Syracuse City, Utah

Economic Development Strategic Plan

August 2020

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Chapter 1 Executive Summary

Better City was hired in early 2020 to conduct an economic study and retail analysis of the City of Syracuse (herein referred to as the "City"). This document represents the economic analysis of the city, including recommendations and strategy to help the community grow and diversify its local economy. The retail analysis of the community is provided as Appendix I, with the findings and insights from the retail analysis being referenced and used throughout the document.

Mission and Goals for the Plan

Syracuse desires to be a vibrant, successful city with good parks and trails—the kind of place where people want to live while maintaining their current way of life with nice, quiet, clean, green neighborhoods where kids are free to roam around and be safe.

At the same time, the city could face financial pressures. In the near term, one risk factor is the possible loss of sales tax revenues due to the Covid-19 lockdown and subsequent recession. More permanent is the loss of sales tax revenues from the RC Willey store relocating to Layton. This loss of property and sales tax is significant. The plan outlined herein identifies ways by which the City may make up for these potential and real lost tax revenues.

There is a risk that doing nothing may require either reduced services and delayed maintenance or to raise taxes to maintain current levels of service. To build and maintain a sustainable economic base without significant increases in property taxes requires a concerted effort to increase rooftops and to attract businesses. Distribution facilities along SR 193 may be the best solution, along with attracting offices for aerospace companies associated with Hill AFB. To accomplish these goals requires that the remaining land in Syracuse City be considered and planned as a whole rather than in a piecemeal fashion. It may be challenging to balance the desires and rights of some property owners to continue farming or preserve open space with economic development goals.

Increasing rooftops

Interviews with stakeholders and public meetings exhibit strong resistance to terms such as *apartments*, *multi-unit*, or *density*. This may be a reaction to the older, monolithic products that are present in surrounding communities. Well-designed neighborhoods such as those in Daybreak adjacent to the Oquirrh Mountain Temple could be welcomed by Syracuse residents, particularly if they are attractive, share in property taxes, and offer the opportunity for Syracuse's children to raise their family in the community where they grew up.

Businesses

The open land along SR 193 and the highway's future connection to the West Davis Corridor could prove highly attractive to distribution companies. Moreover, although it might prove unlikely for Syracuse to attract professional offices of the type sought by and already located in neighboring communities along I-15, aerospace companies should be encouraged to locate some of their new offices along SR 193, capitalizing on the potential interest in remote working.

Outdoor recreation

Syracuse is both recreation-oriented and family-oriented. Recommendations include building a large regional sports complex with wide sidewalks and places for tournaments, expanding and connecting the City's Parks and bike paths, making the City more walkable, and widening the causeway to Antelope

Island with a parkland along one side with bike paths and birdwatching towers. Becoming renowned for outdoor recreation and for pleasant walking and biking could attract employers which, in turn, would attract additional restaurants and shops.

Options

1. Stay as we are — a rural bedroom community with higher taxes where our children might purchase their second or third home, but not their first nor last.
2. Actively seek commercial development along 193—offices, distributors, and light industrial
3. Become a more vibrant neighborhood community with homes young families can afford, being a destination for outdoor recreation with open spaces, parks, and trails—the first choice for employees in nearby work centers such as Hill AFB

Strategy and Approach

- Option 1 is not sustainable financially.
- Both option 2 and option 3 are recommended.
- Objectives, Action Steps, and Performance Indicators are proposed at the end of each of the following chapters.

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Chapter 2 PLACE-BASED GROWTH STRATEGY

What attracts visitors to places is aligned with the same determinants that also make places attractive to residents and businesses. Recreational opportunities are one of these determinants and in many cases are not appropriately recognized as an economic development driver. The development of recreational attractions contributes to quality of life and improves a community's competitiveness to attract and retain skilled workforce and high wage employers. Recreational amenities are often patronized and enjoyed by visitors and residents alike and drive spending at local businesses. This is beneficial when such visitation can be repeatedly monetized through local purchases, dining out, or hotel room nights that generate sales, RAPZ, and lodging tax, respectively. Identifying and developing recreational opportunities is a component to effective place-based growth strategies.

Place-based strategies represent a new and interesting opportunity to revamp development strategies. They are pushing individuals in localities to think seriously about their futures rather than wait for solutions to fall like manna from heaven. For example, Toronto, Canada resorted to place-based approaches to boost the city's competitiveness and position it as a "knowledge city" and a viable host for high-technology services, science and technology, and culture. A similar development strategy has been implemented in Glasgow, Scotland, as part of a concerted effort to cope with industrial decline. Place-based approaches can yield significant positive economic and social development results. Engaging in a robust, comprehensive strategic planning process helps to insure a truly efficient deployment of scarce resources, and that it be made operational as designed.[1]

A place-based strategy focuses on using a community's public amenities to make economic progress. Syracuse is recreation-oriented and family-oriented, so ***family-friendly outdoor recreation*** might be an appropriate theme. What are Syracuse's current strengths and what can be developed to build on those strengths?

- Gateway to Antelope Island (which of itself would benefit from enhancement)
- Relatively flat ground – pleasant for walking and bike paths
- Plenty of space for development, most of which is conterminous
- Large tracts of heretofore undevelopable land to the west of the city
- Three interchanges at the terminus of the imminent West Davis Corridor
- Residents' desire to maintain an upscale countryside environment while growing

Place-based growth strategies should be combined with efforts to support user generated content to market the community and its available recreational offerings and attractions.

[1] Andrés Rodrigues-Pose and Callum Wilkie, "Revamping Local and Regional Development Through Place-Based Strategies," *Cityscape*, Vol. 19, No.1 (U.S. Dept. of HUD, 2017), pp 156-165

Village Concept

One of the public comments received suggested locating a village type of commercial center where the oldest house in Syracuse is located. This village center would be like Gardner Village and would create a unique draw which brings people to shop and recreate in an area filled with boutique shops. A village commercial center works synergistically with a small-town feel which provides a high-end experience. This concept would do well in capturing visitation from AISP and serve as destination attraction for the surrounding region.

About Gardner Village

Gardner Village, located in West Jordan Utah, is a great example of a village commercial center. Gardner Village is a unique historic setting with boutique-style shops, dining, and event venues where you can host meetings, parties and weddings. Gardner Village is a favorite destination for women, attracts people from all over Utah, and an ever-growing tourist base from around the world. All the shops are owner operated and do not belong to a national chain. Leasing space varies from 312 sq. ft. up to approximately 8,600 sq. ft. to accommodate a variety of business needs, and the marketplace is on 8 acres. The area is enjoyable for the shopping experience inside the boutiques and for the charming atmosphere of the entire village.

History

Gardner Village began when a vacant Mill was converted into a furniture store and restaurant, while keeping many historic elements intact. The owner also owned the surrounding property, and put out an advertisement seeking historic buildings, which were then moved to the Gardner property. Historic homes, cabins, and even a train station were donated and renovated at the property to re-create a charming village, complete with a winding stream, brick-lined paths, and covered bridges.

Figure 1—Gardner Village Boutique Shops


Figure 2—Gardner Village Landscaping

Figure 3—Gardner Village Water Tank Icon

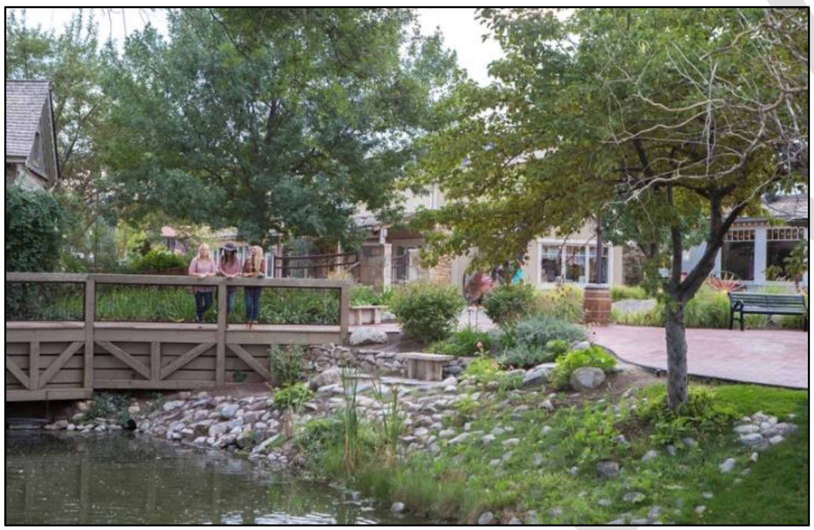


Figure 4—Gardner Village Winding Stream

Figure 5—Gardner Village Conference Center

Figure 6—Gardner Village Reception Area

Gardner Village Directory

1. Gardner Village Event Venue Office
2. Aunt Elsie's Trinkets & Treasures
3. A Great Escape
4. Cottage Retreat Spa & Salon
6. Willow Hill Yarn Company
7. Lulus Boutique
8. Boda Bridal
9. Simply Flowers
10. Chocolate Covered Wagon
11. The Art Cottage
12. Santa's Toys - Seasonal Shop
13. American Rust Co.
14. Spoiled Rotten Children's Boutique
15. Storybook Nook
16. Plum Dandy
18a. Utah Sports Collective
18c. Mystique Dining
20. Layers Beautiful Bedding
21. Neighborhood Bakery
23a. Down to Earth
23b. Village Management Office
24. The Gathering Place
29s. Pine Needles
29n. Shopaholics
29nw. Posh Paperie
30. CF Home Furniture & Design
31. Archibald's Restaurant
32. Camera Shy

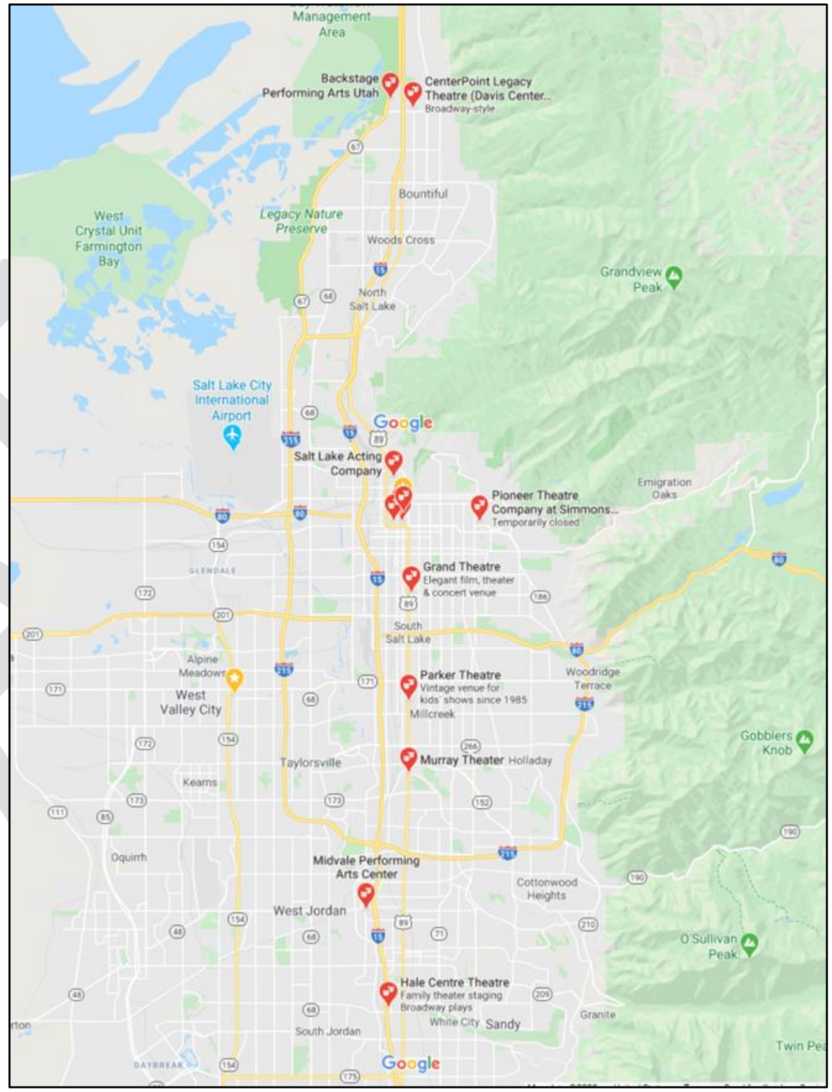
PERFORMING ARTS CENTER

Performing Arts centers are popular in the Salt Lake Valley. As one travels north, however, there are few. That may change with the coming of the West Davis Corridor and the desire to construct an indoor performing arts center in Syracuse near the Antelope Drive interchange.

A Performing Arts Center can be a valuable resource to Syracuse: enlivening the city's culture, engaging minds, and providing opportunities for expression. Educators, for example, are recognizing the value of a well-rounded STEAM education (science, technology, engineering, art, math) wherein the Arts inspire self-discovery, expression, and creativity. It may well be that creativity was one of the most important steps in human development. What would our society be like without creativity?

The Hale Centre Theatre, for example, provides traditional plays and musical theatre productions on two innovative stages. Their mission is "to provide innovative, professional family theatre and theatre education that involves and elevates our community." With 24,000 season subscribers, it is said to be one of the nation's highest attended professional theatres. 500,000 patrons attend performances each year. Note that the most, if not all, productions are cast from within the community, using local artists.

Figure 7—Hale Centre Theatres at the Mountain America Performing Arts Centre



Map 1—Location of Performing Arts Centers

To build the Hale Centre Theatre, Sandy City financed more than half of the $80 million project cost with a $42 million bond which the theatre would pay back over the next 27 years as part of a lease agreement. The Centre was to raise the remaining $38 million through private donations.

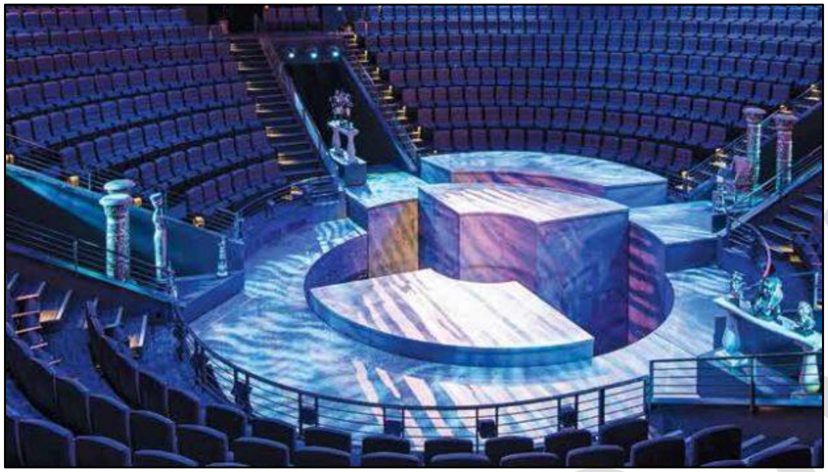


Figure 8—Innovative stage at Hale Centre Theatre.
Photo by UC&D Magazine, 2017

Nationwide, more than half of all adults attend at least one arts and cultural event in a year, including live musical performances and live plays or musicals. According the National Endowment for the Arts, Utah leads the nation in attending live music, theater or dance performances, as well as in moviegoing. The creative industry in Utah is vibrant, providing over $700 million in total sales and $200 million in wages and salaries.

Festivals in Utah also contribute. The musical *Wicked* at the Eccles Theater last year had an economic impact on the state of nearly $40 million. The Sundance Film Festival alone generated almost $200 million towards the state's economy. The number 1 consideration for businesses to expand in Salt Lake City, for example, is the richness of the city's arts and culture scene.

The economic impact of the Tuacahn Center for the Arts in Ivins, UT, is estimated to be over $100 million to Washington County as patrons stay at hotels, eat at local restaurants, and shop. During 2019 more than 300,000 guests attended a production or concert at Tuacahn, half of whom are from Northern Utah and 30% from out-of-state. Tuacahn casts professional actors and employs more than 350 people in addition to more than 300 volunteers.

Figure 9—Tuacahn Amphitheatre

ARTS-FRIENDLY NEIGHBORHOODS

As Hill AFB grows, there could well be a need for corporate housing to rent on a temporary basis for relocating employees, military personnel, intern groups, and visitors. Syracuse may be uniquely positioned to provide a comfortable environment for such a complex. One would begin with a few villa-type residences to test the viability of the concept, perhaps renting initially through Airbnb, HomeAway, or VRBO, and later expanding the number of units and providing services as occupancy increases.

Figure 10—Golf Course Villas by Marriott

When Antelope Island, the causeway, and connection to Syracuse are enhanced, many visitors might wish to stay overnight. If that proves to be the case, a small hotel might be built at the same site.

Starter homes on small lots with shared lawns and driveways are examples of what can be built to serve as permanent residences or as corporate housing, or both.

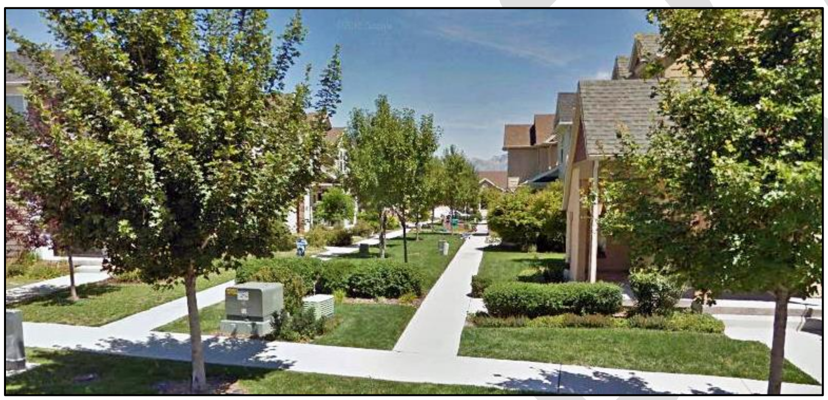


Figure 11—Shared lawn between homes in Daybreak, UT

A well-designed neighborhood such as the one above includes parks and park strips as part of a family-friendly environment.

Figure 12—Oquirrh Mountain Temple viewed from Daybreak, UT

Attractive Amenities

Many families travel in recreational vehicles and some stay at the RV park at Antelope Island. On the side of the causeway at Syracuse, it might prove beneficial to provide an upscale park. Regrettably, some view RV parks as crowded and unsightly.

Thoughtful planning and prudent investing can provide a park most would enjoy, such as the one below.

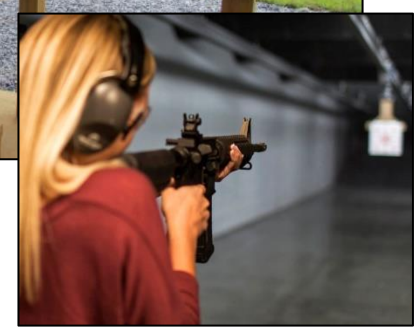
Figure 13— https://americasrvwarranty.com/the-best-rv-clubs-a-quick-guide/

Figure 14—RV Resort Concept

Figure 16—BigShots Golf—experience enhanced by software

Visitors to Syracuse could be encouraged to stay longer with activities such as Big Shots Golf, a competitor to Top Golf that is targeting smaller markets. Land and tax increment could be structured to incentivize such a development.

Figure 15—BigShots Golf



Perhaps a shooting range – outdoor or indoor. As noted previously, when more visitors are attracted to stay in Syracuse, and in-town employment grows, occupancy rates could justify a small hotel as well as restaurants, boutique shops, and who knows what else.

Mindfulness Retreat Concept

Mindfulness is a state of active, open attention to the present. This state is described as observing one's thoughts and feelings without judging them as good or bad.

SOURCE: *Psychology Today*

Mindfulness encompasses two key ingredients: awareness and acceptance. Awareness is the knowledge and ability to focus attention on one's inner processes and experiences, such as the experience of the present moment. Acceptance is the ability to observe and accept—rather than judge or avoid—those streams of thought.

The goal of mindfulness is to cultivate perspective on one's consciousness and identity that can bring greater peace mentally and relationally. Mindfulness may also be used in mindfulness-based therapies, to address stress, anxiety, or pain, and simply to become more relaxed.[2]

A mindfulness retreat could be an attractive complement to Syracuse's image as a quiet, restful, peaceful location along with everything else being contemplated for economic development. It might be that Syracuse could become a destination for a "mindfulness retreat" concept, with a unique ability for a salt lake float, a bath house, and a spa.

Concepts and Standards

There appear to be three organizations that conduct training in mindfulness and, to a certain extent, set standards for the practice.

1. UMASS Memorial Center for Mindfulness

The story of the Center for Mindfulness (CFM) begins in the 1970's at UMass Medical Center, where Dr. Jon Kabat-Zinn, PhD, began the original Stress Reduction clinic that soon developed into Mindfulness-Based Stress Reduction (MBSR). Since that time, more than 25,000 people have completed the 8-Week program with CFM and have worked with their own internal resources and abilities to respond more effectively to stress, pain, and illness.

2. UCSD Center for Mindfulness

The UC San Diego Center for Mindfulness (CFM) is a multi-faceted program of professional training, education, research, and outreach intended to further the practice and integration of

[2] https://www.psychologytoday.com/us/basics/mindfulness

mindfulness and compassion into all aspects of society. They offer a broad range of mindfulness-based programs and initiatives.

3. Center for Mindful Self-Compassion

The Center for Mindful Self-Compassion was originally founded in 2012 by the developers of MSC, Christopher Germer and Kristin Neff, and is now an international nonprofit organization.

Case Studies

Among the top mindfulness retreats in the US likely to be relevant examples to Syracuse are the following:

Shambhala Mountain Center link

Red Feather Lakes, CO, 600-acres

SOURCE: Shambhala Mountain Center

The Shambhala philosophy teaches the wakefulness of human goodness and being with diverse offerings of mindful practices and expansive landscape. Cellphones don't work there. Guests can create a personal retreat package or register for a weekend, a week, or a month. Most retreats are three to five days with over 100 programs including Yoga Retreats, Mindfulness, Meditation and Qigong Retreats, Art and Creativity Retreats. Lodging varies from tent platforms to single-gender dorms to lodge suites with modern amenities. There is vegetarian and vegan cuisine, as well as regular meals, ranging from Italian to Indian.

Red Feather Lakes, CO 80545, Phone: 888-788-7221

The Standard Spa link

Miami Beach, Florida

A full lineup of meditation experiences and workshops, including garden fire-pit meditations, crystal sonic-sound bath meditations, healing through chakras, breathwork, and kundalini and yoga workshops. The holistic approach incorporates fitness, nutrition, and bodywork, the Standard offers a hydrotherapy playground featuring an arctic plunge pool, mud lounge, Scotch hoses, infinity pool, and hamam, plus services such as acupuncture and life coaching. Fresh, raw, organic, and Mediterranean cuisine (even a hamburger) as well as a selection of juices and smoothies. Relax in algae-infused detoxifying mud. "Part recovery center, part hydrotherapy playground and part Ashram". The Spa offers both individual and group retreats and workshops.

40 Island Ave, Miami Beach, FL 33139, Phone: 212-645-4646

Rolling Meadows Retreat link

Brooks, Maine

SOURCE: Rolling Meadows Retreat

Silent meditation and yoga retreat that hosts up to 11 people on Maine's northeastern coast. Designed to increase awareness and simplify life, a daily schedule of multiple meditation sessions, yoga, and free time. Talking is encouraged during guided sessions, which offer opportunities to ask questions and discuss ways to integrate experiences into daily life. Fresh vegetarian.

Miraval Resort and Spa link

Tucson, Arizona

Meditation from beginner to advanced, including floating meditation, mindful stress mastery, forgiveness meditation, and a labyrinth. Focuses on art and photography, integrative wellness, culinary exploration, and meditation. Outdoor treatment rooms and a full spa and bodywork with Ayurvedic, reiki, and Thai massage therapies. Menu with vegetarian and vegan options.

SOURCE: Miraval Resort and Spa

Stillpoint Lodge link

Halibut Cove, Alaska

inflatable kayaks, nature trails, paddleboard. Wellness activities at the lodge include massage, yoga, hot-tub and sauna and guided meditation. Scheduled group retreats and a cabin for private stays. Guided meditations, yoga, and a labyrinth for walking meditations. An organic garden and freshly caught halibut, salmon, oysters, and mussels - pescatarian menu.

46877 Stillpoint Trail, Halibut Cove, AK 99603, Phone: 907-299-7240

SOURCE: Stillpoint Lodge

Canyon Ranch Wellness Resort link

Lenox, Massachusetts

A variety of wellness events throughout the year including dance workshops, bereavement clinics and overall fitness workshops, visualization mediation, spiritual guidance, yoga, labyrinth, touch therapies, and full-service spa treatments. Programming options like tarot card reading, astrology, portrait drawing, mandala making, cooking classes, or a Rite of Passage ceremony. Chef-created meals, including vegetarian options

165 Kemble St, Lenox, MA 01240, Phone: 412-637-4100

SOURCE: Canyon Ranch Wellness Resort

The Esalen Institute link

Big Sur, California

Various meditation practices are offered, from Buddhist to tantric. A number of live-in courses and workshops which include Arts and Creativity, Body and Movement, Meditation and Spiritual, Mind and Psychology and Nature and Sustainability. A meditation roundhouse with cliffside hot springs (clothing optional), healing arts, meditation and mindfulness workshops, such as yoga, music, self-connection, stress-reduction, and fulfilling relationships between fathers and sons. Family-style communal dining with vegetarian and gluten-free options

Meals use local produce and organic raw foods from the garden

55000 CA-1, Big Sur, CA 93920, Phone: 888-837-2536

SOURCE: Canyon Ranch Wellness Resort

The Omega Institute for Holistic Studies link

Rhinebeck, New York

Six learning paths spanning health, healing, and sustainable living, with more than 350 workshops, yoga teacher training, and rest and rejuvenation retreats. Guided and self-practice Meditation is integrated into classes like Zen archery, moving meditations, or meditation-focused workshops that teach techniques such as Vipassana meditation. Two- or five-day R&R retreats. Yoga, shamanic healing, acupuncture, massage, henna, facials, and chakra portraits. Mostly vegetarian meals. Hot-air balloon rides, kayak, canoe, or rowboat are nearby.

SOURCE: Omega Inst.

Strata Integrated Wellness Spa link

Colorado Springs, CO

Offers a combination of modern clinical practices, nutrition, naturopathy, spa treatments, fitness, and other wellness services. Nine treatment rooms, a salt inhalation room, an herbal sauna, and a therapy room with an Austrian weightless environment bed. Salon services.

3314 Mesa Road, Colorado Springs, CO 80904, Phone: 719-428-2202

Green Mountain at Fox Run link

The oldest wellness and weight loss resort exclusively designed for women. The spa also addresses body image and total health The non-diet integrated health approach incorporates nutrition, fitness, and emotional and behavioral health. Guests stay between 1 and 4 weeks. 40 beds available in private or shared bedrooms. Three balanced healthy meals a day and snacks.

4416, 262 Fox Ln, Ludlow, VT 05149

Feathered Pipe Ranch link

Helena, MT

North America's first non-guru-based retreat center. Traditional indigenous American and Indian wellness practices. Weeklong retreats include hatha and vinyasa yoga, mindfulness, meditation, Ayurvedic instruction, and Mindful Unplug experiences to disconnect participants from the modern world and reconnect them with nature and the human body.

P.O. Box 1682, Helena MT 59624, Phone: 406-442-8196

Franciscan Spirituality Center link

La Crosse, WI

Open-door policy for all religious and cultural backgrounds. Programs and experiences include spiritual discussions, meditation accompanied by traditional Tibetan singing bowls, and dream workshops. Three hermitages, (simple self-catering cottages which can be hired on a daily basis).920 Market Street, La Crosse, WI 54601, Phone: 608-791-5295

Full Circle Retreat link

Viroqua, WI

Group programs are designed to help cultivate peace, stability and ease by focusing on one's own personal experiences. Guided retreat programs on weekends during the summer but extensions are welcome for one to practice meditation techniques.

Viroqua, WI 54665, Phone: 608-675-3828

Heartspring Sanctuary link

Alexander, NC

Accommodation in an historic cabin. Various three to five-day packages include accommodation, meals and treatments which include meditation, massage, energy sessions, life coaching, foot massage and detox programs.

Haney Road, Alexander, NC 28701, Phone: 828-216-4100

Mercy Center link

Burlingame, CA

Operated by the Sisters of Mercy. Both private (silent) and guided retreats for individuals and groups and "Unplugged" day visits. V Various prayer, massage and meditation.

2300 Adeline Drive, Burlingame, CA 94010, Phone: 650-340-7474

Coppertoppe Inn and Retreat Center link

Hebron, NH

Individual retreats and also guided mindfulness retreats. Yoga and tai-chi classes. Options for vegetarians, vegans and other dietetic requirements.

8 Range Rd, Hebron, NH 03241-7230, Phone: 603-744-3636

Sedona Wellness Retreat link

Sedona, AZ

Primarily aimed at people who want to change their lifestyle, lose weight and release toxins in their bodies. Treatments are based around healthy eating (mostly fresh organic vegetables and fruit) and various forms of fasting, complemented with activities like yoga, Qigong, and meditation to increase mindfulness.

125 Kallof Place, Sedona, AZ 86336, Phone: 928-239-4589

Spirit Mountain Retreat link

Idyllwild, CA

Can accommodate up to 15 people for one day retreat programs or five private bedrooms for a longer retreat. Private, couples' or group retreats include meditation, massage, spiritual guidance and creative activities aimed at encouraging.

25661 Oakwood Street, Idyllwild, CA 92549, Phone: 951-659-2523

Valley Mindfulness link

Florence, MA

Concentrates on teaching Mindfulness-based Stress Reduction (MBSR) and Mindful Self-Compassion (MSC). Eight-week courses. Also offer private courses or retreats and online courses.

45 Main St, Florence, MA 01062, Phone: 413-570-0312

SOURCE Sedona Wellness Retreat

Implications – Place-Based Growth Strategy

The development of recreational attractions contributes to quality of life and improve a community's competitiveness to attract and retain skilled workforce and high wage employers as well as visitors, driving spending at local businesses.

Place-based strategies represent a new opportunity to revamp development strategies to boost a city's competitiveness, yielding significant positive economic and social development results. Marketing is best done through user-generated content.

Syracuse is recreation-oriented and family-oriented, so ***family-friendly outdoor recreation*** might be an appropriate theme. Likely options might include:

- A concept similar to Gardner Village, with a small-town feel drawing in people to shop and recreate.
- A performing arts center, of which there are several in the Salt Lake Valley, but few in Syracuse's market area.
- Mindfulness retreat
- *Recreation complex as described in the next chapter.*

Proposed Objectives

- Syracuse has a portfolio of family-oriented offerings that work together to build a unique image for the City.
- Syracuse is well-known as a "place" where people want to live, work, and visit.

Proposed Action Steps

- Create a place-based plan, identifying components, where to locate them, how each supports the others, and how to bring the portfolio to fruition.
- Develop expertise in encouraging user-generated content favorable to the City.

Proposed Performance Indicators

- % of target populations who would recommend Syracuse to their friends as a place to live, work, and visit.
- The number of visitors to Syracuse and Antelope Island

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Chapter 3 ANTELOPE ISLAND STATE PARK

The City of Syracuse is considered a gateway community, in that visitors must travel through the City to access Antelope Island State Park (AISP). AISP attracts 523,590 visitors annually and represents a significant opportunity for the City. The map below shows the point of origin for visitors to Antelope Island in 2019. The park can attract visitors from across the United States.

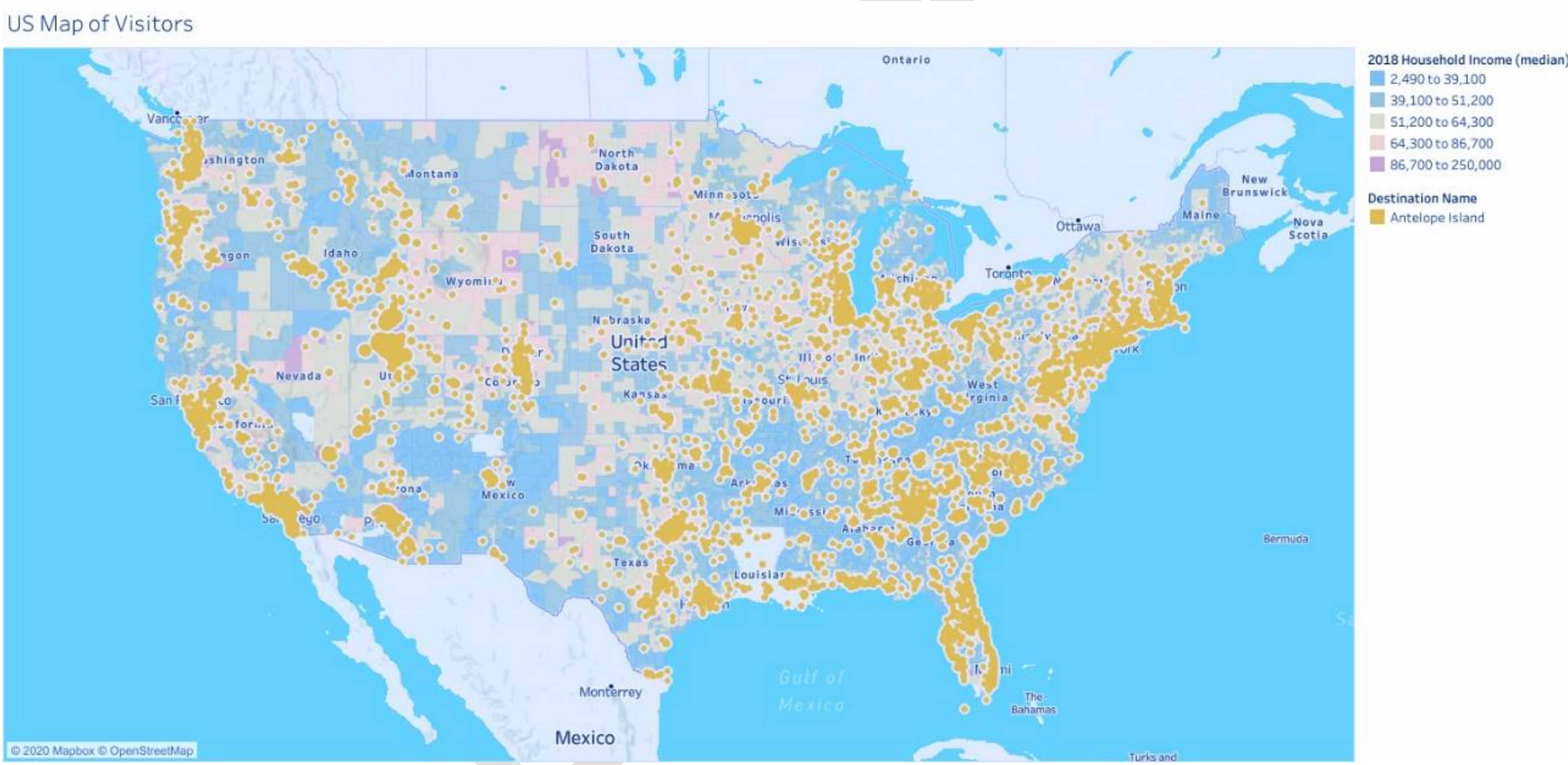


Image Courtesy: See Source

Figure 17—Antelope Island Visitation in 2019 by Household Income

The map below shows the closest counties to AISP as being Weber, Davis, and Salt Lake. There is no causeway connecting the southern tip of the island to Salt Lake County, requiring longer trips through Davis County and Syracuse to access the island.

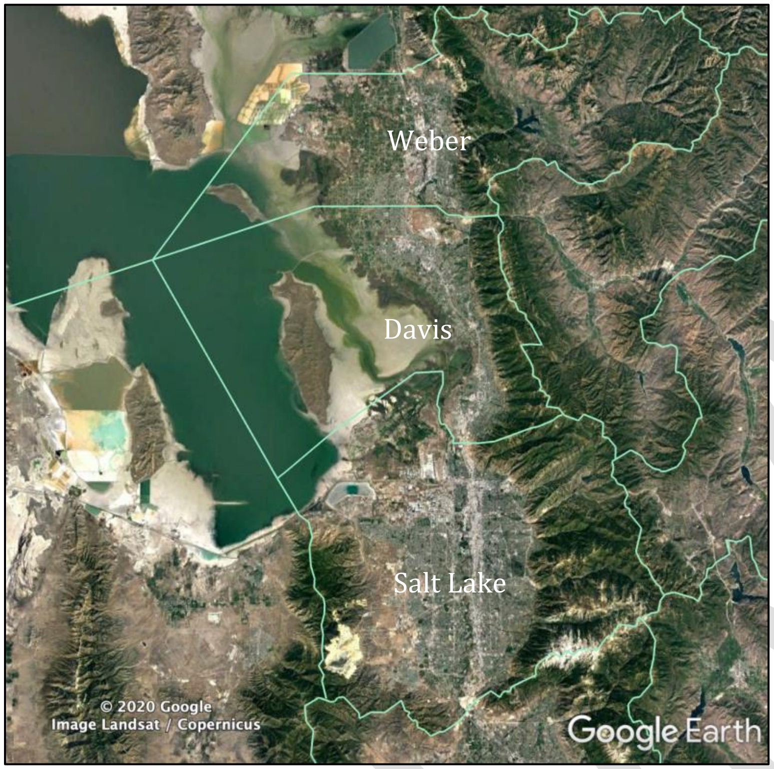
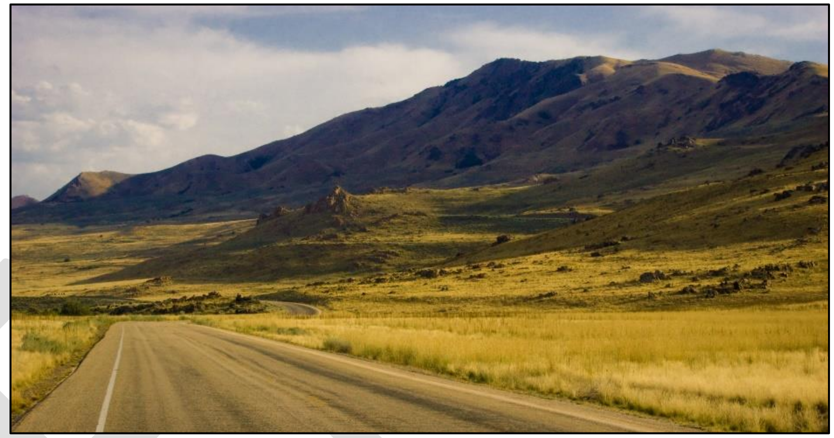


Figure 18—County Boundary Map

Wildlife roaming unfenced around Antelope Island include Bison, Big Horn Sheep, Pronghorn, and Mule Deer. The theme of the park is to represent a historical western environment that is rugged and quiet – a wild place minutes from the Wasatch Front. Being simple is part of the park's charm.



SOURCE: State of Utah

Figure 19—Roadway throughout Antelope Island

In the past 10 years, visitation has doubled from 265,000 to about 510,000 expected this year. The park is open year-round. However, during the six weeks from the end of April through May and sometimes into June visitors might wish to stay in their cars – bug season.

Among amenities now at the park are:

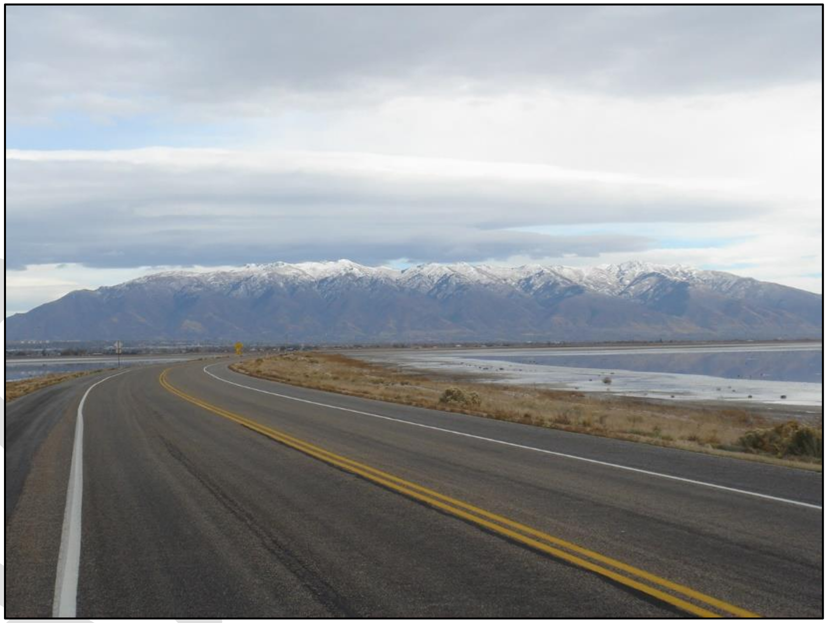
- Visitors Center and Gift Shop
- Three campgrounds with a fourth under construction
- 50 miles of non-motorized trails
- Public beach with restrooms and showers
- Island Buffalo Grill (open seasonally)
- Fielding Garr Pioneer Ranch

SOURCE: State of Utah

Figure 20—Fielding Garr Pioneer Ranch

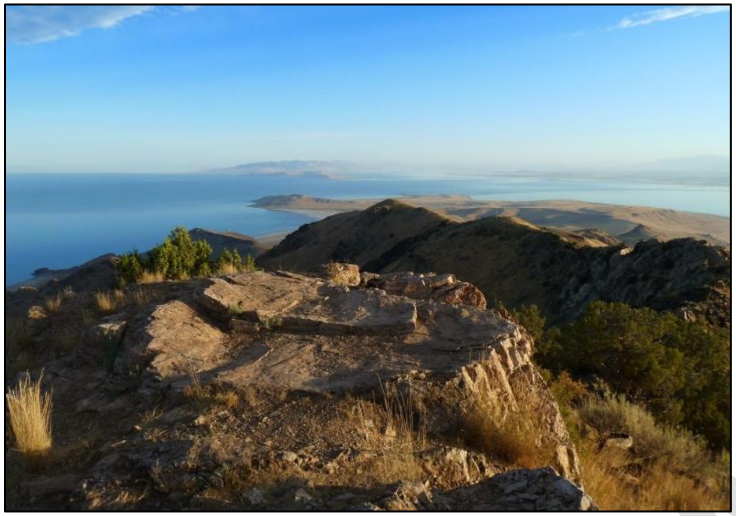
Improvements desired at the park include:

- Modernizing and expanding the Visitors Center
- Modernizing the three campgrounds
- Perhaps a lodge or small hotel with a conference center



SOURCE: State of Utah

Figure 21—Causeway connecting Antelope Island to Syracuse, UT



SOURCE: State of Utah

Figure 22—North Across Antelope Island from Frary Peak

Figure 23 - Antelope Island

The lack of hospitality infrastructure adjacent to the Park indicates that AISP may lack sufficient desirability as a recreational destination to warrant visitation volume, repeat visits, and lengths of stays that leave people tired and hungry. If that were the case, the private sector would have already reacted to the market demand and invested in uses that meet those needs.

Figure 24—AISP, Photo by Stephen Boyd, Oct 2018

This may be due to AISP being an underutilized place for the State of Utah, especially given the expected rapid growth in Davis and Weber Counties and anticipated growth. How can Antelope Island become a jewel among the State's parks – enhance for enjoyment by both visitors and residents? A candid assessment of the State Park leaves much to be desired. Among other things, Antelope Island is synonymous with barrenness, desolation, and flies. Despite this, local visitation has grown to be equal to out-of-state visitation which is likely a function of two variables: 1) growth in population and housing development within the tri-county area resulting in increased visitation and 2) residents may view AISP as a recreational resource that is accessible and affordable when compared to alternative recreational opportunities.

Improving the desirability of Antelope Island State Park as a recreational destination will not only improve quality of life for residents in the tri-County area but also create / enhance the demand drivers for commercial uses in Syracuse. The State Park as it is presently positioned represents a lost opportunity to the stakeholders that currently benefit from its use including the City of Syracuse, Davis County Tourism Bureau, Davis County, and the State of Utah. Strategically repositioning the State Park and making consistent and phased investments to improve its offerings, attractiveness, and desirability as a recreation destination could fundamentally change the existing demand drivers of real estate in Syracuse. Phasing may result in smaller incremental projects but when taken together over a period could amount to a significant investment and recreational enhancement. Improving the desirability of AISP would start with making active transportation improvements to the causeway.

Causeway Enhancements

This stretch of man-made roadway is the only vehicular access to the island and was originally built in 1967. According to the 2009 Antelope Island State Park Resource Management Plan 2009:

"Following several wet winters, the Great Salt Lake reached flood levels in the early 1980s, damaging both causeways as well as many park facilities and beach areas. Without access, the park had to be closed in June 1983, returning it to a nearly isolated state for 10 years. During much of this period, park personnel reached the island by boat. In 1987, the Division organized the first annual bison roundup to inoculate and improve the condition of the bison herd. Due to the efforts of several key legislators and Davis County, funding to repair the causeway was appropriated by the Utah Legislature in 1992. Davis County, through an agreement with the state, is responsible for maintaining the causeway, including the culverts. Antelope Island State Park collects an additional fee earmarked to help support causeway maintenance. In July 1993, AISP was officially reopened to the public."[3]

Note that funding for repairing the causeway was appropriated by the State legislature. Twenty-seven years after repairing the causeway and reopening AISP to the public, the causeway still leaves much to be desired. From shoreline to shoreline, the causeway is approximately 350 feet wide which varies more or less along its length, with a two-lane paved road through the middle. Approximate measurements of the road indicate that it is 40 feet wide with 12-foot travel lanes in both directions and 8-foot paved shoulders. On either side are 7-foot soft shoulders with a gentle slope that continues to the shoreline.

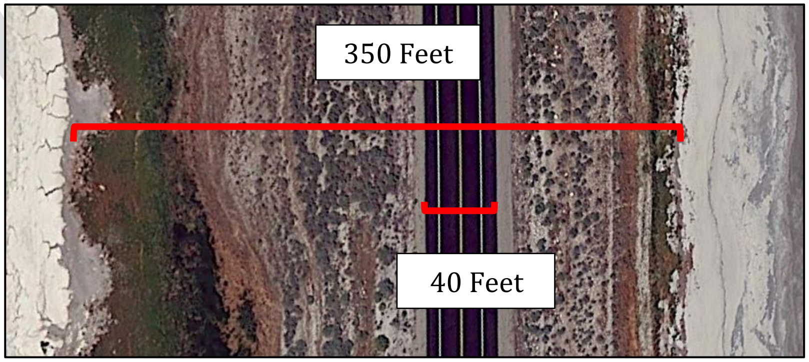


Figure 25—Causeway Width Estimates

[3] Antelope Island State Park Resource Management Plan 2009. Page 12.

Interestingly, the causeway when measured from the gate to the marina, is almost exactly 7-miles long. This is a unique characteristic that could be highlighted for purposes of attracting active transportation and events to the causeway and AISP.

Figure 26—Mileposts along Causeway

The 7-mile causeway appears to have adequate width to accommodate expansion. An initial phase could be the development of dedicated bike and pedestrian lanes in both directions. This can be accomplished by importing fill dirt and road base to raise the base elevations of the soft shoulder to the existing street grade and paving over it, engineered to meet street standards. This will provide bicyclists with a safe, dedicated route. This has and will continue to become more and more difficult to find in Davis and Weber counties. Preferred bicycling routes have historically been in flat rural areas which have seen an increase in road traffic due to new development as well as bicycle / vehicular conflict. Routes will continue to see interruption due to road intersections, curb cuts, pedestrian use, and vehicular traffic. Conversely, the causeway represents a 7-mile stretch of uninterrupted enjoyment with beautiful, majestic landscapes.

Marathon and ultrarunners frequent the causeway as well due to its isolation, lengths of uninterrupted road, and flat topography. A dedicated pedestrian lane will improve the safety of these runners and create separation from bicyclists and automobiles.

As biking and running across the causeway becomes more popular, additional improvements should be pursued to beautify the causeway and provide shade for the bike and pedestrian lanes. Future improvements could include adding a landscaped hard median, landscaped parking strip (also referred to a boulevard), and additional travel lanes in both directions. These could be accommodated by building up the base elevations of the gently sloping area between the bike and pedestrian lanes and the shoreline, relocating the dedicated bike and pedestrian lanes, restriping the road for additional travel lanes, and installing the landscaped medians.

It would also be good to have the upgraded bike path on Antelope Island connected to the proposed bike path across the causeway and connected to an updated trail system in Syracuse. Also desirable would be a more attractive entry to the causeway from Syracuse.

The landscaped median and parking strip could include vegetation such as trees, shrubs, and native grasses. These landscaped strips could be watered with drip irrigation lines buried beneath rip-rap or mulch. The State's Division of Water Quality indicated that Type II effluent as described in section 11.5 of Rule R317-3 from the North Davis Sewer District would not be allowable for use as drip irrigation. Just as there are springs and freshwater seeps on the Island, fresh water can be reached through the lakebed which could be used to irrigate native trees, shrubs and grasses planted along the green parkway on the causeway.

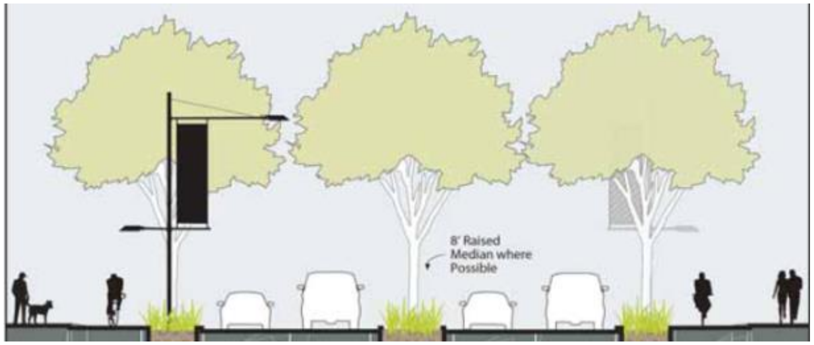


Figure 27—Causeway Improvements Concept

In addition to these improvements, additional fill dirt could be imported to build out attractions along the causeway. Over time, these could be developed at every mile interval, providing something different to do at each stop. These attractions could include turnouts for viewing areas, platforms for observing birdlife, flat-water equipment rental (kayaking, paddle boarding, etc.), exercise stations along a smaller 0.5-mile to mile stretch, picnic tables, gazebos, etc.

Figure 28—[Claytor Lake Gazebo, courtesy Virginia State Park Staff]

Figure 29—Birdwatching Tower

Water Highway

Another concept includes creating a channel next to the causeway to create a "water highway" that would provide safe and dedicated lanes for kayakers and paddleboarders. This concept could also include "water skijoring", which describes the activity of skiing whilst being pulled by a dog, horse, ATV, or motor vehicle.[4] The following are social media posts (user generated content) from a group enjoying these activities in an aqueduct in the Bonneville Salt Flats.

Should a channel be developed, the lakeside channel berm could be expanded to include a bridal and/or ATV trail that could accommodate the towing of water-skiers. This could be positioned as being more economical than renting a boat, safer than waterskiing in open water as not being as exposed to the elements, more convenient and accessible than waterskiing with a boat, better pacing than a tow cable, and no mechanical systems would be needed. A hydrology study would need to be done to determine the viability of this water highway concept. Utilizing the causeway as one side of the channel would mean only one additional berm would need to be developed.

Figure 30—Water Skijoring

Figure 31—ATV Tow Crew

Figure 32—Water Highway

[4] See Skijoring and Water Skijoring

Boulder Park

Bouldering is an exciting sport, with more than 9 million plus climbers and 600 related facilities in the United States. In bouldering, one can experience similar challenges as rock climbing, although the height is usually only 10-20 feet above the ground. With the popularity of nature play, boulders can also link to other structures, climbing ropes, or to a balance course.

SOURCE: snowkingmountain.com

Boulder parks use natural or manufactured rocks which can be fitted with climbing holds. The International Play Equipment Manufacturers Association and the Consumer Products Safety Commission maintain standards most providers comply with.

A boulder park in Jackson hole has three such rocks from easy to difficult as well as a picnic shelter, horseshoe pits, green space, and a playground with swing sets and slides – all free of charge.

SOURCE: jhtownpump.org

Wood fiber, sand and pea gravel can all be used as safety surfacing as well as rubber tiles, chips or poured-in-place.

SOURCE: jhtownpump.org

Boulder parks are designed to fit a community's environment. They can even be crafted from molds of real rocks to capture the diversity of climbing holds in nature, such as these rocks in Moab.

SOURCE: MoabBoulderPark (Facebook)

Syracuse could locate a boulder park near the causeway entrance. The profiles can be designed with specific areas for children, beginning climbers, or more advanced climbers. Landing surfaces could use recycled shredded rubber, rubber tiles or other material consistent with local codes. Coatings last and are proven even in downtown Jackson, Wyoming with piled snow during the winter months.

Nature Play Park

A nature play park could be added to the boulder park.

SOURCE: thprd.org—Tualatin Hills, OR

SOURCE: Oregon Parks and Recreation

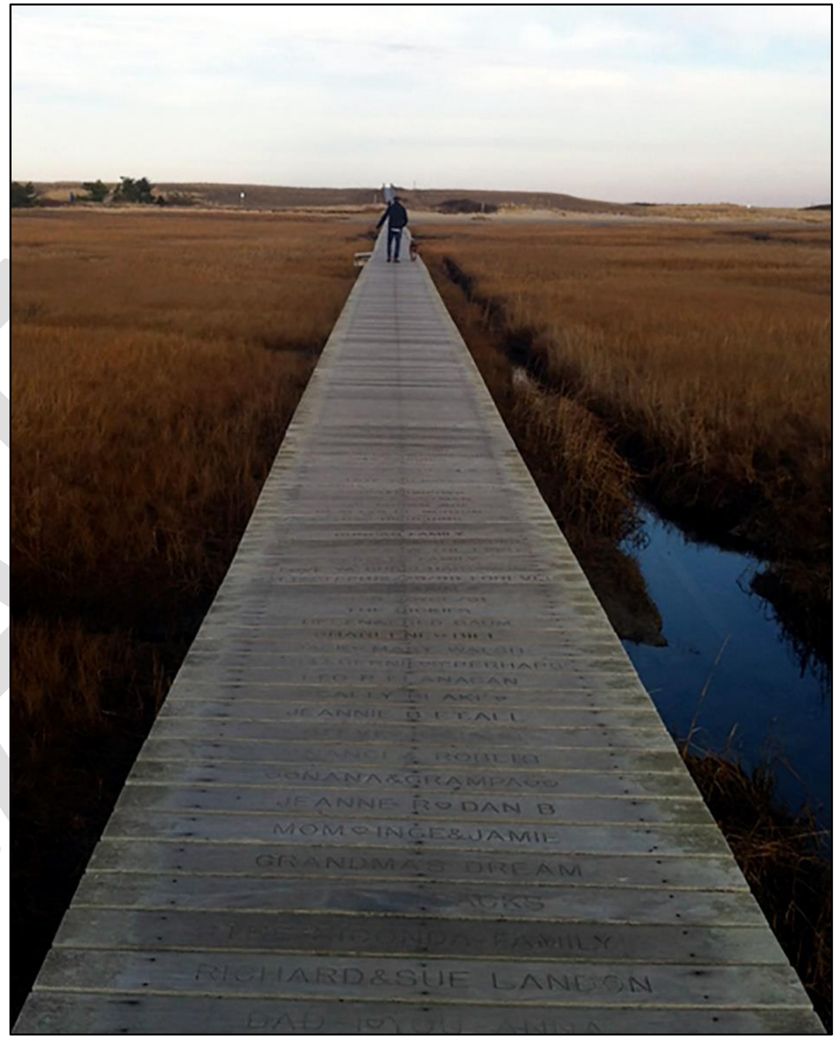
Pier or Boardwalk to the Water

A brief boardwalk extends from the Island Buffalo Grill to the grassy strip. Why not consider extending the boardwalk all the way to the lake's water? At the water's edge visitors could rent kayaks or inflatables rentals.

SOURCE: abcnews.go.com - Myrtle Beach

Boardwalks consist of raised platforms, requiring the installation of footings into the substrate. The materials used to make boardwalks can vary based on substrate composition and other adjacent environmental factors, including salt, sunlight, moisture, and sediment composition. To withstand corrosion from the salt environment, for example, boardwalks could be constructed from wood or fiberglass framing with wood, composite, or vinyl.

Along the elevated boardwalk towers could be built for taking pictures of family members floating in the water or birdwatching. The boardwalk could also be a place to stroll while watching the lake's famous sunsets.



SOURCE: ournaturalheritage.org

Inflatable Playground Concept

Inflatable water features allow for a variety of activities that appeal to families and young adults. The City can combine these offerings with the other attractions to increase the number of activities that are available in and near the causeway.

The features can be small, like the iceberg below, or can be much larger and more complex features, such as slides, trampolines, slip-and-slides, and other obstacles.

SOURCE: Campingworld.com

Figure 33 - Inflatable Climbing Wall

SOURCE: Directinflatables.com

Figure 34 - Inflatable Trampoline and Slide

SOURCE: WGN-TV

Figure 35 - Inflatable Obstacle Course

Causeway from Syracuse to Antelope Island

Following are examples of causeways developed in other locations. The *Calzada de Amador*[5], located in Panama, used to be a strip of tarmac linking Panama City to three small islands. Panama developed a 15-year plan to enhance the mile-long causeway and today the Amador Causeway is home to some of Panama's top attractions and activities.

Figure 36—Master Plan for the Calzada de Amador

[5] https://www.lonelyplanet.com/articles/the-amador-causeway-panama-citys-booming-boardwalk

Below is a picture of a narrow section of the causeway after improvements had been made. Notice the dedicated bike and pedestrian lanes, benches, trees, and lighting.

Figure 37—A narrow section of the Calzada de Amador, Panama City, Panama.

Figure 38—Poolside Bar, Calzada de Amador, Panama City, Panama

Figure 39—Birdseye View, Causeway and Biomuseu, Calzada de Amador, Panama City, Panama

Figure 40—Birdseye View, Calzada de Amador, Panama City, Panama

Figure 41—Causeway and Biomuseu, Calzada de Amador, Panama City, Panama

Figure 42—Causeway and Expanded Attractions Area, Calzada de Amador, Panama City, Panama

The Calzada de Amador is an example of causeway improvements that were deemed suitable in a tropical climate. The AISP causeway could be planned and developed with attractions and activities suitable to a temperate climate.

Another example is Vermont's Colchester Causeway, which is a converted former railroad route that connects with the Burlington Bike Path.[6]

Figure 43—Island Line, Colchester Causeway, Burlington, VT

[6] See https://www.railstotrails.org/trailblog/2010/december/01/vermonts-island-line/ and https://www.boston.com/travel/travel/2017/08/01/biking-across-lake-champlain-on-an-old-rail-causewayhttps://www.localmotion.org/island_line_trail_map

Figure 44—Photo by Richard Due

Figure 45—Wilson Ring / AP

The Lower Yahara River Trail along existing railroad tracks, connects parks and trails in Madison, Wisconsin.[7]

Figure 46—Yahara River Trail

Conversion to a causeway of a site where dredge spoils were deposited from boat channels provided the first public access to a national wildlife refuge on Cedar Bonnet Island, NJ.[8]

Wildlife Safari

Much of the experience at AISP is not unlike a safari. Many patrons stay in their vehicle in search of wildlife and drive up to meet it. How could this experience be enhanced? One concept to consider would be to introduce additional wildlife to the AISP or somewhere in Syracuse in free roam enclosures. Relocating animals from less than ideal environments and working in partnership with other organizations could create a win-win solution.

[7] https://madison.com/wsj/news/local/stunning-lower-yahara-river-trail-opens-sunday-after-years-of-anticipation/article_b65c3280-ce79-5534-b516-a209ed31bc57.html

[8] See State of New Jersey Press Release and 72 Causeway

Consider the Hogle Zoo in Salt Lake City, which is located on 40-acres, requires patrons to walk through the attractions (up-hill), and is located on prime real estate for redevelopment. The future of zoos in general is uncertain but some like Jon Coe, inventor of the Zoo360 concept for the Philadelphia Zoo speculate that "the top zoos … will evolve into … the "unzoo"–turning upside down the traditional approach of bringing animals to humans for their edification. The unzoo will reverse the setup, giving animals space to roam and bringing the humans into their environment.[9]

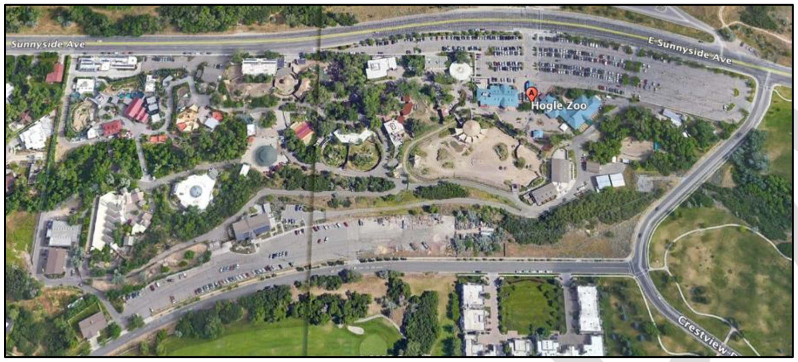


Figure 47—Hogle Zoo 40-Acre Footprint

AISP has plenty of land to accommodate these animals. At 42 square miles or approximately 26,880 acres, that is roughly 660 SF for every resident of Salt Lake, Davis, and Weber counties. The fact that the State Park is an island is also unique in that land access to and from the island is limited to the causeway, making it difficult for wildlife to "escape the island."

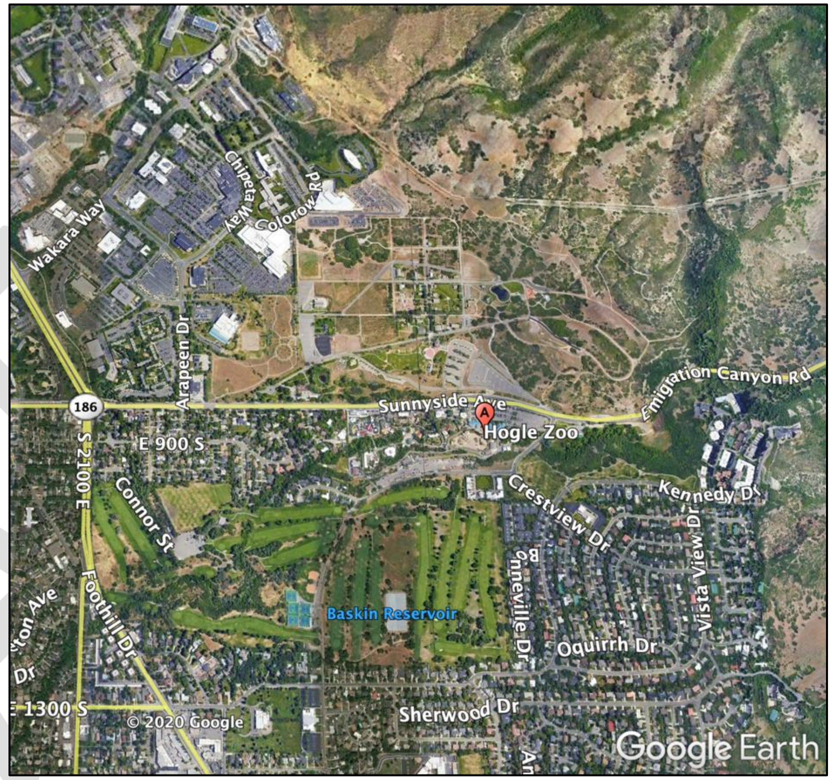


Figure 48—Hogle Zoo Location is Prime Real Estate

Another exotic animal enclosure is found at Lagoon with their Wild Kingdom Train. This would be another possibility to explore relocating these animals to a larger exhibit with more room to roam at AISP or in Syracuse.

A wildlife safari similar to the one found in Winston, Oregon, would likely be a large draw and increase visitation to AISP. This facility is a 600-acre drive-thru animal park that is focused on

[9] See Future of Zoos by Time Magazine.

conservation, education, and animals in wide open spaces and has over 200,000 visitors per year.

Figure 49—Birdseye View of 600-Acre Drive-thru Safari Loop

Figure 50—Drive Thru Safari at Circle G Ranch

Figure 51—350-Acre Alabama Safari Park

AISP Funding and Political Landscape

Funding improvements could come from the Utah Department of Transportation, RAPZ tax, Transportation Alternatives, Outdoor Recreation Grant, and a direct State appropriation. Also, the State Park recently increased the admittance fee to provide ongoing funding for the maintenance of the causeway.

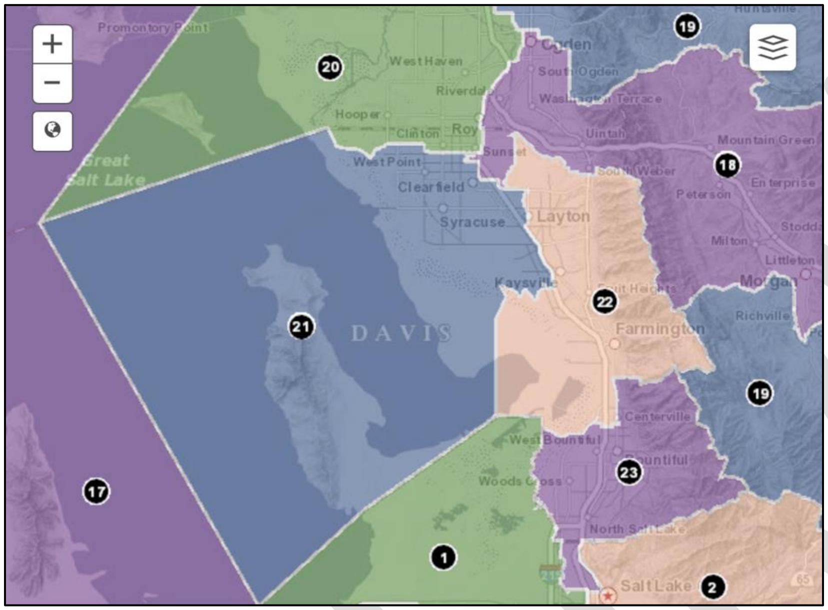


Figure 52—Senate District Boundary Map

The political landscape within the State of Utah favors Davis County. Currently, the President of the Senate is J. Stuart Adams, who represents parts of Davis County in Senate District 22. In addition to Senator Adams who represents District 22, Senators David Buxton and Jerry Stevenson represent districts 20 and 21, respectively and are all Republicans. See above for the Utah Senate district map.

The Speaker of the House is Brad Wilson, House District 15, whose district covers AISP. In addition to Representative Wilson, Representatives Paul, Lisonbee, Handy, Barlow, and Hawkes. represent districts 13, 14, 16, 17, and 18, respectively and are all Republicans. See below for the Utah House of Representatives district map.

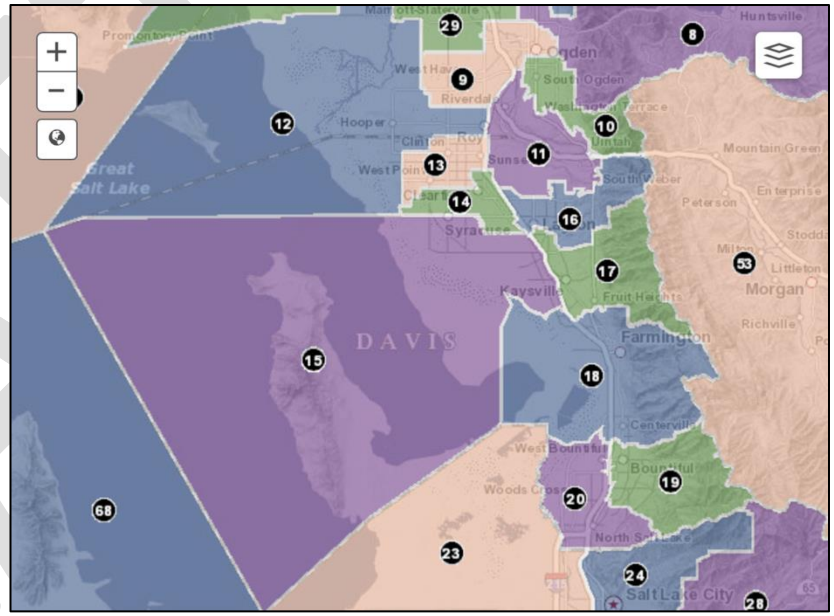


Figure 53—House of Representatives District Boundary Map

IMPLICATIONS – ANTELOPE ISLAND STATE PARK

Syracuse is the gateway to Antelope Island, but not many stop on their way in and out. Enhancing the Syracuse entry point, the causeway, and Antelope State Park will improve quality of life for local residents and will also contribute greatly towards Syracuse truly becoming a destination "place".

Significant opportunities for the Syracuse entry point include creating a boulder park, a sports complex, and an RV park.

The 7-mile causeway could be beautified and made more functional by moving the roadway to one side and planting a green parkway along the other side with walking and bicycling paths among native trees, shrubs, and grasses. Over time, amenities could be added such as birdwatching towers and a water highway.

On Antelope Island itself, in addition to updating the three campgrounds and modernizing and expanding the visitors center, these enhancements are suggested: a pier or boardwalk to the water, an inflatable playground, and a paved bike path throughout the park, which would be connected to the causeway's bike path and on to the City's network of paths.

Proposed Objectives

- Greatly boost Syracuse and Antelope Island from being relatively obscure to becoming bright jewels among Utah's portfolio of attractions.
- Considerably increase visitation to Antelope Island and Syracuse, with far more visitors opting to stay overnight.

PROPOSED ACTION STEPS

LIVE UP TO OUR SLOGAN "GATEWAY TO ANTELOPE ISLAND"

It may be an opportune time for Syracuse and AISP to pursue an appropriation for causeway improvements. It is recommended that the City work in partnership with AISP and other stakeholders in the region to secure funding for a master plan and engineering study focused on enhancing the causeway, including attractions and activities, followed by an effort to secure funding for the improvements. Examples of action steps:

Conduct a feasibility study to attract recreation-based activities to the area such as trails. Launch the "Gardner village'" idea by buying the John Diamond land, buying and relocating historic buildings. Develop a school curriculum for fieldtrips (float like a cork). A boardwalk around the pond (fishing), a camp site, RV park, or even a hotel. On-theme commercial enterprises such as, Chuck-A-Rama, a bike shop, and an Outdoor gear/ kayak/ hunting shop. Consider a nine-hole golf course or other golfing venues. Given the nature of the land neighboring the Syracuse entry to the causeway, a wetlands study might be advisable.

Proposed Performance Indicators

- % of the population along the Wasatch Front who would recommend visiting Syracuse and Antelope Island.
- % of visitors who would return and would recommend visiting Syracuse and Antelope Island
- Number of visitors to Antelope Island

Chapter 4 Demographics

Analyzing demographic trends is important for understanding the past and future of the City's residents. An analysis was conducted to examine the City, the County, and surrounding counties with an eye toward how these trends related to economic development. The goal for demographic trends should be a variety of ages, occupations, incomes, and housing options so that the community is well diversified in its workforce and residents can age in place and stay in the community throughout their lifetime.

Population

The Davis County Community and Economic Development Department estimates that the County has a total population of approximately 360,439. This estimate is believed to be more accurate and recent than the 2018 5-year estimates from the US Census Bureau.

As shown in Table 1, Syracuse represents approximately eight percent of the County total population and is currently the fifth-largest city in those terms. However, the City has a large amount of undeveloped land and is currently eighth in terms of population density, meaning that there is potential for the City to represent a more significant percentage of the County as it is further developed. According to the General Plan, the City's population is expected to exceed 60,000 residents.[10]

Currently, the most populous city in Davis County is Layton, which makes up more than a fifth of the County's population. Syracuse's proximity to Layton and distance from the I-15 corridor currently puts the community at a disadvantage for attracting regional commercial and business opportunities. Some of this may be mitigated by strategic development in parcels along the West-Davis Corridor.

City	Est. Pop. (2020)	% of Total
Layton	74,758	20.7%
Bountiful	44,469	12.3%
Clearfield	32,642	9.1%
Kaysville	31,350	8.7%
Syracuse	28,828	8.0%
Clinton	23,170	6.4%
Farmington	22,391	6.2%
Unincorporated	21,653	6.0%
North Salt Lake	20,277	5.6%
Centerville	17,802	4.9%
Woods Cross	11,514	3.2%
West Point	10,732	3.0%
South Weber	6,949	1.9%
West Bountiful	5,711	1.6%
Fruit Heights	4,945	1.4%
Sunset	3,248	0.9%
Total	360,439	100%

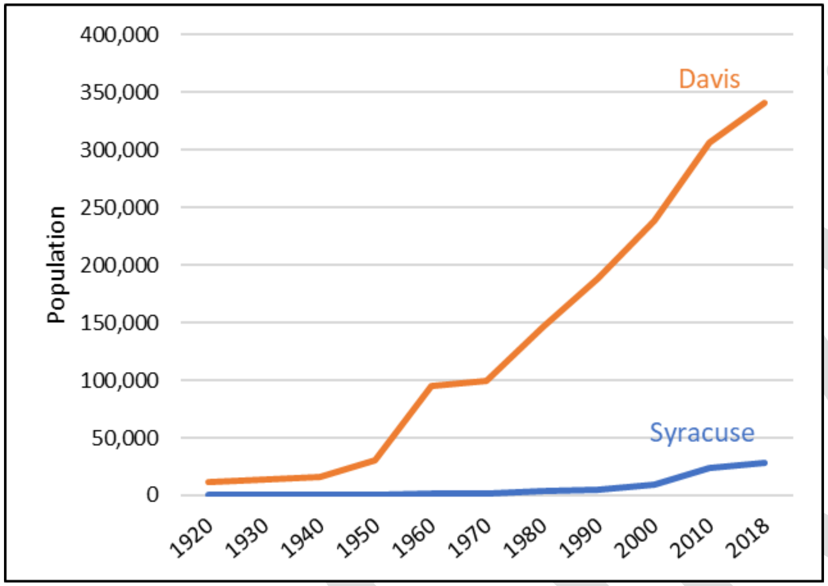
SOURCE: Davis Community and Economic Development

Table 1—County Population Estimates by City (2020)

Figure 54 shows the population growth of the City and the County since 1920. In the last century, Davis County has experienced rapid growth starting in the 1940's. Syracuse did not see its rapid growth until much later than the County. This is supported by the median age of buildings in the City, which are much newer on average than for the County as a whole.

[10] Syracuse City General Plan (2019), page 1.

It is likely that the County will see a slowdown in growth as cities—especially those landlocked by the Front Range and/or Salt Lake—reach full buildout. It is likely that Syracuse's growth rate will continue outpacing the County for several decades. As is evident in the General Plan, the City has been planning for this growth and will need to continue discussing needs and priorities as large parcels of land become a scarce resource within the State.

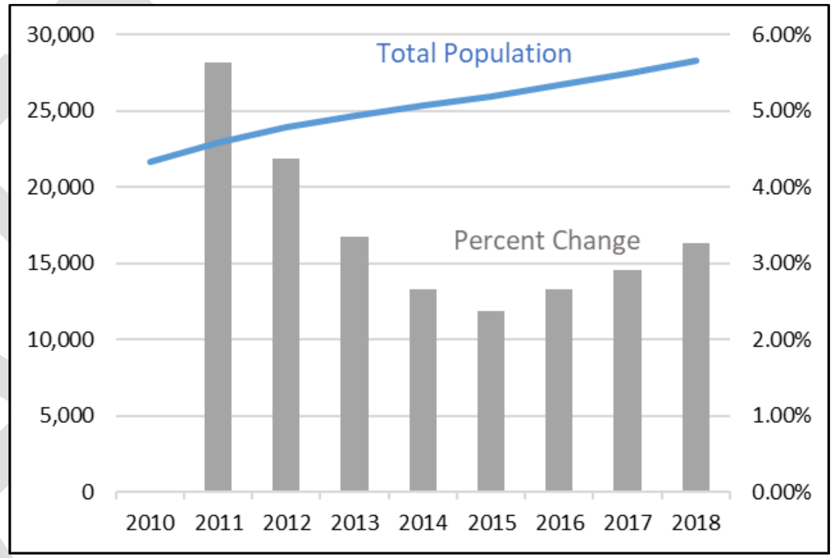


SOURCE: City and Town Intercensal Datasets

Figure 54—City and County Decennial Population Trends

City Growth Patterns

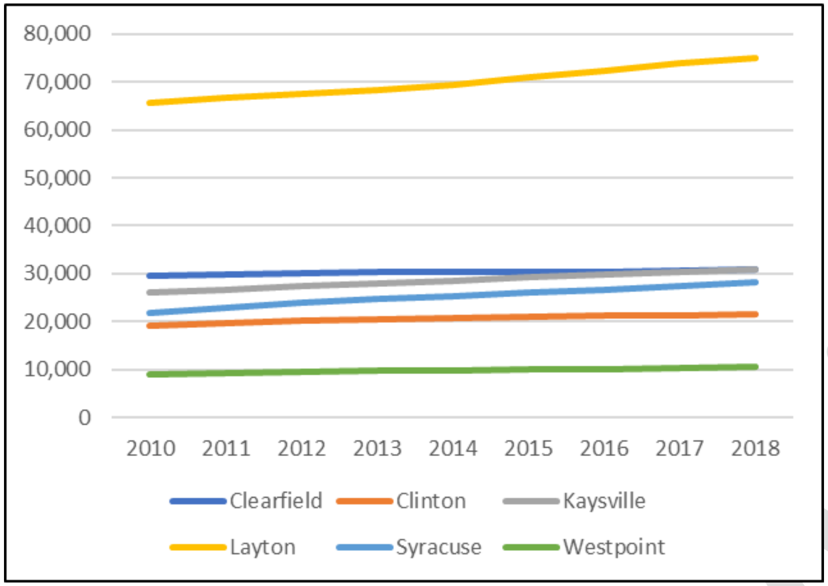
The City has seen consistent growth since 2010, with an average of 3.4 percent annually between 2010 and 2018. The City is expected to continue this growth for several years to come. Davis County Community & Economic development department estimates that the City will increase to approximately 32,065 by 2025. The City will need to work with developers now to ensure housing, infrastructure, and government services are able to accommodate this level of growth. It will be important to understand and predict what will be needed to support a larger population and if the tax base will be sufficient at buildout.



SOURCE: ACS 5-year Estimates (2010-2018 surveys)

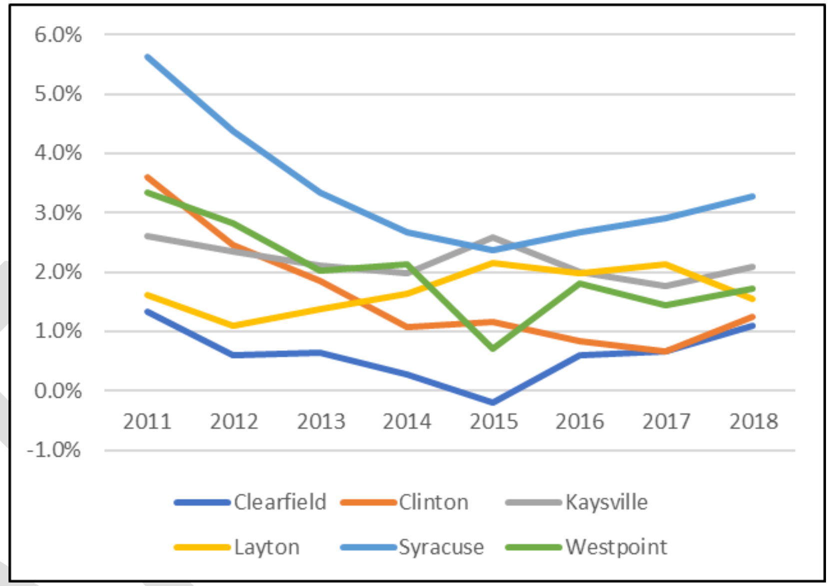
Figure 55—Syracuse Population Trends

When compared to the population of surrounding communities, Syracuse sits in the middle of the pack. Due to its large land area and proximity to the air force base, Layton is more than double the population of all of its neighbors. Syracuse is catching up with Clearfield and Kaysville and might, if trends continue, pass them within the next five years. Syracuse's population grew an estimated 6,650 between 2010 and 2018.



SOURCE: ACS 5-year Estimates (2010-2018 surveys)

Figure 56—City Population Growth Nominal Comparisons



SOURCE: ACS 5-year Estimates (2010-2018 surveys)

Figure 57—City Population Growth (%) Comparison

When comparing these same estimates in terms of year-over-year growth, it becomes readily apparent that Syracuse is the fastest-growing community percentagewise, with an average increase of 3.8 percent between 2010 and 2018. Since 2010, Syracuse has grown a total of 30.7 percent, or almost a third.

County Growth Patterns

It is well known that Davis County has experienced significant population growth since 2010, but it is also important to understand was factors are contributing to that growth and what it means for the County's cities.

More than three-quarters of the County's population increase is attributable to "Natural Increase", meaning that the number of new births exceeded the number of deaths (see Table 2). Between 2010 and July 1 of 2019, the County received an estimated 52,704 births and had an estimated 15,309 deaths. While this signifies a likely strain on the public-school system due to the number of children being enrolled, this is good news for the County's economy because there will be new workers entering the workforce and replacing the high number of retirees expected to be leaving the workforce in the next two decades.

The remaining quarter of population change is attributable to "Net Migration". Under this category, migrants can be counted as international (if moving from a country outside the US or one of its territories) or domestic (if moving from state to state).[11] Because both these numbers are positive, it can be assumed that Davis County is a desirable location to live and is drawing people in from around the world as well as from other states.

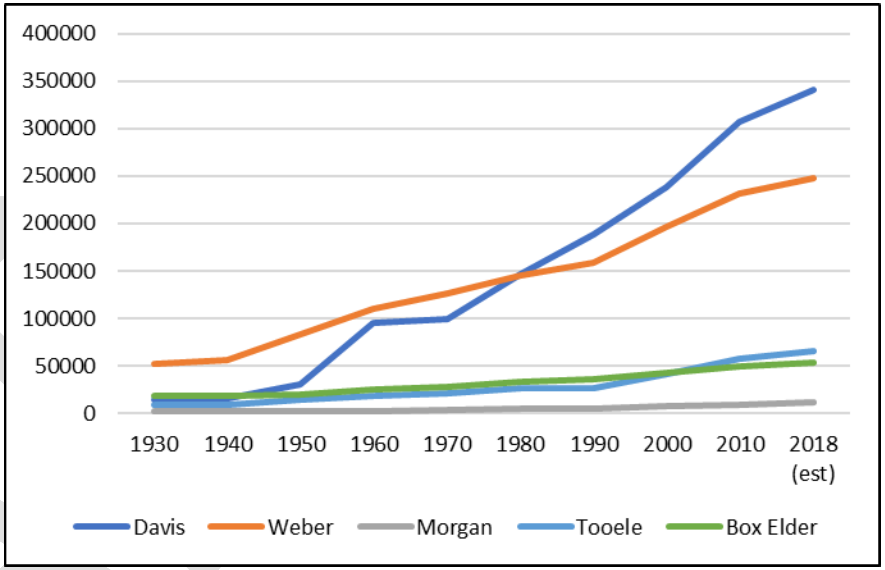
Davis County	Total Population Change	Natural Increase			Net Migration		
		Total	Births	Deaths	Total	Internt'l	Domestic
Nominal Estimates	48,989	37,395	*52,704*	*15,309*	11,734	*2,381*	*9,353*
Percentage Estimates	100.0%	76.3%			24.0%		

SOURCE: US Census Bureau

Table 2—Estimates of the Components of Resident Population Change

Davis County has experienced more rapid growth than any of the surrounding Counties in Northern Utah. Weber County is the closest in terms of population, economic characteristics, and rates of growth. Both Tooele and Box Elder Counties are expected to see increased growth in the next century as Davis and Weber are fully built out and land prices become cost prohibitive. Syracuse's delayed growth means that it may end up competing with cities in Tooele and Box Elder, as opposed to other cities in Davis County, as people look for housing and jobs.

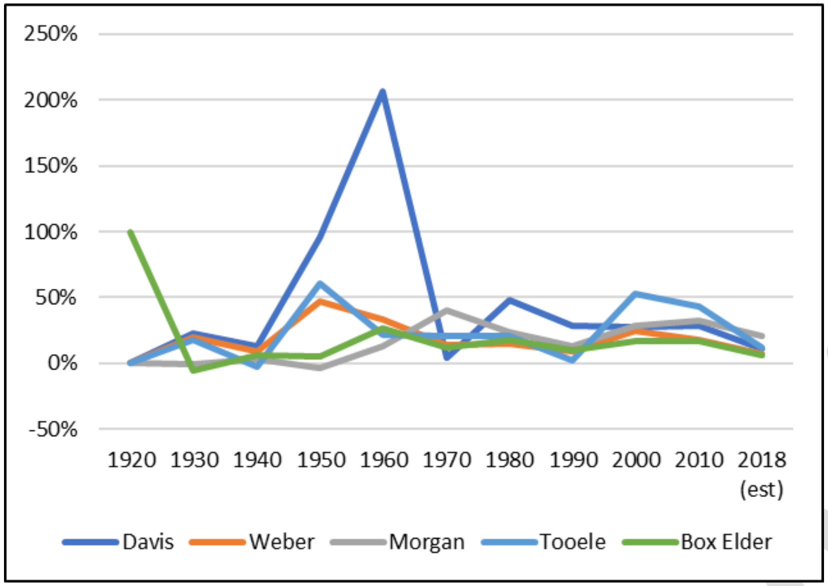
[11] Please note that these categories are not representative of immigrant status. A US citizen moving from outside the Country to Davis County would be categorized as an international migrant under these categories.



SOURCE: US Decennial Census Datasets

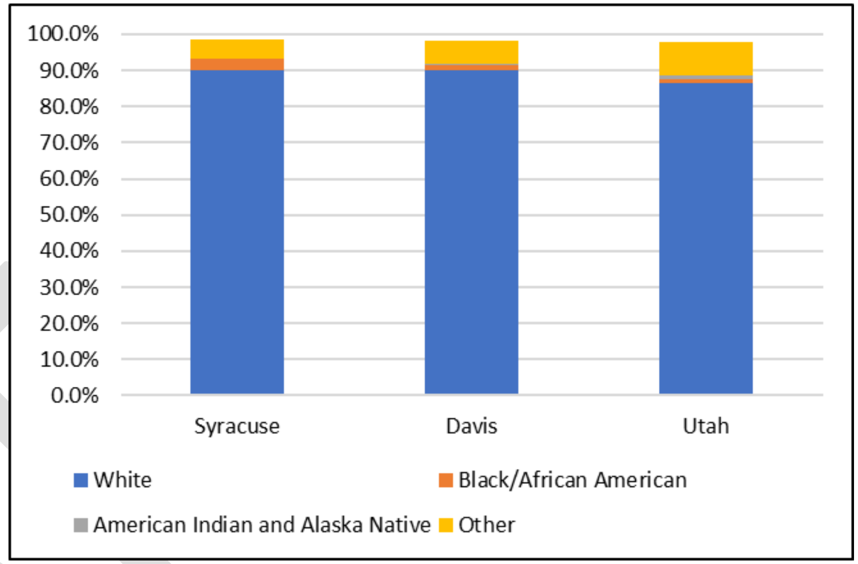
Figure 58—Population Growth County Comparison

When analyzed in terms of growth rates, Davis County had significant population growth between 1940 and 1960. Since then, it has been more on pace with surrounding counties (see Figure 59).



SOURCE: US Decennial Census Datasets

Figure 59—Percent County Population Growth



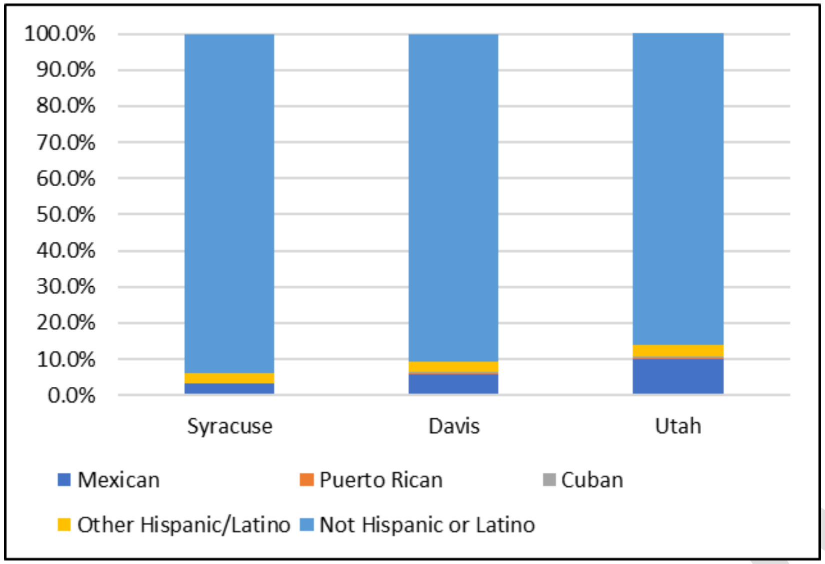
SOURCE: ACS 2018 5-year Estimates

Figure 60—Race Profile Comparison

Race & Ethnic Profile

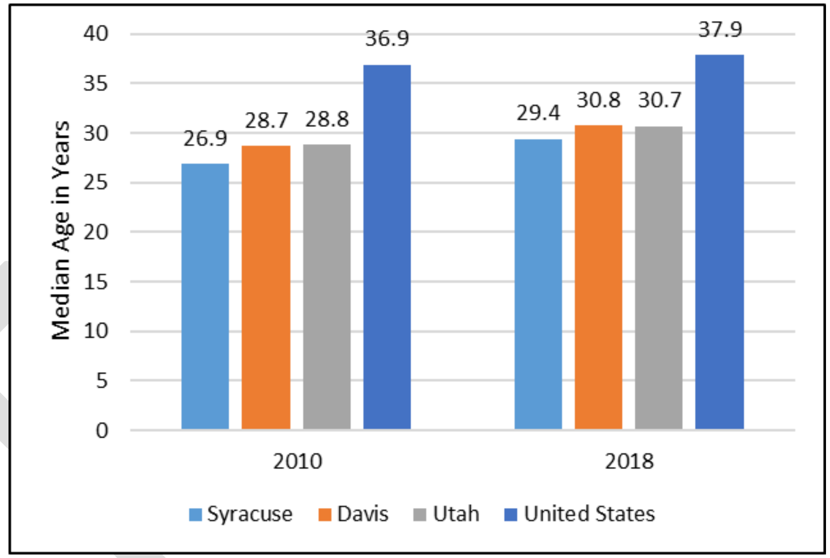
Approximately 90.1 percent of residents in the community identify as white. This is like the County (at 90 percent) and a big higher than the state (at 86.4 percent). However, the City is unique in that it has a much higher share of residents who identify as Black/African American (at 3.1 percent compared to the County's 1.3 percent and State's 1.2 percent). The City should identify this minority group's needs and foster Black/African American entrepreneurship and business ownership.

Only around six percent of the City's residents identify as Hispanic or Latino. This is much smaller than the County's 9.4 percent and the State's 14 percent. The City should explore why the City is not appealing to this minority group (if it is) and see if it can do better to service this group's needs.



SOURCE: ACS 2018 5-year Estimates

Figure 61—Hispanic/Latino Profile Comparison



SOURCE: ACS 2018 5-year Estimates

Figure 62—Median Age over Time, Select Geographies

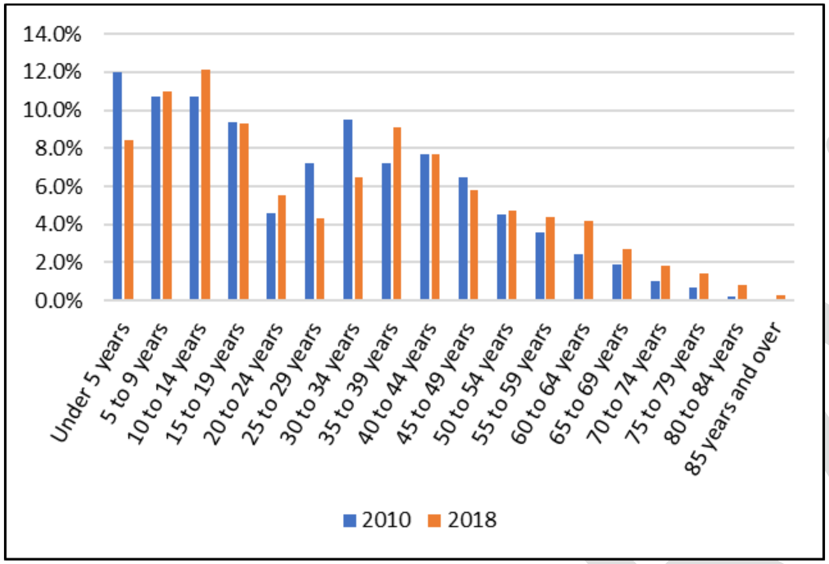
Age Comparison

As can be seen in Figure 62, the median age in the City increased slightly between 2010 and 2018. This trend is also reflected in the County and State and is unsurprising given the State's lowering birth rates and maturing neighborhoods. The City has a very low median age, which can be very beneficial because it means that the City will he a healthy working age population for many years to come.

Figure 63 shows the change in age composition of the City for 2010 and 2018. This is important because it can show what age groups are contributing the most to the increase in the median age. The age groups which experienced the largest decrease in share were those under five years (-3.6 percent), 30 to 34 years (-3 percent), and 25 to 29 years (-2.9 percent). The age groups which experienced the largest increase were 35 to 39 years (+1.9 percent), 60 to 64 years (+1.8 percent), and 10 to 14 years (+1.4 percent).

The increase in the median age is largely attributable to the highest age categories. There has been an increase in every age category above 40 to 49 years. The most likely contributor to this increase is the aging of the resident population.

The loss of the under 5 and 25 to 29 age categories is concerning because it indicates that there are fewer young families in the neighborhood then there were in 2010. When looked at with the housing data (discussed starting on page 58), it seems that the City is already becoming unaffordable for this family type.

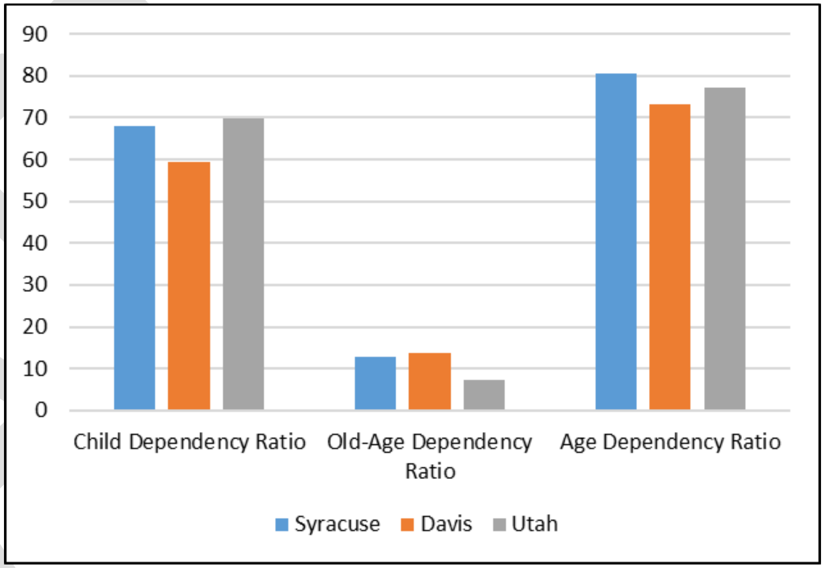


SOURCE: ACS 2018 5-year Estimates

Figure 63—Demographic Changes (2010-2018)

Another way to analyze the community in terms of age is by looking at age dependency ratios. Both children and those in their old age are dependent on working class individuals to support them, either through voluntary transfers to family members and friends or through governmental transfers such as CHIP, WIC, social security, and Medicaid.

Figure 64 shows dependency ratios at the City, County, and State. It is apparent that the City is more closely aligned with State than it is with the County. Overall, the City has a higher age dependency rate than the County and the State. This means that the City's workforce must support more age-dependent groups per capita. The City should keep this in mind as it evaluates economic development opportunities and the strains that some families may be facing as they try to support children and the elderly.



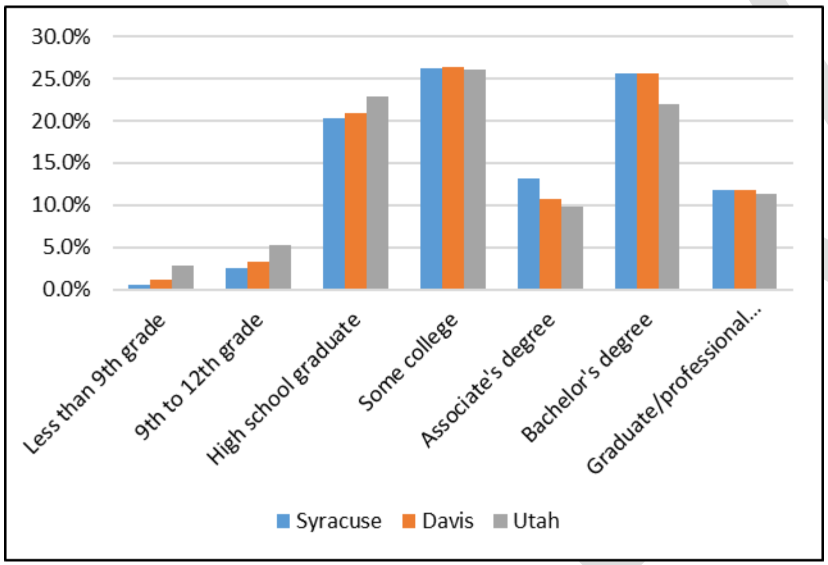
SOURCE: ACS 2018 5-year Estimates

Figure 64—Age Dependency Ratios

EDUCATIONAL ATTAINMENT

Understanding education levels is critical for economic development. While an educated workforce is important for the modern economy, it should not be viewed as the best or most appropriate proxy for workforce readiness. The City should emphasize high school graduation (or equivalent) for its adult population, followed by creating and working through diversified workforce pathways to ensure that various occupations and careers are available for the City's residents.

The City has a highly educated workforce, with a higher share of its population with college experience than at the County or State levels. This is beneficial for high-skilled and technical careers and was one of the strengths mentioned in the EDCUtah report.



SOURCE: ACS 2018 5-year Estimates

Figure 65—Educational Attainment, Population 25 years and above

School Comparison

A quick analysis of the City's schools was performed to understand what role they play in economic development. Davis School District has 91 schools, making it one of the largest districts in the State. Overall, Davis District has high attainment and graduation scores, making it desirable for younger families (see Table 3).

		Utah	Davis District	Weber District	Salt Lake District
K-8th Grade	**Number of Schools**	1046	91	44	38
	ELA Proficiency	47.4%	52.4%	40.1%	44.7%
	Math Proficiency	47.2%	53.3%	42.2%	46.1%
	Science Proficiency	51.0%	54.7%	41.3%	48.1%
High School	**ELA Proficiency**	48.7%	61.3%	45.4%	42.2%
	Math Proficiency	38.0%	49.4%	31.9%	38.5%
	Science Proficiency	34.8%	42.2%	26.5%	36.1%
	ACT 18+	62.7%	68.9%	57.9%	51.9%
	4-year Grad. Rate	87.0%	95.3%	86.8%	76.7%

SOURCE: Utah State Board of Education

Table 3—District and State Comparison

Looking at Syracuse's Elementary Schools, it seems that they perform slightly lower than the district's average (with individual schools performing slightly above or below).

Elementary Schools					
Name	Total Enrollment	ELA Proficiency	Math Proficiency	Science Proficiency	USBOE Total Score
Bluff Ridge School	938	52.7%	58.5%	58.7%	72
Buffalo Point School	997	53.4%	49.3%	53.0%	68
Cook School	816	46.8%	47.8%	59.4%	72
Syracuse School	961	48.7%	44.5%	55.3%	71
Average	928	50.4%	50.0%	56.6%	71

SOURCE: Utah State Board of Education; Syracuse Arts Academy not included because it covers both Elementary and Middle

Table 4—Elementary School Comparison

When looking at the Jr. High level, Syracuse seems to be on par with surrounding middle schools (see Table 5).

Middle Schools					
Name	Total Enrollment	ELA Proficiency	Math Proficiency	Science Proficiency	USBOE Total Score
Legacy Jr High School	1442	53.7%	56.6%	55.5%	74
North Davis Jr High School	943	41.1%	45.4%	41.0%	74
Syracuse Jr High School	1266	47.7%	47.8%	47.5%	74
West Point Jr High School	1380	51.5%	55.6%	53.2%	72

SOURCE: Utah State Board of Education; Syracuse Arts Academy not included because it covers both Elementary and Middle

Table 5—Middle School Comparison

Syracuse high school is one of the best-performing High Schools in North Davis.

High Schools					
Name	Total Enrollment	ELA Proficiency	Math Proficiency	Science Proficiency	USBOE Total Score
Clearfield High School	1929	50.9%	34.9%	31.7%	127
Layton High School	1983	55.2%	40.6%	38.1%	135
Northridge High School	1898	47.7%	35.1%	27.2%	125
Syracuse High School	2199	57.8%	45.2%	38.7%	133

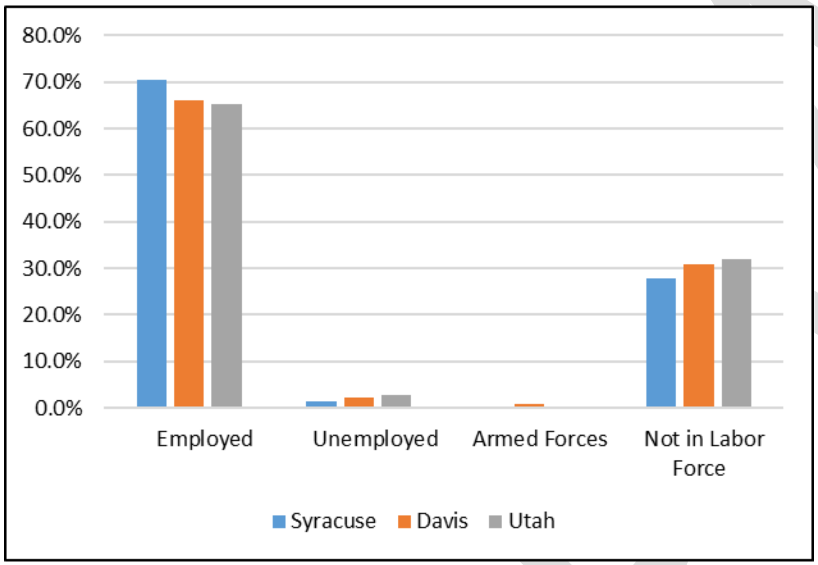
SOURCE: Utah State Board of Education

Table 6—High School Comparison

Overall, the City's schools perform well regionally are likely to be viewed as an asset for families looking to move into the area. The City should continue to support its schools and ensure that there is strong coordination between the high school and post-secondary schools.

EMPLOYMENT

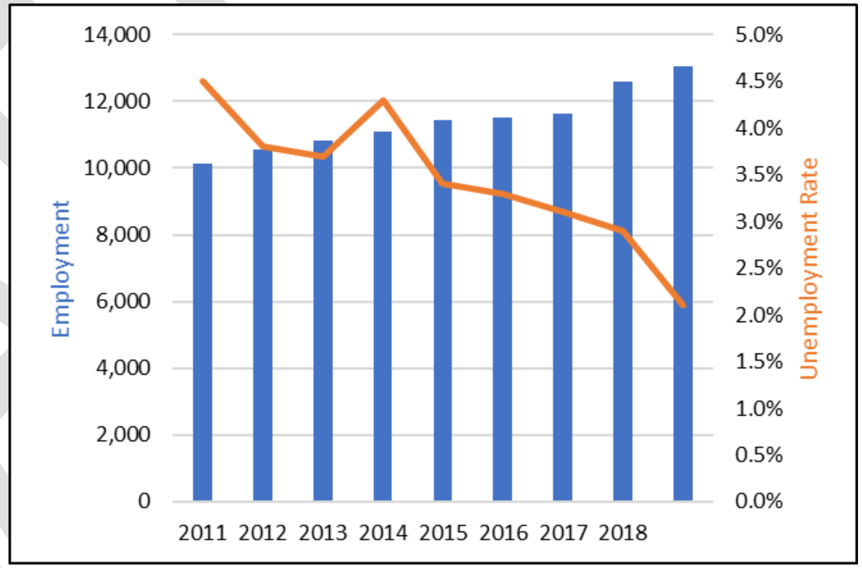
As of the 2018 survey data, employment in the City is very high, with more than 70 percent of the City's residents in the labor force. The City also has a relatively small amount of its population not in the labor force (27.7 percent). This means that residents in the community are participating in the labor market and contributing to the City's economic base. This estimate is particularly meaningful because of the City's low unemployment rate, signifying that most people who want to work (are in the labor force) can find jobs. It is likely that the economic recession has caused a large shift in these estimates, especially in the short term.



SOURCE: ACS 2018 5-year Estimates

Figure 66—Employment Status

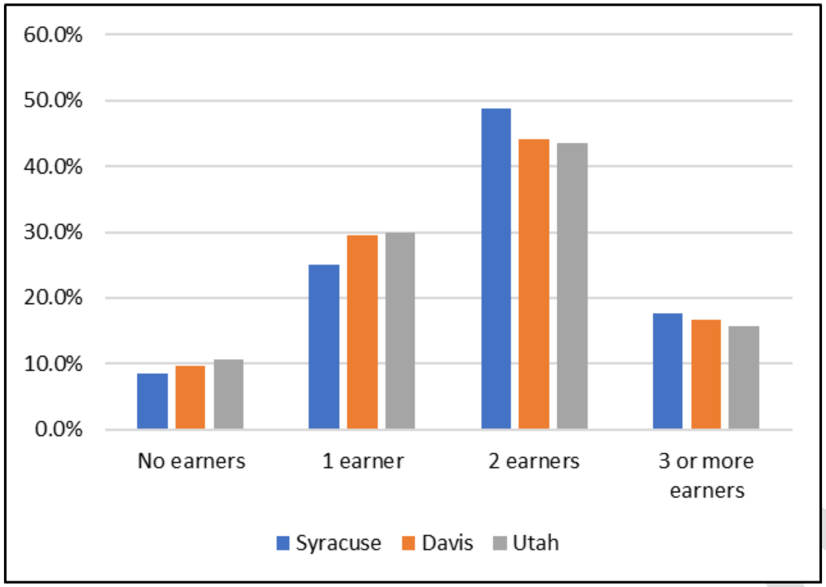
The City has experienced an increase in its total employment every year since 2010 (see Figure 67). This increase has occurred because of two factors: 1) positive population growth from employed individuals, and 2) a tightening labor market whereby those in the labor market are able to find suitable employment. It will be important, however, that the City seeing how the coming recessionary trends will impact employment, especially for families which had members who lost their jobs and are struggling to pay bills.



SOURCE: ACS 2018 5-year Estimates

Figure 67—Employment Data

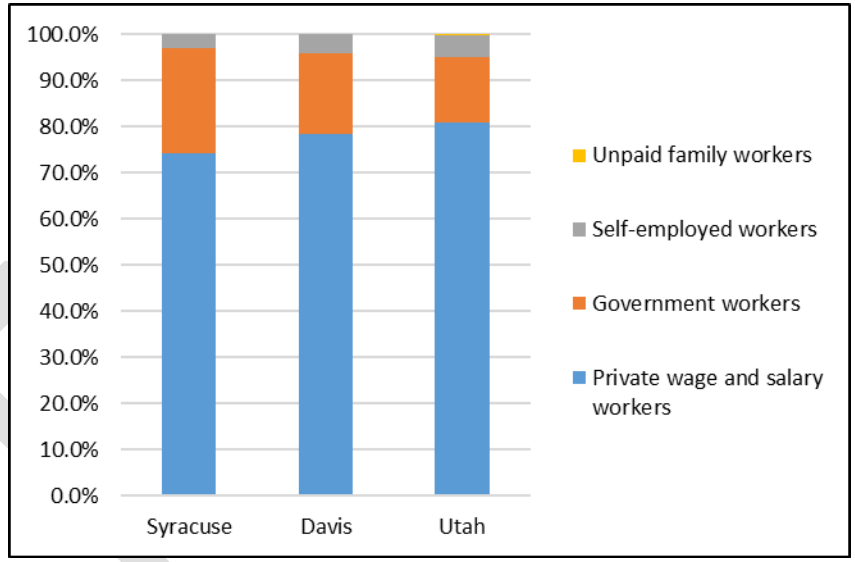
When looking at high employment, it became important to understand what that meant at the household level. As is shown in Figure 68, Syracuse has a higher share of its population with two or more owners when compared to the County or the State. Approximately 66 percent of the City's households have income from two or more earners.



SOURCE: ACS 2018 5-year Estimates

Figure 68—Household Income by Number of Earners

Breaking down the workforce into class of workers, it becomes apparent that the City is heavily reliant on private and government jobs (see Figure 69). Together, these job types make up approximately 97 percent of residents' employers. This means that only around three percent of the City's workers are self-employed. This is one percentage point lower than the County's share of entrepreneurs (at 4.1 percent). The City should try to champion local entrepreneurship so that it can further diversify its economic base and have locally owned businesses that are more willing to invest in the local economy.

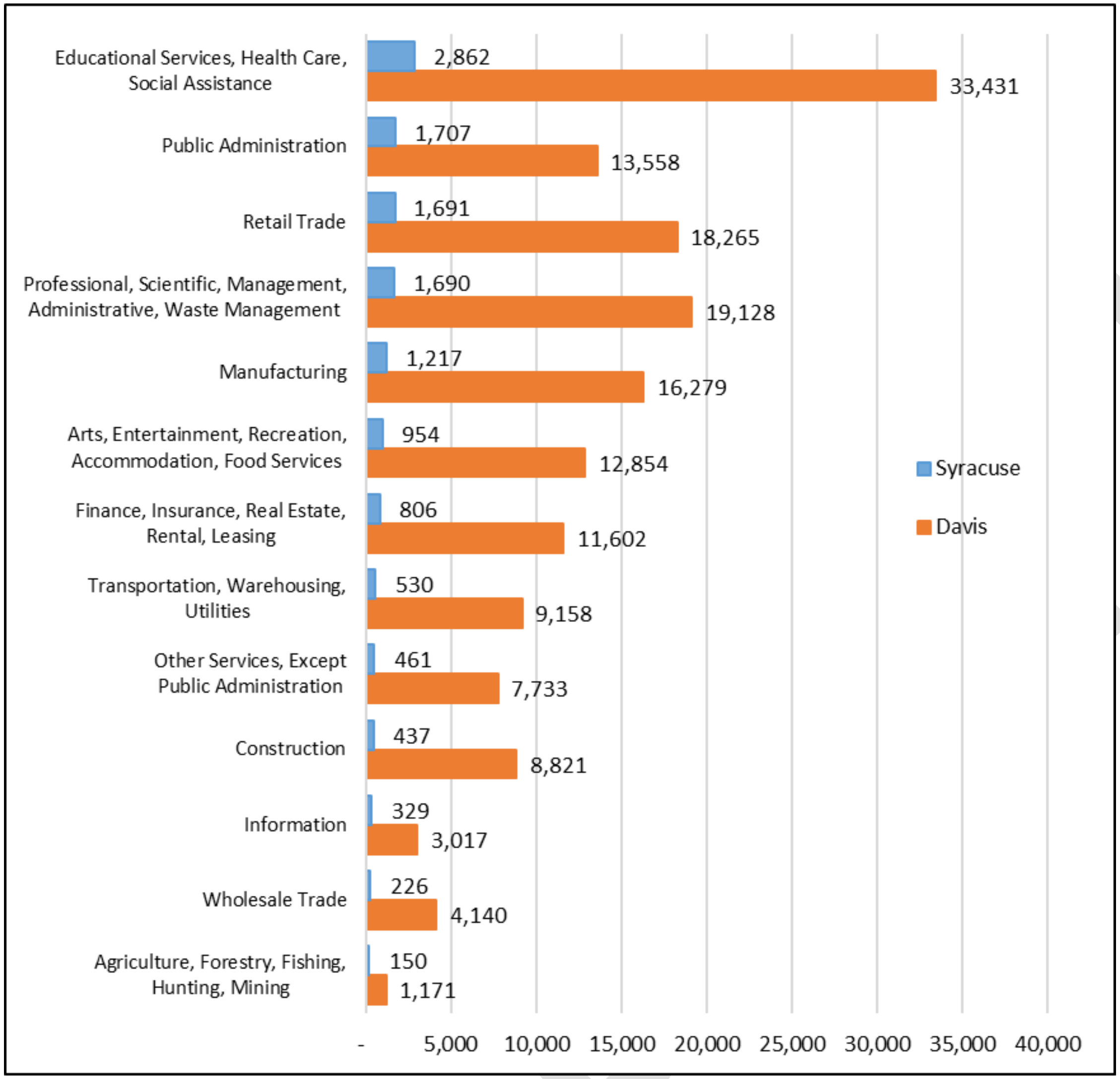


SOURCE: ACS 2018 5-year Estimates

Figure 69—Class of Worker Comparison

Jobs by Industry

Another important way to analyze employment is to look at the most common industries. As shown in Figure 70, the majority, or approximately 70 percent, of workers in the City are in the "Educational Services, Health Care, and Social Assistance" (2,862 workers); "Public Administration" (1,707 workers); "Retail Trade" (1,691); "Professional, Scientific, Management, Administrative, and Waste Management" (1,217); and "Manufacturing" (1,217). It is good that the City is well diversified in this manner and is not overly- reliant on one industry group, with the largest (Education, Healthcare, and Social Assistance) making up approximately 22 percent of total jobs. This will protect the City from industry-specific events.



SOURCE: ACS 2018 5-year Estimates

Figure 70—Number of Jobs by Industry

Aerospace Engineering Students—Northern Utah: Programs Participating in the American Society for Engineering Education (ASEE)

No Utah universities are noted in the ASEE 2018 list of the 71 participating **undergraduate** degree programs related to Aerospace engineering although the following three are listed with other undergraduate engineering degrees as follows:

- Utah State University (8)
- University of Utah (13)
- Brigham Young University (6)

Utah State University, with Aerospace M.S. and PhD degrees, is the only Utah school noted in the ASEE list of roughly 130 universities with **graduate** degree programs related to aerospace engineering, although the following three are listed with other graduate engineering degrees as follows:

- Utah State University (15)
- University of Utah (25)
- Brigham Young University (10)

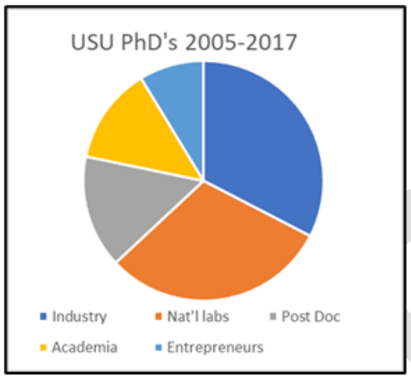
Utah State University

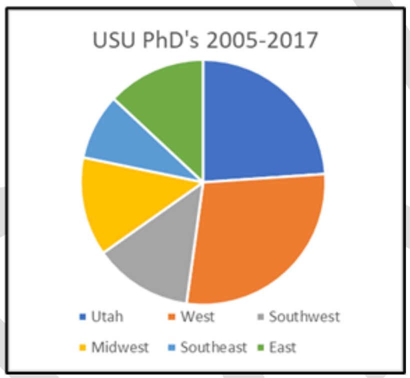
MS, Aerospace Engineering

PhD, Aerospace Engineering (began Fall 2015)

Previous employers of alumni:

- SpaceX
- Northrop Grumman
- Sandia National Lab
- Blue Origin
- NASA
- Boeing
- Hill Air Force Base
- Aerion
- Lockheed Martin





Weber State University

BS Mechanical Engineering

University of Utah

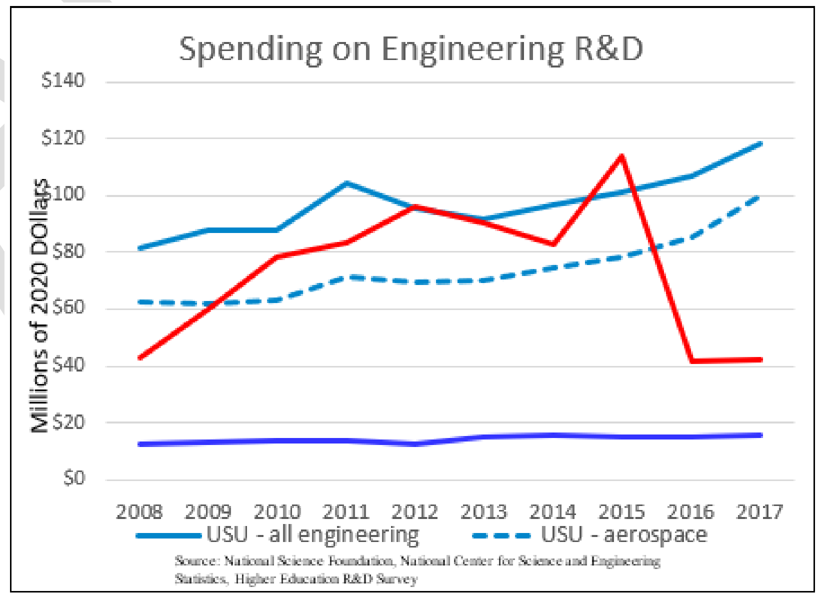
BS Mechanical Engineering with Aerospace emphasis

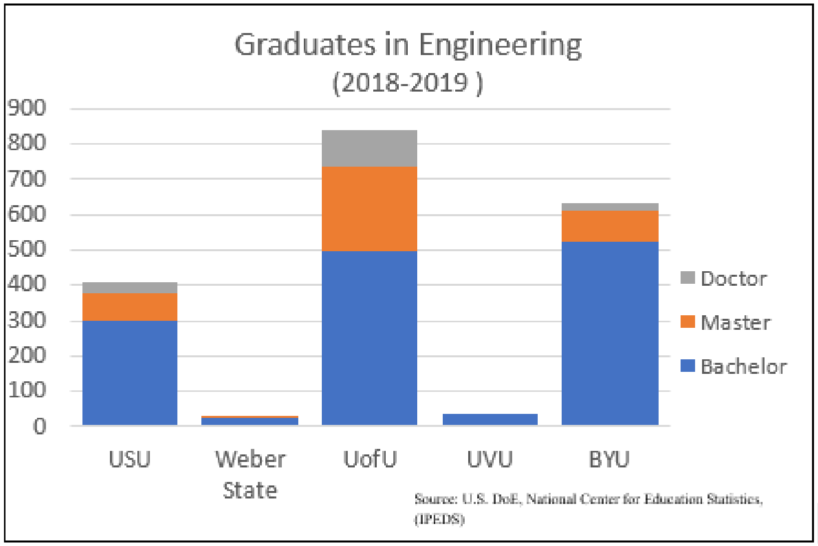
Westminster College

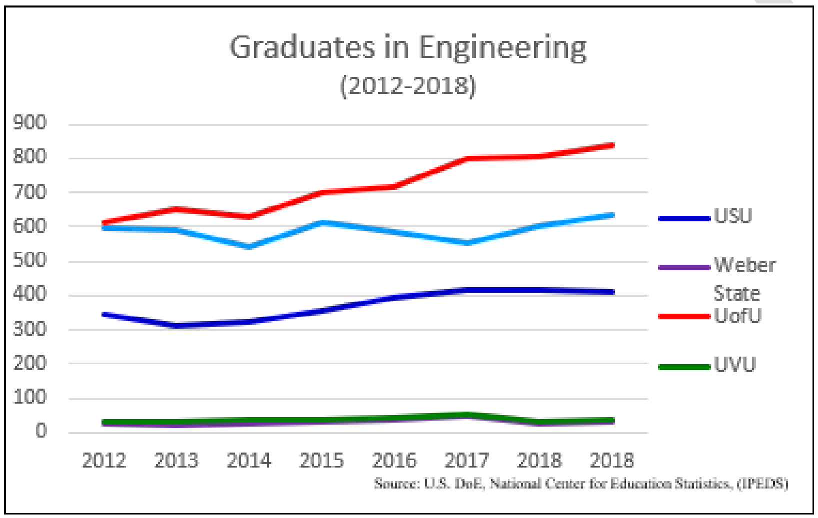
3-2 engineering program with Aerospace-related BS from USC or Washington U

Brigham Young University

BS Mechanical Engineering with Aerospace emphasis.



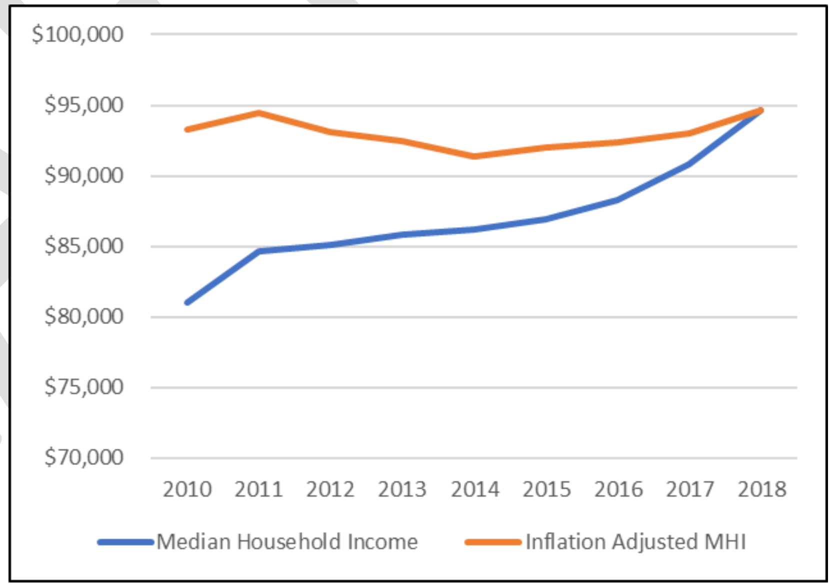




Income and Poverty

Income and poverty estimates were analyzed to understand the level of income, purchasing power, and rates of inequality and poverty the City is experiencing. These estimates will help guide the community as it determines what projects are viable and what type of development projects should be prioritized based on the community's goals and vision.

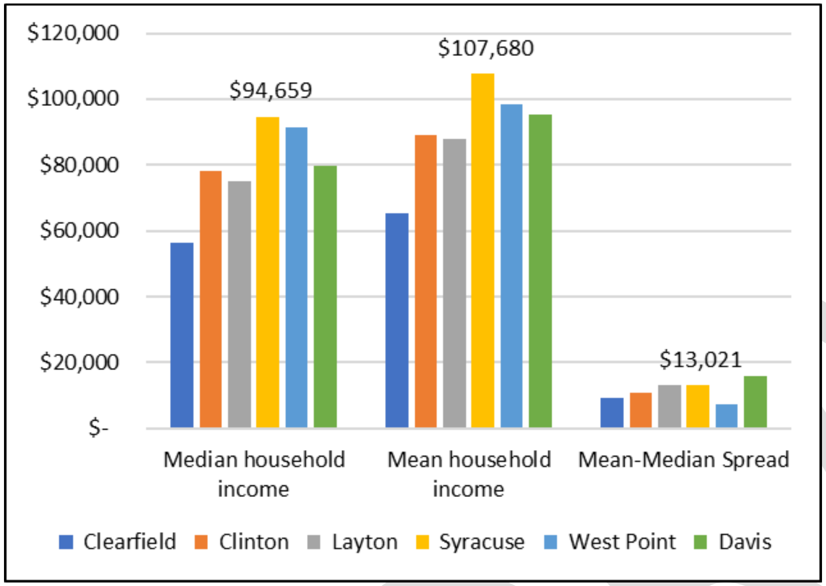
The City's median household income has increased continually year over year, from $80,994 in 2010 to $94,659 in 2018. However, when adjusted for inflation it become apparent that real household incomes have remained relatively flat over the period.



SOURCE: ACS 5-Year Estimates (2010-2018 surveys)

Figure 71—Median Household Income, 2010-2018

With a median household income of $94,659, Syracuse has some of the highest levels of income in the County. This is largely because of the City's very high labor force participation rates, meaning that each household likely has two or more members contributing to household incomes. There is also a large spread between the mean and median incomes, suggesting that there is are some high-earning households which are pulling up the mean away from the median.

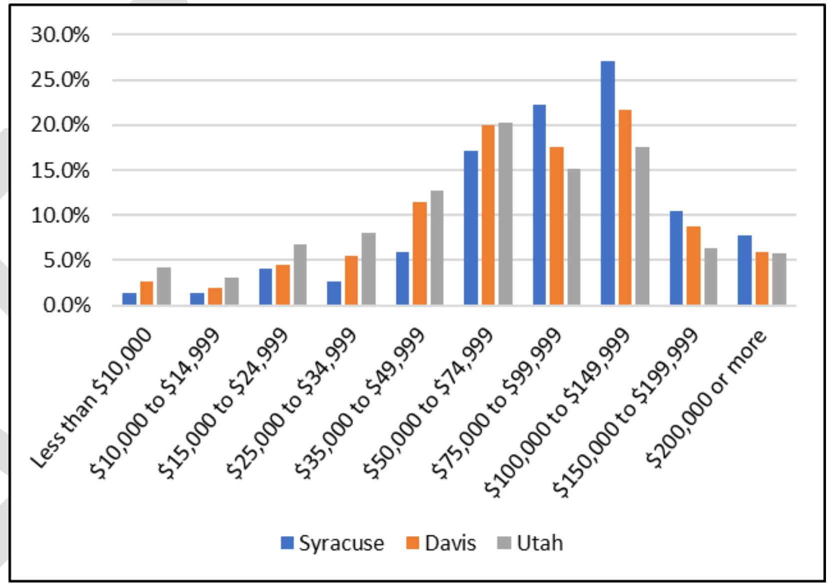


SOURCE: ACS 2018 5-year Estimates

Figure 72—Regional Household Income Comparison

Figure 73 breaks down income estimates into income brackets. The City has very high levels of income, with around 85 percent of households earning greater than $50,000 per year. The largest income bracket, representing more than 2,087 or 27.1 percent of total households, is the $100,000 to $150,000 bracket. As seen in the figure, Syracuse has a higher share of high incomes for every bracket above $75,000.

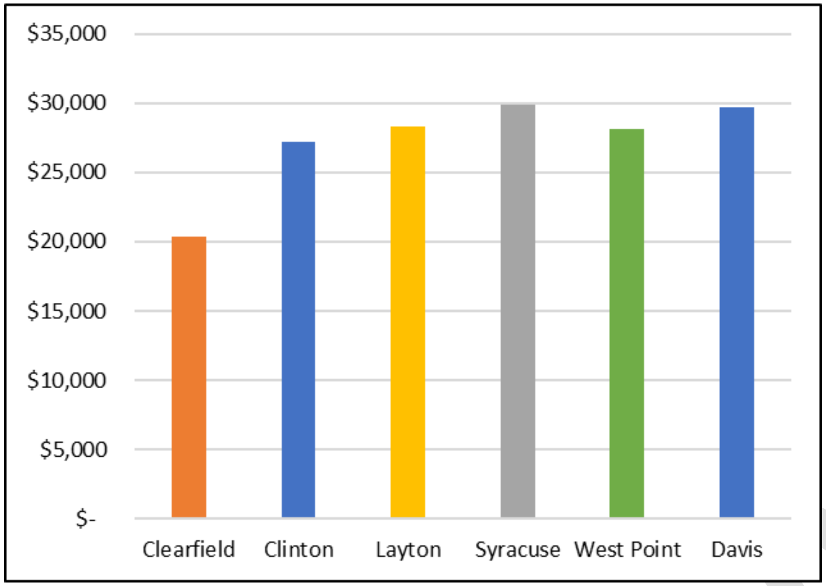
A key part of the retail analysis section of the document will be measuring how well the City is able to capture spending from its residents to support infrastructure and services.



SOURCE: ACS 2018 5-year Estimates

Figure 73—Income and Benefits by Income Bracket

Knowing that the City has a smaller population base and high incomes, it should come as no surprise that the per-capita income in the City is also quite high, at $29,844 per person. This is slightly higher than the County's per capita income estimate and higher than most surrounding communities.

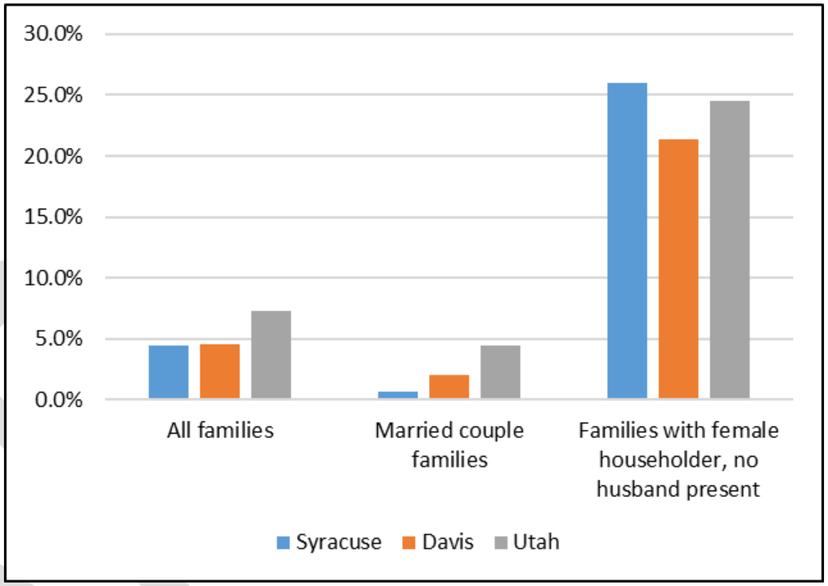


SOURCE: ACS 5-year Estimates

Figure 74—Per Capita Income Comparison

The City needs to understand how many of its families live at or below the poverty line. Syracuse and Davis County each have low poverty rates, with less than five percent of all families in poverty. However, this should still be a concern for the community because it still represents more than 300 families who are living in poverty.

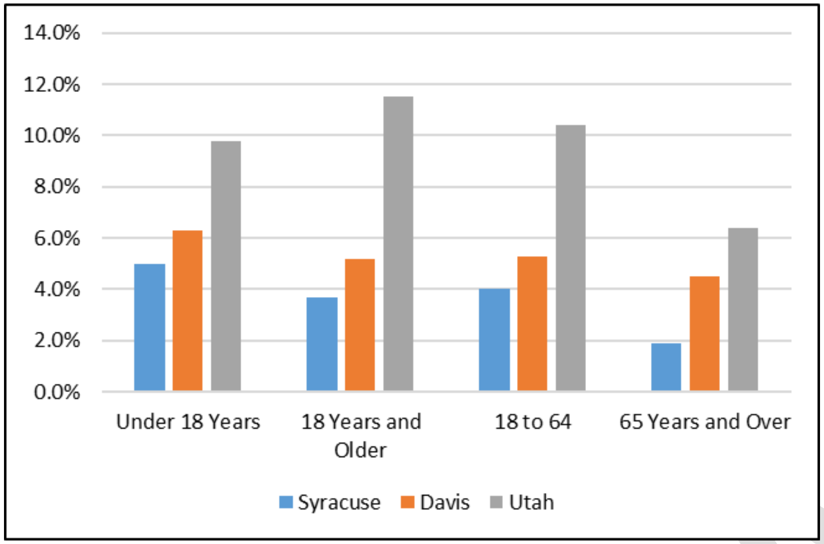
Families with a female householder and no husband are especially at risk, with more than a fourth of these families living in poverty (see Figure 75). The City should coordinate with appropriate State and nonprofit organization to services these families.



SOURCE: ACS 5-year Estimates

Figure 75—Poverty Rate by Family Type

When broken down by age, poverty estimates show which groups are at highest risk. Children are at greatest risk of living below the poverty line, with five percent of the City's population below the age of 18 living below the poverty line. Those 65 years and over are the least likely to live below the poverty line.



SOURCE: ACS 2018 5-year Estimates

Figure 76—Poverty Rate by Age

Implications – Demographics

Syracuse's distance from I-15 has kept the City from being the first choice for regional commercial and business opportunities. The West Davis Corridor should place Syracuse in a more favorable position to attract new businesses and may increase the rate of growth in resident population.

The school district's attainment and graduation scores may make it desirable for younger families to move to Syracuse. The City has a young, well-educated workforce, half of whom have earned a college degree. With two thirds of households having two or more earners, median household incomes are high, though a large majority work outside the City.

Proposed Objectives

- Ensure housing, infrastructure, and government services accommodate growth while maintaining the City's unique character.
- Improve residents' readiness to be hired in jobs which can be based in Syracuse.
- Further diversify the employment base.

Proposed Action Steps

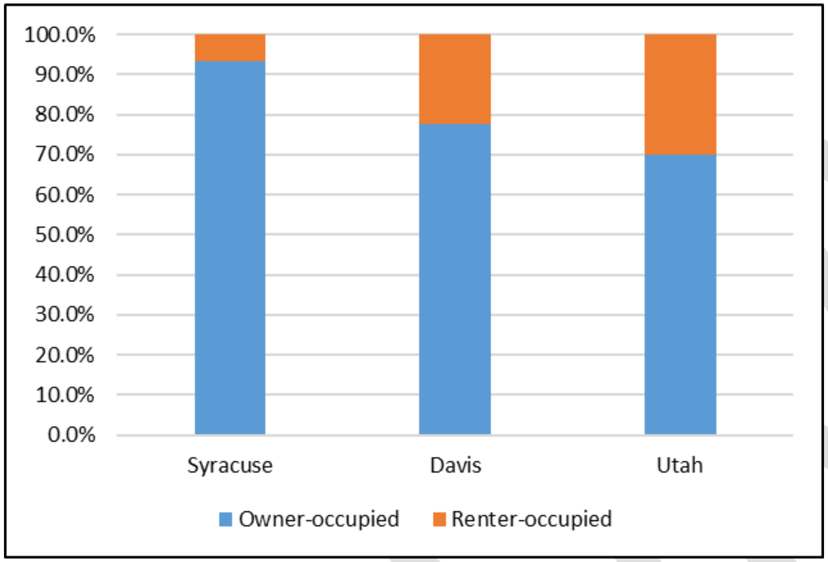
- Continue to synchronize residential and commercial construction, infrastructure, and the provision of services in concert with the long-term plan.
- Champion local entrepreneurs to build within the City Encourage completion of technical certification or college degrees.

Proposed Performance Indicators

- % flex capacity in utilization of government sources
- $ value of businesses started and retained locally
- % of students who complete a degree or certification

Chapter 5 Residences and Employers

When analyzing the housing stock within the City, it is best to start with occupancy by type. This estimate captures both traditional rental units (such as apartments) as well as single family homes which are being rented out. As shown in Figure 77, Syracuse has a very high ownership rate, with more than 93 percent of total units being owner-occupied. This is much higher than the County's rate of 77.6 percent and State's level of 69.9 percent.



SOURCE: ACS 2018 5-year Estimates

Figure 77—Occupancy by Type

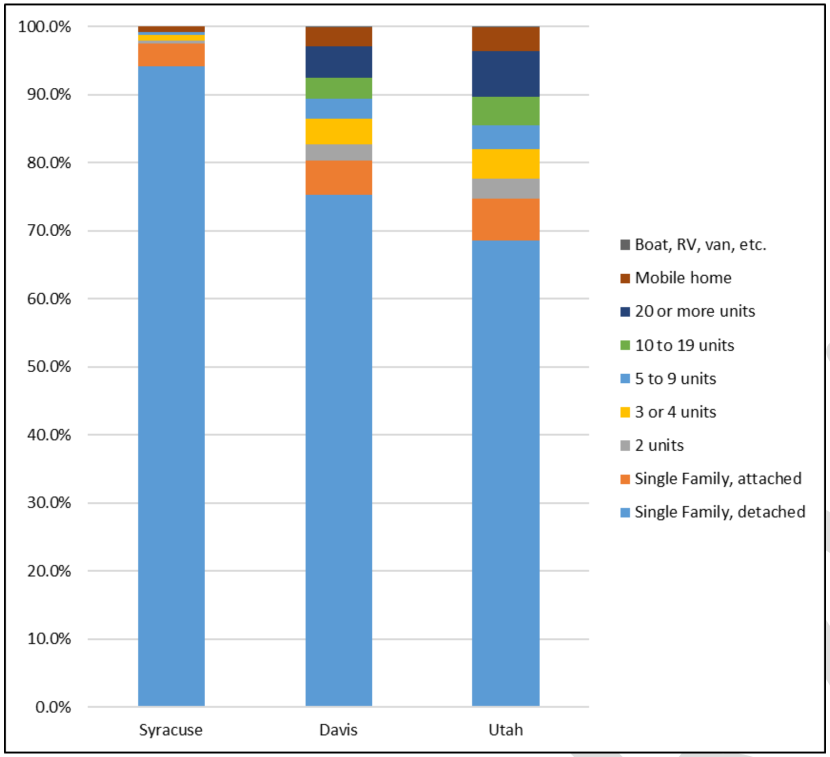
When looking at the units by structure type (see Figure 78), it seems that the most significant factor related to high ownership rates is that a vast majority of structures are single family detached homes. This is in line with the historical development of the community, the role the City plays in the regional economy as a bedroom community, as well as the voice of community members as discussed in the general plan and SWOT analysis.

First, the Community experienced the majority of its growth between 1990 and 2010, with approximately two-thirds of all units constructed in those years (see SOURCE: ACS 2018 5-year Estimates

Figure 80). Because of the City's location and relatively inexpensive land, developers have found Syracuse a prime location for building large neighborhood communities. This is currently a popular housing type and has seen strong demand, as evidenced by the City's low vacancy rates.

Secondly, the City plays a role of a bedroom community, with most of the City's workers commuting an average of 26.7 minutes to work. Single family homes in suburban neighborhoods favor this economic condition and has driven most of the City's population growth.

Finally, the City's residents are not wanting multifamily housing types. According to the General Plan, residents favor ADUs, such as basement apartments, and backyard cottages for alternative housing. While this solution could certainly address housing affordability and increase the number of rental units available, it seems that, based on the low share of renters, few individual landowners are doing this.



SOURCE: ACS 2018 5-year Estimates

Figure 78—Housing by Structure Type

THE MISSING MIDDLE

When looking at what a lack of multifamily housing could mean for the community, it is helpful to think of what is referred to as the "missing middle". Often when multifamily housing is brought up, community members think of large apartment buildings or acres of cookie-cutter townhomes, which is not what is being discussed here. But the missing middle refers to housing types that are denser than detached single-family units but that are smaller than midrise apartments (see *Figure 79*) and are strategically placed so that conform with and buffer single family developments. It will be important for the City to consider and champion for these units for several reasons:

Affordability—The City's current approach to housing means that the City is becoming unaffordable for lower-income families. Missing middle housing types are more affordable, per square foot, than detached single family homes and make housing more attainable for young couples, seniors, and households with only one earner.

Age in Place Housing Options—As the City's residents age, they will start looking for smaller, one-story patio homes that are easier to maintain. If the City does not provide this product type, seniors will be forced to leave the city to find this type of housing.

Retail and Commercial Considerations—Retailers often look for a certain number of households and income levels within a specific drive time to justify that there is adequate purchasing power to justify the cost of a new outlet or center. A lack of density will make the City less competitive and the City could lose out on a new retailer because there are not enough households. The City should add density, especially near larger intersections and on busy roads, so retailers will be willing to open in City boundaries.

Protection Against Consumer Preferences—Detached single-family units have been popular since the 1950's and is considered part of the American Dream. But younger millennials are pushing for walkable neighborhoods with smaller yards. While it is uncertain if this trend will continue, it raises a concern that the City's lack of housing diversity puts it at risk if consumer preferences steer away from single family homes toward more dense, walkable-unit options. The City will need to consider how diversifying its housing stock can protect against these kinds of trends.

The City should be able to leverage additional "Missing Middle" unit types so that it does not disrupt the small-town feels of the City's current neighborhoods. For more information on this type, visit missingmiddlehousing.com.

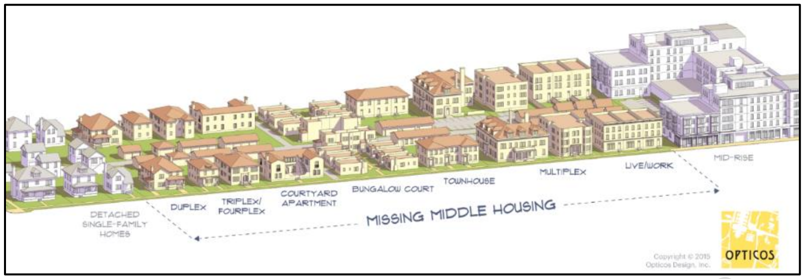


Figure 79—Missing Middle Housing Types

Below are examples of missing middle housing types that are complementary to Syracuse's current development patterns.

Side-by-Side Duplex

Sometimes referred to as twin homes, these units are attached by a single wall. They can be accessed from the front or a shared driveway.

Left: Hinesburg, VT (Source: NNECAPA Photo Library)
Right: Centerville, UT (Source: Google Maps)

Stacked Duplex

Consists of two units that are stacked on top of each other.

Source: Missingmiddlehousing.com

Mansion Homes

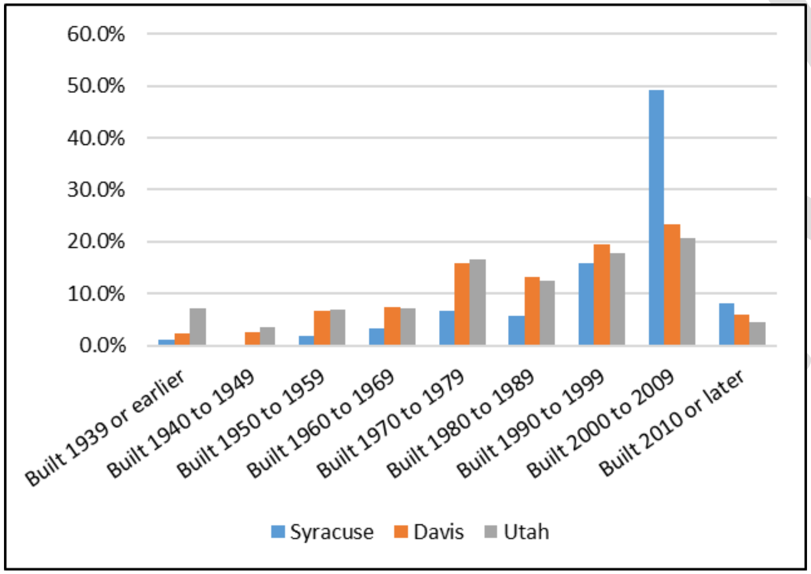
Mansion homes are units that are intended to look like large single-family units, but which have multiple entrances and shared walls.

Left: Mansion Home in South Jordan, UT (Source: Google Earth)
Right: Mansion home Example (Source: Coloradohomes.com

Live/Work

A small- to medium-sized structure (can be attached or detached) that consists of one dwelling unit above or behind a flexible ground floor space for product or service distribution.

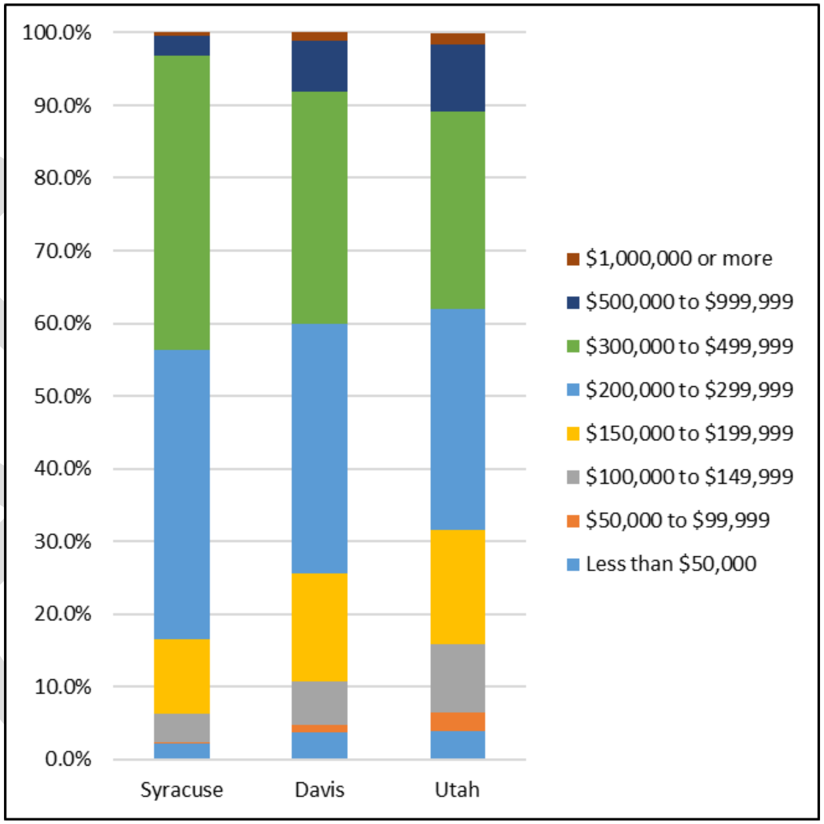
Left: Live/Work example (Source: Missingmiddlehousing.com)
Right: Live/Work in Park City, UT (Source: WFRMLS)



SOURCE: ACS 2018 5-year Estimates

Figure 80—Age of Housing Stock

Figure 81 shows a breakdown of the housing stock by price for the City, County, and State.



SOURCE: ACS 2018 5-year Estimates

Figure 81—Comparison of Housing Stock by Price

Given the City's median household income, relative age of the homes, and favorability of single-family types, a skew toward homes in the $200K-$500K range are the most common (making up a total of 80% of the housing stock).While there is certain a much smaller share of homes priced under this range, there is also a noticeably small share of homes priced above this range. The City should evaluate how it can better serve both end of the market to have a more rounded housing stock.

To determine how affordable the homes are for the City's residents, it is best to compare ownership costs to total household income. Ownership costs in this survey are the sum of payments for mortgages, deeds of trust, contracts to purchase, or similar debts on the property (incl. first, second, home equity loans, and other junior mortgages); real estate taxes; fire, hazard, and flood insurance; utilities (electricity, gas, water, and sewer); fuels (oil, coal, kerosene, wood, natural gas, etc.); condominium fees (if applicable); and mobile home costs. Generally, households should attempt to purchase a home where monthly ownership costs will be 30 percent or less of household income.

Selected Monthly Owner Costs as a Percentage of Household Income	Syracuse	Davis County	Utah
Less than 20%	47.5%	48.2%	45.8%
20 to 24.9%	21.4%	18.5%	18.1%
25 to 29.9%	11.6%	12.5%	11.9%
30.0 to 34.9%	5.8%	6.4%	7.2%
35.0% or more	13.7%	14.3%	17.0%

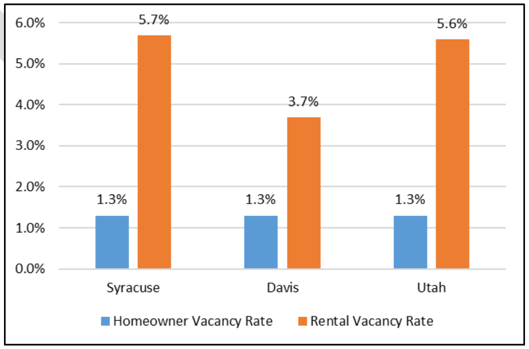
SOURCE: ACS 2018 5-year Estimates

Table 7—Housing Ownership Costs as Percentage of Household Income (Units with a Mortgage)

As shown in Table 7, Syracuse's households have done very well at following this rule. For units with a mortgage (which makes up more than 87 percent of the total units), a little less than half are spending 20% or less of their household income on housing costs. Approximately 80.5 percent of these households spend less than 30 percent or less. This is good news for the community because it means that its current residents are not cost burdened to live here and should shore up these household from foreclosure if economic recovery from COVID-19 takes a long time.

Syracuse's owner vacancy rate is on par with both the County and the State, at approximately 1.3 percent (see *Figure 82*). This is estimated to be around 93 units, which the City should monitor to prevent these units becoming blighted if they are not occupied in the short term.

The rental vacancy rate is higher than the County and similar to the State, but due to the relatively small share of rented units this estimate is likely to be highly volatile and could increase or decrease significantly by just one unit becoming vacant or occupied.



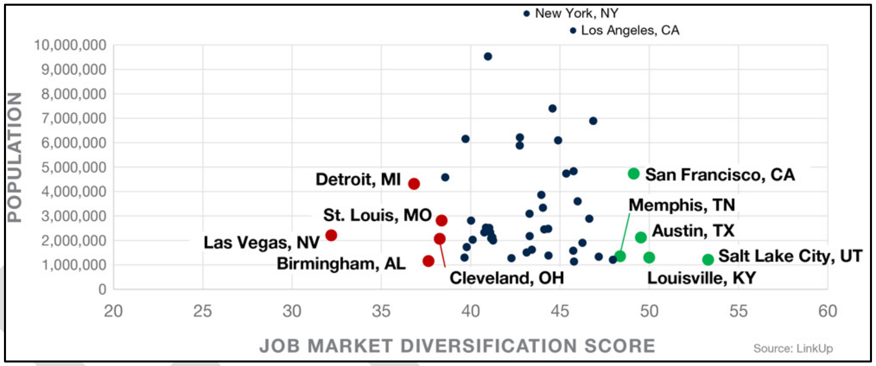
SOURCE: ACS 2018 5-year Estimates

Figure 82—Vacancy Rate by Type

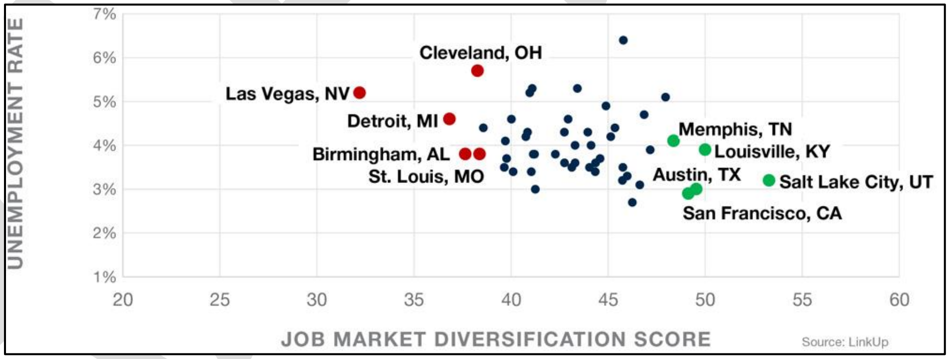
The City has an affordable housing stock and low vacancies; however, it is also becoming unaffordable for young families and too heavily weighted toward detached single-family units. It is unlikely that unaffordability will be a persistent issue as the housing stock ages and newer homes appear in the market. However, a lack of housing options, while providing economic benefits in the short term, should be addressed through "Missing Middle" unit types.

DIVERSITY OF THE JOB MARKET

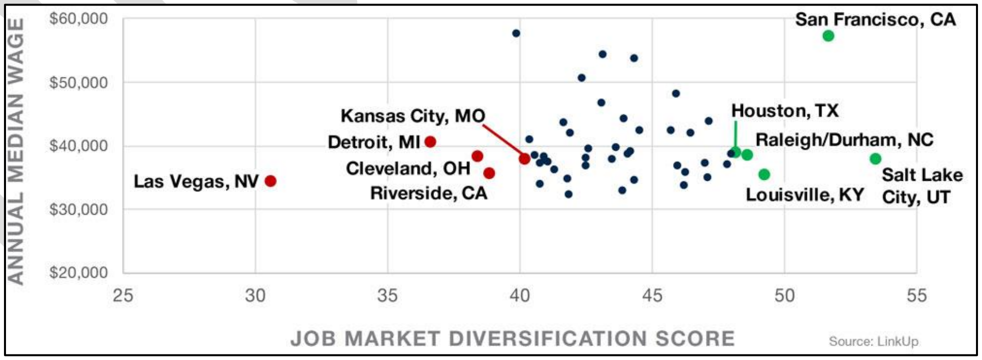
Every few years, LinkUp publishes a report on job market diversification, among large cities, in 2018, Salt Lake City[12] was ranked #1…



…which helps explain SLC's low unemployment rate…



…despite SLC's mid-range median wages:



[12] SLC is a reasonable proxy for the Wasatch Front given that Provo, for example also ranked #1 in job market diversity among mid-markets.

UTAH'S POSITION RELATIVE TO OTHER STATES

Utah is ranked #4 in CNBC's annual report of *America's Top States for Business in 2019*, driven by the economy (#3) and quality of life (#9) while being in the top 20 in other categories.

CATEGORY	SCORE	2019 RANK	2018 RANK	GRADE
Workforce	258	18	11	C+
Economy	297	3	2	A+
Infrastructure	193	17	10	B
Cost of Doing Business	217	18	23	B+
Quality of Life	219	9	12	B-
Education	99	20	34	B-
Technology & Innovation	96	21	19	C+
Business Friendliness	118	13	12	B
Access to Capital	50	19	18	B
Cost of Living	26	25	22	C+

Forbes ranks Utah as #3 among *Best States for Business*:

Rank	State	Business Costs Rank	Labor Supply Rank	Regulatory Environment Rank	Economic Climate Rank	Growth Prospects Rank	Quality of Life Rank
#1	North Carolina	4	9	1	13	13	16
#2	Texas	3	10	21	4	1	15
#3	Utah	23	2	6	8	7	9

Utah was ranked No. 1 in the nation for total job growth at 3.6%. Utah is also ranked No. 5 nationally in unemployment with a low rate of 2.8%.

"Utah is one of the top states in the nation for aerospace and defense employment with an employee base of roughly 30,000 people." Utah has high employee concentrations of aerospace engineers, materials scientists, machine operators, and many other aerospace related occupations" "Utah's Aerospace and Defense industry accounts for approximately 944 establishments and 31,390 jobs and is projected to grow by 2 percent per year over the next decade."

Utah is ranked #18 by PwC in **aerospace industry attractiveness**, held down by:

- Infrastructure (#36) (quality: roads, railroads, air infrastructure, electrical supply)
- Industry (#33) (size, growth, number of companies)
- Economy (#26) (GDP, Manufacturing output, exports)

Utah is ranked by Bureau of Labor Statistics regarding **Aerospace Engineers** (May 2019):

- #17 in total employment
- #16 in employment per 1,000 jobs
- #29 in annual median wage

IMPLICATIONS – RESIDENCES AND EMPLOYERS

Syracuse has a very high rate of owner-occupied housing. The vast majority of homes are single-family detached, which is in line with residents' and developers' preferences until now. The City's residents view most multi-family housing types as undesirable.

If continued, the City's current approach to housing could mean that the City may become unaffordable for those who are starting a family or starting their first real jobs as well as for those retiring and looking for smaller homes – Syracuse's own children and seniors could be forced to leave the city to live elsewhere.

Moreover, a lack of density makes a city less attractive to retailers, restaurants, and other businesses who would otherwise come and stay in Syracuse. There are many attractive options for residences in Syracuse's missing middle where homes share lawns and parks, for example.

Proposed Objectives

- Build and maintain Syracuse's character as a desirable place to live and work
- Provide homes for Syracuse's new families and seniors

Proposed Action Steps

- Identify a set of neighborhood and housing alternatives that are approved by a majority of Syracuse's residents.
- Work with owners of large parcels to free up space for these neighborhoods.
- Find developers proved to be willing and able to create great neighborhoods.

Proposed Performance Indicators

- Progress vs. milestones in identifying neighborhood alternatives.
- % of desired acreage made free for development.
- Number of qualified and proven developers who now work with Syracuse to develop great neighborhoods.

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Chapter 6 Office Development Feasibility

The City has identified office uses as one of its development targets in the West Davis corridor. This section analyzes the current and projected office market to determine the feasibility of office development in Syracuse. National trends are first analyzed to discuss the supply and demand for office generally, followed by an analysis of the Wasatch Front (including Weber, Davis, Salt Lake, and Utah Counties), Davis County, and a 10-mile radius around Syracuse's city center.

National Trends

Office performed well after the Great Recession, with strong employment growth and service-based companies driving demand for the creative reuse of classic buildings as well as the development of accessible and sustainable new office towers and parks. There has been significant investment in office properties, especially in the Western United States, which saw $51.2 billion in office deals in 2019.[13]

However, these trends have been completely up ended by the coronavirus pandemic, which forced workers to work from home for several months to slow the spread of the virus. This forced many businesses to turn to online tools, such as video conferencing software and team collaboration tools, to replace in-person meetings and conferences. The coronavirus is likely to have a significant short-term impact, along with several considerations and significant uncertainty as to the medium-term impact of the virus.

Lease Rates and Office Demand

Lease rates have fallen as businesses have halted their plans to expand or upgrade their space. Several businesses have furloughed their workforce, waiting for states to ease restrictions and for consumer spending to rebound. This had led to a considerable softening in demand, driving lease rates down as tenants renegotiate their offer prices and landlords look to fill new vacancies.

As the economy recovers, it is unknown as to whether tenants will require more or less space than before. On one hand, tenants who are in dense buildings with little space between employees might look for larger spaces or look for less-dense communities that are safer and reduce health risks. On the other hand, some businesses may prefer newly found remote work alternatives and might require smaller offices to accommodate fewer local employees. Several large employers, such as Twitter, Facebook, and Microsoft, have embraced remote work as their new normal, with Twitter going so far as to announce that some of its employees can work remotely for as long as they want.[14] Other businesses might follow if their employees as just or even more productive as they were in the office.

Landlord Expenses

Landlords will see a rise in their expenses as they adjust to federal and state regulations. Cleanings will need to be done more frequently, with better chemicals. Tenants will demand more from their landlords to ensure that their workers are healthy and safe. These trends are likely to continue into the medium term,

[13] SOURCE: Integra Realty Resources, 2020 Viewpoint Office Report

[14] https://www.usatoday.com/story/tech/2020/05/22/coronavirus-remote-work-post-pandemic/5242420002/

especially if the virus has multiple waves and the risks of globalization and disease become more salient.

Underwriting Requirements

As uncertainty is added to office demand, lenders will increase their underwriting requirements to ensure that landlords will not go into foreclosure. This will mean lower loan-to-value ratios and stricter requirements from banks and other financial institutions.

WASATCH FRONT

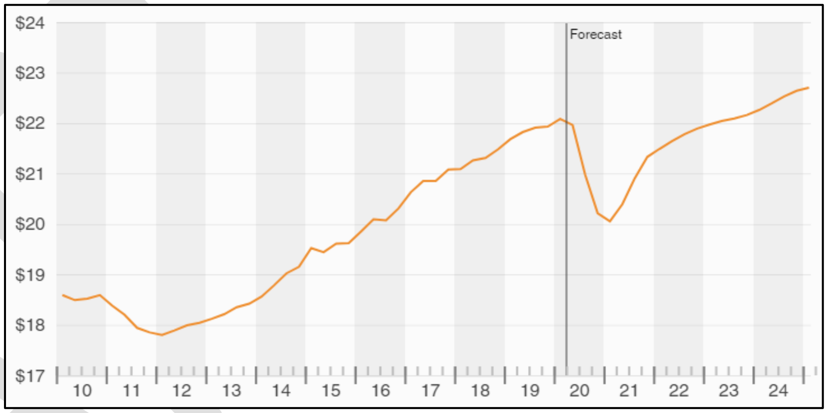
Office product in the Wasatch Front (Weber, Davis, Salt Lake, Utah counties) was in a growth phase for several years, with moderate employment growth providing upward pressure on lease rates. The tech sector and supporting businesses have demanded a significant amount of office space in Utah and Salt Lake counties, with some spillover into Davis and Weber counties. As of Q12020, the Wasatch Front area consisted of 4779 buildings and represented almost 110 Million square feet of office space (see Table 8).

Wasatch Front	# of Buildings	Invetory SF	Vacancy (SF)	Vacancy (%)	Net Absorp. (SF)	Market Rent ($/SF)
Class A	264	31,763,841	2,290,448	7.2%	741,232	$27.46
Class B	2,802	64,307,325	4,210,464	6.5%	(34,988)	$19.80
Class C	1,703	13,836,503	603,771	4.4%	(43,998)	$14.57
Total	4,779	109,933,611	6,800,061	6.2%	662,246	$22.70
Class A&B	3,066	96,071,166	6,845,944	7.1%	706,244	$23.19

SOURCE: Better City, CoStar

Table 8—Wasatch Front Key Indicators by Property Class

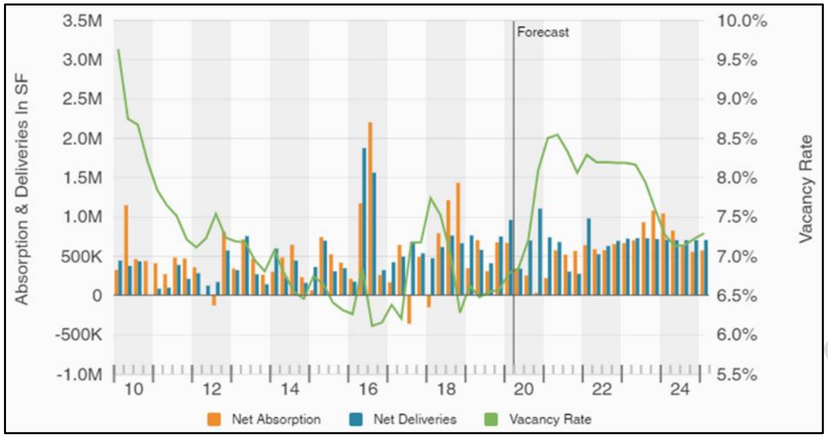
However, the coronavirus pandemic is expected to have a significant impact on office space moving forward. Figure 83 shows the forecasted decrease in market rents, with prices not stabilizing until 2021 Q4 and not returning to the pre-pandemic prices until 2023.



SOURCE: CoStar

Figure 83—Wasatch Front Market Rent Per SF, 2010-2025

Figure 84 forecasts that vacancies will increase past eight percentage points as new deliveries come online but absorption is soft. Many of the projects which have already broke ground will be seen through to completion, while several proposed project will be withheld or cancelled until the market becomes more favorable. This will lead to a decrease in the vacancy rate as demand increases and supply is more realistic with the demand after the virus.



SOURCE: CoStar

Figure 84—Wasatch Front Net Absorption, Net Deliveries, and Vacancy Rate, 2010-2025

Some leading indicators of the virus pandemic are already visible in the data, with vacancies increasing sharply from 6.8 percent at the end of 2019 to more than 7.5 percent at the end of May. Class B and Class C products, often occupied by smaller and less profitable firms that are more sensitive to changing economic conditions, will likely be harder hit than Class A offices. This might be a benefit to Syracuse as tenants of large B and C offices consider building satellite offices elsewhere. Class A buildings represent the newest and highest quality buildings in markets. They are often better-looking buildings with the latest construction, and with modern, high-quality building infrastructure.

Davis County

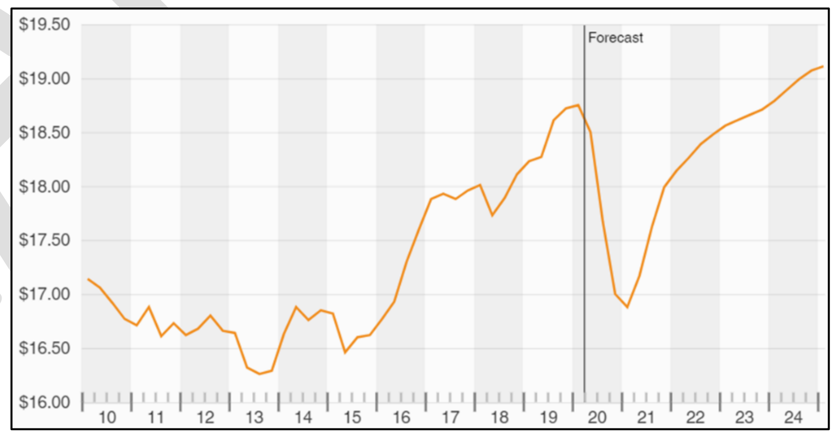
Davis County has seen strong office growth, with net absorption of more than 60,600 square feet between 2019Q1 and 2020Q1. However, the County still represents only a small portion of total office space in the region (at less than 5.6 percent; see Table 9).

Davis County	# of Buildings	Invetory SF	Vacancy (SF)	Vacancy (%)	Net Absorp. (SF)	Market Rent ($/SF)
Class A	17	864,807	135,856	15.7%	40,054	$26.96
Class B	239	3,858,756	193,612	5.0%	25,935	$17.84
Class C	191	1,385,278	83,196	6.0%	(5,355)	$17.02
Total	449	6,112,169	412,664	6.8%	60,634	$19.65
Class A&B	256	4,723,563	329,468	7.0%	65,989	$20.79

SOURCE: Better City, CoStar

Table 9—Davis County Key Indicators by Property Class

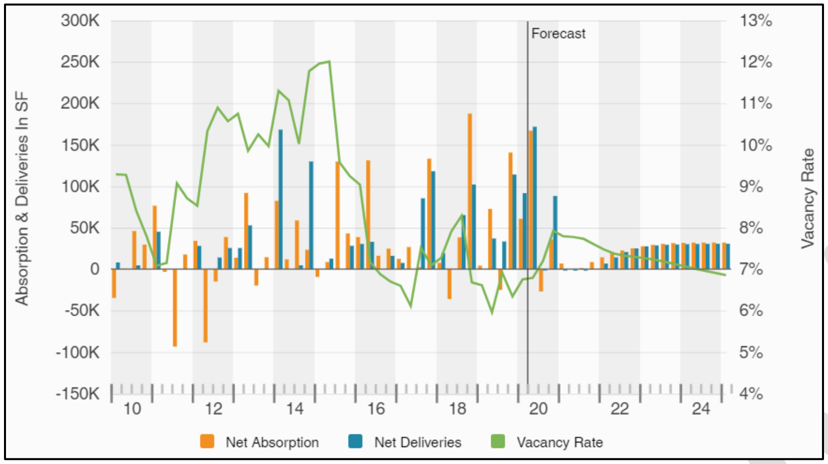
Like the region, Davis county is forecasted to see a sharp drop in market rates, not reaching stability until 2023 or beyond. According to the forecast, market rates will not return to a pre-coronavirus level until 2023 Q1 (see Figure 85).



SOURCE: CoStar

Figure 85—Davis County Market Rent Per SF, 2010-2025

As shown in Figure 89, net deliveries are expected to outpace absorption, causing a sharp rise in the vacancy rate at the end of 2020. However, few deliveries are expected in 2021, which means that the vacancy rate should stabilize much soon than the rest of the region.



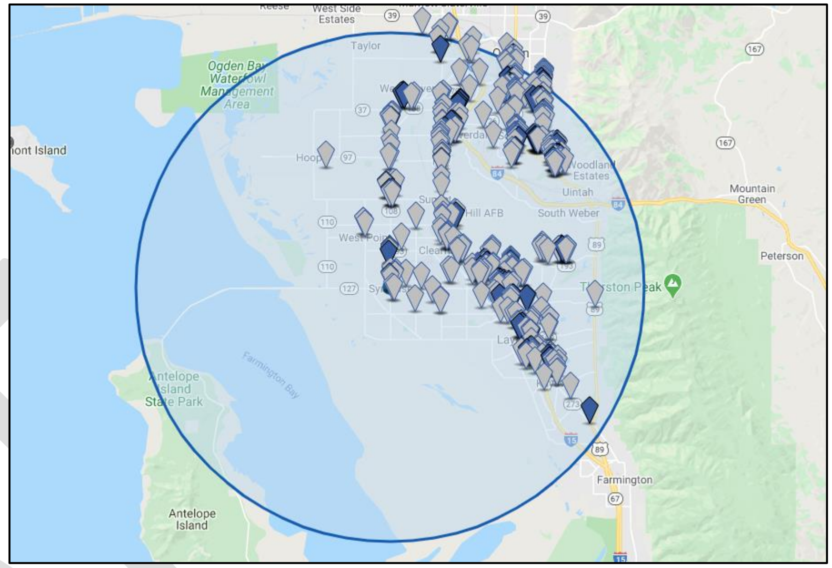
SOURCE: CoStar

Figure 86—Davis County Net Absorption, Net Deliveries, and Vacancy Rate, 2010-2025

PRIMARY MARKET

A primary market was constructed using a 10-mile radius from Syracuse city center. This analysis shows what office buildings the City would compete with if office were developed in the short term. As shown in Map 2, the City will be competing with properties along the I-15 corridor, Ogden's central business district, and Hill Air Force Base.

However, given a post-Covid-19 world, Syracuse could be competitive for any new, remote, offices as organizations at Hill Air Force consider spreading out to satellites. The City might particularly focus on the east-west route along SR 193 from the West Davis interchange to the Base. Being new, these should be developed as Class A facilities.



SOURCE: CoStar

Map 2—Office Properties within a 10-mile radius from Syracuse

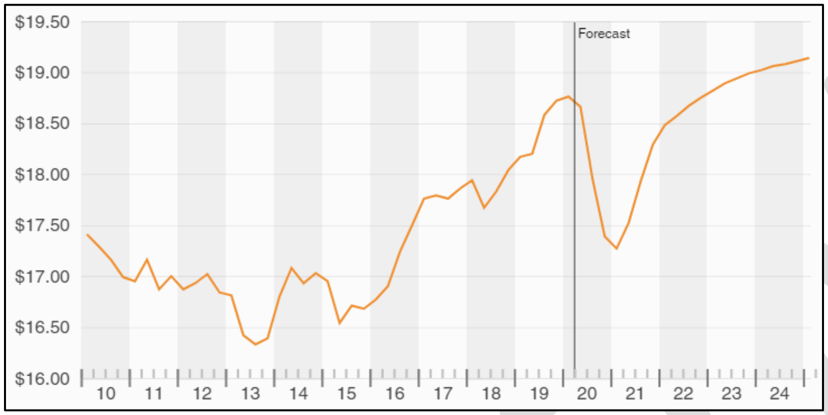
10-mile Radius	# of Buildings	Invetory SF	Vacancy (SF)	Vacancy (%)	Net Absorp. (SF)	Market Rent ($/SF)
Class A	14	576,969	77,123	13.4%	30,215	$27.20
Class B	273	4,540,037	294,935	6.5%	(28,901)	$16.36
Class C	185	1,463,688	42,667	2.9%	9,725	$14.77
Total	473	6,581,822	414,725	6.3%	11,039	$18.40
Class A&B	287	5,117,006	372,058	7.3%	1,314	$18.87

SOURCE: Better City, CoStar

Table 10—Primary Market Key Indicators by Property Class

The primary market consists of more than 6.5 million square feet of office space, two-thirds of which is Class B. Net absorption was positive for the quarter, especially in Class A product. However, Class B is likely to perform better in the short term as tenants become more cost-conscience.

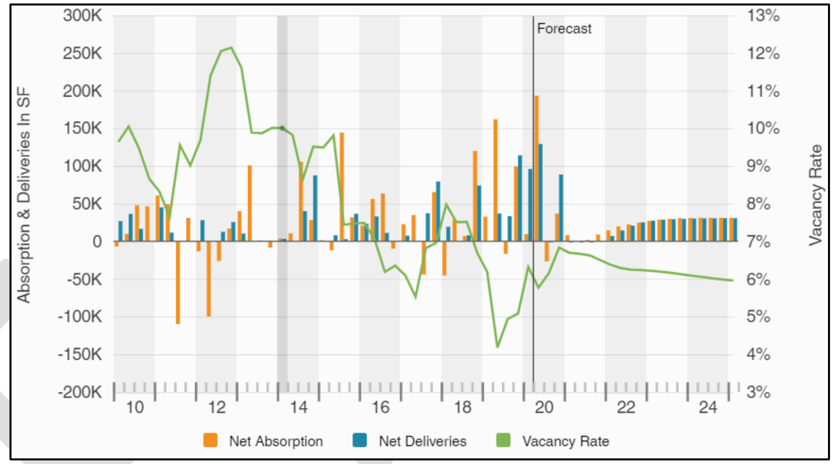
Market rates have experienced growth comparable to Davis County and are expected to experience a similar decline in rates for the remainder of 2020, with a rebound expected in 2021 and stabilization in 2022.



SOURCE: CoStar

Figure 87—Davis County Market Rent Per SF, 2010-2025

The primary market is well situated for the demand shock resulting from the coronavirus pandemic. The primary market has experienced high absorption so far this year, and with less than 100,000 SF forecasted to be added to the market it is actually forecasted that the primary market will continue to see a decrease in vacancies over the short term (see . This support the analysis presented earlier, that companies will favor larger spaces in less crowded cities and business parks.



SOURCE: CoStar

Figure 88—Davis County Net Absorption, Net Deliveries, and Vacancy Rate, 2010-2025

Development Pipeline

There is approximately 9.8 million square feet of office in the development pipeline, with 3.8 million already under construction. Due to the coronavirus pandemic, it is unlikely that the 6 million square feet of proposed office will all occur, especially in the short term (see Table 11).

Geography	Under Construction SF	Proposed SF	Total Pipeline
Salt Lake, Utah, Weber	3,582,049	5,850,561	9,432,610
Davis	219,000	219,000	438,000
Sum	**3,801,049**	**6,069,561**	**9,870,610**

Table 11—Office Development Pipeline, Wasatch Front

There are several projects underway which will greatly impact the feasibility of office use in Syracuse. While this is not intended to be a survey of all development, it shows major projects which are planned or under construction in the surrounding cities.

North Station Park

Farmington has seen incredible success with its Station Park development, which has brought in millions of square feet of retail, entertainment, and housing. To complement and enhance the development, the City has also planned a 240-acre mixed-use development intended as a lifestyle community. The north station park development is planned to include 1.6 Million square feet of office, 100,000 square feet of retail, and 1,700 housing units.

This development will strongly appeal to younger professionals who are looking for immediate access to shopping, entertainment, and access to work, either in the development itself or because of its proximity to the nearby Frontrunner station. This area will be very appealing because of the nearby amenities, including Station Park, Lagoon, and short commutes via the I-15 corridor.

SOURCE: Inspire Development

Figure 89—North Station Park Development

Falcon Hill Aerospace Research Park

Falcon Hill is the first US Air Force public/private partnership and their largest enhanced use-lease The 550-acre development on the west side of Hill AFB, includes space for IT, communications, the Department of Defense, aerospace, military, and government contracting. It will be LEED certified, Class A office space, with retail, a hotel, and conference center planned in later phases.

SOURCE: R&O Construction

Figure 90—Falcon Hill Aerospace Research Park

However, Covid-19 could cause those facilities to be reconfigured to allow physical distancing, thus reducing the number of workers in those buildings, which in turn might cause companies to look elsewhere nearby for satellite offices, perhaps eastward along SR 193 towards the new interchange with the West Davis Corridor, Combined, there is approximately 219,000 SF of office under construction and an additional 175,000 SF planned within Davis County (see **Error! Reference source not found.**).

Status	Address	City	Class	Land (AC)	True Owner	Building SF	Estimated Delivery
Under Construction	1075 W Farmington	Farmington	B	0.77	Brian Call	5,000	June 2020
Under Construction	612 N Kays Dr	Kaysville	B	1.75	Unknown	14,000	July 2020
Under Construction	1400 Legend Hills Dr	Clearfield	B	7.41	Unknown	200,000	May 2020
Proposed	147 E Union Ave	North Salt Lake	B	7.17	Daniel McGregor	1,000	Unknown
Proposed	1566 S 800 W	Woods Cross	B	0.52	Dell Nichols Commercial Real Estate	3,279	Unknown
Proposed	913 N 3200 W	Layton	B	0.21	PJF Corporation	4,500	Unknown
Proposed	179 S Main St	Layton	B	1.32	Francis McKay Winkel SR	89,000	Unknown
Proposed	320 Station Parkway	Farmington	B	3.47	CenterCal Properties	77,000	Unknown
Total				**22.61**		**393,779**	

SOURCE: CoStar, Better City

Table 12—Under Construction and Proposed Office Projects in Davis County

Legend Hills

The Legend Hills office complex has about 40 adjacent acres zoned for office and retail. The new RC Willey store is located adjacent to the site. Legend Hills will be the closest office park and direct competitor to office development along the West Davis corridor.

SOURCE: Colliers International

Figure 91—Legend Hills Development

IMPLICATIONS – OFFICE DEVELOPMENT FEASIBILITY

Syracuse City identified office uses as one of its development targets. However, although Davis County has seen strong growth in offices, the City's distance from I-15 has hindered such development in Syracuse compared to surrounding cities where offices have been and are being built.

Nevertheless, the Covid-19 pandemic has caused many companies to reconsider their historic preference for large, centrally located offices. Reflecting on a post-pandemic world, organizations are considering reducing their uses of central locations in favor of more remote, satellite operations.

With the intersection of the West Davis Corridor with SR 193, Syracuse might well be in an advantageous position, particularly with organizations serving Hill Air Force Base, to attract offices and light industry to relocate along SR 193. This, however, will require working with owners of large properties to sell their lands for commercial as well as residential developments.

Proposed Objectives

- Attract commercial developments along SR 193 from the West Davis interchange eastward to 2000 W (or 1000 W).
- Make properties along SR 193 available for development.

Proposed Action Steps

- Conduct a feasibility study and develop a detailed picture of what development could look like along SR 193 and what benefits it would bring.
- Persuade owners of properties along SR 193 to sell.
- Identify target commercial organizations
- Persuade them of the advantages of locating remote operations along SR 193.
- Create TIF and other relevant financial incentives.
- Budget for construction and infrastructure.

Proposed Performance Indicators

- Progress vs. milestones.
- % of desired acreage made free for development
- % of acreage developed
- Net dollar value to the city of new developments

Chapter 7 Transit-Oriented Development

Part of UTA's vision with the frontrunner network is to leverage the rail line's stations to build "high-intensity developments, designed primarily for pedestrians and cyclists, and oriented toward transit hubs…" Known as Transit-Oriented Development (TOD), UTA has made significant progress toward this goal, with several of its stations in development or planning phases.

TOD often includes a mix of office, retail, and housing, combined with the ease and convenience of public transportation. Although Syracuse does not have a FrontRunner station within its borders, TOD should be considered in the City's strategy because of the unique role that it will play regionally because of walkability and access to transit alternatives such as the Frontrunner and bus rapid transit (BRT).

Frontrunner Stations in Weber and north Davis were analyzed to better understand their current development status and discuss their impact on the City's development strategy.

Ogden Station

Ogden City has seen significant redevelopment of its downtown core, increasing the market demand for land in the downtown area. UTA passed a resolution in March 2019, choosing Ogden as one of its top-priority TOD sites. The resolution is different than its more general visioning because it allows the agency to proactively work with communities to develop surplus UTA land adjacent to the stations; however, the decision does not mean that construction is imminent nor fast-moving.

According to a 2019 article from the Standard Examiner[15], Ogden City's plans to develop the grounds near Union Station include large public open spaces, museums, art galleries, high-density housing, retail, meeting and event space, and administrative offices. It is unclear what role UTA's land (highlighted in red in Figure 92) will play in that future development. Currently, the area is zoned as a Central Business District (CBD), with the general plan classifying the parcels as an urban mixed-use center.

SOURCE: Google Earth, Weber County Assessor

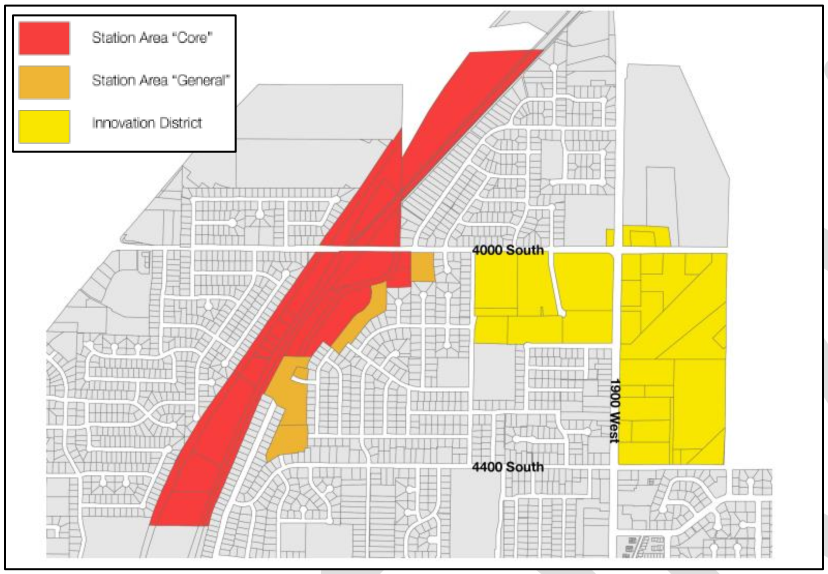
Figure 92—Ogden Station

Roy Station

Roy station is currently adjacent to single-family residential uses and is difficult to access, making development prohibitive. Additionally, the Roy Station is the least utilized station in the entire Frontrunner network. Roy leadership understand the role

[15] Shaw, Mitch. "Ogden, Clearfield FrontRunner stations tabbed for future development." *Standard Examiner.* March 29, 2019. Link here.

these 18 acres could play in the future and are working with UTA to develop the land immediately adjacent to the station, shown on Map 3 in red and orange. City leaders would like to rezone the areas using form-based code, freeing up the land for a wider range of uses than current zoning permits. However, form-based code may be difficult to adopt and would have significant impacts on development in the area if accepted.

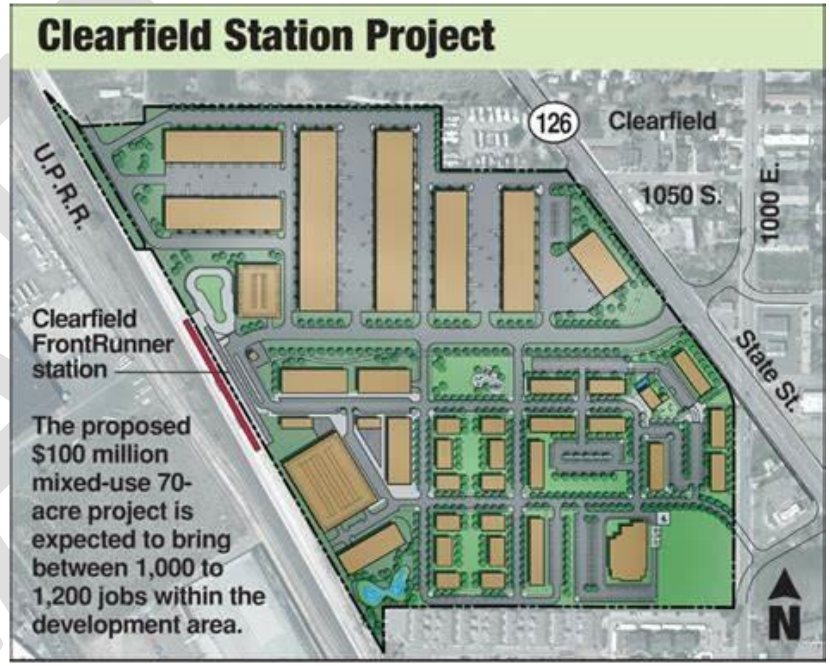


SOURCE: City of Roy

Map 3—Roy Station

CLEARFIELD STATION

Clearfield has already begun development in the Clearfield Station Area, which has approximately 70 acres of available land. The first phase of the project, the Clearfield Station Apartments, were completed in 2018. The station will continue to be developed in additional phases and seems to be well-positioned for traditional TOD in terms of a balanced walkable site comprised of office, high density residential, and retail components. If UTA's current plans are followed, the site will contain more than 3,000 residential units, parking, and 700,000 square feet of commercial and office space.



Source: Standard Examiner

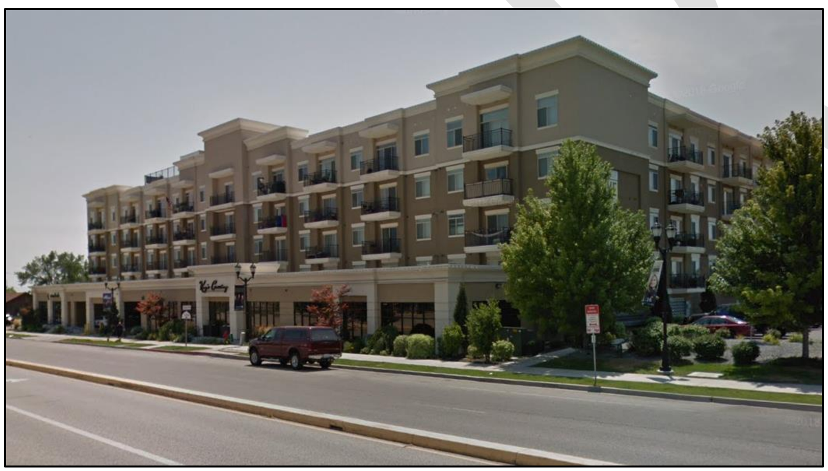
Map 4—Clearfield Station

LAYTON STATION

Layton Station's TOD is small but has seen good absorption. Kay's Crossing, a luxury apartment community, was completed in 2014. It features 156 units and has direct access to the transit station. There is development potential on the eastern side of Main Street (see highlighted area in Figure), but the land has not yet been assembled for redevelopment purposes. A tax increment district was recently established which should increase development activity in the next few years.

SOURCE: Google Earth, Weber County Assessor

Figure 93—Layton Station



SOURCE: Google Earth

Figure 94—Kays Crossing Apartments

As the City determines what type of office uses would be appropriate along the West Davis Corridor and in other key nodes, it should be aware of what types of development is happening at the nearby FrontRunner stations and should be proactive in not targeting the same niches and industries.

Office Space Evolution

The City should focus on developing Class A office space, especially in industries that are highly represented in the region or which could provide support to activities at Hill Air Force Base. The key to having successful office projects with strong rental rates and occupancy will be in finding ways to encourage the private sector to develop differentiated and desirable product types that are unlike other offerings in the region. Competing sites along the I-15 corridor, frontrunner TOD sites, and WDC are likely to offer more abundant commercial amenities, transit access, and nicer finishes.

According to Cushman & Wakefield, one of the world's largest commercial real estate firms, the workplace will no longer be a single location but an ecosystem of a variety of locations and experiences to support convenience, functionality, and wellbeing.

Likely trends:

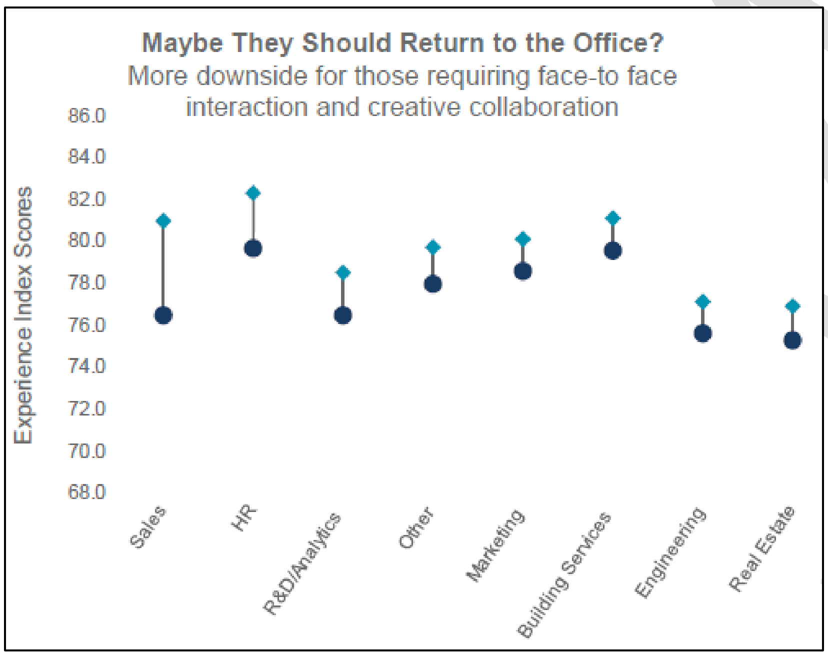
- Social distancing, elevator protocols, touchless sinks and paper towel dispensers, washing hands, wearing masks
- Disposable desk covers
- Frequent and visible sanitizing
- Cubicles or plexiglass or other dividers
- Meeting room seating placed further apart
- Outposts in areas where multiple people live
- Better IT security connecting homes and offices

The work week may transition to one-three days at home or nearby satellite office and two-four days at the centralized office. This may entail desk-sharing and re-designed meeting rooms.

- Nationwide Insurance, by November 2020, is closing offices in six markets and having thousands of employees use a permanent work-from-home model.

Ford COO Jim Farley said recently many salaried employees can work from home, and the company could eliminate offices. The shutdown is "really an opportunity to redesign how we do work," he said.

Which people struggle the most working at home?

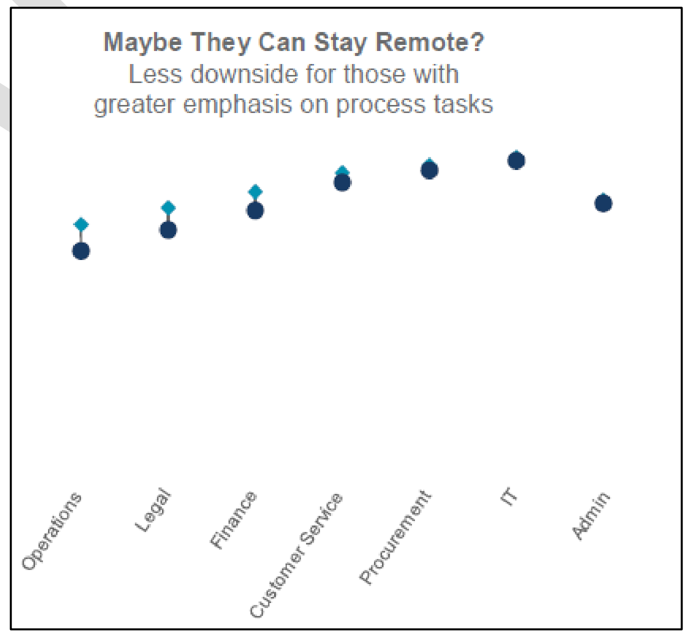


SOURCE: Cushman & Wakefield

Figure 95—Office Jobs that "Should" Return to the Office

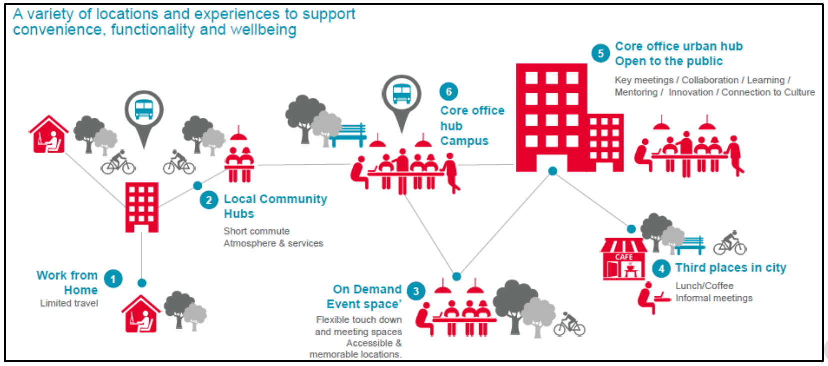
These two charts from Cushman & Wakefield show the difference employees feel between working at home compared to working at the office. The larger the gap, the more downside is perceived by those who were previously office-based. Half of respondents feel they are personally connected to their company's culture. Nearly two-thirds of respondents agree that they are learning, although informal learning and mentoring are challenges. Goldman Sachs are concerned that having everyone working from home could potentially damage their culture. Morgan Stanley, on the other hand, believe that "we've proven we can operate with no footprint." Barclays are considering renting space in their branches for call center workers.

Which people appreciate the most working at home?



SOURCE: Cushman & Wakefield

Figure 96—Office Jobs that "Should" Continue Working from Home



SOURCE: Cushman & Wakefield

Figure 97—Post-COVID Office Types Map

MetLife believes there may be a permanent shift to remote working. They consider four factors:

- Workers who will permanently begin working from home full time
- Workers who will adopt flexible schedules such as working from home one or two days per week
- How firms will change space needs because of flex working
- How firms will change layouts to be better prepared for future pandemics.

Twitter is now letting employees work from home indefinitely. Several companies are looking into increase their use of co-working providers, such as WeWork and Knotel. Citigroup, for example, is considering opening satellite offices with short-term leases outside New York City.

According to *The Economist*, some bosses are predicting radical changes that will delight chief financial officers eyeing potential savings from dumping expensive city-center locations. Jes Staley, chief executive of Barclays, has said that large headquarters buildings may become a "thing of the past". Mr. Aubert "would be very surprised if corporations in professional services kept more than 50% of their real estate, and it might be significantly less".

McKinsey, a consulting firm, writes that "During the pandemic, many people have been surprised by how quickly and effectively technologies for videoconferencing and other forms of digital collaboration were adopted. For many, the results have been better than imagined. 80 percent of people questioned report that they enjoy working from home. Over time, some firms could reduce their real-estate costs by 30%."

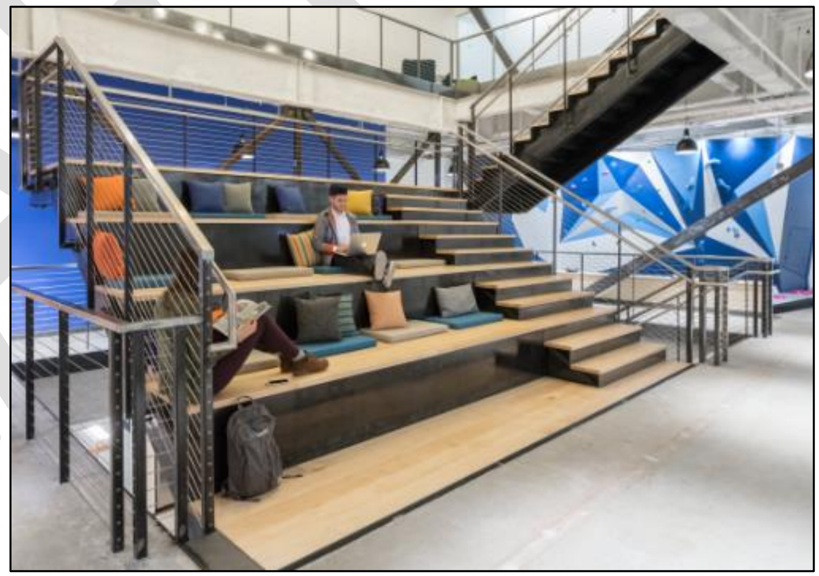


Figure 98—New Office Design Concept

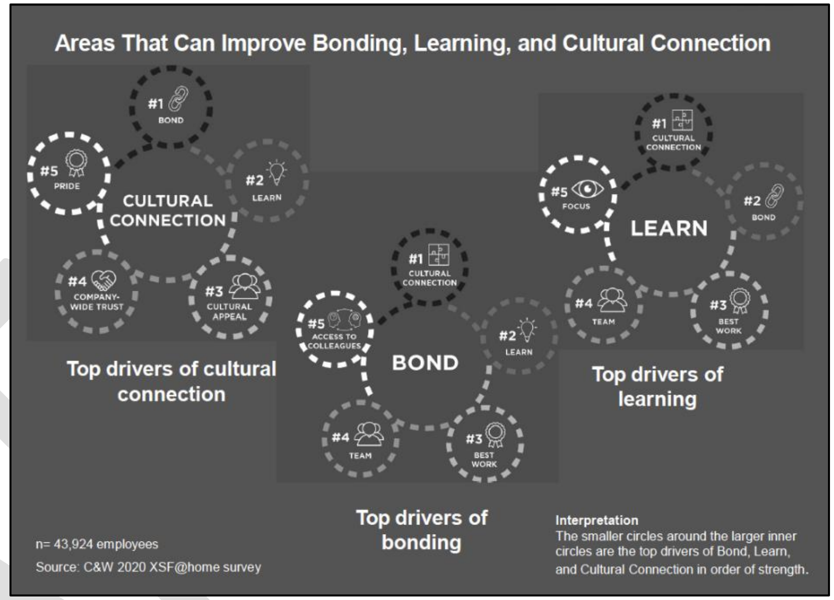
Hybrids may develop, such as working one-to-three days at home or nearby satellite office and two-four days at centralized offices, reimbursing employees for home office expenses, including desks, desk chairs, ergonomic chair cushions, and fronting internet costs.

Syracuse can foster home and satellite offices by assembling land, marketing to relevant firms, boosting internet capabilities, beautifying the city, enhancing recreation and the arts, and by holistically managing growth according to the Strategic Plan.

COVID-19 has accelerated the adoption of a distributed workforce model that relies on software technologies and broadband infrastructure for virtual workplace connectivity. Considering this shift, office development post-COVID will likely have new and evolving characteristics than office development pre-COVID. Cushman & Wakefield recently released a Future of the Workplace report ("C&W Report") that includes several considerations that are not met by virtual environments. These include the continued need for employees to have personal connections and opportunities for learning.

Certain functions that require face-to-face interaction and creative collaboration will continue to need office space. Conversely, those functions that are task oriented can likely continue to be performed virtually. An article by McKinsey suggests:

"Organizations could create workspaces specifically designed to support the kinds of interactions that cannot happen remotely. If the primary purpose of an organization's space is to accommodate specific moments of collaboration rather than individual work, for example, should 80 percent of the office be devoted to collaboration rooms? Should organizations ask all employees who work in cubicles, and rarely must attend group meetings, to work from homes? If office space is needed only for those who cannot do so, are working spaces close to where employees live a better solution?" …



SOURCE: Cushman and Wakefield

Figure 99—Cushman & Wakefield's Future of the Workplace

"While some organizations have reduced … [real estate] … costs by thinking through footprints—taking advantage of alternative workplace strategies and reviewing approaches to managing space—many corporate leaders have treated them largely as a given. In a post–COVID-19 world, the potential to reduce real-estate costs could be significant."

"Organizations must also use this moment to break from the inertia of the past by dispensing with suboptimal old habits and systems. A well-planned return to offices can use this moment to reinvent their role and create a better experience for talent, improve collaboration and productivity, and reduce costs. That kind of change will require transformational thinking grounded in facts. Ultimately, the aim of this reinvention will be what good companies have always wanted: a safe environment where people can enjoy their work, collaborate

with their colleagues, and achieve the objectives of their organizations.”[16]

In the future, the C&W report suggests a workplace ecosystem where employers may “provide a variety of locations and experiences to their workforce” combined with the ability to work remotely. Office space may be in amenity-rich environments with affordable quality of life, excellent broadband connectivity, and supportive services. Office space would be optimized to accommodate curated events, corporate academies, and an atmosphere that is conducive to creative collaboration and innovation. So, what does office space designed for employee bonding, expression of company culture, employee wellbeing and creativity look like? Following are examples of office space that has already been developed and may be a harbinger of additional evolutions in space design:

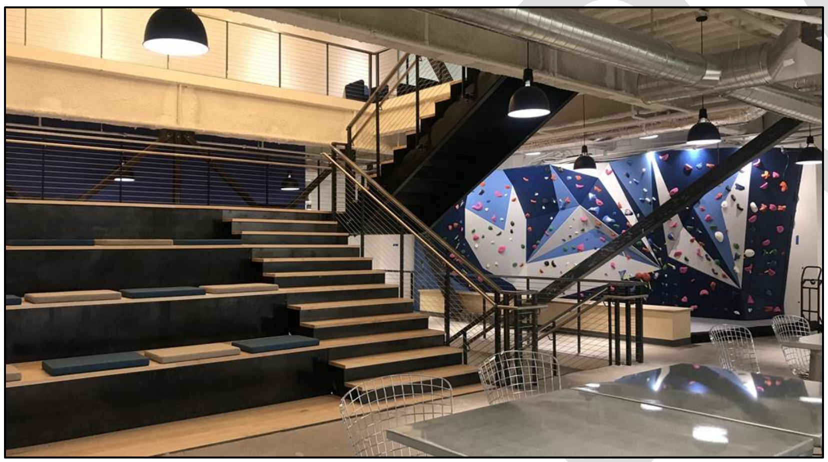


Figure 100—Lucid Technologies Stairwell / Bouldering Wall

These spaces provide opportunities for bonding and the expression of and connection to company culture.

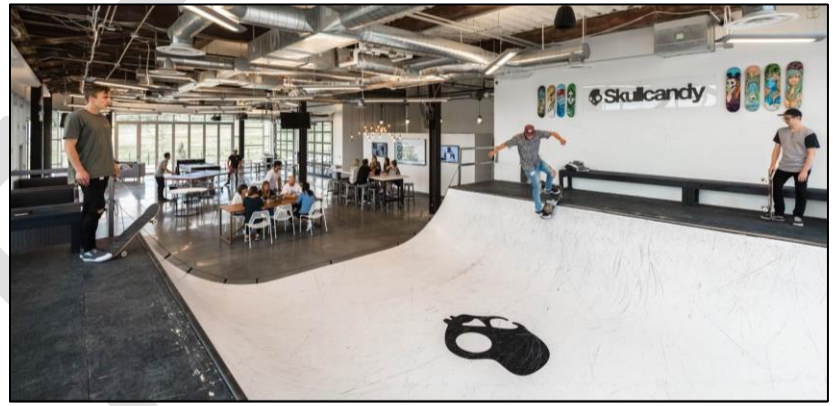


Figure 101—Skullcandy Corporate Offices + Skate Ramp

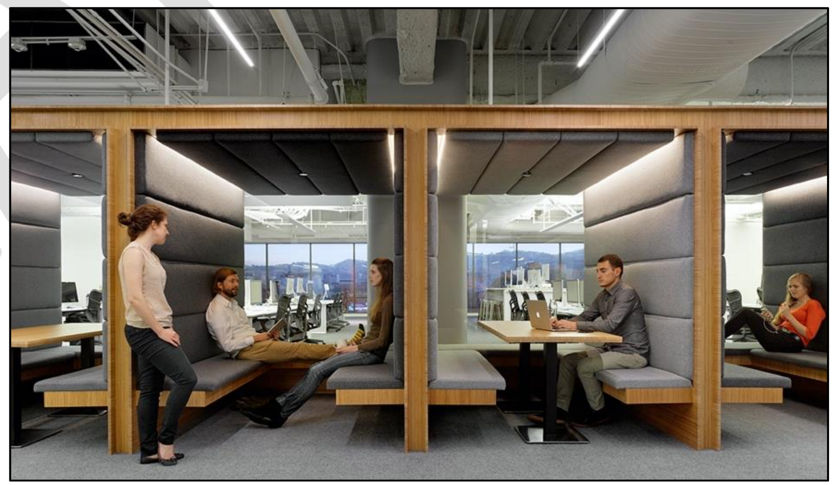


Figure 102—Square, Inc. HQ Work Cubbies

[16] https://www.mckinsey.com/business-functions/organization/our-insights/reimagining-the-office-and-work-life-after-covid-19#

Work cubbies provide space for small group interactions and alternative workspace for collaboration.

Vivint's office space, "embraces a type of work, play, live lifestyle that blurs the lines between the three and encourages a seamless melding of all aspects of life to improve employee happiness and retention and increase productivity."[17]

Figure 103—Vivint Corporate Office + Shipping Container Office Space

Figure 104—Vivint Software Corporate Office + Basketball Court

Figure 105—Selgas Cano's Madrid Office

This architectural firm designed and now occupies this unique office concept, integrated in the treescape of downtown Madrid.

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17 https://www.iida-intermountain.org/2018-best-awards-winners

Figure 106— Amazon Menlo Park HQ

Figure 107—Biophilic Design at Amazon's Menlo Park HQ's[18]

Figure 108— Camaraderie Event at VMWare's Campus[19]

18 https://guild.co/blog/why-is-biophilic-design-the-key-to-the-office-of-the-future/

19 https://fortune.com/2016/03/14/vmware-best-companies/

An emerging trend in office design is the incorporation of natural elements that trigger positive biological responses, referred to as biophilic design. Utilized in Amazon's headquarters, the corporate giant invested heavily in bringing in natural environments in the workplace to improve wellbeing, productivity, and creativity.[20]

As seen above, tech companies have taken many creative liberties in the design of their office spaces. Although these examples highlight Class A product, they are excellent case studies of what office space and business parks / campuses may look like in the future. Bouldering / climbing walls, an indoor gym, skate ramp, and biophilic designs indicate a blending of work, life, and play. As the City pursues businesses to locate in the City, there may be opportunities to partner with the private sector in reinventing the traditional business park including the following characteristics:

- Amenities (dedicated or shared) focused on:
  - the expression of and connection to corporate culture;
  - employee wellbeing; and
  - bonding activities;
- Optimized designs that can accommodate:
  - large and small group interactions;
  - curated events
  - learning / corporate academies;
- Atmosphere that improves:
  - collaboration,
  - creativity and innovation, and
  - productivity;
- Locations that can:
  - enhance employee quality of life;
  - provide connectivity to nature;
  - offer high broadband speeds; and
  - provide flexible zoning to foster community hubs.

Office Space Recommendations

Syracuse's location makes the City less competitive for office development. To mitigate this, the City will need to work with developers who are willing to build unique and differentiated products that will allow the development to be a destination rather than a commodity.

Modern companies are looking for innovative, amenity-rich developments that support a modern workforce. Shared amenities such as electric vehicle charging areas, rooftop decks, greenspaces, infrastructure for alternative commuting, partnerships with local restaurants, and other amenities will make Syracuse's office products more enticing for companies that do not want a traditional, "vanilla" office experience.

Case Studies

Several developments have overcome similar problems with location, such as the Westlake Business Park in West Valley City, Utah. The park, shown in Figure 109, includes several amenities, including a campus environment, fitness center, bike storage, EV charging stations, covered parking, and includes the Stonebridge Golf Course and walking/jogging paths as part of the landscaping. The newest campus, called the Soleil Technology Park, will deliver in August 2020 and includes EV charging stations, covered parking, keyless entry, a food truck court, a common lounge with

[20] https://greenroofsaustralasia.com.au/news/biophilic-office-designs-drive-productivity-and-creativity

game space, a fitness center, and solar panels on the roof for balanced energy use.

SOURCE: CoStar

Figure 109—Soleil Technology Park

As shown in Table 13, the park is enjoying low vacancy rates and above-average rental rates compared to products within a 5-mile radius, putting it more on par with properties located in Salt Lake's business district.

	# of Buildings	Invetory SF	Vacancy (SF)	Vacancy (%)	Market Rent ($/SF)
Westlake Park	13	1,398,444	72,425	5.20%	$ 19.36
5-mile Radius	172	8,387,540	847,781	10.10%	$ 18.41
Salt Lake County	1,634	65,193,857	5,181,280	7.90%	$ 23.83

SOURCE: CoStar, Better City

Table 13—Soleil Tech Park Comparison, as of Q2 2020

Millrock Park is another development that is located away from the I-15 corridor, but which has experienced incredible success due to its unique positioning. Located at the mouth of Big Cottonwood Canyon, the 22-acre campus takes advantage of the topography so that each of the four buildings allows for an unobstructed 360-degree view from every building. In addition, the developer designed three-quarters of the parking stalls to be underground, so the park has significantly more greenspace. It is positioned directly south of the Old Mill Golf course and a mere 10 minutes from the Solitude and Brighton ski resorts. The complex also includes shared common space with a lounge.

SOURCE: Millrock.net

Figure 110—Millrock Park Development

The office park has enjoyed success, with an average gross rent per square foot of more than $32.33 per square foot. The park commands rates much higher than comparable office properties within a 5-mile radius. However, the park has recently experienced high vacancy rates which have only been enhanced by the coronavirus pandemic.

	# of Buildings	Invetory SF	Vacancy (SF)	Vacancy (%)	Market Rent ($/SF)
Millrock Park	4	39,338	54,456	11.10%	$ 32.33
5-mile Radius	456	11,038,547	906,666	8.20%	$ 24.40
Salt Lake County	1,634	65,193,857	5,181,280	7.90%	$ 23.83

SOURCE: CoStar, Better City

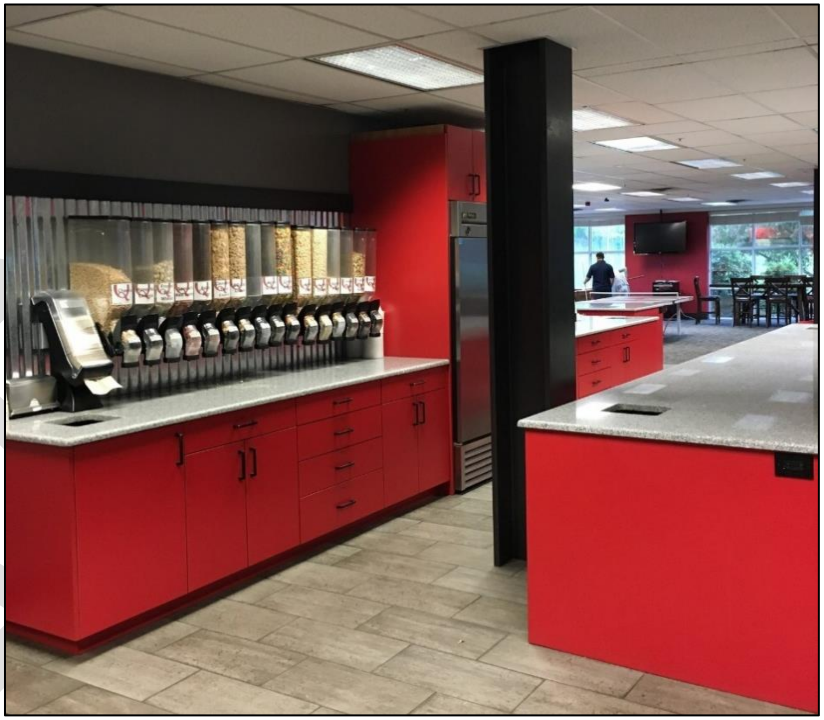
Table 14—Millrock Park Comparison

The Riverwoods business park in Provo Utah features 112 acres with views of Mount Timpanogos, access to Provo Canyon and Sundance ski resort, a water feature, charging stations, and nearby shopping including an AMC movie theater. Unlike the previous case studies, this park includes both Class A and Class B products.

This park has been able to draw in several up-and-coming companies, such as Qualtrics and Vivint, which are both significantly contributing to the area's local workforce. Syracuse will want to capture similar "satellite hubs" to have a similar effect.

The Park has slightly higher vacancy but also enjoys higher rental rates than the average of properties in a 5-mile radius.

	# of Buildings	Invetory SF	Vacancy (SF)	Vacancy (%)	Market Rent ($/SF)
Riverwoods	22	1,290,430	165,890	12.90%	$ 21.21
5-mile radius	434	8,821,532	920,648	10.40%	$ 19.44
Utah County	918	21,676,479	2,299,685	10.60%	$ 22.53



SOURCE: CoStar, Better City

Figure 111—Cereal Bar in Riverwoods Development

The Inova Park in southeast Denver is a suburban Class A office building which has leveraged its amenities to create a unique and differentiated product. The park is located next to a new TopGolf entertainment facility and the park includes a Food Truck Court, shuttle service to light rail, and a 285-unit apartment complex.

SOURCE: CoStar

Figure 112—INOVA Dry Creek Park

Looking at market data, the differentiated product type once again shows higher market rents when compared to the surrounding area and even the County as a whole. However, its more unique offering also increases vacancy rates, especially in times of economic hardship as was the case in Q2 2020, when this data was collected.

	# of Buildings	Invetory SF	Vacancy (SF)	Vacancy (%)	Market Rent ($/SF)
Inova Park	2	433,745	62,579	14.40%	$ 29.11
5-mile Radius	713	44,017,453	5,723,387	13.00%	$ 26.25
Arapahoe County	366	22,569,183	3,084,190	13.70%	$ 26.83

Table 15—INOVA Comparison

Takeaways

The City's current zoning and future land use plan allow for sufficient office space, which should suit the City's needs in the medium and long terms. The previous examples describe various approaches and amenities, but those adopted by the City should be decided in partnership with a developer and based on market research and specific feasibility studies. However, the City should engage with and push for unique products so that it can better compete with the surrounding communities which have better freeway access, are closer to an airport, or have a larger workforce base. The end goal should be attracting corporate headquarters or satellite offices that can build the daytime workforce.

The City should also pursue a partnership with Hill Air Force Base to provide overflow office space for contracted workers and/or base personnel. This will allow the city to capitalize on the region's largest employer and reduce turnover of leases.

Office should be built with destination placemaking in mind. City leadership should evaluate what role other uses could play in placemaking that will attract office tenants (examples above include golf course, golf entertainment center, fitness center, trails, etc.). Ideally office products should increase the quality of life of the workers and residents, be well-suited to Syracuse's unique character, and build the daytime workforce to increase demand at local shops and restaurants.

IMPLICATIONS – TRANSIT-ORIENTED DEVELOPMENT

Because Syracuse is distant from I-15 compared to neighboring cities and the City does not have a FrontRunner station, the City has been at a significant competitive disadvantage in attempting to attract traditional office development.

However, in a post-Covid-19 world, Syracuse could be competitive for any new, remote offices as organizations at Hill Air Force consider spreading out to satellites. The City might particularly focus on the east-west route along SR 193 from the West Davis interchange toward the Base. Being new, these should be developed as Class A facilities with attractive exteriors.

Syracuse City, therefore, should focus on developing Class A office spaces along SR 193, as noted in the previous chapter. Focus on particular niche opportunities is clearly needed given the strong competition from communities along I-15 and connected directly to FrontRunner stations.

The key to having successful office projects with strong rental rates and occupancy will be in finding ways to encourage the private sector to develop differentiated and desirable product types that are unlike other offerings in the region as well as being part of a differentiated ecosystem wherein the City can combine office spaces with outdoor recreation, arts and entertainment, and other amenities likely to be desirable to remote workers and potential new residents – destination placemaking.

Proposed Objectives

- Partner with Hill AFB to provide overflow or satellite space.
- Build offices with placemaking in mind
- Increase the quality of life for workers and residents
- Build the daytime workforce to increase demand at local shops and restaurants.

Proposed Action Steps

- *The same action steps as listed in Chapter 7 plus*:
- Pursue a partnership with Hill AFB and with companies located on or near the Base.
- Define components of and gain community consensus for the City's "place-making " plan.
- Engage with target developers to assure differentiated, unique products.

Proposed Performance Indicators

- Progress vs. milestones – partnership with Hill AFB
- Progress vs. milestones – "place-making" plan
- % of open space filled with construction plans meeting the city's criteria for differentiated, unique buildings.
- Public recognition of Syracuse's uniqueness.
- % utilization of office buildings

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Chapter 8 Industrial Feasibility

The City's location and land prices makes the city well positioned for industrial development. This section analyzes industrial property types and the feasibility of industrial development in Syracuse.

National Trends

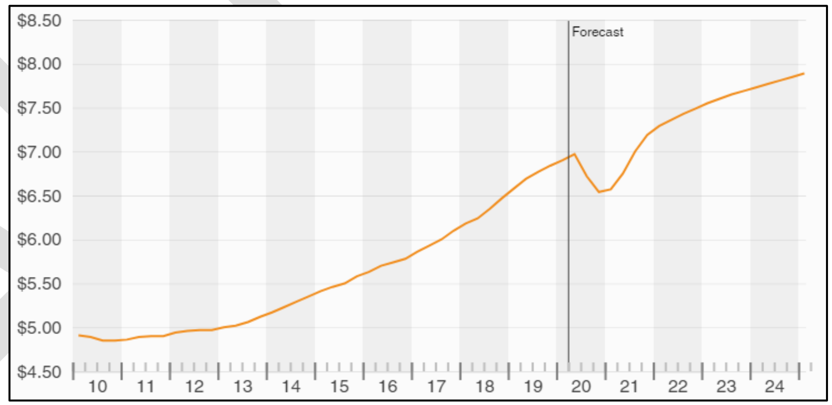
Industrial has performed very well in the last decade, seeing strong growth from supply-chain facilities and e-commerce distribution facilities. Industrial property investment and transaction rose across YoY for all regions within the United States and analysts predicted strong growth for 2020. The coronavirus pandemic has slowed, but not stopped this growth in industrial, which is expected to weather the storm of COVID-19 better than any other property type and to see recovery more quickly.

However, this recovery is not expected to be the same across the board. Markets heavily reliant on tourism and travel will see slower recoveries because of the lower demand from those sectors. Conversely, markets with e-commerce, cold storage, and mini-warehousing uses are expected to see strong gains, with demand expected to favor these uses as consumers move toward online shopping. Manufacturing facilities are also likely to see increased demand as supply chains reevaluate supply chains and move some operations back to the United States.

Impacts to smaller warehouse projects will be significant as the economy recovers, especially space occupied by small business owners. This will drive lenders to require lower LTVs and to practice stricter underwriting requirements for smaller or newer property that do not have a record of good tenancy. Industrial development is also expected to see a slowdown from softened demand and financing constraints.

Wasatch Front

Industrial has seen tremendous growth in the last ten years, with rental rates increasing approximately 40 percent from 2010 to 2020. It is expected that rental prices will fall for the remainder of the year before rising again in 2021 (see Figure 113).



SOURCE: CoStar

Figure 113—Wasatch Front Industrial Property Rent per SF (2010-2025)

Industrial inventory accounts for more than 214.6 Million square feet with around 45 percent of the total stock classified as Class B industrial (see Table 16). Class A was the only product type that saw positive absorption in 2020Q1.

Wasatch Front	# of Buildings	Invetory SF	Vacancy (SF)	Vacancy (%)	Net Absorp. (SF)	Market Rent ($/SF)
Class A	124	24,721,939	2,984,236	12.1%	598,067	$ 6.50
Class B	2,162	96,654,891	3,218,165	3.3%	(91,498)	$ 6.77
Class C	4,160	92,822,665	1,720,919	1.9%	(165,906)	$ 5.50
Total	6,490	214,671,801	7,930,620	3.7%	341,863	$ 6.29
Class A&B	2,286	121,376,830	6,202,401	5.1%	506,569	$ 6.64

SOURCE: Better City, CoStar

Table 16—Wasatch Front Key Indicators by Class

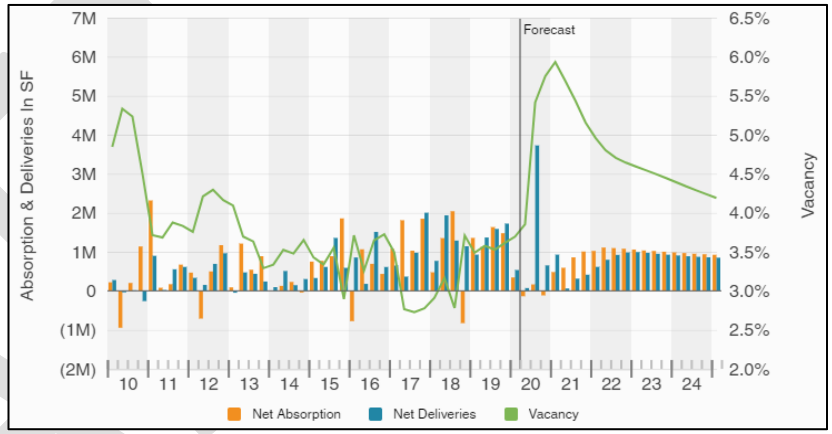
Looking at industrial properties by secondary type, the Wasatch Front contains a large share of Warehousing (48.1 percent), manufacturing (23.9 percent) and distribution (19.3 percent). These uses will be favorable for the region and should help the Wasatch Front stay stable during the recession and to recover quickly (see Table 17).

Wasatch Front	# Buildings	Inventory SF	Percent of Inventory	Market Rent ($/SF)
Warehouse	3,515	103,169,815	48.1%	$ 6.43
Manufacturing	1,436	51,308,482	23.9%	$ 5.99
Distribution	377	41,354,973	19.3%	$ 5.63
Service	768	6,484,890	3.0%	$ 10.45
No secondary type	143	3,149,682	1.5%	$ 7.57
Industrial Showroom	138	2,801,964	1.3%	$ 8.15
Food Processing	28	2,584,083	1.2%	N/A
Truck Terminal	44	1,862,358	0.9%	$ 6.84
Refrigeration/Cold Storage	14	1,396,291	0.7%	N/A
Industrial Telecom Hotel/Data Hosting	27	568,519	0.3%	$ 8.04
Total	6,490	214,671,801	100%	$ 6.29

SOURCE: Better City, CoStar

Table 17—Wasatch Front by Secondary Type

The Wasatch Front is expected to see more than 3.7 million square feet of industrial deliveries later this year. This might push vacancy rates to around six percent at the beginning of 2021, not returning to a normal level for several years due to softened demand.

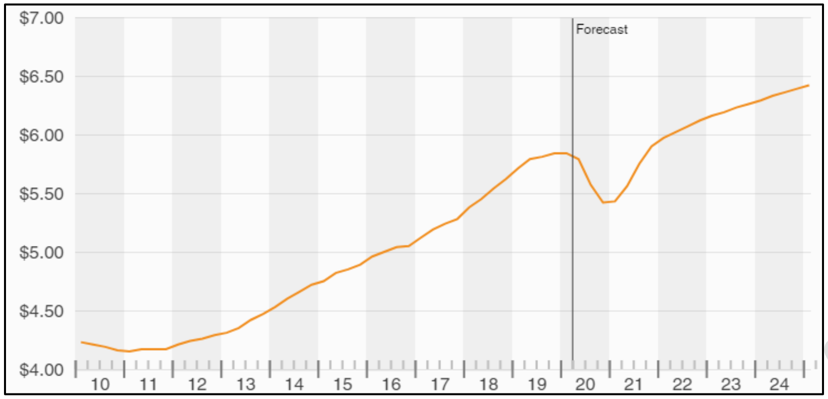


SOURCE: CoStar

Figure 114—Wasatch Front Net Absorption, Net Deliveries, and Vacancy Rate, 2010-2025

DAVIS COUNTY

Davis County has experienced a significant amount of growth in industrial property types. Since 2010Q1, the County has added 1.1 Million square feet of industrial space, or more than 110,000 square feet per year. Despite additional space, rental prices have increased by more than 35 percent. However, because of the pandemic rental prices are expected to drop in the short term to approximately 5.5 per square foot before rebounding in 2021.



SOURCE: CoStar

Figure 115—Wasatch Front Industrial Property Rent per SF (2010-2025)

Davis County's inventory consists mostly of Class B and Class C product, with less than 300,000 square feet of Class A office spread out along the I-15 corridor. Because of this, prices for Class A and Class B product is higher than along the Wasatch Front generally. Davis County experienced negative net absorption of 170,000 during Q1, showing some weakness in industrial property within the County. However, this drop seems to be driven by the pandemic because the County has enjoyed positive absorption for seven out of the last 10 quarters. It is likely that absorption will increase as the industrial properties stabilize and the economy begins the process of recovery.

Davis County	# of Buildings	Invetory SF	Vacancy (SF)	Vacancy (%)	Net Absorp. (SF)	Market Rent ($/SF)
Class A	8	286,677	82,120	28.6%	-	$ 7.80
Class B	263	10,204,078	335,486	3.3%	(98,307)	$ 8.33
Class C	385	14,059,199	126,592	0.9%	(71,750)	$ 4.47
Total	656	24,549,954	544,198	2.2%	(170,057)	$ 6.16
Class A&B	271	10,490,755	417,606	4.0%	(98,307)	$ 8.16

SOURCE: Better City, CoStar

Table 18—Davis County Key Indicators by Class

Davis County is not expecting delivery within its market in the short term. This will prove beneficial to the county because vacancies will remain fairly stable and will return to normalcy faster than the Wasatch Front and the primary market.

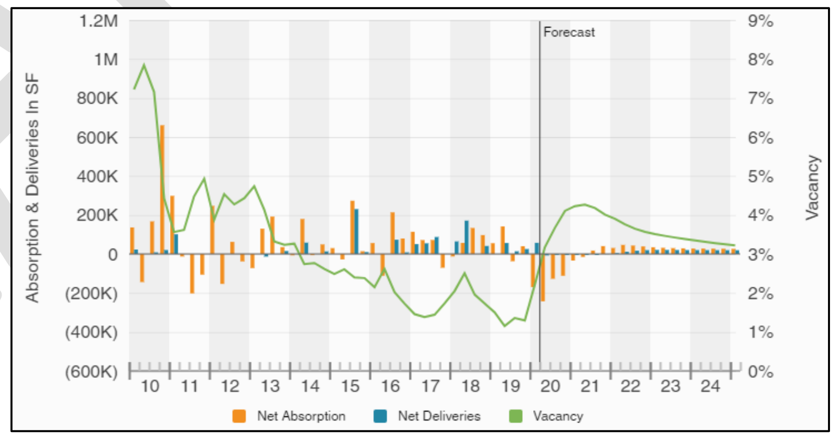
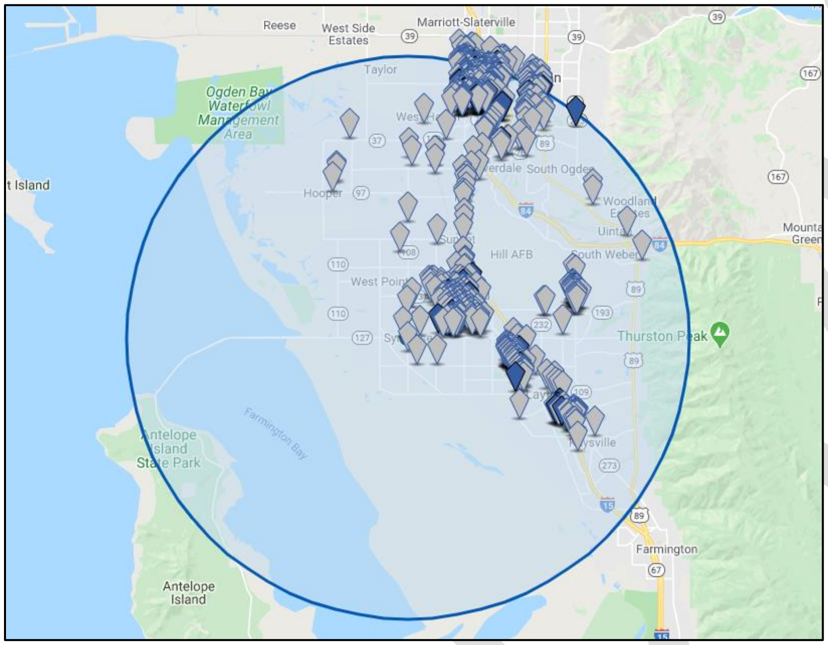


Figure 116—Davis County Net Absorption, Net Deliveries, and Vacancy Rate, 2010-2025

PRIMARY MARKET

The primary market has seen an increase in industrial property of approximately one million square feet over the last 10 years, matching that of Davis County. Most of the properties added recently are in west Ogden, Kaysville, and at the southwest corner of Highway 193 and 1000 W. Syracuse is well positioned for industrial properties, especially on the northeast corner of the City's boundaries because of its proximity to the Freeport Center.



SOURCE: CoStar

Map 5—Industrial Properties within a 10-mile radius of Syracuse

Growth in the primary market has been strong with very low vacancies in all classes as of 2020Q1 (see Table 19). However, vacancies are expected to rise sharply, exceeding vacancies expected in Davis County and the Wasatch Front. The primary market is also expected to take longer to recover.

10-mile Radius	# of Buildings	Invetory SF	Vacancy (SF)	Vacancy (%)	Net Absorp. (SF)	Market Rent ($/SF)
Class A	5	137,557	-	0.0%	-	$ 7.80
Class B	284	10,164,841	389,213	3.8%	(112,077)	$ 7.40
Class C	433	14,271,369	204,090	1.4%	(158,178)	$ 4.49
Total	723	24,578,517	520,025	2.4%	(270,255)	$ 5.58
Class A&B	289	10,302,398	389,213	3.8%	(112,077)	$ 7.47

SOURCE: Better City, CoStar

Table 19—Primary Market Key Indicators by Class

As shown in Table 20, the primary market consists of primarily of warehousing and manufacturing (together making up more than 79% of the stock). This high level of concentration places some risk on the primary market and should be diversified if possible.

Primary Market	# Buildings	Inventory SF	Percent of Inventory	Market Rent ($/SF)
Warehouse	392	14,968,137	60.4%	$ 4.93
Manufacturing	173	4,772,985	19.3%	$ 7.97
Distribution	53	2,132,860	8.6%	$ 6.35
Refrigeration/Cold	4	905,977	3.7%	N/A
Food Processing	3	763,295	3.1%	N/A
Service	64	494,742	2.0%	$ 8.41
Industrial Showroom	24	487,818	2.0%	N/A
No secondary type	12	136,813	0.6%	$ 8.65
Industrial Telecom				
Hotel/Data Hosting	2	22,230	0.1%	N/A
Truck Terminal	1	8,000	0.0%	N/A
Total	728	24,762,591	100%	$ 5.58

SOURCE: Better City, CoStar

Table 20—Industrial Inventory by Secondary Type

There are only a few deliveries expected in the primary market this year. Despite this, vacancies are expected to see a share spike, not returning to a stable level for several years.

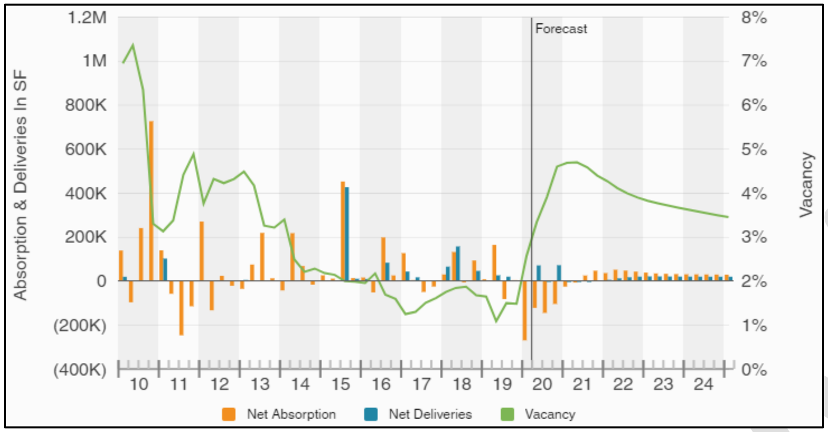


Figure 117—Primary Market Net Absorption, Net Deliveries, and Vacancy Rate, 2010-2025

Development Pipeline

Because of the recent strength of industrial property, significant investment has been made in new development of this type. The Wasatch Front has approximately 13.7 million square feet of industrial space in the pipeline, with 3.8 million square feet already under construction.

Geography	Under Construction SF	Proposed SF	Total Pipeline
Salt Lake, Utah, Weber	3,840,029	9,455,921	13,295,950
Davis	-	414,584	414,584
Sum	**3,840,029**	**9,870,505**	**13,710,534**

SOURCE: Better City, CoStar

Table 21—Industrial Development Pipeline, Wasatch Front

Davis County does not have any industrial property currently under construction; however, there are a few properties planned which may impact Syracuse's market for this type, along with some other large developments in surrounding counties.

390 Exchange Place

A 113,000 square foot warehouse is planned just north of 24th Street in Ogden, across the tracks from the Union Station. This building's proximity to rail and I-15 will make it very competitive in the market. However, the space is just proposed and will not deliver until 2021 at the earliest.

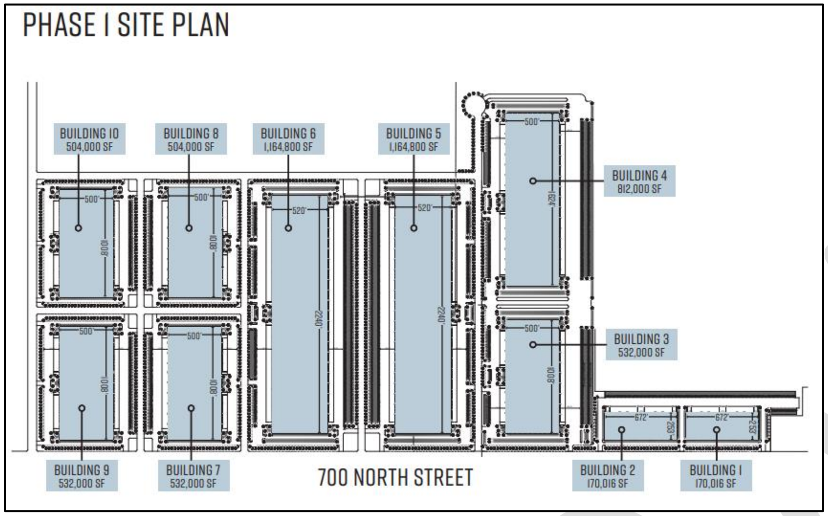
SOURCE: CoStar

Figure 118—390 Exchange Place (Rendering)

SLC Global Logistics Center (Salt Lake City, UT)

Buildings two and three of the SLC global logistics center near the Salt Lake City Airport are currently under construction and will add 808,000 square feet of distribution space. However, the two buildings are part of a much larger plan which will include more than 6 Million square feet of space to the market.

This property will be valuable because of its access to the SLC Airport and I-80 to the south. There is already more than 1,000 acres of industrial and office development in this area, giving it clustering advantages for transportation- and airfreight-based companies.



SOURCE: CoStar

Figure 119—SLC Global Logistics Center Phase I Site Plan

Business Depot Ogden

Ogden's Business Depot is expected to see significant expansion over the next ten years. A 200,000 square foot building of industrial space in being constructed for the Boyer Company. Buildings like this are likely to come online as the BDO continues developing.

Source: CoStar

Figure 120—Boyer Company Building (Delivers Dec 2020)

Clearfield Freeport Center

The Freeport Center was built in 1942 as the Clearfield Naval Supply Depot, which was decommissioned in 1962. The land and buildings were converted to what is now the Freeport Center. Because of its unique history, the Center can offer huge amounts of warehousing and industrial space for an affordable price. Several businesses have been attracted to the Freeport Center because of the low cost of living, large talent pool, and Utah's "free port" law, which exempts inventory stored within the state from tax liability.

The Freeport Center offers more than 7 million square feet of space, with rentable sizes starting at 4,000 square feet. The center is home to several large employers, including Lifetime, ATK, and Americold. The Freeport Center has an additional 60 acres available for expansion.

Source: Google Earth

Figure 121—Freeport Center

Industrial Development Recommendations

Freeport's expansion area might take some time to develop, slowing Syracuse's development strategy in the short term. In the medium term, the 193-corridor will be well positioned to provide land for overflow space and for corporate/regional headquarters that are sheltered from the industrial park. The City should develop relationships with the Center's stakeholders so that it is ready to provide land and incentives for any users for which the Freeport Center direct is not the most suitable.

Implications – Industrial Feasibility

The City's location, open lands, and land prices position the City well for industrial development. Markets expected to see strong gains include e-commerce, mini-warehousing, and cold storage, with demand expected to favor these uses as consumers move toward online shopping.

In the longer term, manufacturing facilities are also likely to see increased demand as organizations reevaluate their supply chains and move some operations back to the United States and spread them out rather than locating centrally.

Syracuse should seek to develop commercial or light-industrial facilities along SR 193 in addition to, and probably in conjunction with, new office buildings through the previously-mentioned partnerships at Hill AFB and with Freeport Center stakeholders.

Proposed Objectives

- Build strong relationships with Hill AFB and Freeport Center organizations aimed at gaining warehousing and light-industrial facilities.
- Create an attractive and productive corridor along SR 193.

Proposed Action Steps

- Identify target warehousing and light-industrial types and organizations
- Develop relationships with those organizations and with developers willing and able to succeed within guidelines that will make the area attractive and productive.

Proposed Performance Indicators

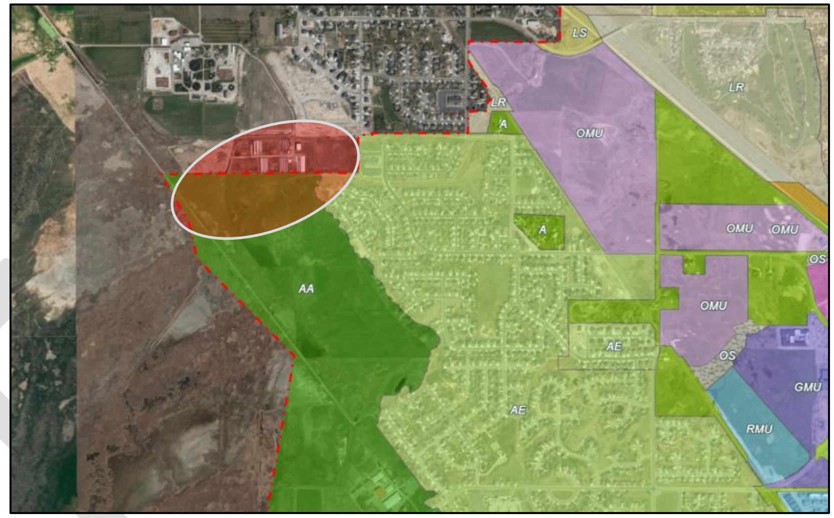
- Progress vs. milestones – relationships at Freeport Center
- Progress vs. milestones – relationship with developers
- Dollar volume of business done along SR 193.

Chapter 9 WEST DAVIS CORRIDOR

Syracuse has been forward-thinking regarding the West Davis Corridor. However, development in Syracuse will compete directly with other access points along the corridor. Current zoning and general plans for each community located along the corridor was analyzed to determine what type of development would be occurring and how that could impact Syracuse's plans for development of its access points.

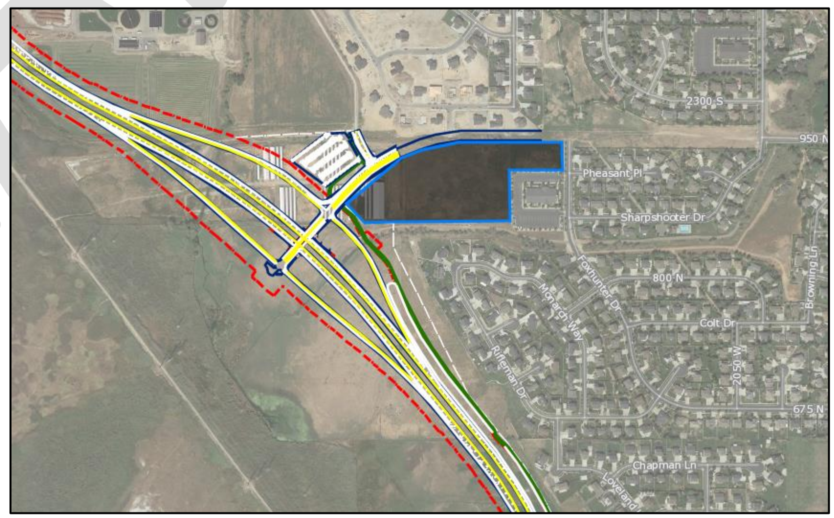
FARMINGTON

Currently, all the parcels for the Farmington exit are zoned as agricultural and low-density residential, with no current plans showing otherwise. It is likely, however, that the City will update its general plan to include the access point, likely placing medium-to-high-density residential and possibly some industrial or office uses. The exits' position on the northern boundary of the city (see Map 6) will make it difficult for Farmington to develop more than approximately 10 Acres (highlighted in blue in Map 7).



SOURCE: Farmington City

Map 6—Farmington Zoning Map

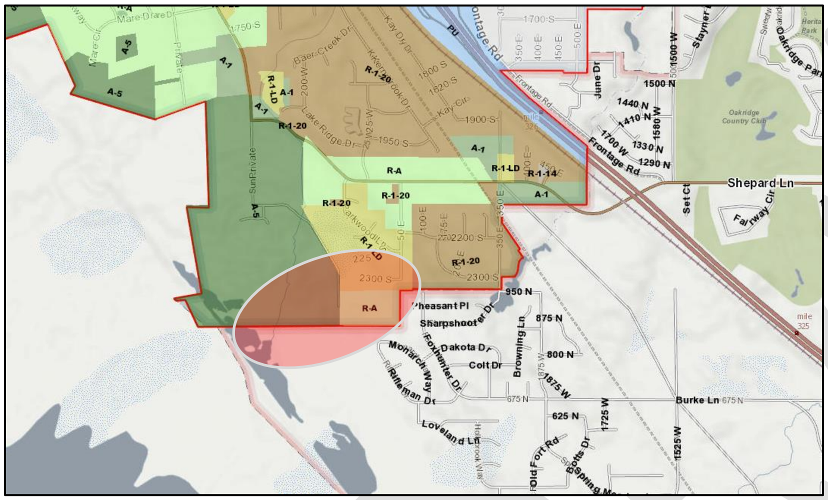


SOURCE: Better City, UDOT

Map 7—South Side of Kaysville/Farmington Exit (Planned)

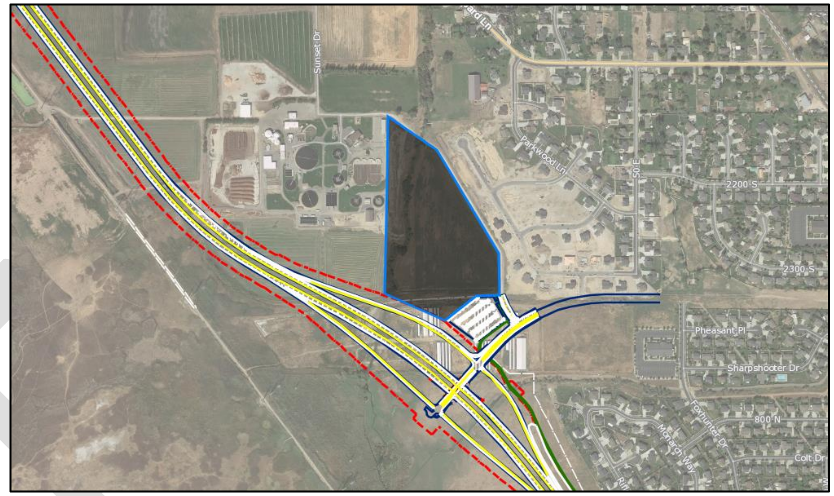
KAYSVILLE

Kaysville has two access points, both of which are well positioned and have some developable acreage. There is approximately 18 acres of undeveloped land on the southern side (currently zoned agricultural, see Map 8) which could be developed with commercial use and could capture some traffic from the planned park and ride users (see Map 9).



SOURCE: Kaysville City

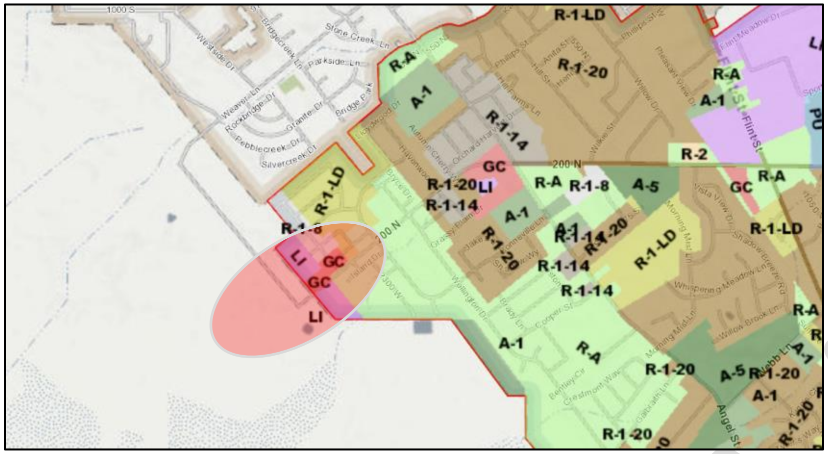
Map 8—Kaysville Zoning Map I



SOURCE: UDOT

Map 9—North Side of Kaysville/Farmington Exit (Planned)

The northern Kaysville access point is more defined, with some general commercial and light industrial already zoned (see Map 10). However, the planned corridor currently this area, so it is unclear if there could be any development or if the corridor will render this zoning obsolete.



SOURCE: Kaysville City

Map 10—Kaysville Zoning Map II

There is approximately 60 acres on the northeast corner of the intersection which would be suitable for significant development of residential, commercial, or industrial uses (blue area in Map 11). However, the area is currently zoned residential and would need to be rezoned before allowing those types.

The land immediately to the south of the planned park and ride is designated as a mitigation area and will remain undeveloped (see area shown in yellow on Map 11).

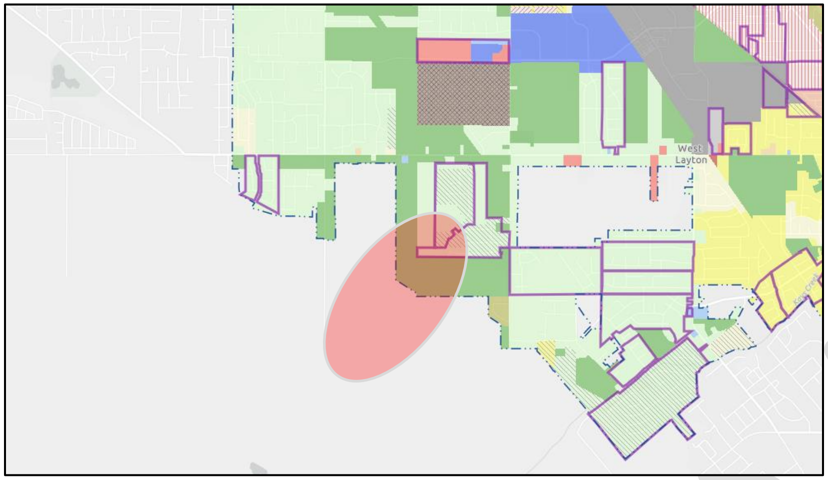
SOURCE: UDOT

Map 11—Northern Kaysville Access Point

LAYTON

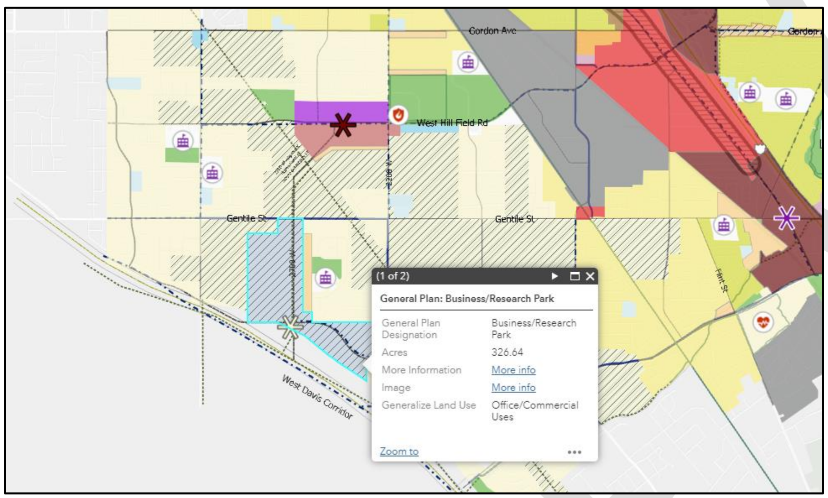
While currently zoned for agricultural uses (see Map 12), Layton has plans to develop a 320-acre business/research park. The park will connect the corridor to Gentile Street, providing great access for workers and residents. It is also planned that Layton Parkway will be extended to intersect near the corridor exit. If this park goes through as currently planned, it will take up a significant share of office and commercial absorption for several years.

The City should follow this development and understand how it is playing out before it moves forward on plans to develop office and commercial uses.



SOURCE: Layton City

Map 12—Layton Zoning Map



SOURCE: Layton City

Map 13—Layton General Plan Map

IMPLICATIONS – WEST DAVIS CORRIDOR

Development in Syracuse will compete directly with other access points on the new corridor.

Although the area around Farmington's interchange is zoned otherwise, the city could change its plans in order to place higher-density housing and possibly commercial uses. Kaysville's two access points also have developable acreage and the northern interchange is zoned commercial. Layton plans to develop a 320-acre business and research park.

With that much rivalry, it might not make much sense for Syracuse to compete with the three other cities for commercial operations at Syracuse's southern interchange with the West Davis Corridor. However, creating a differentiated environment eastward along SR 193 from the northern interchange might be advantageous.

Proposed Objectives

- Fully utilize the north West Davis Corridor interchange.
- Fully utilize the central West Davis Corridor interchange.
- Find the best use for areas abutting the south interchange.

Proposed Action Steps

- It might make sense to take another look at plans for the southern interchange.

Proposed Performance Indicators

- *Same performance indicators as for development of the two other interchanges with SR 193 and Antelope Drive*.
-

Chapter 10 Market with User-Generated Content

There are several ways of promoting a product, service, or offering. Three common ones are listed below:

1) Paid Media—This is traditional advertising, such as print, television, radio, or billboard ads
2) Owned Media—Functional-use media with some crossover into promotion, such as websites, blogs, Facebook pages, apps, etc.
3) Earned media—word-of-mouth promotion such as Facebook likes/comments, twitter posts or mentions, reviewers, and enthusiasts

While all three are valuable in terms of driving behavior, earned media comes at no cost to the provider or owner of the offering and is often much more effective than paid or earned media. This section describes one variation of earned media, known as user-generated content.

User-generated content (UGC) is unpaid advertising that is created and distributed by fans of a product or brand. It can include just about anything: testimonials, tweets, blog posts, videos, pictures, snaps, and more.

Key Findings:

- Two-thirds of consumers actively seek online reviews before making purchases.
- 88% of consumers trust online reviews as much as they trust the people they know.
- Three out of every four consumers rely on social media content to influence their purchasing decisions.
- 74% of millennial travelers say user-generated content has a greater impact on them than professional photos.
- Video is the preferred visual content option for users. The average engagement rate for Facebook video posts is twice that of non-video posts. Moreover, Facebook videos are shared 89 times more than other content.
- Snapchat now reaches more aged 13-34 in the US than Facebook or Instagram
- In addition to YouTube, Pinterest, Instagram, and Twitter, other UGC powerhouses include Devianart, Flickr, and Reddit. Many people scan the reviews on Amazon or Yelp.

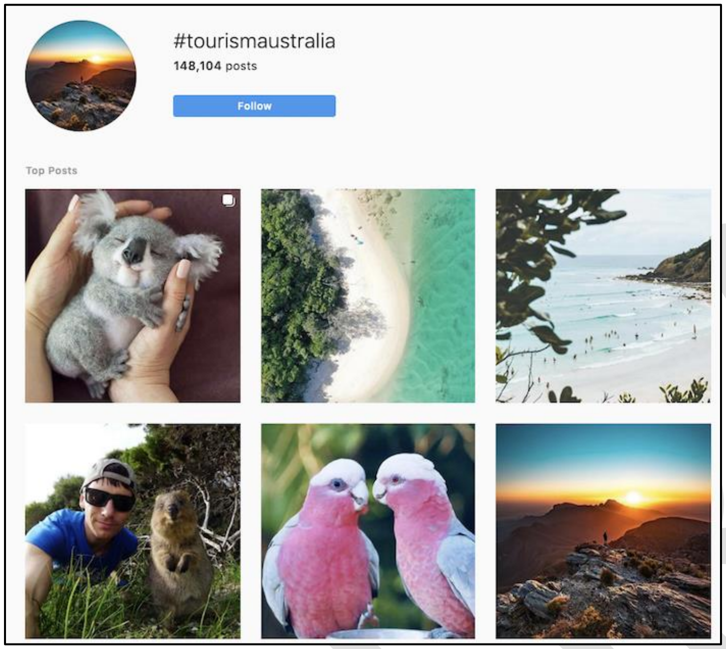
Examples of User-Generated Content

GoPro

GoPro has delegated the power of marketing to its customers and constantly creates campaigns, contests, and challenges to encourage its users to create valuable & influential content for their campaigns.

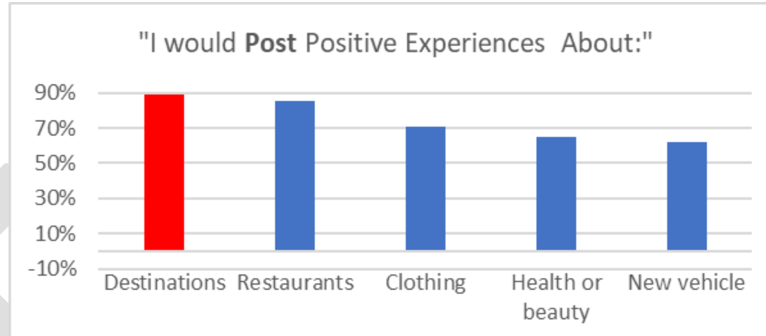
Tourism Australia

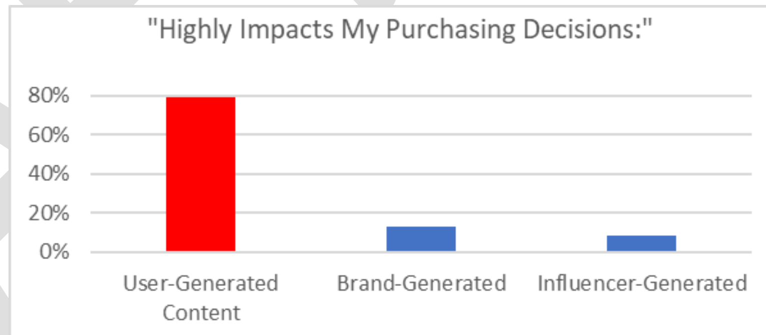
Tourism Australia's Social Media Program focuses on stimulating conversations about Australia through key platforms including Facebook, Twitter, Instagram and Pinterest[21].

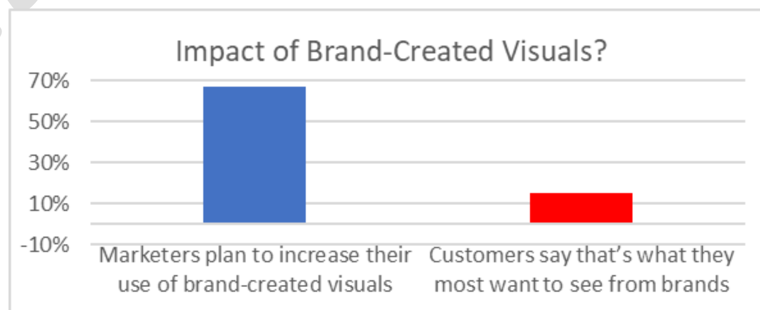


"Our Facebook page has a high level of engagement and concentrates on showcasing beautiful and unique images from all over Australia. **We mainly post user-generated content**, which encourages fans to continue sharing their own stories and experiences on an ongoing basis. Every Friday the best images from the week are chosen and featured in the Friday fan photo album, which receives thousands of likes, shares and comments."

Survey of User-Generated Content[22]







[21] Tourism Australia - link

[22] 2019 survey, US, UK, Australia by Stackla - link

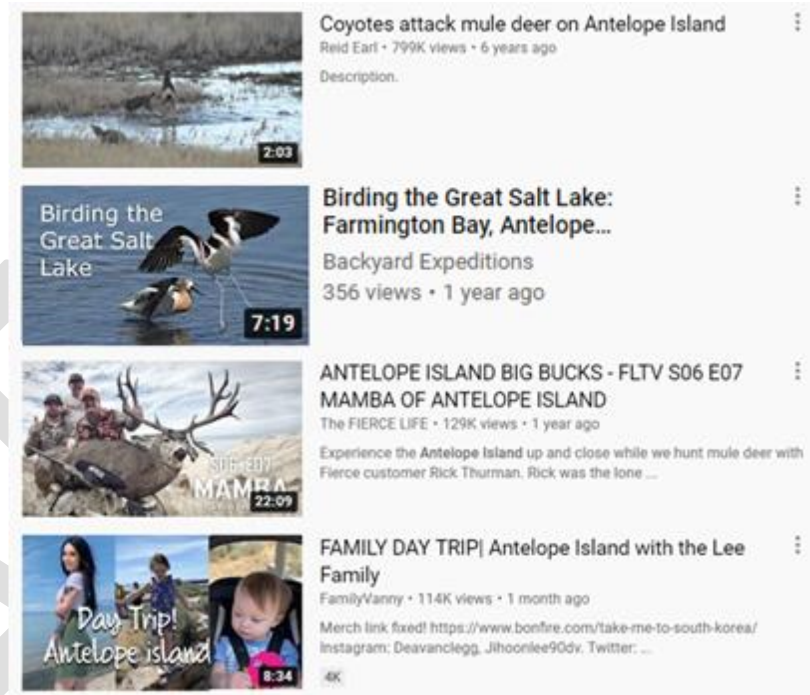
LEVERAGING UGC TO DRIVE VISITATION AT ANTELOPE ISLAND

The City should use UGC to increase visitation at Antelope Island State park. UGC can be a cost-effective way to help City leaders understand the experiences of content creators and leverage their input to create earned marketing.

When searching for "Antelope Island" on YouTube, the most-viewed videos fit into three categories:

1) Nature watching—The most-viewed video in the category (with more than 800,000 views) shows coyotes attacking a mule deer. Other nature videos show the annual bison round up, as well as panoramic or cinematic shots
2) Camping/Hunting—The second most-viewed video (with 752,000 views) comes from travel blogger Alyssa Ramos, who camped on a nearby island she travelled to by paddleboard. Other top videos show a hunter who won mule deer tags.
3) Daytrips and Tourism—Daytrips and tourism videos represent the remainder of the top videos. This category includes family vloggers, as well as professionally produced tourism videos from Utah State Parks and Recreation (34,000 views and the Davis Area CVB (20,000 views)

This list is a sampling of how the park is currently viewed and discovered. The City will need to help change the conversation so that the island is seen as a fun, safe, attractive area to visit.



SOURCE: Youtube.com

Figure 122—Most-viewed Antelope Island Videos

One of the best examples of positive UGC for the island comes from local vlogger LoganDBeck, who shares his videos in both English and Taiwanese. His video has more than 67,000 views, a majority of whom are from outside the United States.

The City can use comments on videos and photos to gauge the level of interest in the park and how it is received from people all around the world.

These types of videos drive additional interest in the Stake Park while giving viewers an authentic opinion of the park.

As do Instagram posts…

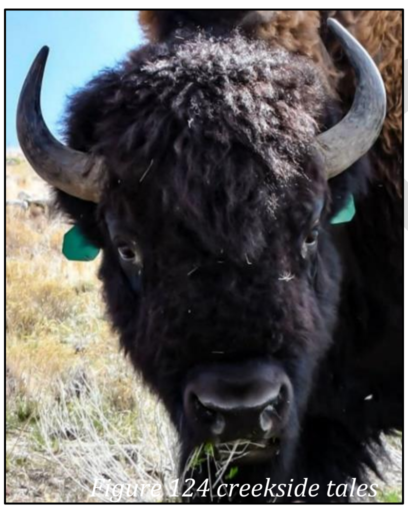
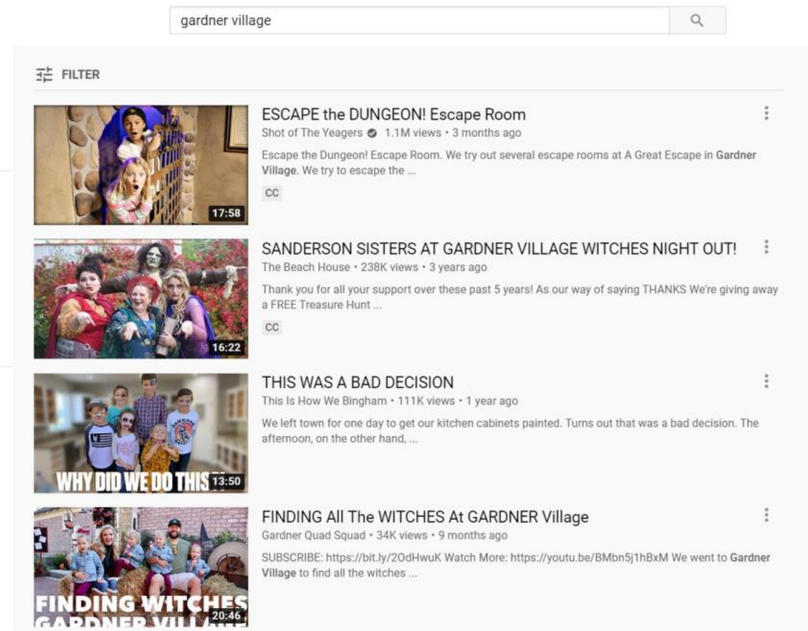


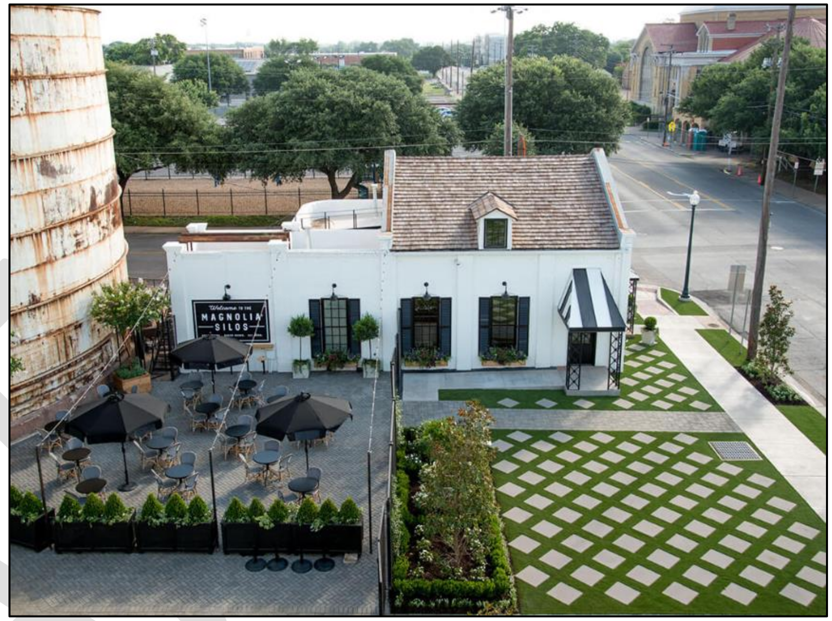
Figure 124 creekside tales

Figure 124 camykings

Gardner Village has done a great job of attracting vloggers with large view counts which show off the best of the attraction's offerings. The Village is able to provide a range of activities and events which are enjoyable for the vloggers and engaging for audiences. Top videos include the Village's dungeon escape room, which has more than 1.1 million views.



Magnolia Farms in Waco, Texas has had a significant impact on tourism to the City. Popularized by HGTV's Fixer Upper, Magnolia Farms has been able to include several modern amenities while still keeping the rustic, farmhouse charm.



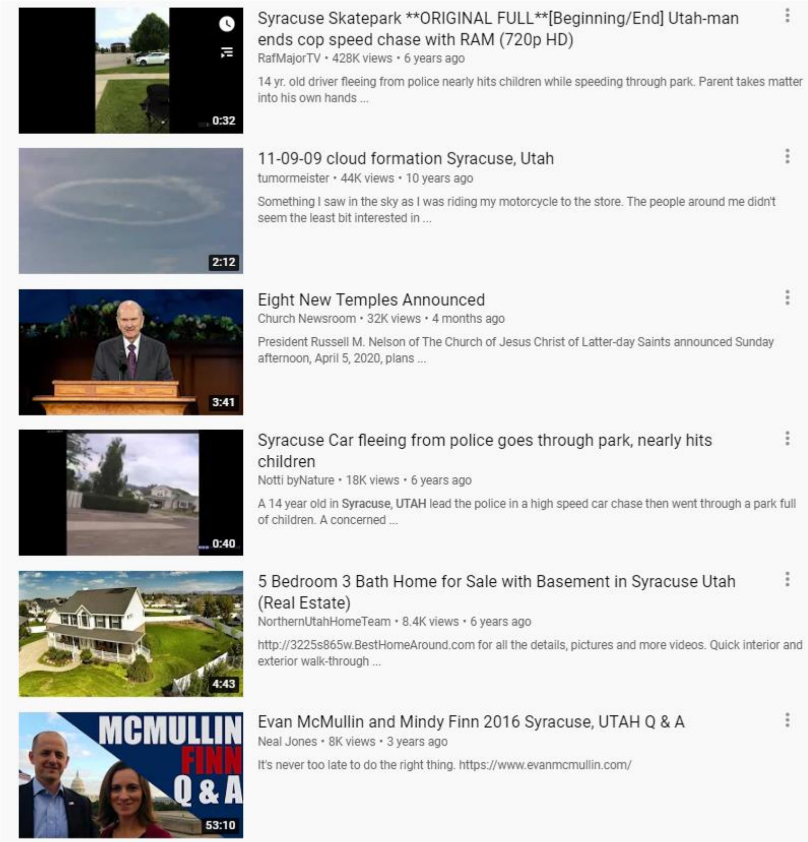
SOURCE: https://magnolia.com/silos/

Figure 125—Magnolia Farms in Waco Texas

As the City evaluates what types of attractions it could leverage to drive visitation and enhance visitor's experiences, it should find similar ways to preserve the culture and heritage of the area while still providing modern amenities. One YouTube video of a visit here has had 198k views.

UGC in Syracuse

A similar analysis was performed for the City of Syracuse. As was found with Antelope Island, there is not a concerted marketing effort that shows off Syracuse's amenities and attractions. The most viewed video is from a police chase in 2014 (with 428,000 views). The next most-watched video of a cloud formation only has 44,000 views.



Some examples that the City could use to improve its user-generated content is to include events that will draw people to the community for experiences, such as the Punkin Chunkin competition in Delaware, Rowley's Red Barn in Santaquin, and Black Island Farms.

Punkin Chunkin

Punkin Chunkin is an annual contest in which several teams compete to hurl a pumpkin solely by mechanical means for distance. The event was popularized by coverage of the event on the Science Channel with a peak of more than 30,000 spectators attending the event in 2016.

Syracuse should work with entrepreneurs to find events that can become a destination attraction that can draw people in and create popular UGC.

Rowley's Red Barn

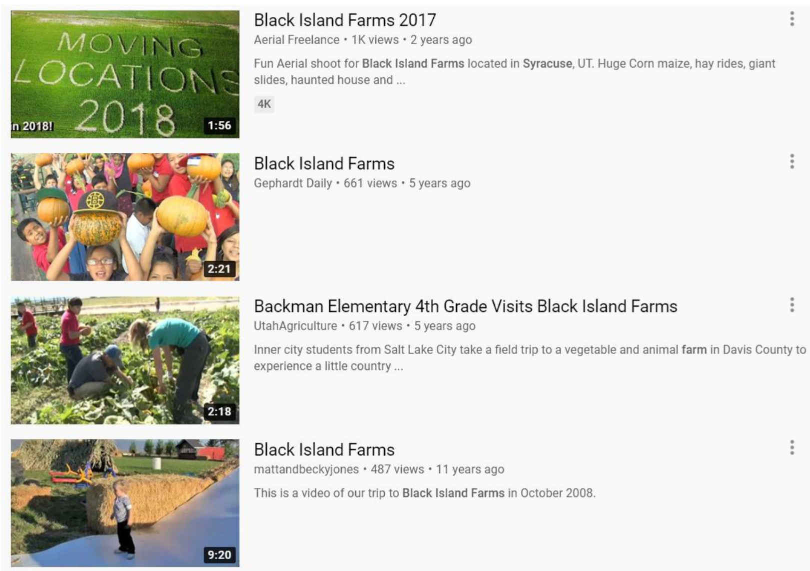
Rowley's is a farm which has been able to draw people from all across the state due to its freshly-made apple juice, homemade ice cream, and events and activities including tractor racing, giant slides, apple cannons (see , hay pyramid, jumping pillows, and zip lines. The brand has been so successful that it has been able to expand to southern Utah. Syracuse has hundreds of acres of farmland and could leverage its culture and heritage to attract more visitors through similar types of attractions and events.

SOURCE: visithendrickscounty.com

Figure 126—Apple Cannon at Beasley's Orchard in Hendricks County, IN

Black Island Farms

Black Island farms is a 50-year business that is based in Syracuse, Utah. The farm includes an annual corn maze, cow train, straw pyramid, giant slide, chute slide, corn box, corn snake, pig races, and concessions. The City should approach Black Island Farm to generate better user-generated content and drive increased visitation to the community. The farm already has positive content on YouTube which could be expanded and enhanced by the City's resources.



Open Land

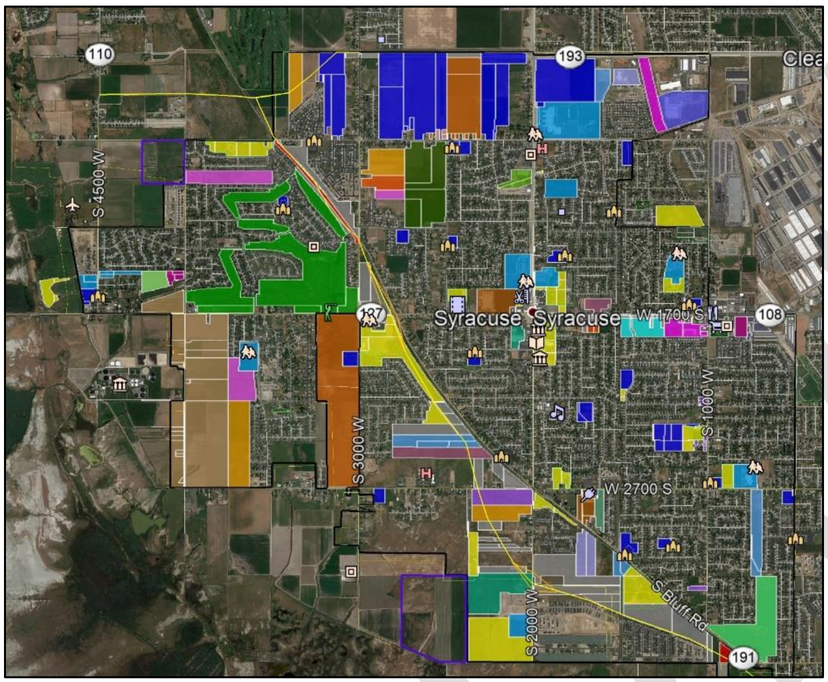
On the Syracuse side of the causeway to Antelope Island are substantial tracts of land which could be enhanced with opportunities complementary to Syracuse's place-based strategy such as a motocross or BMX track, a cable park, or a shooting range. Also, in that area, a wholesale nursery or even a vineyard would help beautify and add value to what is now a rather dreary tract. As mentioned above, the interchange of the West Davis Corridor and Antelope Drive, a performing arts center would catalyze other development. So would a villa-type Airbnb resort near the golf course, phased in with just a small number of units to test the market and adding more units as the project stabilizes. An amenity such as BigShots Golf would round out family-friendly features in that location.

Trails and Open Spaces - There are several trails that that the City is working on connecting to form a cohesive and inviting trail network. The City is also working on the development of additional parks and other open spaces to enhance quality of life.

Other "**Undevelopable Land**" – Much of the land on the southern side of the City is below sewer fall and cost prohibitive for development purposes. However, this land may still be available for other opportunities such as outdoor recreation and other uses. The city already has 50 acres of land which is awaiting funding for use as a regional sports park.

Syracuse desires to be a vibrant, successful city with good parks and trails – the kind of place where people want to live while maintaining their current way of life with nice, quiet, clean, green neighborhoods where kids are free to roam around and be safe.

This can be accomplished by connecting all of Syracuse's potential assets into one cohesive place-based strategy. To do so requires gathering support of the Syracuse community, Davis County, the State of Utah, and large property owners on the borders of Syracuse City. To accomplish these goals, it would be good if the remaining land in Syracuse City could be considered as a whole rather than be developed in a piecemeal fashion. For example, the map below shows undeveloped large properties in Syracuse City, most of which are contiguous to each other.



SOURCE: Better City, Google Earth

Figure 127—Large Undeveloped parcels in Syracuse

Implications – Market with User-Generated Content

User-generated content increasingly influences people's decision-making about products and services, particularly selection of destinations. Therefore, it is increasingly important to discover, curate, and display content created by people who love the brand. With an effective place-based strategy, Syracuse and Antelope Island State Park can become well-known and popular brands.

The City should use UGC to increase visitation at AISP. UGC can be cost-effective in helping City leaders understand the experiences of content creators and leverage their input to create earned marketing. Syracuse could improve its user-generated content by including events that draw people to the City for experiences.

Proposed Objectives

- Host events that draw visitors to Syracuse and AISP.
- Syracuse and AISP are seen as top Utah attractions.

Proposed Action Steps

- Form a group to develop and shepherd a joint strategy between Syracuse and AISP.
- Launch a public/private partnership to create events.
- Define a process to gain and market favorable UGC
- Identify how to best measuring reach, engagement, and referrals, for example, on social media

Proposed Performance Indicators

- Results on social-media: engagement, reach, referral
- Number of favorable posts on social media.
- % of attendees who would recommend the City's events.

Appendix I - Review of Prior Plans

A review of recent studies and plans was conducted to ensure that ideas and suggestions from prior reports were included in this study. A brief review of each plan is provided, along with key takeaways and important graphs, charts, or maps. The studies and their findings will be referenced throughout the document.

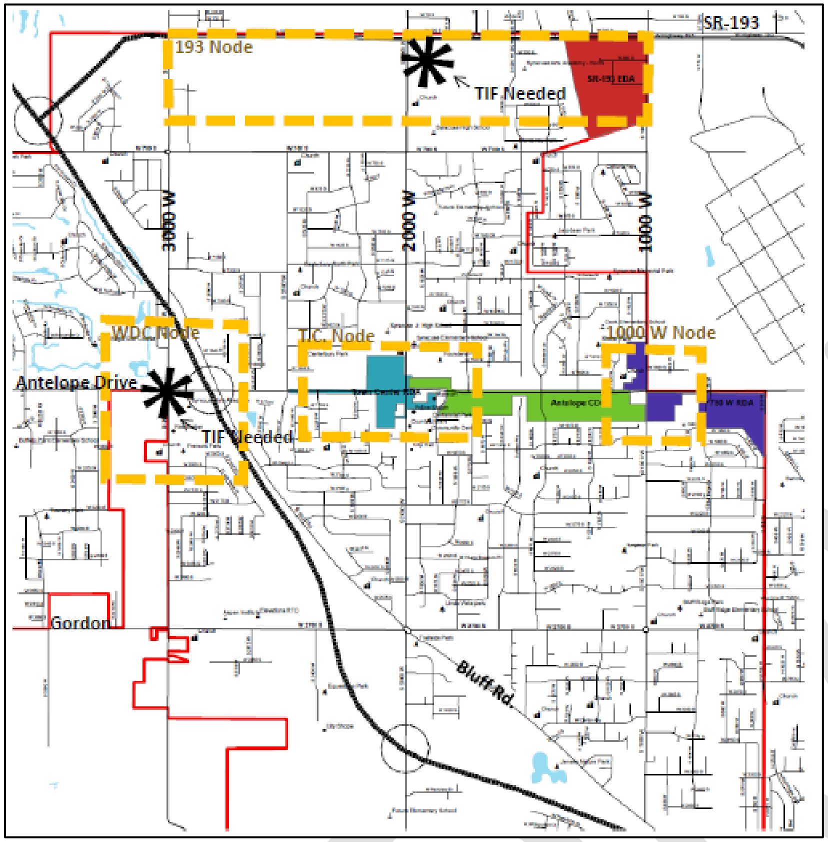
Syracuse City General Plan (Syracuse City)

Date Completed: September 2019

Purpose of Document: aid in identifying preferred solutions to challenges and to lay a pathway toward achieving our long-term vision.

Key Findings:

- The document was necessary because of the announcement of the West Davis Corridor. The City Council felt it was necessary and appropriate to update the plan accordingly
- The City's population has tripled in the past 20 years and is expected to more than double in the next 30
- The City receives and average of 300 home permits per year
- The City is approximately 10 square miles, of which 35% is farmland, grazing, or fallow
- There are 400 acres of land that may be annexed for development in the future
- Growth is driven by proximity to employment centers (i.e. SLC, Ogden, Hill AFB) and family-friendly environment
- The transportation network is too automobile-oriented, making the school-age children, the elderly, and the disabled at risk due to high-speed traffic and wide roads
    - A more balanced approach to mobility should be taken
- The West Davis Corridor (WDC) is expected to be constructed in the next four or five years (2023-2024)
- The corridor will reduce commute times, increase traffic in the town center, improve access to Antelope Island State Park, and increase the speed of land development
- Development should be prioritized around the planned 2000 West interchange to broaden the tax base, provide economic development, and increase housing options with minimal impact to local roads and neighborhoods
- There should be active transportation infrastructure from the Town Center to Antelope Island Causeway
- According to the Department of Workforce Services, approximately 93% of Syracuse residents commute out of the City for work
    - There should be a focus on attracting employment opportunities for residents to increase daytime population
- The City's Redevelopment Agency will strategically use TIF to incentivize desired jobs or products (see Map 14).
    - Additional TIF areas should be established around the WDC interchange on Antelope Drive and the intersection of State Route 193 and 2000 West
- It is recommended that a comprehensive economic development plan be commissioned to further study and establish an economic development strategy for the entire city.



Map 14—Current and needed TIF Areas

- With shorter commute times, the WDC makes hospitality and regional employment centers more feasible
    - These uses should be a priority for this node
    - Medium-high-density housing, commercial, and big box retail as secondary priorities, although big box retail appears to be declining post-Covid-19.
    - Billboards should remain prohibited here
- Town Center (2000 West and Antelope Drive) should be cleaned up revitalized and to remain a hub for economic development in the City, where highest residential and commercial densities are permitted, a mixed-use area with residential development and walkability prioritized along with quality pedestrian amenities.
    - Use RDA funds to fix the clock, get the fountain going, clean up landscaping…)
    - Fill up vacancies, fill pads, a "'free land" contest: best proposal gets free land.
- The 1000 West and Antelope Drive node is anchored by a grocery store
    - Properties further from the intersection should transition to office and commercial space with residential components
    - Medium-density residential is also appropriate and should be used to provide a buffer
- State Route 193 between 1000 West and 3000 West features large contiguous tracts of land that front a newly-built state highway
    - As land develops regionally, these large parcels with proximity to urban centers will become rarer and more valuable
        - The City should not allow single-family development along this corridor to allow for higher-yielding land uses
        - These tracts of land would facilitate major employment centers, such as data centers, light industrial manufacturing, or office complexes
        - Medium- high-density residences should also be planned for this node as a buffer

- City residents prefer accessory dwelling units (ADUs), such as basement apartments and backyard cottage apartments, as a preferred way of providing housing options, although ADUs may not be sufficient to meet projected growth.
- Housing is becoming less affordable as housing prices rise year-over-year.

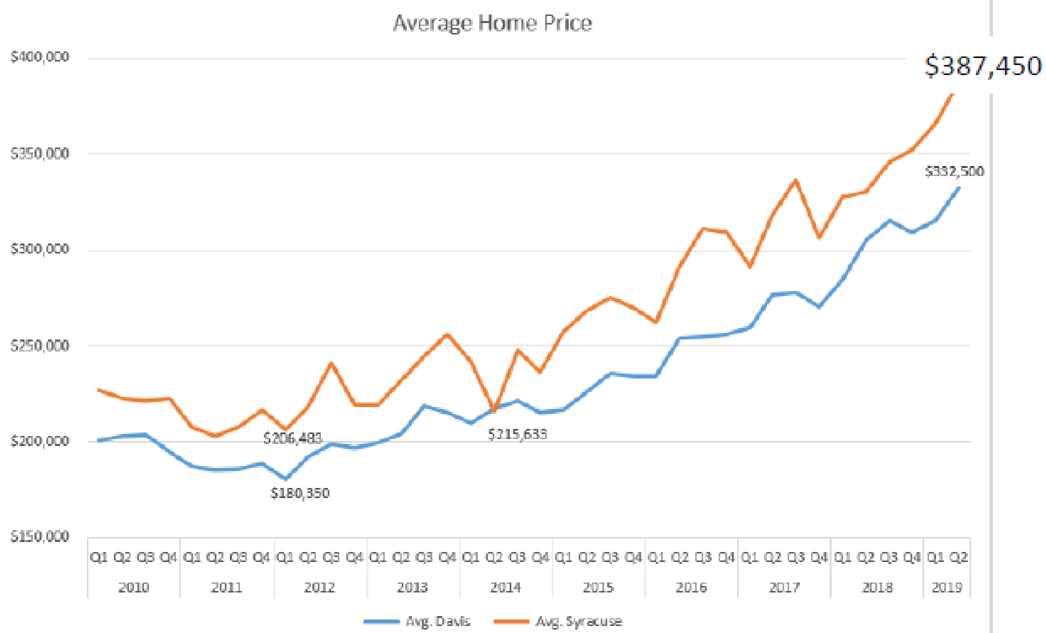


Chart 1—Avg. Housing Prices (Q1.2010-Q2.2019)

Davis County AMI	Dollars Earned (minimum)	% of Syracuse Residents	Sustainable Housing Costs	Sustainable Home Price
100%	$75,961.00	64.8%	$1,899.03	$332,000.00
80%	$60,798.00	26%	$1,519.95	$264,000.00
50%	$37,980.50	3%	$949.51	$162,200.00
30%	$22,788.30	6.2%	$569.71	$94,300.00

Chart 2—Housing Affordability based on Income

- The City has a target of 4.95 acres of city parks per every 1,000 residents
- The City encourages landowners who desire to continue farming their land to continue to do so, for as long as they like, without pressure from the City to develop
- As the City grows, it should look for opportunities to acquire land for parks and park amenities alongside community growth

Antelope Dr. Corridor Study (IBI)

Date Completed: October 2018

Purpose of Document: Vision and design guidelines that will guide the development within the study area along the Antelope Drive Corridor.

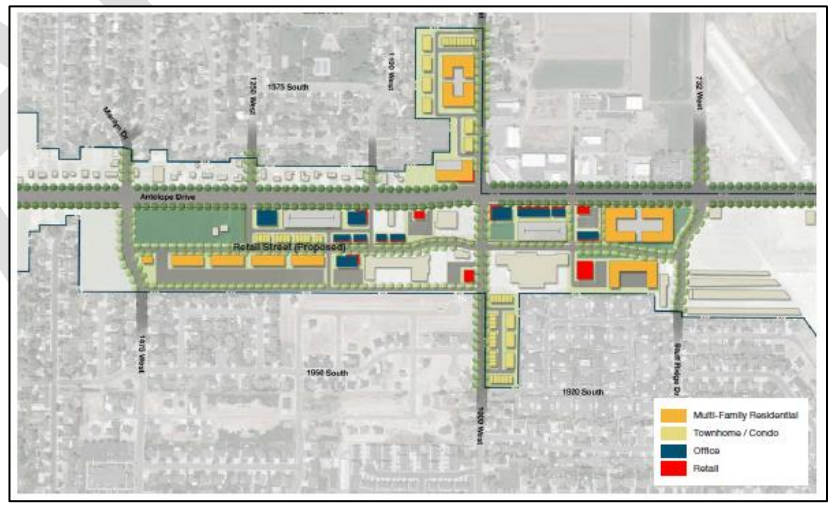
Key Findings:

- West Davis Corridor will open the area for significant investment and increased travel to the City
- Three Overarching Goals
  - Increase Daytime Population
  - Capture Tourism
  - Improve Mobility and Safety

- Guiding Principles
    - Create Unique Nodes of Interest
    - Create Mixed-use neighborhoods
    - Create “Places”
    - Minimize impacts to existing neighborhoods
    - Develop a strong identity
    - Encourage high-quality development
    - Promote walkability and bikability
- Development of nodes along Antelope Drive is recommended, with a new one near the future West Davis Corridor (see Map 15).

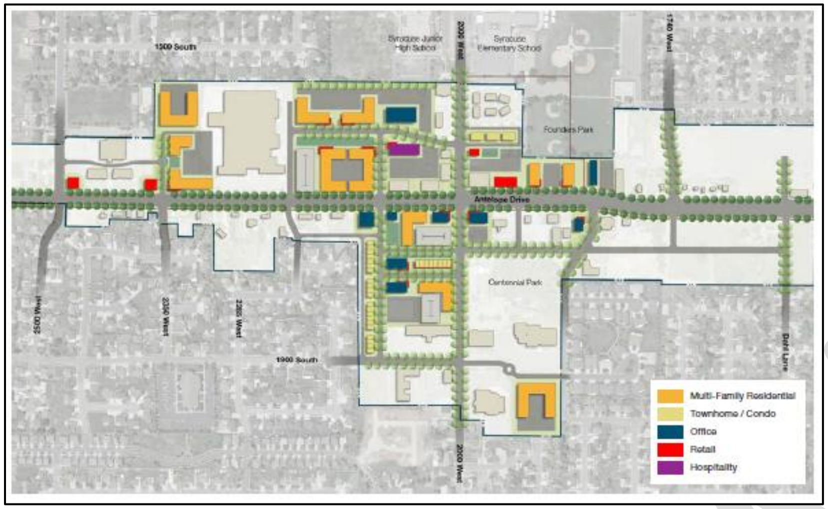
Map 15—Development Nodes

- Development of open spaces is important and should respond to the land uses in the area; each node should have 2-3 open spaces (i.e. smaller parks and plazas)
- There should be a major trail along antelope drive to promote multimodal options
- Syracuse is projected to double its population by 2060, from an estimated 26,750 to 53,389
- Businesses along the antelope drive corridor account for appx. 70% of the city’s sales tax revenues
- RC Willey and Walmart account for 61% ($510,000) of the City’s sales tax
- Include the West side in a CRA
- Future development is intended to be infill uses that will help create a walkable neighborhood/town center with buildings that address the street and add interest that encourages visitation
- East Node—Small village center with walkable neighborhood, grocery store, heritage farm park, and a farmer’s market (see Map 16).

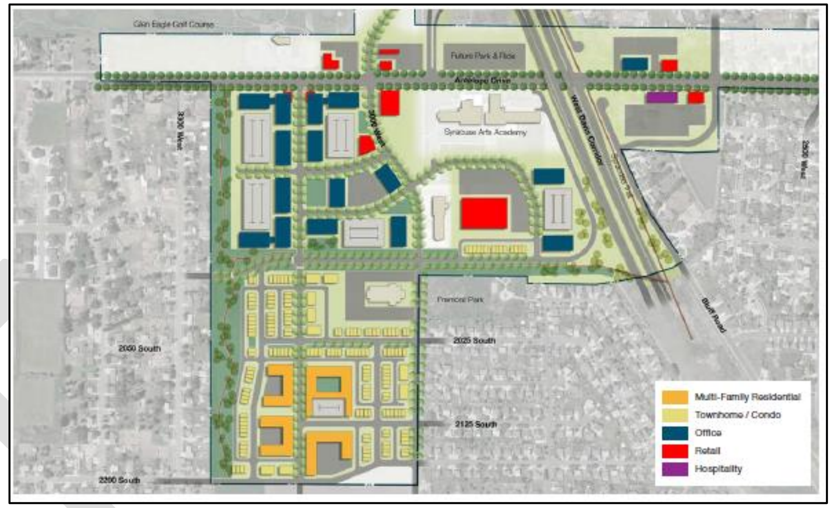


Map 16—East Gateway Node

- Town Center—Main commercial and retail uses in the City as well as the Civic Center with Centennial Park and Founder’s Park (see Map 17).



Map 17—Town Center Node



Map 18—West Gateway Node

- West Gateway—The new gateway into antelope island and connected to the West Davis Corridor. Centered around office and other daytime uses to become a regional commercial center (see Map 18).

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- The Clearfield FrontRunner station is less than three miles from the Town Center node and is serviced by Route 626. The need for Bus Rapid Transit will arise as the nodes are developed and are included as part of the plan.

Community Assessment (EDCUtah)

Date Completed: 2019

Purpose of Document: Strategic Planning Document

Key Findings:

- As of 2019Q2, total employment for the City was 5,110
- The average worker in the City of Syracuse earned annual wages of $42,464 (an increase of 4.3% in the region over the preceding four quarters)
- Cost of living is 2.9% higher in the City than the U.S. average

- The City had an estimated population of 27,444 and a labor force participation rate of 73%
- The City is experience significant outflow from daily migration
- The largest sector in the City is Educational Services (941 workers), followed by Retail Trade (814 workers) and Health Care and Social Assistance (800 workers).
- Arts, Entertainment, and Recreation has the highest location quotient (2.55)
- Major employers in the City include:
    - Walmart (250-449 employees)
    - Black Island Farms (100-249 employees)
    - RC Willey Home Furnishings (100-249)
    - Smith's Food and Drug (100-249)
    - Syracuse Arts Academy (100-249)
    - Syracuse RTC (100-249)
- Employers responsible for the most job postings in the community 2018Q4-2019Q1 include:
    - Syracuse City (21 ads)
    - SCI-Sorensen Companies (16)
    - Minnis Solar Consultants (15)
    - Walmart (14)
- The largest employment occupations include:
    - Education, Training, and Library Occupations (641 workers)
    - Office and Administrative Support Occupations (600 workers)
    - Sales and Related Occupations (596 workers)
- Location Quotients by Occupation include:
    - Education, Training, and Library Occupations
    - Construction and Extraction Occupations
    - Community and Social Service Occupations
    - Personal Care and Service Occupations
- The community as seen wage growth of 44.7% in the last five years
- Areas of Strength
    - Workforce (High participation, high educational attainment, low median age)
    - Miscellaneous Costs (Electricity Rates, state, and local sales tax rates)
    - Proximity to Major Markets (Close to large market, high county population, high city population)
- Areas of Opportunity
    - Proximity to Colleges & Universities (no colleges or universities in the community)
    - Quality of Life & Outdoor Recreation (higher cost of living, lower purchasing power, no professional sports team within the community, poor air quality

SWOT Results (City of Syracuse—Visioning Committee)

- Strengths
    - Strong Community, family-friendly atmosphere, adequate open space, and well-maintained recreational facilities
- Weaknesses
    - Few businesses, high traffic counts, low employment opportunities, lack of housing affordability, weak tax base
- Opportunities
    - Growth, improved accessibility through West Davis Corridor, tourism to Antelope Island, town center as development opportunity

- Threats
    - Poor planning, uncontrolled growth, need for residential density that may impact small-town character

Theme Results

- Many residents want a Farm (83% yes, 11% no), Craftsman (71% yes, 17% no), or Old Main Street (60% yes, 37% no) development theme.

IMPLICATIONS – PRIOR STUDIES

The west Davis Corridor can be a game-changer for Syracuse City, bringing growth – for good or ill – in population and the economy. 35% of the City is farmland, grazing, or fallow. An additional 400 acres of land can be annexed for development in the future.

Proposed Objectives

- Broaden the tax base, provide economic development, and increase housing options.
- Increase the daytime population to attract retail stores and restaurants.
- Maintain Syracuse's unique character.
- Minimize impact to local roads and neighborhoods

Proposed Action Steps

- Prioritize development around the planned interchanges at Antelope Drive and SR 193.
- Use TIF to attract employers and export jobs.
- Define what Syracuse's unique character is and who are the target audiences – residents, visitors, and businesses.

Proposed Performance Indicators

- Results of opinion surveys of residents
- % likelihood of targeted employers to invest in Syracuse
- % of TIF areas defined and approved
- Dollar value of TIF grants
- Number of new export jobs created

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Appendix II – Interviews Report

[*Compendium of direct quotes from the stakeholders interviewed*]

Attractiveness of Syracuse

We are going through an identity crisis in Syracuse, moving away from a farming community with large lots and homes. We want to be a vibrant, successful city with good parks and trails—the kind of place where people want to live. The goal is to maintain our way of life—nice quiet clean neighborhoods where kids would be free to roam around and be safe.

One of the things that attracts people to Syracuse is that it is near the lake and we do not have a lot of traffic. However, we are in a high-growth phase, which can be exciting to be part of. Sadly, Syracuse seems to have a combination of people not wanting to pay taxes, being okay with a shotgun approach to doing many little things rather than launching a few great ones.

As to our appearance along main roads: there are only a couple of our buildings that are nice. It would be good to see real stone or brick on the buildings. Mowing, trimming, fences are not as well-maintained as surrounding communities. We are not very walkable.

A lot of our people really struggle with change. One of our greatest battles is to show them that things will actually be better and that coming generations will be able to live here. Nevertheless, it would be nice if new residential developments complemented our culture, providing more density, but looking great. A hallmark of our city should be to have good architectural standards—it makes a difference.

What is our competitive position relative to, say, Farmington and Layton? We have had pockets of development that just do not tie together. We have a lot of developers who want to build here but we do not have a concerted answer for them. Great companies coming here want to see that the city will be a good partner rather than having our hands out for immediate tax benefits, or private owners who immediately jack up their land prices.

We are really struggling with medium- and high-density. How can we mix commercial in with high-density? We view ourselves as higher-end and we want to keep it that way. But if we get a plan that reflects our rural, family-centered community we might have more credibility. We need to find middle ground. As we get more people here in Syracuse, that will drive growth of retail and other small businesses. We need to be balanced in our growth, with each sector growing at about the same pace—parks and trails, low-density homes, medium-density residences, offices, commercial retail, and light industrial.

Businesspeople said, "I love the town of Syracuse—let the leaders in the city know how much we appreciate them—from the fire marshal on up." And: "The City has strong standards, and we try to meet them. This is a good environment for business growth." An advantage for Syracuse is that there are not a lot of 100-acre pieces of ground in the region like we have. We could divide 50- to 100-acre blocks into large parcels that would be attractive to businesses. Note, however, that businesses considering expensive communities like ours are concerned about the fact that many of their workers cannot live here, and commuting to here is expensive, so they choose to locate nearer where their lower-income employees live.

OFFICES

Syracuse is a great place for professionals to practice. Attracting commercial offices is attractive—it is a matter, though, of persuading people to come here. We do have an educated population and north Davis County is short on office space. That is a niche we are trying to fill—office space along Antelope Drive around the interchange. Perhaps satellite offices for Northrup or Boeing, particularly as worries increase about concentrating large groups of people into central offices.

Having said that, attracting businesses to locate traditional offices here will be hard because we do not have the radius of rooftops that a lot of businesses want. We are more likely to attract professional services who do not need a large radius of population. “Let’s think about remote workers; work on keeping business here in town.”

Some say, “I would love to get remote workers, but we really need much more extensive high-speed internet service—fiber service is needed throughout the residential neighborhoods. We either need the current providers to step up their game or to find other options.” Businesses along 193 or Antelope Drive might have access to Utopia now, but residential areas do not.

According to Jonathan Bell, Utah State Fiscal Analyst, there is an emerging trend of flight from urban back to rural. “Right now, we are seeing families throughout Utah beginning to move to rural communities including using the CARES payments to pay for their moves. In the past, bandwidth has prevented this, but that is changing as high-speed fiberoptic becomes more available to residences.”

Once the West Davis Corridor is in, offices for aerospace companies would be a good element. Medical offices, perhaps in Syracuse, could become the medical office hub in NW Davis and Southern Weber County. Between 2000 & 3000 West there are some areas where professional buildings could do well—especially medical buildings near the treatment centers. Why not Silicon Slopes—we could attract a small component of that because of access to parks and open space. “If I’m working at an office at the intersection of WDC and Antelope, I could take a bike to the island and back during lunch—we could really market that more than other cities can.”

In the future, we are likely to have hybrid businesses where a warehouse is in the back with the office and retail displays in the front, or even ghost kitchens for example—flex space such as is found in Lindon, UT. Having supporting columns every 30-50 feet or so they can rent out space of almost any size.

We need a good mix of commercial and residential, with open space. For example, we have talked about an outlet mall. The biggest are in Park City or Jeremy Ranch and nothing is close. We are in a good position to capitalize on the aerospace industry and to increase daytime employment, primarily light industrial manufacturing or warehousing. Indeed, warehouses and cold storage are attractive because of our proximity to the West Davis Corridor and eastward across 193 to I-15. That would be okay if the trucks are not on the other roads through town. 193 would be great but nearer the high school might create opposition.

People in Syracuse are beginning to see that businesses need to make money. Indeed, it would be good to offer incentives to bring them here. However, some seem to have been looking to get benefits immediately rather than looking long term. They seem desirous of turning a businessperson upside down and shaking out every dime they can find. What can we offer free-of-charge to attract businesses? Stuff that might cost a bit up front but would bring in a long-term tax and employment base. There may be some things we can do from a utility perspective. Or the city could acquire property and offer it at below-market rates to be recaptured through taxes later.

Retail, restaurants

The critical issue for restaurants failing in Syracuse has been the lack of daytime traffic. About 80% of our population works outside the city, so restaurants do not want to come here because there will not be a sufficient lunch crowd. Restaurants do not bring businesses; businesses bring restaurants. We need to bring in businesses that will drive daytime traffic. If we do so, then restaurants will follow.

In the future I see more reliance on internet shopping, on the acceleration of decline in big box stores, and a lot more emphasis on experiential opportunities. A store I would love to see here would be a good bakery, making goods right here, more specialized, better quality. "I don't know why someone has not opened a good bakery."

We have no hotels in Syracuse. We have a few small-end restaurants. There is one movie theater. If it could pull in a hotel, that could also support restaurants and retail. "I would like to put a hotel west of the golf course." A study showed the potential to sustain two hotels. It would be perfect to have a hotel right next to the golf course.

Housing

"My children cannot afford a home in Syracuse." "Our children will not be able to return because they cannot afford single-family homes in Syracuse and there is not much rental space here." "I do wish we had more housing opportunities for young families." "It would be good to provide housing in this community for demographics that support the community such as teachers, police, fire, journeymen, and apprentices."

The city needs more income, and that comes from rooftops. We have the land, but demand is growing faster than the supply of housing. Employers in the area would like to see more housing and the employee base needs it. Employers in the region provide a good array of different jobs—leadership, engineering, equipment workers—and they would like to see affordable housing in Syracuse, not low-income, because we pay better than average in the rest of the county. If employees cannot get housing nearby, it is more difficult to recruit. "Syracuse needs to make it affordable for someone earning $70k per year or so. Assuming they could afford a mortgage around $1,500 per month, that would imply a $300K home. However, most here are in the $400s.

We are missing the 20-somethings in our city. Due to a lack of housing diversity, we particularly lack lower-cost residences. It would be good to have starter- or entry-level homes, which we do not have today. Over 90% today are single-family attached. We have a huge gap in the 25-35 age range—smaller families, young professionals, singles of all ages leave and would only come back if there were something here for them.

"Medium- or high-density is a stab in the heart."

There is a huge resistance to starter homes, attached, or other types of higher-density homes. There is a great feeling in Syracuse hoping we can stay clear of the compacted housing: “let’s have bigger houses and more income.”

- “Even apartment buildings are being considered!”
- “You know what kind of people live in those places?”
- “A lot of the houses that are coming in are rentals—very close together with no yards.”
- “They are trying to stuff in as many as they can —millennials and younger.”
- “I have heard awful things said about people who live in apartments: Crime! Nosiness!”

Words such as “Apartments” or “Light Industrial” are triggers that get a lot of people angry. One can sit through a lot of meetings where people came to speak in opposition. Some of us are not really welcoming to people of middle to low income. Many of the residents want this to be a bedroom community. But we need to expand the tax base. We need to get City and Chamber together and speak the same language.

We will have to win some over. Many people here are up in arms about reducing lot sizes. We need to find a way to make smaller lots happen. There is a fear that the kind of people who live in the newer places will be transient, impermanent. Some do not want anything with the word “apartment” in the name. Even Townhouses are resisted. Smaller lots are coming, but they are resisted.

Housing—a balance of housing types

“In Syracuse, there needs to be a variety of housing stocks, but we don’t need to bring in apartment buildings. Fill the empty middle with attractive homes.” Apartments are definitely opposed. A slight majority would be okay with apartments, but the rest are not happy. Many could accept 2-story townhomes. But not 3-story. “We keep getting requests for 3-story units. They are too big, too tall.” A 2-story townhome along an arterial would work. We might get a one-story duplex and that would be okay. Most recognize and even advocate having more people, but they definitely want to preserve the high-quality standards of the city, which seems to be upscale compared to areas around.

One-third of our land is still available. We expect population to double so will need to have smaller lots. The single-family home on a ¼-acre lot or less will be the staple. Some see a growing segment in townhomes and multi-family, specifically in areas now zoned commercial or near our town center, 1000 West, and at interchanges along the West Davis Corridor.

It would also help the community to bring more of Hill AFB workers. There will always be a housing shortage at Hill AFB. Syracuse needs to recognize that other cities will be competing for people to locate there. We really need to consider more recession-proof ideas, such as rentals.

We have too much land zoned commercial. We need more residential. No housing that needs elevators. Should be garden-style apts. or townhomes. There is a variety of quite attractive middle-range home styles: Mansion homes, like Daybreak, Live-Work homes, and Courtyard apartments.

One product that is going to be successful will be single-family detached in tiny lots, differently from townhomes because they are detached. The trend is to build smaller and smaller lots, say 3500 sq. ft. lots, the homes of which have no shared walls and a little back yard. They are selling rapidly because that is what people can afford. Much better than a townhouse. We need to have a comprehensive, cohesive plan on future development, so it does not happen in scattered fashion.

West Davis Corridor

The biggest issue we have now is that we have no freeway access—people like to be a couple minutes from the freeway to get to large stores or work in the SLC-Ogden corridor. People would love to live here but for the lack of a freeway.

The West Davis Corridor makes Syracuse a good central point for transportation to the north, to the south and to the east, not just along Antelope Drive but also around the connection to 193. It will be a lot faster to get to the SLC airport along the corridor – less than half-an-hour rather than 45 mins or more. Perhaps the WDC will bring people into the city rather than just from the east, where our residents go for work. We need to have a plan so that we are ready when WDC comes. If we do not, good developers will have gone elsewhere. We should seek developers who want to leave a legacy, not just to build and immediately sell to whomever.

We will know by next year what UDOT will use and what is surplus land which we can persuade UDOT to let us help them find buyers. All developers are just waiting for the highway to start. It will benefit because people will be driving through Syracuse, so hopefully we could change our business infrastructure around each of the interchanges. The best place to locate new development is where Antelope and the Corridor meet. There is still some open space there.

I would put a class-A commercial property around the interchange at 193 & WDC. It would be great to have a retail center there like Farmington Center. How can we make WDC become an employment corridor? The whole area around West Davis Corridor will probably develop but could take a long time. The corridor should not affect too much to the north over the next ten years, mostly because it is planned to end in West Point. But later it might change a lot.

Antelope Drive

How should we develop the three major nodes along Antelope Drive at 1000W, 2000W, and WDC? Unfortunately, we have long swaths of what looks like blight along Antelope Drive. Moreover, some of our development has been poorly thought-out. So, we get empty buildings and potential developers shy away.

"I see high-density residential along Antelope Drive. It appears every vacant field up and down Antelope is desired for townhomes. Along Antelope Drive all we are getting is petitions for multi-unit housing. One hope is to attract more professional office space. Along Antelope Drive and 2000 West, we would like to see mostly commercial serving people stopping on the way to or from the Island.

Antelope Island

Each year we see half a million visitors to Antelope Island. One study showed that ~40% of the visitors to Antelope Island are foreign and ~30% are out-of-state visitors. Many come with RVs and we do not have an RV park on the Syracuse side. An RV park has some potential. We get inquiries from those visiting Antelope Island such as: "where can we stay?" There might be an opportunity if we could get businesses to realize how many come off Antelope Island. The folks managing Antelope would like us to have a hotel and other amenities.

"I love the concept of being a gateway to Antelope Island but don't see it. It's not a great destination—smell, bugs, desert." "I just don't think Antelope Island has much to offer. It is not Yellowstone." People go there for a short trip, either locals or people from elsewhere. It would be good to have something else for them to see. If we could come up with a lot of little things, people might stay the night here because there is something to do

- There are a lot of bike rides out to the island, but none of the bike companies were interested. Not much of Antelope island allows for motorized vehicles
- Could build stuff on the Island because there just is not much there – Great Salt Lake Museum
- *Idea—could the width of the causeway be doubled to provide dedicated lanes for walking and biking, nice landscaping with native grasses – gazebos and stops along the 7-mile causeway to activate for recreation, wildlife towers? It would be a worthwhile but massive undertaking.*

Sports & Recreation

Our community is recreation-oriented, family-oriented, and not averse to debt. "Recreation really resonates with me—biking, hiking, kayaks, climbing gyms, go-carts." People spending money on recreation would be great. It would be good to have a big sports complex like in Kaysville with big wide sidewalks and places for tournaments.

There is not a regional sports park in the area. Sports guys are traveling all over the place, including to Idaho. Talking about soccer & other tournaments. The land on the SW corner has been talked about for a regional sports park. We need the funding to put the sports park in place. Land was given to the city for us to develop.

Some might like to see western heritage reflected along a riding trail, biking trails, and hiking trails. Accommodation for horses and dogs would put icing on the cake in Syracuse. It is important to note that, although trails are nice here, they are not as well connected as one might wish. We would also like to see more good trails alongside the roads, particularly for bikes.

"It is good to have lots of parks, but ours do not seem to be as well-maintained as in neighboring cities." We would like to be known for trails—for walking, biking, horses, which would connect our parks together—we have a master plan for the park system, but it should be updated.

Everyone wants a nice trail system—<u>more trees</u> and more trails

More splash pads! "Farmington put pickle ball courts in, but Syracuse keeps coming to the community to pay for it. Can't we do that as part of our budget?" Our Rec is bursting at the seams. We need more parks and facilities. We are kind of struggling to keep up with parks. And we need more trees.

The new Temple

The Temple will bring a lot of people to the city. It would be good to work with the Church of Jesus Christ of Latter-Day Saints to develop the property around the temple, like how the Church worked with Tooele. The temple will be located on a 12-acre site at the intersection of 2500 West and 1025 South. The City needs to look at businesses that might take advantage of that. What will those visitors want? The surroundings will probably be single-family homes. One would also like a city park nearby.

Undevelopable land

North Davis Sewer does not allow any lift—gravity only. So west of 4000 W cannot be developed for buildings; it is used now for farming. But perhaps a sod farm, a shooting range, or storage area might work—something that does not generate sewer water. What about an RV park for those returning from Antelope Island? "That unused area might be a long-term opportunity, but let's look at other areas with higher priority." Moreover, if the lake starts rising again, we will want that area as a buffer.

PLANNING FOR THE FUTURE

We anticipate growth will continue. We are at a crossroads, but there are a lot of positive feelings about the past. A lot of people are pushing strongly for growth, but many people want to stay small: "Why worry about the tax base?" they say.

Many seem to be resisting doing anything about the inevitable growth—they want to kick the can down the road and delay the inevitable for as long as possible. We have been stuck in a stalemate for the past 10 years. A lot of good property has remained vacant due to resistance. If it were not for the few big retailers we have, we would be struggling.

The likely consequences of doing nothing are to either reduce services and delay maintenance or raise taxes. "What are you going to do to cut the city budget?" is a question raised in every election. Yet many also complain when the city tries to cut services. We do not have a good commercial base, so even though we do not have much debt, we would have to raise the tax rates if we cannot get more business here. Citizens are not very excited about paying taxes.

We need to determine what would be sustainable over the long term, to diversify and expand the tax base, and not just react in a knee-jerk fashion. That becomes more critical now that RC Willey is leaving. We really need to increase our tax base, making sure we have more coming in to help pay for capital projects coming in. But let us start with what we have now, the assets we have, what the community culture is.

We do have an advantage for Hill AFB due to less traffic conflicts and easier access for employees. We can maintain a rural feel and environment for workers with quick access to the base, the best place to live near the base.

One of the benefits we have is 193, a direct East-West route to the Base. 193 should be our economic engine. We want it to look good architecturally. But we really do not want it to be like SR201 in West Valley – huge industrial buildings. We want it to look and feel suburban – a place where you would like to go jogging.

We need to talk a lot about branding – capitalizing on recreation, outdoors, authenticity.

PRELIMINARY OPTIONS

1. *Stay as we are—a rural bedroom community where our children might purchase their second or third home.*
2. *Actively seek commercial development, particularly along 193*
    - *Offices—particularly to build daytime population to support restaurants*
    - *Flex-space with warehouse in the back and attractive retail in the front.*
    - *Light Industrial, particularly aerospace*
3. *Become a more vibrant neighborhood community*
    - *Homes young families can afford*
    - *First choice for employees in nearby work centers—AFB*
    - *Destination for recreation*
    - *Open space, parks, trails*

IMPLICATIONS – INTERVIEWS

Syracuse seems to have a combination of people not wanting to pay taxes, being okay with a shotgun approach, and doing many little things rather than launching a few great ones, while most residents want Syracuse to be a vibrant, successful city with a strong economy, good parks and trails—the kind of place where people want to live. The goal is a middle ground, to maintain a way of life with nice, quiet, clean neighborhoods where kids are free to roam around and be safe, where good architectural standards are a hallmark of the city, and where people want to visit and work.

Proposed Objectives

- 80/20 consensus on Syracuse's future state
- Businesses say they will thrive here
- Economic strength from offices and light industry
- Attractive homes our children can afford

Proposed Action Steps

- Flesh out options 2 and 3
- Develop a clear, detailed, visually-compelling picture of what Syracuse should be like in 2030
- Gain consensus on the compelling 2030 development plan
- Attract offices – remote satellites for large companies
- Develop attractive, affordable neighborhoods

Proposed Performance Indicators

- % of residents who agree with the 10-year end state
- % of target businesses who say want to invest here
- # of new export jobs brought to Syracuse

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Appendix III – Retail Market Profile

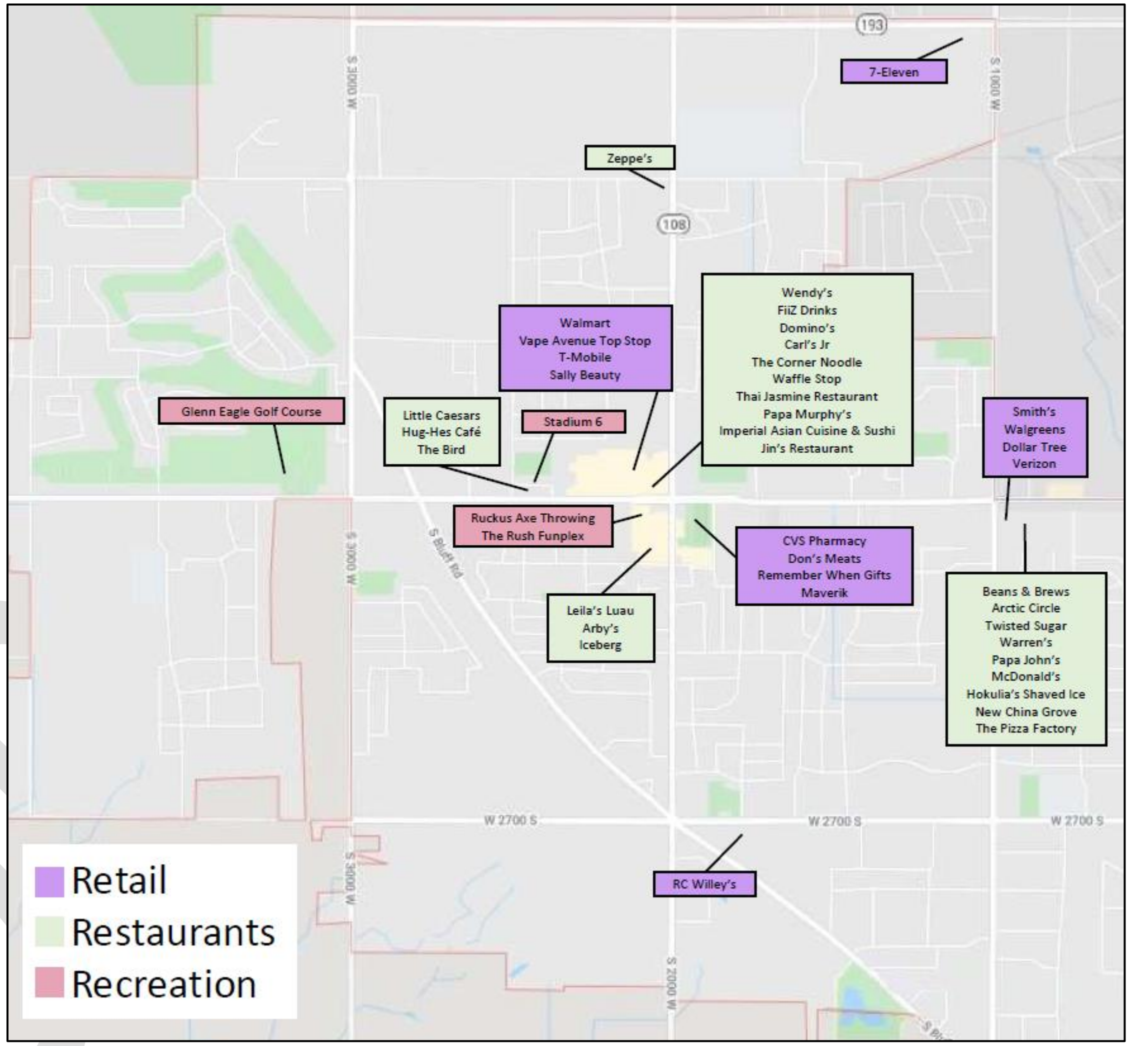
A review of businesses in Syracuse shows that there are more fast food places than sit down restaurants, most retail are grocery/pharmacy and fuel/gas stations, and there are only four recreation businesses. Out of all businesses registered in Syracuse, the largest categories are online sales/home based businesses, followed by contractors, dental offices, and preschools.

The table below provides the total number of businesses which are retail, restaurants, and recreation in Syracuse. The table also provides the percentage compared to the total number of businesses registered in Syracuse (384).

Type	Total	Percent
Retail Sales	8	2.1%
Fuel/Gas Station	3	0.8%
Grocery/Pharmacy	4	1.0%
Restaurant	9	2.3%
Fast Food	15	3.9%
Food Truck	3	0.8%
Recreation	4	1.0%

SOURCE: Syracuse, Better City

Table 22—Retail, Restaurant, & Recreation Businesses



SOURCE: Better City, Google Maps

Figure 128—Local Retail Map

The City is unlikely to attract more restaurants until there is greater demand, which is indicated by daytime population and proximity to offices or major employers.

Syracuse's retail businesses cater to residents. Because neighboring communities have greater density and are closer to main thoroughfares, they have been able to support big box retailers. For Syracuse to increase retail offerings, the City will need businesses which provide unique inventory or experiences—to attract from a larger market area by providing people with a reason to go out of their way to make a purchase. The construction of the West Davis Corridor (WDC) will likely create new opportunities for commercial development.

Population near Wal-Mart	1 Mile	3 Mile	5 Mile
2025 Projection	11,947	65,581	142,915
2020 Estimate	11,047	61,251	133,631
White	93.3%	91.2%	90.4%
Black	1.0%	1.8%	2.1%
American Indian & Alaskan	0.6%	0.8%	0.9%
Asian	2.0%	2.5%	2.6%
Hawaiian & Pacific Island	0.6%	0.7%	0.7%
Other	2.6%	3.0%	3.4%
US Armed Forces	87	358	1,604
Households near Wal-Mart	**1 Mile**	**3 Mile**	**5 Mile**
2025 Projection	3,341	17,837	42,289
2020 Estimate	3,078	16,633	39,511
Owner Occupied	90.5%	87.4%	75.8%
Renter Occupied	9.5%	12.6%	24.2%
Average Household Income	$108,491	$101,276	$88,653
Median Household Income	$96,457	$90,956	$79,239

SOURCE: CoStar

Table 23—Wal-Mart Demographic Summary Report

Population near Smith's	1 Mile	3 Mile	5 Mile
2025 Projection	15,083	91,816	169,608
2020 Estimate	14,088	85,955	158,578
White	89.5%	89.8%	90.3%
Black	3.4%	2.3%	2.1%
American Indian & Alaskan	0.9%	0.9%	0.9%
Asian	2.5%	2.7%	2.6%
Hawaiian & Pacific Island	1.0%	0.8%	0.7%
Other	2.7%	3.5%	3.4%
US Armed Forces	84	1,393	1,970
Households near Smith's	**1 Mile**	**3 Mile**	**5 Mile**
2025 Projection	3,792	26,560	51,189
2020 Estimate	3,527	24,855	47,841
Owner Occupied	88.0%	73.3%	74.4%
Renter Occupied	12.0%	26.7%	25.7%
Average Household Income	$103,615	$88,625	$87,562
Median Household Income	$92,098	$77,478	$77,586

SOURCE: CoStar

Table 24—Smith's Demographic Summary Report

The demographic summary surrounding the two major grocery retail anchors in Syracuse are provided in the tables above.

Syracuse's key opportunity to capture greater spending would be by increasing the retail and recreational opportunities in the community. The prime location for this would be along 1700 South (including the planned WDC interchange), as currently the main draw for people to pass through Syracuse is as they go to-and-from Antelope Island.

RETAIL TRADE AREA MAPPING

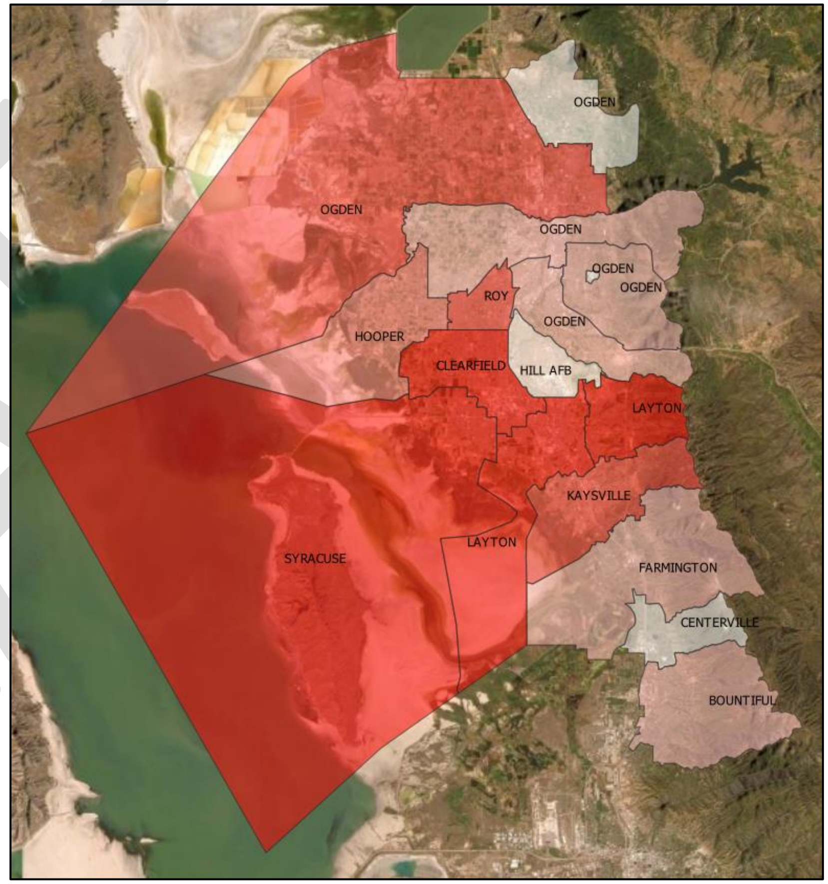
In order to delineate a boundary map of the Retail Trade Area, geolocation data from visitors to Syracuse and spending data from credit card expenditures in the City of Syracuse (specifically within the 84075 zip code) from May 2018 to January 2020 were analyzed.[23] The top spending zip codes are in Table 4, and the top visiting zip codes are in Table 5. The Retail Trade Area Map highlights communities with highest visitation, with heat map coloring based on average spending.

The overlap in these datasets show that for both visitation and spending in Syracuse, the communities of focus include Syracuse, Clearfield, Layton, Roy, Ogden, Kaysville, Hooper, and Farmington. Since data is based on zip codes, the Retail Trade Area Map also includes the municipalities that share their zip codes with these communities, including Riverdale and South Weber (Ogden zip code), Clinton and West Point (Clearfield zip code), and Fruit Heights (Kaysville zip code).

Top Spending Zip Codes		Spend Share
84075	Syracuse	43.33%
84015	Clearfield	16.83%
84041	Layton	12.01%
84040	Layton	2.01%
84067	Roy	1.57%
84037	Kaysville	1.34%
84404	Ogden	0.88%
84315	Hooper	0.70%
84405	Ogden	0.64%
84401	Ogden	0.63%
84025	Farmington	0.60%
84403	Ogden	0.55%
84054	North salt lake	0.48%
84010	Bountiful	0.48%
84601	Provo	0.41%
84414	Ogden	0.26%
84014	Centerville	0.25%

SOURCE: See Source

Table 25—Primary Sources of Spending in Syracuse



SOURCE: Better City, QGIS

Figure 129—Retail Trade Area Map

[23] For Consumer Data Privacy, the credit card spending data analyzes origination zip codes that meet a minimum transaction quantity threshold, typically 0.1 percent of the total reported transactions. Home location zip codes are based on device behavior patterns, anonymized for data privacy.

Visitation Data				ACS Demographic Information										
% Unique Visitors	Zip Code	City Name	Avg. Distance from Syracuse	Popu-lation	Median Income	Bachelor Degree or Higher	Female	Male	Median Age	25 to 34	35 to 44	45 to 54	55 to 64	65+
15.62%	84015	Clearfield	3	64,837	$62,057	21.4%	50.1%	49.9%	30	16%	14%	11%	8%	8%
10.92%	84075	Syracuse	1	27,610	$90,681	36.5%	48.4%	51.6%	30	11%	17%	12%	8%	6%
9.22%	84041	Layton	5	50,502	$62,906	27.2%	49.2%	50.8%	28	16%	15%	8%	8%	7%
7.36%	84067	Roy	6	38,803	$66,506	19.9%	49.4%	50.6%	31	17%	13%	10%	11%	10%
4.08%	84037	Kaysville	8	36,883	$93,214	48.4%	49.0%	51.0%	31	11%	12%	13%	10%	10%
4.07%	84404	Ogden	13	60,840	$55,885	16.4%	48.9%	51.1%	32	16%	15%	10%	10%	10%
3.12%	84403	Ogden	9	37,990	$60,453	32.1%	49.9%	50.1%	32	16%	12%	11%	11%	12%
2.73%	84405	Ogden	7	31,953	$62,006	28.2%	51.8%	48.2%	33	14%	13%	12%	10%	14%
2.52%	84401	Ogden	11	37,231	$44,951	20.4%	48.9%	51.1%	32	16%	13%	12%	11%	9%
2.24%	84010	Bountiful	18	46,086	$68,134	42.5%	51.0%	49.0%	33	15%	12%	10%	9%	16%
2.23%	84414	Ogden	16	29,833	$79,505	33.2%	50.9%	49.1%	33	13%	14%	12%	9%	12%
1.82%	84040	Layton	7	23,683	$90,796	39.3%	50.9%	49.1%	36	11%	12%	11%	16%	12%
1.81%	84315	Hooper	7	8,624	$95,478	23.9%	48.8%	51.2%	32	13%	16%	13%	10%	8%
1.41%	84025	Farmington	11	22,673	$97,440	45.8%	48.8%	51.2%	30	15%	15%	11%	8%	9%

SOURCE: See Source, American Community Survey

Table 26—Primary Visitors Demographics by Zip Code

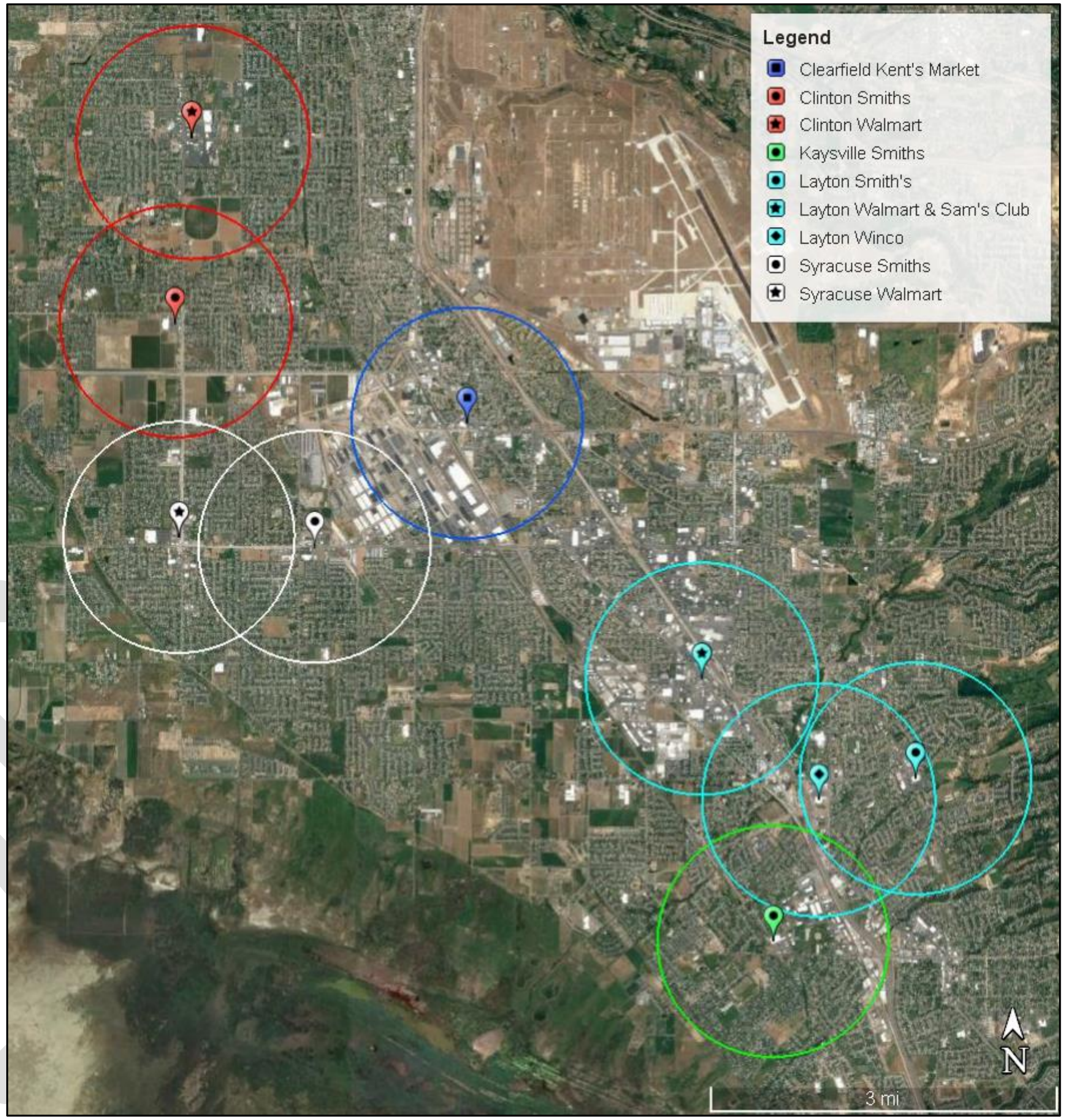
Demographic information for each area is pulled from the American Community Survey and provides further insight on the people who live in the retail market area. Median income across the retail market area ranges from $44,951 to $97,440, while median age ranges from 28 to 36.

The communities within the retail market area are all located within 20 miles of Syracuse, with the highest spending coming from the communities within 10 miles of Syracuse.

Please note that Clearfield has such a high percentage of visitation likely due to their proximity to Syracuse and their significantly higher population.

Custom Retail Trade Areas

There are nine grocery anchored shopping centers in the area and within ten miles of Syracuse, two of which are in Syracuse. The rings in Figure 2 show the one-mile radius around each of these shopping centers. Note the lack of housetops within the Syracuse Smith's market radius due to the Freeport Center and the significant overlap with Walmart. This reduces the purchasing power within the primary market area for this store and the ability to capture market share. However, it is the closest store to a wide area of Syracuse, Clearfield, and Layton residents that live to the south and east. This may account for the high spending that is occurring in Syracuse from these zip codes.



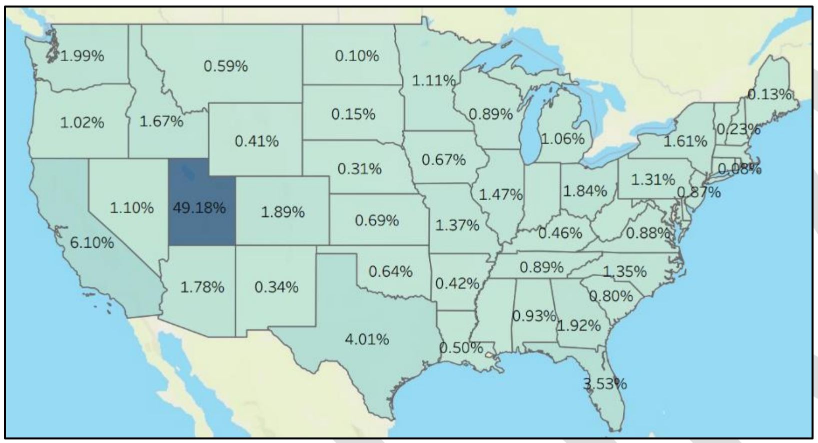
SOURCE: CoStar

Figure 130—Grocery Anchored Shopping Centers

Mobile Data for Location Decisions

Antelope Island Visitors

The Antelope Island Visitation Analysis (see pages 16-25) indicates that in 2019, visitors within 50 to 300 miles primarily came from Utah County, with some visitors from Idaho and Montana as well. The analysis of visitors from the United States showed that almost half (49.18 percent) of visitors to Antelope Island were from Utah, with the next highest visitation from California (6.10 percent), Texas (4.01 percent), and Florida (3.53 percent).

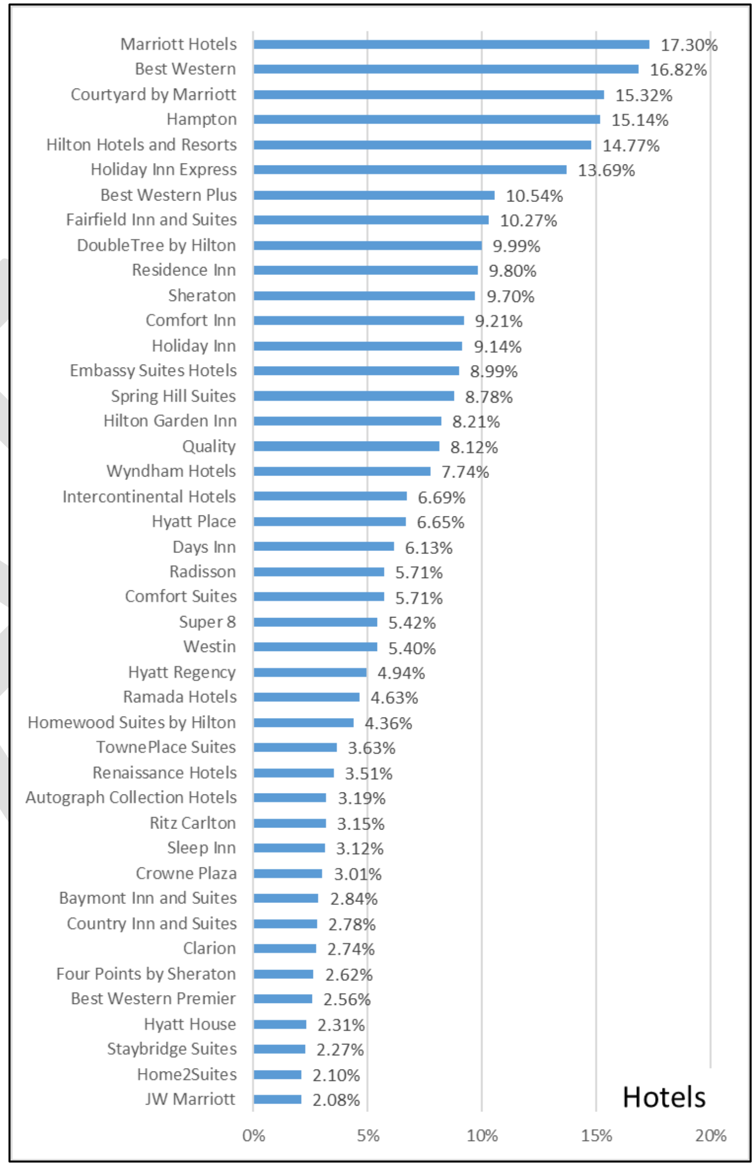


SOURCE: See Source

Figure 131—Percentage Visitors by State

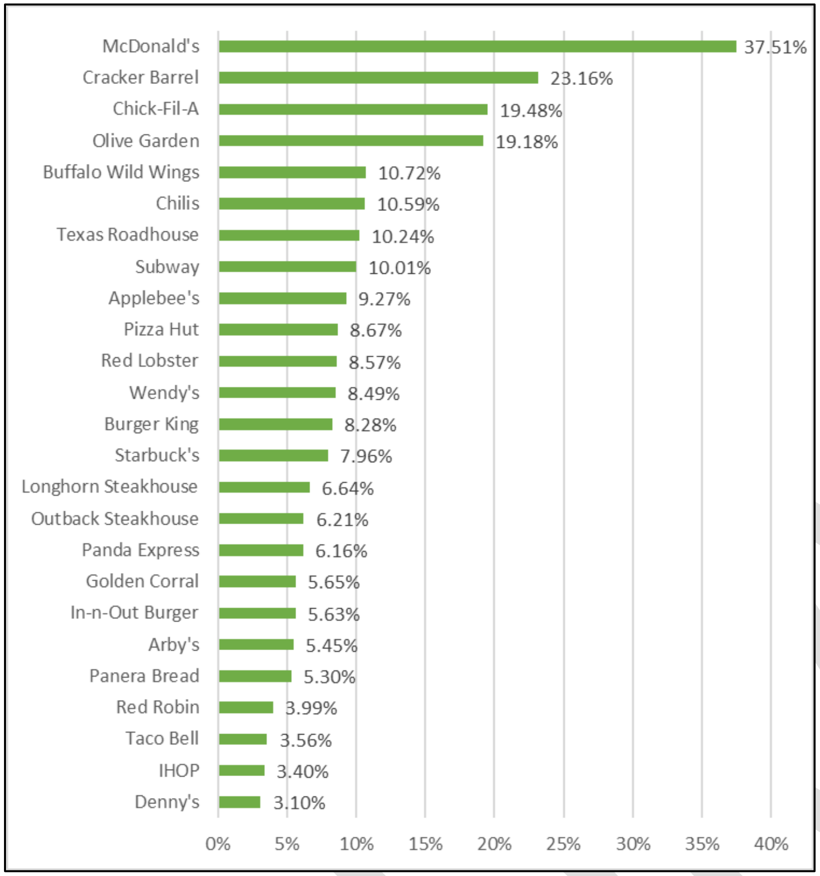
Visitation is highest in July, followed by June. There is very low percentage of people who visit both Antelope Island and the Walmart or Smiths in Syracuse.

The favorite chains and most visited locations of those who patronized Antelope Island in 2019 are in the following Tables.



SOURCE: See Source

Figure 132—Antelope Island Visitors' Favorite Hotels



SOURCE: See Source

Figure 133—Antelope Island Visitors' Favorite Restaurants

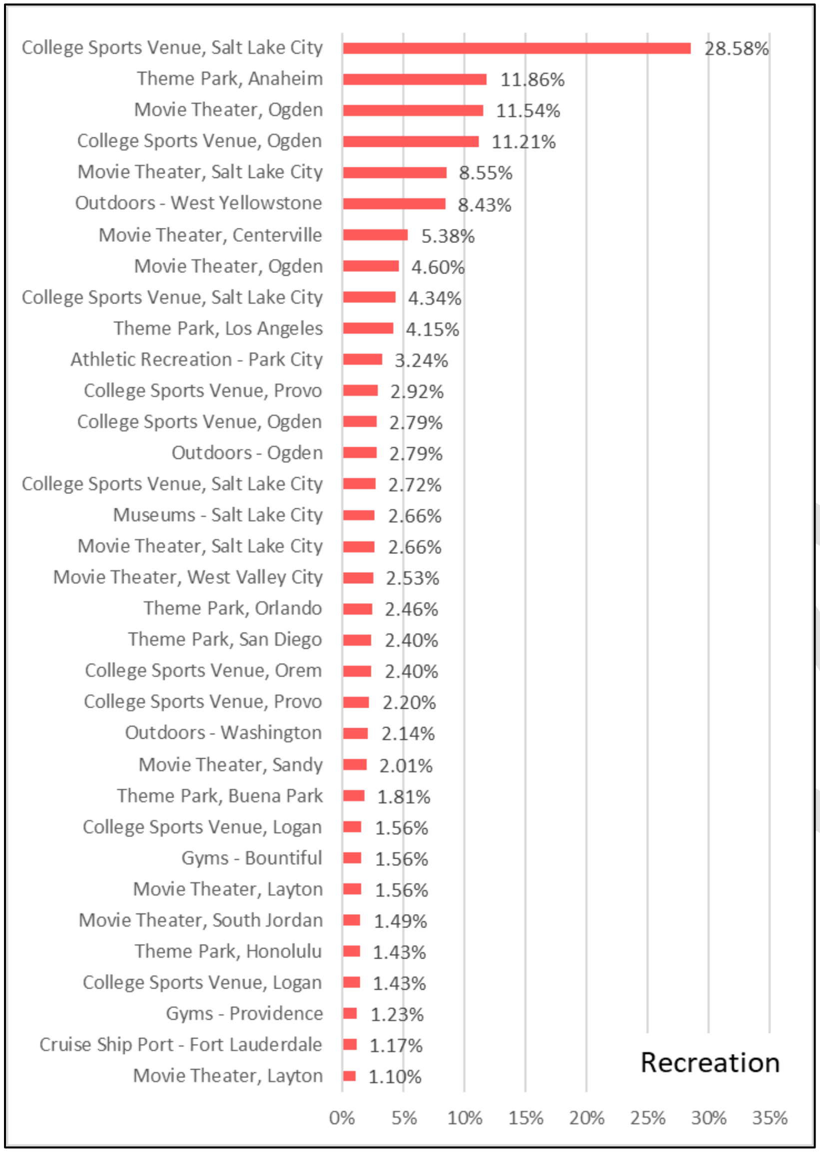
Proximity to Antelope Island is a potential asset for Syracuse. Business recruitment efforts should consider what would appeal to people who are on their way to-and-from Antelope Island and those who are having daytrips, both for visitors from Utah as well as those from other states. Knowing where visitors are from will also enable Syracuse to conduct targeted marketing campaigns to inform visitors about other things to do in the area when they come to visit.

Resident Favorites

By utilizing mobile location technology that analyzes location data collected from mobile devices, an analysis of the favorite places for Syracuse residents was conducted through filtering the preferences on devices observed whose behavior patterns indicate they have a home residence in Syracuse. The following Tables show residents' preferred places to recreate, eat, and shop in 2019.

- Top leisure activity visitation was at movie theaters, gyms, college sports venues, and theme parks.
- Top restaurants included McDonald's, Cracker Barrel, and Olive Garden.
- Top retail shopping locations included Walmart, Gymboree Malls, and The Children's Place Malls.

These shopping patterns indicate that visitation is primarily at places that cater to families with children. In addition to food, clothing is a major category, with some pet and hobby supply stores and sporting goods stores as well. While the specific stores identified here would not thrive in Syracuse, niche stores with unique appeal that would draw similar clientele would be ideal.



SOURCE: See Source

Figure 134—Resident's Favorite Leisure

SOURCE: See Source

Figure 135—Resident's Favorite Restaurants

SOURCE: See Source

Figure 136—Resident's Favorite Shopping

Opportunities & Recruitment

When recruiting companies, it is important to know the inventory of available properties to lease or purchase, as well as pads for development. Targeted recruitment can fill in the existing spaces and developable land. Along with area information, any business considering expanding or moving to a new location will want to know what space is available and at what cost.

Once Syracuse has embarked on its Place-Based-Growth-Strategy, it would be well to contact remaining big box retailers who might appreciate Syracuse's new ability to attract visitors. Consideration might be given to surviving and thriving retailers such as Costco, Home Depot, Lowes and remaining sporting goods retailers.

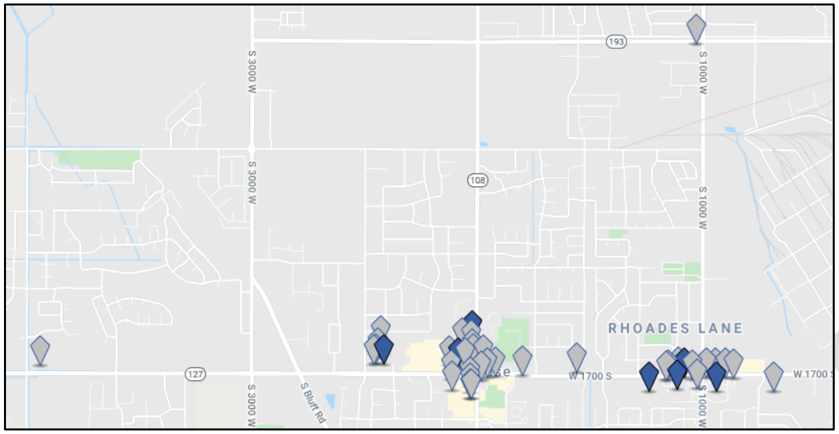
Retail Opportunities

Retail locations in Syracuse are located mainly along the major intersections on 1700 South. According to CoStar, there are currently seven commercial properties available for lease in the City.

Property Address	SF	$/SF	Status
2000 W 1700 S	3,720	$23.00	Existing
2058 W 1700 S	4,000	$18.00	Existing
893-975 W 1700 S	5,110	$15.00	Existing
1043 W 1700 S	6,000	N/A	Proposed
1000 W 1700 W	6,000	N/A	Proposed
2432 W 1700 S	6,052	$16.00	Existing
1089 W 1700 S	25,765	N/A	Existing

SOURCE: CoStar

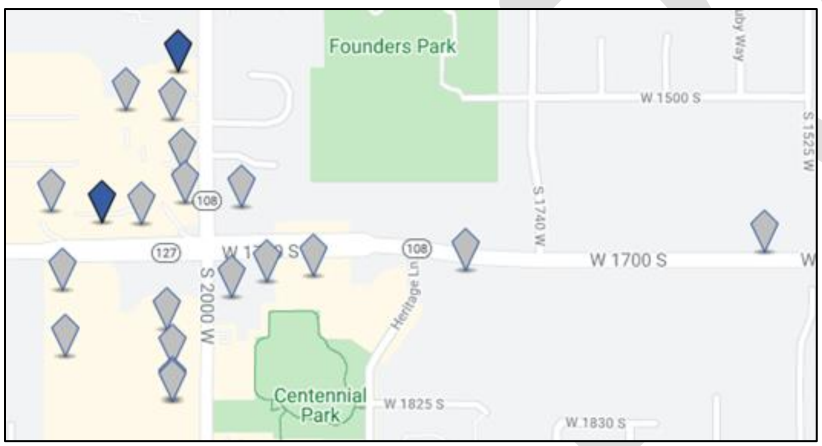
Table 27—Available Retail Properties



SOURCE: CoStar

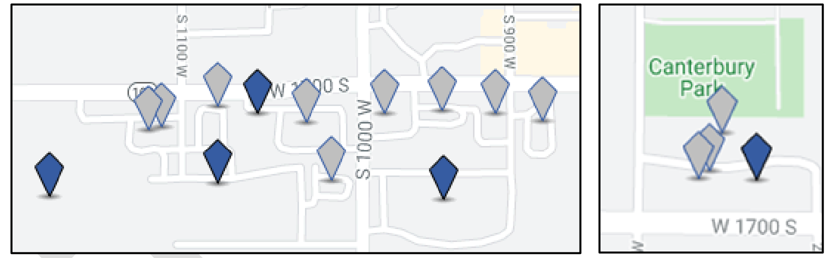
Figure 137—Overview of Retail Properties in Syracuse

A close-up view of properties available for lease (indicated with blue markers) in the primary commercial nodes are shown in Figures 5 and 6.



SOURCE: CoStar

Figure 138—Walmart Area



SOURCE: CoStar

Figure 139—Smith's Area & Syracuse 6 Theater Area

Retail Recruitment

There are a variety of retail and recreation businesses that could be a good fit for Syracuse. A variety of concepts are outlined below.

Businesses which capitalize on outdoor assets can make use of a variety of attractions nearby, including Antelope Island, the trail network, and the Howard Slough Waterfowl Management Area (WMA). These could include businesses that facilitate exploration of Antelope Island and the trails, such as ATV Tour/Rental companies and Bicycle Tour/Rental companies. Because birdwatching is an activity done at Antelope Island and the Howard Slough WMA, businesses which provide supplies for birdwatching such as Birding Supply Stores or Camera Equipment Stores would work well. Plein Air Painting Supplies and Classes could also appeal to this audience. Outdoor enthusiasts could also make use of retailers which provide Outdoor Clothing and Supplies, as well as destination attraction activities to allow them to add more fun to their daytrip, such as Breweries, Zip Lines, Escape Rooms, or a variety of other areas to spend time relaxing and having fun.

Businesses which match appeal demonstrated in the visitation data would include options for those who are looking for retailers geared towards families with children, possibly Children's Clothing Boutiques, Toy Stores, or Pet Supply Stores. The stores would ideally be very experiential and unique to give people more of a reason to come shop in Syracuse rather than one of the major big boxes in the region. A regular store in a strip mall without synergistic stores around it may struggle to get enough traffic to stay viable. For these types of stores, it would be particularly useful to identify multiple options which would pair well together and co-locate in an experiential development (such as a village commercial center, explained in the next section). Additionally, such an area would also be a good place to locate artisan businesses, such as bakeries, chocolate shops, cafes, stationary boutiques, or glass blowing studios.

Businesses which complement announced developments and could operate synergistically with them could also do well in Syracuse. The development of a temple for the Church of Jesus Christ of Latter-day Saints was announced, so an Event Center or Reception Hall may have appeal. The development of a regional sports park may spark additional interest and need in Sports Supply Stores.

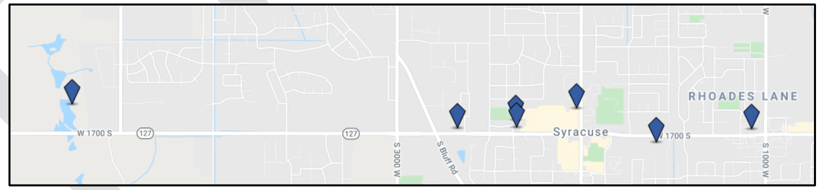
A list of Retail Recruitment Prospects is provided below. These include a sampling of businesses from each of the categories described above.

A key factor which will help these businesses be successful is if their sales do not depend entirely on local sales. Ideally the retailers in Syracuse will also have an online presence which will allow them to sell their merchandise to a larger audience than the local market area provides. Because there are already a variety of online/home based businesses in Syracuse, small shopfronts could also provide options for existing online retailers to additionally sell wares through a physical location.

Development Opportunities

On CoStar there are seven land parcels listed for sale on or near 1700 South and one listed for lease on 700 South. Most of these pads are about an acre.

This list provides some immediate opportunities which can be presented when approaching businesses and developers who are looking for sites for ground up development projects.



SOURCE: CoStar

Figure 140—Land for Sale

Property Address	Acres	Price	Price/AC	Status
1066 W 1700 S	0.65	$569,000	$875,385	Sale
1556 S 2000 W	0.94	$249,000	$264,894	Sale
1563 W 700 S	1.00	N/A	N/A	Lease
2678 W 1700 S	1.04	$906,048	$871,200	Sale
2372 W 1700 S	1.09	$350,000	$321,101	Sale
2376 W 1700 S	3.57	$1,100,000	$308,123	Sale
1601 W Antelope Dr	10.00	$3,920,400	$392,040	Sale
4580 W 1700 S	235.00	$8,499,000	$36,166	Sale

SOURCE: CoStar

Table 28—Available Land

New developments are an opportunity for the community to brand itself, so developments should complement and support the City's goals and not be haphazard or disjointed in their goals, appearance, or functions. Office developments support restaurants, hotels support event centers and experiential businesses, and residential developments support retail.

A list of Developer Recruitment Prospects is provided below.

Community Branding Recommendation

The City of Syracuse has a family-centric and high-income community without the bustle of many surrounding communities. Commercial development can strategically mirror these elements, to have a retail development which matches the area.

Village Commercial Center

A village commercial center could create a unique draw which brings people to shop and recreate in an area filled with boutique shops. A village commercial center works synergistically with a small-town feel and provides a high-end experience.

About Gardner Village

An example of this type of commercial center is Gardner Village, in West Jordan, with its unique historic setting and boutique-style shops, dining, and event venues for hosting meetings, parties, and weddings. Gardner Village is a favorite destination for women, attracts people from all over Utah, and an ever-growing tourist base from around the world. All the shops are owner operated and do not belong to a national chain. Leasing space varies from 312 sq. ft. up to approximately 8600 sq. ft. to accommodate a variety of business needs. The marketplace is on 8 acres.

Gardner Village started with a vacant Mill converted into a furniture store and restaurant. The owner also owned the surrounding property, and put out an advertisement seeking historic buildings, which were then moved to the Gardner property. Historic homes, cabins, and even a train station were donated and renovated at the property to re-create a charming village, complete with a winding stream, brick-lined paths, and covered bridges.

The pictures below provide an idea of the village setup and appearance. The area is enjoyable for the shopping experience inside the boutiques and for the charming atmosphere of the entire village.

Antelope Island Visitation

Data covers January 31, 2018 to March 31, 2020 and is provided by See Source©. All the charts and figures in this report are from See Source. The data is derived from geo-analytics data (anonymously collected from mobile devices) and credit card spending data. Consumer Data Privacy is a top priority and visibility of potentially sensitive information is restricted. All geo-analytics and spending information is anonymized and aggregated so any individual device cannot be identified.

Antelope Island – Drive Time Radius Visitor Demographics

Table 8 is demographic information from US Census data correlated to visitors.

Key Visitor Data		ACS Demographic Information											
Place	Visitors	Population	Median Income	Bachelor or Higher	Female	Male	Median Age	Households w/Children	25 to 34	35 to 44	45 to 54	55 to 64	65+
Clearfield, UT	4.99%	64,837	$62,057	21%	50%	50%	30	46%	16%	14%	11%	8%	8%
Layton, UT	3.74%	50,502	$62,906	27%	49%	51%	28	45%	16%	15%	8%	8%	7%
Syracuse, UT	3.00%	27,610	$90,681	37%	48%	52%	30	53%	11%	17%	12%	8%	6%
Kaysville, UT	1.66%	36,883	$93,214	48%	49%	51%	31	47%	11%	12%	13%	10%	10%
Roy, UT	1.64%	38,803	$66,506	20%	49%	51%	31	39%	17%	13%	10%	11%	10%
Ogden, UT	1.38%	60,840	$55,885	16%	49%	51%	32	37%	16%	15%	10%	10%	10%
Bountiful, UT	1.06%	46,086	$68,134	43%	51%	49%	33	35%	15%	12%	10%	9%	16%
Layton, UT	0.97%	23,683	$90,796	39%	51%	49%	36	37%	11%	12%	11%	16%	12%
Farmington, UT	0.88%	22,673	$97,440	46%	49%	51%	30	47%	15%	15%	11%	8%	9%
Ogden, UT	0.87%	37,990	$60,453	32%	50%	50%	32	34%	16%	12%	11%	11%	12%
Hooper, UT	0.85%	8,624	$95,478	24%	49%	51%	32	44%	13%	16%	13%	10%	8%
Ogden, UT	0.84%	37,231	$44,951	20%	49%	51%	32	32%	16%	13%	12%	11%	9%
Ogden, UT	0.81%	29,833	$79,505	33%	51%	49%	33	44%	13%	14%	12%	9%	12%
Salt Lake City, UT	0.74%	35,841	$44,669	17%	48%	52%	31	36%	17%	14%	12%	8%	8%
Ogden, UT	0.72%	31,953	$62,006	28%	52%	48%	33	35%	14%	13%	12%	10%	14%
Herriman, UT	0.68%	44,128	$95,835	34%	51%	49%	26	62%	14%	18%	10%	6%	3%
West Jordan, UT	0.67%	47,200	$82,985	25%	49%	51%	29	55%	16%	17%	11%	7%	4%
Tooele, UT	0.63%	49,493	$68,417	23%	50%	50%	31	46%	14%	15%	11%	9%	9%
Salt Lake City, UT	0.56%	36,160	$63,650	46%	50%	50%	33	28%	20%	14%	11%	10%	12%
American Fork, UT	0.55%	46,939	$86,767	45%	49%	51%	27	50%	10%	14%	11%	9%	9%
Hill AFB, UT	0.54%	3,606	$52,525	31%	45%	56%	23	64%	26%	12%	3%	2%	0%
South Jordan, UT	0.53%	65,890	$99,682	41%	50%	50%	33	43%	13%	16%	12%	9%	9%
Salt Lake City, UT	0.53%	39,122	$52,962	26%	50%	50%	34	29%	17%	13%	12%	11%	12%
Midvale, UT	0.52%	33,343	$54,232	29%	50%	50%	31	30%	24%	16%	10%	8%	8%
Salt Lake City, UT	0.52%	40,665	$82,571	47%	52%	48%	40	26%	14%	13%	11%	14%	19%
Draper, UT	0.50%	46,111	$110,270	50%	49%	51%	32	49%	14%	16%	14%	9%	7%
Salt Lake City, UT	0.50%	22,202	$64,163	62%	49%	51%	37	16%	20%	14%	12%	13%	15%
Salt Lake City, UT	0.50%	22,507	$74,918	61%	50%	50%	35	25%	20%	18%	12%	11%	9%
Centerville, UT	0.49%	17,000	$84,397	48%	51%	49%	37	35%	10%	14%	12%	12%	15%
Salt Lake City, UT	0.49%	17,859	$40,909	57%	43%	57%	29	10%	33%	10%	7%	8%	9%

SOURCE: See Source, American Community Survey

Table 29—Primary Antelope Island Driving Distance Visitor's Demographics by Zip Code

Percentage Visitors by State

Figure 15 shows how 100 percent of visitation from the United States is divided among states according to 2019 geolocation data. Not shown are Hawai'i (0.19 percent) and Alaska (0.16 percent). Almost half of all visitors to Antelope Island are from Utah.

To better see which states—outside of Utah—visit Antelope Island, in Figure 16 Utah visitors were omitted. This enhanced visualization granularity clearly shows that the highest out-of-state visitation is from California, Texas, and Florida, respectively.

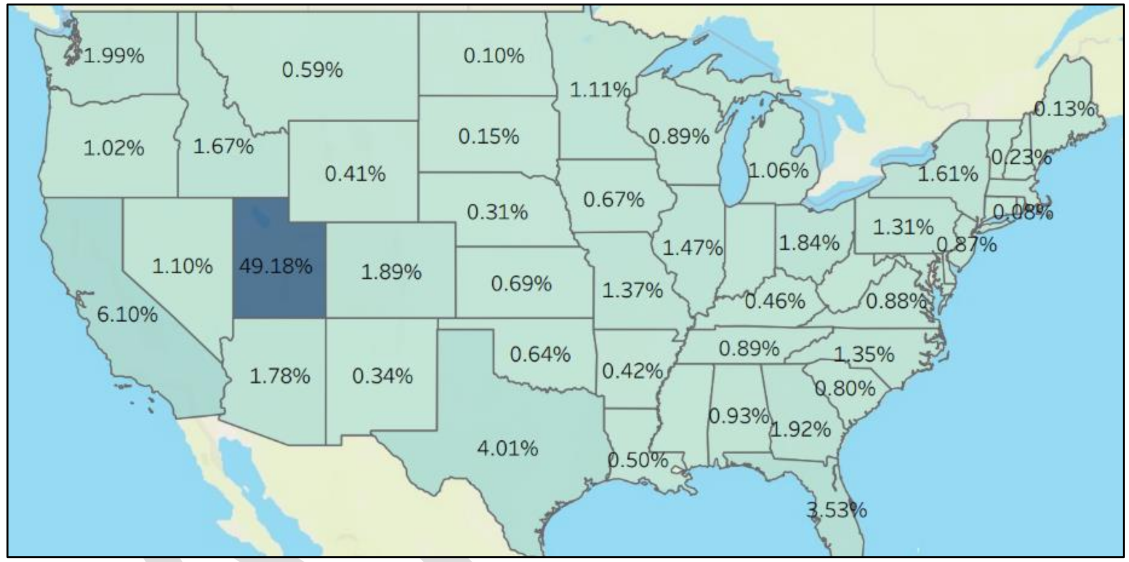


Figure 141—Percentage Visitors by State

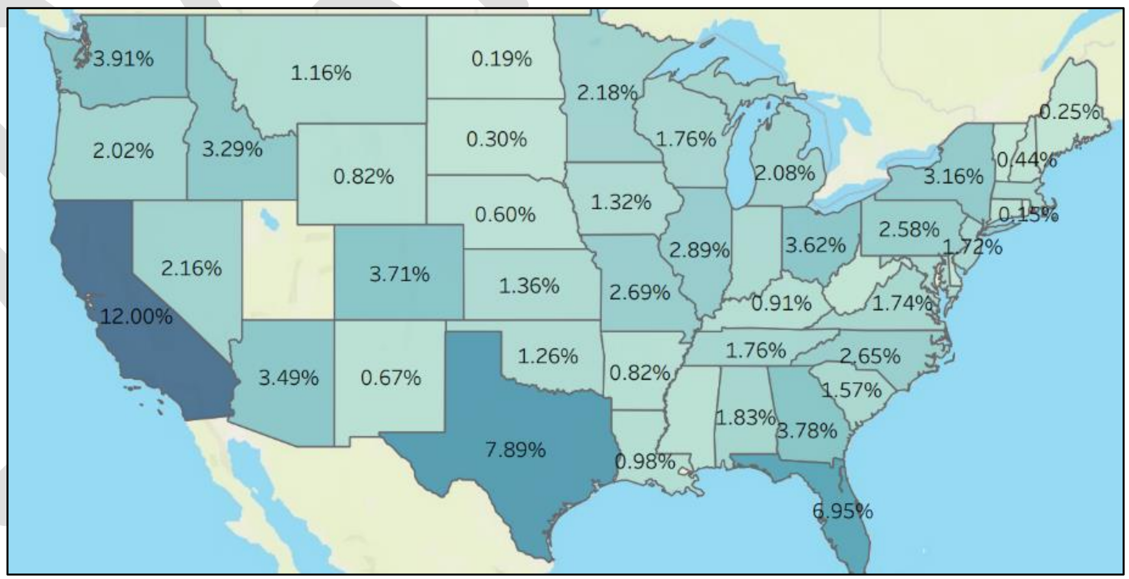


Figure 142—Percentage Visitors by State – Utah Omitted

Number of Visitors

Visitation from people living within the tri-county area (which includes Davis County, Weber County, and Salt Lake County) is generally highest in April, with small peaks in June or July and in September or October. Visitors from within the tri-county area also visit consistently throughout most of the year, with visitation at its lowest through the winter months.

Antelope Island visitation from people living outside of the tri-county area is generally highest in July, with much more consistently high visitation throughout the summer months.

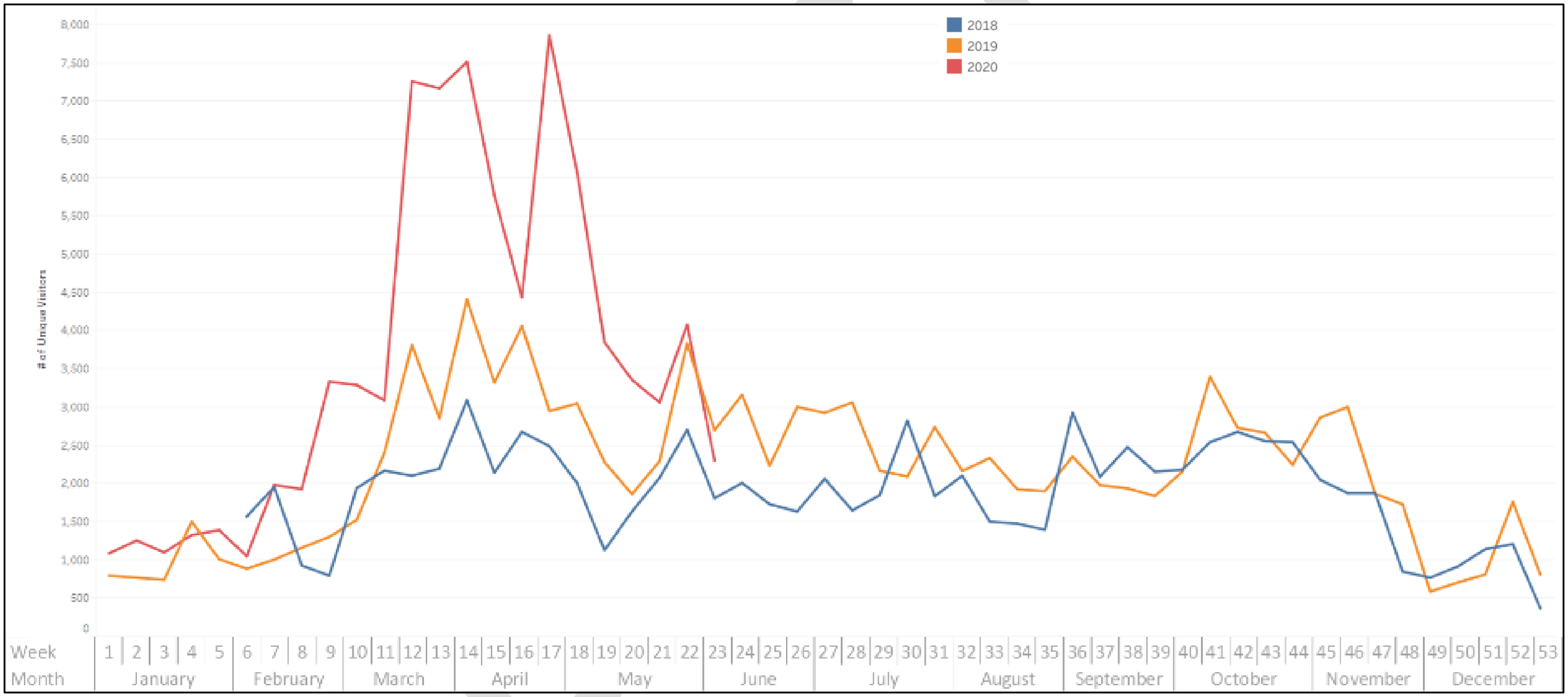


Figure 143—Weekly Visitors Within Tri-County Area

Figure 144—Weekly Visitors Outside of Tri-County Area

The major increase in visitation from individuals who live within the tri-county area in the spring of 2020 is attributed to COVID-19. Similar fluctuations were seen in other outdoor recreation areas throughout the country, as people sought outdoor activities which were safe to visit within their immediate area.

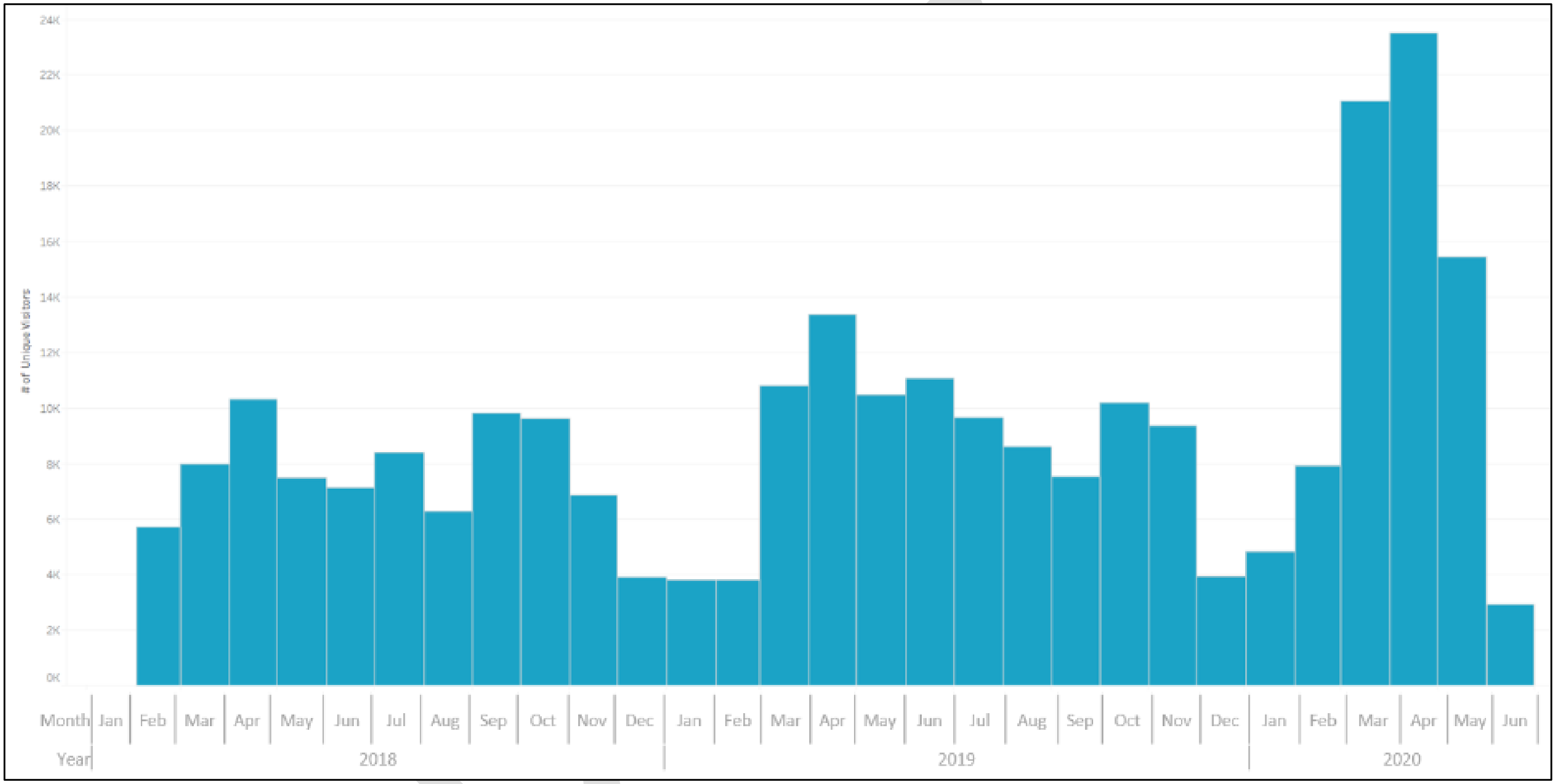


Figure 145—Monthly Visitors Within Tri-County Area

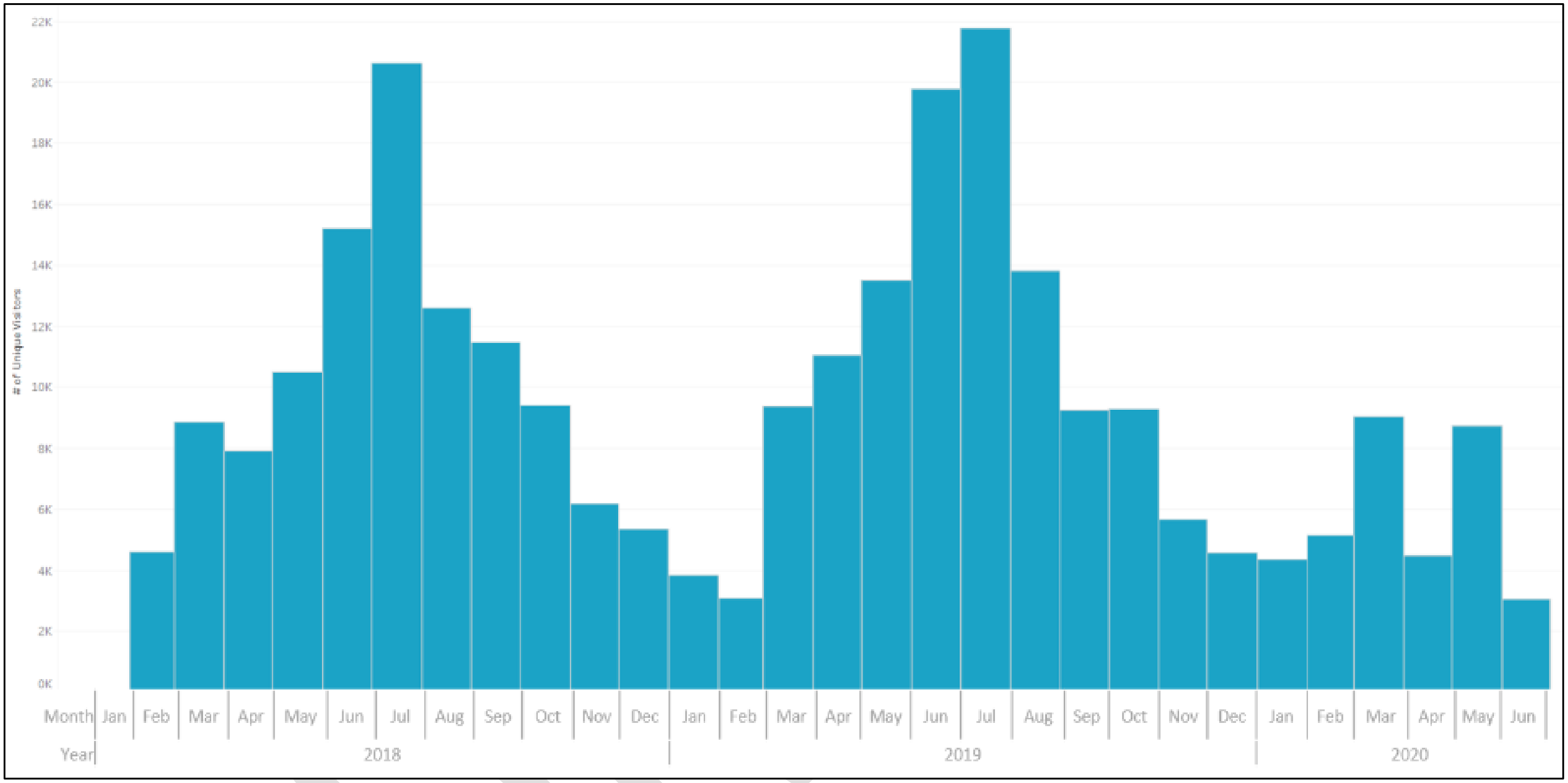


Figure 146—Monthly Visitors Outside of Tri-County Area

Length of Stay

The visitation data shows how many people visit Antelope Island on multiple days within a quarter. (Data is analyzed by quarter instead of by year since the goal is to see how often people are returning to Antelope Island within the course of a single trip.)

In 2019, visitors from within the tri-county area had slightly higher repeat visitation in Q1, shown in Figure 21. Visitors from outside the tri-county area had slightly higher repeat visitation in Q4, shown in Figure 22.

Most visitors to Antelope Island only visit this State Park once within a quarter.

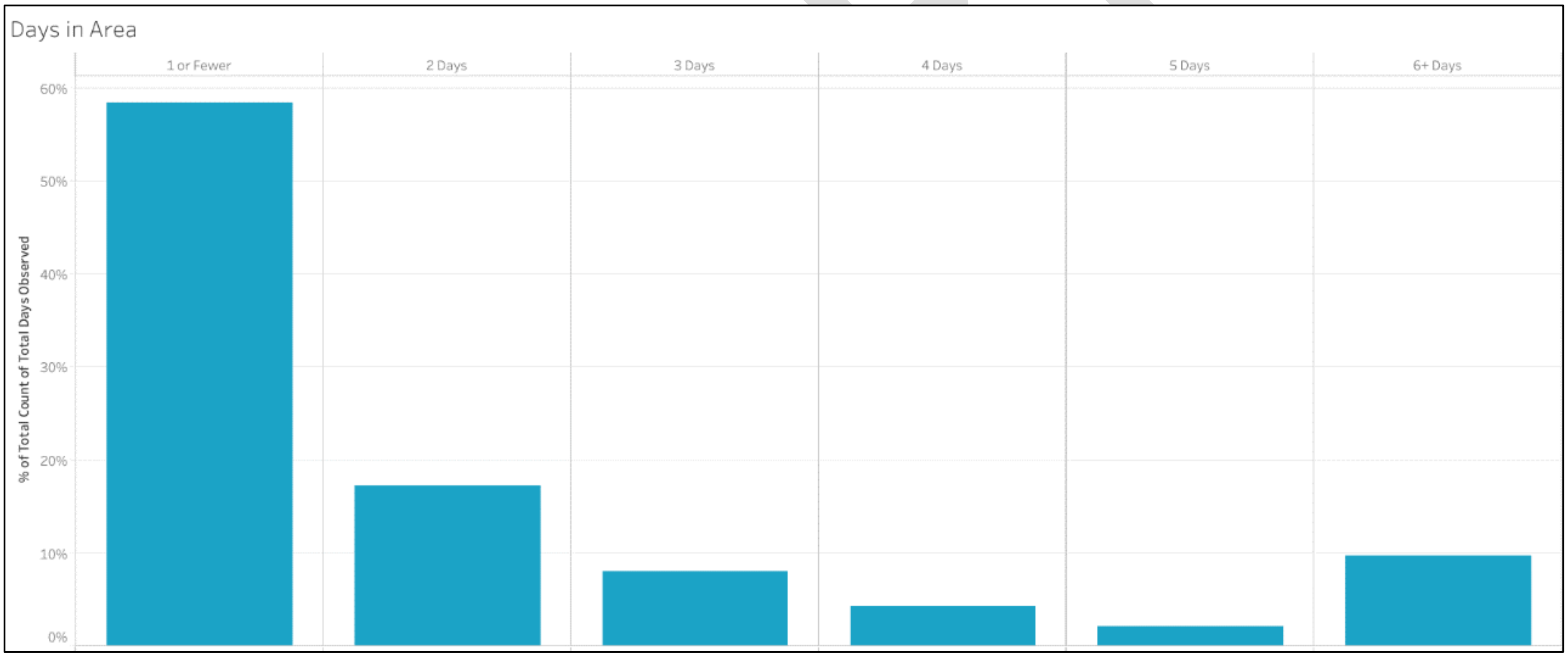


Figure 147—Q1 Repeat Visitors Within Tri-County Area

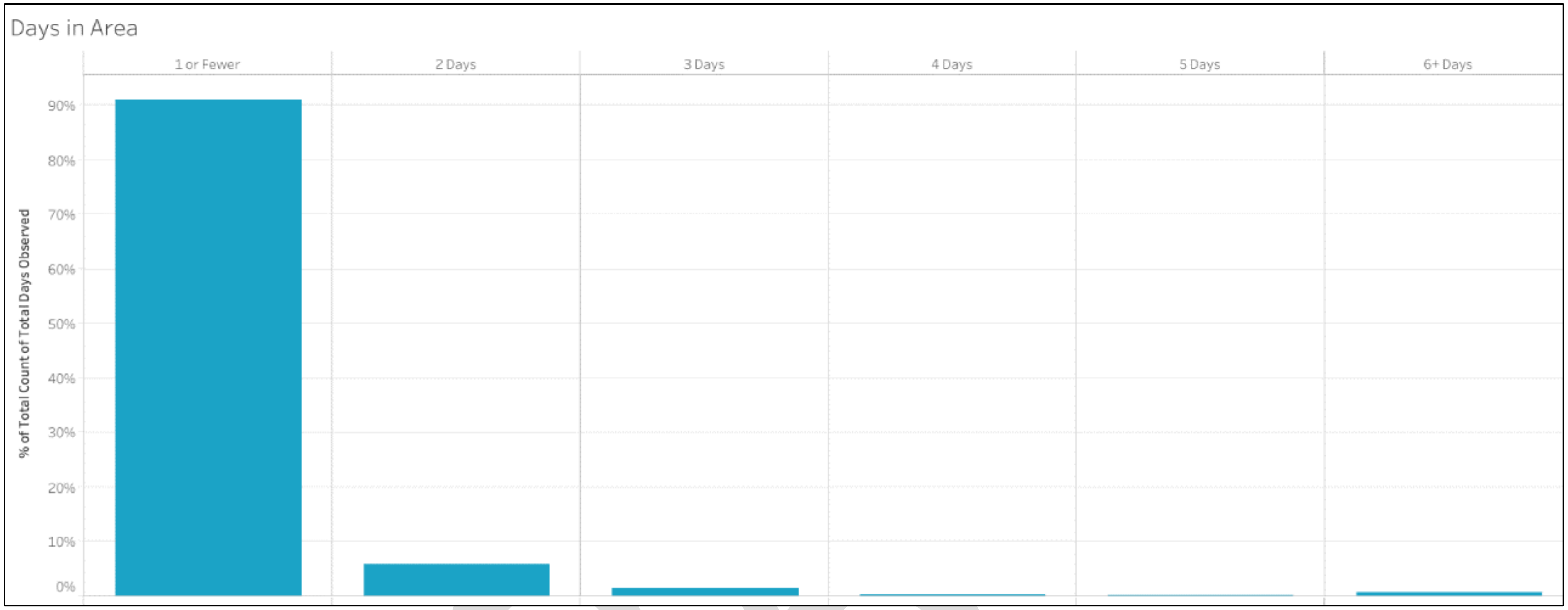
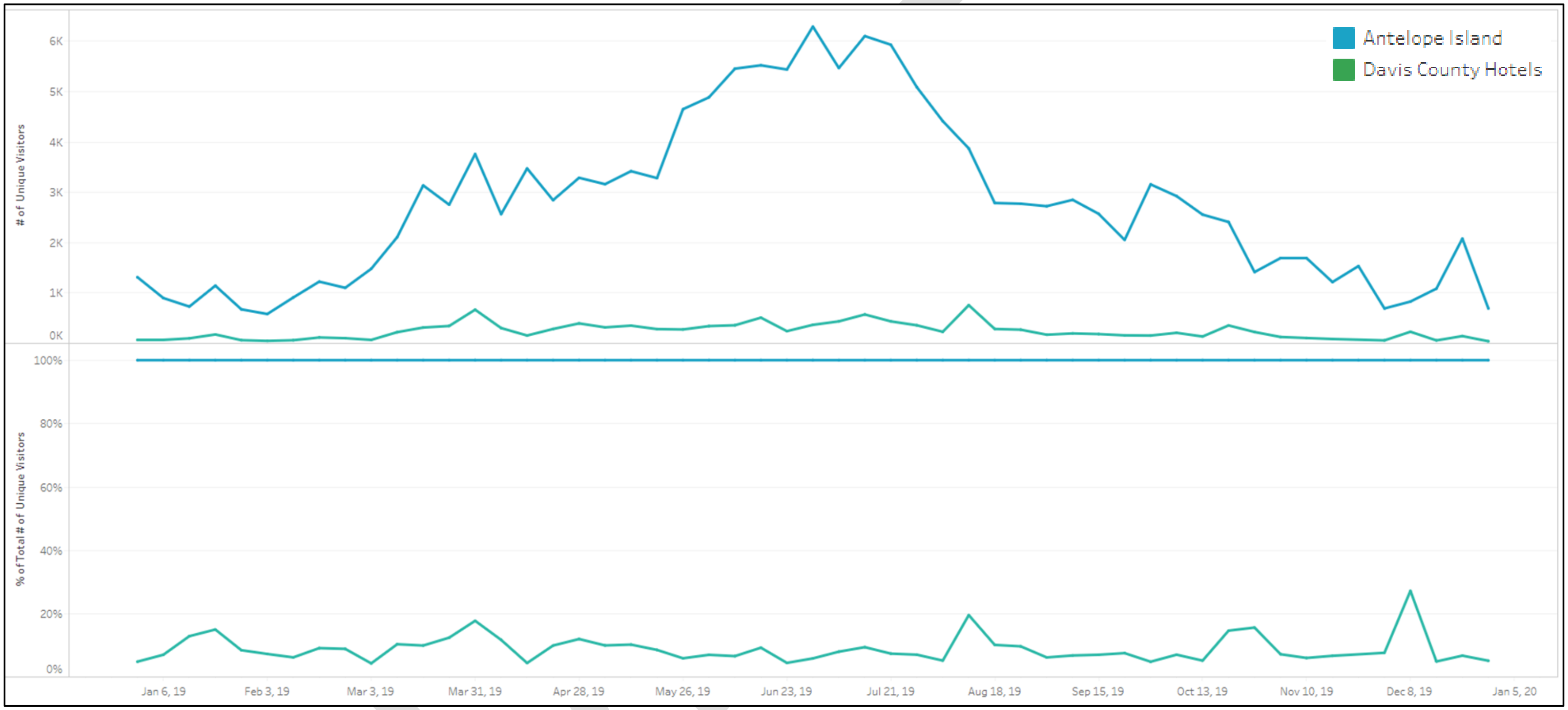


Figure 148—Q4 Repeat Visitors Outside of Tri-County Area

A comparison of people from outside of the tri-county area who visited both Antelope Island and a hotel within Davis County on the same day shows the likelihood that they are staying in the area and seeking out recreational activities. There does not appear to be a strong relationship which would indicate that there is opportunity to attract those that are visiting Davis County to stop at Antelope Island State Park.

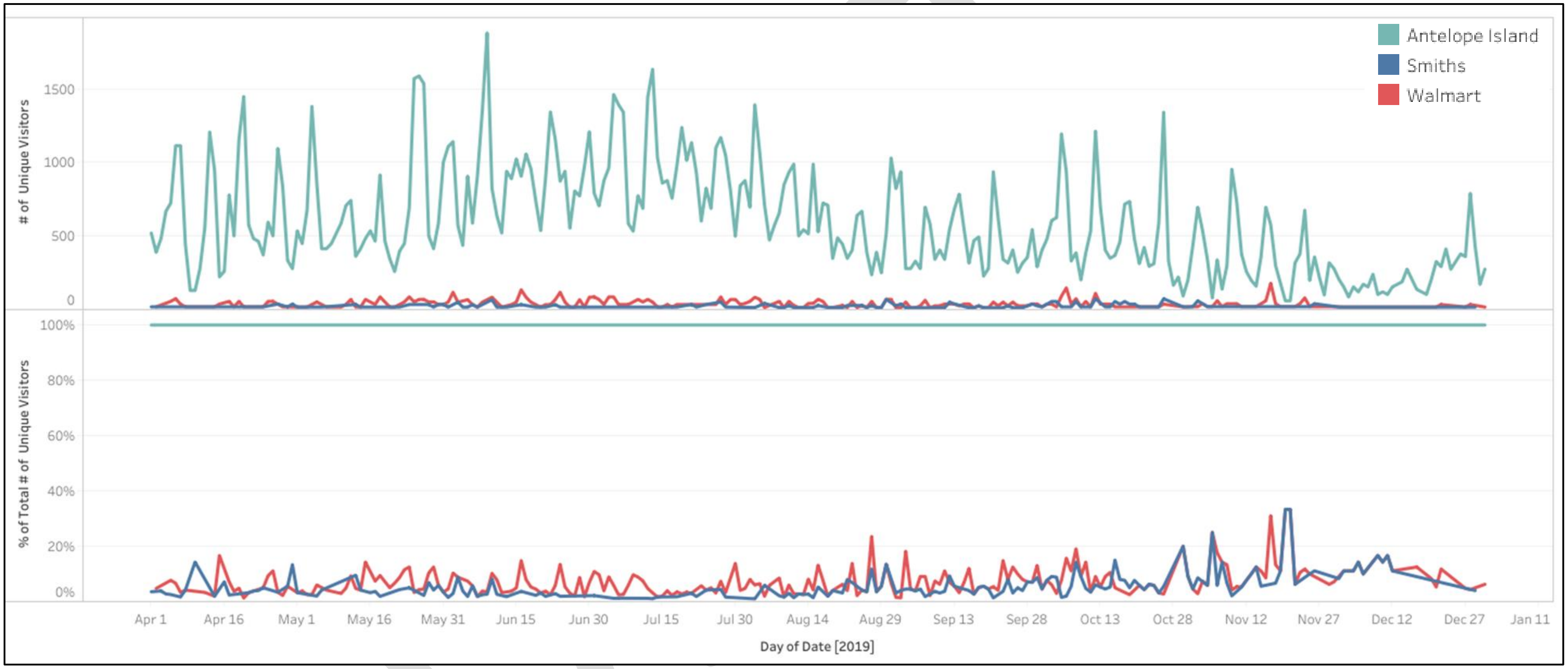


SOURCE: See Source

Figure 149—Visitors at Davis County Hotels from Outside of Tri-County Area

Visitors at Local Stores

Figure 24 shows how many Antelope Island visitors in 2019 (with a home address at least 25 miles from Syracuse in order to remove local shoppers) also visited the Smiths or Walmart in Syracuse. The top chart shows number of visitors at each location. The bottom chart shows the percentage of visitors who stopped at both Antelope Island and local stores. There does not appear to be a strong relationship between visitation at Antelope Island State Park and local stores (Smith's and Walmart).

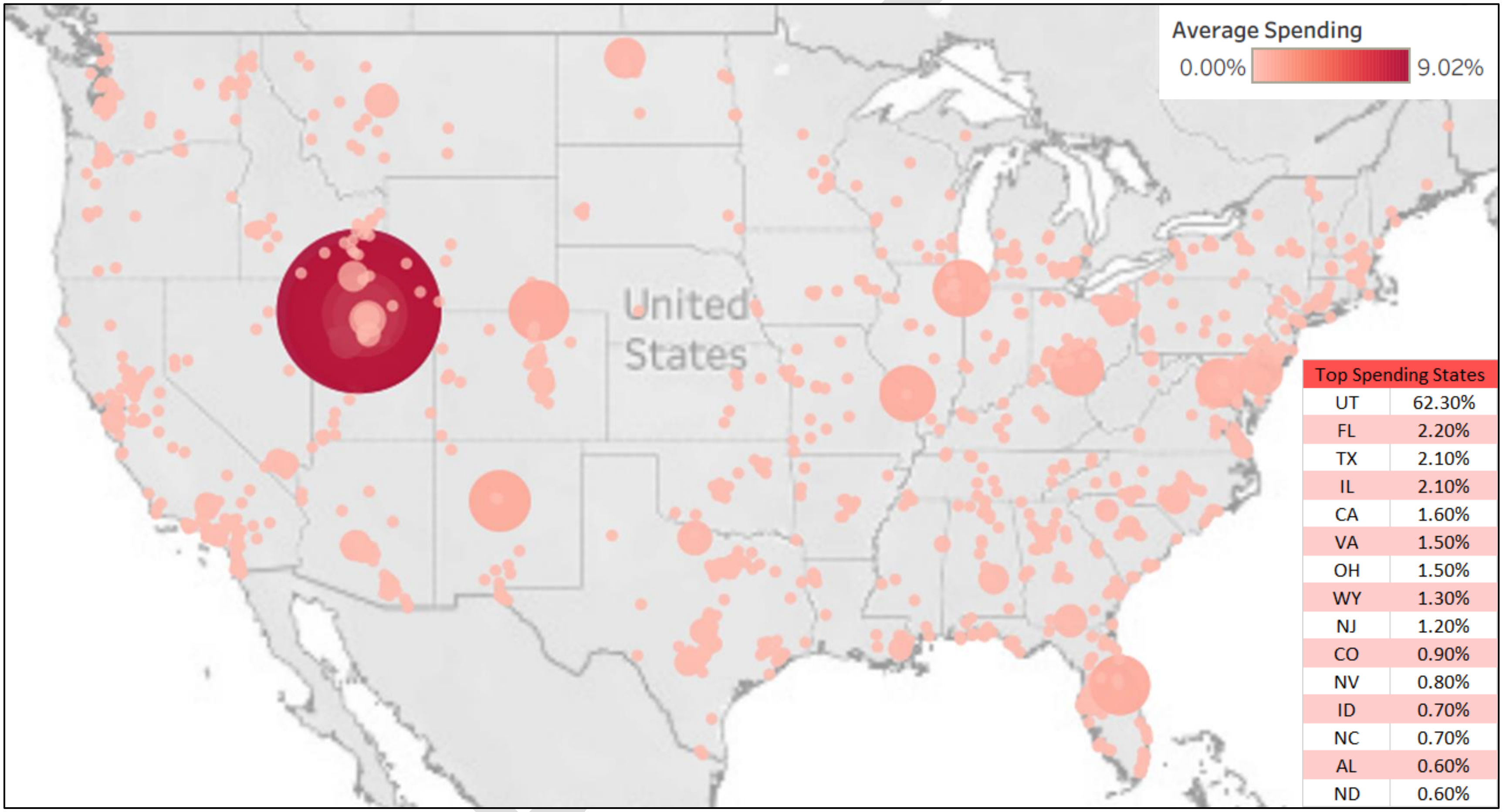


SOURCE: See Source

Figure 150—Visitors at Local Stores

Source of Spending

This shows the spend share in Syracuse from May 2018 to January 2020 based on the home location of Antelope Island visitors from the USA. Spending is broken down by zip code in the map, and by State in the table.

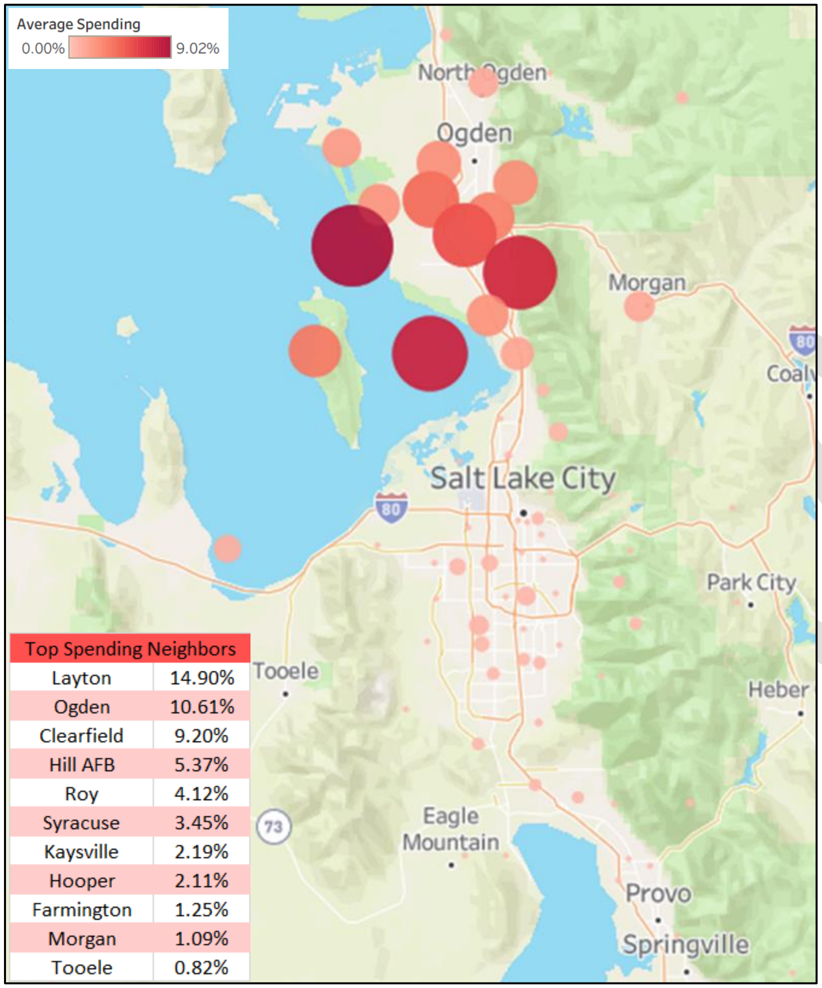


Top Spending States	
UT	62.30%
FL	2.20%
TX	2.10%
IL	2.10%
CA	1.60%
VA	1.50%
OH	1.50%
WY	1.30%
NJ	1.20%
CO	0.90%
NV	0.80%
ID	0.70%
NC	0.70%
AL	0.60%
ND	0.60%

SOURCE: See Source

Figure 151—Sources of Spending from the USA

This shows the spend share in Syracuse from May 2018 to January 2020 based on the home location of Antelope Island visitors from the Wasatch Front. Spending is broken down by zip code in the map, and by City in the table.



Top Spending Neighbors	
Layton	14.90%
Ogden	10.61%
Clearfield	9.20%
Hill AFB	5.37%
Roy	4.12%
Syracuse	3.45%
Kaysville	2.19%
Hooper	2.11%
Farmington	1.25%
Morgan	1.09%
Tooele	0.82%

Figure 152—Sources of Spending from the Wasatch Front

Visitors' Favorite Places by Category

This shows the other locations at which visitors to Antelope Island (with a home address at least 150 miles from Syracuse) spend their time. Categories are defined by the location's primary activities. Bubble size indicates number of Antelope Island visitors who also visited that location in 2019.

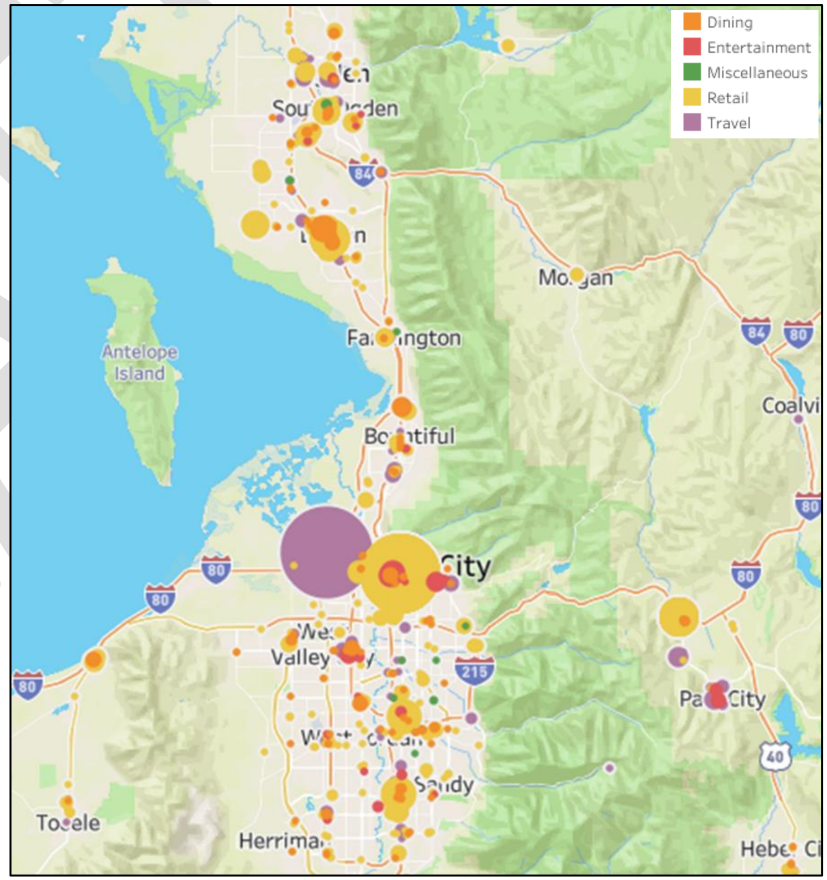


Figure 153—Visitors' Favorite Places

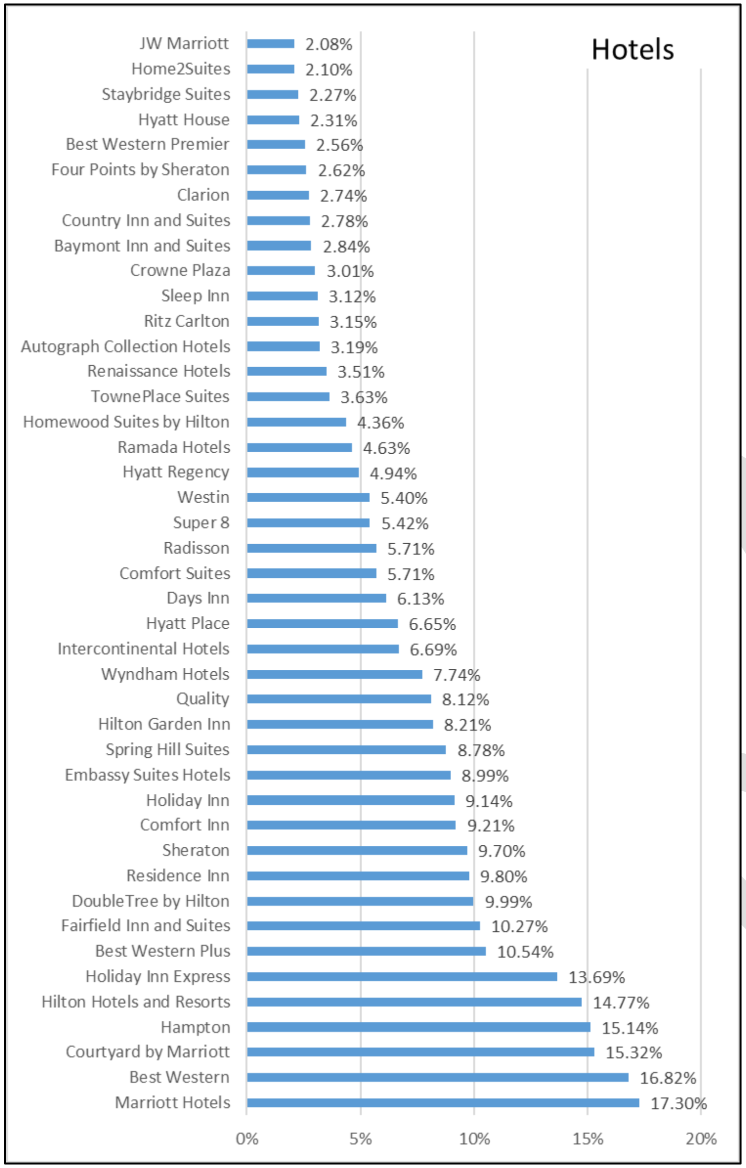


Figure 154—Favorite Hotels of Antelope Island Visitors

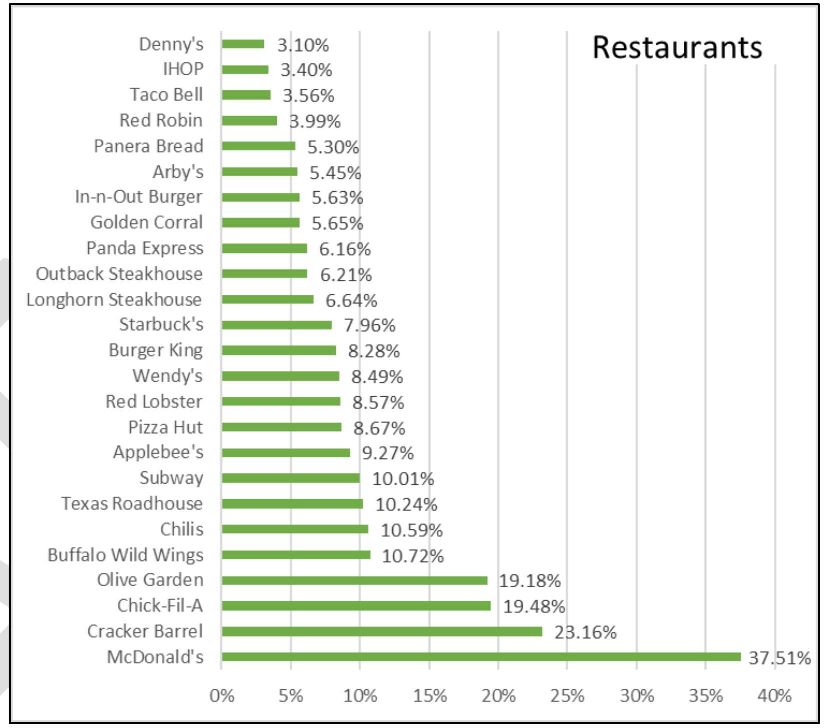


Figure 155—Favorite Restaurants of Antelope Island Visitors

Retail Recruitment Prospects

These retail recruitment targets were compiled to align with the types of business identified in the retail opportunities section of this report. Additionally, recruitment targets were selected primarily from businesses who already have a location in Utah, as many businesses look to expand within a region.

Recreation	**Indoor Fun**	
	Getout Games	https://getoutgames.com/
	A Great Escape	https://www.agreatescapeutah.com/
	Elevation Rock Gym	http://www.elevationrockgym.com/
	Quarry Climbing	https://quarryclimbing.com/
	iRock	http://www.irockutah.com/
	Outdoor Fun	
	Moab Boulder Park	https://www.facebook.com/MoabBoulderPark/
	U Pick Farm	https://howtostartanllc.com/business-ideas/berry-farm#start
	Zipline Utah	https://www.ziplineutah.com/
	Aqua Adventures	https://www.aqua-adventures.com/lesson/hydro-bike/
	Boats4Rent	https://boats4rent.com/boat_cat/hydrobike/
	Hydro Bikes	https://hydrobikes.com/pages/hydrobike-rental-locations

Artisan Treats & Shops	**Chocolate Shops/Cafes**	
	Ritual Chocolate	https://www.ritualchocolate.com/
	Millcreek Cacao Roasters	https://www.millcreekcacao.com/
	Amano Artisan Chocolate	http://amanochocolate.com/
	Crio Bru	https://criobru.com/
	Tandem Chocolates	http://tandemchocolates.com/
	Taste	https://havetaste.com/
	Bakeries/Cafes	
	Les Madeleines	http://lesmadeleines.com/
	Biscotti's Bakery & Café	https://www.biscotts.com/
	Fillings & Emulsions	https://www.fillingsandemulsions.com/
	Auntie Em's	http://www.auntieemspc.com/
	Schmidt's Pastry Cottage	https://www.schmidtspastry.net/
	Caputo's	https://caputos.com/
	Zapplz	https://www.zapplz.com/
	Stationary Boutique	
	Posh Paperie	https://poshpaperieutah.com/
	Tabula Rasa	www.tabularasastationers.com/
	Glassblowing & Glassware	
	Holdman Studios	www.holdmanstudios.com/
	Cira Studio	http://www.cira-studio.com/
	Artisan Jewelry	
	LilahV	https://www.lilahv.com/
	Ker-ij	https://havekerij.com/
	Street Bauble	https://www.streetbauble.com/
	The Copper Forge	www.thecopperforge.com/
	Leather Work	
	HBE Leather Works	www.hbeleatherworks.com/
	Rustico	https://www.rustico.com/
	Kodiak Leather Co.	https://kodiakleather.com/

Birdwatching

Art Supplies / Classes	
Art Access	https://www.accessart.org/
Art at the Main	http://artatthemain.com/
Blick	https://www.dickblick.com/stores/utah/salt-lake-city/
Draw Inc. (NPO)	https://drawinc.org/
Imagination Station	https://www.imaginationstationartcraftsupplies.com/
Color Me Mine	https://www.colormemine.com/
The Art Box	https://www.artboxogden.com/
Birding Supplies	
America's Country Store	www.rockinecountrystores.com/
Backyard Bird Shop	https://backyardbirdshop.com/welcome-newest-members-flock/
Backyard Birds	https://www.facebook.com/pg/backyardbirdsslc/about/?ref=page_internal
Bird Watcher's General Store	http://birdwatchersgeneralstore.com/
Wild Bird Shoppe	https://www.wildbirdshoppe.com/
Wild Birds Unlimited	https://saltlakecity.wbu.com/curbside-or-delivery
Camera Equipment & Sales	
ACME Camera Company	https://www.acmecamerarental.com/camshop
Allen’s Camera	https://allenscamera.net/
Pixels	http://pixelsfoto.com/eshop/
The Imagining Depot	http://theimagingdepot.com/

Visitation Data

Children's Clothing	
Spoiled Rotten	https://spoiledrottenchildrensboutique.weebly.com/
The Children’s Hour	https://childrenshourbookstore.com/
Over the Moon	https://www.otmboutique.com/
Babinski’s Baby	https://babinskis.com/
Pet Supply Store	
Paw Paw’s	https://pawpawsdogwash.com/
Barking Cat	https://www.thebarkingcatparkcity.com/
The Dog’s Meow	https://www.dogsmeow.com/
Toy Store	
2 Vagabonds	https://2vagabondsimports.com/
Little Adventures	https://littleadventures.com/
Red Balloon	https://www.redballoontoystore.com/
Wigglish Toy Store	www.facebook.com/WigglishToyStore/

Development Pairing

Event Center	
Oak Hills	https://www.oakhillsutah.com/
Talia Event Center	http://taliaeventcenter.com/
The 5th Floor	https://www.thefifthfloorutah.com/
The Briar Wood	https://www.thebriarwood.net/
The Copper Nickle	https://www.coppernickelevents.com/
Western Garden	https://westerngardens.com/
Sports Supply Store	
Pro Image Sports	https://proimagesports.com/
Green Adventure Sports	www.greenadventuresports.com/
Safari Supply	https://safari-supply.com/
L9 Sports	https://www.levelninesports.com/retail/ogden-utah-ski-and-bike-shop

Outdoor Enthusiasts	Outdoor Clothing	
	Columbia	https://www.columbia.com/home
	Fernweh Lifestyle	https://shop.fernwehlifestyle.com/
	Hillock Sports	https://www.hillocksports.com/
	Life is Good	https://www.lifeisgood.com/
	Northface	https://www.thenorthface.com/
	Northland Professional	https://www.northland-usa.com/
	Pendleton	https://www.pendleton-usa.com/
	Royal Robins	https://www.royalrobbins.com/
	Outdoor Retail	
	5.11 Tactical	https://www.511tactical.com/
	Backcountry	https://www.backcountry.com/
	Brigham Outdoors	https://www.brighamoutdoors.com/
	Cabela's	https://www.cabelas.com/home.jsp
	Campsaver	https://www.campsaver.com/
	Cotopaxi	https://www.cotopaxi.com/
	Gear 30	https://www.gearthirty.com/
	GearHeads	www.moabgear.com
	Recreation Outlet	https://recreationoutlet.com/
	Scott	https://www.scott-sports.com/us/en/
	Thee Outer Limit	http://stores.theeouterlimit.com/
	Tribe One	https://www.tribeoneoutdoors.com/
	Uncharted Supply Co	https://unchartedsupplyco.com/
	XT Outfitters	https://xtoutfitters.com/
	Other Recreation	
	Aqua x Zone	https://www.aquaxzone.com/
	Ropes Courses Inc.	https://www.ropescoursesinc.com/
	Zipline Utah	https://www.ziplineutah.com/

Outdoor Enthusiasts	Breweries	
	2 Row Brewing	https://2rowbrewing.com/home
	Avenues Proper	http://www.avenuesproper.com/
	Bewilder Brewing	https://bewilderbrewing.com/bewilder.html
	Bohemian Brewery	http://www.bohemianbrewery.com/
	Bonneville Brewery	https://bonnevillebrewery.com/
	Cerveza Zolupez Beer Co	https://zolupez.com/
	Desert Edge	https://desertedgebrewery.com/
	Edge of the World Brewery	https://www.edgeoftheworld.bar/home
	Epic Brewing	https://www.epicbrewing.com/
	Fisher Beer	http://www.fisherbeer.com/
	Hoppers	https://www.hoppersbrewpub.com/
	Kiitos Brewing	https://kiitosbrewing.com/
	Level Crossing Brewing	https://levelcrossingbrewing.com/
	Mountain West Cider	https://mountainwestcider.com/
	Proper Brewing Co	http://www.properbrewingco.com/
	RoHa Brewing	https://rohabrewing.com/
	Roosters Brewing Co	https://www.roostersbrewingco.com/
	Salt Flats Brewing	https://saltflatsbeer.com/
	Saltfire Brewing Co	https://www.saltfirebrewing.com/
	Shades Brewing	https://www.shadesbrewing.beer/
	Squatters Craft Beers	https://www.squatters.com/default.aspx
	Strap Tank Brewery	https://straptankbrewery.com/
	Talisman Brewing Co	https://www.talismanbrewingco.com/home
	TF Brewing	https://www.tfbrewing.com/
	The Hive Winery	http://www.thehivewinery.com/
	Toasted Barrel Brewery	https://www.toastedbarrelbrewery.com/
	UTOG Brewing Co	https://www.utogbrewing.com/
	Wasatch Brewery	https://www.wasatchbeers.com/
	Zion Brewery	https://www.zionbrewery.com/

Developer Recruitment Prospects

This list includes many prominent developers based in Utah. It is recommended to reach out to in-state developers first, then extending the reach if needed.

Business	URL	Retail	Office	Residential	Industrial	Hotel	Senior	Medical
Hamilton	https://www.hamiltonpartners.com/	✓	✓	✓	✓			
Woodbury	https://www.woodburycorp.com/	✓	✓	✓		✓		
Gardner	www.gardnercompany.net	✓	✓	✓				✓
Wright Development	https://www.wrightdevelopment.com/	✓	✓	✓				
Utah Property Management Assoc.	https://utpma.com/	✓	✓	✓				
Wadsworth	http://www.wadsdev.com/	✓	✓		✓	✓		
Boyer	https://www.boyercompany.com/	✓	✓		✓			✓
DRH Co.	https://www.thedrhcompany.com/	✓	✓					
Dakota Pacific	https://dakotapacific.com/	✓	✓					
Roderick	http://www.roderickrealty.com/	✓			✓			
Wasatch	http://wasatchgroup.com/		✓	✓	✓	✓		
JF Capital	https://jfcapital.com/		✓	✓			✓	
DAI Commercial	https://www.daicommercial.com/		✓			✓	✓	

Appendix IV - Aerospace Engineering and Related Firms

More than 30,000 Utahns are employed in the aerospace industry, with average wages of over $78,000 across 944 establishments. Utah ranks among the top five States for industry attractiveness and concentration of the tech workforce.

"The aerospace and defense industries are major contributors to the state's vibrant and healthy economy. These top-notch companies create a rippling effect that adds to the state's growing supply chain. Innovative technologies enable diversification and fuel growth within our economy," says Val Hale, executive director of the Utah Governor's Office of Economic Development.

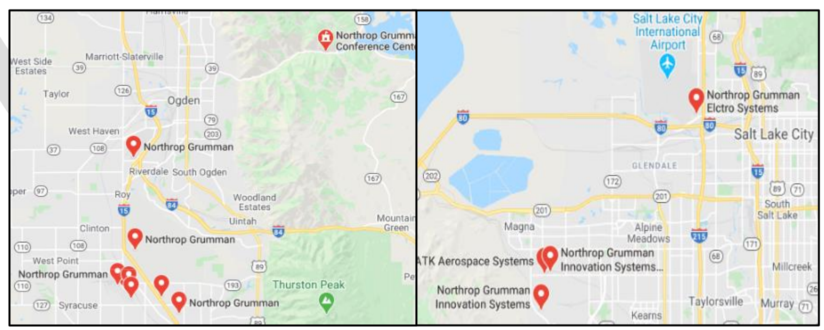
Following are brief descriptions of aerospace firms with operations in Utah, including locations and contact information. Syracuse City can benefit in at least three ways through relationships with appropriate aerospace organizations:

1. Syracuse is attractive for aerospace employees to live here.
2. Those who are visiting, transferring to, or interning at aerospace firms need temporary residences which Syracuse can provide – in a countryside setting with nearby parks, bike paths and, as they develop, local restaurants.
3. Aerospace companies, especially those who are growing and located near Syracuse, will likely be interested in remote workspaces and remote offices due to changing attitudes towards high concentrations at their current sites. Syracuse has ample commercial and industrial space that could be developed to provide new types of remote workplaces.

Northrop Grumman

4,500 employees across Utah, 13 facilities

- Ogden – 890 Ogden Canyon, 801-399-0365 (conference center)
- Ogden – 4336 S 1650 W
- Hill AFB – 5816 D Ave
- Clearfield – 11th St.
- Clearfield – 14 13th St C
- Clearfield – S Freeport Indl. Pkwy., 801-775-1262
- Clearfield – 1436 Legend Hills Dr
- Layton – 1530 Layton Hills Pkwy, 801-217-5123
- SLC – 2211 W North Temple, 801-539-1200
- Magna – 5000 S 8400 W, 801-251-5911
- Magna – 7912 W 4100S
- Roy – EDC Project name: *Unity*, announced Jan 2020, Falcon Hill near Hill AFB, 2,250 jobs, $380M, 470k ft^2. Tax credit up to $60M over the 20-year life of the contract.



Boeing

760 employees in Utah

- Hill AFB – 6006 Wardleigh Rd
- Layton – 465 Marshal Way, 801-497-0170
- SLC – 1760 3300 W
- SLC – 1215 2200 W, 801-537-6400
- West Jordan – 10026 S Prosperity Rd
- EDC Project name: *Leo*, announced 2011, West Jordan, 104 jobs, 850k ft2. EDTIF tax credits

Janicki Industries

Advance composite materials and exotic metals

50+ employees

- Layton – 3838 N Fairfield Rd E
- EDC Project name: *Apple Blossom*, announced 2010, Logan, 50 jobs, $20M, 101k ft2. Tax credit

Kihomac

275+ employees

- Layton – 3800 N Fairfield Rd, 801-593-5440

BAE Systems

[800 employees]

- Clearfield – Falcon Hills Rd
- Clearfield – Falcon Hill Aerospace Research Park
- Roy – 1868-1882 4000 S St., 801-732-1103

Mission Support

Depot overhaul to DoD

[20-49 employees]

- Clearfield – Freeport Center Building Z-15, 801-773-7900

Williams International

Gas turbines

500-999 employees

- Ogden – 3450 Sam Williams Dr, 801-395-6531

Barnes Aerospace

Aircraft engine parts

[100-249 employees]

- Ogden – 1025 E Depot Dr, 860-409-4664
- Also, locations in Phoenix AZ, East Granby & Windsor CT, Lansing MI, West Chester OH

Borsight

Aviation systems

[~140 employees]

- Ogden – 3525 Airport Rd, 801-409-1488
- EDC Project name: *Hercules* announced Jan 2018, 95 jobs. $6M

Parker Hannifin

Motion and control technologies

?? Employees in Utah

- Ogden – 1425 W 2675 N, 801-786-3000
- SLC ~1700 S 5500 W, 801-209-9423
- West Valley City – 2220 3600 W, 801-972-3000
- EDC Project name: *737* announced Q1 2018. Ogden. 77 Jobs. $3M. EDTIF tax credit

Select Engineering Services

33 employees, $6M

- Layton – 1544 Woodland Park Dr, 801-399-1858

AES—Aerospace Engineering Support

Sheet metal, machining, metal coating

20-49 employees

- Ogden – 1307 2550 S, 801-394-9565

General Atomics

Diversified Defense

[100-249 employees]

- Layton – 579 Heritage Park Blvd, 801-525-5500
- Spanish Fork – 301 W 3000 N

L3 Harris Technologies

Defense Contractor

[3,400 employees] in Utah (HQ)

- SLC – 950 2200 W
- SLC – 640 2200 W
- SLC – 2645 S 300 W, 801-486-7481

Electric Power Systems

Electric power systems—batteries

128+ employees

- North Logan HQ coming soon
- Logan, 120 W Cache Valley Blvd
- Hyde Park – 207 W 3700 N (near Logan)
- USU – Battery Limit & Stress Test Lab
- USU – Electric Vehicle Lab

EDC Project name: *Morgan*, announced Q2 2017, Logan, 128 jobs, $12M, 15k ft^2. EDTIF tax credit rebate.

ElectraFly

Drones, single-passenger VTOL multicopter

?? Employees

- North Salt Lake

Charon Technologies

Electronic security

?? Employees

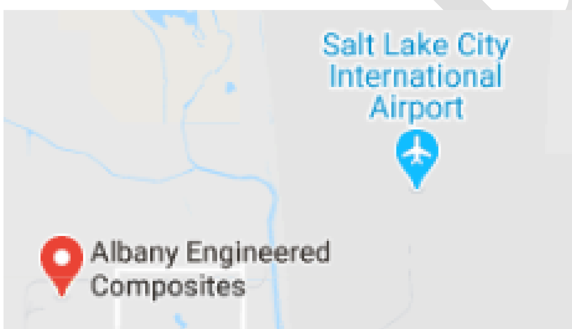
- EDC Project name: *Meechum 2*, announced Q1 2017 in Logan, 20 jobs, 1.5k ft[2]

Albany Engineered Composites

Advanced composites

500-999 employees

- SLC – 5995 W Amelia Earhart Dr, 801-537-1800



Hexcel

Advanced composites

600+ employees

- West Valley City – 6700 W 5400 S, 801-508-8000

Moog

Precision control systems

250-499 employees

- SLC – 2268 3270 W 801-974-7200

Advanced Composites

Fiber-reinforced composites

95 employees, $19M

- SLC – 2575 S 3270 S, 801-467-1204

Advance Manufacturing Technology

Prototype, design for manufacturability

67 employees, $13M

- SLC – 859 S 3600 W, 801-973-9462

Kaddas Enterprises

Thermoforming

51 employees, $10M

- SLC – 255 N Apollo Rd, 801-972-5400

Aerotek

Recruiting & staffing

47 employees, $9M

- North SLC – 395 W 1100 N, 801-292-0493

Vaporsens

Chemical detection

42 employees, $8M

- SLC – 615 Arapeen Dr,

OpsGear

Parachutes & all kinds of other stuff

42 employees, $8M

- SLC - 2140 South 3600 West, 385-242-9066

Katana Electronics

Circuit boards, cables, box builds

40 employees, $8M

- West Valley City – 1272 W. 2240 S

Backstreet Surveillance

Security cameras

38 employees, $8M

- SLC – 390 West Ironwood Drive, 801-431-3056

Radius Engineering

Net-shape & out of autoclave composites

37 employees, $7M

- SLC - 1042 West 2780 South, 801-886-2624

Atlantic Aviation

Servicing business aircraft

20-49 employees

- SLC – 239 N 2370 W, 972-905-2591

Parvus Corp.

Acquired by Curtis Wright, rugged embedded computing & communications equip.

20-49 employees

- SLC – 3222 S Washington St, 801-483-1533

Bemsco

Landing gear & precision parts

[20-49 employees]

- SLC – 1193 S 400 W, 801-487-7455

Optisys

Antenna design, metal 3D printing

[16 employees]

- West Jordan – 6764 Airport Rd, 801-664-5595

StealthGear USA

Holsters

128 employees, $25M

- American Fork

Duncan Aviation

Business jet support

700+ employees

- Provo – 22 South 3800 West, 801-342-5600
- EDC Project name: *Donut*, (renewal) announced Q3 2016, Provo, 700 jobs, $52M. 320k ft2. EDTIF tax credit rebate.

IMSAR

High-performance radar

[~100 employees]

- Springville – 940 S 2000 W, 801-798-8440

Precision Cast Parts Corp

Acquired by Klune – machining, forging, kitting

[100-249 employees]

- Spanish Fork – 1800 N 300 W, 314-997-2100

SyberJet & Metalcraft Technologies

Subs of MSC Aerospace – long-range business jets

1,200+ employees

- Cedar City – 526 North Aviation Way, 435-238-7165
- EDC Project name: *Lady Hawk*, announced 2013, Cedar City, 1,200 jobs, $300M, 300k ft2. EDTIF tax credit

Ram Company

Solenoids, control valves

164 employees

- St. George – 3172 E Deseret Dr, 435-673-4603

ACT Aerospace

Aircraft composite development, design, & mfg.

140+ employees

- Gunnison, UT, 425 E 400 Nm 435-528-7199

Barnes Bullets

100 employees, $20M

- Mona, UT

Other Large Employers in Davis County

Lifetime Products

Plastics and durable goods, including sporting goods and outdoor furniture.

1,400 employees

- Clearfield – Freeport Ctr #D-11, 801-776-1532

Utility Trailer Mfg.

Refrigerated trailers

1,000 employees

- Clearfield – 1111 S 1000 W, 801-525-4300

Aerospace and Defense Firms Elsewhere in the Intermountain West and Texas

Idaho (200+ employees)

Unitech Aerospace

Composites

234 employees

- Hayden, ID - 10413 N. Aero Dr, 208-772-0533

Colorado (200+ Employees)

United Launch Alliance

2,500 employees, $1.8B

- Centennial, CO

Intelligent Software Solutions

700 employees, $750M

- Colorado Springs, CO

Arcmim

Precision machining

500-999 employees

- Longmont, CO – 7040 Weld County Road 20, 303-833-6000

Capco

343 employees, $67M

- Grand Junction, CO

Apogee Engineering

269 employees, $67M

Omitron

218 employees, $42M

- Colorado Springs, CO

Nevada (200+ Employees)

MRX Technologies

21,000 employees, $25B

- Las Vegas, NV

SOC

5,000 employees, $2.7B

- Hawthorne, NV

New Mexico (200+ Employees)

SolAero Technologies

512 employees, $100M

- Albuquerque, NM

Applied Technology Associates

378 employees, $74M

Sonic-Mill

Contract machining services

200-499 employees

- Albuquerque, NM – 7500 Bluewater Rd NW, 505-839-3535

Integrated Control Systems

200 employees, $39M

- Albuquerque, NM

Head Engineering Services

193 employees, $38M

Westech International

176 employees, $35M

Arizona (200+ Employees)

Honeywell Aerospace

- Phoenix, Glendale, Tucson, Tempe

Pacific Scientific Energetic Materials

705 employees, $200M

- Chandler, AZ – 7073 W Willis Dr, 480-763-3000

TAE Aerospace

482 employees $95M

- Scottsdale, AZ - 7879 E Beck Lane

Airtronics

87 employees, $64M

- Tucson, AZ – 1822 S. Research Loop, 520-881-3982

ArmorWorks

200 Employees, $63M

- Chandler, AZ, 33 S 56th St, 480-598-5700

Von Hanson's Meats

228 employees, $44M (most of business is in Minnesota)

- Chandler, AZ – 2390 Alma School Rd, 480-9174-2525

Precise Metal Products

Sheet metal fabrications & machined components

200-499 employees

- Phoenix, AZ – 4534 N 44th Ave, 602-272-2625

Windtech

Motor windings

200-499 employees

- Douglas, AZ – 91 G Ave, 520-364-7372

F&B Mfg.

Hydroforming, CNC machining

200-499 employees

- Phoenix, AZ – 4245 N 40th Ave, 602-272-3900

Mace Aviation

Composite & metallic aircraft structures

?? employees

- Mesa, AZ – 5456 E McDowell Rd, 480-641-1359

Texas (200+ Employees)

Aviall

1,500 employees, $3B

- Dallas, TX

MI Support Services

1,500 employees, $294M

- Denton, TX

A.E. Petsche Company

250 employees, $115M

- Arlington, TX

Barrios Technology

634 employees, $94M

- Houston, TX

Firefly Aerospace

240 employees, $62M

- Cedar Park, TX

Spacehab

296 employees, $58M

- Webster, TX

The Registrar Company

266 employees, $51M

- Plano, TX

All-Pro Fasteners

254 employees, $50M

- Arlington, TX

Mayday Mfg.

250 employees, $49M

- Denton, TX

Howell Instruments

217 employees, $43M

- Fort Worth, TX

RS&I

210 employees, $41M

- Houston, TX

DFW Instrument Corp

210 employees, $41M

- Addison, TX

GDC Technics

300 employees, $39M

- Fort Worth, TX

SVT GmbH

180 employees, $35M

- Katy, TX

Superior Machining & Fabrication

155 employees, $30M

- Muenster, TX