



Notice is hereby given that the
WILLARD CITY PLANNING COMMISSION
Will meet in a regular session on
Thursday, April 16, 2026 – 6:30 p.m.
Willard City Hall, 80 West 50 South
Willard, Utah 84340

AGENDA

(Agenda items may or may not be discussed in the order they are listed and may be tabled or continued as appropriate.) Public comment may or may not be allowed.

1. Prayer
2. Pledge of Allegiance
3. General Public Comments (Input for items not on the agenda. Individuals have three minutes for open comments)
4. Report from City Council
5. Discussion/Action Items
 - a. Review and consideration of subdivision improvement plans for the Mountain Bay Subdivision located at approximately 8200 South Highway 89 (Parcel No 01-045-0133) (Continued from June 5, 2025)
 - b. Review and consideration of a preliminary subdivision plan for Mountain Bay Subdivision located at approximately 8200 South Highway 89 (Parcel No. 01-045-0133) (Continued from June 5, 2025)
 - c. Consideration and recommendation regarding approval of the draft Economic Development Strategic Plan (continued from February 19, March 5, March 19, and April 2, 2026)
 - d. Review conditional use permit issued to Granite Construction Company on November 3, 2015, for a gravel pit located at 300 East 750 North (Parcel No. 02-045-0005)
6. Consideration and approval of regular Planning Commission minutes for April 2, 2026
7. Discussion regarding agenda items for the May 7, 2026, Planning Commission meeting
8. Commissioner/Staff Comments
9. Adjourn

I, the undersigned duly appointed and acting Deputy City Recorder for Willard City Corporation, hereby certify that a copy of the foregoing notice and agenda was posted at the Willard City Hall, on the State of Utah Public Meeting Notice website <https://www.utah.gov/pmn/index.html>, on the Willard City website www.willardcity.com, and sent to the Box Elder News Journal this 10th day of April, 2026.

/s/ **Michelle Drago**

Deputy City Recorder

NOTICE OF SPECIAL ACCOMMODATION DURING PUBLIC MEETINGS - In compliance with the American with Disabilities Act, individuals needing special accommodations (including auxiliary communicative aids and services) during this meeting should notify the City Office at 80 West 50 South, Willard, Utah 84340, phone number (435) 734-9881, at least three working days prior to the meeting.

ITEM 5A

Willard City Planning & Zoning

Printed: 04/10/2026

Mountain Bay

Permit/License #

04/28/2025 - 04/27/2026

8013146

Subdivision Improvement Plan

Reference Number

b172fb30-2458-11f0-9fef-f547dd0f8a39

Application Status

New

Status

Active

Application Review Status

Pre-Review	Reviewing	Date Submitted
City Planner	Not Reviewed	04/28/2025
City Manager	Corrections Requested	
<i>P&Z would like the sewer dry lines installed for future sewer.</i>		
<i>Concerns about the second access. This exceeds the 30 homes if you factor in the subdivision this connected. Also, are there any concerns with UDOT from a traffic flow stand point?</i>		
<i>I question the cul-de-sac length with out the stub road connected.</i>		
City Engineers	Corrections Requested	
Public Works	Reviewing	
Legal Department	Corrections Requested	
Final-Review	Not Reviewed	

Fees

There are no fees

Payments

There are no payments

Application Form Data

(Empty fields are not included)

Applicant First Name

Kelvin

Applicant Last Name

Judd

Applicant Email

kjuddconsulting@gmail.com

Applicant Phone Number

(435) 640-4347

Applicant Address

1169 Hidden Gold Pass

City

Morgan

State

UT

Zip

84050

Are you the property owner or an agent working on the owner's behalf?

Agent

Owner's Affidavit

Willard affidavit.pdf

Owner First Name

Val

Owner Last Name

Poll

Owner Email

Val.poll@thrivepet.com

Owner Phone Number

801-920-2231

Owner Address

3823 Evergreen Drive

City

Pleasant View

State

UT

Zip


84414

Engineer/Surveyor Name or Company
Thomas Hunt/Hunt Day Engineering

Engineer/Surveyor Email
thomas@huntday.co


Engineer/Surveyor Phone Number
801-664-4724

Subdivision Name
Mountain Bay

Parcel Number	Legal Description	Legal Description
01-045-0133	Attached	 Legal Description Parcel 01-045-0133.pdf


Total Number of Lots
24

Is this a Residential or Commercial Development?
Residential

Engineering Drawings
 **Mountain Bay Civil Set 4.25.pdf**

Check each box to acknowledge it has been included with the application.
Drawings that show compliance with Willard City Public Work Standards and Subdivision Code, Written approval from other agencies as applicable (e.g. UDOT, Army Corps, Box Elder County, etc.), All information submitted with the Preliminary Application, Detail drawings, Landscape designs, Final utility plans, Plan and profile drawings for roadways, Complete storm water plan with calculations, Engineer's Cost Estimate

Upload any additional supporting materials - Click 'Add to List' after uploading each file

 **_2024-12-10 (10_30) (PA-156519) US-89 MP-424.25.docx**

Subdivision Improvement Plans must be submitted along with a Preliminary Subdivision Application.



Subdivision Improvement plans are subject to 4 review cycles between the applicant and Willard City designated staff, including Willard City Planner, Manager, Attorney, Engineers, Public Work Director, and Fire Chief. Upon submittal of a complete Improvement Plan Application, Willard City will respond within forty (40) business days with any comments or corrections. Willard City Staff will not review the plans again until all the corrections have been made to the plans.



Signature

I hereby certify that all information provided herein is true and correct. I understand and agree to comply with the applicable codes, standards, and the rules listed below.

1. All sections of this application must be complete and will not be reviewed until fees have been received.
2. The payment of fees does not guarantee a certain result and fees are not refunded due to the lack of favorable results.
3. Fees are an estimate of the costs for the City to administer the Subdivision review and approval process. Perry City reserves the right to bill the applicant for administrative costs that go beyond the estimated fees collected at the time of application.
4. Complete application and approval requirements can be found in Willard Zoning Code.

Electronically Signed

Kelvin Judd - 04/28/2025 11:46 am



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since the last time the area lost the battle for Cooks Canyon. He urged the Planning Commission to consider the battle and the value of Cooks Canyon to them personally and to the community and begin actively working to protect this essential resource.

Danny Olsen, Pleasant View, stated that he had applied for a conditional use permit for a food truck and asked if he was on the agenda. Madison Brown, City Planner, said he wasn't on the agenda. His application was still in the review process.

4. CITY COUNCIL REPORT

Time Stamp: 06:20 – 06/05/2025

Jeremy Kimpton, City Manager, stated that during the May 22nd City Council meeting the Council set a date for the Truth in Taxation hearing, it held a public hearing and passed a resolution for the compensation schedule, talked about betterment work on Highway 89 for city waterlines, and discussed the Willard Canyon agreement.

Mr. Kimpton and Colt Mund, City Attorney, responded to questions regarding the Willard Canyon Agreement.

5A. PUBLIC HEARING TO RECEIVE PUBLIC COMMENTS REGARDING A PRELIMINARY PLAN FOR THE MOUNTAIN BAY SUBDIVISION SUBMITTED BY VAL POLL LOCATED AT APPROXIMATELY 8200 SOUTH HIGHWAY 89 (PARCEL NO. 01-045-0133)

Time Stamp: 08:26 – 06/05/2025

Chairman Bodily read the Willard Planning Commission's Rules of Order Statement.

Madison Brown, City Planner, stated that Willard had received a subdivision application from Val Poll who was represented by Kelvin Judd. The subdivision was called Mountain Bay, and it was located at approximately 8200 South Highway 89. The property had been annexed into Willard and was zoned R ½. The applicants had provided all the necessary documents.

Kelvin Judd, Morgan, stated that they purchased the Mountain Bay property about 18 months ago. They planned to follow the county zoning and subdivide it into half-acre lots in Box Elder County. They liked to do half-acre lots. They didn't try to figure out the maximum density they could have. They followed the zoning and base density. After purchasing the property, they learned they would have to annex to Willard City, which they had done. Even though Willard allowed third acre lots, they chose to keep half-acre lots because that fit with the adjacent development. They wanted to keep it a simple, economical subdivision. They were proposing 24 half-acre lots on approximately 16 acres.

Commissioner Bingham moved to open the public hearing at 6:44 p.m. Commissioner Beebe seconded the motion. All voted "aye." The motion passed unanimously.

Chairman Bodily opened the floor for public comments.

Lance Lewis, 1005 West 8150 South, was excited about the proposed development and glad it would have half-acre lots. He was concerned about the proposed single access point. The proposed subdivision would



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contain 24 lots that would have access to Highway 89 through 8100 South, two blocks to the north. He didn't know if there were fire codes that would address the access issue. At the intersection of 8100 South and Highway 89, it was illegal to make a left-hand turn because the entrance for the Macguire Gravel Pit created an offset intersection. The proposed subdivision would increase the amount of traffic at the 8100 South intersection. He suggested that the stub street to the south be continued south to 8300 South, the street south of the LDS church.

Lacey Shupe, 966 West 8150 South, liked the proposed subdivision plan and that it had half-acre lots. It seemed everyone wanted to bring in small, dense housing projects. She was grateful someone had looked at and followed the zoning. She would be happy to have this development next to her. She also liked that it would have curb, gutter, and sidewalk. The street she lived on did not have curb or gutter because the county didn't enforce the drainage requirements. There were drainage problems all over her neighborhood. She thought it was interesting that the county wouldn't accept responsibility and was forcing Willard to take on this property. She felt that was how the county felt about their area. The county didn't want to deal with them.

Lance Lewsi asked if the proposed subdivision would be served by Willard water or Bear River Water Conservancy. Commissioner Dubovik said that water would be discussed later.

Lacey Shupe asked if the lots would have septic. Kelvin Judd said they would.

Bryce Shupe, 966 West 8150 South, seconded the comments made about access. The access from 8100 South onto Highway 89 was becoming a hazard. Traffic turning left onto 8100 South came to a stop in the median, which wasn't very wide. It was a safety issue. The proposed development would increase the traffic. He hoped that an additional entrance to this development could be included. It would alleviate the amount of traffic on 8100 South.

Kelvin Judd agreed that ideally a second access made sense. UDOT would not allow them to have access onto Highway 89 because it would be too close to 8150 South, the Maguire Gravel Pit road. The City Engineer had told them they needed second access. They were trying to figure out the details. They hoped to purchase the Box Elder School District property to the south, but the school district had to follow the protocol for selling public land. Their subdivision was planned to connect to the south. Whoever purchased the school district property would have to go through the same annexation process they had. Whether it was them or not, there would have to be access because of the stubs they were providing.

Bryce Shupe stated that Willard would be providing emergency response to this subdivision. Did an emergency response give Willard leverage to ask the county for access through the property to the south?

Lacey Shupe felt access for this subdivision needed to be carefully considered.

Clyde Westley asked if Willard had considered snow removal. There were a lot of properties being annexed. He hoped current residents didn't suffer because of the distance Public Works would have to travel to provide services.

Commissioner Dubovik moved to close the public hearing at 6:53 p.m. Commissioner Gilbert seconded the motion. All voted "aye." The motion passed unanimously.



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5B. CONSIDERATION OF A PRELIMINARY PLAN AND SUBDIVISION IMPROVEMENT PLANS FOR THE MOUNTAIN BAY SUBDIVISION SUBMITTED BY VAL POLL LOCATED AT APPROXIMATELY 8200 SOUTH HIGHWAY 89 (PARCEL NO. 01-045-0133)

Time Stamp: 23:47 – 06/05/2025

Commissioners Bingham and Gilbert asked if the subdivision would contain dry lines that could be connected to the sewer line that would be constructed along the UTA right-of-way.

Madison Brown stated that the City Engineer had commented about the need for dry sewer lines. She felt that was something the city should require. Hopefully, someday the sewer line would be constructed. In the meantime, the developer did have permission from the health department to put in septic tanks.

Chairman Bingham agreed that dry lines should be required.

Commissioner Gilbert verified that the Suncrest Subdivision located south at approximately 8300 South Highway 89 could not start until the sewer line had been constructed. Jeremy Kimpton, City Manager, said that was correct. Commissioner Gilbert asked about the time frame. Mr. Kimpton stated that the developer of Old Farm Market, a subdivision to the north that would be located at approximately 7100 South Highway 89, was trying to resolve wetland issues with the Army Corps of Engineers. The sewer would not be installed until that issue was resolved. He didn't feel the sewer would be constructed in the immediate future. It was probably several years away.

Commissioner Dubovik understood there was concern about land in this area not percolating. Mr. Kimpton said that was why Willard required the developer to receive approval from the health department.

Commissioner Gilbert realized that requiring dry lines was a big burden for the developer, but the requirement made sense.

Commissioner Bingham felt dry sewer lines should be required so the road didn't have to be torn up in the future at the expense of the city.

Commissioner Bingham asked who would provide the water for the subdivision. Kelvin Judd stated that Willard City petitioned Bear River Water Conservancy for the culinary water they needed. That petition was approved last week. They had a will-serve letter from Pine View Water for secondary water. They would have pressurized secondary water.

Madison Brown stated that Bear River Water Conservancy District would wholesale 11-acre feet of water to Willard City. Willard City would retail the water to subdivision residents. Bear River Water Conservancy didn't have the resources to bill residents for water. Willard did.

Commissioner Dubovik stated that Willard normally required a developer to bring the water a development would need. The amount of culinary water needed for Mountain Bay had been reduced because it had secondary water. How much had the water requirement been reduced? Jeremy Kimpton said there was a formula used by the City Engineer

Commissioner Bingham asked if this subdivision complied with the master road plan. If connecting roads were shown on the master road plan, they would go in regardless of who developed the adjoining property.



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Madison Brown said the current road plan did not show 1000 West going north because of an existing home. A road was shown from 8150 South to 8300 South at approximately 1050 West. The west road in the Suncrest Subdivision would tie into 8300 South as well.

Commissioner Bingham agreed with the comments made during the public hearing. It was difficult to turn into this area from 8100 South, especially when trucks were coming from the Maguire Gravel Pit because the intersections were offset. The subdivision itself only needed one access, but that access was through another development. The total number of homes on the 8100 South Highway 89 access was more than the proposed 24 lots. According to Willard's fire code requirements, there could not be more than 30 homes without a second access. Was there a way to require a second access through the school district property, even if it was simply road base?

Commissioner Dubovik agreed that 8100 South was the only entrance for the existing subdivision, which had more than 30 homes. The proposed subdivision would add another 24.

Commissioner Bingham felt Box Elder County had already allowed more homes than a single access should have. If the developer could secure an easement through the school district's property, it would provide a second access for the entire neighborhood.

Commissioner Dubovik stated that if this was a Willard subdivision, it would not be allowed because it exceeded the number of homes on a single access.

Commissioner Bingham stated that the same safety issues existed regardless of whether it was Willard or South Willard.

Colt Mund, City Attorney, stated that this subdivision had been annexed to Willard. It needed to be treated the same as other subdivisions.

Commissioner Dubovik said there were already more than 30 homes on the single access of 8100 South. The proposed subdivision would exacerbate that number.

Commissioner Beebe asked if there was a possibility of extending either 1000 West or 1050 West to 8300 South. Commissioner Bingham felt an easement with road base would serve as an emergency access just like the emergency access was working for the Rod Braegger Subdivision.

Commissioner Dubovik felt the City Council might be able to engage with the County Commission. He roughly counted 40 existing homes with one access. If there was a natural disaster, this area would have a huge problem. The resolution should not be at the complete expense of the developer because the Planning Commission had identified an existing hazard.

Commissioner Bingham agreed. The county had approved the existing subdivisions which did not comply with the fire code. An approved road base road would be better than what the area now had.

Commissioner Bingham stated that if the access and dry sewer issues could be resolved, he felt the proposed subdivision would be a good addition to the area. The other Planning Commission members agreed.



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Commissioner Gilbert asked if Kelvin Judd had seen the City Engineer's comments about the dry sewer lines. Mr. Judd said he had spoken with Zac Burk. They wanted to do the subdivision right, but it would be a significant financial burden to plan for a septic system and a sewer system. A homeowner bore the burden of financing a septic system that would someday be abandoned. They would bear the burden of a sewer system without the benefit of being connected. At some point it would become cost prohibitive. Was there some way to be reimbursed through impact fees? If the cost for dry lines didn't break them, they wouldn't fight the requirement. He understood the city's reason for the requirement.

Kelvin Judd said they were actively working with the school district to purchase the property to the south, but the school district had to follow the state code for selling property. They couldn't pick a favorite. At some point a road would extend south to 8300 South. Was there a way to work with the school district to record an easement where the most likely place for a road would be? He hoped there could be a resolution that would not be costly for them.

Commissioner Bingham stated that the master road plan showed a road in the 1050 West vicinity. No matter how development occurred on the property to the south, a road would be required to connect 8300 South to the Mountain Bay Subdivision. Mr. Judd asked if there would be issues with UDOT if a road connected to 8300 South. Commissioner Bingham said there was already access onto Highway 89 from 8300 South.

Kelvin Judd felt it would be ideal if some kind of condition could be worked out for access. That would allow them to move forward.

Commissioner Dubovik felt dry sewer lines were significant, but he felt access was the showstopper.

Chairman Bodily asked if the dry sewer lines was a requirement from the City Engineer.

Jeremy Kimpton stated that tonight's meeting met the public hearing requirement. Preliminary approval could be tabled. If the Planning Commission wanted, the staff could try to address dry sewer lines and a second access with the developer.

Colt Mund stated that the Planning Commission needed to identify specific modifications to the subdivision plans so the developer could be addressed.

Commissioner Beebe asked if Willard could require a road from the Mountain Bay Subdivision to 8300 South. Madison Brown said it could if the school property annexed to Willard.

Commissioner Bingham hoped the road plan would still apply to South Willard. Mr. Kimpton also hoped Box Elder County would acknowledge the road plan.

The Planning Commission agreed that additional street access and dry sewer lines needed to be addressed.

Jeremy Kimpton stated that the staff would take those notes, meet with the City Engineer, the City Attorney, and the developer to see what could be resolved.

MOUNTAIN BAY SUBDIVISION

WILLARD, UTAH

CIVIL CONSTRUCTION SET

SHEET INDEX

- C001 COVER SHEET
- C002 NOTES, LEGEND & ABBREVIATIONS
- C003 SITE DEMOLITION PLAN
- C004 PROPOSED SITE PLAN
- C005 SITE GRADING PLAN
- C006 SITE UTILITY PLAN
- C007 PLAN & PROFILE - 1050 WEST
- C008 PLAN & PROFILE - 1025 WEST
- C009 PLAN & PROFILE - 1000 WEST
- C010 PLAN & PROFILE - 8150 SOUTH
- C011 PLAN & PROFILE - 8130 SOUTH
- C012 CITY CIVIL DETAILS
- C013 CITY SITE DETAILS
- C014 PINEVIEW WATER DETAILS
- C015 PINEVIEW WATER DETAILS
- C016 UTILITY DETAILS
- C017 STORMWATER POLLUTION PREVENTION PLAN DETAILS
- C018 STORMWATER POLLUTION PREVENTION PLAN DETAILS
- C019

SITE DATA

PARCEL NO.: 01-045-0133
 PROJECT LOCATION: LOCATED IN THE NORTHWEST QUARTER OF SECTION 11, TOWNSHIP 7 NORTH, RANGE 2 WEST, OF THE SALT LAKE BASE AND MERIDIAN
 FLOOD INFORMATION: FLOOD ZONE DESIGN ZONE "X"
 ZONE: RESIDENTIAL DISTRICT (R-1/2) - 1/2 ACRE
 PROPERTY SIZE: 15.963 ACRES
 24 SINGLE FAMILY LOTS

AGENCY / UTILITY CONTACTS

PUBLIC WORKS:
 160 E 300 S
 WILLARD, UTAH
 PHONE: (435) 734-9881

UTILITIES:
 WILLARD CITY WATER
 80 W 50 N
 WILLARD, UTAH
 (435) 734-9881

FIRE DEPARTMENT:
 50 W 50 N
 WILLARD, UTAH
 PHONE: (435) 734-9881

GAS COMPANY:
 3445 ANTELOPE DRIVE
 SYRACUSE, UT 84075
 PHONE: (801) 767-1689

POWER COMPANY:
 ROCKY MOUNTAIN POWER
 PHONE: (801) 469-3981

PROJECT TEAM

DEVELOPER:
 VAL HOLL
 3823 EVERGREEN DR.
 PLEASANT VIEW, UT 84114
 PH: (801) 920-2231

SURVEYOR:
 KUNZ ENGINEERING
 ATTN: BOB KUNZ
 280 EAST 800 SOUTH
 SALT LAKE CITY, UT 84119
 ROBERT.KUNZ@GMAIL.COM

CIVIL ENGINEER (PROJECT CONTACT):
 ATTN: THOMAS HUNT, PE
 3445 ANTELOPE DRIVE
 SYRACUSE, UT 84075
 PH: (801) 664-4724

GEOTECHNICAL ENGINEERS:
 CRT TECHNICAL
 2796 SOUTH REDWOOD RD
 SALT LAKE CITY, UT 84119
 PH: (801) 908-5855
 CRT PROJECT NO. 23451

NOTICE TO CONTRACTORS

THE EXISTENCE AND LOCATION OF ANY UNDERGROUND UTILITIES OR STRUCTURES SHOWN ON THESE PLANS WERE OBTAINED FROM AVAILABLE INFORMATION PROVIDED BY THE SURVEYOR OR CITY ENGINEER. THE CONTRACTOR SHALL VERIFY THE LOCATION AND DEPTH OF ALL UTILITIES AND STRUCTURES IN THE FIELD BY THE CONTRACTOR, SO THAT ANY NECESSARY ADJUSTMENT CAN BE MADE. IF ANY CONFLICT/DISCREPANCIES ARISE, PLEASE CONTACT THE ENGINEER OF RECORD IMMEDIATELY. THE CONTRACTOR SHALL BE RESPONSIBLE TO CONTACT THE UTILITY COMPANIES AND TAKE NECESSARY PRECAUTIONS TO PROTECT ANY UTILITIES SHOWN OR NOT SHOWN ON THESE PLANS.



HUNT & DAY
 2446 Ashridge Drive, St. George
 UT 84770
 PH: 801 664 4724
 EM: Thomas@HuntDay.co

MOUNTAIN BAY SUBDIVISION
 8200 SOUTH HIGHWAY 89
 BOX ELDER COUNTY, UT
 LOCATED IN THE NORTH HALF OF SECTION 25,
 TOWNSHIP 9 NORTH, RANGE 2 WEST, SALT LAKE BASE AND MERIDIAN

REV.	DATE	DESCRIPTION
0	01-14-25	CITY COMMENTS
1	01-21-25	CITY COMMENTS
2	02-11-25	CITY COMMENTS
3	02-25-25	CITY COMMENTS



VERIFY SCALES
 ALL DIMENSIONS SHALL BE IN FEET UNLESS OTHERWISE NOTED.
 IF ANY DIMENSIONS ON THIS SET DO NOT MATCH THE SCALE, THE DIMENSIONS ON THE SET SHALL CONTROL.

PROJECT INFO
 Project: Willard
 Drawn: K. Huntley
 Date: 3/12/2025
 Proj. No.: 11111

COVER SHEET

SHEET NO. **C001**



REV. DATE	DESCRIPTION	BY
0 01-14-26	CITY COMMENTS	BH
1 01-21-26	CITY COMMENTS	BH
2 01-21-26	CITY COMMENTS	BH
3 02-25-26	CITY COMMENTS	BH

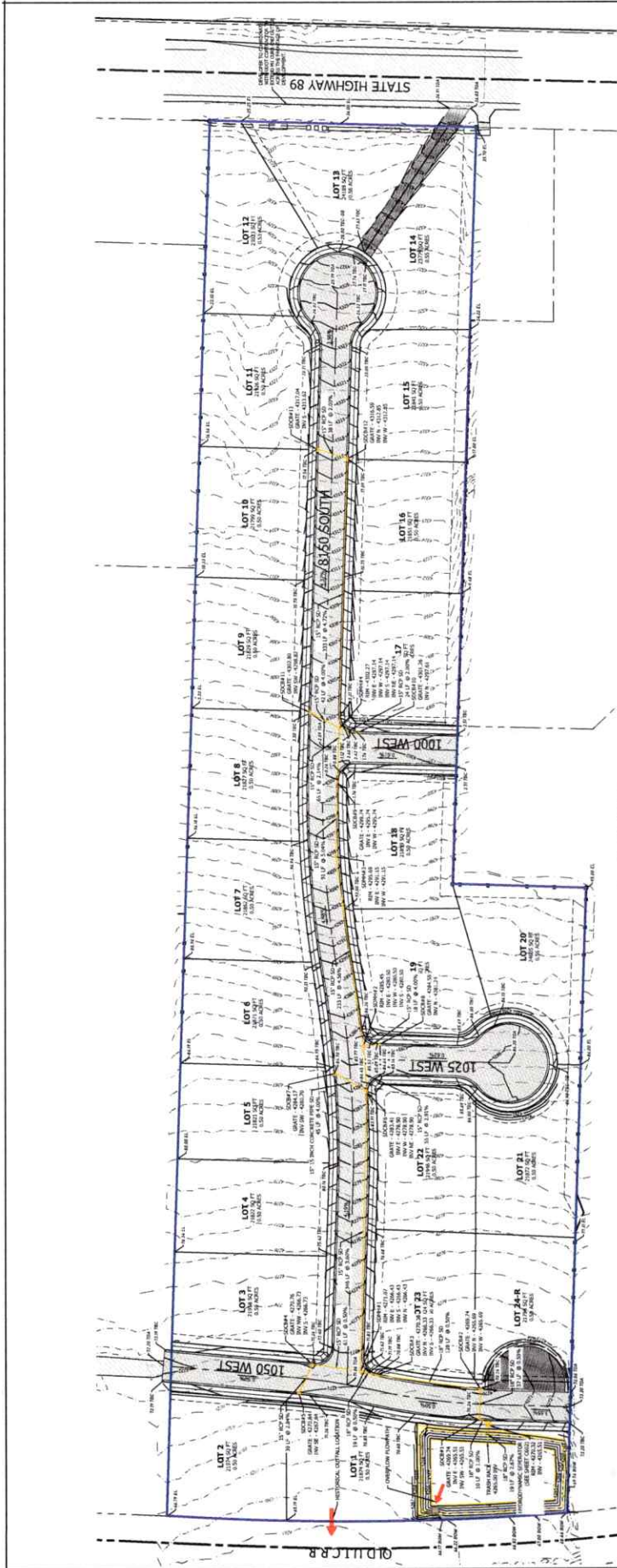


VERIFY SCALES
 1/8" = 1' ON PLAN
 1" = 10' ON ELEVATIONS
 1" = 10' ON PROFILES
 1" = 10' ON SECTIONS

PROJECT INFO
 Project No.: 26-001
 Date: 3/12/2025
 Drawn by: R. Huntling
 Checked by: T. Huntling

Grading Plan

SHEET NO. **C300**



STAGE STORAGE TABLE

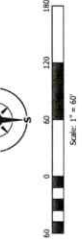
ELEV. (FOOT)	AVG END DEPTH (FEET)	AVG END AREA (SQ. FEET)	TOTAL VOLUME (CU. FEET)	CONVIC. TIME (MIN.)	TOTAL CONVIC. TIME (MIN.)
4,284.50	1.72	1,721.22	2,963.88	6.00	6.00
4,283.00	1.87	1,870.80	3,514.50	6.50	12.50
4,281.50	2.02	1,920.36	4,065.12	7.00	19.50
4,280.00	2.17	1,969.92	4,615.74	7.50	27.00
4,278.50	2.32	2,019.48	5,166.36	8.00	35.00
4,277.00	2.47	2,069.04	5,716.98	8.50	43.50
4,275.50	2.62	2,118.60	6,267.60	9.00	52.50
4,274.00	2.77	2,168.16	6,818.22	9.50	61.50
4,272.50	2.92	2,217.72	7,368.84	10.00	70.50
4,271.00	3.07	2,267.28	7,919.46	10.50	79.50
4,269.50	3.22	2,316.84	8,470.08	11.00	88.50
4,268.00	3.37	2,366.40	9,020.70	11.50	97.50
4,266.50	3.52	2,415.96	9,571.32	12.00	106.50
4,265.00	3.67	2,465.52	10,121.94	12.50	115.50
4,263.50	3.82	2,515.08	10,672.56	13.00	124.50
4,262.00	3.97	2,564.64	11,223.18	13.50	133.50
4,260.50	4.12	2,614.20	11,773.80	14.00	142.50
4,259.00	4.27	2,663.76	12,324.42	14.50	151.50
4,257.50	4.42	2,713.32	12,875.04	15.00	160.50
4,256.00	4.57	2,762.88	13,425.66	15.50	169.50
4,254.50	4.72	2,812.44	13,976.28	16.00	178.50
4,253.00	4.87	2,862.00	14,526.90	16.50	187.50
4,251.50	5.02	2,911.56	15,077.52	17.00	196.50
4,250.00	5.17	2,961.12	15,628.14	17.50	205.50
4,248.50	5.32	3,010.68	16,178.76	18.00	214.50
4,247.00	5.47	3,060.24	16,729.38	18.50	223.50
4,245.50	5.62	3,109.80	17,279.99	19.00	232.50
4,244.00	5.77	3,159.36	17,830.61	19.50	241.50
4,242.50	5.92	3,208.92	18,381.23	20.00	250.50
4,241.00	6.07	3,258.48	18,931.85	20.50	259.50
4,239.50	6.22	3,308.04	19,482.47	21.00	268.50
4,238.00	6.37	3,357.60	20,033.09	21.50	277.50
4,236.50	6.52	3,407.16	20,583.71	22.00	286.50
4,235.00	6.67	3,456.72	21,134.33	22.50	295.50
4,233.50	6.82	3,506.28	21,684.95	23.00	304.50
4,232.00	6.97	3,555.84	22,235.57	23.50	313.50
4,230.50	7.12	3,605.40	22,786.19	24.00	322.50
4,229.00	7.27	3,654.96	23,336.81	24.50	331.50
4,227.50	7.42	3,704.52	23,887.43	25.00	340.50
4,226.00	7.57	3,754.08	24,438.05	25.50	349.50
4,224.50	7.72	3,803.64	24,988.67	26.00	358.50
4,223.00	7.87	3,853.20	25,539.29	26.50	367.50
4,221.50	8.02	3,902.76	26,089.91	27.00	376.50
4,220.00	8.17	3,952.32	26,640.53	27.50	385.50
4,218.50	8.32	4,001.88	27,191.15	28.00	394.50
4,217.00	8.47	4,051.44	27,741.77	28.50	403.50
4,215.50	8.62	4,101.00	28,292.39	29.00	412.50
4,214.00	8.77	4,150.56	28,843.01	29.50	421.50
4,212.50	8.92	4,200.12	29,393.63	30.00	430.50
4,211.00	9.07	4,249.68	29,944.25	30.50	439.50
4,209.50	9.22	4,299.24	30,494.87	31.00	448.50
4,208.00	9.37	4,348.80	31,045.49	31.50	457.50
4,206.50	9.52	4,398.36	31,596.11	32.00	466.50
4,205.00	9.67	4,447.92	32,146.73	32.50	475.50
4,203.50	9.82	4,497.48	32,697.35	33.00	484.50
4,202.00	9.97	4,547.04	33,247.97	33.50	493.50
4,200.50	10.12	4,596.60	33,798.59	34.00	502.50
4,200.00	10.17	4,600.00	33,840.00	34.00	504.00

Storm Runoff Calculations
 Mountain Bay Subdivision
 The following runoff calculations are based on the National Stormwater Management Manual, Chapter 10, Section 10.2.1. The design storm is a 24-hour storm with a 100-year return period. The design storm is based on the National Stormwater Management Manual, Chapter 10, Section 10.2.1. The design storm is based on the National Stormwater Management Manual, Chapter 10, Section 10.2.1.

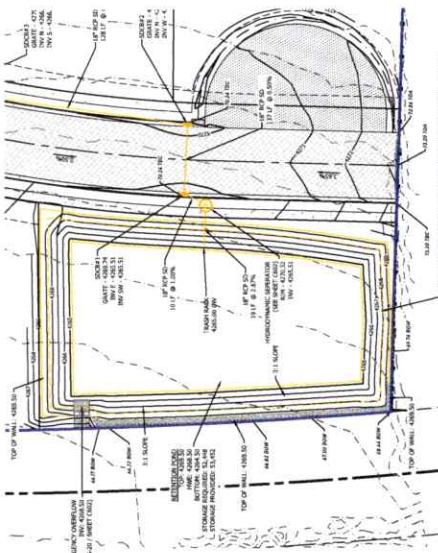
Area (sq. ft.)	Runoff Coefficient (C)	Runoff Volume (cu. ft.)
100,000	0.50	50,000
200,000	0.50	100,000
300,000	0.50	150,000
400,000	0.50	200,000
500,000	0.50	250,000
600,000	0.50	300,000
700,000	0.50	350,000
800,000	0.50	400,000
900,000	0.50	450,000
1,000,000	0.50	500,000

Flood Zone
 FLOOD ZONE REGIONS SHOWN ON THIS PLAN ARE BASED ON FEMA FLOOD INSURANCE RATE MAPS. PROPERTY OWNERS ARE ADVISED TO OBTAIN THE LATEST FLOOD CHANCE FLOODING INFORMATION FROM THE NATIONAL FLOOD INSURANCE PROGRAM (NFIP) AND THE FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA).

Site Data
 PROJECT NO.: 26-001
 DATE: 3/12/2025
 DRAWN BY: R. HUNTLING
 CHECKED BY: T. HUNTLING



Notice To Contractors
 THE PROPERTY AND LOCATION OF ANY IMPROVEMENTS OR STRUCTURES SHOWN ON THIS PLAN ARE BASED ON THE LATEST AVAILABLE RECORD PLANS AND FIELD SURVEY DATA. THE CONTRACTOR SHALL BE RESPONSIBLE FOR VERIFYING THE LOCATION AND DEPTH OF ALL UTILITIES AND STRUCTURES BEFORE ANY CONSTRUCTION BEGINS. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE LOCAL AND STATE AUTHORITIES. THE CONTRACTOR SHALL BE RESPONSIBLE FOR PROTECTING ALL UTILITIES AND STRUCTURES FROM DAMAGE DURING CONSTRUCTION. THE CONTRACTOR SHALL BE RESPONSIBLE FOR MAINTAINING ACCESS TO ALL ADJACENT PROPERTIES AND PUBLIC ROADS AT ALL TIMES. THE CONTRACTOR SHALL BE RESPONSIBLE FOR RESTORING ALL AREAS TO ORIGINAL OR BETTER CONDITION AFTER COMPLETION OF WORK.



ENLARGED BASIN PLAN
 SCALE: 1" = 30' 0"
 SEE SHEET C-201 FOR SHEET CROSS-SECTION
 SEE SHEET C-202 FOR SHEET CROSS-SECTION



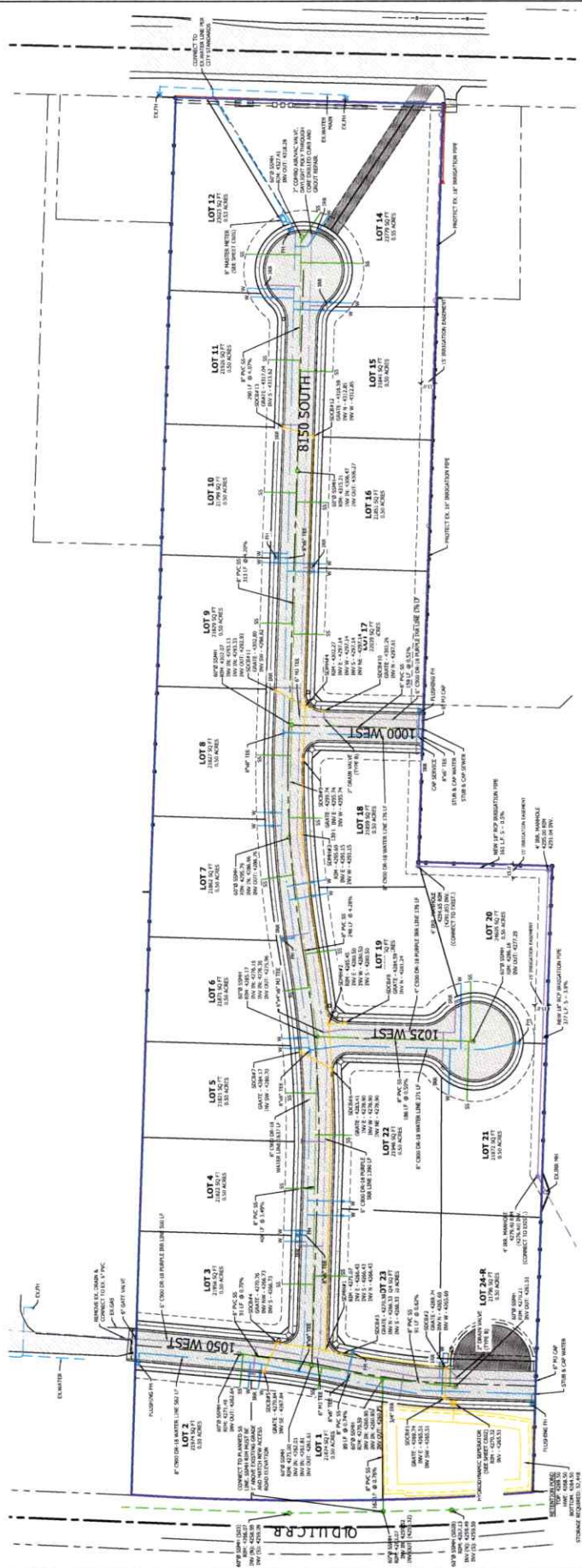
REV.	DATE	DESCRIPTION
0	01-14-25	CITY COMMENTS
1	01-21-25	CITY COMMENTS
2	02-11-25	CITY COMMENTS
3	02-25-25	CITY COMMENTS



VERIFY SCALES
 ALL DIMENSIONS SHALL BE VERIFIED BY THE CONTRACTOR.
 IF ANY DIMENSIONS DO NOT MATCH THE ORIGINAL DRAWING, THE CONTRACTOR SHALL NOTIFY THE ENGINEER IMMEDIATELY.
 PROJECT INFO
 Project No. 11111
 Date: 3/12/2025
 SHEET TITLE
 Utility Plan

Utility Plan

SHEET NO. **C400**



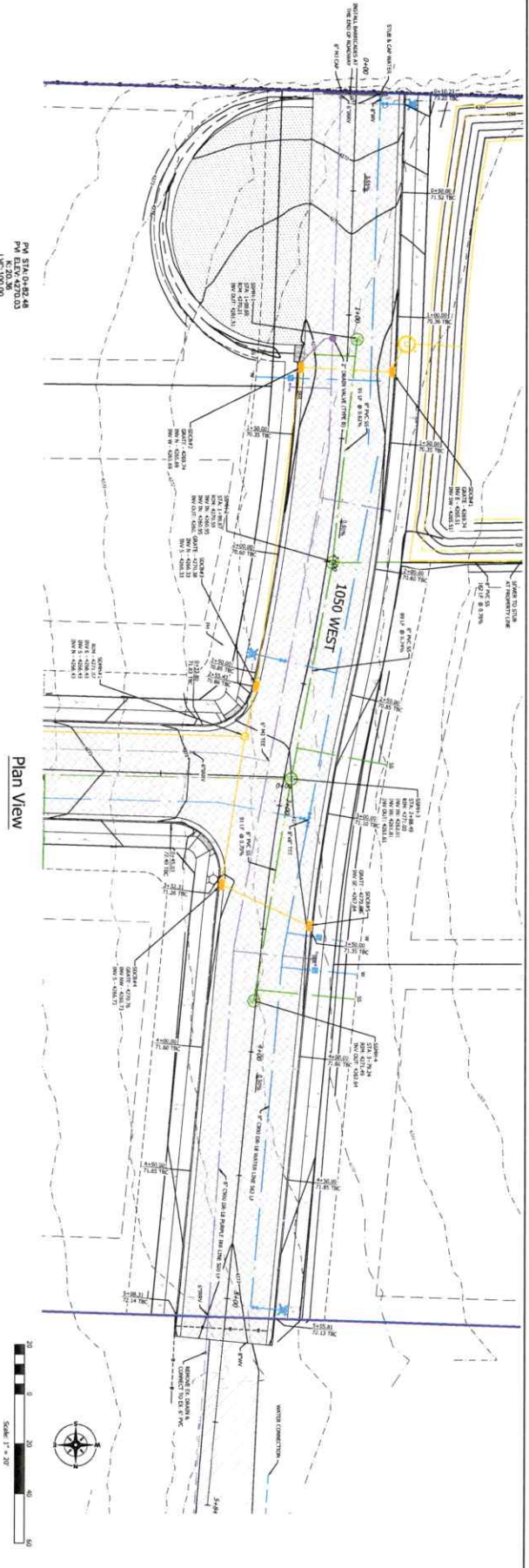
General Notes

- REFER TO ALL CITY ORDINANCES, REGULATIONS, AND SPECIFICATIONS.
- CITY REQUIRED UTILITY TRENCHES SHALL BE 48" DEEP.
- ALL DIMENSIONS SHALL BE VERIFIED BY THE CONTRACTOR.
- ALL UTILITIES SHALL BE PROTECTED AND DEEPER THAN THE UTILITY TRENCHES.

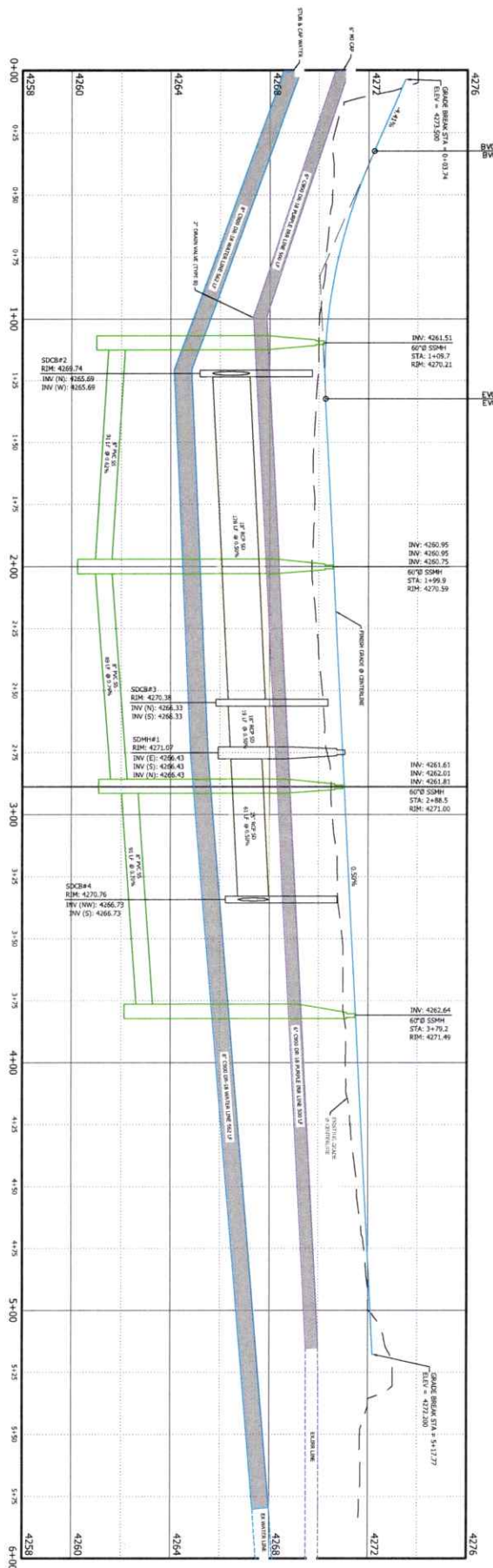
NOTICE TO CONTRACTORS

THE EXISTENCE AND LOCATION OF ALL UTILITIES (WATER, SEWER, GAS, ETC.) SHALL BE THE RESPONSIBILITY OF THE CONTRACTOR. THE CONTRACTOR SHALL VERIFY THE LOCATION AND DEPTH OF ALL UTILITIES PRIOR TO CONSTRUCTION. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND SHALL BE RESPONSIBLE FOR THE PROTECTION OF ALL UTILITIES. THE CONTRACTOR SHALL BE RESPONSIBLE FOR THE PROTECTION OF ALL UTILITIES AND SHALL BE RESPONSIBLE FOR THE PROTECTION OF ALL UTILITIES. THE CONTRACTOR SHALL BE RESPONSIBLE FOR THE PROTECTION OF ALL UTILITIES.





Plan View



Profile View

Plan and Profile 1050 WEST

PROJECT NO. C500

DATE: 3/1/2023

BY: M. H. C. Engineering



REVISIONS

NO.	DATE	DESCRIPTION
1	01-10-20	CITY COMMENTS
2	02-20-20	CITY COMMENTS
3	05-25-20	CITY COMMENTS

MOUNTAIN BAY SUBDIVISION

8200 SOUTH HIGHWAY 89

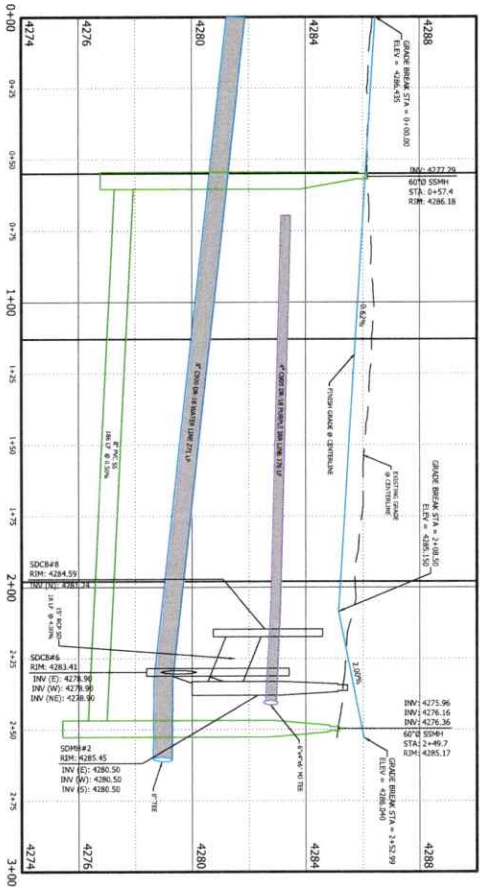
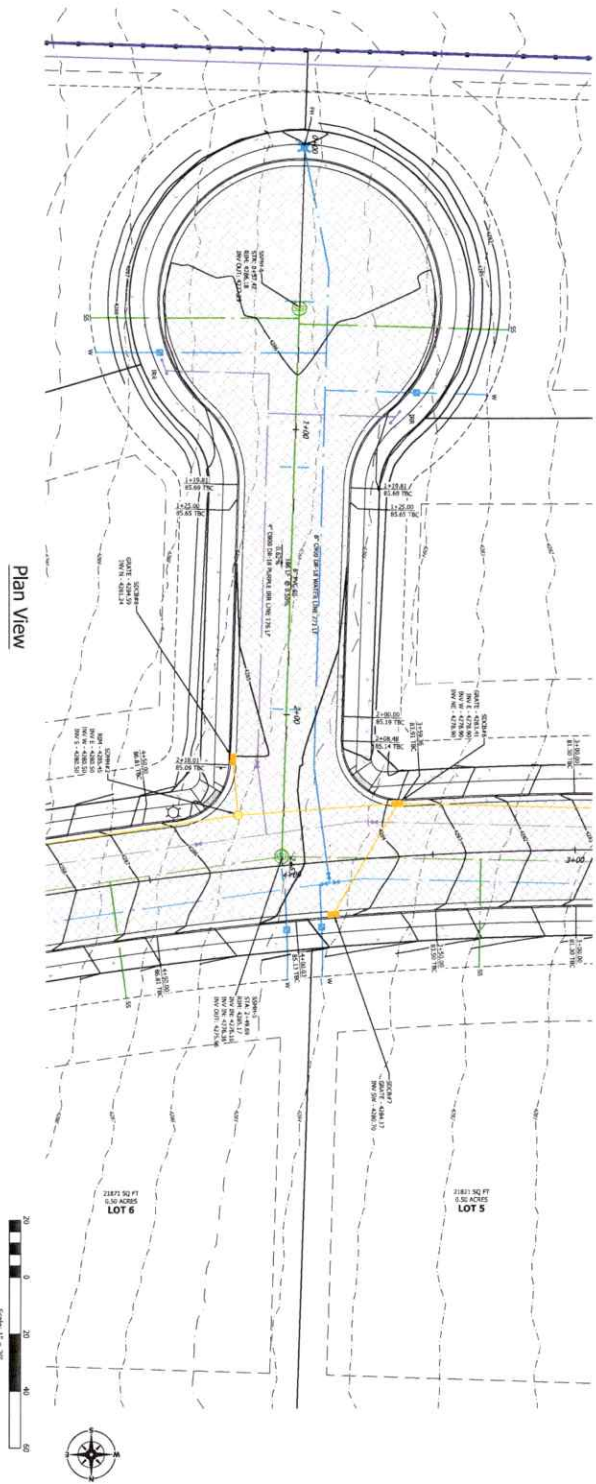
BOX ELDER COUNTY, UT

LOCATED IN THE NORTH HALF OF SECTION 21, TOWNSHIP 9 NORTH, RANGE 2 WEST, SALT LAKE BASE AND MERIDIAN

HUNT · DAY

3444 Ashboro Drive, Ste 200
 Provo, UT 84606
 Phone: 801.444.4474
 Fax: 801.444.4475
 Email: Thomas@huntday.com





Profile View
 HORIZONTAL SCALE 1" = 20'
 VERTICAL SCALE 1" = 2'

PROJECT TITLE
**MOUNTAIN BAY
 SUBDIVISION**
**8200 SOUTH HIGHWAY 89
 BOX ELDER COUNTY, UT**
 LOCATED IN THE NORTH HALF OF SECTION 25,
 TOWNSHIP 9 NORTH, RANGE 2 WEST, SALT LAKE BASE AND MERIDIAN

HUNT • DAY
 2448 KANABE DRIVE, SU 200
 P.O. BOX 100
 PH: 801.644.4724
 FAX: 801.644.4724
 WWW.HUNTDAY.COM

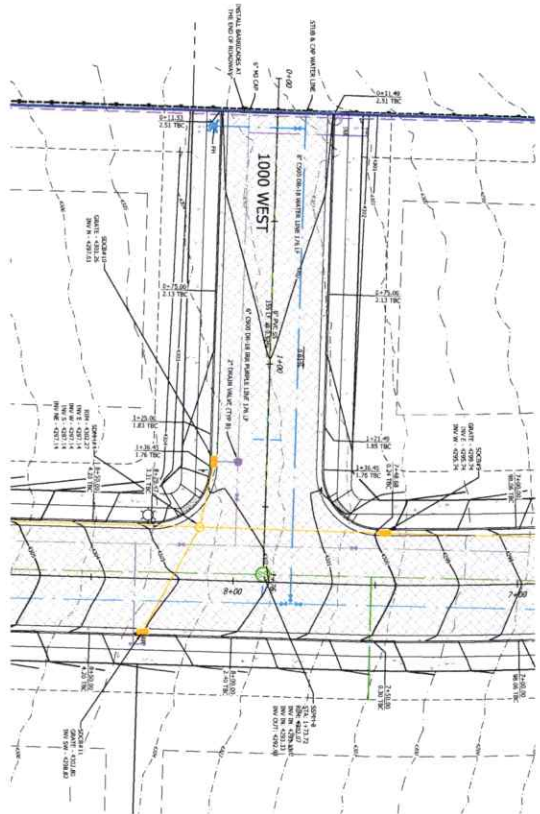


REV.	DATE	DESCRIPTION	BY
3	02-25-26	CITY COMMENTS	RH
2	02-11-26	CITY COMMENTS	RH
1	02-21-26	CITY COMMENTS	RH
6	01-14-26	CITY COMMENTS	RH

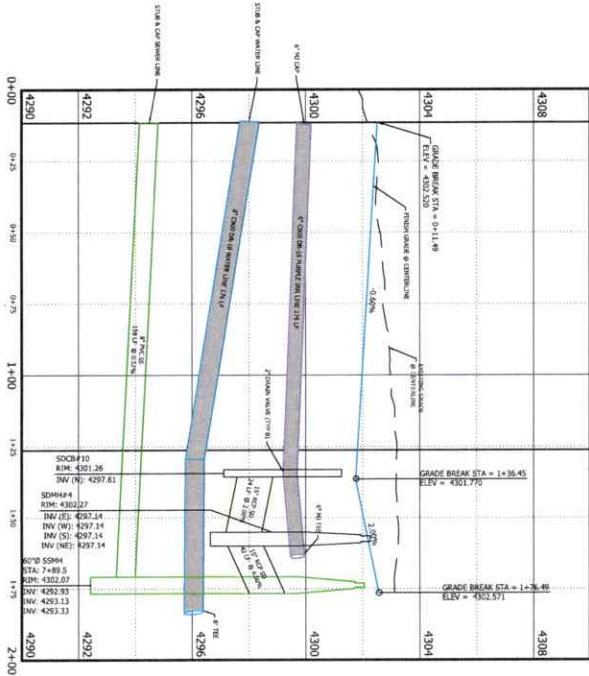


VERIFY SCALES
 MAKE SURE DATE FOR ALL DIMENSIONS
 IS NOT OVER ONE YEAR OLD
 PROJECT INFO:
 Designer: R. Harfield
 Date: 3/12/2025
 Project No.: 11113
 SHEET TITLE
**Plan and
 Profile
 1025
 WEST**

SHEET NO.
C501



Plan View



Profile View
 HORIZONTAL SCALE: 1" = 20'
 VERTICAL SCALE: 1" = 2'

SHEET NO.
CS02

**Plan and Profile
 1000
 WEST**

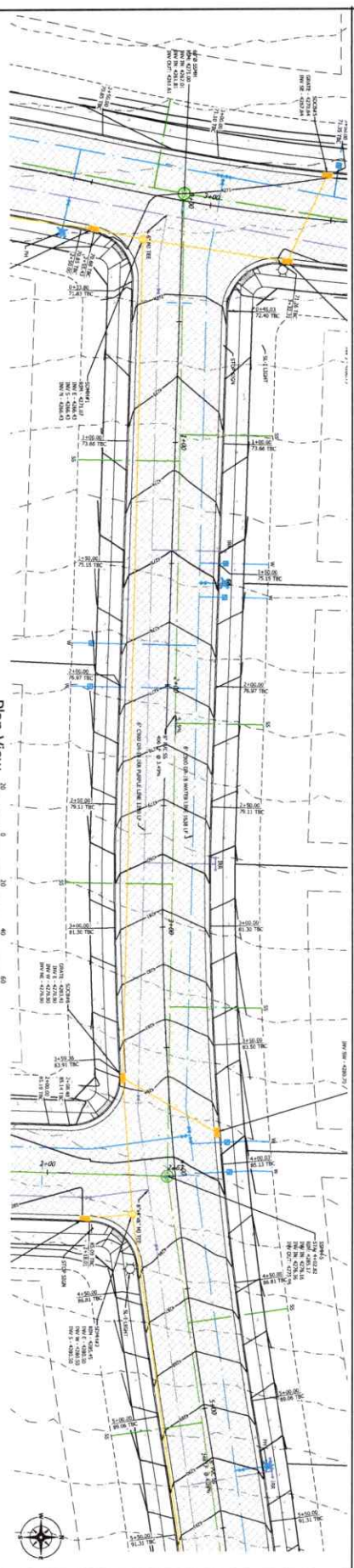
VERIFY SCALES
 DATE: 02-25-26
 BY: [Signature]
 PROJECT NO.:
 DRAWING NO.:
 DATE: 3/12/2025
 TNS No. 11131



REV.	DATE	DESCRIPTION	BY
1	01-21-26	CITY COMMENTS	RH
2	02-11-26	CITY COMMENTS	RH
3	02-25-26	CITY COMMENTS	RH
4	01-14-26	CITY COMMENTS	RH

PROJECT TITLE
**MOUNTAIN BAY
 SUBDIVISION**
**8200 SOUTH HIGHWAY 89
 BOX ELDER COUNTY, UT**
 LOCATED IN THE NORTH HALF OF SECTION 25,
 TOWNSHIP 9 NORTH, RANGE 2 WEST, SALT LAKE BASE AND MERIDIAN

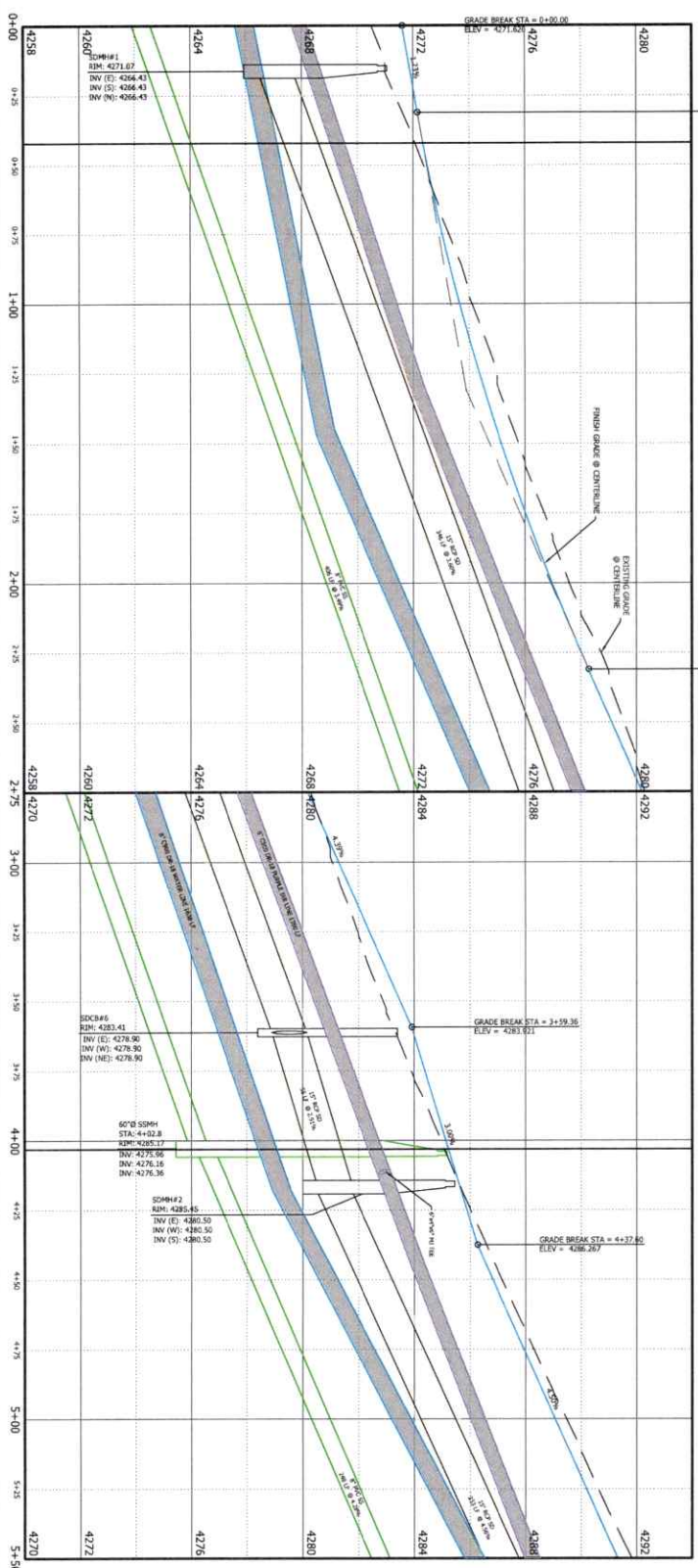
HUNT & DAY
 2445 AMERICAN DRIVE, SUITE 200
 WEST VALLEY CITY, UT 84113
 PH: 801.664.4324
 FAX: 801.664.4324
 E-MAIL: Thomas@HuntDay.com



PM STA: 1+31.83
 PM ELEV: 4273.89
 L+5: 209.50

PC STA: 1+31.83
 PC ELEV: 4273.89
 L+5: 209.50

Profile View
 HORIZONTAL SCALE: 1" = 20'
 VERTICAL SCALE: 1" = 4'



SHEET NO. **C503**

Plan and Profile 8150 SOUTH

VERIFY SCALES
 HAS TO BE ON ORIGINAL DRAWING
 PROJECT INFO:
 Designer: E. Hurdell
 Date: 3/13/2025
 Proj. No.: 11131
 SHEET TITLE



REV.	DATE	DESCRIPTION	BY
3	9-25-26	CITY COMMENTS	RH
2	10-11-26	CITY COMMENTS	RH
1	01-21-26	CITY COMMENTS	RH
0	01-14-26	CITY COMMENTS	RH

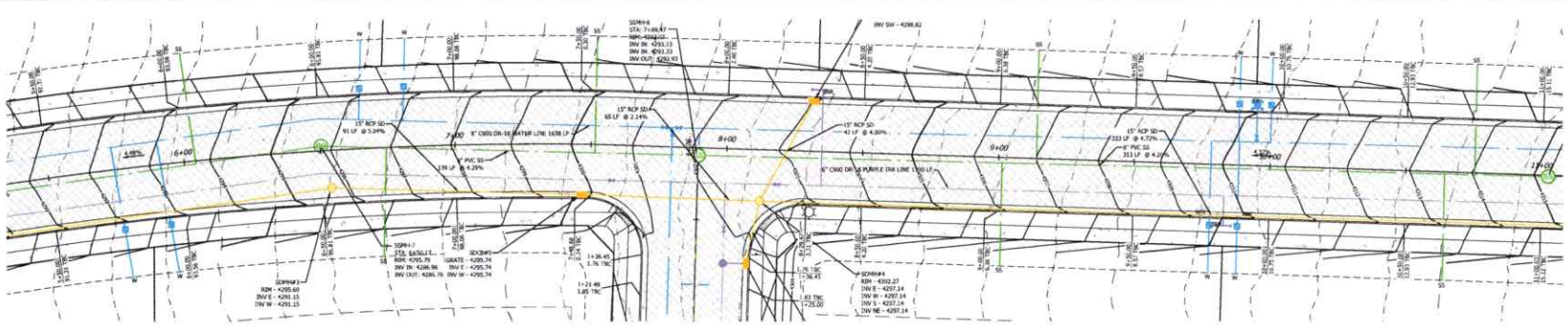
PROJECT TITLE
MOUNTAIN BAY SUBDIVISION
8200 SOUTH HIGHWAY 89
BOX ELDER COUNTY, UT
 LOCATED IN THE NORTH HALF OF SECTION 25,
 TOWNSHIP 9 NORTH, RANGE 2 WEST, SALT LAKE BASE AND MERIDIAN

HUNT - DAY
 3448 ARDENWOOD DRIVE SUITE 200
 SALT LAKE CITY, UT 84119
 PH: 801.464.4727
 FAX: 801.464.4727
 WWW.HUNT-DAY.COM

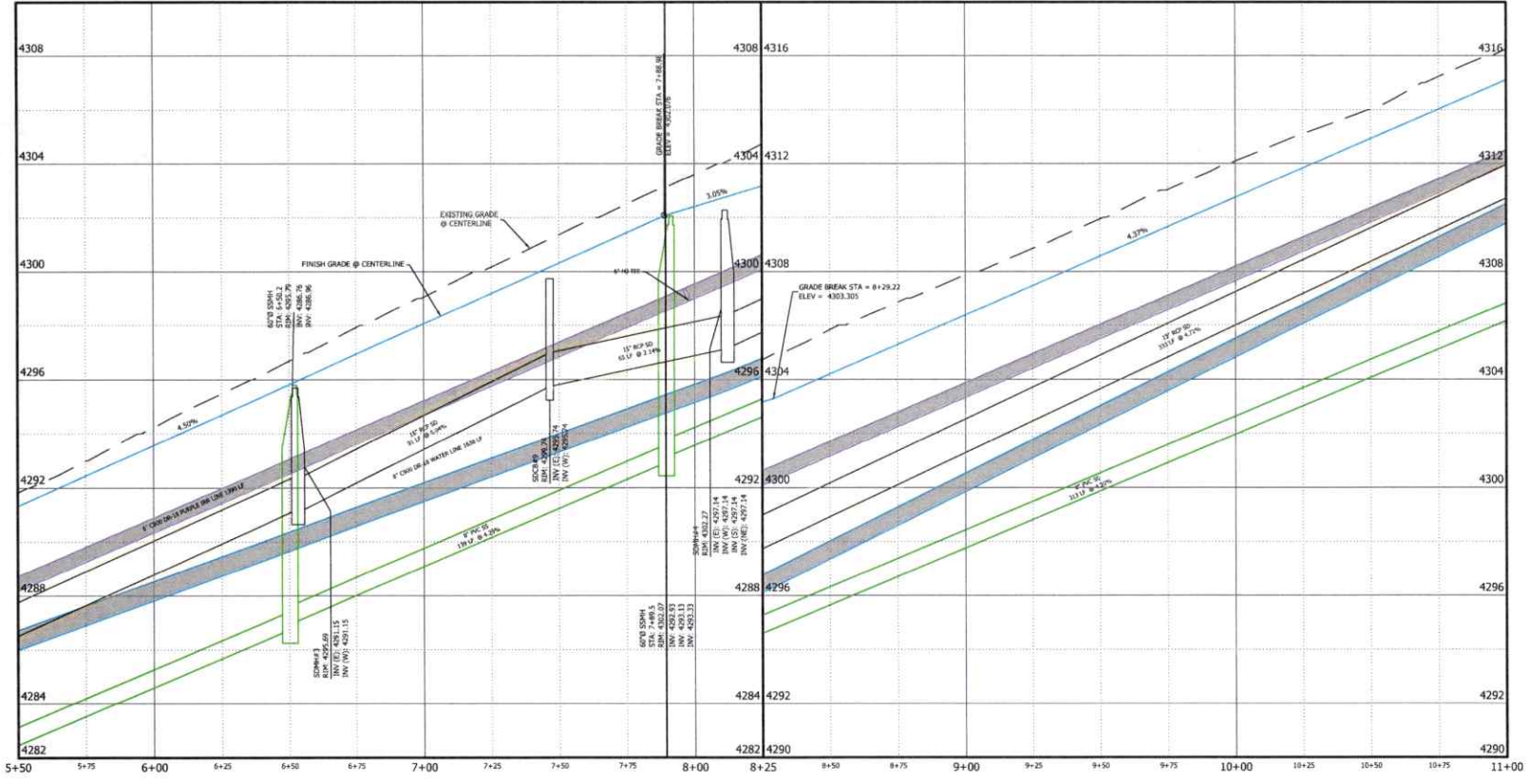


HUNT · DAY
 3445 Antelope Drive, S1 200
 Syracuse, UT 84075
 PH: 801.864.4724
 EM: Thomas@HuntDay.co

PROJECT TITLE
MOUNTAIN BAY
SUBDIVISION
8200 SOUTH HIGHWAY 89
BOX ELDER COUNTY, UT
 LOCATED IN THE NORTH-HALF OF SECTION 25,
 TOWNSHIP 9 NORTH, RANGE 3 WEST, SALT LAKE BASIN AND MESSIDIAN



Plan View



Profile View

HORIZONTAL SCALE: 1" = 20'-0"
 VERTICAL SCALE: 1" = 2'-0"

REV.	DATE	DESCRIPTION	BY
3	02-25-26	CITY COMMENTS	BH
2	02-11-26	CITY COMMENTS	BH
1	01-21-26	CITY COMMENTS	BH
0	01-14-26	CITY COMMENTS	BH



VERIFY SCALES
 INK IS ONE INCH ON ORIGINAL DRAWING.
 IF NOT ONE INCH ON THIS SHEET, ADJUST SCALES ACCORDINGLY.

PROJECT INFO:
 Engineer: T. Hunt
 Drafter: R. Hatfield
 Date: 3 / 12 / 2025
 Proj. No.: 111.11

Plan and Profile
8150
SOUTH

SHEET NO.
C504



HUNT - DAY
 2448 Ashbridge Drive, St. 200
 Box Elder County, UT
 PH: 801.664.4249
 EM: Thomas@HuntDay.co

MOUNTAIN BAY SUBDIVISION
 8200 SOUTH HIGHWAY 89
 BOX ELDER COUNTY, UT
 TOWNSHIP 9 NORTH, RANGE 2 WEST, 5&7 LANE BASE AND RESIDUAL

REV.	DATE	DESCRIPTION
0	01-24-26	CITY COMMENTS
1	01-21-26	CITY COMMENTS
2	02-11-26	CITY COMMENTS
3	02-25-26	CITY COMMENTS

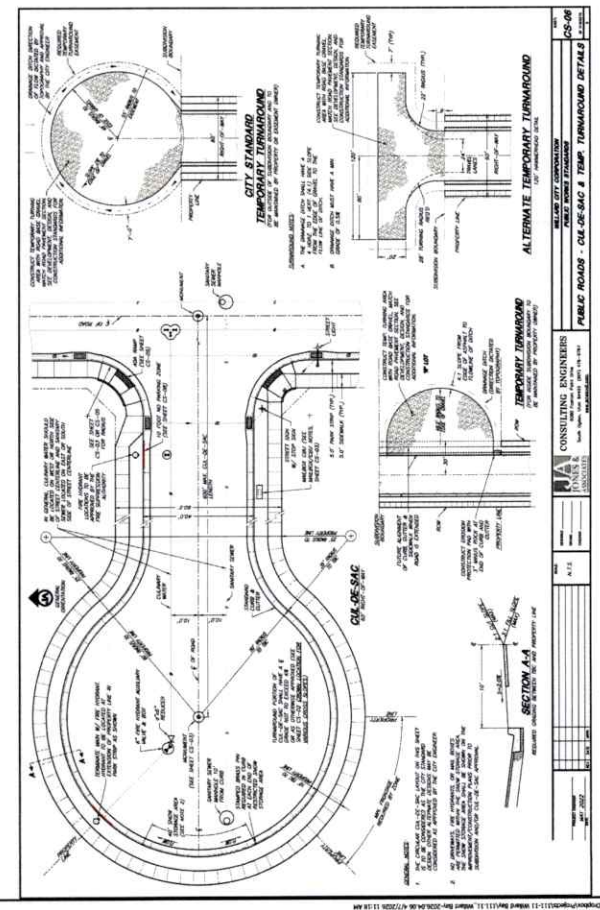
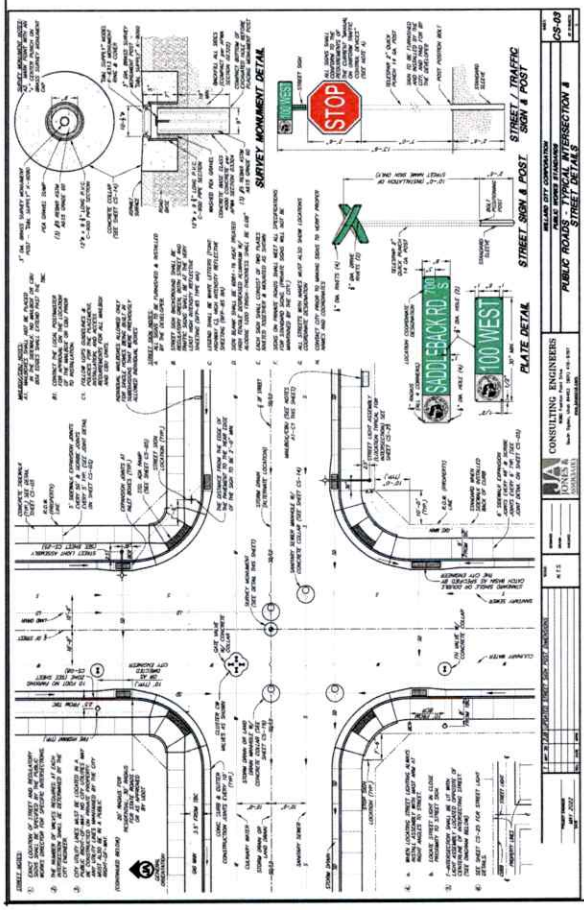
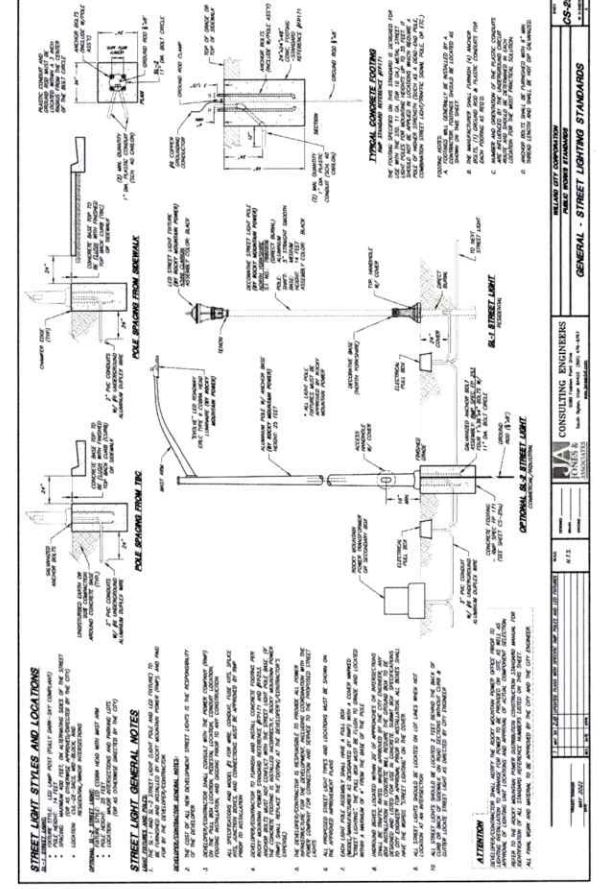
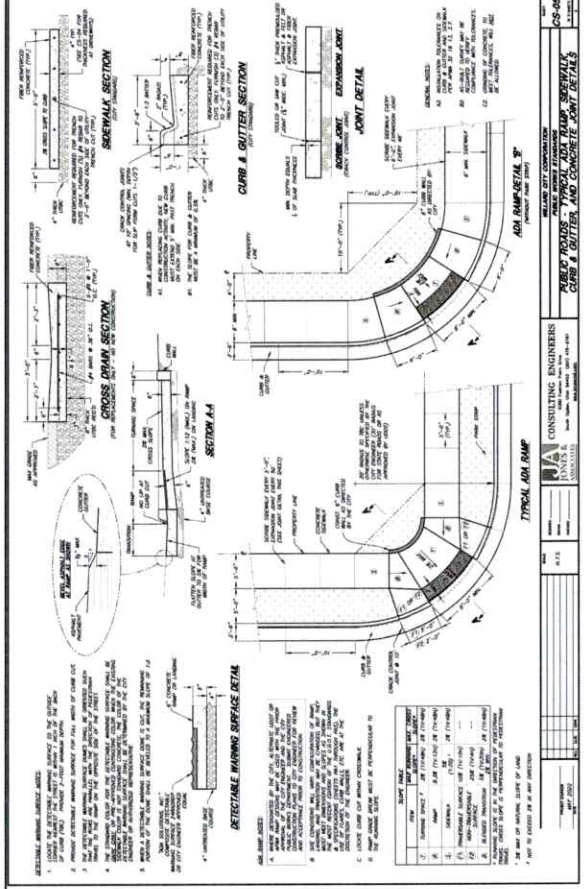


VERIFY SCALES
 ALL DIMENSIONS IN THIS SET MUST BE CHECKED AGAINST THE ORIGINAL DRAWINGS.
 PROJECT INFO:
 Engineer: T. Hunt
 Date: 3/12/2025
 Plot No: 11111
 SHEET TITLE

City Details

C600

(REFER TO THE SITE SPECIFIC GEOTECHNICAL REPORT TO GOVERN & CONTROL)



REV.	DATE	DESCRIPTION
0	01-24-26	CITY COMMENTS
1	01-21-26	CITY COMMENTS
2	02-11-26	CITY COMMENTS
3	02-25-26	CITY COMMENTS

REV.	DATE	DESCRIPTION
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1	01-21-26	CITY COMMENTS
2	02-11-26	CITY COMMENTS
3	02-26-26	CITY COMMENTS

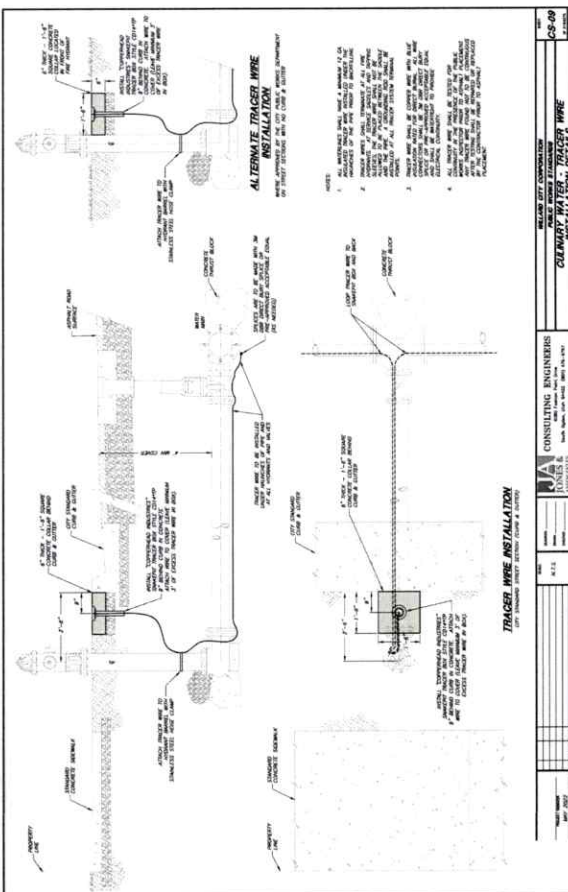
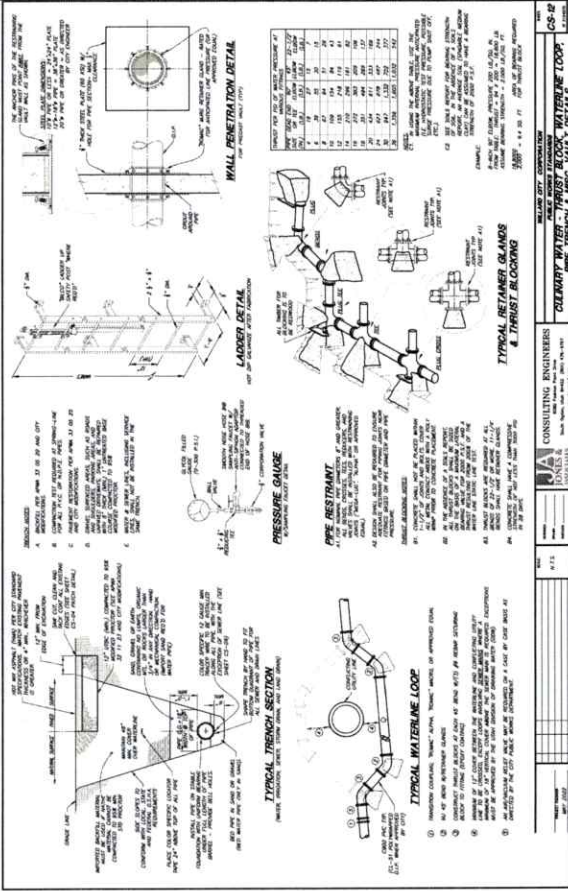
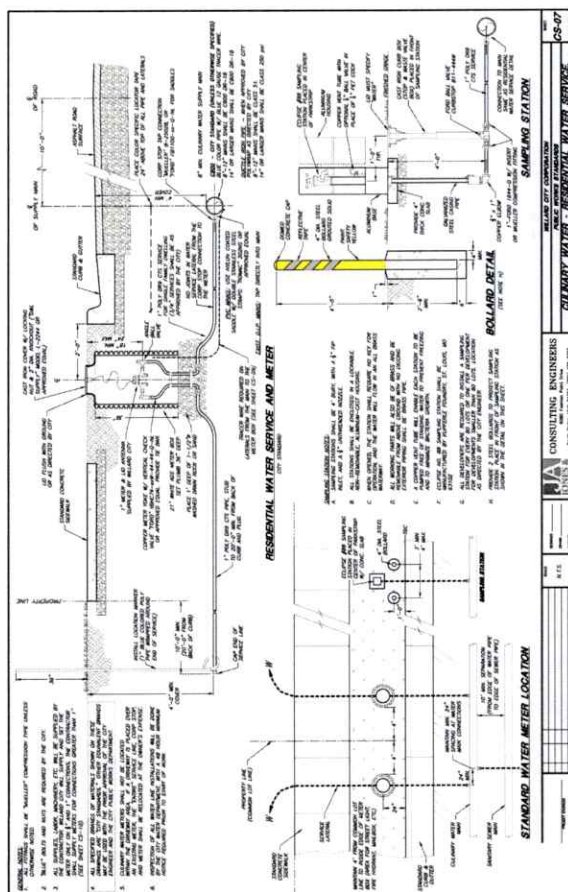
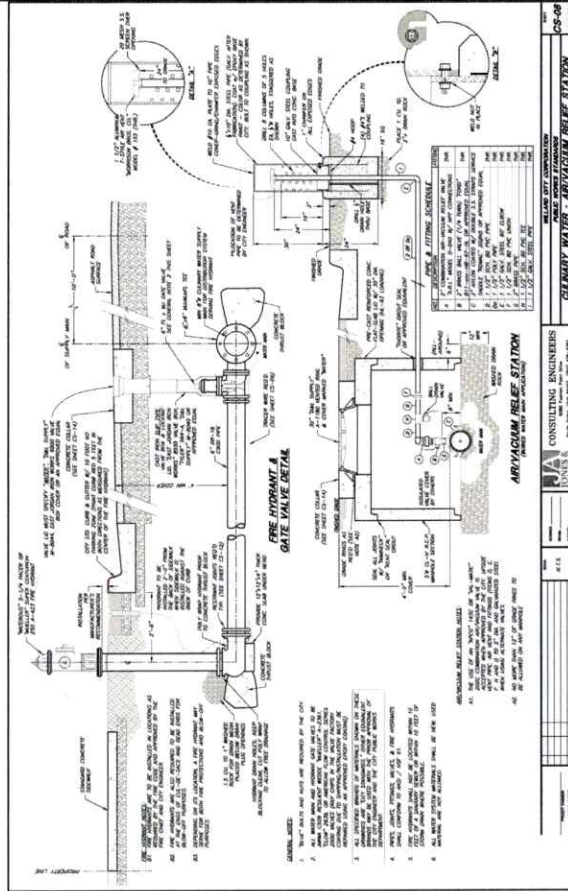


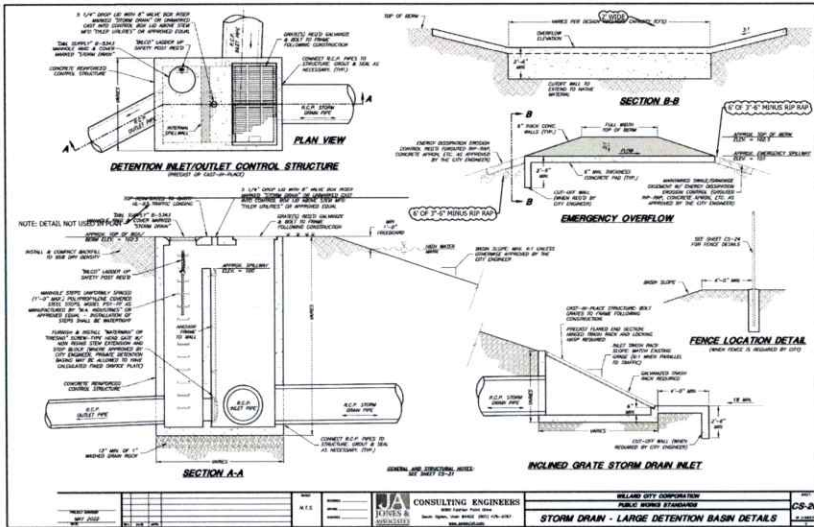
VERIFY SCALES
 1/8" = 1'-0" FOR ORIGINAL DRAWING
 1/4" = 1'-0" FOR THIS DRAWING
 1/2" = 1'-0" FOR THIS DRAWING
 3/4" = 1'-0" FOR THIS DRAWING
 1" = 1'-0" FOR THIS DRAWING

PROJECT INFO
 Project No. 11111
 Date: 1/12/2025
 Drawn: K. Hurd
 Checked: T. Hunt

City Details

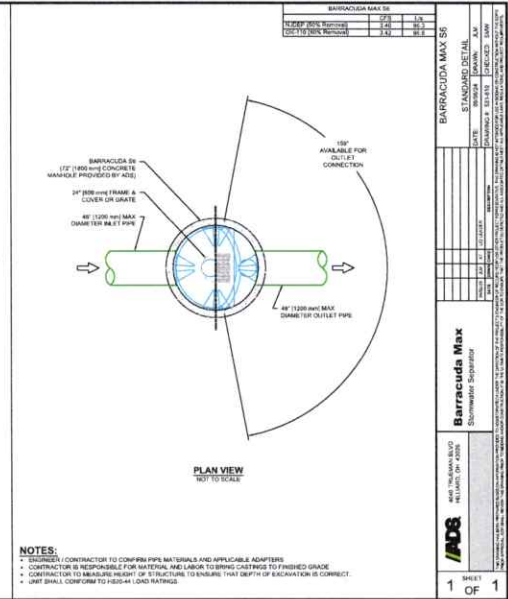
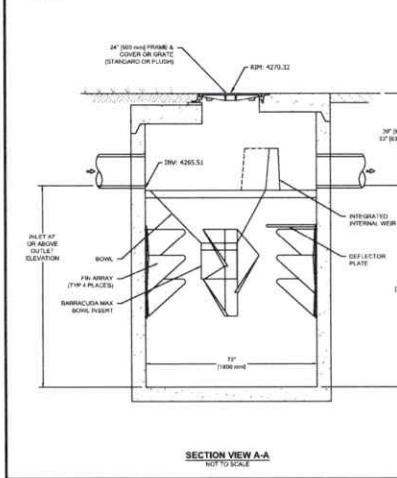
C601





PRODUCT SPECIFICATIONS

- THE STORMWATER TREATMENT UNIT SHALL BE AN IN-LINE UNIT CAPABLE OF CARRYING 100% OF THE DESIGN PEAK FLOW IF PEAK FLOW RATES EXCEED MAXIMUM HYDRAULIC RATE. THE UNIT SHALL BE INSTALLED OFF-LINE.
- THE BARRACUDA UNIT SHALL BE DESIGNED TO REMOVE AT LEAST 90% OF THE SUSPENDED SOLIDS ON AN ANNUAL AVERAGE REMOVAL BASIS. SADS REMOVAL SHALL BE BASED ON FULL-SCALE THIRD-PARTY TESTING USING 0.1% MEDIA SUSPENSION OF EQUIMENT AND 20-40 MG/L OF SOLIDS CONCENTRATION. AND FULL-SCALE TESTING SHALL HAVE INCLUDED SCOUR/SETTLE CAPTURE BASED ON ACTUAL TOTAL MASS COLLECTED BY THE STORMWATER TREATMENT UNIT.
- OR:
- THE BARRACUDA UNIT SHALL BE DESIGNED TO REMOVE AT LEAST 30% OF TSS USING A MEDIA MAX WITH $d_{50} > 15$ MICRONS AND 200 MG/L RESILIENT CONCENTRATION.
- OR:
- THE BARRACUDA UNIT SHALL BE DESIGNED TO REMOVE AT LEAST 50% OF TSS PER PREVIOUS 2013 NURSP/CAT/HSR PROTOCOL.



BARRACUDA MAX 55		BARRACUDA MAX 56	
DEPTH (INCHES)	WIDTH (INCHES)	DEPTH (INCHES)	WIDTH (INCHES)
27"	36"	27"	36"
36"	48"	36"	48"
48"	60"	48"	60"

STANDARD DETAIL
 DATE: 10/2018
 DRAWN BY: J. HATHFIELD
 CHECKED BY: J. HATHFIELD
 PROJECT NO.: 2024-001
 SHEET NO.: CS-01

Barracuda Max
 Stormwater Separator

1 SHEET OF 1



MOUNTAIN BAY SUBDIVISION
8200 SOUTH HIGHWAY 89
BOX ELDER COUNTY, UT
 LOCATED IN THE NORTH HALF OF SECTION 26,
 TOWNSHIP 9 NORTH, RANGE 2 WEST, S&T, L&R BASE AND MERIDIAN

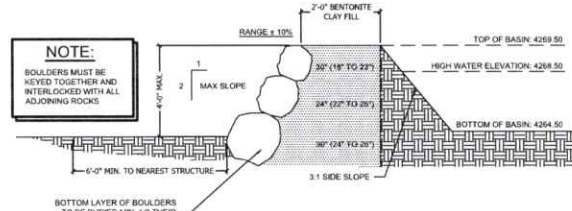
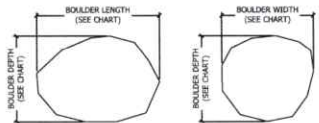
NO.	REVISION	DATE
1	ISSUE FOR PERMITS	3/12/2025
2	REVISED FOR COMMENTS	3/12/2025
3	REVISED FOR COMMENTS	3/12/2025
4	REVISED FOR COMMENTS	3/12/2025

- LARGE BOULDER RETAINING WALL NOTES:**
- SUPPORT BOULDERS ARE TO BE 1.25x LARGER, BY MASS AS WELL AS BY SIZE, THAN THOSE POSITIONED IMMEDIATELY ABOVE.
 - BOULDER SIZES MAY NOT VARY MORE THAN PLUS OR MINUS 10% OF REQUIRED SIZES.
 - BOULDERS ARE TO MAKE CONTACT WITH ALL ADJOINING BOULDERS. THEY MUST BE KEYS TOGETHER AND INTERLOCKED.
 - THE MAXIMUM SLOPE OF THE LARGE BOULDER RETAINING WALL SHALL NOT EXCEED A 1 TO 2 PITCH (1 HORIZONTAL UNIT PER 2 VERTICAL UNITS). SLOPE SHALL BE MEASURED FROM CENTER OF MASS OF EACH BOULDER.
 - THE BOTTOM COURSE OF BOULDERS ARE TO BE BURIED A MINIMUM DEPTH OF NOT LESS THAN 1/2 OF THEIR DIAMETER.
 - BOULDERS ARE TO BE PLACED SUCH THAT NO TWO ADJACENT JOINTS LINE UP WITH ONE ANOTHER IN THE VERTICAL DIRECTION.
 - BASE SOILS SHALL BE THOROUGHLY COMPACTED (96% PROCTOR) BEFORE BOULDERS ARE PLACED.
 - PROVIDE PROPER DRAINAGE AT EVERY THIRD BOULDER LAYER.
 - SOILS ARE ASSUMED TO HAVE AN ACTIVE PRESSURE NOT TO EXCEED 37 PSF.
 - PROVIDE MEANS TO MAINTAIN RANGE OF OPTIMUM MOISTURE CONTENT FOR EXISTING SOIL CONDITIONS.

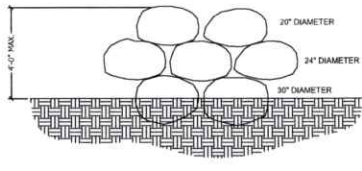
- INHERENT CHARACTERISTICS OF LARGE BOULDER RETAINING WALLS:**
- LARGE BOULDER RETAINING WALLS DO NOT HAVE THE CAPACITY TO WITHSTAND SEISMIC EVENTS.
 - THE RETAINED HEIGHT OF LARGE BOULDER RETAINING WALLS IS DIRECTLY RELATED TO THE AVAILABILITY AND WORKING CAPACITY OF THE BOULDERS TO BE USED IN THE WALL.
 - LARGE BOULDER RETAINING WALLS ARE NOT HOMOGENEOUS STRUCTURAL SYSTEMS. THEREFORE THEIR RETAINING CAPABILITY IS LIMITED AND UNPREDICTABLE.
 - THE STABILITY, STRUCTURAL INTEGRITY, AND LONGEVITY OF LARGE BOULDER RETAINING WALLS DEPENDS LARGELY ON HOW WELL THE WALL HAS BEEN CONSTRUCTED.
 - THE LARGE BOULDER RETAINING WALL DESIGN SHOWN IS LIMITED TO A MAXIMUM HEIGHT OF 8'-0".

BOULDER DIMENSION CHART

BOULDER DEPTH	ALLOWABLE BOULDER LENGTH		ALLOWABLE BOULDER WIDTH	
	MINIMUM	MAXIMUM	MINIMUM	MAXIMUM
18"	12"	27"	12"	27"
27"	15"	36"	15"	33"
36"	18"	42"	18"	42"
48"	24"	54"	24"	54"
60"	27"	63"	27"	63"



ROCK WALL / STORMWATER BASIN CROSS SECTION
 SCALE: NONE



ROCK WALL FRONT ELEVATION
 SCALE: NONE

(REFER TO THE SITE SPECIFIC GEOTECHNICAL REPORT, GEOTECHNICAL REPORT TO GOVERN & CONTROL.)



VERIFY SCALES
 BAR IS ONE INCH OR ORIGINAL DRAWING
 IF NOT ONE INCH ON THIS SHEET, ADJUST SCALES ACCORDINGLY

PROJECT INFO:
 Engineer: T. Hunt
 Drawn: K. Hathfield
 Date: 3/12/2025
 Prod. No.: 111.11

SHEET TITLE

City / Site Details

SHEET NO. **C602**

REV.	DATE	DESCRIPTION
0	01-24-20	CITY COMMENTS
1	01-21-20	CITY COMMENTS
2	02-11-20	CITY COMMENTS
3	02-25-20	CITY COMMENTS



VERIFY SCALES
 HUNT DAY
 2445 ARROWOOD DRIVE
 ST. PAUL, MN 55120
 PH: (612) 654-4724

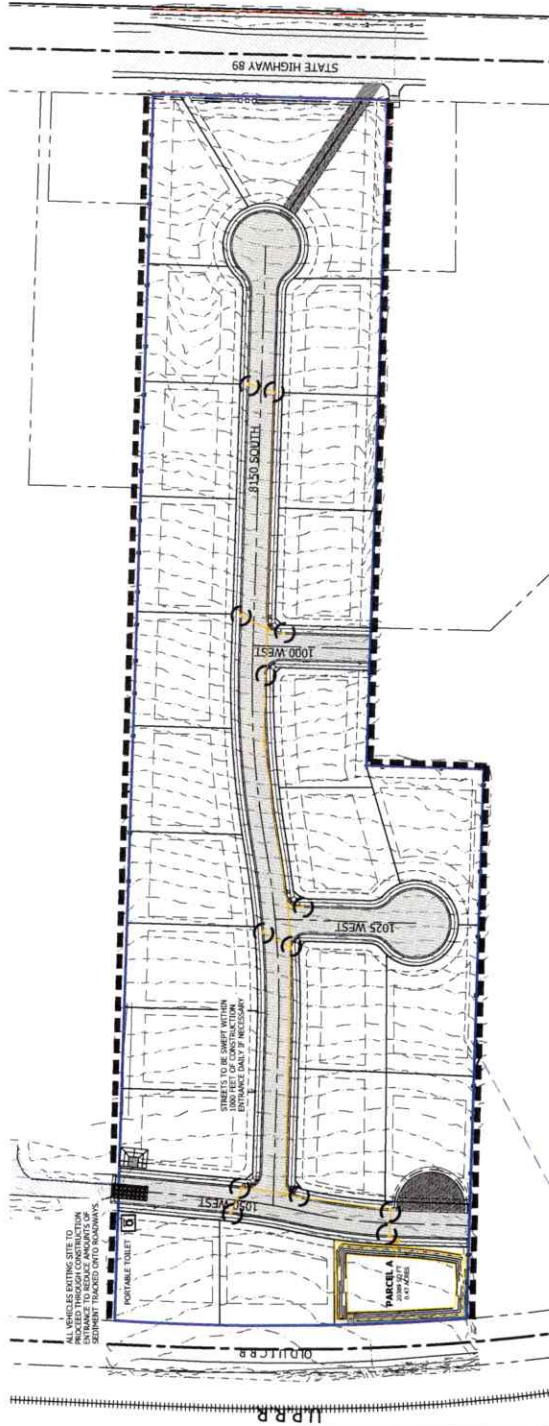
PROJECT INFO
 Designer: H. Hunt
 Date: 3/12/2020
 Plot No.: 11111
 SHEET TITLE

SWPPP Exhibit

SHEET NO. **C700**



Vicinity Map



SWPPP Data

CONSTRUCTION ACTIVITIES:

- THE PROJECT SITES CONSIST OF 1 INDIVIDUALLY GRADED COMMERCIAL LOT. PLANNED ACTIVITIES INCLUDE CONSTRUCTION OF THE INFRASTRUCTURE, CONSTRUCTION OF THE BUILDING, AND CONSTRUCTION OF THE PAVING. CONSTRUCTION ACTIVITIES SHALL BE LIMITED TO THE PERMITS AND ANY OTHER REQUIRED STORM WATER PERMIT PRIOR TO THE BEGINNING OF CONSTRUCTION.
- INSTALL BMP'S ACCORDING TO THE PHASE OF CONSTRUCTION AS INDICATED IN THIS SWPPP.
- CONSTRUCTION ACTIVITIES WILL PROCEED AS FOLLOWS: ROAD GRADING, CONSTRUCTION OF THE INFRASTRUCTURE, CONSTRUCTION OF THE BUILDING, CONSTRUCTION AND LANDSCAPING. AS NEW GRASSHOLE ELEMENTS ARE INSTALLED, THE SWPPP SHALL BE REVISED TO REFLECT THE CHANGES AS OUTLINED IN SECTION 1.5.1 IN THE LATEST PERMIT REGULATIONS.
- SITE STABILIZATION OF AREAS DISTRIBUTED BY CONSTRUCTION ACTIVITIES SHALL BE FINISHED WITHIN 14 DAYS OF COMPLETION OF CONSTRUCTION AND PRIOR TO OBTAINING A "TOP" PERMIT.
- CLEAR SITE OF NON-BIOHERSITABLE MATERIALS AND CLEAN STREETS AND ASSOCIATED AREAS. STORM WATER MEASURES AND PERFORM REQUIRED STORM DRAIN SYSTEM MAINTENANCE PRIOR TO RELEASE OF SYSTEM TO THE OWNER.

GENERAL STORM WATER QUALITY CONTROL NOTES:

- FOR INSTALLATION PROCEDURES, SEE SWPPP RETAIL BEST MANAGEMENT PRACTICES (BMP) SPECIFICATIONS.
- THE BMP'S AND SITE WILL BE INSPECTED AND MAINTAINED AT LEAST WEEKLY. ANY CHANGES TO THE SWPPP SHALL BE REFLECTED ON THE SWPPP MAPS. ANY CHANGES TO THE SWPPP MAPS WILL BE REFLECTED ON THE SWPPP MAPS.
- CONTRACTOR SHALL BE REQUIRED TO KEEP A RECORD OF ALL INSPECTIONS AND MAINTENANCE ON SITE.
- SWPPP MAPS COMPILED FROM INFORMATION OBTAINED FROM NATIONAL HUNT DAY, 2445 ARROWOOD DRIVE, ST. PAUL, MN 55120, PH: (612) 654-4724.
- THE SWPPP MAPS AND SWPPP MAPS SHALL BE REVISED TO REFLECT THE SWPPP MAPS. SWPPP MAPS SHALL BE REVISED TO REFLECT THE SWPPP MAPS. SWPPP MAPS SHALL BE REVISED TO REFLECT THE SWPPP MAPS.

Legend

- INLET PROTECTION
- SILT FENCE
- 50' x 20' CONSTRUCTION ENTRANCE WITH 4' CLEAN GRAVEL
- CONCRETE WASH AREA OR AS SELECTED BY CONTRACTOR

Developer Contact:

HUNT DAY
 2445 ARROWOOD DRIVE
 ST. PAUL, MN 55120
 PH: (612) 654-4724

BILL OF SALE

WHEREAS, the undersigned Applicant (the Applicant) has constructed new facilities for the use of the Bear River Water Conservancy District (District); and

WHEREAS, the Applicant has agreed to convey to the District all of its right, title and interest to all of the following (which are collectively referred to as "New Facilities", and which are more particularly described on attached Exhibit 1): (i) water pipelines, valves, fire hydrants, related water transmission facilities and meters within real property known as _____ (Applicant Development), located at _____ Box Elder County, Utah and (ii) all such items between Applicants Development and the Districts existing system; and

WHEREAS, a bill of sale is to be given prior to the date water service is provided by the District to the Applicants Development;

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Applicant does hereby transfer, assign, sell, convey, and deliver all right, title and interest in the New Facilities to the District, without condition or reservation. The Applicant warrants and represents to the District that: (a) the title conveyed is good, absolute and without defect; (b) all charges for labor, material, power, services, and other expenses related to the design, fabrication, construction, installation, operation, and maintenance of the New Facilities have been fully paid and discharged; (c) there are no liens or encumbrances against the New Facilities; and (d) the Applicant has authority to execute and deliver this Bill of Sale. The Applicant has agreed, and hereby reaffirms its obligation, to indemnify, defend and hold harmless the District for all liens, encumbrances, and adverse claims of title against the New Facilities.

Dated this _____ Day of _____, 20_____.

By Applicant: _____
 (Print Name)

Signature: _____

Title: _____

EXHIBIT 1

DESCRIPTION OF THE NEW FACILITIES

The New Facilities include the following:

A drawing illustrating the layout of the New Facilities is attached to this exhibit.



Bear River Water Conservancy District
102 West Forest Street
Brigham City, UT 84302
435-723-7034

BOARD OF TRUSTEES

JAY CAPENER
CHAIRMAN
LESLEY KENDRICK
VICE CHAIRMAN
LYLE HOLMGREN
FINANCIAL CHAIRMAN

BOYD BINGHAM
DENNIS J BOTT
MIKE BRAEGGER
BRODIE CALDER
RIGGIN HOLMGREN
KELLY LEMMON
TIM MUNNS
JOSEPH SUMMERS

CHANCE BAXTER
GENERAL MANAGER

June 2, 2025

RE: Willard City
Mountain Bay Subdivision
Willard, UT 84340
Parcel #01-045-0133

To Whom It May Concern:

This letter serves as notification that the Bear River Water Conservancy District will serve 11 AF of water to Willard City through a wholesale water agreement for the above referenced development.

Sincerely,

A handwritten signature in black ink that reads "Chance Baxter". The signature is written in a cursive, flowing style.

Chance Baxter
General Manager

To: Madison Brown
Willard City
80 West 50 South
Willard, UT 84340
435-734-9881

Date: 4/10/2026
Subject: Mountain Bay Subdivision

The below waterline memo is to discuss the waterline pressure throughout the Mountain Bay Subdivision as required by Jones and Associates Consulting Engineering.

BRCWD has stated that at the proposed waterline connection of this development, the existing water network can produce 1500 gpm with a residual pressure of 75 psi.

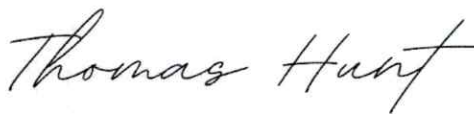
The below calculations provide the pressure losses/gains throughout the development to the end of the waterline improvements on the west side of the development.

The 8" water meter at 1500 gpm has a psi loss of 4.5. The plans currently show a bypass line on the meter in case of fire flow being needed. This results in a loss of 0.5 psi - rather than the 4.5 psi loss. The network through the subdivision with an 8" pipe with the tees, elbows, and valves to the end of the line, at 1500 gpm has a loss of 37.5 psi. The subdivision has an elevation drop of 65'. This results in a psi gain of 32 psi. At the far end of the development, the final result is a loss of 6 psi, for a final psi of 69 at the end of the line.

This demonstrates that the subdivision satisfies the requirements as specified in the R309-105-9.

If any questions arise, please let us know.

Regards,



Thomas Hunt
Principal Engineer & Planner





May 19, 2025

South Willard City Planning
Re: Parcel# 01-045-0133

To Whom It May Concern:

We have reviewed the plans for Mountain Bay Subdivision. Approx: 8200 S Highway 89, South Willard, Utah. This property is currently part of the water district with an appropriate allocation of secondary water. We will serve this property after they have subdivided, paid all required fees and construction has been completed.

Please contact us with any further questions or concerns.

Sincerely,

Brooke Harris
Assessment Clerk
Pineview Water Systems
801-622-4355

471 West 2nd Street
Ogden, UT 84404
801-621-6555

ITEM 5B

Willard City Planning & Zoning
Mountain Bay
 04/16/2025 - 04/15/2026
 Preliminary Subdivision
 General

Permit/License #
 0219976

Reference Number
 75523580-1ada-11f0-974a-8701e499664a

Application Status
 Under Review

Status
 Active

Application Review Status

Pre-Review Documents Received Date Submitted
 Dear Mr. Poll and Mr. Judd, 04/16/2025

Re: Mountain Bay Subdivision Application – Review Process and Public Hearing

We are writing to inform you that Willard City is now prepared to move forward with the review process for your Mountain Bay Subdivision application. All initial requirements have been satisfied, and the application is now in the formal review phase.

As part of this process, please be advised that a public hearing has been scheduled for June 5 at 6:30 p.m. This hearing will be held at Willard City Hall and will provide an opportunity for public comment and discussion regarding the proposed subdivision.

We appreciate your cooperation and responsiveness throughout the preliminary stages. If there are any additional materials or clarifications needed before the public hearing, we will be in contact. Please ensure that a representative is available to attend the hearing and respond to any questions from the Planning Commission or the public.

Thank you for your continued collaboration. We look forward to working with you through the remainder of the review process.

*Sincerely,
 Madison Brown*

*City Planner
 Willard City
 435-734-9881
 mbrown@willardcityut.gov*

City Planner	Reviewing
City Manager 24.080.130.c.9	Reviewing
<i>Cul-de-sac Streets. Cul-de-sac Streets shall comply with the Willard City Public Works Standards and shall provide for a maximum of ten lots per cul-de-sac.</i>	
Fire Department	Not Reviewed
Legal Department <i>Not complete for the 4/16/25 plans</i>	Corrections Requested
City Engineers	Not Reviewed
Public Works	Corrections Requested
Police Department	Not Reviewed
Final-Review	Not Reviewed

Fees

Subdivision Application Fee	\$1,000.00
Application Lot Fee	\$2,100.00
Retainer	\$3,000.00
Subtotal	\$6,100.00
Amount Paid	\$6,100.00
Total Due	\$0.00

Payments

04/16/2025	Online	\$6,100.00
Total Paid		\$6,100.00

Application Form Data

(Empty fields are not included)

Applicant First Name

Kelvin

Applicant Last Name

Judd

Applicant Email

kjuddconsulting@gmail.com

Applicant Phone Number

(435) 640-4347

Applicant Address

1169 Hidden Gold Pass

City

Morgan

State

UT

Zip Code

84050

Are you the owner or the agent doing the work on the owner's behalf?

Agent

Owner's Affidavit

owners_affidavit Willard City 4.25.pdf

Subdivision Name

Mountain Bay

Project Street Address

8190 S Highway 89

Parcel Number	Legal Description	Legal Description
01-045-0133	Attached PDF	<input type="checkbox"/> Legal Description Parcel 01-045-0133.pdf

Number of Proposed Lots

24

Is this a Residential or Commercial development?

Residential

Additional Project Notes

24 half acre lots

Owner First Name

Val

Owner Last Name

Poll

Email Address

Val.poll@thrivepet.com

Phone Number

(801) 920-2231

Mailing Address

3823 Evergreen Dr

City

Pleasant View

State

UT

Zip Code

84414

Check each box to acknowledge it has been included with the application. These items will apply to most subdivisions, although there may be some exceptions.

Submittals showing preliminary compliance with all applicable provisions of the Willard Zoning Code and Public Works Standards, Preliminary Plat, Layout of lots including sizes and dimensions, Layout of proposed and adjacent roads, including a proposed street section(s), Preliminary storm water plan, Preliminary utility plan, Existing structures and natural features, Data indicating the number of lots/units, percentage of landscaping, density of units per acre, buildable area for each lot, Preliminary compliance with design standards as applicable

Will this development include two-family homes or townhomes?

No

Will this development include any commercial or industrial development?

No

Is this proposed development adjacent to Highway 89?

Yes

Is the area to be developed greater than 10 acres?

Yes

Preliminary Subdivision Plat Drawings

Mountain Bay Civil Set 4.25.pdf

Please include any additional information.

Attached civil engineered plan set for Mountain Bay Subdivision.

Please include any additional information - Click 'Add to List' after uploading each file

No Answer

23451 - Geotechnical Study, Willard Bay Subdivision, Willard, UT Combined.pdf

Mountain Bay Preliminary Plat.pdf

Mountain Bay Wetland Map.pdf

Mountain Bay Flood Map.pdf

Mountain Bay County Map and Prelim Overlay.pdf

Title Report.pdf

Letter of feasibility - sewer - Mountain Bay.pdf

Mountain Bay Subdivision - Pineview Water Will Serve.pdf

Tax Clearance Statement of Taxes Due.pdf

Summary of Taxes Due.pdf

South Willard Water Connection Mtn Bay Property.pdf

Due to legislative changes in the state of Utah, the cost for Willard City to process, review, and inspect developments has dramatically increased. Willard City will track all time and resources expended by the city for processing, reviewing, and inspecting subdivision application. The related city expenditures will be billed to the applicant/developer.

✓

The applicant agrees to pay for all application fees. This includes \$1,000 application fee plus \$100/lot after the third lot. Application fees are non-refundable.

✓

Following approval by the Planning Commission, this Preliminary Subdivision Application will be valid for the period of not more than one year. To avoid expiration, the applicant must submit a Final Subdivision Application prior to expiration of the Preliminary Subdivision Application approval.

✓

Within thirty (30) days of a complete Preliminary Subdivision application submittal, City Staff and other invited regulating agencies and utility providers shall review the submittals and provide comments/corrections to the applicant. After the comments/corrections have been addressed by the applicant, the application will be placed on the Planning Commission's next available meeting agenda.

✓

Following receipt of city comments and required corrections, the applicant shall respond with updated submittals in accordance with Utah Code Annotated 10-9a-604.2 within sixty (60) business days. Failure to provide the required response and corrected submittals within sixty calendar days shall result in the application being immediately denied.

✓

The applicant also agrees to provide retainer in the amount of \$1,000 for 8 lots and fewer and \$3,000 for greater than 8 lots. The retainer will be used, as required, for the public noticing costs and professional review costs incurred by the city. Any amounts exceeding the retainer after the application has been approved are due before signatures and recording of documents. Any amounts not exceeding the retainer will promptly be returned to the applicant. For denied applications, any remaining retainer will be returned to the applicant within 120 days.



Engineer/Surveyor Name or Company

Thomas Hunt

Engineer/Surveyor Email

thomas@huntday.co

Engineer/Surveyor Phone Number

801-664-4724

Do you have water for your current property?

Yes

Upload proof of water ownership

Pine View Water Rights.pdf

Signature

I hereby certify that all information provided herein is true and correct. I understand and agree to comply with the applicable codes, standards, and the rules listed below.

1. All sections of this application must be complete and will not be reviewed until fees have been received.
2. The payment of fees does not guarantee a certain result and fees are not refunded due to the lack of favorable results.
3. Fees are an estimate of the costs for the City to administer the Subdivision review and approval process. Willard City reserves the right to bill the applicant for administrative costs that go beyond the estimated fees collected at the time of application.
4. This application will be placed on the next available Planning Commission agenda AFTER necessary updates are made in response to staff comments. These updates will be required to ensure Planning Commission reviews drawings that are substantially complete and responsive to the application requirements found in the Willard Zoning Code.
5. Complete application and approval requirements can be found in Willard Zoning Code Title 24 and Willard City Public Work Standards.

Electronically Signed

Kelvin Judd - 04/16/2025 9:50 am



judd

Go



Willard City Planning & Zoning

/ Transactions

Transaction for Mountain Bay

Transaction Info

Date

Apr 16, 2025 9:51am

Order #

W6QQ-18630978-2UYN

Method

ONLINE

Status

✓ SUCCESS

Total Charge

\$6,100.00

Subtotal

\$6,100.00

Fees

Code	Name	Amount	
211	Subdivision Application Fee	\$1,000.00	
211	Application Lot Fee	\$2,100.00	
211	Retainer	\$3,000.00	

Total: \$6,100.00 / \$6,100.00

Be aware that editing fees could potentially impact reconciliation with your payment processor.

+ Add Item

Payment Processor

Processor Used

Xpress Billpay

Transaction #

228785437

Permit/License Details:

Name:

Mountain Bay

Permit Type

Preliminary Subdivision

Permit Term Starting

Apr 16, 2025

PRE-ANNEXATION DEVELOPMENT AGREEMENT

THIS PRE-ANNEXATION DEVELOPMENT AGREEMENT ("Agreement") is made and entered into this 9th day of DECEMBER, 2024, by and among Willard City, a municipal corporation of the State of Utah (the "City") and Robbins Homes, Inc, a Utah limited liability company and Loretta Hadfield, Glenn A. Ward, and Parker Ward, as Co-Personal Representatives of the Estate of Orvis A. Ward (collectively referred to as the "Developer"). The City and Developer may be referred to individually as a "Party" and collectively as the "Parties."

RECITALS

A. Developer owns or controls certain real property comprising approximately 16 acres and described as parcel numbers 01-045-0133 (the "Property") which are currently located in Box Elder County.

B. Developer has submitted a Petition for Annexation with City seeking to be annexed into City.

C. A public hearing was held wherein the Willard City Council approved Developer's Petition for Annexation contingent on Developer's ability to meet the requirements for development under the City's Land Use and Zoning Code. Specifically, City is requiring and Developer agrees to dedicate sufficient culinary water to City to meet the needs of development of the annexed property and for any future development of the annexed property to connect to the City's sewer system.

D. The City and Developer recognize that the annexation of the property may result in tangible benefits to the City through the stimulation of development in the City, including a possible increase of the City's tax base, increased connection fees for City's sewer system, and other municipal utilities, and the development of amenities that may enhance further economic development efforts in the vicinity of the annexed property, and the Parties are willing to enter into this Agreement, subject to the terms and conditions set forth herein.

AGREEMENT

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the City and Developer agree as follows:

1. Purpose of Agreement. The purpose of this Agreement is to reduce to writing the understanding of the Parties with regard only to the proposed annexation. Developer acknowledges they will dedicate to City sufficient water to meet the requirements of the City's Land Use and Development Code and to meet the needs of any future development that may occur on the property. Developer further understands they will need to comply with all City requirements and ordinances to obtain approval for development of property.

2. Water Dedication. Developer shall dedicate to City sufficient water for all indoor and outdoor use of the residential and/or commercial development of the property. Developer acknowledges that annexation of the property is strictly conditioned upon Developer satisfying the City's water dedication requirement.

3. Sewer. The City owns and operates a sewage collection system and is a party to an interlocal agreement for the operation of a sewage treatment plant and related facilities. In the event of residential or commercial development of the property, Developer shall construct a sewer line that will service the property which, once completed, shall be dedicated to the City. Any residential or commercial development constructed on the Property shall be required to connect to the sewer line.

4. Compliance with City's Zoning and Land Use Ordinance. The Parties understand that this Agreement is not intended to discuss all requirements for development of the Property as Developer has not submitted any land use application to the City. Nevertheless, Developer understands that any land use application shall be required to comply with all federal, state, and local laws and regulations and with the City's Land Use and Zoning Code, including the requirement for subdivision improvements.

5. Notices. All notices, requests, demands and consents to be made to the Parties will be in writing and will be delivered by (a) hand or (b) registered mail or certified mail, postage prepaid, return receipt requested, through the United States Postal Service to the addresses shown below or such other address which the Parties may provide to one another in accordance.

To Developer: 470 North 2975 West, Layton, Utah 84041

To City: 80 West 50 South, Willard, Utah 84340

Notices are effective upon receipt, or upon attempted delivery if delivery is refused or if delivery is impossible because of failure to provide a reasonable means for accomplishing delivery.

6. Severability. If any condition, covenant or other provision contained is held to be invalid or void by any court of competent jurisdiction, the same will be deemed severable from the remainder of this Agreement and will in no way affect any other condition, covenant or other provision contained. If such condition, covenant or other provision will be deemed invalid due to its scope or breadth, such condition, covenant or other provision will be deemed invalid for the scope and breadth permitted by law.

7. Agreement to Run with the Land. This Agreement shall be recorded in the office of The Box Elder County Recorder against the Property and is intended to and shall be deemed to run with the land and shall be binding on all successors and assigns of Developer.

8. Counterparts. This Agreement may be executed in many counterpart originals, each of which will be deemed an original instrument for all purposes, but all of which will comprise the same instrument.

IN WITNESS WHEREOF, the Parties have executed this Pre-Annexation Development Agreement by and through their respective duly authorized representatives as of the day and year first hereinabove written.

DEVELOPER:

Robbins Homes, Inc., a Utah Limited Liability Company

Brian Robbins
Brian Robbins, Manager

Loretta Hadfield
Loretta Hadfield
Personal Representative of the Estate of Orvis A. Ward

Glenn Ward
Glenn A. Ward
Personal Representative of the Estate of Orvis A. Ward

Parker Ward
Parker Ward
Personal Representative of the Estate of Orvis A. Ward

STATE OF UTAH)
 Davis) ss
COUNTY BOX ELDER)

On this 9 day of December, 2024, personally appeared before me Brian Robbins, who being duly sworn, did say that he is the Manager of Robbins Homes, Inc., a Utah Limited Liability Company and signed on behalf of said limited liability company and Loretta Hadfield, Glenn A. Ward, and Parker Ward as Co-Personal Representatives of the Estate of Orvis A. Ward.

Cassidy Bate
Notary Public



WILLARD CITY CORPORATION

By: [Signature]

Its: Mayor

ATTEST:

[Signature]

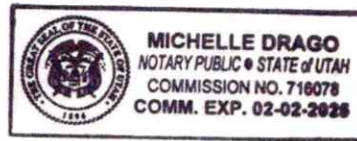
STATE OF UTAH)

:SS

COUNTY OF BOX ELDER)

On this 19th day of December, 2024, personally appeared before Travis Mote, Mayor of Willard City Corporation and executed the foregoing instrument.

[Signature]
Notary Public



01-045-0133

A PART OF THE NORTHWEST QUARTER OF SECTION 11, TOWNSHIP 7 NORTH, RANGE 2 WEST OF THE SALT LAKE BASE AND MERIDIAN. BEGINNING AT A POINT ON THE SOUTHEAST CORNER OF RONALD S. CONGER ETUX PROPERTY, TAX ID. NO. 01-045-0008 POINT ALSO BEING ON THE WEST RIGHT-OF-WAY LINE OF STATE HIGHWAY 89 LOCATED 127.81 FEET NORTH 88°41'14" WEST ALONG THE NORTH LINE OF SAID NORTHWEST QUARTER AND 1171.62 FEET SOUTH 01°18'46" WEST FROM THE NORTH QUARTER CORNER OF SAID SECTION 11; RUNNING THENCE SOUTH 01°32'44" WEST 330.01 FEET ALONG SAID WEST RIGHT-OF-WAY LINE TO THE NORTHEAST CORNER OF CRAIG W. BALL PROPERTY, TAX ID. NO. 01-045-0011; THENCE NORTH 88°08'10" WEST 934.59 FEET ALONG THE NORTH LINE OF SAID CRAIG W. BALL PROPERTY TO AN EXISTING FENCE LINE AND CONTINUING ALONG THE NORTH LINE OF THE 8300 SOUTH STREET CHURCH SUBDIVISION PROPERTY, ENTRY NO. 281929 AND CONTINUING ALONG THE NORTH LINE OF THE BOX ELDER SCHOOL DISTRICT, TAX ID. NO. 01-045-0114 TO AN EXISTING FENCE CORNER; THENCE CONTINUING ALONG THE WEST AND NORTH LINE OF SAID BOX ELDER SCHOOL DISTRICT THE FOLLOWING TWO (2) COURSES; (1) SOUTH 01°51'50" WEST 165.00 FEET ALONG AN EXISTING FENCE LINE; AND (2) NORTH 88°08'10" WEST 771.10 FEET ALONG AN EXISTING FENCE TO THE EAST RIGHT-OF-WAY LINE OF THE OLD U.I.C.R R.; THENCE NORTHERLY ALONG SAID EAST RIGHT-OF-WAY LINE 496 FEET MORE OR LESS (CHORD BEARS NORTH 00°07'52" WEST 495.30 FEET) TO THE SOUTHWEST CORNER OF VISTA VIEW ESTATES SUBDIVISION, ENTRY NO. 229599; THENCE SOUTH 88°08'10" EAST 1721.11 FEET ALONG THE SOUTH LINE OF SAID VISTA VIEW ESTATES SUBDIVISION AND CONTINUING ALONG AN EXISTING FENCE LINE TO THE POINT OF BEGINNING.

ITEM 5C



WILLARD CITY, UTAH

DECEMBER 2025

DRAFT ECONOMIC DEVELOPMENT STRATEGIC PLAN

PREPARED BY:

LRB PUBLIC FINANCE ADVISORS
FORMERLY LEWIS YOUNG ROBERTSON & BURNINGHAM INC.

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SECTION 1. EXECUTIVE SUMMARY

LRB Public Finance Advisors (LRB) was contracted by Willard City (the City) to create an Economic Development Strategic Plan (the Plan). This Plan is designed to assist the City with the evaluation of current economic trends that affect the City, as well as South Willard, and determine supportable commercial development. To fulfill this goal, LRB conducted several tasks of due diligence which are listed below:

- **Socioeconomic and Demographic Overview:** Economic markets are heavily influenced by demographics and socioeconomics. Focusing on measurements such as population, income levels, education, infrastructure investment, industry, and the existing workforce helps us to understand the current market characteristics that are causing the underlying economy in Willard and South Willard to thrive or decline.
- **Sales Tax Leakage and Capture Analysis:** Taxable sales provide an important metric to assess the general economic health of the City. Using CY 2021 – 2023 sales tax data, this Plan identifies industries and sectors with opportunity for growth within the City. This analysis also identifies the kinds of goods and services demanded by residents.
- **Market Conditions:** Assessing the Willard area’s feasibility to develop commercial activity includes an analysis of land use and zoning, location, competitive market sites, types of development, and tourism considerations.
- **Site Location Analysis:** LRB and stakeholders identified 750 North, along the I-15 intersection, as a potential commercial node to provide opportunities for cultivation of economic development in the City.
- **Stakeholder Outreach and SWOT:** Two stakeholder meetings were held in order to bring together City staff, business leaders and owners, influential residents, and development partners to gain a holistic view of what is needed in the Plan. Responses from stakeholders are utilized to develop the economic development strategies outlined below.

As Willard City works towards its goals and values, the Plan will be crucial in guiding the development efforts of the City. The remainder of the report will feature several sections further explaining the research efforts performed by LRB to derive the Plan. The Economic Development Strategic Plan is summarized below and is featured in more detail in **Section 6**.



This Plan was drafted to coexist with and support the 2023 General Plan of Willard City. The City’s Value Statement states, “Our community recognizes its history and will preserve its small-town character and sense of place by protecting its open spaces, agricultural and sensitive lands, and protecting and fostering a high quality of life for all residents.” There are eight distinct City goals listed within the General Plan’s Land Use Element that align with the City’s Value Statement. LRB ensured that the Plan coincides with the values of the General Plan.

- Evaluate all City decisions, actions, and budget expenditures to achieve General Plan consistency.
- Protect the City’s naturally occurring sensitive lands, views, features, and other amenities.
- Protect the City’s agricultural areas.
- Promote efficiencies in the use of all water resources and protect local water sources.
- Encourage retail businesses to support the City’s tax and employment base and to provide additional opportunities for residents to meet their daily living needs in Willard.
- Increase opportunities for all residents to engage in remote work and learning.
- Protect and enhance Willard’s historic town core.
- Continue to require quality developments that promote and enhance the City’s small-town character and ambiance and to remain a safe and desired location for residential and nonresidential uses.

LRB suggests the following strategies to reflect stakeholder responses, with the City’s objectives and existing strategies for economic development serving as the foundational objectives.

1. **GROW A FOUR-SEASON RECREATION AND AGRI-TOURISM ECONOMY:** Leverage Willard’s strengths— Willard Bay State Park, hiking trails, fruit farms, and future South Willard annexation— to drive visitor spending while reinforcing small-town character.
2. **DIVERSIFY THE TAX BASE WITH JOB-CREATING LIGHT INDUSTRIAL & MIXED-USE NODES:** Convert annexed South Willard land and the north industrial corridor (north of Flying J) into employment and neighborhood-scale retail to reduce reliance on rooftops.
3. **MODERNIZE WATER AND GROWTH INFRASTRUCTURE TO UNLOCK CAPACITY WITHOUT LOSING RURAL CHARACTER:** The City has water rights but needs delivery capacity and sequencing. With an aging water system and wetland preservation and service limits, growth is constrained and risk is increased.
4. **MANAGE GROWTH TO PROTECT FARMS, NEIGHBORHOODS, AND VIEWSHEDS:** Community concern over development and gravel pits requires predictable, place-sensitive growth that preserves agriculture and quality of life.



SECTION 2. SOCIOECONOMIC AND DEMOGRAPHICS ANALYSIS

In recent years, the State of Utah has experienced robust growth in both population and employment opportunities. As of April 2025, the State unemployment rate was measured at 3.1 percent, compared with the national average of 4.2 percent. Population and employment characteristics are helpful indicators of overall economic health. As economies expand, typically population increases and unemployment rates decline, which is true of both the Utah and national economy. Comparing population and employment trends is helpful in understanding the local economy.

Economic markets are heavily influenced by demographics, socioeconomics (income levels), education, availability of land, industry, infrastructure investment, and the existing workforce. This section focuses on many of these measurements to understand the current market characteristics that are causing the underlying economy to thrive or decline.

HISTORIC POPULATION

Willard's population grew from 2010 to 2020 at an AAGR of 1.11 percent each year according to Census redistricting data. Similarly, South Willard's population grew at an AAGR of 1.59 percent. According to the General Plan,¹ the Willard's population is expected to grow to 3,450 by 2040, which aligns with Traffic Area Zone (TAZ) data projections shown in **Table 2.3**.

TABLE 2.1: HISTORIC CENSUS POPULATION

	ACS									
	2013	2014	2015	2016	2017	2018	2019	2020		
Brigham City	18,104	18,264	18,397	18,586	18,736	18,924	19,150	19,336		
Farr West	5,973	6,113	6,270	6,406	6,671	6,836	7,023	7,197		
North Ogden	17,570	17,743	18,006	18,289	18,525	18,943	19,392	19,930		
Perry	4,476	4,529	4,566	4,630	4,717	4,828	4,971	5,090		
South Willard	1,758	1,825	1,892	1,854	1,650	1,968	1,726	1,519		
Willard	1,800	1,792	1,737	1,714	1,875	1,805	1,745	1,688		
Box Elder County	50,160	50,613	50,991	51,528	52,182	53,001	53,946	54,953		
Utah	2,813,673	2,858,111	2,903,379	2,948,427	2,993,941	3,045,350	3,096,848	3,151,239		

Source: US Census Bureau, 2010 and 2020 Census Redistricting Data (PL 94-171)
US Census Bureau, American Community Survey 5-Year Estimates (DP05)

TABLE 2.1: CONT.

	ACS				DEC			
	2021	2022	2023	2013 - 2023 AAGR	2010	2020	2010 - 2020 AAGR	
Brigham City	19,336	19,373	19,602	19,756	17,899	19,650	10.94%	
Farr West	7,197	7,581	7,747	7,881	5,928	7,691	2.64%	
North Ogden	19,930	20,703	21,065	21,473	17,357	20,916	1.88%	
Perry	5,090	5,444	5,579	5,708	4512	5555	2.10%	
South Willard	1,519	1,567	1,548	1,378	1,571	1,840	1.59%	
Willard	1,688	1,813	1,753	2,008	1,772	1,978	1.11%	
Box Elder County	54,953	56,891	58,291	59,725	49,975	57,666	1.44%	
Utah	3,151,239	3,231,370	3,283,809	3,331,187	2,763,885	3,271,616	1.70%	

Source: US Census Bureau, 2010 and 2020 Census Redistricting Data (PL 94-171)
US Census Bureau, American Community Survey 5-Year Estimates (DP05)

¹ Source: Willard General Plan, Figure 17



TABLE 2.2: CENSUS PROJECTIONS (CONT.)

	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	AAGR
South Willard	1,564	1,589	1,614	1,640	1,666	1,692	1,719	1,747	1,774	1,803	1.59%
Willard	2,193	2,217	2,241	2,266	2,291	2,317	2,342	2,368	2,394	2,421	1.11%
Total Area	3,756	3,806	3,855	3,906	3,957	4,009	4,062	4,115	4,169	4,224	1.31%

TABLE 2.3: SOUTH WILLARD AND WILLARD COMBINED PROJECTED POPULATION (TAZ PROJECTIONS)

	2024	2025	2026	2027	2028	2029	2030	AAGR
South Willard	1,509	1,530	1,550	1,568	1,584	1,599	1,613	0.89%
Willard	2,608	2,692	2,774	2,853	2,931	3,006	3,079	2.80%
Total Area	4,518	4,622	4,723	4,821	4,915	5,005	5,092	2.01%

Source: Wasatch Front Regional Council, Traffic Area Zone Projections

TABLE 2.3: TAZ PROJECTIONS (CONT.)

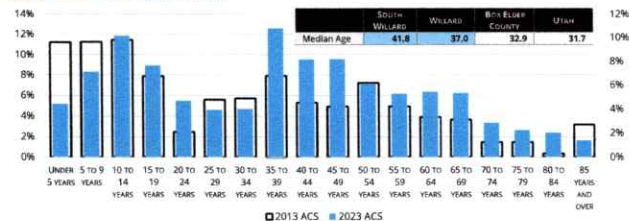
	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	AAGR
South Willard	2,070	2,127	2,184	2,240	2,298	2,356	2,414	2,472	2,530	2,588	2.54%
Willard	3,113	3,148	3,183	3,218	3,254	3,290	3,327	3,363	3,400	3,437	1.11%
Total Area	5,183	5,274	5,367	5,459	5,552	5,646	5,741	5,835	5,930	6,025	1.70%

Source: Wasatch Front Regional Council, Traffic Area Zone Projections

AGE

Willard City and South Willard's demographics relative to age have shifted from 2013 to 2023. 2023 data illustrate a concentration in the 10 to 24 and 35 to 84 years of age categories. Noticeable shifts occurred in the age brackets of under 5 to 9 years of age and 25 to 34 as illustrated in **Figure 2.2**. A comparison of the median age illustrates that city residents are older than the County and younger than the State on average.

FIGURE 2.2: WILLARD AREA - AGE DISTRIBUTION



POPULATION PROJECTION

Willard's population is projected to continue to increase through 2040, reaching 3,450 persons. **Figure 2.1** displays regional population projections. The population in Box Elder County will continue to concentrate in Brigham City, Mantua, Tremont, and Perry cities. Weber County, located directly south of the Willard area, will also experience a significant growth when compared to Box Elder County.

FIGURE 2.1: ILLUSTRATION OF POPULATION GROWTH BY TAZ IN BOX ELDER COUNTY

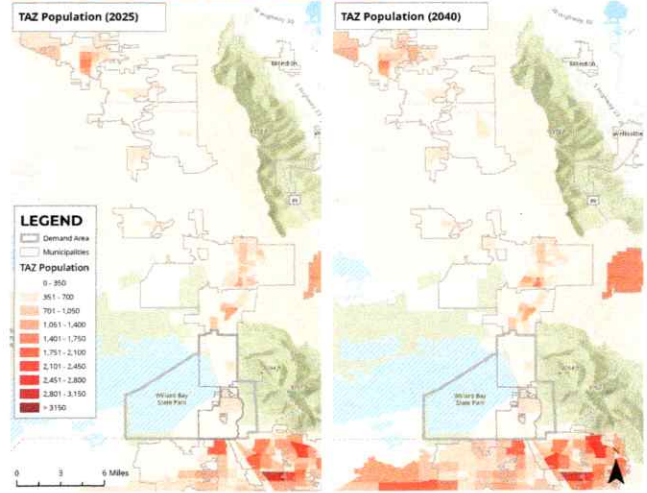


Table 2.2 illustrates historic redistricting Census for Willard and South Willard, while **Table 2.3** shows 2023 TAZ projected growth through 2040. The TAZ projections start higher than the comparable data beginning in 2024 through the projected horizon.

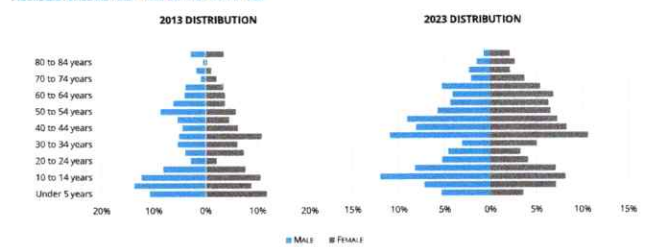
TABLE 2.2: SOUTH WILLARD AND WILLARD COMBINED PROJECTED POPULATION (CENSUS PROJECTIONS)

	2024	2025	2026	2027	2028	2029	2030	AAGR
South Willard	1,400	1,422	1,445	1,468	1,491	1,515	1,539	1.59%
Willard	2,030	2,053	2,075	2,098	2,122	2,145	2,169	1.11%
Total Area	3,430	3,475	3,520	3,566	3,613	3,660	3,708	1.31%

Source: US Census Bureau, 2010 and 2020 Census Redistricting Data



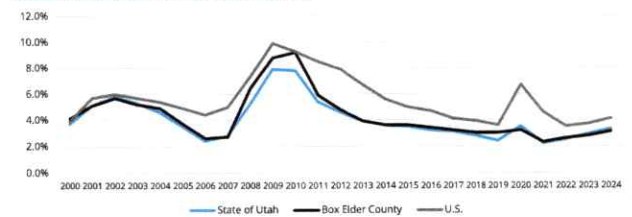
FIGURE 2.3: WILLARD AREA - AGE DISTRIBUTION BY SEX



EMPLOYMENT

The Utah Department of Workforce Services indicates the unemployment rate in Box County in December 2024 was 3.1 percent as shown in **Figure 2.4**. This is lower than the national average unemployment rate of 4.1 percent and the State of Utah's unemployment rate at 3.3 percent. As of April 2025, the unemployment rate in Box Elder County was 2.9 percent as compared to Utah at 3.1 percent and the United States at 4.2 percent.

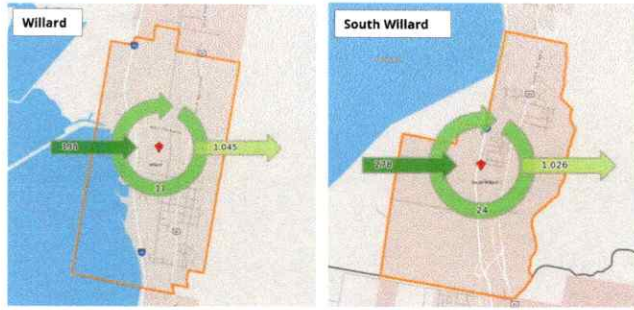
FIGURE 2.4: BOX ELDER COUNTY HISTORIC UNEMPLOYMENT RATE



US Census On the Map data for 2022 illustrates 11 residents both live and are employed within Willard City, while 198 of those who work in Willard live elsewhere and 1,045 residents of the City are employed outside of the City. Similarly, 24 residents both live and are employed within South Willard. 278 of those who work in South Willard live elsewhere and 1,026 residents of the South Willard are employed outside of the area. **Figure 2.5** demonstrates a large proportion of residents leave both Willard City and South Willard for work.



FIGURE 2.5: US CENSUS 2022 ON THE MAP DATA ILLUSTRATION



WFRC TAZ employment projections estimate the total job count in Willard is 486 and in South Willard is 398 (notated as "Box Elder County South" in the table below). The TAZ data illustrates that the City and South Willard will experience an increase in the percentage of total employment. Noticeable shifts in growth in the region from 2025 - 2050 will occur in South Willard, Deweyville, Elwood, Fielding, Mantua, and Plymouth.

TABLE 2.4: BOX ELDER COUNTY EMPLOYMENT PROJECTION

	EMPLOYMENT				GROWTH (2025 - 2050)	
	2025	2030	2040	2050	ACTUAL	% INCREASE
Balance of Box Elder	3,960	4,230	4,570	4,532	572	14.4%
Bear River City	189	192	187	233	45	23.7%
Box Elder County North	339	411	382	409	70	20.7%
Box Elder County South	398	410	587	731	333	83.5%
Brigham City	15,210	15,896	17,027	18,130	2,920	19.2%
Corinne	1,507	1,578	1,707	1,710	203	13.5%
Deweyville	79	80	88	126	47	60.3%
Elwood	323	336	382	480	157	48.6%
Fielding	83	85	126	124	41	49.2%
Garland	456	473	602	452	(4)	-0.9%
Honeyville	595	620	639	805	211	35.4%
Howell	35	36	43	49	14	40.2%
Mantua	199	206	239	301	102	51.3%
Perry	2,565	2,675	2,828	3,028	463	18.0%
Plymouth	121	127	156	176	56	46.0%
Portage	45	47	54	60	15	32.2%
Snowville	216	224	234	251	35	16.2%
Tremonton	6,711	7,004	7,606	8,379	1,668	24.9%
Tremonton Area	538	612	548	689	151	28.1%
Willard	486	510	510	568	82	16.9%
COUNTY TOTAL	34,053	35,751	38,514	41,234	7,180	21.1%

Source: Wasatch Front Regional Council, Traffic Area Zone Projections

RESIDENTIAL BUILDING PERMITS AND NEW COMMERCIAL VALUATION

The Kem C. Gardner Policy Institute tracks building permit activity across the State and maintains the Ivory-Boyer Construction Database. The total number of residential building permits in Willard² has varied from a low of 1 in 2014, to a high of 44 in 2021 as shown in Figure 2.6.³ New non-residential value added to the City increased from 2021 to 2022 by 1,500 percent. As of 2025, the median house price in Willard was between \$599,000 and \$614,000 based on housing market report data.⁴

FIGURE 2.6: WILLARD CITY NEW RESIDENTIAL VALUE (\$000) AND UNITS

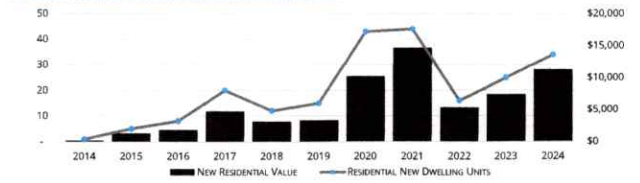
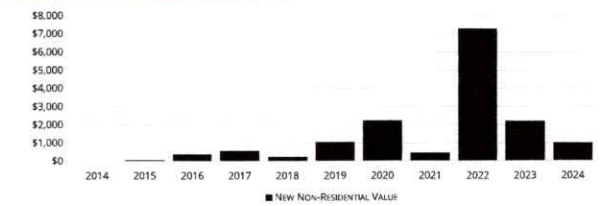


FIGURE 2.7: WILLARD CITY NEW COMMERCIAL VALUE (\$000)



EDUCATION

According to the US Census ACS 2019-2023 five-year estimates, approximately 47 percent of Willard and South Willard's combined population 25 years and older has an associate degree or higher, compared to Box Elder County with 36 percent and the State of Utah at 47 percent.

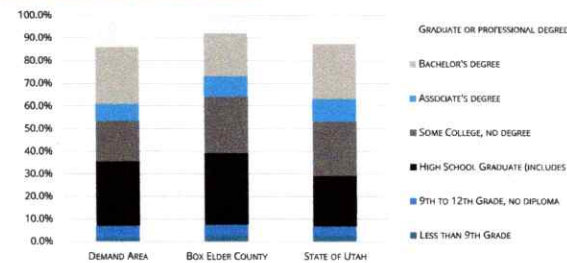
² South Willard data not available.

³ Ivory-Boyer Construction Database.

⁴ Rocket Homes. (2025, April). Median List Price. Retrieved from <https://www.rockethomes.com/real-estate-trends/ut/willard>. Redfin. (2025, April). Willard, UT Housing Market. Retrieved from <https://www.redfin.com/city/20806/UT/Willard/housing-market>



FIGURE 2.8: WILLARD AREA EDUCATIONAL ATTAINMENT



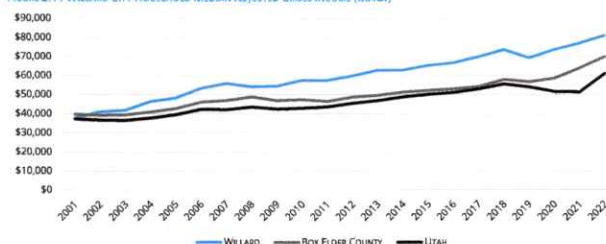
HOUSEHOLDS

In 2025, the total number of households in Willard and South Willard is 908 and 606, respectively, according to WFRC TAZ data. According to the most recent Census (2023), of the total housing units in Willard, 98.8 percent are occupied with 1.2 percent unoccupied. 100 percent housing units are occupied in South Willard. Box Elder County has approximately 94.4 percent housing occupancy rate, compared to the State at 91.8 percent.

INCOME

The Utah median adjusted gross income (MAGI) represents an individual's total gross income minus specific tax deductions. Figure 2.11 illustrates the historic MAGI and corresponding increase. As of 2020, the Utah State Tax Commission reports Willard's MAGI was \$81,000.⁵ The Willard MAGI was slightly higher than Box Elder County's \$70,000. The State MAGI according was lower than the City and County at \$61,071.

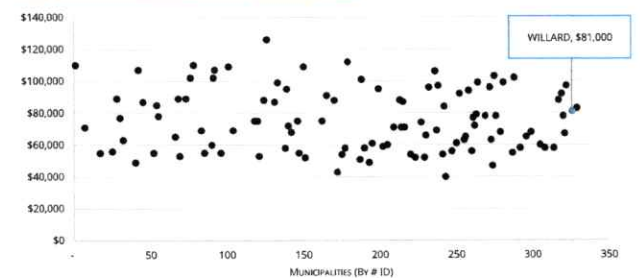
FIGURE 2.11 WILLARD CITY HOUSEHOLD MEDIAN ADJUSTED GROSS INCOME (MAGI)



⁵ South Willard data not available.



FIGURE 2.12 UTAH CITIES 2022 MEDIAN ADJUSTED GROSS INCOME (MAGI)



SECTION 3. ANALYSIS OF TAXABLE SALES

Taxable sales within Willard provide an important metric to assess the general economic health of the City. Data for South Willard was not available. A sales gap (or "leakage") analysis is used to identify economic development opportunities for a community by evaluating the total purchases made by residents inside and outside the community (hence, the term "leakage" for sales lost outside the community). This type of analysis first identifies sales within the State of Utah for each major North American Industry Classification System (NAICS) code category and then calculates the average sales per capita in each NAICS category. Per capita sales in the City are compared to average per capita sales statewide in order to estimate what portion of resident purchases are being made within City boundaries, and what amount is leaving the City. The resident purchases being made outside of the City represent an opportunity to recapture some of these lost sales.

METHODOLOGY

SALES TAX DATA

The sales tax data provided to LRB contained all sales tax collected by the State of Utah and Willard City for the calendar years (CY) 2021-2023. This data was further broken down by industry. Every business registered in the United States is assigned a NAICS code. For tax purposes, this helps governmental agencies to determine the outlet of sales tax. In the analysis, businesses operating within a certain industry will be referred to as outlets. It is important to highlight that not all data for this analysis can be made public, especially when a specific industry has less than ten outlets, and it is considered a violation of privacy laws to disclose specific data. All data in this analysis has been provided by the Tax Commission of the State of Utah through a public records request by the City.

INCOME DATA

Income data comprises the per capita income for both the City and State. Per capita income is calculated by taking the total income attributable to a certain region and dividing it by the population of that region. This metric reflects the average income earned per person within a region. Comparing these figures gives insight into differences in cost of living, economic prosperity, and overall education. For the year 2023, Willard City had an estimated per capita income of \$32,514 compared to the State average of \$37,023. The difference in estimated per capita income can be caused by factors such as lower cost of living, larger families, and different industry demographics. In order to make this an "apples-to-apples" comparison, LRB adjusted per capita figures between the State and City.

POPULATION DATA

Population data is used to understand per capita spending within a region. The calculation of this figure is derived by taking the total amount of spending within a region and dividing it by the population of that region. As mentioned in the prior paragraph, these numbers are adjusted to ensure comparability between regions. By taking the adjusted per capita spending figures, LRB can analyze the differences between per capita spending by industry when comparing the State and the City.

SALES TAX LEAKAGE ANALYSIS

The tables below provide an overview of leakage and retention by industry. Negative numbers estimate the approximate leakage of taxable sales from Willard City to other communities. When leakage occurs, the capture rate is below 100 percent, indicating the City is not collecting the average sales expected based on a per capita basis relative to the State average. Positive numbers indicate that the City is attracting more than the State average relative to that category, suggesting shoppers from outside the City are attracted to the

area for certain types of purchases or that there is a high concentration of this type of spending. This is reflected in the capture rate as a number above 100 percent.

The analysis divides taxable sales into three major categories: retail sales, industry sales and sales related to services.

RETAIL SALES

RETAIL TRADE

The Retail Trade sector (NAICS 44-45) encompasses establishments primarily engaged in selling merchandise directly to the general public in small quantities. This includes both store retailers, which operate physical locations designed for walk-in customers, and non-store retailers, such as online or catalog-based sellers. Retailers may also provide services like repair and installation alongside merchandise sales, making this the final step in the distribution process of goods. It is important to highlight that retail trade is a large industry and has many sub-industries. Among those that are captured are: Building Material, Garden Equipment & Supplies Dealers, Gasoline Stations, and Non-store Retailers.

TABLE 3.1: RETAIL TRADE SALES LEAKAGE SUMMARY

NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Retail Trade	78%	94%	72%
Motor Vehicle & Parts Dealers	3%	2%	3%
New Car Dealers	1%	0%	0%
Used Car Dealers	8%	6%	9%
Other Motor Vehicle Dealers	1%	0%	0%
Automotive Parts, Accessories & Tire Stores	9%	7%	11%
Furniture & Home Furnishings Stores	4%	7%	3%
Furniture Stores	2%	5%	1%
Home Furnishings Stores	8%	10%	7%
Electronics & Appliance Stores	13%	12%	9%
Electronics & Appliance Stores	13%	12%	9%
Build. Material, Garden Equip. & Supplies Dealers	313%	437%	306%
Building Material & Supplies Dealers	325%	453%	320%
Lawn & Garden Equip. & Supplies	3%	5%	5%
Food & Beverage Stores	30%	26%	26%
Grocery Stores	32%	26%	27%
Specialty Food Stores	53%	70%	58%
Beer, Wine & Liquor Stores	0%	0%	0%
Health & Personal Care Stores	16%	16%	15%
Pharmacies & Drug Stores	7%	2%	2%
Cosmetics, Beauty Supplies & Perfume	23%	26%	24%
Optical Goods	8%	7%	7%
Other Health & Personal Care	14%	17%	17%
Gasoline Stations	419%	407%	363%
Gasoline Stations	419%	407%	363%
Clothing & Clothing Accessories Stores	22%	23%	21%
Clothing Stores	22%	22%	19%
Shoe Stores	38%	42%	49%
Jewelry, Luggage & Leather Goods Stores	5%	10%	5%
Sporting Goods, Hobby, Music & Book Stores	17%	17%	15%
Sporting Goods	20%	19%	18%
Hobby, Toys & Games	4%	19%	5%
Sewing, Needlework & Piece Goods	1%	2%	2%
Musical Instruments	23%	10%	10%



NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Book Stores & News Dealers	12%	5%	3%
General Merchandise Stores	5%	6%	6%
Department Stores	4%	4%	4%
Other General Merchandise Stores	17%	25%	29%
Miscellaneous Store Retailers	14%	12%	20%
Florists	1%	2%	2%
Office Supplies, Stationary & Gift Stores	12%	9%	9%
Used Merchandise Stores	0%	0%	0%
Other Miscellaneous Stores	15%	13%	22%
Non-store Retailers	118%	112%	119%
Electronic Shopping & Mail Order Houses	122%	117%	123%
Vending Machine Operators	1%	1%	1%
Direct Selling Establishments	45%	38%	40%

The most valuable insights from this industry are that Willard City does exceptionally well in providing building materials/supplies and that gas stations are very highly demanded in the City. During stakeholder discussions, it was noted that only one gas station currently exists within Willard City and the demand for another appears to be exceptionally high. Section 4 includes an analysis of competitive market sites including gasoline stations.

Potential Opportunities: New Car Dealers, Used Car Dealers, Other Motor Vehicle Dealers, Automotive Parts, Accessories & Tire Stores, Furniture Stores, Home Furnishings Stores, Electronics & Appliance Stores, Lawn & Garden Equip. & Supplies, Food & Beverage Stores, Grocery Stores, Specialty Food Stores, Beer, Wine & Liquor Stores, Pharmacies & Drug Stores, Cosmetics, Beauty Supplies & Perfume, Optical Goods, Other Health & Personal Care, Clothing Stores, Shoe Stores, Jewelry, Luggage & Leather Goods Stores, Sporting Goods, Hobby, Music & Book Stores, Sporting Goods, Toys & Games, Sewing, Needlework & Piece Goods, Musical Instruments, Book Stores & News Dealers, General Merchandise Stores, Department Stores, Other General Merchandise Stores, Miscellaneous Store Retailers, Florists, Office Supplies, Stationary & Gift Stores, Used Merchandise Stores, Other Miscellaneous Stores, Non-store Retailers, Electronic Shopping & Mail Order Houses, Vending Machine Operators, Direct Selling Establishments.

WHOLESALE TRADE

The Wholesale Trade sector (NAICS 42) includes establishments engaged in selling goods in bulk to retailers, industrial, commercial, institutional, or professional users, or other wholesalers. These businesses typically operate from warehouses or offices and may also provide logistics, storage, and delivery services. It is divided into three main types: 1) Durable Goods; 2) Nondurable Goods; and 3) Agents and Brokers. The City performs best in Paper & Paper Products, Apparel, Piece Goods & Notions, and Professional & Commercial Equipment but still leaks a significant portion of sales.

TABLE 3.2: WHOLESALE TRADE SALES LEAKAGE SUMMARY

NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Wholesale Trade, Durable Goods	25%	22%	24%
Motor Vehicles & Parts	37%	39%	32%
Furniture & Home Furnishings	12%	13%	19%
Lumber & Other Construction Materials	23%	4%	0%
Professional & Commercial Equipment	37%	43%	43%
Metal & Mineral	4%	0%	0%
Appliances, Electrical & Electronic Goods	6%	6%	4%
Hardware, Plumbing & Heating	2%	4%	0%



NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Machinery & Equipment	39%	32%	37%
Miscellaneous Durables	34%	31%	36%
Wholesale Trade, Nondurable Goods	21%	23%	19%
Paper & Paper Products	94%	115%	76%
Drugs & Druggists Sundries	34%	26%	38%
Apparel, Piece Goods & Notions	53%	47%	48%
Grocery & Related Products	6%	6%	7%
Farm Product & Raw Material	0%	0%	67%
Chemical & Allied Products	28%	13%	22%
Petroleum & Petroleum Products	11%	36%	10%
Beer, Wine & Alcoholic Beverages	0%	0%	0%
Miscellaneous Nondurables	12%	14%	10%
Wholesale Trade Agents & Brokers	24%	30%	22%

Potential Opportunities: Motor Vehicles & Parts, Furniture & Home Furnishings, Lumber & Other Construction Materials, Professional & Commercial Equipment, Metal & Mineral, Appliances, Electrical & Electronic Goods, Hardware, Plumbing & Heating, Machinery & Equipment, and Miscellaneous Durables.

INDUSTRY SALES

AGRICULTURE, FORESTRY, FISHING, AND HUNTING

The Agriculture, Forestry, Fishing, and Hunting sector (NAICS 11) include establishments primarily engaged in growing crops, raising animals, harvesting timber, and capturing fish or wildlife from farms, ranches, or natural habitats. It is divided into five subsectors: Crop Production, Animal Production and Aquaculture, Forestry and Logging, Fishing and Hunting, and Support Activities for Agriculture and Forestry. Excluded are activities like agricultural research or land conservation programs. Willard City performs well within this sector as shown in the data below. Animal Production is the only sub-industry that is captured, but at a rate of 300-500 percent, it significantly contributes to the sector's performance. This is a very strong and healthy sub-industry for the City.

TABLE 3.3: AGRICULTURE, FORESTRY, FISHING, AND HUNTING SALES LEAKAGE SUMMARY

NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Agriculture, Forestry, Fishing and Hunting	153%	185%	133%
Crop Production	8%	5%	4%
Animal Production	487%	527%	369%
Forestry and Logging	0%	0%	0%
Fishing, Hunting, and Trapping	0%	79%	19%
Support Activities for Agriculture and Forestry	3%	12%	14%

Potential Opportunities: Crop Production, Forestry and Logging, Fishing, Hunting, and Trapping, and Support Activities for Agriculture and Forestry.

CONSTRUCTION

The Construction sector (NAICS 23) includes establishments primarily engaged in building construction, engineering projects, site preparation, and land subdivision. Work may involve new construction, additions, alterations, maintenance, or repairs. It is divided into three subsectors: Construction of Buildings (NAICS 236), Heavy and Civil Engineering Construction (NAICS 237), and Specialty Trade Contractors (NAICS 238). Within



the City, the prevailing sub-industry is Heavy and Civil Engineering Construction, with a capture rate ranging from 500-1,400 percent.

TABLE 3.4: CONSTRUCTION SALES LEAKAGE SUMMARY

NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Construction	282%	148%	321%
Construction of Buildings	5%	5%	1%
Heavy and Civil Engineering Construction	1,388%	915%	551%
Specialty Trade Contractors	68%	7%	24%

Potential Opportunities: Construction of Buildings and Specialty Trade Contractors.

INFORMATION

The Information sector (NAICS 51) includes industries that produce and distribute information and cultural products, provide the means for transmitting or distributing these products and data, and process data. This sector covers both traditional and digital platforms. The majority of this industry is not captured, although CY 2021 data indicate the industry as a whole captured 95 percent of the market. Moreover, Broadcasting and Content Providers and Telecommunications sub-industries are capturing a surplus between 110 and 160 percent. Many insights can be gained from this data, specifically that there could be opportunity for more data/internet usage among businesses.

TABLE 3.5: INFORMATION SALES LEAKAGE SUMMARY

NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Information	95%	86%	72%
Publishing Industries-Except Internet	67%	58%	52%
Motion Picture & Sound Recording Industries	6%	3%	3%
Broadcasting and Content Providers	156%	151%	137%
Telecommunications	131%	132%	111%
Data Processing, Hosting & Related Services	60%	44%	33%
Other Information Services	44%	36%	33%

Potential Opportunities: Publishing Industries-Except Internet, Motion Picture & Sound Recording Industries, Data Processing, Hosting & Related Services, and Other Information Services.

MANUFACTURING

The Manufacturing sector (NAICS 31-33) includes establishments engaged in the mechanical, physical, or chemical transformation of raw materials into new products, either finished or semi-finished. Activities such as assembly, blending, and finishing are considered manufacturing. These establishments, often referred to as factories, plants, or mills, may use machinery or hand tools and can own or contract the transformation process. Within Willard City, the industry as a whole is leaking and captures 9-13 percent of the market. Potential causes may be a lack of land or distance from distributors/retailers.



Potential Opportunities: Oil and Gas Extraction and Support Activities for Mining.

TRANSPORTATION AND WAREHOUSING

The Transportation and Warehousing sector (NAICS 48-49) encompass industries involved in transporting passengers and goods, warehousing and storage, scenic and sightseeing transportation, and related support activities. The sector also includes various modes of transportation such as air, rail, water, road, and pipelines. Subcategories range from truck transportation to postal services and couriers. Establishments in this sector often operate extensive networks of facilities and equipment to facilitate the movement and storage of goods or passengers. The City is experiencing leakage in all subcategories, indicating the City is not collecting the average sales expected based on a per capita basis relative to the State average.

TABLE 3.8: TRANSPORTATION AND WAREHOUSING SALES LEAKAGE SUMMARY

NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Transportation & Warehousing	5%	5%	7%
Air Transportation	0%	0%	0%
Rail Transportation	0%	0%	0%
Truck Transportation	0%	0%	0%
Transit & Ground Passenger Transportation	0%	0%	0%
Pipeline Transportation	0%	0%	0%
Scenic & Sightseeing Transportation	0%	0%	0%
Support Activities for Transportation	5%	20%	36%
Postal Service	0%	0%	0%
Couriers & Messengers	4%	7%	5%
Warehousing & Storage	30%	19%	10%

Potential Opportunities: Air Transportation, Rail Transportation, Water Transportation, Truck Transportation, Transit and Ground Passenger Transportation, Pipeline Transportation, Scenic and Sightseeing Transportation, Support Activities for Transportation, Postal Services, Couriers and Messengers, Warehousing and Storage.

UTILITIES

The Utilities sector (NAICS 22) comprises establishments engaged in providing essential utility services, including electric power, natural gas, steam supply, water supply, and sewage removal. These businesses operate infrastructure for the generation, transmission, and distribution of these services to residential, commercial, and industrial customers. Utilities are critical for supporting daily life and economic activities. Within Willard, this industry thrives in terms of capturing sales tax. The data suggests a possibility for more energy efficiency within the community.

TABLE 3.9: UTILITIES SALES LEAKAGE SUMMARY

NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Utilities	118%	173%	121%
Electric Power Generation, Transmission & Dist.	118%	213%	131%
Natural Gas Distribution	119%	112%	109%
Water, Sewage & Other Systems	0%	0%	0%

Potential Opportunities: Water, Sewage & Other Systems.



TABLE 3.6: MANUFACTURING SALES LEAKAGE SUMMARY

NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Manufacturing	9%	9%	13%
Food Manufacturing	26%	13%	26%
Beverage and Tobacco Product Manufacturing	1%	0%	1%
Textile Mills	40%	29%	25%
Textile Product Mills	3%	23%	8%
Apparel Manufacturing	14%	17%	14%
Leather & Allied Product Manufacturing	34%	34%	44%
Wood Product Manufacturing	1%	2%	6%
Paper Manufacturing	11%	15%	8%
Printing & Related Support Activities	10%	15%	18%
Petroleum & Coal Products Manufacturing	5%	0%	0%
Chemical Manufacturing	9%	8%	5%
Plastics & Rubber Products Manufacturing	4%	7%	4%
Nonmetallic Mineral Product Manufacturing	1%	1%	1%
Primary Metal Manufacturing	0%	1%	73%
Fabricated Metal Product Manufacturing	7%	22%	14%
Machinery Manufacturing	16%	3%	5%
Computer & Electronic Product Manufacturing	10%	14%	13%
Elec. Equip., Appliance & Component Manufacturing	0%	3%	3%
Transportation Equipment Manufacturing	2%	8%	11%
Furniture & Related Prod. Manufacturing	5%	2%	36%
Miscellaneous Manufacturing	28%	15%	31%

Potential Opportunities: Food Manufacturing, Beverage and Tobacco Product Manufacturing, Textile Mills, Textile Product Mills, Apparel Manufacturing, Leather & Allied Product Manufacturing, Wood Product Manufacturing, Paper Manufacturing, Printing & Related Support Activities, Petroleum & Coal Products Manufacturing, Chemical Manufacturing, Plastics & Rubber Products Manufacturing, Nonmetallic Mineral Product Manufacturing, Primary Metal Manufacturing, Fabricated Metal Product Manufacturing, Machinery Manufacturing, Computer & Electronic Product Manufacturing, Electrical Equipment, Appliance & Component Manufacturing, Transportation Equipment Manufacturing, Furniture & Related Product Manufacturing, Miscellaneous Manufacturing.

MINING, QUARRYING, AND OIL AND GAS EXTRACTION

The Mining, Quarrying, and Oil and Gas Extraction sector (NAICS 21) includes establishments primarily engaged in extracting naturally occurring minerals, such as coal, ores, crude petroleum, and natural gas. Activities include mining, quarrying, well operations, and mineral processing at the site. It is divided into three subsectors: Oil and Gas Extraction (NAICS 211), Mining (except Oil and Gas) (NAICS 212), and Support Activities for Mining (NAICS 213). Mining (except Oil and Gas) is the most dominant sub-industry due to the City's positioning against the Wasatch Mountains.

TABLE 3.7: MINING, QUARRYING, AND OIL AND GAS EXTRACTION SALES LEAKAGE SUMMARY

NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Mining, Quarrying, and Oil and Gas Extraction	301%	205%	135%
Oil and Gas Extraction	0%	0%	0%
Mining (Except Oil and Gas)	785%	780%	453%
Support Activities for Mining	82%	0%	0%



SERVICE SALES

ACCOMMODATION AND FOOD SERVICES

The Accommodation and Food Services sector (NAICS 72) include establishments that provide lodging and food or drink services to customers. Accommodation services include hotels, motels, and other lodging facilities, while food services encompass restaurants, bars, caterers, and mobile food vendors. These businesses focus on hospitality and customer service for leisure or business purposes. Willard City captures the RV Parks & Recreational Camps subcategory.

TABLE 3.10: ACCOMMODATION AND FOOD SERVICES SALES LEAKAGE SUMMARY

NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Accommodation and Food Services	1%	1%	1%
Accommodation	4%	3%	3%
Traveler Accommodation	0%	1%	0%
RV Parks & Recreational Camps	105%	87%	107%
Rooming & Boarding Houses	0%	0%	0%
Food Services & Drinking Places	0%	0%	0%
Restaurants & Other Eating Places	0%	0%	0%
Special Food Services	2%	1%	2%
Drinking Places-Alcoholic Beverages	0%	0%	0%

During stakeholder discussions, it was noted that there may be the demand for overnight lodging as a result of Willard Bay's visitation. Section 4 includes an analysis of competitive market sites including gasoline stations.

Potential Opportunities: Traveler Accommodation, Rooming & Boarding Houses, Restaurants & Other Eating Places, Special Food Services, and Drinking Places-Alcoholic Beverages.

ADMINISTRATIVE AND SUPPORT AND WASTE MANAGEMENT AND REMEDIATION SERVICES

The Administrative and Support and Waste Management and Remediation Services sector (NAICS 56) includes establishments providing routine support services for the day-to-day operations of other organizations, such as office administration, personnel hiring, security, cleaning, and document preparation. It also encompasses waste management activities like waste collection, treatment, disposal, recycling, and environmental remediation services. The data shows that Willard City has begun to make efforts towards capturing this industry; however, it is sign of efficiency to have a low capture for Waste Management & Remediation Services.

TABLE 3.11: ADMINISTRATIVE AND SUPPORT AND WASTE MANAGEMENT AND REMEDIATION SERVICES SALES LEAKAGE SUMMARY

NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Admin. & Support & Waste Manag. & Remed. Services	15%	20%	24%
Administrative & Support Services	13%	18%	22%
Waste Management & Remediation Services	45%	49%	44%

Potential Opportunities: Administrative & Support Service, and Waste Management & Remediation Services.

ARTS, ENTERTAINMENT, AND RECREATION

The Arts, Entertainment, and Recreation sector (NAICS 71) includes establishments that provide cultural, artistic, entertainment, and recreational activities. This sector encompasses performing arts, spectator sports, museums, historical sites, amusement parks, fitness centers, and other recreational facilities. These activities



are designed to entertain, educate, or provide leisure experiences to individuals and groups. The capture rate in this industry is substantially high due to Willard Bay State Park, further illustrating Willard's strength and how it can be used for economic development.

TABLE 3.12: ARTS, ENTERTAINMENT, AND RECREATION SALES LEAKAGE SUMMARY

NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Arts, Entertainment, and Recreation	285%	130%	228%
Performing Arts, Spectator Sports & Related Industries	89%	29%	20%
Museums, Historical Sites & Similar Institutions	4,251%	2,046%	3,585%
Amusement, Gambling & Recreation Industries	0%	0%	0%

Potential Opportunities: Performing Arts, Spectator Sports & Related Industries and Amusement, Gambling & Recreation Industries.

EDUCATIONAL SERVICES

The Educational Services sector (NAICS 61) includes establishments that provide instruction and training in a wide variety of subjects. This sector encompasses schools, colleges, universities, and training centers offering education through formal programs, as well as specialized services like tutoring, language instruction, and test preparation. Education may be delivered in person or online. This industry is expected to grow as population increases as higher demand derives from increased student base.

TABLE 3.13: EDUCATION SALES LEAKAGE SUMMARY

NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Educational Services	8%	12%	30%

FINANCE AND INSURANCE

The Finance and Insurance sector (NAICS 52) includes establishments engaged in financial transactions such as raising funds, lending, and investing, as well as facilitating these activities. It also covers risk pooling through insurance underwriting and providing specialized services such as financial advisory and employee benefit programs. Key subsectors include Monetary Authorities, Credit Intermediation, Securities and Investments, Insurance Carriers, and Funds and Trusts. The data below shows a significant leakage occurring in the industry. The anomaly in this data is CY2021—which accounts for Federal Reserve activity during COVID-19 and can be ignored for purposes of this analysis.

TABLE 3.14: FINANCE AND INSURANCE SALES LEAKAGE SUMMARY

NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Finance and Insurance	74%	64%	44%
Monetary Authorities-Central Bank	552%	0%	3%
Credit Intermediation & Related Activities	77%	74%	47%
Securities, Commodity Contracts & Other Financial	5%	0%	4%
Insurance Carriers & Related Activities	73%	71%	67%
Funds, Trusts & Other Financial Vehicles	0%	0%	0%

Note 1: Represents an outlier in this data as CY2021 can be ignored for purposes of this analysis.

Potential Opportunities: Monetary Authorities-Central Bank, Credit Intermediation & Related Activities, Securities, Commodity Contracts & Other Financial, Insurance Carriers & Related Activities, and Funds, Trusts & Other Financial Vehicles.



HEALTH CARE AND SOCIAL ASSISTANCE

The Health Care and Social Assistance sector (NAICS 62) includes establishments providing medical care, social support, and assistance to individuals. It encompasses a range of services such as ambulatory health care, hospitals, nursing and residential care facilities, and social assistance programs. These services are delivered by trained professionals to improve health and well-being.

TABLE 3.15: HEALTH CARE AND SOCIAL ASSISTANCE SALES LEAKAGE SUMMARY

NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Health Care and Social Assistance	1%	3%	2%
Ambulatory Health Care Services	1%	1%	1%
Hospitals	0%	0%	0%
Nursing & Residential Care Facilities	0%	0%	0%
Social Assistance	27%	97%	48%

Potential Opportunities: Ambulatory Health Care Services, Hospitals, Nursing & Residential Care Facilities, and Social Assistance.

MANAGEMENT OF COMPANIES AND ENTERPRISES

The Management of Companies and Enterprises sector (NAICS 55) includes establishments primarily engaged in holding securities to control or influence management decisions or overseeing and managing other company establishments. These entities focus on strategic planning, organizational decision-making, and administrative functions to achieve economies of scale within the enterprise. This sector is heavily leaked in Willard.

TABLE 3.16: MANAGEMENT OF COMPANIES AND ENTERPRISES SALES LEAKAGE SUMMARY

NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Management of Companies and Enterprises	55%	16%	9%

PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES

The Professional, Scientific, and Technical Services sector (NAICS 54) includes establishments that provide specialized services requiring expertise in fields such as law, accounting, engineering, architecture, consulting, research, advertising, and design. These businesses primarily offer knowledge-based services to clients in various industries. Activities in this sector rely heavily on skilled professionals and technical expertise. Almost all sub-industries are leaking with exception of Architectural & Engineering Services. This sub-industry captures around 112-177 percent.

TABLE 3.17: PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SALES LEAKAGE SUMMARY

NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Professional, Scientific, and Technical Services	44%	44%	50%
Legal Services	0%	0%	0%
Accounting, Tax Preparation, Bookkeeping & Payroll	8%	9%	18%
Architectural & Engineering Services	140%	112%	177%
Specialized Design Services	11%	10%	11%
Computer Systems Design & Related Services	18%	26%	17%



NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Management, Scientific & Tech. Services	9%	7%	7%
Scientific Research & Development	2%	0%	0%
Advertising & Public Relations	5%	4%	4%
Other Professional, Scientific & Enterprises	68%	77%	68%

Potential Opportunities: Legal Services, Accounting, Tax Preparation, Bookkeeping & Payroll, Architectural & Engineering Services, Specialized Design Services, Computer Systems Design & Related Services, Management, Scientific & Tech. Services, Scientific Research & Development, Advertising & Public Relations, Other Professional, Scientific & Enterprises.

REAL ESTATE AND RENTAL AND LEASING

The Real Estate and Rental and Leasing sector (NAICS 53) includes establishments includes real estate properties, equipment, and nonfinancial intangible assets (excluding copyrighted works). Key activities include property management, real estate sales, appraisals, and leasing services for items like vehicles and machinery. Major subsectors are Real Estate (NAICS 531), Rental and Leasing Services (NAICS 532), and Lessors of Nonfinancial Intangible Assets (NAICS 533).

TABLE 3.18: REAL ESTATE AND RENTAL AND LEASING SALES LEAKAGE SUMMARY

NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Real Estate and Rental and Leasing	72%	56%	70%
Real Estate	13%	0%	0%
Rental & Leasing Services	75%	59%	74%
Lessors of Nonfinancial Intangible Assets	0%	0%	0%

The analysis shows that there is leakage within this industry. This is expected to increase with population growth. The under capture or leakage gives insight into potential real estate and renting opportunities within the City.

Potential Opportunities: Real Estate, Rental & Leasing, and Lessors of Nonfinancial Intangible Assets.

OTHER SERVICES (EXCEPT PUBLIC ADMINISTRATION)

The Other Services (except Public Administration) sector (NAICS 81) includes establishments providing services not classified elsewhere, such as equipment repair, personal care, laundry, pet care, death care, and photofinishing. It also encompasses religious organizations, grantmaking, advocacy, and private households employing workers. These services cater to diverse personal and organizational needs. As a broad industry/sector, it offers plenty of opportunities to the City.

TABLE 3.19: OTHER SERVICES (EXCEPT PUBLIC ADMINISTRATION) SALES LEAKAGE SUMMARY

NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Other Services (except Public Administration)	16%	9%	6%
Automotive Repair & Maintenance	13%	6%	5%
Electronic & Precision Equip. Repair & Maintenance	8%	2%	2%
Commercial & Industrial Equip. Repair & Maintenance	67%	35%	10%



NAICS CATEGORY	INCOME ADJUSTED CAPTURE RATES		
	CY 2021	CY 2022	CY 2023
Personal & Household Goods Repair & Maintenance	14%	15%	18%
Personal & Laundry Services	16%	13%	7%
Religious, Grantmaking, Civic, Professional & Similar	1%	1%	1%
Private Households	0%	0%	0%

Potential Opportunities: Automotive Repair & Maintenance, Electronic & Precision Equip. Repair & Maintenance, Commercial & Industrial Equip. Repair & Maintenance, Personal & Household Goods Repair & Maintenance, Personal & Laundry Services, Religious, Grantmaking, Civic, Professional & Similar, and Private Households.

OVERVIEW

The table below provides a general overview of leakage and retention by major category. Negative numbers estimate the approximate leakage of taxable sales from Willard City to other communities. When leakage occurs, the capture rate is below 100 percent, indicating the City is not collecting the average sales expected based on a per capita basis relative to the State average. Positive numbers indicate that the City is attracting more than the State average relative to that category, suggesting shoppers from outside the City are attracted to the area for certain types of purchases or that there is a high concentration of this type of spending. This is reflected in the capture rate as a number above 100 percent.

TABLE 3.20: SUMMARY OF LEAKAGE AND RETENTION BY MAJOR CATEGORY (CY2023)

NAICS CATEGORY	WILLARD DIRECT TAXABLE SALES	PER CAPITA SPENDING	UTAH INCOME ADJUSTED PER CAPITA SPENDING	CAPTURE RATE	PER CAPITA SALE LEAKAGE	TOTAL LEAKAGE
Agriculture, Forestry, Fishing and Hunting	\$36,605	\$15	\$12	133%	\$4	\$9,006
Mining, Quarrying, and Oil and Gas Extraction	\$547,931	\$230	\$170	135%	\$60	\$142,803
Construction	\$1,364,651	\$574	\$475	121%	\$99	\$234,561
Manufacturing	\$383,090	\$161	\$121	13%	(\$1,051)	(\$2,501,197)
Wholesale Trade	\$1,336,650	\$562	\$2,390	24%	(\$1,828)	(\$4,348,098)
Retail Trade	\$23,624,164	\$9,930	\$13,742	72%	(\$3,811)	(\$9,067,410)
Transportation and Warehousing	\$15,189	\$6	\$95	7%	(\$89)	(\$210,558)
Utilities	\$2,643,801	\$1,111	\$915	121%	\$196	\$466,704
Information	\$1,620,648	\$681	\$950	72%	(\$269)	(\$638,774)
Finance and Insurance	\$106,601	\$45	\$102	44%	(\$57)	(\$136,234)
Real Estate and Rental and Leasing	\$1,093,573	\$460	\$654	70%	(\$194)	(\$462,063)
Professional, Scientific, and Technical Services	\$675,100	\$284	\$563	50%	(\$279)	(\$663,508)
Management of Companies and Enterprises	\$1,901	\$1	\$9	9%	(\$8)	(\$20,000)
Admin. and Support and Waste Management	\$65,978	\$28	\$116	24%	(\$88)	(\$210,069)
Educational Services	\$43,011	\$18	\$60	30%	(\$41)	(\$98,598)
Health Care and Social Assistance	\$2,520	\$1	\$50	2%	(\$49)	(\$115,953)
Arts, Entertainment, and Recreation	\$1,995,082	\$839	\$367	228%	\$471	\$1,121,121
Accommodation and Food Services	\$67,934	\$29	\$283	1%	(\$2,854)	(\$6,790,612)
Other Services (except Public Administration)	\$92,194	\$39	\$643	6%	(\$604)	(\$1,436,895)
Public Administration	\$0	\$0	\$93	0%	(\$93)	(\$221,733)
Subtotal	\$35,716,623	\$15,013	\$25,500	59%	(\$10,487)	(\$24,947,507)
TOTAL (Including Motor Vehicle/Unknown)	\$37,899,297	\$15,931	\$26,379	60%	(\$10,448)	(\$24,885,799)



The per capita spending in Willard is approximately \$15,931, compared to the State average of \$26,379, and has a capture rate of 60 percent. The total taxable sales leaking to other communities is estimated at \$24.9M. The analysis demonstrates the City is capturing Agriculture, Forestry, Fishing and Hunting, Construction, Mining, Quarrying and Oil and Gas Extraction, Utilities, and Arts, Entertainment and Recreation industries. Most notably, Willard Bay State Park emerges as a significant driver of economic activity and tourism. However, the study also identifies substantial leakage in industries including Manufacturing, Retail Trade, Health Care and Social Assistance, and Transportation, presenting opportunities for strategic development and investment. Addressing these gaps through targeted initiatives—such as expanding retail options, supporting local manufacturing, and enhancing health care services—could bolster the city's economy and reduce reliance on external communities. The findings offer a roadmap for leveraging existing strengths while addressing areas of leakage to foster sustainable growth in Willard City.

SECTION 4. MARKET ANALYSIS

EXISTING CONDITIONS

It is likely that commercial growth will be limited to currently planned and potential commercial zones. It is expected that the City will rezone for industrial use north of 1075 North along I-15. The following section assesses the City's feasibility to develop neighborhood scale retail by addressing the existing market conditions within the City including property taxation, land uses and zoning, historic average annual daily trips and visitation to Willard Bay, an illustration of competitive market sites, supportable commercial zoning and potential barriers to future economic growth.

PROPERTY TAX

Utah's municipal tax rate setting process is designed to achieve budget neutrality. An entity's prior year budgeted revenue serves as the baseline for current year certified tax rate calculations. According to the Utah State Tax Commission:

The county assessor and State Tax Commission provide valuation information to the county auditor, including changes in value resulting from reappraisal, new growth, factoring and legislative adjustments. The State Tax Commission and the county auditor calculate certified tax rates and the county auditor provides taxing entities with valuation and certified tax rate information. The certified tax rate provides a taxing entity with the same amount of property tax revenue it received in the previous tax year plus any revenue generated by additional growth in its taxable value. When this information is received, taxing entities compute and adopt proposed tax rates. If an entity is proposing a property tax revenue increase, it may only adopt a tentative or proposed tax rate. The exact requirements to increase property tax revenue vary depending on whether the entity is a calendar year or a fiscal year entity. These procedures are discussed in more detail in Standard 10.9 "Truth in Taxation".⁶

In order to adopt a tax rate that exceeds the Certified Tax Rate, an entity must go through what is known as the "Truth-in-Taxation" process. Truth-in-Taxation statutes require that entities proposing a tax increase must advertise the increase and hold a public hearing. The Certified Tax Rate or the proposed rate, if adopted, is applied to all taxable value within the boundaries of the taxing entity.⁷

TABLE 4.1: TAX RATE COMPARISONS AMONG BOX ELDER COUNTY COMMUNITIES

	2020	2021	2022	2023	2024	2025 TAX RATE	RANK	2024 POPULATION	RANK
Bear River	0.000762	0.000682	0.000549	0.000451	0.000490	0.000379	13	901	9
Brigham City	0.001802	0.001802	0.001802	0.001567	0.001706	0.001611	5	20,319	1
Corinne	0.002010	0.001806	0.001601	0.001499	0.001431	0.001396	6	879	10
Deweyville	0.000563	0.000525	0.000460	0.000433	0.000441	0.000708	8	455	13
Elwood	0.000977	0.000917	0.000760	0.000587	0.000584	0.000675	10	1,333	8
Fielding	0.000619	0.000602	0.000370	0.000324	0.000324	0.000340	15	631	11
Garland	0.003344	0.003161	0.003000	0.002754	0.002539	0.002720	2	2,772	4
Honeyville	0.000624	0.000591	0.000491	0.000449	0.000444	0.000447	14	1,783	6
Howell	0.000624	0.000661	0.000570	0.000629	0.000550	0.000577	12	237	15
Mantua	0.003145	0.002814	0.002279	0.001716	0.001908	0.001876	3	1,354	7
Perry	0.002175	0.002175	0.002045	0.001857	0.001906	0.001801	4	6,111	3

⁶ Source: Utah State Tax Commission, Tax Rate Certification Standards of Practice (p. 4).

⁷ For a historic overview of Utah's property tax system see: <https://gopost.tytlab.utah.gov/general/>



	2020	2021	2022	2023	2024	2025 TAX RATE	RANK	2024 POPULATION	RANK
Plymouth	0.000160	0.000161	0.000104	0.000104	0.000103	0.000112	16	492	12
Portage	0.001045	0.001035	0.000947	0.000625	0.000645	0.000650	11	292	14
Snowville	0.001359	0.001370	0.000850	0.000762	0.000706	0.000706	9	164	16
Tremonton	0.002413	0.002548	0.002191	0.003038	0.002762	0.002797	1	12,677	2
Willard	0.001160	0.001022	0.001022	0.000917	0.000967	0.000958	7	2,355	5

Source: U.S. Census Bureau, City and Town Population Totals: 2020-2024
Utah Certified Tax Rates

The total Willard tax rate for Tax Area 132 is made up of levies by Box Elder County, Multicounty and County Assessing, Box Elder School District, Willard City, Box Elder Mosquito Abatement District, Willard Precinct Cemetery Maintenance District, Box Elder County and Willard City Flood Control and Drainage, Bear River Water Conservancy District, and the Box Elder County Library.⁸ As shown in Figure 4.1, the Box Elder School District accounts for approximately 65 percent of the tax rate in 2025. The Willard City municipal tax rate as a percent of the total tax rate fluctuated historically between 10 percent and 11 percent as shown in Figure 4.2.

FIGURE 4.1: HISTORIC TAX RATE FOR WILLARD (TAX AREA 132)

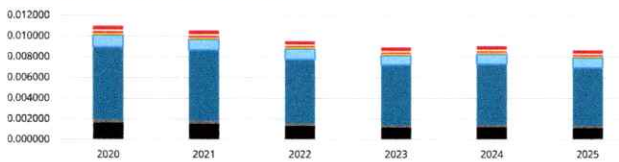
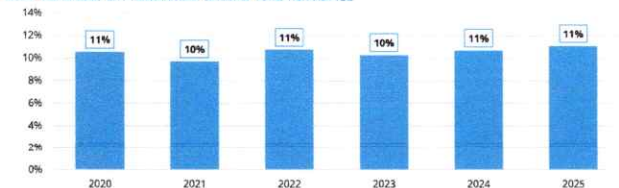


FIGURE 4.2: WILLARD CITY TAX RATE AS A PERCENT OF TOTAL TAX AREA 132



⁸ Tax Area 134 encompasses part of west Willard and includes a levy from Weber Basin Water Conservancy District.



LAND USE AND ZONING

The distribution of land uses in Willard illustrates a concentration of residential development, with nearly 60 percent of the market value and 61 percent of the taxable value attributed to primary residential property types, as shown in Table 4.2. Figure 4.3 illustrates the distribution of land use types within Willard.

TABLE 4.2: DISTRIBUTION OF LAND USE TYPES WITHIN WILLARD

PROPERTY TYPE	PARCELS	ACRES	BUILDING SF	TAXABLE VALUE	% OF TAXABLE VALUE	MARKET VALUE	% OF MARKET VALUE
Agricultural Buildings	125	621.26	224,885	\$29,984,810	10.5%	\$93,907,430	11.4%
Agricultural Land	175	506.67	280,570	\$40,044,425	14.1%	\$100,482,871	12.2%
Commercial Buildings	25	66.88	30,969	\$20,712,604	7.3%	\$43,555,985	5.3%
Commercial Land	3	23.80	3,783	\$301,426	0.1%	\$1,430,613	0.2%
Exempt Improvements	11	16.90	38,339	\$0	0.0%	\$1,818,025	0.2%
Exempt Land	91	1,171.77	141,063	\$0	0.0%	\$9,278,050	1.1%
FAA	136	1,326.85	140,769	\$4,130,321	1.5%	\$51,999,230	6.3%
Residential Building Non Primary	18	11.14	17,755	\$5,942,051	2.1%	\$14,926,077	1.8%
Residential Building Primary	624	288.78	839,434	\$173,267,270	60.9%	\$488,298,650	59.1%
Residential Land Non Primary	70	18.69	90,802	\$9,936,280	3.5%	\$19,872,560	2.4%
State Assessed Land	6	49.15	4,010	\$3	0.0%	\$6	0.0%
Unknown	18	32.68	18,243	\$0	0.0%	\$0	0.0%
TOTAL WILLARD	1,302	4,134.58	1,830,622	\$284,319,190	100%	\$825,569,497	100%

Source: Box Elder County Assessor's and Auditor's Offices

Similarly, the distribution of land uses in South Willard illustrates a concentration of residential development, with nearly 65 percent of the market value and 71 percent of the taxable value attributed to primary residential property types.

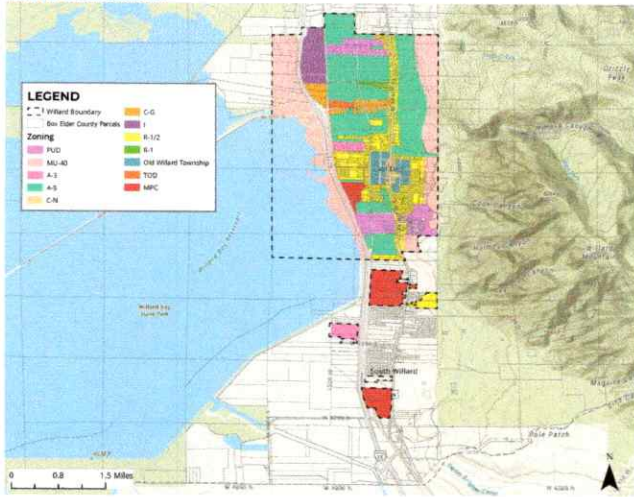
TABLE 4.3: DISTRIBUTION OF LAND USE TYPES WITHIN SOUTH WILLARD

PROPERTY TYPE	PARCELS	ACRES	BUILDING SF	TAXABLE VALUE	% OF TAXABLE VALUE	MARKET VALUE	% OF MARKET VALUE
Agricultural Buildings	41	439.80	57,879	\$12,552,740	6.2%	\$42,358,011	6.9%
Agricultural Land	65	407.55	74,487	\$17,961,882	8.9%	\$43,468,097	7.0%
Commercial Buildings	28	889.42	30,374	\$19,932,918	9.9%	\$64,341,590	10.4%
Commercial Land	0	-	-	\$0	0.0%	\$0	0.0%
Exempt Improvements	2	0.46	1,344	\$317,745	0.2%	\$1,304,813	0.2%
Exempt Land	96	3,837.39	125,875	\$0	0.0%	\$10,543,055	1.7%
FAA	64	2,055.18	74,802	\$3,763,596	1.9%	\$45,476,933	7.4%
Residential Building Non Primary	5	2.88	5,097	\$1,702,764	0.8%	\$3,773,229	0.6%
Residential Building Primary	410	220.74	475,299	\$143,630,063	71.5%	\$404,775,588	65.5%
Residential Land Non Primary	6	3.36	2,075	\$1,080,000	0.5%	\$2,160,000	0.3%
State Assessed Land	12	587.56	14,602	\$5	0.0%	\$10	0.0%
Unknown	3	3.36	2,171	\$0	0.0%	\$0	0.0%
TOTAL SOUTH WILLARD	732	8,447.69	864,005	\$280,941,713	100%	\$618,201,326	100%

Source: Box Elder County Assessor's and Auditor's Offices



FIGURE 4.3: WILLARD ZONING MAP



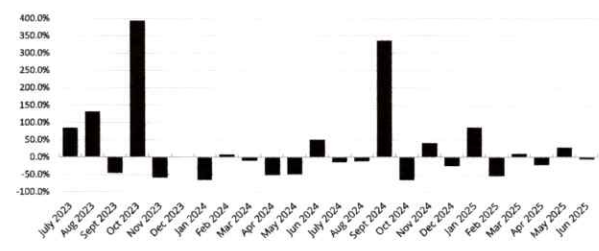
AADT GROWTH

Proximity to a regional transportation network allows communities to attract larger developments like distribution centers or industrial centers, which in turn stimulate job growth and spending. Willard City is bordered by the Wasatch Mountain Range to the east, and Willard Bay State Park to the west. The City is accessible by two major roadways: I-15 and Highway 89. Average Annual Daily Trips (AADT) along these roadways range from 69,000 trips on I-15 and 14,000 trips on Highway 89. 750 North Street is another major corridor located within the City, with an AADT of 3,900. The trips on I-15 decrease to 60,000 trips north of 750 N as you enter Perry City.

WILLARD BAY VISITATION

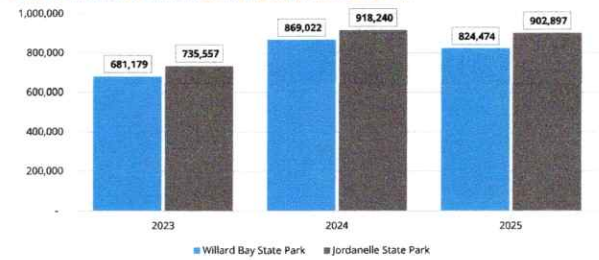
Willard Bay, a top 5 state park with 824,000 visitors during fiscal year (FY) 2025, is one of Willard's biggest attractions to visitors. A comparison of monthly visitation trends for Willard Bay illustrates the annual percent change from FY 2023 to FY 2025, as shown in Figure 4.4. Notable shifts occurred between October 2022 and October 2023, with visitation experiencing an increase of 393.8 percent.

FIGURE 4.4: COMPARISON OF MONTHLY WILLARD BAY STATE PARK VISITATION TRENDS



In FY 2025, Willard Bay's visitation ranked fifth out of all state parks. Of the state parks, Sand Hollow had the highest visitation numbers with over 1.3M visitors, followed by Dead Horse Point, Antelope Island, and Jordanelle state parks. Figure 4.5 compares Willard Bay's visitation to Jordanelle State Park's from FY 2023 to FY 2025.

FIGURE 4.5: COMPARISON OF VISITATION (WILLARD BAY AND JORDANELLE STATE PARKS)

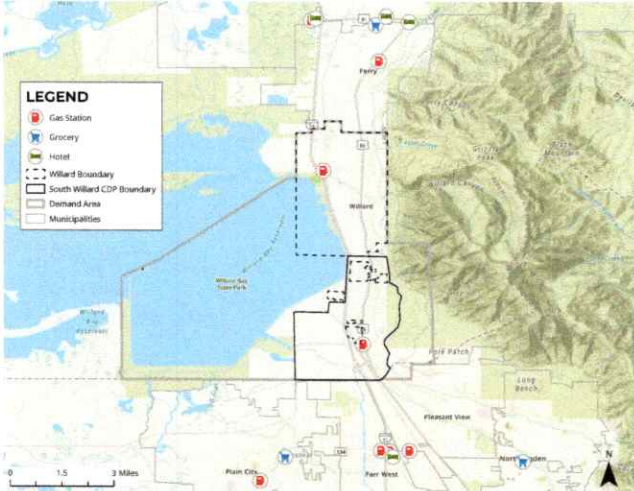


COMPETITIVE MARKET SITES

Discussions with stakeholders pointed to three potential markets compatible with the Plan's development goals: gasoline stations, food and grocery stores, and overnight accommodation. This following analysis identifies the surrounding gasoline stations, food and grocery stores, and overnight accommodation market sites surrounding Willard City. Competitive market sites surrounding Willard City include neighborhood scale retail just north of the City's boundaries in Perry and Brigham City, and in the adjacent communities of North Ogden, Pleasant View, Farr West, and Plain City.

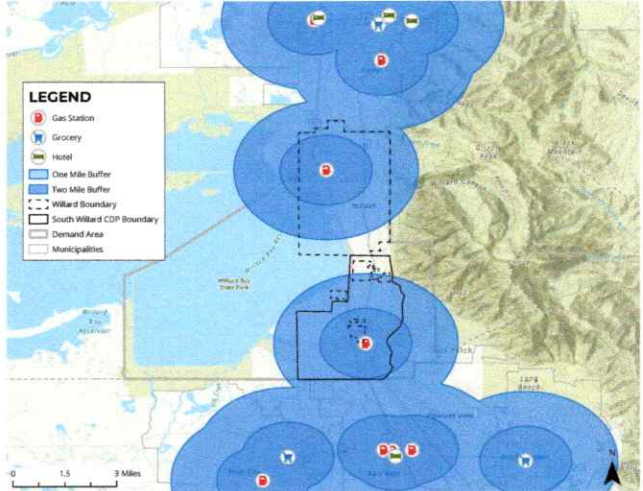


FIGURE 4.5: COMPETITIVE MARKET SITES



To illustrate growth potential near the Demand Area, two-mile geographic buffers of the regional market sites are included in Figure 4.6. There is no overlap within the Demand Area when a two-mile geographic buffer is mapped for hotel and grocery sites. When a two-mile buffer is applied to gas station market sites, two gas stations (Walmart, Fresh Market, and Smith's Marketplace) overlap the Demand Area.

FIGURE 4.6: BUFFER OF COMPETITIVE MARKET SITES



SUPPORTABLE COMMERCIAL ZONING

To determine the supportable commercial zoning within Willard, this analysis evaluates future taxable sales growth and per capita spending by sector. This analysis provides an estimate of supportable acreage by the following categories: general retail, industry, services, and total commercial acreage.

EXAMPLE OF SUPPORTABLE COMMERCIAL DEVELOPMENT (NEIGHBORHOOD SCALE RETAIL)



The supportable commercial zoning methodology employed in this analysis utilizes estimated per capita spending of \$15,930 in Willard. Assuming a new population of 1,403 residents (2040 – 2025) within Willard and South Willard using TAZ estimates, the total supportable commercial zoning is estimated at approximately 81,285 SF or 17 acres. This assumes a median sales volume of \$275 per square foot of gross leasable area (GLA) and a floor area ratio (FAR) of 0.11.

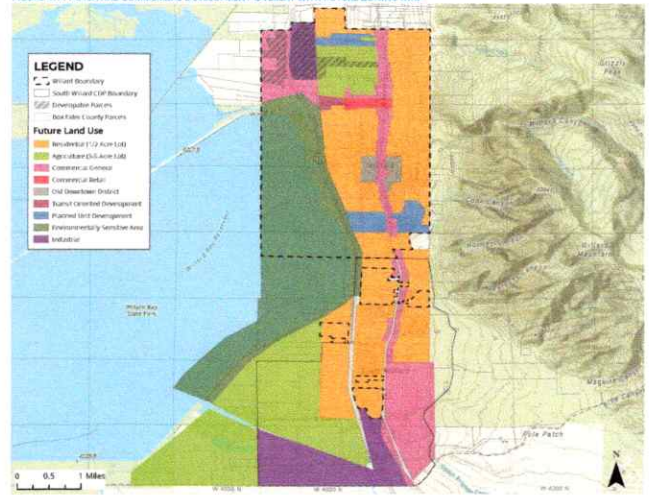
TABLE 4.4: SUPPORTABLE COMMERCIAL ZONING BASED ON PER HOUSEHOLD SPENDING

	GENERAL RETAIL	INDUSTRY	SERVICES	OTHER	TOTAL
Per Capita Spending (Income Adjusted)	\$10,492	\$2,779	\$1,742	\$917	\$15,930
New Growth	1,403	1,403	1,403	1,403	1,403
TOTAL SPENDING	\$14,721,888	\$3,899,890	\$2,444,183	\$1,287,363	\$22,353,325
Median Sales Volume Per SF of GLA	\$275	\$275	\$275	\$275	\$275
Supportable SF	53,534	14,181	8,888	4,681	81,285
General Commercial Floor to Area Ratio	0.11	0.11	0.11	0.11	0.11
Supportable Acres	11.2	3.0	1.9	1.0	17.0

FUTURE COMMERCIAL DEVELOPMENT

It is likely that commercial growth will be limited to currently planned and potential commercial zones. The focus of future commercial development will be neighborhood scale retail, which provides personal services, food services, and general retail purchases. It is expected that the City will rezone for industrial use north of 1075 North along I-15. As shown in Figure 4.7, the City is expecting approximately 15 to 20 acres of commercial planned or zoned within the rezone area which is near the baseline supportable commercial zoning. To achieve this target, the City may need to explore economic development financing tools or increased residential development to increase demand. Alternatively, the City may need to focus future commercial around existing nodes to strengthen these areas and achieve a sustainable commercial square footage threshold.

FIGURE 4.7: POTENTIAL COMMERCIAL DEVELOPMENT OVERLAY WITH FUTURE ZONING MAP



BARRIERS TO ENTRY

Some commercial development may be impacted by factors that serve as barriers toward unconstrained commercial growth within the community. These barriers may include growth in online sales, City ordinances, development costs, or geographic challenges. Future commercial development in Willard and South Willard may be hindered by these types of barriers. The following paragraphs discuss some of the barriers to entry that may exist within the City.

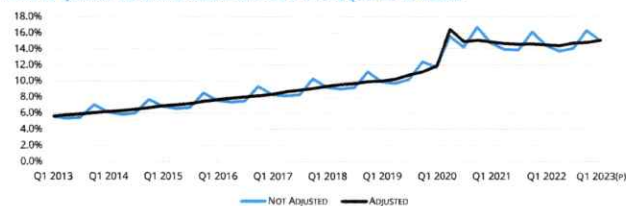
SHIFT TO ONLINE SALES

Online sales will continue to impact the traditional brick-and-mortar approach. The US Census Bureau's estimate of retail e-commerce sales as percent of total quarterly retail sales continues to rise, increasing from nearly 5.6 percent in 2013 to 15.1 percent during the first quarter in 2023.⁹

⁹Source: U.S. Census Bureau, Retail Indicators Branch



FIGURE 4.8: QUARTERLY U.S. RETAIL E-COMMERCE SALES AS A % OF TOTAL QUARTERLY RETAIL SALES



Monthly retail sales numbers by the Census Bureau show sales from non-store retailers like Amazon, eBay, QVC and Alibaba increase 6.5 percent from 2022 to 2023.¹⁰ This will likely result in a shift from location-based retail to online purchases. Methods to promote increased commercial development include:

- Allow for more residential development and population growth;
- Provide development incentives;
- Promote niche markets that will capture sales from surrounding communities;
- Remove barriers to entry; and,
- Promote other types of commercial development (industrial, tech, office, etc.).

LAND COST

Another barrier to entry may be the cost of land. A comparison of the total market value of land within Brigham City, South Willard, and versus Willard may illustrate the land value disparity. The total market value of all land within Brigham City is approximately \$1.8B. With a total of 26K acres of land, this equals nearly \$65K per acre. This data may be impacted by higher ratios of undevelopable, exempt, government, forest or other lower valued lands that are not as prevalent within a City. Willard's estimated market land value per acre is \$200K.

TABLE 4.5: COMPARISON OF MARKET LAND VALUES

	TOTAL ACRES	MARKET LAND VALUE	MARKET VALUE PER ACRE
Brigham City	26,393.62	\$1,741,637,557	\$65,870
South Willard	8,447.69	\$284,319,190	\$73,180
Willard	4,134.58	\$200,941,713	\$199,674

Source: Box Elder County Parcels

DEVELOPMENT COST: IMPACT FEES

Many communities within Utah assess impact fees to offset the cost of needed infrastructure related to growth. Total impact fees vary from community based on level of service, age of infrastructure, proportional allocation of buy-in to new facilities, and the inclusion of financing mechanisms and inflation. While impact fees can be a barrier to limiting economic growth, municipalities have tools to mitigate this impact. These

¹⁰ Source: 2015 Annual Retail Trade Report <https://www.census.gov/retail/index.html>

include waiving or reducing impact fees, establishing redevelopment areas to fund infrastructure, or allowing development to provide information that may result in a reduced fee.

LOWER POPULATION AND ROOFTOPS

Willard's population is projected to increase through 2040, reaching 3,450 persons. South Willard is expected to grow to 2,588 by 2040. The population in Box Elder County will continue to concentrate in Brigham City, Mantua, Tremonton, and Perry cities. Weber County, located directly south of the Willard area, will also experience a significant growth when compared to Box Elder County.



SECTION 5. STAKEHOLDER OUTREACH AND SWOT

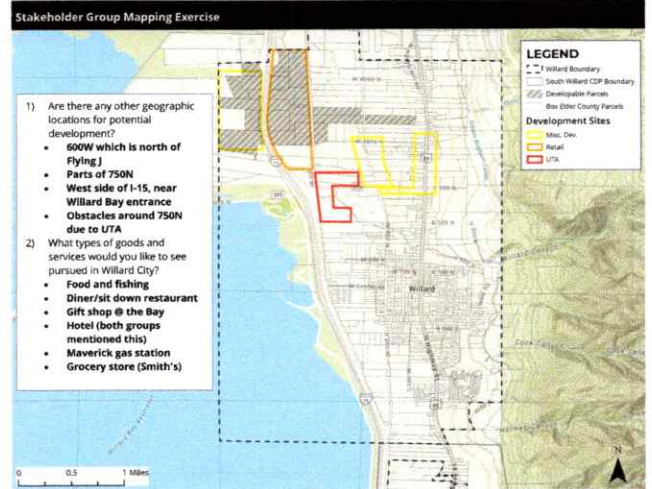
A SWOT Analysis is a strategic planning tool that allows the City to examine the strengths, weaknesses, opportunities, and threats (SWOT) as they relate to its economic development plan, offering valuable insights to guide future decision-making. LRB collaborated with City staff and held stakeholder meetings to conduct a SWOT survey with business leaders, City Council members, and development partners. To solicit input related to a cohesive and comprehensive economic vision, a total of two separate in-person meetings were held. The first meeting held was on November 11th, 2024, with the second meeting being held on September 9th, 2025. As City leaders consider strategies for sustainable development, it is essential to evaluate both the internal and external factors that could influence success. Responses from stakeholders are utilized to develop economic development strategies presented in Section 6 of this plan. The Willard SWOT Analysis included responses to the questions outlined in the following table:

TABLE 5.1: SWOT ANALYSIS DESIGN

	POSITIVES	NEGATIVES
INTERNAL FACTORS	<p>STRENGTHS</p> <ul style="list-style-type: none"> What is Willard known for? What do you love about Willard? What does Willard do that no one else does? What unique and helpful resources are available to businesses and industries? What specific competitive advantages do businesses and industries have by being in Willard? What do local businesses and those outside the City see as Willard's strengths? 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> What are others likely to see as weaknesses in Willard? Where are there fewer resources than in other counties? What cannot be changed and what could the City improve? What are the local risks that can limit economic development and investment success?
EXTERNAL FACTORS	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> What opportunities exist for enhancing or supporting existing strengths that you identified? What improvements or support could some of the weaknesses you identified benefit from? What business and economic development trends could your community take advantage of? 	<p>THREATS</p> <ul style="list-style-type: none"> What political, economic, or technological trends could harm the community? What threats are facing other communities? What threatens the key strengths you identified? What threats do the City's weaknesses expose it to? What threatens the opportunities you identified?

LRB collaborated with stakeholders on November 11, 2024, to identify potential key economic nodes within the City that could develop in the near term stimulating additional economic growth in the surrounding area. Figure 5.1 depicts the identified sections of land, as well as a summarized notes from the stakeholder conversation. As discussed above, it is expected that the City will rezone for industrial use north of 1075 North along I-15. The City is expecting approximately 15 to 20 acres of commercial square footage planned or zoned within the rezoned area which is near the baseline supportable commercial zoning. Other potential nodes identified include areas along 750 North.

FIGURE 5.1: GROUP MAPPING EXERCISE



The following summarizes responses by stakeholders to Table 5.1 during the two in-person discussion held in Willard City. The SWOT matrix is outlined in Figure 5.2.

STRENGTHS

- Willard Bay State Park: Attracts tourism, supports recreational businesses, and generates revenue through visitor traffic.
- Annexed South Willard land: Expands developable area for residential, commercial, or industrial projects, offering long-term growth potential.
- Hiking trails: Enhance quality of life for residents and appeal to outdoor enthusiasts, bolstering local eco-tourism.
- Fruit farms: Identifiable industry that attracts demand outside of the City. Building on this existing industry will help the nurture its small-town character and existing businesses.

WEAKNESSES

- Aging water infrastructure: Limits capacity for new development and poses risks to existing residents and businesses during expansion. However, the City has plenty of water rights.
- Economies of scale: As future commercial growth will continue to follow rooftops, the City's low population density will require the City to identify alternative strategies to facilitate economic growth.
- Concern over Development: Residential property owners have voiced concern over any new development.

OPPORTUNITIES

- UTA Frontrunner integration: Improved connectivity to Ogden and Salt Lake City could attract commuters, stimulate transit-oriented development, and increase property values.
- South Willard land development: Strategic zoning for mixed-use projects or light industry could diversify the tax base and create jobs.
- South Marina Annexation: Providing boat launching, camping, and day-use facilities, the South Marina attracts tourism to the State Park. The City noted that annexing this section of Willard Bay could occur in the next decade or two.
- Rezoning Efforts: The City is in the process of rezoning the Old Downtown Willard (ODW) to allow and encourage neighborhood-scale commercial development. The City is also in the process of rezoning parcels located north of Flying J into industrial land use. The property owner of this area has goals of dedicating 15 - 20 acres to retail.
- Gravel Pits: Stakeholders noted that gravel pits present an opportunity and threat (see below). While the City doesn't want to incentivize any new gravel pits, the City can generate revenue and turn existing gravel pits into developable property.

THREATS

- Wetland preservation requirements: Environmental regulations may restrict development in sensitive areas, increasing costs or delaying projects.
- Gravel pits: Community members have voiced objections to the existing gravel pits in the City's foothills, which abut residential areas.

FIGURE 5.2: STAKEHOLDER SWOT MATRIX



SECTION 6. ECONOMIC DEVELOPMENT STRATEGIC PLAN

The primary objective of this document is to reconfirm existing strategies while identifying any new strategies based on stakeholder feedback. Below is an outline of historic goals from the 2023 General Plan:

- Evaluate all City decisions, actions, and budget expenditures to achieve General Plan consistency.
- Protect the City's naturally occurring sensitive lands, views, features, and other amenities.
- Protect the City's agricultural areas.
- Promote efficiencies in the use of all water resources and protect local water sources.
- Encourage retail businesses to support the City's tax and employment base and to provide additional opportunities for residents to meet their daily living needs in Willard.
- Increase opportunities for all residents to engage in remote work and learning.
- Protect and enhance Willard's historic town core.
- Continue to require quality developments that promote and enhance the City's small-town character and ambiance and to remain a safe and desired location for residential and nonresidential uses.

PROPOSED ECONOMIC DEVELOPMENT STRATEGIES

In addition to the above goals selected by the City, LRB suggests the following economic development strategies to reflect stakeholder responses, with the City's objectives and existing strategies for economic development serve as the foundational objectives.

1. GROW A FOUR-SEASON RECREATION AND AGRI-TOURISM ECONOMY:

Leverage Willard's strengths— Willard Bay State Park, hiking trails, fruit farms, and future South Willard annexation— to drive visitor spending while reinforcing small-town character.

Initiatives

- Create a "Gateway to Willard Bay & Fruit Country" brand with wayfinding, trailheads, and farm-to-trail itineraries (u-pick orchards, markets, cycling loops).
- Launch a seasonal events calendar (blossom/harvest festivals, trail races, bay activities) and a weekly Historic Downtown Willard market.
- Prepare a South Marina annexation & services feasibility (utilities, safety, fee structure) and a joint programming plan with State Parks.
- Offer microgrants for farm stands, outfitters, guides, and bed and breakfasts (façade, signage, e-commerce).

Funding/Tools:

- RAP/Parks taxes (if applicable),
- Transient Room Tax (TRT) partnerships,
- Utah Office of Tourism (UOT) Cooperative Marketing Grant or EDA ARPA Grant,
- USDA Rural Development,
- Private sponsorships, and
- Business Improvement District (BID)/Special Improvement District (SID) in ODW zoning district.



Initiatives

- Adopt an Ag Preservation Toolkit: agriculture overlay with permitted Agri-tourism, cluster/open-space subdivisions, conservation easements, and buffer standards along orchards.
- Reclaim & repurpose existing gravel pits through a "Reclamation to Redevelopment" plan (stability, drainage, phased fill, future flex/park uses); prohibit new pits via zoning.
- Create a small-area plan for a future transit-supported node (Frontrunner integration) with a TOD overlay, parking management, and first/last-mile trail links that is scaled to Willard's context.
- Establish a ODW Main Street plan: walkable design, façade program, upper-story residential over shops, traffic calming.

Funding/Tools:

- Transfer of Development Rights (TDR) or Purchases of Development Rights (PDR) where feasible,
- Land & Water Conservation Fund (trails/parks),
- UDOT TAP/active transportation funds,
- CRA for ODW zoning district, and
- Developer exactions for buffers.



2. DIVERSIFY THE TAX BASE WITH JOB-CREATING LIGHT INDUSTRIAL & MIXED-USE NODES:

Convert annexed South Willard land and the north industrial corridor (north of Flying J) into employment and neighborhood-scale retail to reduce reliance on rooftops.

Initiatives

- Adopt/implement zoning for: (a) clean light industrial/flex, (b) mixed-use village with neighborhood retail in Historic Downtown Willard, and (c) 15-20 acres of highway-oriented retail north of Flying J.
- Establish a 3-5-site "shovel-ready" program (permitting playbook, environmental due diligence, site utilities, pad-ready specs).
- Identify target sectors (outdoor gear, food processing/packaging tied to fruit farms, small logistics, craft manufacturing).
- Streamline approvals by implementing development agreements with clear design standards and expedited review for target-sector projects.

Funding/Tools:

- RDA/CRA for infrastructure funding,
- Utah GOED Incentives, and
- Private site prep cost-share.

3. MODERNIZE WATER AND GROWTH INFRASTRUCTURE TO UNLOCK CAPACITY WITHOUT LOSING RURAL CHARACTER:

The City has water rights but needs delivery capacity and sequencing. With an aging water system and wetland preservation and service limits, growth is constrained and risk is increased.

Initiatives

- Complete a Growth-Sequencing Capital Improvement Plan (CIP) for water, roads, and drainage with wetlands avoidance/mitigation mapped up front.
- Update impact fees and adopt cost-recovery agreements (latecomer/recapture).
- Form special districts (Public Infrastructure District (PID)/assessment) to front-load trunk lines and storage.
- Publish a "developer infrastructure checklist" and a model development agreement to reduce uncertainty.

Funding/Tools:

- Impact fees,
- State/WIFIA/USDA Water Loans,
- EDA/Community Project Funding,
- RDA/CRA for infrastructure funding, and
- Developer reimbursement agreements.

4. MANAGE GROWTH TO PROTECT FARMS, NEIGHBORHOODS, AND VIEWSHEDS:

Community concern over development and gravel pits requires predictable, place-sensitive growth that preserves agriculture and quality of life.



SECTION 7. ADDITIONAL FINANCIAL TOOLS

There are a wide variety of tools and incentives available to help achieve economic development goals. In addition to the tools identified in the Section 6, below is a brief description of several resources available to the City. Some tools may require the City to identify funding sources to support local programs.

LOCAL FINANCING & TAX TOOLS

1. Redevelopment Agencies (RDAs) – Cities can create project areas and capture Tax Increment Financing (TIF) to support infrastructure, site preparation, or incentives.
2. Community Development Areas (CDAs) – Broader redevelopment areas with flexible uses of TIF.
3. Economic Development Areas (EDAs) – TIF for specific business/industry attraction (e.g., industrial parks).
4. Public Infrastructure Districts (PIDs) – Financing mechanism (like special assessment districts) for roads, utilities, and amenities.
5. Municipal Bonds – General obligation or revenue bonds for infrastructure supporting development.

BUSINESS SUPPORT TOOLS

1. Small Business Development Centers (SBDs) – Technical assistance, training, and mentoring.
2. Business Resource Centers (BRCs) – Support for startups, entrepreneurs, and expansion.
3. Revolving Loan Funds (RLFs) – Often set up regionally to provide gap financing.
4. Business Retention & Expansion (BRE) Programs – Local city programs to support existing businesses.

QUALITY OF PLACE & INFRASTRUCTURE TOOLS

1. Downtown Revitalization Programs – Façade improvement grants, main street programs, streetscape upgrades.
2. Housing & Mixed-Use Incentives – Partnering with developers on workforce housing and walkable districts.
3. Transportation Investments – Coordinating with UDOT, UTA, and MPOs for regional mobility.

COLLABORATION & MARKETING

1. Place Branding & Marketing Campaigns – Positioning the city as business-friendly.



ITEM 5D

MASTER CONDITIONAL USE PERMIT SPREADSHEET								
No.	Address	Applicant	Application Date	Fee	Approval Date	Type	Status and Review Date	Parcel No.
	28 CUPs							
	26 South 500 West	Forbush, Molly	1/27/2025	\$250.00	3/20/2025	Short-Term Rental/Airbnb	Active Reviewed 4/2/26	02-087-0005
	46 North 100 East	Comer, William			Prior to 1958	Trailer Court	Active Reviewed 12/4/25 The PC determined that business license needs to remain current to keep CUP	02-051-0183 or 02-048-0024
	53 North 100 West	Braegger, Josh	5/28/2020	\$25.00 PD	6/19/2020	Multi-Family (Basement Apartment)	Active Reviewed 9-12-23	02-047-0074
	55 South 100 East	Braegger, Kenneth			2/5/2016	Contractor - Home Business	Active Reviewed 10-5-23	02-050-0074
	105 South 100 East	Loveland, Judy	9/16/1996		9/20/1996	Auto Repair - Home Business	Active Reviewed 10-19-23	02-050-0008
	110 South 200 West	Gilbert, Brian	4/20/2023	\$25.00	5/18/2023	Detached Accessory Dwelling Units	Active Reviewed 8-21-25	02-051-0008 and 02-051-0242
	110 South 250 West	Heath, Trisha	5/18/2018		1/9/2019	Multi-Family Dwelling	Active Reviewed 11-2-23	02-053-0003
	155 South Spring Street (135 S 100 E)	Dean, Blair & Kathy Davis	6/21/1999		9/23/2005	Single Family Home On Sensitive Land	Active Reviewed 12-7-23	02-050-0077
	275 East 200 South	Nielson, Seth	4/22/2024	\$25.00	6/6/2024	Pest Control Business	Active Reviewed 9/4/25	02-050-0048
	300 East 750 North	Granite Construction Company			11/3/2015	Concrete Batch Plant	Active	02-045-0005
	344 East 300 North	Merritts, Bill & Shelley	4/8/1993		5/10/1993	Single Family Dwelling on Sensitive Land	Active Reviewed 4-18-24	02-048-0005
	369 West 200 North	Dominguez, Duane	3/13/2024	\$25.00	4/22/2024	ATV Repair	Active Reviewed 9/18/25	02-057-0030
	432 North Main	Francom, Matthew	10/20/2020	\$25.00	3/7/2024	Welding Shop	Active Reviewed 3/19/26	02-046-0086
	450 North 200 West	Radtke, Robert and Suzie	9/25/2014	\$25.00 PD	10/2/2014	Additional dogs	Active Reviewed 6/20/24	02-046-0047 & 0084
	481 North 200 West	Beard, Lynn			Approved 2/5/15	Multi-Family Dwelling/Duplex	Active Reviewed 9/5/24	02-046-0075

Willard City Corporation

80 West 60 South
Box 583



Willard, Utah 84340
(435)734-9881

Conditional Use Permit

Date Issued: November 3, 2015

Applicants Name: Granite Construction Co.
1000 N Warm Springs Rd.
Salt Lake City, UT 84116

Parcel: #02-045-0005

A Conditional Use Permit is issued to Granite Construction for a Concrete Batch Plant on parcel # 02-045-0005. The parcel is located in the MU 40 Zone. The following conditions must be met or this Conditional Use Permit is revoked.

1. A written dust control plan will be submitted to the City for approval and will be followed throughout the operation of the Batch Plant.
2. A written traffic control plan between Granite Construction and UDOT will be submitted to the city along with a truck route.
3. Hours of operation, including deliveries, will be from 6:00 am to 10:00 pm except during pre-determined days of operation. The planning commission will be notified 21 days in advance of projects that require longer hours of operation. To reduce noise and light at the site, the following procedures will be implemented:
 1. White noise backup signals for loaders and trucks
 2. Engine brakes will not be used on trucks exiting the plant.
 3. Lights at the plant will be directed away from homes

The potential to operate 24 hours per day will be available until the temporary conditional use permit expires on December 31 2017.

4. Raw materials will be contained in a manner so as to not contaminate ground water or neighboring land owners.
5. Granite Construction is responsible for all costs for their Batch Plant, its water system and any connection to the city water system including engineering, equipment, labor, and materials.
6. Granite Construction will pay the industrial water rate of \$ 200.00 per month and \$ 7.00 per 1000 gallons

Barry

Authorized Signature of Applicant

11.30.15

Date

James H. Bagg

Mayor, Willard City

12/10/15

Date

ITEM 6

April

2026

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 APRIL FOOL'S DAY	2 Planning Commission Meeting – 6:30 p.m.	3	4
5 EASTER	6	7	8	9 City Council Meeting – 6:30 p.m.	10	11
12	13	14	15	16 Planning Commission Meeting – 6:30 p.m.	17	18
19	20 Water bills due	21	22	23 City Council Meeting – 6:30 p.m.	24	25
26	27	28	29	30		

May

2026

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
https://www.ulct.utah.gov/spring-training/					1	2
3	4	5	6	7 Planning Commission Meeting – 6:30 p.m.	8	9
10 MOTHER'S DAY	11	12	13	14 City Council Meeting – 6:30 p.m.	15	16
17	18	19	20 Water bills due	21 Planning Commission Meeting – 6:30 p.m.	22	23
24	25 MEMORIAL DAY	26	27	28 City Council Meeting – 6:30 p.m.	29	30
31						