



2026



Economic Development Strategic Plan

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SECTION 1: INTRODUCTION

Introduction

Approach

West Haven City (the “City”), located in the heart of rapidly growing western Weber County, is one of Utah’s fastest-developing communities. Once a predominantly agricultural town defined by open fields and rural character, West Haven has transformed over the past two decades into a vibrant suburban community with a steadily diversifying population and growing economic potential. Its strategic location between Ogden and Salt Lake City, paired with convenient access to major transportation corridors such as I-15, I-84, and SR-126, positions the City as a highly desirable place to live, work, and do business in northern Utah.

As one of the state’s most dynamic residential growth areas, West Haven benefits from strong regional demand for housing, emerging commercial centers, and expanding retail and service sectors. Quality neighborhoods, new parks and trails, and proximity to employment hubs contribute to a high quality of life that attracts young families and professionals. The City’s continued development of recreational amenities, including the Ogden River Parkway connections, trail expansions, and new community gathering spaces, reinforces its appeal as a community focused on livability and well-planned growth.

The City’s advantageous location along major freight and commuter routes also creates significant potential for commercial, mixed-use, and light-industrial expansion. West Haven sits at the crossroads of a regional transportation network that links Davis, Weber, and Box Elder Counties, offering competitive opportunities for logistics, warehousing, and small-scale manufacturing. These sectors are driving growth across northern Utah. As the surrounding region continues to urbanize, demand for retail, dining, healthcare, and professional services within the City is expected to increase, supporting West Haven’s evolution into a more balanced and economically diverse community.

Despite these strengths, West Haven faces notable challenges as it navigates its next phase of growth. Rapid population increases place pressure on transportation systems, open space preservation, public safety, and other essential infrastructure. The community’s predominantly residential tax base limits local revenue generation, creating long-term fiscal sustainability concerns unless commercial and employment-generating uses expand at a pace that keeps up with residential development. Traffic congestion represents a growing concern for both residents and businesses, underscoring the need for transportation planning and corridor reinvestment.

The City also faces growing expectations for amenities, services, and economic opportunities for a changing and increasingly diverse population. Younger families seek access to childcare, retail, and quality jobs closer to home. Long-term residents express a desire to preserve West Haven's rural heritage, agricultural identity, and open-space corridors, even as the City transitions into a suburban community. Balancing these perspectives requires thoughtful planning that supports economic growth while maintaining the character and quality of life that residents value.

Regional dynamics further shape West Haven's future. Continued development pressure in Ogden, Roy, and surrounding communities increases demand for land and economic space in West Haven. At the same time, shifting consumer preferences, e-commerce growth, and changing workforce patterns require the City to stay flexible and adaptable in its economic development strategies. Ensuring a diverse local economy, one not overly reliant on residential growth, will be critical for long-term resilience.

To address these opportunities and challenges, West Haven must adopt a strategic, forward-thinking approach to economic development. This plan defines a comprehensive vision that supports a balanced and sustainable economy, expands commercial and employment opportunities, strengthens infrastructure, and enhances the amenities that contribute to the community's high quality of life. Through collaborative planning, targeted investments, and thoughtful policy direction, West Haven can cultivate a resilient economy that meets the needs of current residents while creating a foundation for future generations to thrive.

The Planning Process

In the early summer of 2025, West Haven retained Urban & Main Consultants, LLC (U&M) to prepare an economic development strategic plan (EDSP). U&M conducted stakeholder outreach and data analysis to inform a clear understanding of the City's particular disadvantages and advantages. This planning process led to recommendations for the City's short, mid, and long-term efforts to strengthen its economic health and focus future economic development investments in identified strategic areas.

Stakeholder Engagement

The consulting team held meetings and sent out a survey to relevant local stakeholders to inform the discovery process. U&M incorporated the qualitative findings that emerged during the stakeholder engagement process from targeted questions about the City's economic

health into an analysis of West Haven's strengths, weaknesses, opportunities, and threats (SWOTs). Representation included residents, business owners, chamber of commerce representatives, non-profit/community organizations, city and county officials, education and workforce, and other local stakeholders.

EDSP Vision

West Haven is a thriving, welcoming community where businesses grow, families prosper, and thoughtful development creates lasting economic opportunity, vibrant places, and an exceptional quality of life.



EDSP Mission

To foster a strong, diverse, and resilient local economy by attracting quality investment, supporting local businesses and entrepreneurs, guiding responsible growth, and enhancing the places that make West Haven a great place to live, work, and do business.



EDSP Goals



1. Strengthen and Diversify the Local Economy



2. Improve Fiscal Sustainability and Diversify Municipal Revenue



3. Manage Growth Proactively



4. Modernize Planning and Development Processes



5. Enhance Community Identity and Quality of Life



SECTION 2: STRATEGIC PLAN

Best Practices

Economic development is essential to a community's well-being and long-term sustainability, as it improves quality of life through job creation, increased wages, broader access to goods and services, expanded opportunities, and a stronger tax base. A successful economic development strategy begins within the organization. To that end, U&M reviewed what the best economic development organizations do well and how these practices translate to West Haven.

Public Officials are the Ambassadors of Economic Development – Elected officials play a vital role in championing economic development and advocating for their communities. They must understand the local economic strengths and challenges, the vision and goals of economic development efforts, the key stakeholders and partners, and the economic development environment. Regular updates from staff to city councils and other decision-makers should include key talking points on projects, emerging industries, and business retention efforts to ensure officials can effectively advocate for their communities. Officials should engage not only with large employers but also with small businesses, entrepreneurs, and economic development initiatives.

Equity and Inclusive Growth – Economic development strategies should focus on expanding opportunity for all residents. Targeted business incentives and workforce training should support the entire community, including minority-owned businesses and women entrepreneurs. Workforce housing initiatives should be included in economic strategies to address affordability challenges and retain skilled workers.

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

- **Cooperation:** Foster partnerships between public and private sectors, rural and urban areas, and cross-industry collaborations.
- **Commitment:** Ensure sustained investment in infrastructure, workforce development, and business support.
- **Competition:** Competition between communities and regions should be viewed as an opportunity for improvement.
- **Capital:** Encourage a mix of public, private, and impact-driven capital to support business growth, infrastructure, and entrepreneurship.

Workforce Development and Education Partnerships – Cultivate a skilled workforce to support its economic base while diversifying into technology, healthcare, and aerospace & defense. Expand partnerships with Ogden-Weber Technical College, Weber State University, and workforce agencies to create industry-specific training programs. Develop career pathways in aerospace & defense, agriculture, manufacturing, and healthcare. Strengthen Career and Technical Education (CTE) programs and expand opportunities for apprenticeships and certifications in high-demand fields.

Business Retention, Expansion, and Recruitment – A strong economic development strategy prioritizes helping existing West Haven businesses grow while attracting new industries. Support the manufacturing industry while encouraging diversification into aerospace & defense and advanced manufacturing businesses. Provide business expansion assistance, including workforce training, regulatory guidance, and infrastructure support. Focus recruitment efforts on companies that align with strengths. Streamline zoning, permitting, and business licensing processes to make the area more business-friendly.

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

- **State Resources:** Economic Development Tax Increment Financing (EDTIF), Utah Small Business Credit Initiative (USBCI), Housing & Transit Reinvestment Zones (HTRZ), various other state grants, etc.
- **Federal Resources:** Community Development Block Grant (CDBG), Economic Development Administration (EDA) programs, Small Business Administration (SBA) programs, USDA Rural Development grants, and other infrastructure funding.
- **Public-Private Partnerships (P3s):** Utilize innovative financing strategies to support infrastructure, workforce housing, and commercial development.

Small Business and Downtown Development – Small businesses and local entrepreneurs generally drive the economy. Partner with the Ogden Small Business Development Center to provide business coaching, networking, and other needed assistance. Enhance the 21st Interchange and 1900 West revitalization efforts to attract businesses. Expand local investment programs to help businesses access capital. Encourage heritage and cultural events that showcase history and quality-of-life assets.

Site Readiness and Real Estate Development – To attract investment, the City could have shovel-ready sites for new businesses and developments. Maintain an inventory of key industrial, commercial, and retail sites, ensuring they have necessary infrastructure in place. Promote redevelopment of underutilized properties to attract businesses and investors. Encourage mixed-use development that combines housing, retail, and office space in key growth areas.

Ongoing Strategic Planning and Accountability – Maintain a proactive approach to economic development. Conduct regular economic development progress meetings to review goals and adjust strategies as needed. Use data-driven decision-making to track economic trends, job growth, and business expansion. Engage residents, business owners, and community stakeholders in long-term economic visioning efforts.

Action Plan and Toolbox

After gaining stakeholder input, analyzing West Haven's demographics, workforce, and real estate assets, and completing a SWOT assessment, U&M combined these findings with the City's mission and vision to develop strategic recommendations that will guide the City over the coming years. This Economic Development Strategic Plan is designed to provide actionable, achievable, and appropriately ambitious direction, with successful implementation playing a critical role in sustaining the City's long-term economic vitality. The Plan prioritizes five core goals: **(1) Strengthen and Diversify the Local Economy; (2) Improve Fiscal Sustainability and Diversify Municipal Revenue; (3) Manage Growth Proactively; (4) Modernize Planning and Development Processes; and (5) Enhance Community Identity and Quality of Life.** Each goal is supported by a series of primary and secondary action items, with primary actions intended to deliver the greatest impact relative to available resources. Collectively, these actions serve as a practical guide for the City to pursue targeted and flexible economic development initiatives as opportunities arise and enable the City to pursue additional priority economic development opportunities.

The six primary action items are as follows:

1. Prioritize zoning and infrastructure readiness in key economic development areas identified in this plan.
2. In key economic development areas, plan for infrastructure development and design to enhance placemaking and access.
3. Support modernization and redevelopment of aging industrial developments within the 21st Interchange and 1900 West Key Development Areas to retain businesses and accommodate high-value employers. This should be done by zone changes and updates to zoning standards to allow a mixture of higher-impact commercial and lower-impact industrial development to co-exist. Identify other sites within these areas that would support lighter commercial uses and a mixture of housing and zone them appropriately.
4. Prioritize commercial and mixed-use zoning in the commercial centers, transportation corridors, and other accessible, high-visibility locations.
5. Prioritize development of a walkable town center(s) that offers opportunities to live, work, and recreate with gathering spaces that allow for civic events, marketing, and community interaction. These areas should be identified within the General Plan.
6. Launch a business retention & expansion (BRE) program.

As noted above, the following is a list of tools, policies, and actions the City may utilize to help fulfill the five primary goals set out within this plan. The intention is that the City will use these tools at its discretion and as circumstances and resources warrant such use. It is not anticipated that the City will complete every item on this list, but will choose the actions needed to achieve the five core goals.

GOAL 1: Strengthen and Diversify the Local Economy

West Haven's rapid population growth and strategic location present a unique opportunity to build a resilient and diversified economy that supports long-term community prosperity. Historically, West Haven has relied heavily on residential development, driven by abundant land, strong demand, and desirable community character. The recent announcement of Walmart and the region's ongoing transportation investments have created a strong foundation for expanding the City's commercial base. A more balanced economic mix will help reduce sales-tax volatility, create local jobs, improve resident convenience, and enhance quality of life.

Strategies and Actions

1.1 Expand Commercial and Retail Opportunities. Grow and diversify West Haven's commercial footprint by strategically attracting new retail, dining, and service businesses.

Primary

- 1.1.1 Recruit and support key retail anchors (build on Walmart momentum).
- 1.1.2 Prioritize zoning and infrastructure readiness in key economic development areas identified in this plan.
- 1.1.3 In key economic development areas, plan for infrastructure development and design to enhance placemaking and access.

Secondary

- 1.1.4 Create a targeted retail recruitment package and marketing profile for use at trade shows and direct outreach.
- 1.1.5 Build relationships with brokers, landowners, and regional real estate networks to identify market-ready opportunities.

1.2 Attract and Retain Employers. Cultivate a competitive environment that attracts new employers while supporting the growth and stability of existing companies.

Primary

- 1.2.1 Designate strategic transportation-served sites as “Employment Priority Areas”.
- 1.2.2 Develop a list of growing businesses within West Haven with a likelihood of needing to expand and work with these businesses to keep them within the City.
- 1.2.3 Launch a business retention and expansion (BRE) program.

Secondary

- 1.2.4 Partner with state and regional economic development organizations, including GOEO, NUEA, and Weber County to actively promote West Haven to targeted industries seeking to relocate or expand within the Northern Utah region (e.g., aerospace supply-chain, logistics, medical services, software support, manufacturing).
- 1.2.5 Develop a targeted employer list of potential companies looking to relocate or expand.

1.3 Foster Entrepreneurship and Innovation. Support local entrepreneurs and small businesses to strengthen community-based economic activity.

Primary

- 1.3.1 Create a Small Business Resource Page on the City website.
- 1.3.2 Partner with Small Business Development Center to provide training, financing, and mentorship to West Haven entrepreneurs.
- 1.3.3 Review the home occupation code and ensure it allows homeowners to create and run small businesses within their homes that don’t negatively impact the surrounding community.

Secondary

- 1.3.4 Promote small business/entrepreneur workshops or networking events.

1.4 Redevelop Underutilized Industrial and Commercial Sites. Transform aging or inefficient industrial areas into modern employment districts and mixed-use opportunities.

Primary

- 1.4.1 Support modernization and redevelopment of aging industrial developments within the 21st interchange and 1900 West Key Development Areas to retain businesses and accommodate higher-value employers. This should be done by zone changes and zoning standard updates to allow a mixture of higher-impact commercial and lower-impact industrial development to co-exist. Identify and appropriately zone other areas within these nodes that could support lighter commercial uses and a mixture of housing.
- 1.4.2 Review the industrial areas and underutilized sites as part of the General Plan. Label these sites appropriately on the General Plan map to ensure the best future use and zoning.

Secondary

- 1.4.3 Use community reinvestment areas (CRAs) and other funding sources to fund infrastructure (PID, FHIZ, etc.) and aesthetic upgrades.
- 1.4.4 Work collaboratively with Weber County to identify environmentally constrained sites and jointly pursue federal and state brownfield resources to prepare these properties for redevelopment.
- 1.4.5 Complete a redevelopment potential assessment of all existing industrial parcels.

GOAL 2: Improve Fiscal Sustainability and Diversify Municipal Revenue

With limited revenue sources, West Haven may face structural fiscal challenges that limit the City's ability to keep pace with infrastructure demands and service-level expectations. Although rapid residential growth brings activity, it also increases long-term operational expenditures, often outpacing revenue growth. As retail and commercial offerings expand, the City must maximize revenues, while also exploring new tools to stabilize its financial future. A diversified and strategically planned revenue portfolio will allow West Haven to maintain service quality, invest in infrastructure, support economic development, and weather economic downturns. This includes assessing the feasibility of introducing a municipal property tax, optimizing land-use decisions to improve fiscal returns, and aggressively pursuing grants and intergovernmental funding. By strengthening fiscal capacity, West Haven can remain competitive and ensure that growth enhances, not burdens future budgets.

Strategies and Actions

2.1 Expand and Optimize Sales Tax Generators. Optimize the City's ability to generate and capture sales tax.

Primary

- 2.1.1 Prioritize commercial/mixed-use zoning in the commercial centers, transportation corridors, and other accessible, high-visibility locations.
- 2.1.2 Encourage retail uses that capture identified retail "leakage" (restaurants, grocery, arts & entertainment, home goods, etc.).
- 2.1.3 Protect sales tax generation in the commercial zones by limiting in those zones land uses that do not generate sales tax, or support the generation of sales tax, and permitting more land uses that do.

2.2 Align Land Use with Revenue Potential. Ensure that land-use decisions contribute to the City's financial health through analysis-driven zoning and annexation.

Primary

- 2.2.1 Allow strategic increased densities in residential areas adjacent to or well-connected with the City's commercial centers.
- 2.2.2 Preserve high-value land in key development areas for employment centers and large revenue-producing areas.

Secondary

- 2.2.3 Use fiscal modeling to evaluate zoning and development proposals based on long-term net revenue impact.
- 2.2.4 Require fiscal-impact studies for annexations and explore including fiscal-impact studies on major rezonings.

2.3 Pursue Grants and Intergovernmental Funding. Maximize and expand the City's fiscal capacity by pursuing grants and collaborating with regional partners on shared infrastructure projects.

Primary

- 2.3.1 Maintain a grant calendar and assign staff/consultant responsibility for infrastructure and other economic development funding opportunities.
- 2.3.2 Develop strategic partnerships with UDOT, UTA, WFRC, Weber County, and other utility and special service districts.
- 2.3.3 Pursue joint grant applications with neighboring jurisdictions to compete more effectively in federal, state, and regional funding opportunities.

Secondary

- 2.3.4 Retain a legislative lobbyist to represent the City's interests in pursuing state funding, appropriations, and policy mechanisms that support remediation and site preparation in the 21st interchange Area.

2.4 Evaluate and Expand Revenue Tools for Fiscal Diversity. Proactively analyze and adopt fiscal tools that create stable, diversified revenue sources capable of supporting long-term community needs.

Primary

- 2.4.1 Conduct a property tax feasibility study that includes a comprehensive scenario analysis to determine timing, rate structures, revenue impacts, and public communication strategies for establishing a city property tax levy.
- 2.4.2 Evaluate and adjust impact-fee schedules to balance fiscal health and competitiveness.

Secondary

- 2.4.3 Explore creating CRAs to leverage incremental property taxes to fund infrastructure and assist with transforming underperforming land uses to high-value taxable uses.

GOAL 3: Manage Growth Proactively

West Haven stands at a pivotal moment: continued residential demand and potential annexation areas provide opportunities for enhanced fiscal health, balanced development, and improved land-use efficiency. However, rapid growth also risks creating unplanned sprawl, infrastructure strain, and community resistance, especially given concerns from residents regarding the pace and type of new housing. Proactive, aligned, and strategic growth management will ensure that new development contributes to the community's long-term vision rather than dictating it. This includes establishing clear annexation priorities, encouraging housing diversity that meets market needs, and coordinating infrastructure investments. Strong interlocal cooperation with regional partners can prevent fragmented growth, reduce duplication of infrastructure, and optimize shared opportunities. By shaping growth intentionally, West Haven can protect community character, strengthen its fiscal position, and ensure a sustainable and livable future.

Strategies and Actions

3.1 Annexation and Land Use Policy Alignment. Use annexation and land use tools to prioritize balanced and fiscally sustainable development.

Primary

- 3.1.1 Update the annexation plan to reserve key corridors for commercial and employment uses.
- 3.1.2 Ensure fiscal neutrality for new annexations.
- 3.1.3 Evaluate proposed changes in zoning and annexation for revenue potential, service costs, and infrastructure needs.
- 3.1.4 Create an infrastructure readiness map showing where utilities, roads, and public services can support immediate development.
- 3.1.5 Require fiscal impact studies prior to annexation approval.

3.2 Housing Diversity and Affordability. Ensure West Haven provides a range of housing options that meet resident needs while supporting economic vitality.

Primary

- 3.2.1 Encourage a mix of small-lot single-family homes, townhomes, and other missing middle residential uses in identified strategic areas that can promote walkability and reduce impacts to transportation corridors.
- 3.2.2 Update the City's mixed-use zoning ordinance to find the right balance in density, housing type, and commercial growth. Find areas within and surrounding key economic development areas, including those identified within this plan, and centers where these mixed-use developments are compatible and will be economically productive. These areas should be identified on the City's General Plan Map.
- 3.2.3 Track compliance with state Moderate Income Housing requirements.

Secondary

- 3.2.4 Work with developers to integrate attainable residential units within CRAs and other identified strategic areas.

3.3 Regional Coordination. Work with regional partners to align infrastructure, transportation, and land use decisions.

Primary

- 3.3.1 Update the City's transportation master plan. The plan should work with regional plans and include all types of transportation needs within the City.
- 3.3.2 Coordinate transportation, infrastructure, and growth boundaries with Roy, Hooper, Ogden, Marriott-Slaterville, and Weber County.
- 3.3.3 Participate in regional transportation planning with Weber County, WFRC, UDOT, and UTA to advocate for improvements that benefit West Haven.

Secondary

- 3.3.4 Participate in regional and state economic development organizations.
- 3.3.5 Advocate jointly with neighboring jurisdictions to improve bus and transit connectivity along major corridors.

GOAL 4: Modernize Planning and Development

Processes

Due to new growth, West Haven's existing planning and development systems face increasing strain, from staff capacity and ordinance complexity to infrastructure delivery and development review timelines. Lengthy approval processes, high impact fees, and outdated ordinances can deter high-quality development and reduce competitiveness relative to neighboring cities. A modernized, predictable, and efficient development environment is essential for supporting smart growth, attracting investment, and maintaining public trust. Infrastructure planning must proactively align with growth areas, ensure adequate capacity, and leverage state and regional partnerships for funding. By adopting clearer ordinances, embracing digital permitting, improving internal coordination, and enhancing staff resources, West Haven can create a development climate that is business-friendly, transparent, and aligned with community objectives. Strategic modernization will also help the City reduce long-term infrastructure costs and improve its ability to guide development outcomes.

Strategies and Actions

4.1. Streamline Development Review. Create a predictable, efficient development review system.

Primary

- 4.1.1 Audit and revise land-use and development code to reduce redundancies and clarify expectations.
- 4.1.2 Create clear step-by-step development guides to reduce confusion and improve predictability.

Secondary

- 4.1.3 Conduct annual developer roundtables or surveys for continued feedback on development processes.

4.2. Impact Fee Structure and Flexibility. Ensure that impact fees are competitive and flexible enough to support high-quality development while still funding infrastructure necessary for long-term growth.

Secondary

- 4.2.1 Periodically conduct a comparative fee analysis relative to regional peers to ensure impact fees are competitive with neighboring communities.
- 4.2.2 Create an annual impact fee report summarizing revenues, expenditures, and projects supported by impact fees.

4.3. Improve Infrastructure Planning and Delivery. Ensure infrastructure keeps pace with growth and supports economic vitality.

Primary

- 4.3.1 Prioritize infrastructure investment in Key Development Areas.
- 4.3.2 Explore funding mechanisms for road and utility upgrades in Key Development Areas.
- 4.3.3 Create a long-term infrastructure and transportation investment plan.

4.4. Staff Capacity and Organizational Structure. Build the City's internal capacity to manage rapid growth and economic development.

Primary

- 4.4.1 Provide ongoing professional training opportunities to strengthen staff expertise and ensure staff remain current with best practices, emerging tools, and evolving frameworks.
- 4.4.2 Continue and expand interdepartmental development coordination meetings, such as the Development Review Committee and others as needed.

Secondary

- 4.4.3 As revenue allows, add city staff to meet development and population demands.

GOAL 5: Enhance Community Identity and Quality of Life

As one of the fastest-growing communities in northern Utah, West Haven is rapidly evolving, yet it has not fully established a cohesive sense of identity or place. Residents value the City's strong community character, open spaces, and family-friendly atmosphere, but growth pressures threaten to blur what makes West Haven unique. A strong identity, supported by intentional branding, placemaking, and design will help unify the community, attract quality development, and reinforce civic pride. Strategic investments in public spaces, parks, trails, and pedestrian-friendly areas can create vibrant gathering points and elevate daily life for residents. Design standards and aesthetic improvements will shape an attractive built environment that reflects West Haven's character, ensuring development contributes positively to the city's form and function. By cultivating a clear identity and improving public spaces, West Haven can remain a desirable and connected community even as it grows.

Strategies and Actions

5.1. Brand and Identity Development. Establish a clear and compelling identity that communicates West Haven's strengths and values to residents, businesses, and investors.

Primary

- 5.1.1 Develop a "Welcome to West Haven" brand package for use in marketing and economic development materials.
- 5.1.2 Integrate brand elements into signage, city communications, gateway features, and development standards.

Secondary

- 5.1.3 Launch a communication campaign that highlights success stories, local businesses, and community progress.
- 5.1.4 As funding allows, complete a professional branding and messaging strategy that defines themes, visuals, and messaging pillars.

5.2. Placemaking and Public Space Investment. Enhance community life through inviting parks, trails, gathering spaces, and civic amenities.

Primary

- 5.2.1 Prioritize development of a walkable town center(s) that offer opportunities to live, work, and recreate with gathering spaces that allow for civic events, marketing, and community interaction. These areas should be identified within the General Plan.
- 5.2.2 Protect the character of the town center by prohibiting land uses or development patterns that detract from the walkability, safety, and comfort of the district.
- 5.2.3 Expand the trail and active transportation network to connect neighborhoods to retail nodes, schools, and other public spaces.

Secondary

- 5.2.4 Continue to pursue public-private partnerships for shared plazas, parks, and event venues.
- 5.2.5 Incentivize developers to incorporate public gathering spaces, trails, and pedestrian linkages into site plans.

5.3. Corridor and Gateway Beautification. Elevate the appearance and function of key City corridors and development areas to create a cohesive and attractive community environment.

Primary

- 5.3.1 Establish design guidelines for gateways that convey arrival and identity.
- 5.3.2 Work with UDOT to integrate enhanced streetscape treatment on state corridors where feasible.

Secondary

- 5.3.3 Implement streetscape enhancements along key corridors (e.g. lighting, landscaping, signage, trail tie-ins).
- 5.3.4 Identify two or more commercial corridors for targeted beautification.

5.4. Cultural, Recreation, and Community Programming. West Haven will build community pride and social cohesion by promoting events, arts, and cultural experiences that bring residents together.

Primary

5.4.1 Plan for additional space for community programming such as a municipal plaza, amphitheater, or similar.

5.4.2 Create a citywide wayfinding and trail signage system that is consistent with the city's branding strategy.

Secondary

5.4.3 Expand community events to activate public spaces and reinforce civic culture.

5.4.4 Partner with local schools, art groups, and non-profits to expand cultural programming.

5.4.5 As funding allows, enhance amenities at existing parks.

5.4.6 Pursue partnerships for recreational amenities and community art.



SECTION 3: IMPLEMENTATION

Implementation Plan

A detailed implementation plan is a critical component of any economic development strategic plan, ensuring that the goals outlined in the strategic plan are translated into actionable steps. Without a clear roadmap for execution, even the most well-crafted strategic plans risk becoming stagnant documents, lacking the direction needed to achieve tangible results. An implementation plan provides accountability, sets priorities, allocates resources, and establishes timelines to guide stakeholders in executing key initiatives. By integrating this plan into the strategic planning process, West Haven can foster collaboration among stakeholders, track progress effectively, and adapt to challenges, ensuring the economic goals of this strategic plan are realized.

Implementation Matrix

The implementation matrix (separate document) will help guide the City in the ongoing implementation phase of the strategic plan. The Excel-based tool includes the recommended strategies and actions, as well as an indication of roles, timeline for action, and priority designation. The matrix is intended to be a flexible, ever-evolving tool for tracking progress toward the plan’s implementation. As such, a status indicator is included to aid in monitoring where each recommendation stands. In addition, there are three columns to be filled out by the City’s Economic Development Team each year: resources, metrics, and key accomplishments. These columns allow staff to update the matrix annually to reflect budgets and measurement targets each year. Suggested metrics to track are included below.

Figure 3.1 Implementation Matrix

| Support Strategies | Project Lead | Timeline For Initiating | | | | | | | Priority | Status | Required Resources | Metrics | Key Accomplishments |
|---|--------------|-------------------------|--------|--------|--------|--------|--------|------------|----------|-------------|--------------------|---------|---------------------|
| | | Ongoing | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Years 6-10 | | | | | |
| Goal 1. Strengthen and Diversify the Local Economy. West Haven’s rapid population growth and strategic location present a unique opportunity to build a resilient and diversified economy that supports long-term community prosperity. Historically, West Haven has relied heavily on residential development, driven by abundant land, strong demand, and desirable community character. The recent announcement of Walmart and the region’s ongoing transportation investments have created a strong foundation for expanding the City’s commercial base, recruiting new employers, and supporting local entrepreneurs. A more balanced economic mix will help reduce sales-tax volatility, create local jobs, improve resident convenience, and enhance quality of life. | | | | | | | | | | | | | |
| 1.1. Expand Commercial and Retail Opportunities. Grow and diversify West Haven’s commercial footprint by strategically attracting new retail, dining, and service businesses. | | | | | | | | | | | | | |
| Primary | | | | | | | | | | | | | |
| 1.1.1. Recruit and support key retail anchors (build on Walmart momentum) | | ◆ | | | | | | | Medium | Not Started | \$\$ | | |
| 1.1.2. Prioritize zoning and infrastructure readiness in key development areas identified in this plan. | | | ◆ | | | | | | High | Not Started | \$\$\$\$ | | |
| 1.1.3. In key development areas, plan for infrastructure development and design to enhance placemaking and access. | | ◆ | | | | | | | High | Not Started | \$\$\$\$ | | |
| Secondary | | | | | | | | | | | | | |
| 1.1.4. Create a targeted retail recruitment package and marketing profile for use at trade shows and direct outreach. | | | ◆ | | | | | | Medium | Not Started | \$\$ | | |
| 1.1.5. Build relationships with brokers, landowners, and regional real estate networks to identify market ready opportunities. | | ◆ | | | | | | | Low | Not Started | \$ | | |
| 1.2. Attract and Retain Employers. Cultivate a competitive environment that attracts new employers while supporting the growth and stability of existing companies. | | | | | | | | | | | | | |
| Primary | | | | | | | | | | | | | |
| 1.2.1. Designate strategic transportation-served sites as “Employment Priority Areas”. | | | | ◆ | | | | | Medium | Not Started | \$\$ | | |
| 1.2.2. Develop a list of growing businesses within West Haven with a likelihood of needing to expand and work with those businesses to keep them within West Haven. | | | ◆ | | | | | | High | Not Started | \$ | | |
| 1.2.3. Launch a business retention and expansion (BRE) program. | | | | ◆ | | | | | Medium | Not Started | \$\$ | | |
| Secondary | | | | | | | | | | | | | |
| 1.2.4. Partner with state and regional economic development organizations, including GOED, NUEA, and the County to actively promote West Haven to targeted industries seeking to relocate or expand within the Northern Utah region. | | ◆ | | | | | | | Medium | Not Started | \$\$ | | |
| 1.2.5. Develop a targeted employer list of potential companies looking to relocate or expand (aerospace supply-chain, logistics, medical services, software support, manufacturing, etc.). | | ◆ | | | | | | | Low | Not Started | \$ | | |
| 1.3. Foster Entrepreneurship and Innovation. Support local entrepreneurs and small businesses to strengthen community-based economic activity. | | | | | | | | | | | | | |
| Primary | | | | | | | | | | | | | |
| 1.3.1. Create a Small Business Resource Page on the City website | | | ◆ | | | | | | Medium | Not Started | \$ | | |
| 1.3.2. Partner with Small Business Development Center to provide training, financing, and mentorship to West Haven entrepreneurs. | | | | ◆ | | | | | Medium | Not Started | \$\$\$ | | |
| 1.3.3. Review the home occupation code and ensure it allows homeowners to create and run small businesses within their homes that don’t negatively impact the surrounding community. | | | | ◆ | | | | | Medium | Not Started | \$ | | |
| Secondary | | | | | | | | | | | | | |
| 1.3.4. Partner or promote small business/entrepreneur workshops or networking events. | | ◆ | | | | | | | Low | Not Started | \$\$ | | |

Performance Metrics

Performance metrics are crucial for tracking the success and progress of a strategic plan. They provide measurable benchmarks to evaluate whether goals are being met, identify areas for improvement, and ensure accountability. Metrics help organizations make data-driven decisions, adapt strategies, and allocate resources efficiently. They also foster a culture of continuous improvement by highlighting successes and challenges, ensuring the plan remains flexible and responsive to changing needs. For the purposes of this EDSP, the following performance metrics will be used to measure the success of West Haven's economic development efforts.

Metrics

Commercial Development. Net new commercial square footage delivered annually.

New Jobs. Jobs created or retained through City-assisted efforts.

Sales Tax Growth. Annual growth in sales tax revenue (real dollars & percent change).

Sales Tax Capture Rate. Ratio of local sales tax generated in the City compared to estimated retail demand from residents (i.e., how much local spending is captured versus leaking to other communities).

Assessed Value Ratio. Ratio of commercial assessed value to residential assessed value.

Grant and Intergovernmental Funding. Annual value of funding received from grants, partnerships, and lobbying efforts.

Infrastructure. Measure percent of key development areas with adequate infrastructure and access for development/redevelopment.

Housing. Track the new housing units built within strategic or mixed-use areas.

BRE Visits. Number of in-person visits or touchpoints to existing businesses in the City.

Development Review. Track average review time by project type.

Net Promoter Score. Conduct an annual survey that measures the City's Net Promoter Score with key economic development stakeholders. These surveys will provide a measure or score of how likely stakeholders are to recommend the City as a place to do business.

Quality-of-Life. Number of new or improved public gathering spaces, trails, or placemaking projects completed.

Population Growth. Annual change in total population (numeric and percent growth).

Median Wage Growth. Change in median wages or household income over time.



SECTION 4: CONTEXT

SWOT Analysis

During the initial phase of plan creation, our team gathered qualitative and quantitative input from stakeholders concerning issues influencing local economic development. This analysis helped us understand West Haven's economic position in the region. The results of these efforts informed the strengths, weaknesses, opportunities, and threats (SWOT) analysis in **Figure 4.1** below.

Figure 4.1 SWOT Analysis Results

| <p style="text-align: center;">Strengths</p> <p style="text-align: center;">Assets and resources to strengthen and diversify the economy.</p> | <p style="text-align: center;">Weaknesses</p> <p style="text-align: center;">Liabilities and barriers that could limit growth potential.</p> |
|---|--|
| <ul style="list-style-type: none"> • Location & Access: West Haven's I-15 frontage and multiple transportation routes give it prime regional connectivity. • Population Growth: The city is one of Utah's fastest growing, with a younger family demographic driving demand. • Community Character: Residents enjoy a safe, family-friendly environment with deep community roots. • Land & Zoning: Large undeveloped areas and diverse zoning provide flexibility for future growth. • Industrial & Residential Base: An established industrial sector and increasing residential rooftops support retail and commercial viability. • City Staff: Approachable staff and direct access to decision-makers create a collaborative development environment. • Amenities: Parks and recreation facilities strengthen quality of life and attract new residents. | <ul style="list-style-type: none"> • Revenue Limitations: Without property tax, the city has limited ability to fund services or offer incentives. • Approval Process: Developers reported confusing processes, conflicting comments, and lengthy review timelines. • Commercial Gap: The city lacks a central commercial core or traditional Main Street. • Essential Services: Key amenities like a grocery store are still missing within city limits. • Economic Staff: No dedicated full-time economic development position limits proactive recruitment. • Resource Constraints: Smaller staffing and service capacity lag behind the pace of growth. • Infrastructure Issues: Coordination problems with Weber County hinder sewer and utility planning. • Community Identity: The city lacks a distinct brand or sense of place compared to neighbors. |

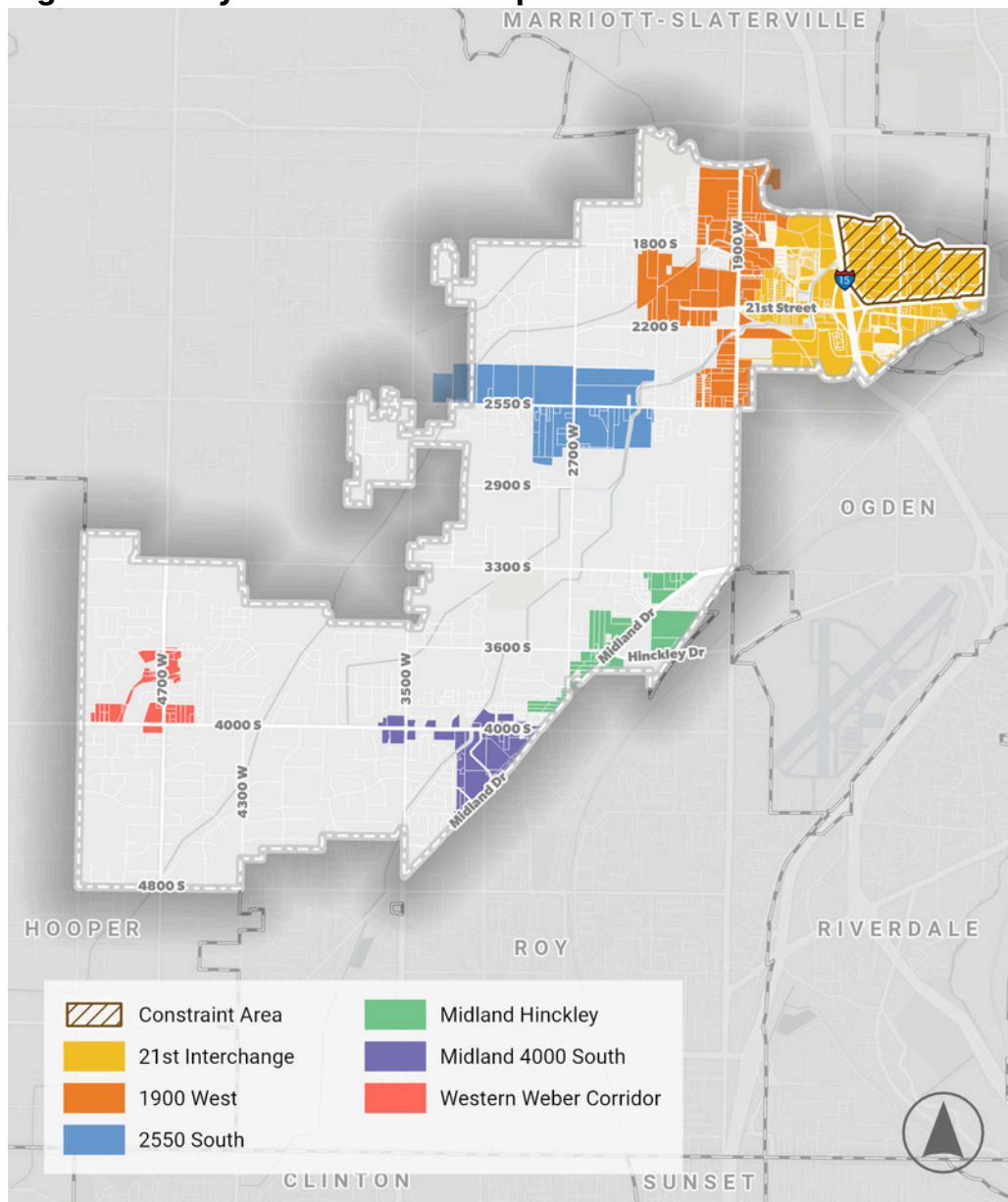
Figure 4.1 SWOT Analysis Results (Continued)

| <p style="text-align: center;">Opportunities</p> <p style="text-align: center;">Competitive advantages and favorable trends.</p> | <p style="text-align: center;">Threats</p> <p style="text-align: center;">Potentially unfavorable factors and trends.</p> |
|--|---|
| <ul style="list-style-type: none"> • Retail Anchors: Walmart and other large retailers create momentum for surrounding commercial growth. • Residential Demand: Continued housing growth expands the market for services, jobs, and amenities. • Job Centers: Industrial parks and office development can reduce heavy out-commuting. • Redevelopment Potential: Older industrial corridors can be repositioned for higher value uses. • Public-Private Partnerships (PPP): Collaboration can fund infrastructure and expand community amenities. • Regional Corridors: West Davis Corridor's future expansion into West Weber County brings new nodes of development potential. • Grant Access: Programs like RAMP, local transportation and state/federal grants provide funding opportunities. • Technology & Planning: Online permitting can streamline development. • Annexation Growth: Strategic expansion into unincorporated areas could strengthen the tax base. • Branding Efforts: Community branding initiatives can create a distinct identity and attract investment. | <ul style="list-style-type: none"> • Economic Pressures: High interest rates, inflation, and affordability crises strain both residents and developers. • Regional Competition: Better-resourced cities with smaller fees may attract businesses and new growth away from the City. • Tenant Retention: Future companies may relocate if development processes are slow or difficult. • Infrastructure Limits: Former agricultural areas face capacity issues for roads, water, and sewer. • Unplanned Growth: Without strategic planning, development risks becoming haphazard. • Housing Risks: Potential foreclosures and affordability problems threaten community stability. • Coordination Failures: Duplicate infrastructure and county conflicts create costly inefficiencies. • Legislative Risks: Forced annexation or state interventions could reduce local control. • Resource Competition: Demand from data centers and large employers strains water and electricity supplies. |

Key Development Areas

As part of the strategic planning process, six key development areas were identified to guide strategic infrastructure and investment decisions across the City. The selection of these areas was based on a comprehensive analysis of their proximity to existing and planned transportation corridors, alignment with future public and private investment initiatives, land ownership, and access to established and future City developments. Focusing resources in these areas will allow West Haven to leverage its strengths, enhance connectivity, and catalyze sustainable economic growth. The six nodes are outlined in **Figure 4.2** below.

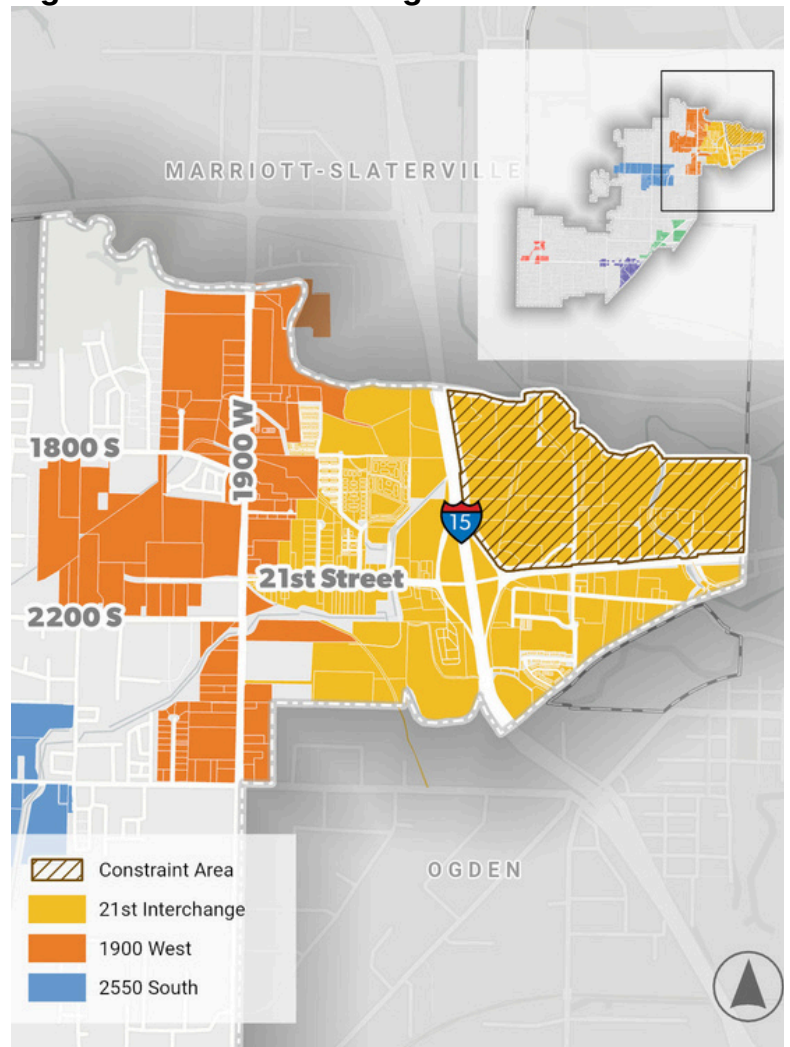
Figure 4.2 Key Economic Development Areas



21st Interchange

The 21st Interchange Area is one of West Haven's most strategically positioned economic development areas, selected for focused investment due to its direct frontage along Interstate 15, its established and growing industrial employment base, and its significant amount of vacant and underutilized land suitable for new development. The area benefits from exceptional regional visibility, immediate freeway access, and proximity to major transportation corridors. These characteristics position the area as a prime gateway for attracting businesses that require logistical efficiency, high-speed mobility, and access to both local and regional markets. Existing industrial and hospitality uses in the area provide a strong foundation for continued investment.

Figure 4.3 21st Interchange Area



The presence of established employers creates opportunities for business retention, expansion, and complementary development. In addition, the corridor continues to carry substantial transportation volumes, making it attractive for hotel, office, and regional commercial uses that rely on easy freeway access and high visibility. With multiple parcels remaining undeveloped or underutilized, the 21st Interchange Economic Development Area provides the City with a rare opportunity to shape a high-performing employment and commercial area in the coming decade.

Advantages

- **Premier Interstate Frontage:** Direct visibility and immediate access to I-15 make the area a highly marketable commercial and employment center in Weber County. The interchange access supports freight movement, customer access, and regional draw.
- **Strong Existing Industrial Sector:** The area already functions as an industrial node, with businesses that benefit from transportation proximity. This creates momentum for future expansion, business recruitment, and supplier recruitment.
- **Vacant and Underutilized Parcels:** The availability of large sites, many with good freeway frontage, offers scalable opportunities for developers and business end-users.
- **Proximity to Major Population Centers:** Located near the Ogden-Weber urban core, the 21st Interchange area is within easy reach of workforce, consumer markets, and business service providers.
- **Diversified Existing Uses:** The area supports a mix of industrial, commercial, and residential uses, providing a strong foundation for continued growth and complementary development.

Impediments

- **Constrained Land:** A large portion of the vacant and underutilized land presents noteworthy challenges before it can become developable. Substantial environmental remediation, grading, utility relocation, access and road constraints, or other site-preparedness work is required before it is viable for commercial and industrial redevelopment. These challenges will increase project costs, extend development timelines, and limit near-term private capital without targeted public support.
- **Ageing Infrastructure:** Portions of the area may require upgrades or extensions to utilities, stormwater systems, and internal road networks to support higher-intensity industrial, office, and commercial uses.

- **Parcel Configuration and Ownership:** The western portion of the area has fragmented parcel sizes and multiple ownership patterns that may complicate large-scale redevelopment efforts or limit the ability to assemble sites suitable for major employers or regional commercial uses.
- **Development Risk Perception:** The combination of site constraints and upfront infrastructure costs may create hesitation among private developers without coordinated public support, incentives, or phased redevelopment strategies.

Potential Development

- **Industrial and Flex Industrial**
- **Office & Corporate Services**
- **Hotel & Lodging**
- **Regional Commercial**
- **Higher Density Housing**

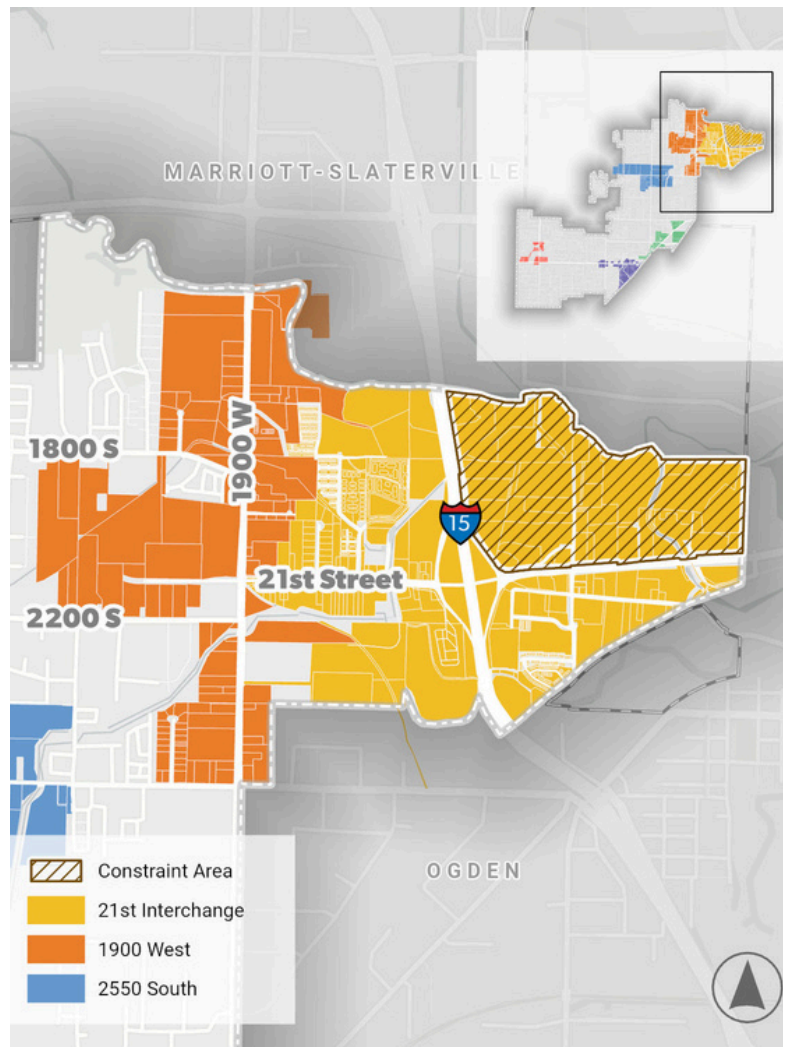
| Land | Amount |
|--------------------------------|---------------|
| Vacant | 176.00 |
| Underutilized | 248.58 |
| Developed | 115.4 |
| Other (roads, utilities, etc.) | 12.89 |
| Total | 552.87 |



1900 West

The 1900 West Area was selected as a focus area due to its role as a major north-south transportation corridor serving as a functional alternative to I-15. The 1900 West corridor carries high average daily traffic volumes, connecting residential neighborhoods, industrial users, and neighborhood commercial across the western portion of Weber County. This strong traffic exposure and connectivity provide the corridor with long-term economic development potential, particularly for employment centers and service-oriented uses. The area already supports an established industrial presence, including major employers such as Staker Parson and Boman & Kemp, which reinforce its identity as a working industrial district.

Figure 4.4 1900 West Area



These existing uses, and other industrial development along the corridor contribute to the City's employment base. While much of the corridor is developed, select parcels, particularly agriculture land offer opportunities for new development, while other areas present redevelopment potential over time.

Advantages

- **Key North-South Connector:** 1900 West functions as one of the City's most important north-south routes, offering an alternative to I-15 while connecting the northeastern portions of West Haven to the rest of the City and the broader region, and facilitating efficient movement of residents, employees, and customers. Additionally, strong average daily traffic counts provide visibility and access that supports neighborhood-serving commercial uses.

- **Established Industrial Base:** The presence of long-standing industrial employers creates economic stability and reinforces the corridor’s role as an employment center in the region.
- **Diversified Existing Uses:** The area supports a mix of industrial, commercial, and residential uses, providing a strong foundation for continued growth and complementary development.

Impediments

- **Parcel Configuration and Ownership:** Portions of the corridor are made up of smaller parcels under multiple ownership, limiting flexibility for modern industrial or commercial development and making site assembly challenging.
- **Redevelopment-Driven Growth:** Outside of small pockets of agricultural land, most impactful future development along 1900 West would require redevelopment of existing properties, which is typically more cost-prohibitive and complex than greenfield development.
- **Compatibility Constraints:** Balancing industrial uses with adjacent residential neighborhoods will require careful planning to mitigate land-use conflicts related to traffic, noise, and operational impacts.

Potential Development

- **Industrial and Flex Industrial**
- **Neighborhood Commercial**
- **Higher Density Housing**

| Land | Amount |
|--------------------------------|---------------|
| Vacant | 128.78 |
| Underutilized | 187.02 |
| Developed | 63.3 |
| Other (roads, utilities, etc.) | 10.07 |
| Total | 389.17 |

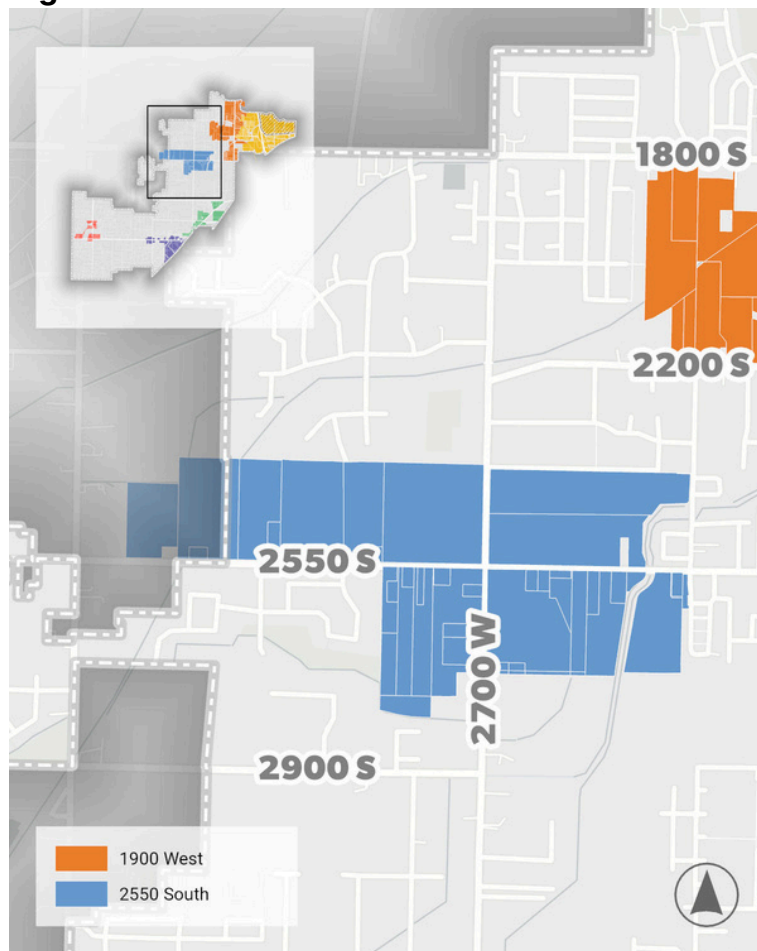


2550 South

The 2550 South Area was selected due to the presence of a large concentration of vacant land under single ownership, creating an opportunity for coordinated, master-planned development. The scale and configuration of these vacant parcels along an important collector-distributor road provide flexibility to accommodate a mix of commercial uses that are difficult to achieve in more fragmented parts of the City.

In addition, the area has previously attracted market interest, signaling unmet retail demand and the potential to serve surrounding neighborhoods with essential goods and services.

Figure 4.5 2550 South Area



This interest, combined with the availability of developable land, positions the 2550 South Area as a key opportunity to strengthen local retail options, reduce retail leakage, and support a more complete neighborhood development pattern.

Advantages

- **Large Vacant Parcels with Single Ownership:** The presence of sizable, contiguous vacant land under unified ownership reduces barriers to development and enables thoughtful site planning, phasing, and infrastructure coordination.
- **Demonstrated Retail Interest:** Prior interest from a grocery operator indicates market viability and pent-up demand for neighborhood-serving retail in this portion of the City.

Impediments

- **Limited Land Availability:** A portion of the vacant land in the 2550 South Area is controlled by an owner who is unlikely to sell in the foreseeable future, potentially limiting the scale of future development.
- **Traffic Impacts from Commercial Uses:** Introduction of grocery and commercial uses may generate increased traffic volumes, requiring careful access management and potential roadway improvements.

Potential Development

- **Grocery Store**
- **Neighborhood Commercial**
- **Residential**
- **Town Center**

| Land | Amount |
|---------------|---------------|
| Vacant | 232.52 |
| Underutilized | 72.27 |
| Develped | 15.66 |
| Total | 320.45 |



Midland-Hinckley

The Midland-Hinckley Area was selected as a focus area due to its combination of available vacant land, its strategic location along both Hinckley Drive and Midland Drive, and the presence of existing industrial and higher-density residential uses. This convergence of land availability, transportation access, and complementary development creates an opportunity for a balanced mix of employment-generating and neighborhood-supporting uses.

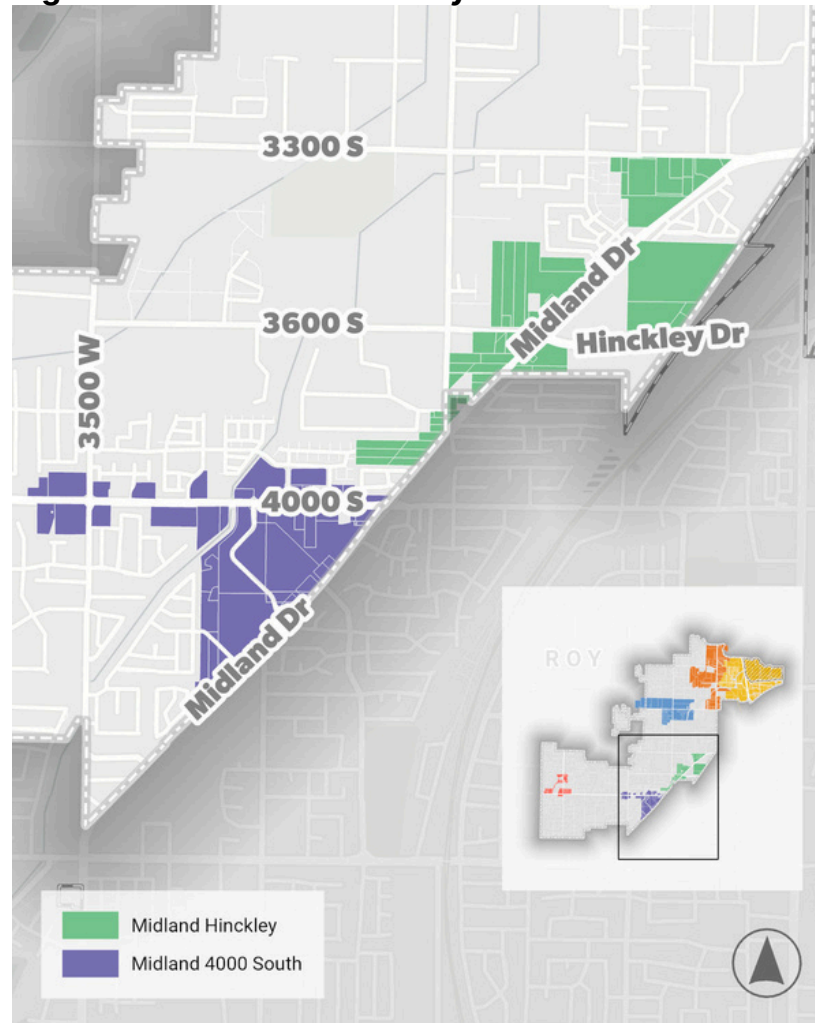
Hinckley Drive and Midland Drive are important arterial corridors that carry significant traffic volumes and provide connectivity to other commercial, industrial, and residential areas throughout the City.

The area's existing commercial businesses contribute to West Haven's employment base, while nearby higher-density housing helps support commercial viability and workforce proximity. Together, these characteristics position the Midland-Hinckley Area as a transitional district capable of accommodating a diverse mix of uses over time.

Advantages

- **Existing Complementary Uses:** The presence of industrial businesses and higher-density housing establishes a foundation for flex industrial, commercial services, and additional residential development.

Figure 4.6 Midland-Hinckley Area



- **High Traffic Exposure:** Hinckley Drive and Midland Drive provide strong visibility and accessibility, supporting both employment and commercial uses.
- **Vacant and Underutilized Land:** Available vacant parcels offer opportunities for new development, redevelopment, and infill that can respond to market demand.

Impediments

- **Fragmented Land Ownership:** Multiple property owners within the area, including some who are unlikely to sell or develop in the near future, may limit development timing and flexibility.
- **Need for Land Assembly:** Attracting meaningful flex industrial or employment-focused users may require assembling multiple parcels, which can increase complexity, cost, and development timelines.

Potential Development

- **Flex Industrial**
- **Neighborhood Commercial**
- **Higher-Density Housing**

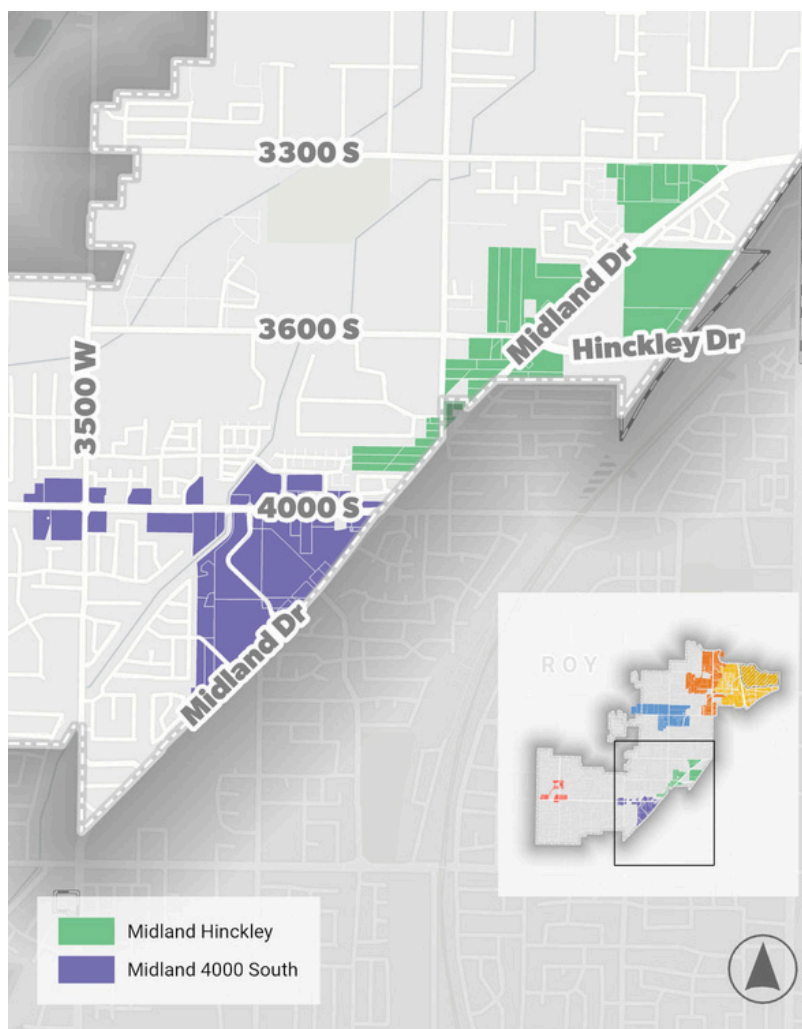
| Land | Amount |
|--------------------------------|---------------|
| Vacant | 93.79 |
| Underutilized | 24.26 |
| Developed | 15.22 |
| Other (roads, utilities, etc.) | 1.41 |
| Total | 134.68 |



Midland 4000 South

The Midland 4000 South area was selected due to its role as an established and emerging commercial corridor anchored by the future Walmart and existing retail establishments. The area benefits from its location along Midland Drive and 4000 South, two important thoroughfares that carry high daily vehicle traffic counts and serve as key connectors between residential areas and neighboring cities. Planned development in the area, including a Walmart Supercenter, positions the Midland 4000 South area as a growing commercial node with regional draw. This planned investment builds on the area's existing commercial presence and reinforces its role as a destination for both neighborhood-serving and regional retail activity.

Figure 4.7 Midland 4000 South Area



Advantages

- **Planned Regional Retail Development:** The proposed Walmart and surrounding retail uses represent a major private-sector investment that will increase commercial activity, attract additional businesses, and strengthen the area's regional profile.
- **High Traffic Volumes:** Midland Drive and 4000 South's high vehicle counts provide strong visibility, access, and exposure, making the area attractive for retail and office uses that benefit from pass-by traffic.
- **Existing Commercial Base:** Established commercial businesses in the area create momentum, reduce market risk, and support continued reinvestment and tenant diversification.

Impediments

- **Limited Vacant Land:** Opportunities for new development are constrained by the limited amount of remaining vacant land, particularly in the western portion of the area.
- **Utility Constraints:** Existing powerlines and a power substation within the area may constrain the density or configuration of future development.

Potential Development

- **Regional Commercial**
- **Neighborhood Office**

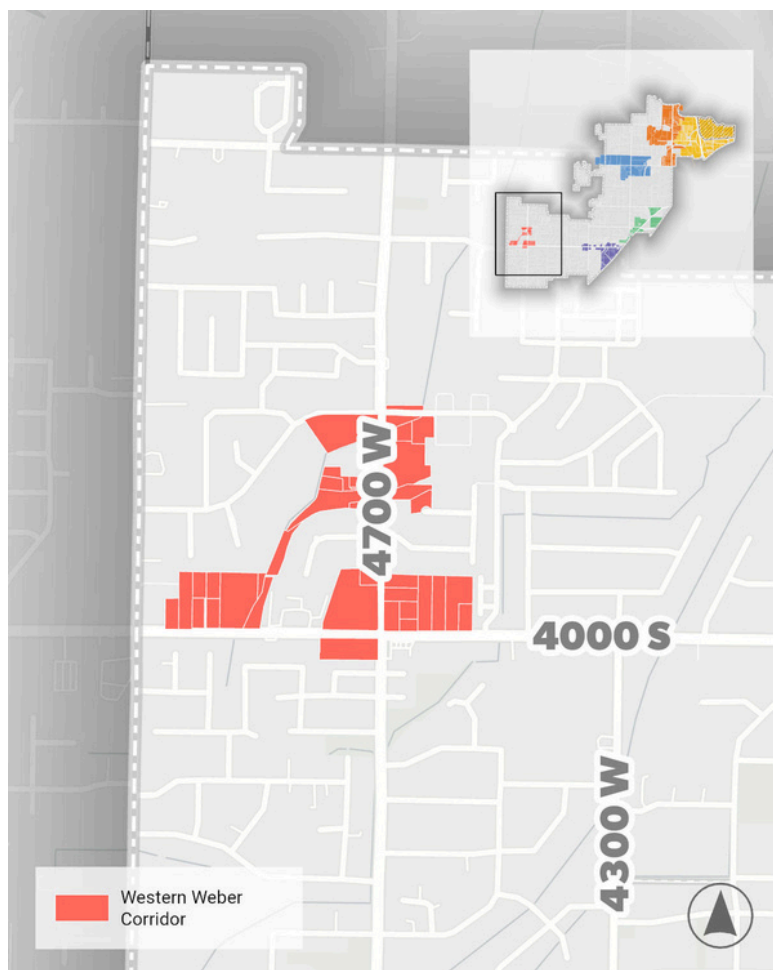
| Land | Amount |
|--------------------------------|---------------|
| Vacant | 82.12 |
| Underutilized | 9.95 |
| Developed | 26.66 |
| Other (roads, utilities, etc.) | 8.16 |
| Total | 126.89 |



Western Weber Corridor

The Western Weber Corridor area was chosen due to the long-term economic opportunities associated with the future West Weber Corridor Highway. Once constructed, the corridor is expected to significantly improve access to the western portions of the City while strengthening connections between West Haven and surrounding communities across the region. This new transportation infrastructure will enhance mobility, improve travel efficiency, and expand the City's development horizon in areas that are currently less accessible.

Figure 4.8 Western Weber Corridor Area



Advantages

- **Future Regional Connectivity:** The West Weber Corridor Highway will improve access to western West Haven and connect the City more directly to other regional employment centers, commercial areas, and transportation networks.
- **Improved Mobility and Access:** Enhanced north-south travel will reduce reliance on existing routes, improve circulation, and create more efficient connections for residents, employees, and service providers.

Impediments

- **Limited Developable Land:** Much of the land surrounding the future corridor is built out, limiting the development potential within the current City boundaries.
- **Timing and Uncertainty:** The economic benefits of the corridor are tied to the timing and phasing of highway construction, which may delay private investment in the near term.

Potential Development

- **Neighborhood Commercial**
- **Neighborhood Office**
- **Flex Space**

| Land | Amount |
|---------------|--------------|
| Vacant | 20.86 |
| Underutilized | 37.31 |
| Developed | 6.84 |
| Total | 65.01 |



Economic Context

As part of the strategic planning process, our team conducted an analysis on aspects that continue to influence West Haven’s economic position. This analysis was completed as part of the preliminary research phase of the strategic plan and includes comparisons to the following cities in Davis and Weber Counties and the State of Utah:

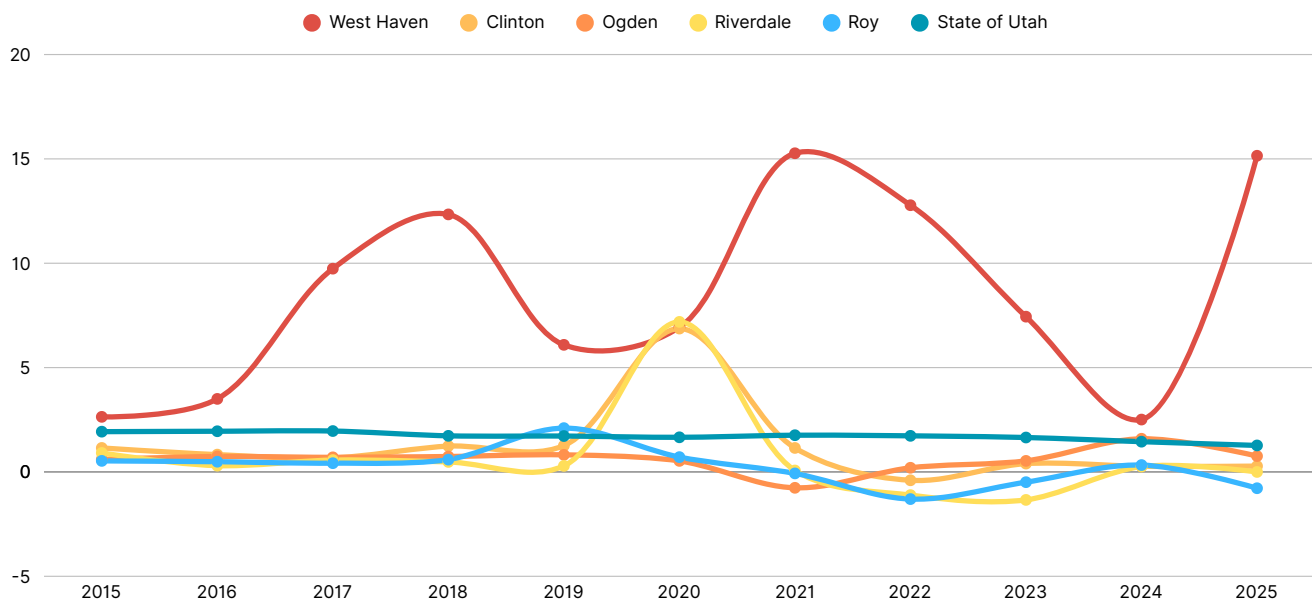
- Clinton City
- Ogden City
- Riverdale City
- Roy City
- State of Utah

Data collection for this analysis was completed in the spring of 2025 and updated in the fall of 2025. Highlights from the analysis, summarized below, informed and guided the direction of the strategic plan.

West Haven is one of the fastest-growing cities in the State of Utah.

Between 2015 and 2025, West Haven experienced rapid and sustained population growth, increasing from 11,877 residents in 2015 to 28,346 in 2025. This represents an impressive average annual growth rate (AAGR) of 9.09%, far outpacing neighboring communities such as Ogden at 0.58%, Roy at 0.20%, and even the state overall at 1.69%. West Haven more than doubled its population over the 10-year period, adding over 16,000 residents - making it one of the fastest-growing cities in the region. This surge highlights the city’s significant residential expansion and growing appeal as a place to live in Weber County.

Figure 4.9 Population Growth Rate Comparisons



Source(s): U.S. Census Bureau and Kem C. Gardner Institute Population Estimates, GOEO Community Profiles

Rapid growth is predicted to continue over the next few decades.

The population projections for West Haven indicate continued growth in the city through 2060. Using a growth rate of 3.23% over the next 10 years, and then 0.75% for the final 30-years as developable area is used, as shown in **Figure 4.10**, the population is expected to increase from 17,192 in 2020 to 46,955 in 2060. This represents a 173.12% increase in residents. This suggests that West Haven is poised to become a major population center in Weber County, driven by both planned expansion and continued growth rates. Proactive planning will be essential to manage this growth responsibly.

Figure 4.10 West Haven Population Projection

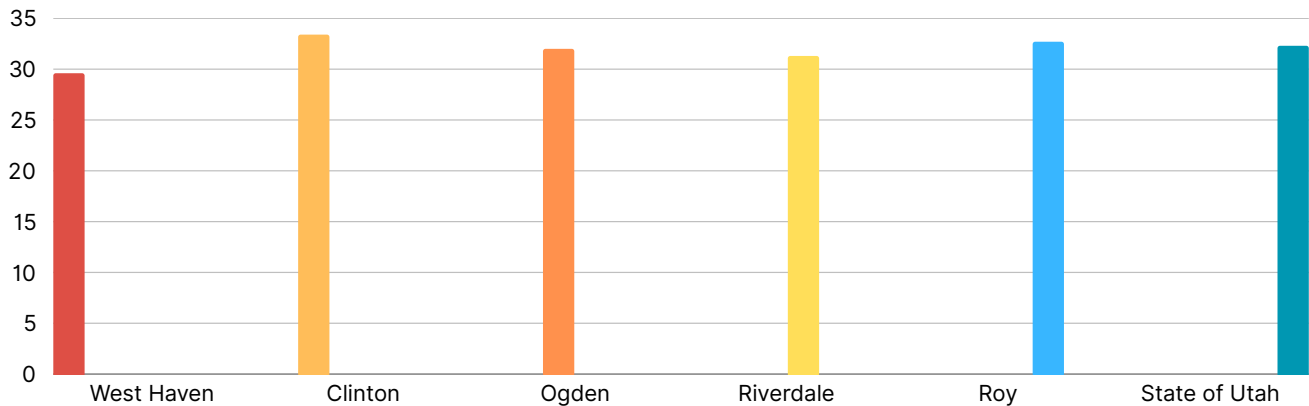
| | 2020 | 2025 | 2030 | 2035 | 2040 | 2045 | 2050 | 2055 | 2060 | Growth Rate |
|-------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------------|
| West Haven | 17,192 | 28,346 | 33,229 | 38,954 | 40,437 | 41,976 | 43,574 | 45,233 | 46,955 | 173,12% |

Source(s): West Haven Annexation Plan

West Haven’s demographic provides a positive long-term outlook.

As shown in **Figure 4.11**, West Haven’s population has a favorable median age when compared with other nearby cities. With a median age of 29.6, the city’s youthful population can drive economic growth by providing a strong workforce, boosting consumer spending, and fostering entrepreneurial energy. A younger population brings long-term stability, as it contributes to local businesses, attracts new industries, and sustains a steady flow of taxpayers and homeowners. Tech-savviness and openness to innovation can help modernize the community, attracting businesses that value a skilled, adaptable workforce. By investing in youth focused education, training, and entrepreneurial programs, West Haven can build a resilient, future-ready economy.

Figure 4.11 Median Age



Source(s): U.S Census Tables.

Housing in West Haven is predominately single-family and owner-occupied.

The total number of households in West Haven is 7,218. Of the total housing units, 70% are single-family, and 30% are multi-family, as shown in **Figure 4.12**. The total vacancy rate is only 3%, or 229 units. 69% of homes throughout the city are owner-occupied, as outlined in **Figure 4.13**. Furthermore, 28% of homes are renter occupied while only 3% of homes are vacant.

Figure 4.12 West Haven Housing Mix

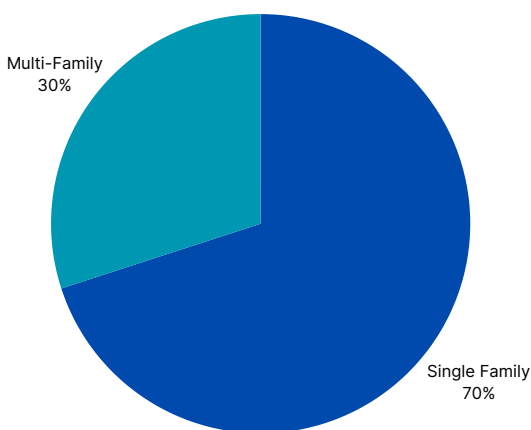
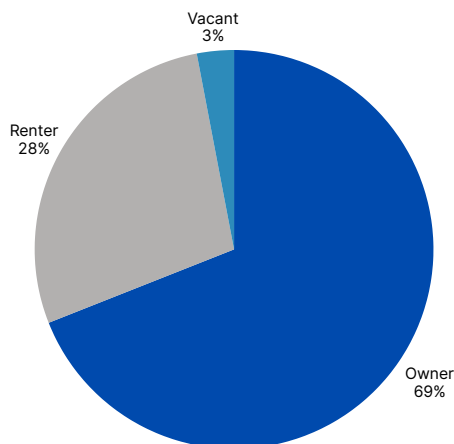


Figure 4.13 Owner/Renter Housing



Source(s): U.S. Census Bureau, American Community Survey (ACS) 2024 5-year estimates.

West Haven led regional residential development and was second only to Ogden in commercial growth.

Residential development data highlights West Haven's leading role in new housing construction over the past decade as shown in **Figure 4.14**. From 2015 to 2024, the city issued an average of 212 residential permits per year, far surpassing neighboring cities such as Clinton and Roy who averaged 99 and 51 permits respectively. In fact, West Haven accounted for more than half of all residential permits in the five-city comparison during the peak years of 2020 and 2021, with 391 and 299 permits in those years.

From 2014 to 2024, the region averaged 35 commercial permits per year, with Ogden leading in activity with 14 permits per year, followed by West Haven with 9 permits per year. West Haven showed significant fluctuations in commercial permits while other cities remained relatively stable. The city experienced peaks in 2015 and 2019 with 23 commercial permits issued in those years. Overall, this indicates West Haven is emerging as a growing commercial hub within the area, though its growth has been more volatile compared to neighboring cities.

Figure 4.14 Comparable City Residential Permits

| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | Average |
|--------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| West Haven | 98 | 134 | 188 | 219 | 244 | 391 | 399 | 211 | 121 | 113 | 212 |
| Clinton | 59 | 117 | 128 | 118 | 109 | 130 | 152 | 85 | 39 | 57 | 99 |
| Roy | 22 | 36 | 24 | 40 | 70 | 89 | 21 | 36 | 18 | 21 | 38 |
| Riverdale | 9 | 23 | 11 | 10 | 11 | 28 | 18 | 2 | 2 | 6 | 12 |
| Ogden | 90 | 45 | 48 | 47 | 43 | 58 | 75 | 52 | 29 | 20 | 51 |
| Total | 278 | 355 | 399 | 434 | 477 | 696 | 665 | 386 | 209 | 217 | 412 |

Source(s): Kem C. Gardner Institute.

Figure 4.15 Comparable City Commercial Permits

| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | Average |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| West Haven | 23 | 6 | 1 | 3 | 23 | 11 | 13 | 4 | 5 | 5 | 9 |
| Clinton | 2 | 1 | 3 | 6 | 5 | 3 | 9 | 8 | 4 | 10 | 5 |
| Roy | 2 | 2 | 1 | 4 | 6 | 4 | 5 | 5 | 2 | 5 | 4 |
| Riverdale | 2 | 8 | 1 | 6 | 2 | 1 | 2 | 6 | 2 | 1 | 3 |
| Ogden | 25 | 19 | 11 | 15 | 10 | 12 | 21 | 14 | 11 | 2 | 14 |
| Total | 54 | 36 | 17 | 34 | 46 | 31 | 50 | 37 | 24 | 23 | 35 |

Source(s): Kem C. Gardner Institute.

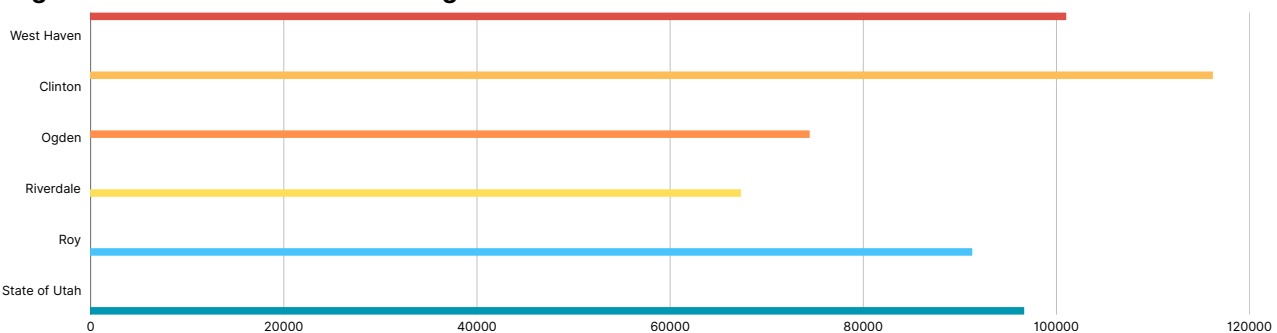
Median income levels are higher than the State average and most neighboring cities.

West Haven’s median income of \$101,012 is well above the state average of \$96,658, indicating strong local economic conditions and household earning potential. While Clinton leads comparable cities in the region with an income of \$116,194, West Haven surpasses other nearby cities as shown in **Figure 4.16**. This highlights the city’s relative affluence and attractiveness for residential growth and higher-end development.

West Haven’s strong economic base can support a higher quality of life, increased consumer spending, and greater potential for infrastructure and service investments. Additionally, higher incomes may draw in talent and create opportunities for local businesses to thrive.

However, this elevated income level may also lead to rising housing costs and affordability concerns for lower- and middle-income residents. The city will need to carefully balance growth with strategies that maintain affordability and equitable access to housing.

Figure 4.16 Median Income for Wage Earners



Source(s): U.S Census Tables.

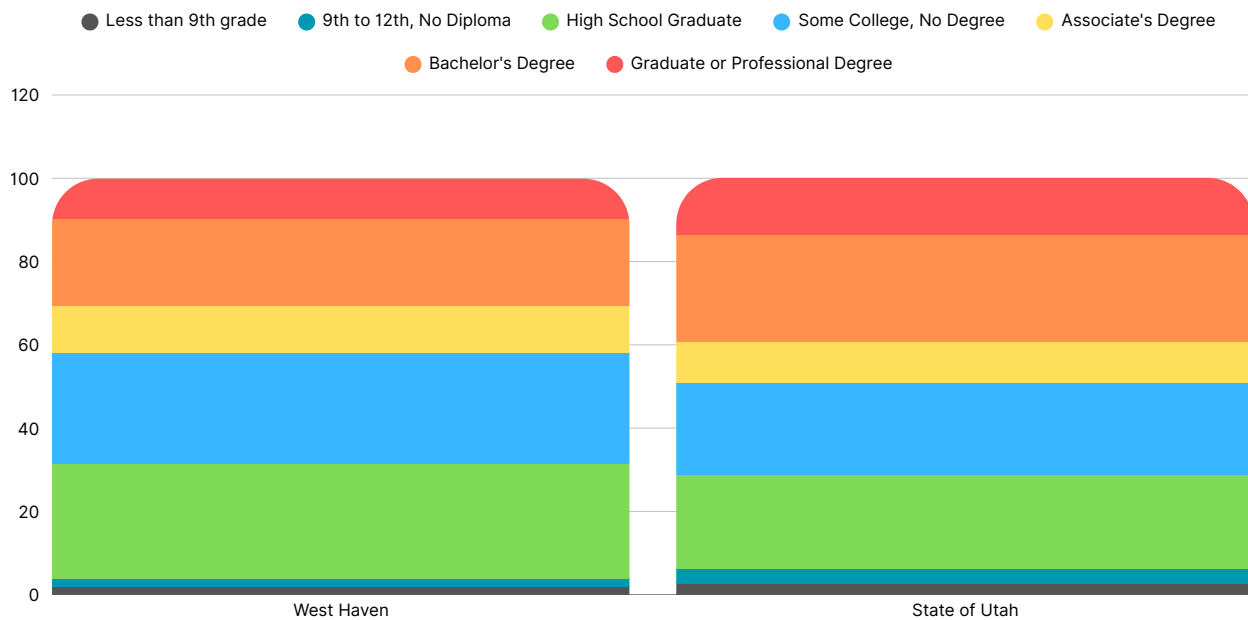
Educational attainment levels are trailing behind the State.

West Haven’s educational attainment reflects a strong foundation, with over 27.6% of residents holding a high school diploma, compared to 22.4% statewide. A notable portion of the population has pursued higher education, including 21% with a bachelor’s degree and 9.5% with a graduate or professional degree. The city also has lower percentages of residents without a diploma at 4.8% (combined) compared to the state at 6.4%, suggesting fewer educational gaps among its adult population. **Figure 4.17** shows how West Haven compares with the State of Utah in these aspects.

However, West Haven does trail the state in residents with graduate or professional degrees with 9.5% vs. 13.7%, indicating a smaller share of highly specialized professionals. While its overall education profile supports a skilled workforce, targeted efforts to attract or develop advanced degree holders could strengthen the city’s position in higher-wage industries.

Increasing educational attainment can yield numerous benefits that strengthen economic, social, and community well-being. Higher education levels typically lead to better job prospects and higher wages, which boost consumer spending and increase the local tax base, supporting public services and infrastructure. An educated workforce attracts businesses, especially in high-skill industries, making communities more competitive and resilient to economic downturns.

Figure 4.17 Educational Attainment, Population 25 Years and Over



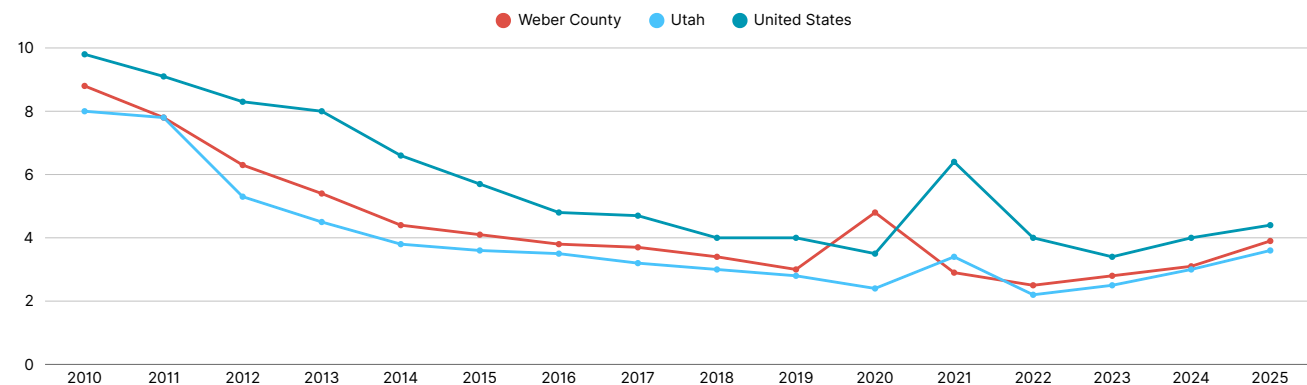
Source(s): U.S. Census Bureau, American Community Survey (ACS) 2024 5-year estimates.

Unemployment rates in Weber County are similar to the State but lower than the U.S.

As shown in **Figure 4.18**, unemployment data shows a steady decline in Weber County from 2010 to 2019, reflecting economic recovery after the Great Recession. Weber County dropped from 8.8% in 2010 to 3.0% in 2019, aligning closely with Utah's stronger statewide trend, which fell from 8.0% to 2.8% in the same time period.

In 2020, all regions experienced a spike in unemployment due to the COVID-19 Pandemic, but Utah and Weber County rebounded faster than the national average. By 2022, Weber County's unemployment rate had already fallen to 2.5%, slightly above Utah's 2.2%, but well below the U.S. rate of 4.0%. Most recently, unemployment rates indicate low and stable levels in the county, around 3.9%, suggesting a resilient local economy with continued alignment to Utah's strong labor market performance. Weber County's (and in turn West Haven's) low unemployment rate benefits the economy by indicating strong job availability and stability but can present challenges such as labor shortages and upward pressure on wages.

Figure 4.18 Unemployment Rates



Source(s): Utah Department of Workforce Services, Employment Trends

Construction, Manufacturing, and Transportation and Warehousing are West Haven's top industries.

As shown in **Figure 4.19**, West Haven's recent employment landscape has been heavily concentrated in a few key industries. With construction at 25.3%, manufacturing at 12.3%, and transportation and warehousing at 11.5%, these three fields make up nearly half of the workforce. This indicates a strong foundation in trade and skilled labor sectors. Educational services at 10.1% and retail trade at 7.6% also represent significant employment contributors, while sectors such as healthcare, professional services, and finance remain relatively small. This industrial makeup highlights West Haven's reliance on labor-intensive and service-based industries while suggesting opportunities for economic diversification in higher-paying professional and technical fields.

Figure 4.19 West Haven Employment by Industry

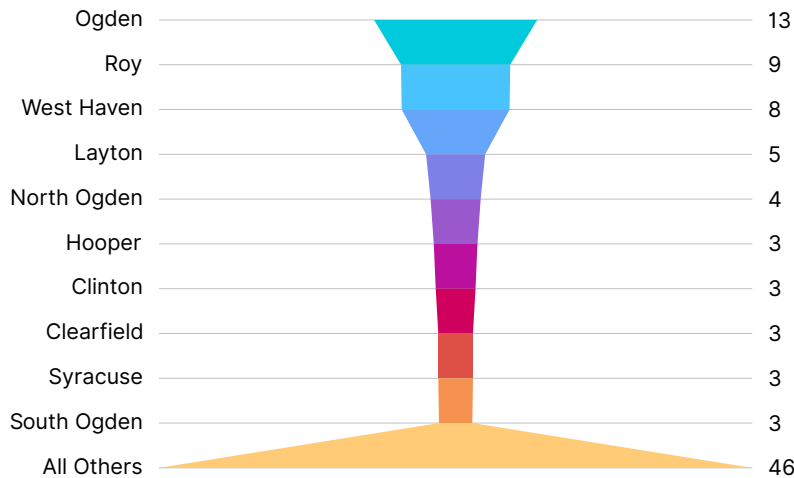
| Industry | West Haven | | Weber County | |
|--|--------------|------------------|----------------|------------------|
| | Workers | Percent of Total | Workers | Percent of Total |
| Construction | 1,158 | 25.3% | 9,233 | 8.1% |
| Manufacturing | 564 | 12.3% | 19,725 | 17.3% |
| Transportation and Warehousing | 528 | 11.5% | 3,025 | 2.7% |
| Educational Services | 462 | 10.1% | 11,313 | 9.9% |
| Retail Trade | 349 | 7.6% | 12,540 | 11.0% |
| Accommodation and Food Services | 282 | 6.2% | 8,752 | 7.7% |
| Other Services (Excluding Public Administration) | 240 | 5.2% | 2,976 | 2.6% |
| Admin Support, Waste Management, Remediation | 211 | 4.6% | 6,936 | 6.1% |
| Wholesale Trade | 201 | 4.4% | 4,217 | 3.7% |
| Healthcare and Social Assistance | 160 | 3.5% | 14,763 | 13.0% |
| Professional, Scientific, and Technical Services | 138 | 3.0% | 5,422 | 4.8% |
| Public Administration | 106 | 2.3% | 4,012 | 3.5% |
| Finance and Insurance | 84 | 1.8% | 5,078 | 4.5% |
| Real Estate and Rental and Leasing | 69 | 1.5% | 1,034 | 0.9% |
| Information | 9 | 0.2% | 987 | 0.9% |
| Management of Companies and Enterprises | 5 | 0.1% | 530 | 0.5% |
| Arts, Entertainment, and Recreation | 4 | 0.1% | 2,549 | 2.2% |
| Utilities | 4 | 0.1% | 355 | 0.3% |
| Agriculture, Forestry, Fishing, and Hunting | 2 | 0.0% | 391 | 0.3% |
| Mining Quarrying, and Oil and Gas Extraction | 0 | 0.0% | 36 | 0.0% |
| Total | 4,576 | 100% | 113,874 | 100% |

Source(s): Utah Department of Workforce Services, Employment Trends

The majority of workers employed in West Haven live in neighboring cities, while most West Haven residents commute to work as well.

A Destination Analysis from Utah’s Department of Workforce Services shows a significant imbalance between where residents work and where jobs are located. This analysis indicates that a large portion of workers employed in West Haven commute in from surrounding cities such as Ogden, Roy, and Layton as shown in **Figure 4.20**.

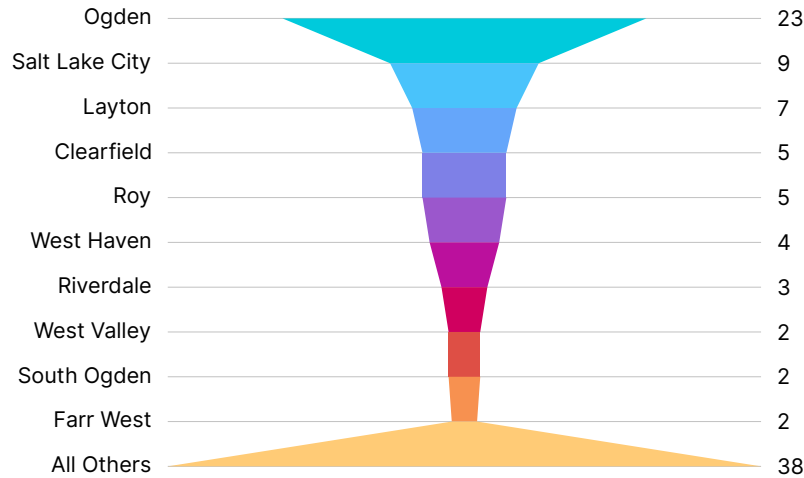
Figure 4.20 Percent Employed in West Haven (Commute from Home)



Source(s): Utah Department of Workforce Services, Employment Trends

Conversely, while only 4,576 jobs exist within West Haven itself, 8,465 residents commute out of the city for employment. Major employment destinations include Ogden, Salt Lake City, and Layton as shown in **Figure 4.21**.

Figure 4.21 Percent Residing in West Haven (Commute to Work)



Source(s): Utah Department of Workforce Services, Employment Trends

West Haven has experienced steady growth in taxable sales.

Taxable sales in West Haven have grown steadily from \$0.19B in 2014 to \$0.53B in 2024, nearly tripling over the decade. This growth was mainly driven by strong retail trade and business investment, with a notable surge during 2020-2022 when growth exceeded 16% annually. Although growth slowed to 2.09% in 2023, it rebounded to 6.38% in 2024, suggesting continued economic resilience. Overall, the data shown in **Figure 4.22** reflects a strong period of expansion followed by stabilization, with potential for future growth in services.

Figure 4.22 West Haven Historical Taxable Sales

| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|----------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Taxable Services | 0.05B | 0.05B | 0.05B | 0.05B | 0.05B | 0.05B | 0.05B | 0.07B | 0.08B | 0.08B | 0.09B |
| Retail Trade | 0.05B | 0.07B | 0.07B | 0.08B | 0.08B | 0.10B | 0.13B | 0.15B | 0.18B | 0.18B | 0.21B |
| Business Investment | 0.09B | 0.08B | 0.09B | 0.10B | 0.12B | 0.13B | 0.16B | 0.19B | 0.21B | 0.21B | 0.19B |
| Other | 0.01B | 0.01B | 0.01B | 0.01B | 0.01B | 0.01B | 0.01B | 0.02B | 0.02B | 0.02B | 0.03B |
| Total Taxable Sales | 0.19B | 0.21B | 0.22B | 0.25B | 0.27B | 0.29B | 0.36B | 0.42B | 0.48B | 0.50B | 0.53B |
| Growth Percent | - | 7.16% | 7.68% | 11.58% | 7.28% | 9.68% | 20.99% | 17.37% | 16.08% | 2.09% | 6.38% |

Source(s): Utah State Tax Commission

Taxable sales were heavily concentrated in building materials, vehicle sales, and e-commerce.

In 2024, West Haven’s taxable sales totaled \$524.7 million, with revenue concentrated in just a few categories. Building Material, Garden Equipment, and Supplies Dealers led at 38.5% of sales, followed by Motor Vehicle and Parts Dealers at 22.7%, and Non-store Retailers at 22.5%. Together these three categories accounted for over 83% of the total.

This heavy concentration in construction-related goods, vehicle sales, and e-commerce highlights a strong building and trade-driven economy, but also indicates limited diversity in the retail base, with small shares from food, clothing, electronics, and personal care sectors.

Figure 4.23 West Haven Retail Trade Taxable Sales

| Category | 2024 Taxable Sales | Percent |
|---|----------------------|-------------|
| Building Material, Garden Equipment, & Supplies Dealers | \$80,962,531 | 38.5% |
| Motor Vehicle & Parts Dealers | \$47,824,679 | 22.7% |
| Non-store Retailers | \$47,266,037 | 22.5% |
| Gasoline Stations | \$14,000,000 | 6.7% |
| Miscellaneous Retail Trade | \$5,386,015 | 2.6% |
| General Merchandise Stores | \$4,043,434 | 1.9% |
| Furniture & Home Furnishings Stores | \$3,339,502 | 1.6% |
| Clothing & Clothing Accessories Stores | \$2,420,305 | 1.2% |
| Food & Beverage Stores | \$1,787,115 | 0.8% |
| Health & Personal Care Stores | \$1,241,463 | 0.6% |
| Sporting Goods, Hobby, Music, & Book Stores | \$1,195,061 | 0.6% |
| Electronics & Appliance Stores | \$951,054 | 0.5% |
| Total | \$210,417,196 | 100% |

Source(s): Utah State Tax Commission

The largest employers in the area focus on Construction, Education, and Retail Trade

As shown in **Figure 4.24**, West Haven's largest employer is Jack B. Parson Companies, followed by Quest Academy, Tolman Construction, Inc., and Trace Minerals OPCO, LLC. Most employers fall into the 50-99 employee range, indicating a mid-sized employer base, with only four organizations employing over 100 people. This distribution reflects a local economy anchored in construction-related industries and supported by education. This suggests both economic strengths in skilled trades and a potential need for greater industry diversification.

Figure 4.24 Top 15 West Haven Employers

| Company | Description | Employees |
|-----------------------------------|---------------------------------|-----------|
| Jack B Parson Companies | Construction & Skilled Trades | 100-249 |
| Quest Academy | Education | 100-249 |
| Tolman Construction, Inc. | Construction & Skilled Trades | 100-249 |
| Trace Minerals OPCO, LLC. | Retail Trade | 100-249 |
| City of West Haven | Public Administration | 50-99 |
| Comfort Suites of Ogden LC | Accommodation & Food Services | 50-99 |
| Granite Construction | Construction & Skilled Trades | 50-99 |
| K Bell Plumbing & Heating Inc. | Construction & Skilled Trades | 50-99 |
| McDonald's | Accommodation & Food Services | 50-99 |
| Rocky Mountain Jr. High | Education | 50-99 |
| Utah Physical Therapy, Inc. | Health Care & Social Assistance | 50-99 |
| Your Neighborhood Deliveries Inc. | Transportation & Warehousing | 50-99 |
| APAC, Inc. | Manufacturing | 20-49 |
| Ben Lomond Mechanical | Construction & Skilled Trades | 20-49 |
| Bill's Superior Electric Inc. | Construction & Skilled Trades | 20-49 |

Source(s): Utah Department of Workforce Services

Location quotients for sector level data in Weber County show an emphasis on manufacturing, retail trade, health care, and construction.

An important means of assessing employment trends is employment location quotients, which provide a way to compare the industrial activity levels among different areas of the state and the country. In general, location quotients are ratios that compare the concentration of a resource or activity, such as employment, in a defined area to that of a larger area.

Figure 4.25 summarizes the location quotients for Weber County, compared with the State of Utah and national industries at the sector level. The table below excludes data suppressed for confidentiality purposes. Cells highlighted in blue are industries with high quotients.

Figure 4.25 Weber County Employment Location Quotient

| NAICS | Industry | September 2024 Employment | Employment Location Quotient to Utah | Employment Location Quotient to US |
|-------|---|---------------------------|--------------------------------------|------------------------------------|
| 11 | Agriculture, forestry, fishing and hunting | 340 | 0.84 | 0.33 |
| 21 | Mining, quarrying, and oil and gas extraction | 50 | 0.06 | 0.11 |
| 22 | Utilities | 217 | 0.72 | 0.49 |
| 23 | Construction | 9,320 | 0.97 | 1.50 |
| 31-33 | Manufacturing | 19,715 | 1.89 | 2.07 |
| 42 | Wholesale trade | 4,315 | 1.02 | 0.95 |
| 44-45 | Retail trade | 12,387 | 1.02 | 1.08 |
| 48-49 | Transportation and warehousing | 2,504 | 0.53 | 0.52 |
| 51 | Information | 841 | 0.31 | 0.39 |
| 52 | Finance and insurance | 4,952 | 0.98 | 1.06 |
| 53 | Real estate and rental and leasing | 1,033 | 0.61 | 0.57 |
| 54 | Professional and technical services | 5,495 | 0.61 | 0.69 |
| 55 | Management of companies and enterprises | 463 | 0.32 | 0.24 |
| 56 | Administrative and waste services | 6,952 | 1.07 | 1.01 |
| 61 | Educational services | 1,480 | 0.53 | 0.62 |
| 62 | Health care and social assistance | 14,955 | 1.18 | 0.90 |
| 71 | Arts, entertainment, and recreation | 2,048 | 0.91 | 1.03 |
| 72 | Accommodation and food services | 9,354 | 0.95 | 0.89 |
| 81 | Other services (except public administration) | 2,929 | 1.00 | 0.84 |
| 99 | Unclassified | 2 | 0.38 | 0.01 |

Source: Bureau of Labor Statistics

Compared to the State of Utah, Weber County has a location quotient above one in manufacturing, wholesale trade, retail trade, administrative and waste services, healthcare and social assistance, and other services (except public administration). These NAICS sector categories represent high concentrations with respect to Utah's employment. Overall, Weber County's labor market is heavily manufacturing and construction-oriented, with strong industrial specialization, but shows opportunities for diversification into higher-value service sectors like professional, technical, and financial services.

A critical consideration along with the location quotient is the corresponding average salary for each sector. The annual average wage for Weber County across these industries is \$58,854. Of the sectors that meet or exceed this average wage standard, only two industries have a location quotient above one, as shown in **Figure 4.26**: manufacturing and wholesale trade. The City's median household income of \$101,012, which is well above the average wage of these industries, suggests that households in these concentrated industries rely on dual-income earners.

Further, three of the Weber County sectors exceed the national and state averages, which plays a role in workforce recruitment and overall spending per capita within the county. Cells highlighted in blue are industries with average annual wages above the County average of \$58,854.

Figure 4.26 Weber County Location Quotient vs Wage

| NAICS | Industry | Employment Location Quotient to Utah | Annual Average Wage | % Weber Wages of State Wages | % Weber Wages of US Wages |
|-------|---|--------------------------------------|---------------------|------------------------------|---------------------------|
| 11 | Agriculture, forestry, fishing and hunting | 0.84 | \$54,808 | 126% | 118% |
| 21 | Mining, quarrying, and oil and gas extraction | 0.06 | \$68,536 | 73% | 85% |
| 22 | Utilities | 0.72 | \$108,576 | 97% | 59% |
| 23 | Construction | 0.97 | \$67,860 | 99% | 86% |
| 31-33 | Manufacturing | 1.89 | \$81,328 | 111% | 100% |
| 42 | Wholesale trade | 1.02 | \$68,848 | 80% | 71% |
| 44-45 | Retail trade | 1.02 | \$39,364 | 93% | 95% |
| 48-49 | Transportation and warehousing | 0.53 | \$54,184 | 82% | 83% |
| 51 | Information | 0.31 | \$54,600 | 46% | 33% |
| 52 | Finance and insurance | 0.98 | \$73,112 | 78% | 61% |
| 53 | Real estate and rental and leasing | 0.61 | \$47,476 | 74% | 66% |
| 54 | Professional and technical services | 0.61 | \$75,920 | 73% | 63% |
| 55 | Management of companies and enterprises | 0.32 | \$81,016 | 80% | 59% |
| 56 | Administrative and waste services | 1.07 | \$44,876 | 83% | 80% |
| 61 | Educational services | 0.53 | \$41,496 | 74% | 62% |
| 62 | Health care and social assistance | 1.18 | \$56,996 | 103% | 89% |
| 71 | Arts, entertainment, and recreation | 0.91 | \$26,624 | 75% | 57% |
| 72 | Accommodation and food services | 0.95 | \$21,424 | 84% | 72% |
| 81 | Other services (except public administration) | 1.00 | \$43,108 | 91% | 83% |
| 99 | Unclassified | 0.38 | \$66,924 | 61% | 91% |
| 10 | Total, All Industries | | \$58,854 | 84% | 76% |

Source: Bureau of Labor Statistics

Location quotients for industry level data show an emphasis on industrial strength and service-driven employment in Weber County.

The industry-level NAICS data provides additional insight into the types of industries that contribute to the highest concentration of employment in Weber County compared to the national average, which may be difficult to deduce from the sector-level data.

Figure 4.27 includes all Weber County industries with a location quotient greater than 1.5 compared to national averages and the industries' corresponding average annual wage. Data available at this level indicates that several sectors, as highlighted below, have a high location quotient and an average annual wage above the Weber County average.

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

Figure 4.27 Weber County Industry Level Employment Location Quotient > 1.5

| NAICS | Industry | # of Establishments | September 2024 Employment | Employment Quotient to Nation | Average Yearly Wage |
|-------|---|---------------------|---------------------------|-------------------------------|---------------------|
| 2361 | Residential building construction | 265 | 1,269 | 1.74 | \$58,032 |
| 2373 | Highway, street, and bridge construction | 20 | 576 | 2.96 | \$121,368 |
| 2381 | Building foundation and exterior contractors | 206 | 1,800 | 2.42 | \$58,552 |
| 2389 | Other specialty contractors | 141 | 1,090 | 1.71 | \$57,980 |
| 3112 | Grain and oilseed milling | 4 | 180 | 4.66 | \$96,304 |
| 3115 | Dairy product manufacturing | 3 | 248 | 2.12 | \$65,780 |
| 3118 | Bakeries and tortilla manufacturing | 15 | 728 | 3.38 | \$50,024 |
| 3119 | Other food manufacturing | 12 | 552 | 2.78 | \$55,692 |
| 3273 | Cement and concrete product manufacturing | 6 | 452 | 2.56 | \$58,656 |
| 3323 | Architectural and structural metals manufacturing | 26 | 1,084 | 4.25 | \$70,252 |
| 4413 | Machine shops; turned product; and screw, nut, and bolt manufacturing | 28 | 573 | 2.73 | \$67,184 |
| 3328 | Coating, engraving, heat treating, and allied activities | 8 | 185 | 2.01 | \$53,872 |
| 3362 | Motor vehicle body and trailer manufacturing | 9 | 216 | 1.61 | \$44,044 |
| 3364 | Aerospace product and parts manufacturing | 15 | 4,678 | 13.99 | \$124,696 |
| 4244 | Grocery and related product merchant wholesalers | 26 | 1,752 | 3.02 | \$68,172 |
| 4412 | Other motor vehicle dealers | 19 | 369 | 3.55 | \$68,172 |
| 4413 | Automotive parts, accessories, and tire retailers | 61 | 707 | 2.02 | \$49,712 |
| 4441 | Building material and supplies dealers | 53 | 1,162 | 1.55 | \$44,252 |
| 4491 | Furniture and home furnishings retailers | 35 | 522 | 2.01 | \$52,104 |
| 4591 | Sporting goods, hobby, and musical instrument retailers | 45 | 682 | 3.13 | \$44,876 |
| 4593 | Florists | 12 | 77 | 2.36 | \$32,604 |
| 4884 | Support activities for road transportation | 20 | 256 | 3.37 | \$52,936 |
| 5221 | Depository credit intermediation | 79 | 3,567 | 2.33 | \$71,344 |
| 5413 | Architectural, engineering, and related services | 112 | 1,877 | 1.61 | \$101,348 |
| 6111 | Elementary and secondary schools | 21 | 1,138 | 1.57 | \$47,216 |
| 8111 | Automotive repair and maintenance | 183 | 1,173 | 1.63 | \$48,672 |
| 8122 | Death care services | 11 | 134 | 1.62 | \$51,532 |
| 8123 | Drycleaning and laundry services | 11 | 343 | 1.95 | \$43,472 |

Source: Bureau of Labor Statistics

Sales Leakage Analysis

The following analysis provides a general overview of leakage and retention by major category: retail, industry, and sales related to services. As shown in **Figure 4.28**, negative numbers estimate the approximate leakage of taxable sales from West Haven 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 West Haven 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.

Figure 4.28 Sales Leakage Analysis Table

| | City Direct Taxable Sales | Per Capita Spending | Utah Per Capita Spending* | Capture Rate | Per Capita Leakage | Total Leakage |
|---|---------------------------|---------------------|---------------------------|--------------|--------------------|------------------------|
| Retail | | | | | | |
| Building Material & Garden Equip | \$87,837,008 | \$3,658 | \$1,692 | 216% | \$1,966 | \$47,204,716 |
| Clothing & Accessories | \$2,182,650 | \$91 | \$760 | 12% | (\$699) | (\$16,059,172) |
| Electrical & Appliance | \$935,185 | \$39 | \$423 | 9% | (\$384) | (\$9,221,367) |
| Food & Beverage | \$1,791,208 | \$75 | \$2,036 | 4% | (\$1,962) | (\$47,106,519) |
| Furniture & Home Furnishing | \$523,958 | \$22 | \$370 | 6% | (\$348) | (\$8,355,600) |
| Gas Station | \$9,000,000 | \$375 | \$592 | 63% | (\$218) | (\$5,227,589) |
| General Merchandise | \$2,499,946 | \$104 | \$2,967 | 4% | (\$2,863) | (\$68,759,710) |
| Health & Personal | \$818,326 | \$34 | \$286 | 12% | (\$252) | (\$6,045,328) |
| Miscellaneous Retail Trade | \$4,006,246 | \$167 | \$798 | 21% | (\$632) | (\$15,167,193) |
| Motor Vehicle | \$47,883,871 | \$1,994 | \$3,028 | 66% | (\$1,034) | (\$24,841,474) |
| Non-Store Retailers | \$47,275,777 | \$1,969 | \$2,464 | 80% | (\$495) | (\$11,888,566) |
| Sporting Good | \$1,033,381 | \$43 | \$459 | 9% | (\$416) | (\$9,982,989) |
| Wholesale Trade-Durable Goods | \$63,655,284 | \$2,651 | \$2,294 | 116% | \$357 | \$8,569,725 |
| Wholesale Trade-Electronic Markets | \$417,041 | \$17 | \$51 | 34% | (\$34) | (\$809,315) |
| Wholesale Trade-Nondurable Goods | \$3,771,027 | \$157 | \$385 | 41% | (\$228) | (\$5,480,014) |
| Subtotal Retail | \$273,630,908 | \$11,395 | \$18,606 | 61% | (\$7,211) | (\$173,170,396) |
| Industry | | | | | | |
| Agriculture, Forestry, Fishing & Hunting | \$62,746 | \$3 | \$14 | 19% | (\$11) | (\$261,740) |
| Construction | \$47,158,09 | \$1,964 | \$561 | 350% | \$1,403 | \$33,685,212 |
| Information | \$8,206,270 | \$342 | \$1,157 | 30% | (\$815) | (\$19,583,003) |
| Manufacturing | \$78,622,347 | \$3,274 | \$1,356 | 241% | \$1,918 | \$46,065,855 |
| Mining, Quarrying, & Oil & Gas Extraction | \$11,000 | \$0 | \$158 | 0% | (\$518) | (\$3,793,295) |
| Transportation & Warehousing | \$1,363,089 | \$57 | \$115 | 49% | (\$58) | (\$1,394,224) |
| Utilities | \$19,000,000 | \$789 | \$1,003 | 79% | (\$213) | (\$5,122,980) |
| Subtotal Industry | \$154,424,161 | \$6,429 | \$4,364 | 147% | \$2,065 | \$49,595,824 |
| Services | | | | | | |
| Accommodation | \$8,451,287 | \$352 | \$1,017 | 35% | (\$665) | (\$15,959,798) |
| Admin. & Sup & Waste Man. & Remed. Ser. | \$903,414 | \$38 | \$143 | 26% | (\$106) | (\$2,534,365) |
| Arts, Entertainment, and Recreation | \$260,257 | \$11 | \$451 | 2% | (\$440) | (\$10,568,108) |
| Educational Services | \$758,285 | \$32 | \$80 | 39% | (\$48) | (\$1,164,488) |
| Finance & Insurance | \$1,691,335 | \$70 | \$133 | 53% | (\$62) | (\$1,500,860) |
| Food Services & Drinking Places | \$13,589,514 | \$566 | \$2,374 | 24% | (\$1,808) | (\$43,427,710) |
| Health Care & Social Assistance | \$1,127,838 | \$47 | \$55 | 85% | (\$8) | (\$198,327) |
| Management of Companies & Enterprises | \$59,297 | \$2 | \$9 | 27% | (\$7) | (\$156,774) |
| Other Services-Except Public Administration | \$25,392,721 | \$1,057 | \$728 | 145% | \$330 | \$7,918,301 |
| Professional, Scientific, & Technical Serv. | \$4,381,413 | \$182 | \$706 | 26% | (\$524) | (\$12,571,569) |

| | City Direct Taxable Sales | Per Capita Spending | Utah Per Capita Spending* | Capture Rate | Per Capita Leakage | Total Leakage |
|--------------------------------|------------------------------|------------------------|---------------------------------|-----------------|-----------------------|------------------------|
| Public Administration | \$1,000 | \$0 | \$113 | 0% | (\$113) | (\$2,720,149) |
| Real Estate, Rental, & Leasing | \$8,676,721 | \$361 | \$789 | 46% | (\$428) | (\$10,275,769) |
| Subtotal Services | \$65,293,082 | \$2,719 | \$6,598 | 41% | (\$3,879) | (\$93,159,616) |
| Other | | | | | | |
| Subtotal Other | \$0 | \$0 | \$871 | 0% | (\$871) | (\$20,915,107) |
| All Taxable Sales | | | | | | |
| Total | \$493,348,151 | \$20,542 | \$30,439 | 67% | (\$9,891) | (\$237,649,295) |

*Income Adjusted

Accommodation included Traveler Accommodation, RV Parks & Recreational Camps, as well as Room & Boarding Houses.

Per <https://www.census.gov/naics/?input=72&chart=2022>, hotels and motels fall under Accommodation (Traveler). See 72111.

Overall West Haven is only capturing 67% of the categorical sales shown in the Sales Leakage Analysis. The city is leaking in all major categories relative to State average spending except for Building Material and Garden Equipment, Construction, Manufacturing, and Other Services-Except Public Administration. The per capita spending in West Haven is approximately \$20,545, compared to the State average of \$30,439. The total taxable sales leaking to other communities is estimated at \$238 million. Assuming a sales tax levy of 0.5 percent based on point of sale, this equates to a loss of \$1.2 million in tax revenues.

To reduce leakage and strengthen the local economy, the city should focus on a few priority areas where demand is high but local options are limited, encourage existing businesses to expand into those areas, and strategically recruit missing retailers and services. At the same time, West Haven can develop destination districts that combine dining, shopping, and services to keep residents in town, and launch campaigns geared towards “shopping local” to raise awareness of businesses that already exist. The key is to be realistic and focus on categories that fit the city’s character and growth rather than trying to capture everything. The city may build on its strengths while filling in some of the gaps that matter most to its residents.

Cost of Community Services

For the City, land is the foundation of long-term fiscal health. How land is used, whether for homes, shops and offices, or farms and open space, determines the tax base that supports roads, utilities, public safety, and parks. A growing body of research, including work specific to Utah, shows that different land uses generate very different levels of revenue relative to the cost of providing services.

Cost of Community Services (COCS) studies, pioneered by the American Farmland Trust, compare how much revenue local governments receive from each land-use category to the cost of the services those lands require. Across more than 150 communities, the median cost to provide services for each dollar of revenue is about \$1.16 for residential areas, \$0.30 for commercial and industrial areas, and \$0.37 for working lands and other open land as shown in **Figure 4.29** below. In other words, in a typical community, residential development tends to be a net consumer of local tax dollars, while commercial, industrial, and working/open lands tend to subsidize the overall budget.

Figure 4.29 Cost Per Dollar of Revenue

| Land Use Type | Median Cost of Services per \$1 of Revenue |
|--------------------------|--|
| Residential | \$1.16 |
| Commercial & Residential | \$0.30 |
| Working & Open Land | \$0.37 |

Utah-specific COCS work by Snyder and Ferguson in Cache, Sevier, and Utah Counties found similar patterns: residential land generally required more in services than it generated in revenues, while commercial/industrial and agricultural/open lands produced a fiscal surplus that helped balance local budgets. The findings underscore that, from a fiscal standpoint, a healthy land-use mix requires enough revenue-positive land to support the services residents expect in neighborhoods.

Recent Utah research also highlights differences in revenue per acre within the built environment. Utah Foundation's Building a Better Beehive report compared traditional main-street or downtown properties to typical suburban retail. The report found that "traditional main street/downtown properties can have far higher property values per square foot than suburban retail areas," including an example where "a mixed-use property delivered \$375 per square foot, compared to \$37 for a big-box store." This means that compact, mixed-use centers can generate many times more tax value per acre than lower-intensity strip retail or single-use projects, even when the latter appear larger on the ground.

National work done by Strong Towns and Urban3 reinforces the same conclusion using value-per-acre mapping. Strong Towns emphasizes that “land is the base resource from which community prosperity is built and sustained,” and that cities must ensure development “is creating enough wealth to support the infrastructure and services needed for that place to continue to exist and thrive.” Urban3's revenue modeling for Ogden, Utah found that compact historic development produced “some of the most potent tax value per acre” in the city’s portfolio as shown in **Figure 4.30**.

Figure 4.30 Revenue Per Acre by Development Pattern

| Development Type | Approximate Value per Square Foot | Approximate Value Per Acre |
|--------------------------|-----------------------------------|----------------------------|
| Mixed-use Main Street | \$375 | ~\$16.4 million |
| Big-Box Retail + Parking | \$37 | ~\$1.6 million |

For West Haven City, these findings are particularly relevant. Weber County is bounded by the Wasatch Mountains to the east and the Great Salt Lake and extensive wetland systems to the west. This limited developable land area, combined with continued population growth and infill pressure, makes the fiscal performance of different land uses a critical consideration. Much of the County’s residential fabric consists of lower-density single-family neighborhoods, with multifamily housing concentrated in a few cities such as Ogden, Roy, and Riverdale. This results in a residential land base that typically generates lower revenue per acre than commercial or mixed-use areas. At the same time, Weber County contains significant employment centers, including Hill Air Force Base, major manufacturing and aerospace firms, regional retail hubs, and a growing recreation economy tied to the Ogden River corridor and the Wasatch Front canyons.

As West Haven does not collect property tax, the fiscal dynamics described in COCS studies are amplified locally. Residential development and working & open land uses generate little to no direct municipal revenues, while still requiring municipal services. As a result, the effective cost of serving these land uses can be significantly higher than in other cities. For West Haven, commercial activity, retail development, and population-driven revenues therefore play a much larger role in fiscal sustainability. A balanced housing mix can increase economic productivity per acre. A greater concentration of residents helps support retail, restaurants, and services that generate sales tax revenues for the City and allows for infrastructure and services to be used more efficiently.

Within this plan, the City's fiscal land-use strategy should be to:

- **Concentrate higher-value development in key centers and corridors:** Encourage mixed-use and higher-intensity development in designated nodes - such as town centers, along major corridors, and transit-served areas where infrastructure already exists or can be efficiently expanded. This aligns with Utah Foundation's finding that strategic density and mixed use can "reap a stronger tax revenue return per square foot."
- **Support a fiscally resilient mix of land uses:** Ensure that residential growth is balanced with sufficient commercial, employment, and revenue-producing uses so that the overall tax base can support the cost of services over time.
- **Encourage efficient residential development patterns:** Promote a mix of housing types so that population growth can occur in a way that maximizes infrastructure efficiency and supports nearby commercial development.
- **Recognize the fiscal implications of working and open lands:** While agricultural and open lands contribute to community character and quality of life, these uses generate little direct revenue for the City and should be considered carefully in long-term land use planning.
- **Evaluate new development for long-term fiscal sustainability, not just short-term revenue:** When considering zoning changes, annexations, or major projects, evaluate both the anticipated tax revenues (property, sales, and fees) and the future cost of infrastructure, operations, and replacement. This reflects regional goals to create fiscally sustainable places. Revenues and expenses should be balanced and sustainable for the long term.

In the future, the City could develop a value-per-acre analysis using local parcel, tax, and budget data. This will allow staff and elected officials to see, on a map, how different land-use patterns, from single-family neighborhoods to commercial corridors and working/open lands, perform financially over time. The City can then calibrate zoning, capital planning, and incentive policies to support land-use patterns that are both fiscally sustainable and consistent with the community's vision and quality-of-life goals.



SECTION 5: APPENDICES

Financing Tools

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

Community Reinvestment Areas – Tax Increment Financing

Tax increment financing ("TIF") remains the most widely used economic-development tool in Utah. West Haven City, through its Redevelopment Agency (RDA), can establish one or more Community Reinvestment Areas (CRAs) under Utah Code §17C-5 to stimulate redevelopment and infrastructure investment. The City negotiates with other taxing entities (Weber County, Weber School District, etc.) to share a portion of the property-tax growth generated by new development for a set term. The incremental revenue can be used to fund public infrastructure, assemble developable land, or remove barriers to growth. HB 151, which was passed in 2024, does limit incentive payments related to retail facilities; however, TIF remains fully available for mixed-use, residential, industrial, and infrastructure-oriented projects.

Tax Increment Revenue Bonds

West Haven's RDA may pledge future tax-increment revenues to repay debt associated with public infrastructure improvements within an established CRA. These Tax Increment Revenue Bonds can finance streets, utilities, or site preparation costs. Because repayment depends on future increment, early-stage projects may need credit enhancement or participation from the developer or City to reduce borrowing costs.

Industrial Development Bonds

Under state and federal law, West Haven City may issue Industrial Development Revenue Bonds for qualifying private-sector manufacturing or 501(c)(3) projects. The bonds provide access to tax-exempt financing, which can reduce borrowing costs by up to 2 percent for credit-worthy borrowers. Projects must meet state allocation limits and business-type eligibility requirements.

Revolving Loan Funds and Grants

A revolving loan fund provides gap-financing for small-business expansion or startup activities. West Haven businesses can pursue financing through:

- The Weber County Economic Development Office
- The Wasatch Front Regional Council (WFRC) Economic Development District
- The Utah Small Business Credit Initiative (USBCI) administered by GOEO

These programs recycle repaid funds to finance future local projects.

Community Development Block Grants

Community Development Block Grant (CDBG) funds are available for infrastructure, facility, and accessibility improvements in low- and moderate-income areas. West Haven participates in the Weber County CDBG Program, administered in coordination with the Wasatch Front Regional Council (WFRC). Eligible uses include water and sewer improvements, ADA-accessible infrastructure, and facility upgrades serving vulnerable populations.

Business Improvement Districts/Tourism and Marketing Districts

A Business Improvement District (BID) allows property owners or businesses in a defined area to levy an additional assessment to fund beautification, marketing, and events that enhance commercial vitality. West Haven could establish a BID for emerging commercial corridors or town-center areas under Utah Code §17D-1. BID funds are managed locally by a nonprofit or city-appointed board to support coordinated marketing, events, and streetscape improvements.

Sales Tax Incentives

West Haven may consider sales-tax rebates or temporary tax-sharing agreements for high-impact projects that create substantial sales-tax growth, subject to Utah Code §10-1-203.5 and HB 151 restrictions. Incentives should be evaluated case-by-case and limited to major tax-generating anchors, industrial expansions, or projects providing exceptional public benefit.

Special Assessment Bonds

West Haven can create a Special Improvement District (SID) to finance specific public improvements such as roads, sidewalks, or water and sewer extensions that directly benefit certain properties. The cost is assessed only to benefiting parcels. SIDs require property-owner consent and cannot proceed if more than 50 percent of affected owners protest. No bond election is required, and repayment is limited to 20 years.

Municipal Building Authority (MBA) Lease Revenue Bonds

West Haven may form a Municipal Building Authority (MBA) to finance municipal buildings, parks, or public-works facilities through Lease Revenue Bonds. The MBA holds title to the facility during the lease term and leases it back to the City, with debt service paid from lease revenues. MBA bonds can be issued for up to 40 years and provide a flexible, non-voted financing option for city facilities.

Sales Tax Revenue Bonds

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

Public Infrastructure Districts

A Public Infrastructure District (PID) allows developers, with City approval, to issue debt for infrastructure serving new developments. The PID levies a property tax or assessment within its boundaries to repay the bonds. Formation requires 100 percent consent of affected property owners and voters. This mechanism has become increasingly common in Weber County and is well-suited to West Haven's large master-planned growth areas.

Public/Private Partnerships

West Haven can leverage public/private partnerships for infrastructure, recreation facilities, or redevelopment projects. These partnerships may combine City contributions (land, infrastructure, or grants) with private investment, philanthropic donations, or sponsorships to advance community goals while reducing municipal cost.

EDTIF

The Economic Development Tax Increment Financing (EDTIF) program, administered by the Governor's Office of Economic Opportunity (GOEO), provides a post-performance refundable state-tax credit of up to 30 percent of new state revenues (sales, corporate, and withholding taxes) generated by a project. West Haven can coordinate with EDCUtah and GOEO to attract eligible companies meeting wage and industry requirements, particularly in manufacturing, logistics, or advanced technology sectors.

Local Option Infrastructure Sales Tax (Transportation or General Capital Projects)

Under Utah Code §59-12-2214, cities may impose a local option sales tax of up to 0.25 percent for transportation or capital-project funding, subject to voter approval and coordination with Weber County's regional transportation program. This option would enable West Haven to dedicate a portion of local sales-tax revenue toward road, trail, and transit improvements, expanding its capacity to match regional and federal grants. By establishing this source, the City could increase funding flexibility for priority infrastructure projects and reduce reliance on the general fund.

Impact Fees (Update and Expansion)

Impact fees ensure that new development contributes its fair share toward the infrastructure needed to support growth. West Haven should periodically update its Impact Fee Facilities Plans (IFFPs) and Impact Fee Analyses (IFAs) under Utah Code §11-36a to maintain compliance and proportionality. Updated fees can fund roads, parks, stormwater, public safety, and utilities, allowing the City to balance growth with available resources and avoid overburdening existing taxpayers.

Development Agreements and Exactions

Through negotiated development agreements and proportional exactions, West Haven can require developers to construct or contribute to public infrastructure as part of project approval. These arrangements ensure that roads, utilities, trails, and parks are built in step with growth, reducing the City's financial burden while maintaining quality and service standards. Properly structured, these agreements ensure fair cost-sharing, align with LUDMA proportionality standards, and help the City achieve long-term planning objectives efficiently.

Utah State Infrastructure Bank Loans

The Utah State Infrastructure Bank provides low-interest loans to cities for transportation and public works projects. West Haven could use SIB financing to fund bridge replacements, traffic-signal upgrades, or local matches for federal projects. Because these loans offer flexible repayment and competitive rates, they allow the City to accelerate project delivery without issuing traditional bonds or waiting for future budget cycles.