OF EMPLOYEES</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Of Inspector General</td>
<td>5000-6999</td>
<td>Public Finance Activities</td>
</tr>
<tr>
<td>Mckay Dee Hospital Center</td>
<td>3000-3999</td>
<td>General Medical and Surgical Hospitals</td>
</tr>
<tr>
<td>Autoliv</td>
<td>2000-2999</td>
<td>Motor Vehicle Parts Manufacturing</td>
</tr>
<tr>
<td>Weber State University</td>
<td>2000-2999</td>
<td>Colleges, Universities and Professional Schools</td>
</tr>
<tr>
<td>America First Credit Union</td>
<td>1000-1999</td>
<td>Credit Unions</td>
</tr>
<tr>
<td>Fresenius USA Manufacturing</td>
<td>1000-1999</td>
<td>Surgical and Medical Instrument Manufacturing</td>
</tr>
<tr>
<td>Weber State University</td>
<td>1000-1999</td>
<td>Colleges and Universities</td>
</tr>
<tr>
<td>Associated Food Stores</td>
<td>500-999</td>
<td>General Line Grocery Merchant Wholesale</td>
</tr>
<tr>
<td>Columbia Ogden Medical Center</td>
<td>500-999</td>
<td>General Medical and Surgical Hospitals</td>
</tr>
<tr>
<td>Conagra Foods</td>
<td>500-999</td>
<td>Cookie and Cracker Manufacturing</td>
</tr>
<tr>
<td>Logistics Giving Resources</td>
<td>500-999</td>
<td>Temporary Help Services</td>
</tr>
<tr>
<td>Marketstar Corporation</td>
<td>500-999</td>
<td>Marketing Consulting Services</td>
</tr>
<tr>
<td>Teleperformance USA</td>
<td>500-999</td>
<td>Telemarketing Bureaus</td>
</tr>
<tr>
<td>The Home Depot</td>
<td>500-999</td>
<td>Call Center</td>
</tr>
<tr>
<td>Utah Medical Assistance</td>
<td>500-999</td>
<td>Human Resource Program Administration</td>
</tr>
</tbody>
</table>

### RECENT COMPANY ANNOUNCEMENTS

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>JOBS / CAPITAL INVESTMENT</th>
<th>EDTIF TAX CREDIT</th>
<th>COMPANY FUNCTION</th>
<th>YEAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Borsight</td>
<td>95 / $6,300,000</td>
<td>20% / 7 Years</td>
<td>Aerospace Manufacturing</td>
<td>2018</td>
</tr>
<tr>
<td>Readerlink Distribution Services</td>
<td>100 / $35,000,000</td>
<td>No incentive</td>
<td>Wholesale book distribution center</td>
<td>2016</td>
</tr>
</tbody>
</table>

#WinningInWeber
We are excited to be expanding our business in Utah based on the recent Readerlink growth. This new 500,000 square foot facility will ensure even faster shipping of our product.

- Mark Merseth
Readerlink Director of Operations
KEY INDUSTRY WORKFORCE DATA

Key Industry Employment Index
A location quotient is a value that quantifies how concentrated an industry is in a particular region. This graph shows an index based on location quotients. Any industry value above the national average of 100 demonstrates a competitive advantage in Utah.

Wages in Key Industries
Key industries were identified by their high location quotients, an indication of the concentration of the

Weber County Industry Cluster Analysis
COMMUTING PATTERNS

Mean Commute Times

Source: ACS 2011-2015

Weber County Draws Workforce From:
- Weber County: 52,555
- Davis County: 18,401
- Salt Lake County: 6,995

Weber County Sends Workforce To:
- Weber County: 52,555
- Salt Lake County: 19,660
- Davis County: 18,845

COST OF LIVING INDEX

The Cost of Living Index estimates the relative price levels for consumer goods and services. When applied to wages and salaries, the result is a measure of relative purchasing power. The cost of living is 11.4% lower in Weber County than the U.S. average.

### Cost of Living Information

<table>
<thead>
<tr>
<th></th>
<th>Annual Average Salary</th>
<th>Cost of Living Index (Base US)</th>
<th>US Purchasing Power</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weber County, Utah</td>
<td>$39,960</td>
<td>88.6</td>
<td>$45,123</td>
</tr>
<tr>
<td>Utah</td>
<td>$45,612</td>
<td>92.9</td>
<td>$49,096</td>
</tr>
<tr>
<td>USA</td>
<td>$53,284</td>
<td>100.0</td>
<td>$53,284</td>
</tr>
</tbody>
</table>

Source: JobsEQ
Data as of 2017Q2
Cost of Living per C2ER, data as of 2017q1, imputed by Chmura where necessary.

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Weber County Commission
Commissioner James Ebert
Commissioner James H. “Jim” Harvey
Commissioner Kerry W. Gibson

2018 Weber County Strategic Economic Development Plan

STRATEGIC GOALS TO GUIDE ECONOMIC DEVELOPMENT IN WEBER COUNTY

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