



WEST HAVEN PLANNING COMMISSION AGENDA

June 10, 2026 6:00 P.M.
City Council Chambers
4150 South 3900 West, West Haven, UT
84401

NOTICE IS HEREBY GIVEN THAT ON **JUNE 10, 2026**, THE PLANNING COMMISSION OF WEST HAVEN CITY WILL HOLD THE FOLLOWING PUBLIC MEETING **6:00 PM**: REGULAR WEDNESDAY PLANNING COMMISSION MEETING. JOIN US DIGITALLY FOR WORK SESSION AND PLANNING COMMISSION MEETING AT [HTTPS://US06WEB.ZOOM.US/J/86539464549](https://us06web.zoom.us/j/86539464549). WATCH LIVE AT [HTTP://WWW.YOUTUBE.COM/@CITYOFWESTHAVENUTAH4030](http://www.youtube.com/@cityofwesthavenutah4030).

6:00 Regular Planning Commission Meeting

- 1. **MEETING CALLED TO ORDER:** Chairman Reed
- 2. **OPENING CEREMONIES**
 - A. PLEDGE OF ALLEGIANCE Commission Member Smith
 - B. PRAYER/MOMENT OF SILENCE Commission Member LaMar
- 3. **ACTION ON MINUTES**
 - A. Planning Commission Minutes Meeting Held May 27, 2026
- 4. **REPORTS** -Actions taken by City Council and other items
- 5. **DISCUSSION AND ACTION** – Adoption of West Haven’s Economic Development Strategic Plan
- 6. **DISCUSSION AND ACTION** – Consideration of a Conditional Use Permit-2441 W 1725 S Parcel #154200042-To allow employees who do not live at the residence-Applicant Jaqueline Lugo
- ~~7. **DISCUSSION AND ACTION** – Consideration of a Conditional Use Permit-4785 W 4600 S Parcel #084280017-Maximum Area Exception for a Detached Accessory Dwelling Unit-Applicant RaeJean Ross~~
- 8. **DISCUSSION** – Transportation Element of the General Plan Scope Review
- 9. **WORKSHOP** – Update to the Landscape Ordinance
- 10. **ADJOURNMENT**

Charis Sully

Charis Sully, District Recorder

In compliance with the Americans with Disabilities Act, persons needing special accommodations, including auxiliary communicative aids and services, for this meeting should notify the city recorder at 731-4519 or by email: emilye@westhavenut.gov at least 48 hours in advance of the meeting.

CERTIFICATE OF POSTING

The undersigned, duly appointed deputy recorder, does hereby certify that the above notice and agenda has been posted in the West Haven City Recorder’s office; at the West Haven City Complex on the Notice Board on utah.gov/pmn/ and at westhavenut.gov; mailed and emailed to the West Haven City Planning Commission Chairman and each West Haven City Planning Commission Member who has email capacity and to the city attorney



WEST HAVEN PLANNING COMMISSION MEETING MINUTES

May 27, 2026 6:00 PM

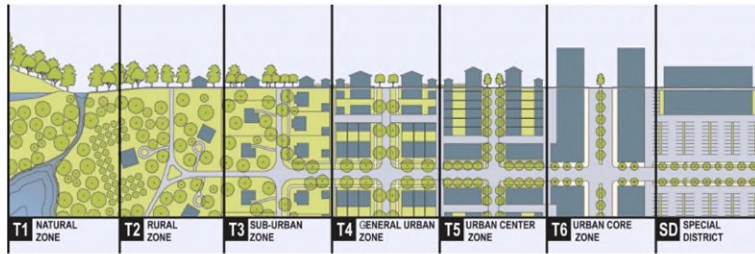
City Council Chambers
4150 South 3900 West, West Haven, UT 84401

Present	
Jeff Reed Andrew Reyna Melinda Stimpson Linda Smith Jennifer Streker James Jenson George LaMar Damian Rodriguez Stephen Nelson Emily Green Amy Hugie	Commission Chairman Commission Vice Chairman Commission Member Commission Member Commission Member Commission Member Commission Member Commission Member City Planner Community Development Director City Recorder City Attorney
Excused	

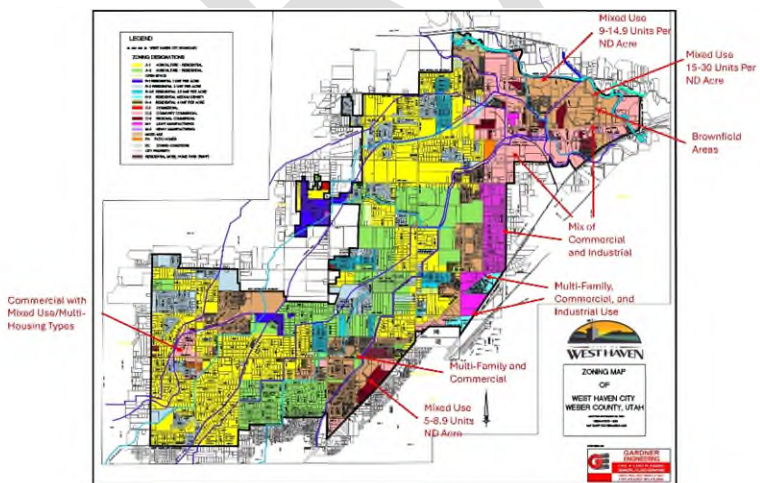
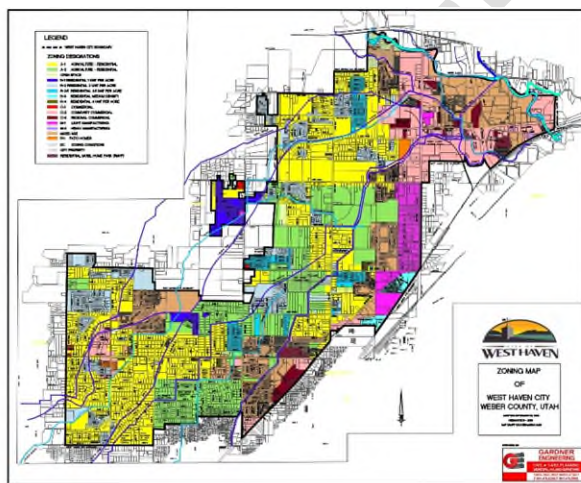
5:00 PM Work Session – In City Council Chambers

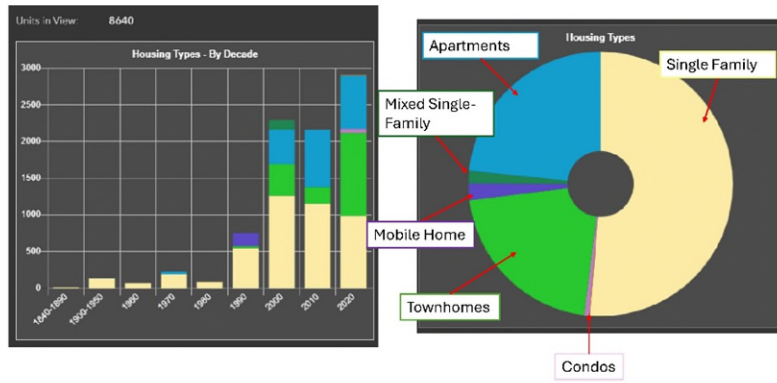
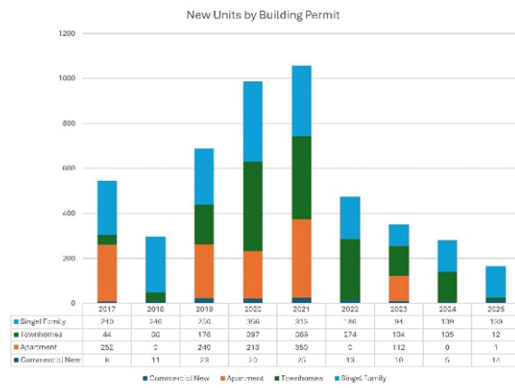
1. **Presentation and Discussion**-Land Use Element of the General Plan
Stephen Nelson and Sam Taylor gave a presentation on the Land Use Element of the General Plan.

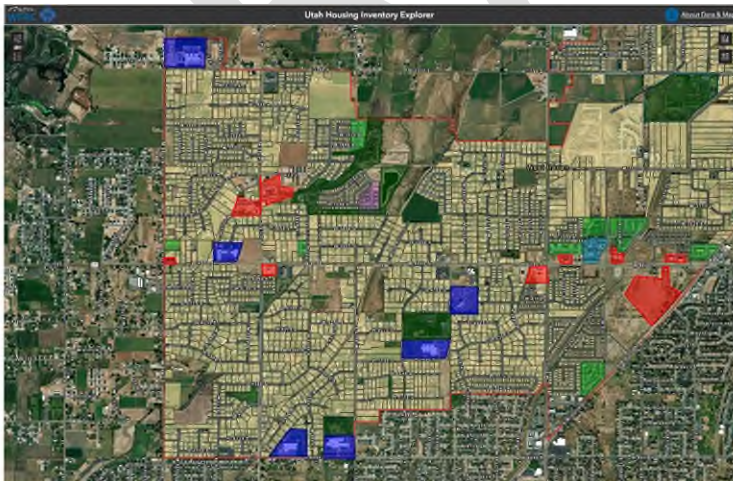
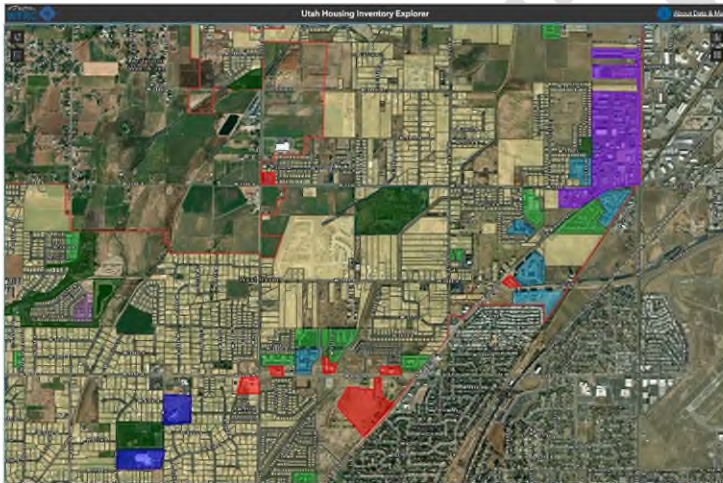
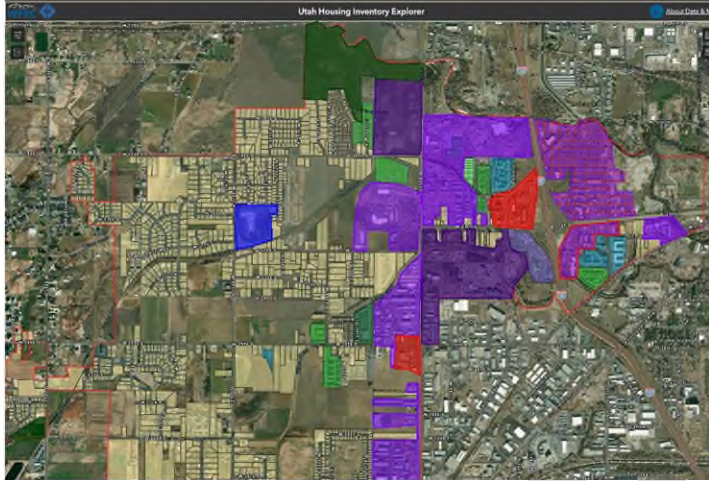




Transect Zoning Model







What We Have Heard

From the Public

- No more apartments.
- Support for Single Family
- Limited support for higher density in limited areas
- Open space and country preservation are key
- Open to additional local commercial space

From the City Council and Planning Commission

- Reflects what we heard from the public
- Very hesitant about adding multi-family development.
- Open Space, though maybe defined differently, is very important
- Support new commercial growth

Land Use Plan Work Session

West Haven Planning Commission – 27 May 2026

Work Session Agenda

1. Purpose
2. Joint Work Session Recap & Economic Nodes
3. Translation of Ideas - Zoning
4. Activity Centers
5. Remaining Discussion
6. Next Steps

What We Heard From You

1. The future West Haven should be centered around large-lot, single family residential as the primary development type
2. Attached housing of all types and scales was not viewed favorably
3. Preservation of open space is a priority - but should be in control of the City, fear about inviting density and long-term preservation of private open space
4. Differing definitions on open space - the group seemed to agree that parks, trails, and select natural areas were the what should be preserved (public lands)

3

Reflection of the Current Land Use Map

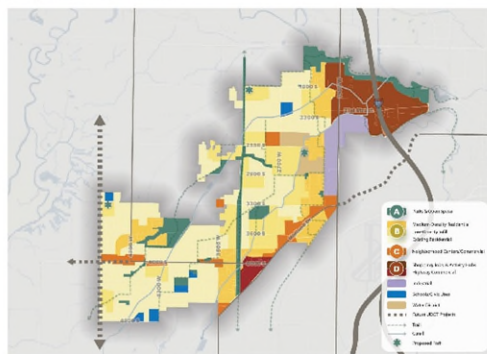
"Stay the course and enhance what already exists"

Vision: A future that continues West Haven's existing pattern of quiet neighborhoods, open space, and gradual change over time.

- **Single-family homes are the default, limited housing variety in very specific locations and circumstances (e.g. economic nodes)**
- **Grow incrementally as land develops, maintaining current neighborhood character**
- **Preserve West Haven's "country feel" with parks, trails, and green corridors as opportunities arise**
- Small neighborhood centers for daily needs
- Focus mixed and moderate intensity uses at existing economic nodes/corridors (21st Street interchange, 1900 West, Midland / 4000 South)

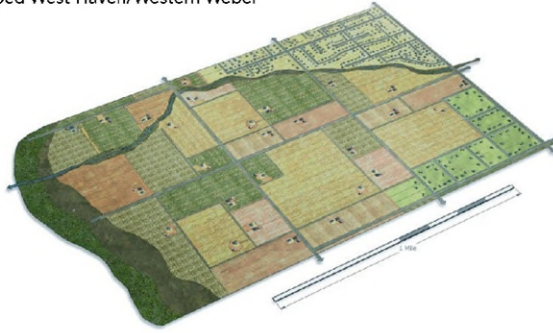
4

Concept 1: Building on What is in Place



5

Undeveloped West Haven/Western Weber



6

Visualizing Buildout Under Large-Lot SF Model



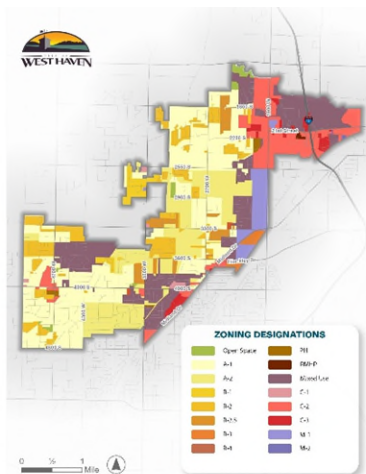
7

Checkpoint

1. Does this match your vision of what West Haven should be?
2. Did we miss anything from our last meeting?

8

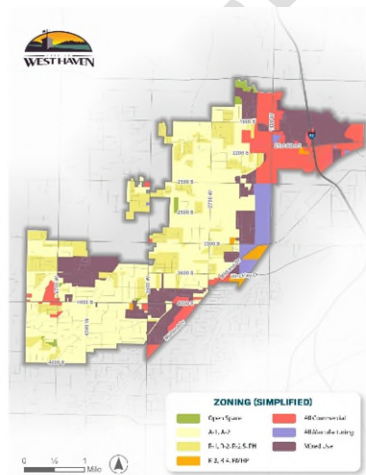
Existing Zoning
(recolored with standard land use colors)



9

Zoning Simplified

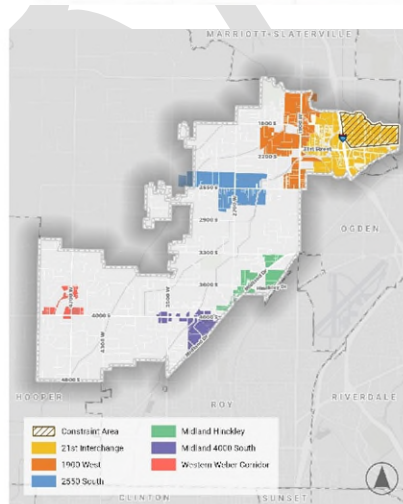
- Preliminary visual towards future land use map
- *Key Point!* Future Land Use is not the same as Zoning
- Note locations of commercial, manufacturing and mixed use areas



10

Economic Nodes

- Good starting point for establishing the general boundaries of "centers"



11

Some Thoughts about “Centers”

1. Regional vs Neighborhood Centers – differences in scale
2. Land uses vs Character – flour, sugar, eggs to make the cake
 - What is the general “vibe” we want these areas to have?
3. Commercial areas are generally most successful when dense housing is nearby - most reliable path to long-term vitality
 - Especially true for neighborhood commercial (small businesses)
4. Transitions between centers and residential neighborhoods should be carefully thought through

12



SMALL TOWN A1 | Urban Amenities and Gathering Area

13



SMALL TOWN B1 | Mixed Residential and Commercial Opportunity

14



NEIGHBORHOOD CENTER A1



NEIGHBORHOOD CENTER D1

21st Interchange

176

Vacant Acres

249

Undeveloped Acres

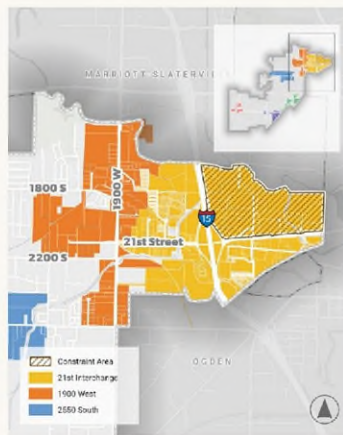
115

Employed Acres

Strengths: Premier interstate frontage, strong industrial sector, development potential
 Impediments: Constrained land, aging infrastructure, parcel configuration, porcupine

Potential Uses

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



1900 West

129
Vacant Acres

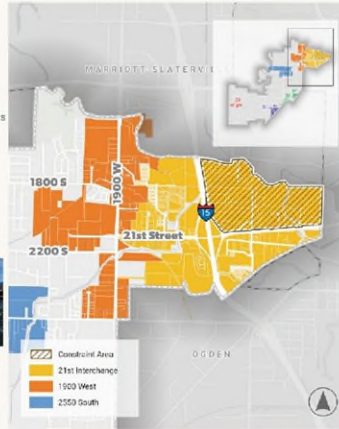
187
Undeveloped Acres

63
Developed Acres

Strengths: Key North-South connector, strong industrial sector, diversified uses
 Impediments: Parcel configuration, redevelopment-driven growth, compatibility constraints

Potential Uses

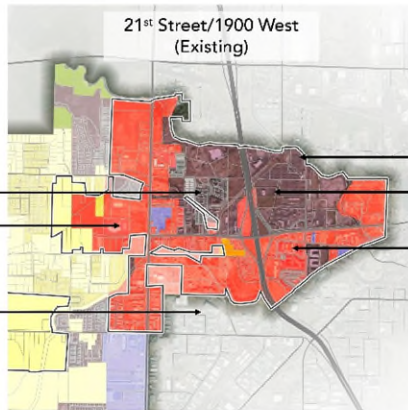
- Industrial and Flex Industrial
- Neighborhood Commercial
- Neighborhood Office
- Higher Density Housing



21st Street/1900 West (Existing)

Multifamily
Residential
Industrial/
Manufacturing
along 1900 W

Ogden
Industrial
District



Ogden River

Auction Lot,
Truck Stops

Mix of
Multifamily,
Hotel, Highway
Commercial

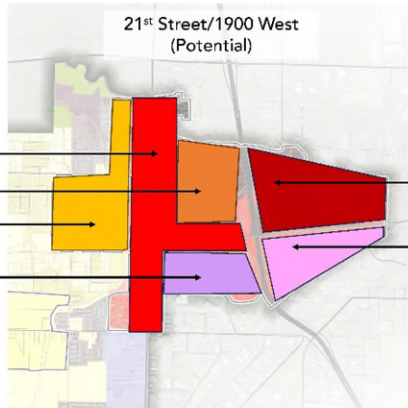
19

Potential Uses

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

Neighborhood
Commercial/Office
Higher Density
Housing
Residential
Transition
Industrial/
Flex Industrial

21st Street/1900 West (Potential)



Regional
Commercial &
Office

Mixed Use
(Residential/
Commercial/
Hotel)

20

Commission Member Stimpson entered at 5:35 PM.

2550 South

233

Vacant Acres

72

Unzoned/Spaced Acres

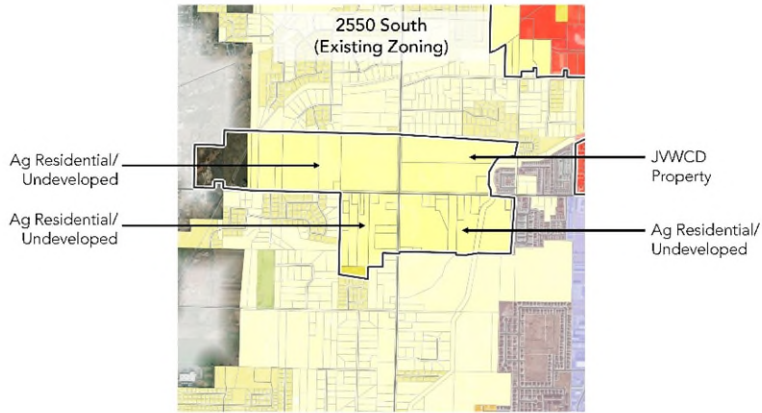
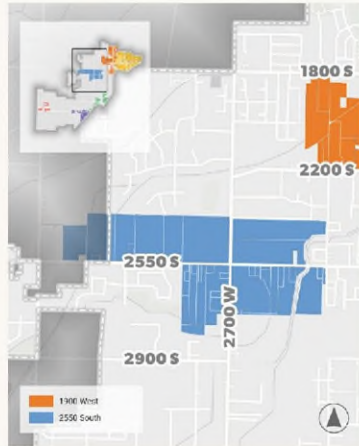
16

Developed Acres

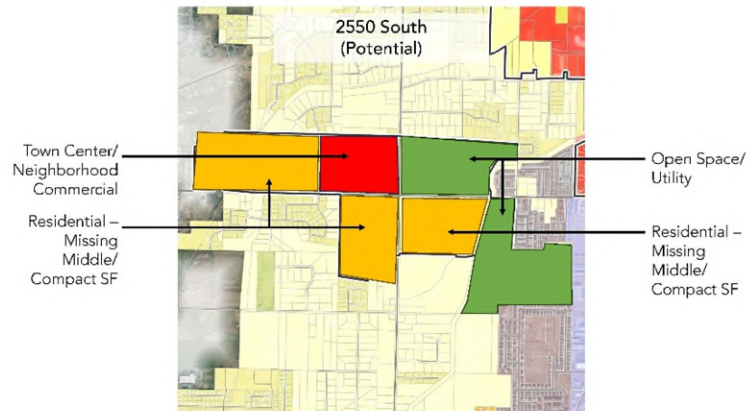
Strengths: Large vacant parcels, parcel ownership, demonstrated retail interest.
 Impediments: Limited land availability and traffic impacts from commercial/density

Potential Uses

- Grocery Store
- Neighborhood Commercial
- Residential
- Town Center



22



23



NEIGHBORHOOD CENTER A: Retail Anchor and Residential

Source: City of Midland • Midland City Center Plan (2015) • City of Midland • City of Midland • City of Midland • City of Midland • City of Midland

Small Town Centers



Midland-Hinckley

94

Ward Acres

24

Underutilized Acres

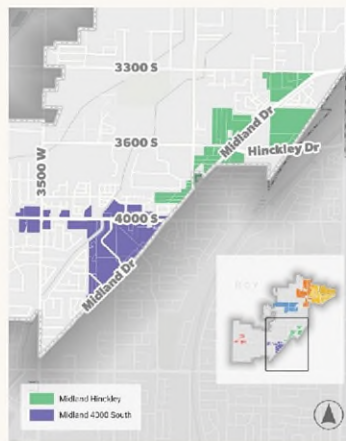
15

Developed Acres

Strengths: Existing uses, high traffic exposure, vacant and underutilized land
 Impediments: Fragmented land ownership and need for land assembly

Potential Uses

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



Midland 4000 South

82

Uncontaminated Acres

10

Uncontaminated Acres

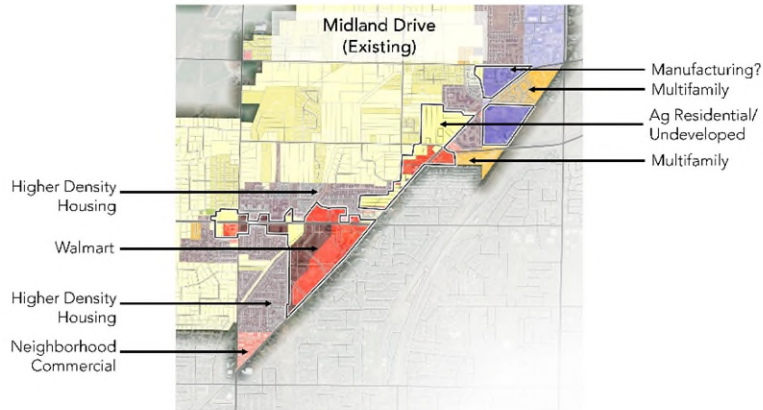
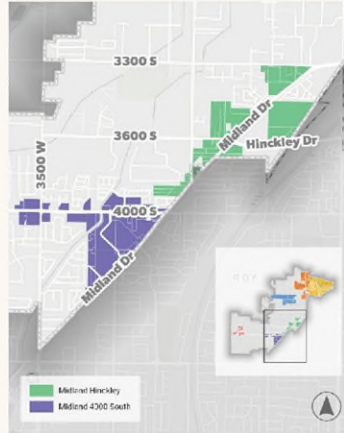
27

Developed Acres

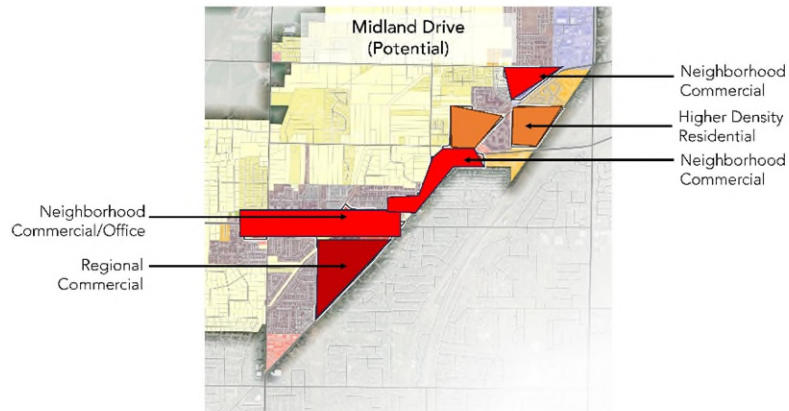
Strengths: Planned regional retail development, high traffic volumes, existing commercial
 Impediments: Limited vacant land and utility constraints

Potential Uses

- Regional Commercial
- Neighborhood Office



28



29

Western Weber Corridor

21
Vacant Acres

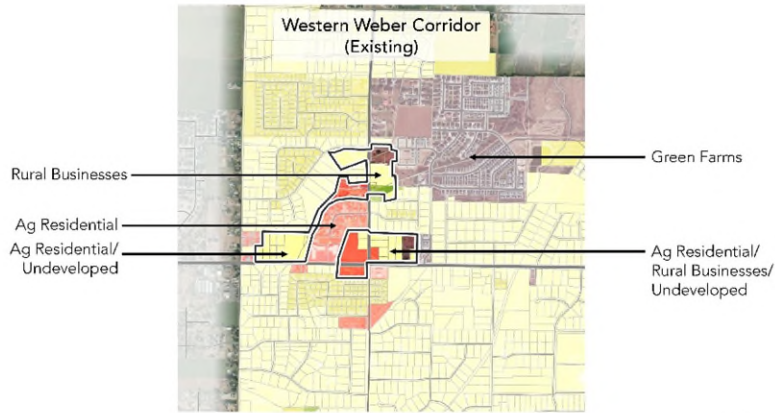
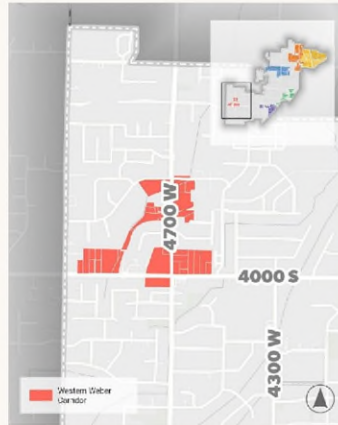
37
Undeveloped Acres

7
Developed Acres

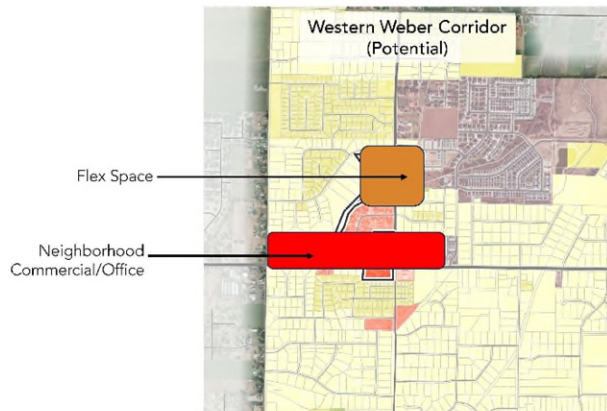
Strengths: Future regional connectivity and improved mobility & access
 Impediments: Limited developable land and timing/uncertainty

Potential Uses

- Neighborhood Commercial
- Neighborhood Office
- Flex Space



31



32

Discussion

1. Do the proposed areas for centers make sense?
2. What centers stick out as the key areas? What should their character be?
 - i.e. 2550 S as a Town Center, 21st Interchange as a Mixed Use district, Midland or 21st Interchange as a regional shopping center
3. Do the proposed uses make sense for the desired character?

6:00, Or as Soon Thereafter the Work Session Concludes, Regular Planning Commission Meeting

1. **MEETING CALLED TO ORDER:** **Chairman Reed**
Chairman Reed called the meeting to order at 6:17 PM and welcomed those in attendance.

2. **OPENING CEREMONIES**
 A. **PLEDGE OF ALLEGIANCE** **Commission Member Jenson**
 B. **PRAYER/MOMENT OF SILENCE** **Vice Chair Reyna**

3. **ACTION ON MINUTES**
 A. **Planning Commission Minutes** **Meeting Held** **May 13, 2026**

Commission Member Stimpson made a motion to approve the May 13, 2026, minutes. **Commission Member Streker** seconded the motion.

AYES:	Chairman Reed, Vice Chair Reyna, Commission Member Streker, Commission Member Jenson, Commission Member Stimpson, Commission Member Smith, Commission Member LaMar
NAYS:	
EXCUSED:	

4. **REPORTS** - Actions taken by City Council and other items
Stephen Nelson said the proposed ordinances for Home Occupation and the Patio Homes Zone will be on the agenda for City Council next week.

5. **DISCUSSION AND ACTION** – Amendment to the Zoning Map from Mixed Use to C-2-1670 W 21st Street Parcel #150690066-Applicant Craig Odekirk
Stephen Nelson said this item is asking to amend the zoning map from Mixed Use to C-2 to allow the applicant to open a Cider Shop which would most likely be categorized as a Tavern or Bar in our code. This would require a conditional use permit in the C-2 zone. The current zone would still allow this use but would require a mixture of uses on the property and since it is only a half acre the applicant found it was not practical. A public hearing was held on the May 13, 2026, meeting and there were some concerns raised about access because the Utah Department of Transportation will likely make them share access with the adjacent property owner. This item was tabled to allow the applicant time to respond to concerns raised at that meeting. This parcel is split between a C-2 and C-3 on the general plan map. Our ordinance requires a concept plan to be attached. This concept has not gone through the full review to be vetted for compliance. The applicant sent over a letter to Planning Commission early this afternoon.

Chairman Reed asked if the access had been granted.

Scott Odekirk said they have spoken with UDOT but there isn't any official approval yet and have not gotten access from the neighbor.

Commission Member LaMar said he is reticent to recommend approval for this parcel in light of a another property owner also not having access and City Council tabling that agenda item because of it.

Commission Member Jenson said UDOT could still not approve the access even if the zoning map amendment is approved by City Council.

Stephen Nelson said there is a historic access on the site for a residential building, but that building was torn down and UDOT no longer allows that access to be utilized for a commercial business. He said generally speaking UDOT requires a shared access.

Vice Chair Reyna said that even if they don't let them add another access point off the road there could still be a prescriptive easement for access to that property.

Stephen Nelson said UDOT will generally not landlock properties but will ask for shared access.

Amy Hugie said UDOT can limit the type of access.

Commission Member Smith asked if you could add a timeline to a zoning map amendment where if they don't complete the requirements, it reverts back to the previous zone.

Stephen Nelson said the City Council can approve a zoning map amendment with conditions.

Amy Hugie said the code does allow it, but it is difficult to track. She said the access issue is integral to dealing with the site not the zoning map amendment.

Stephen Nelson said that access is required in the site plan approval process.

Commission Member Smith said she doesn't see an issue recommending approval of the zoning map amendment because the access will need to be addressed during the site plan approval process.

Vice Chair Reyna agreed and said his point in tabling the item at the last meeting was geared toward making sure the applicant was aware of the issues they may encounter.

Commission Member Streker agreed.

Chairman Reed expressed concern that this will be a production facility and wants to weigh everything out first.

Commission Member Stimpson said the general plan is a guide unless there are variables that are not amenable to moving forward and without access she is not comfortable recommending this for approval.

Commission Member LaMar said the access could change the site plan.

Commission Member Stimpson made a motion to recommend denial of the amendment to the zoning map from Mixed Use to C-2 and the included concept plan because of access and the impact it has on the community because of traffic congestion. **Commission Member Reed** seconded the motion. **Motion passes 4:3.**

AYES:	Chairman Reed, Commission Member Jenson, Commission Member Stimpson, Commission Member LaMar
NAYS:	Vice Chair Reyna, Commission Member Smith, Commission Member Streker
EXCUSED:	

6. **PRESENTATION ON PUBLIC HEARING** – Adoption of an Economic Development Strategic Plan
Stephen Nelson said the consultant presented at a workshop last meeting. The City hired Urban and Main Consultants to create this plan with guidance from a steering committee. The purpose of this master plan is to study the economic development potential within the city and indicate areas where appropriate commercial uses would be feasible and create a list of action items or policies the city could undertake to pursue economic development goals. He said the consultant conducted studies and held meetings with stakeholders. The City

issued a survey that went out publicly. He went over the five sections included in the economic development strategic plan.

7. **PUBLIC HEARING** – To Solicit Public Input on an Adoption of an Economic Development Strategic Plan

Commission Member Smith made a motion to enter into public hearing. **Vice Chair Reyna** seconded the motion.

AYES:	Chairman Reed, Vice Chair Reyna, Commission Member Streker, Commission Member Jenson, Commission Member Stimpson, Commission Member Smith, Commission Member LaMar
NAYS:	
EXCUSED:	

Chairman Reed invited the public up for comment.

Thelma Isaacson asked how to get on the committees to have her input considered. She asked why they were not mailed a letter for this economic strategic plan. She asked if there was going to be an exit from Legacy onto 2550 S and if that is the reason why more commercial was outlined in this area. She asked if there would be an exit on 4000 S from legacy. She suggested adding more commercial to where businesses are currently established instead of bringing commercial to a residential area.

Byron Combe said he has been a resident for about 30 years. He said that much of the land on 2550 S outlined in the plan has been purchased by property owners so they could give land to their grandchildren and children for construction of homes. He said the land outlined is too expensive to purchase with homes currently on them and suggested other properties as an alternative.

Larry Caldwell asked that his property not be outlined for a recreation building.

Selena Hart said she has been a long time resident and was a proponent of incorporating the City in 1991. She said she does not want to sell her property. She would like to give some to her son so he and his family can build a home.

Alesa Hofmeister said her siblings and parents own property on 2550 S. She said they do not intend to sell the property and would like to keep it for agricultural purposes.

Katelyn Hill said one of the properties outlined in the plan on 2550 S is her grandparents property. She said the ownership of these properties is family driven and not outlined for commercial purposes.

Carolyn Faldalen said her biggest concern for this plan is that the property at 2700 W and 2550 S is identified as one owner. She said that how it's outlined on the map would actually encompass several owners and that it includes property outside of West Haven City limits and she is not sure if the intent is to annex those properties. She is concerned about the information being incorrect on the plan.

Dean Murray asked how the City plans on getting Jordan Valley Water Conservancy District to sell their land. He said he does not see them selling those properties. He asked why the City would come up with a plan that will not work.

Leslie Barrow said she has grown up anticipating what the next generation of Kap family farms will look like. She expected to be surrounded by nieces and nephews and not commercial properties. She expressed concern for losing her home if the road is expanded.

Cindy Combe says she agrees with all that has been said. She said that commercial needs to be limited to commercial areas instead of being outlined in residential areas.

Commission Member Streker made a motion to leave public hearing. **Vice Chair Reyna** seconded the motion.

AYES:	Chairman Reed, Vice Chair Reyna, Commission Member Streker, Commission Member Jenson, Commission Member Stimpson, Commission Member Smith, Commission Member LaMar
NAYS:	
EXCUSED:	

8. DISCUSSION AND ACTION – Adoption of an Economic Development Strategic Plan

Vice Chair Reyna said this is not a plan that would mark the properties out to be purchased for the uses outlined. He said the City does not intend to purchase land for this economic development strategic plan. He said this plan is to mark out areas as the City grows that may be useful for commercial development in 15-20 years. He said the general plan map outlines what zones could work for the future, it is not a requirement to rezone properties and does not change the current zone. He said that as we grow we need our economy to grow as well and these areas have the potential to help that economic development.

Stephen Nelson said the economic strategic plan is a guiding document and does not mean the City is looking to purchase properties outlined in it. He said Jordan Valley Water Conservancy District has been involved in the discussion and have indicated that generally they would like to keep the majority of their property, but they are open to working with a potential buyer. He said the Western Weber Corridor interchanges have not been decided and UDOT is looking at several options. He said 2550 S and 4000 S could be interchanges and have been discussed by UDOT. He said their office is always open to hear feedback or input on plans. He said that this portion could be removed from the plan or Planning Commission could opt to change the properties outlined on 2550 S. He said the Western Weber Corridor will be on 5100 W but will curve further north. He also said that because this a plan for the entire city notices were not mailed out to every resident but posted online as is required by state law. He said that 2550 S is one of our largest roads and there are no plans currently for expansion.

Chairman Reed said the City held open houses and asked for input on our website and social media from residents.

Vice Chair Reyna suggested eliminating the south side of 2550 S from this section.

Vice Chair Reyna made a motion to table to review all areas but in particular the 2550 S area. **Chairman Reed** seconded the motion.

AYES:	Chairman Reed, Vice Chair Reyna, Commission Member Streker, Commission Member Jenson, Commission Member Stimpson, Commission Member Smith, Commission Member LaMar
NAYS:	
EXCUSED:	

~~**9. PUBLIC HEARING** – To Solicit Public Input on an Amendment to the Zoning Map from A-1 to C-2-2338 W 2200 S Parcel #150750019-Applicant Dawnell Musselman. This application has been withdrawn by the applicant. No action was taken on this item as the applicant withdrew their application.~~

10. DISCUSSION AND ACTION – Final Site Plan Approval-Superstop-1514 W 2100 S Parcel #150690050-Applicant Omar Mansour

Damian Rodriguez said this is a redevelopment of an existing convenience store site. He said it's currently Mixed Use. He said there were three conditions that the applicant must meet for this site. The first was for UDOT to approve their access, for them to conduct a traffic study, and for them to adequately address all of staff's comments. He said the applicant has satisfied all three requirements, but the third. He said the applicant is requesting an exception for the landscaping to not include living plant material because the secondary water district has required that. They have opted to use decorative rock and provided a letter from Bona Vista Water showing that they are allotted no water for outside use. He said the request is consistent with our code. He said staff does recommend the approval of that exception request. He said the applicant is asking for a drive through exception request and staff recommends approval.

Commission Member Smith made a motion to approve the requested alternate drive-through design, proposed without concrete curbing separating the west drive-through aisle from the property egress lane, finding that the alternate design will be equally effective in ensuring traffic safety and minimizing traffic impacts. **Vice Chair Reyna** seconded the motion.

AYES:	Chairman Reed, Vice Chair Reyna, Commission Member Streker, Commission Member Jenson, Commission Member Stimpson, Commission Member Smith, Commission Member LaMar
NAYS:	
EXCUSED:	

Commission Member Streker made a motion to approve the requested landscaping exception for the property at 1514 W 2100 S, finding that sufficient evidence has been provided to suggest that the service provider cannot supply sufficient water for landscaping. **Commission Member LaMar** seconded the motion.

AYES:	Chairman Reed, Vice Chair Reyna, Commission Member Streker, Commission Member Jenson, Commission Member Stimpson, Commission Member Smith, Commission Member LaMar
NAYS:	
EXCUSED:	

Commission Member Streker made a motion to give final site plan approval for the proposed Superstop convenience store at 1514 W 2100 S, finding that the design of the proposed site and building is compliant with all applicable regulations of the ordinance and the conditions of the preliminary site plan approval. **Vice Chair Reyna** seconded the motion.

AYES:	Chairman Reed, Vice Chair Reyna, Commission Member Streker, Commission Member Jenson, Commission Member Stimpson, Commission Member Smith, Commission Member LaMar
NAYS:	
EXCUSED:	

11. **DISCUSSION AND ACTION** – Consideration of a Conditional Use Permit-4785 W 4600 S Parcel #084280017- Maximum Area Exception for a Detached Accessory Dwelling Unit-Applicant RaeJean Ross
Damian Rodriguez said this is for a size exception for an accessory dwelling unit. He said the applicant has proposed a detached accessory dwelling unit of 1782 square feet and the code allows up to 1200 square feet. He said what is proposed is a manufactured home and that is not allowed by code. He said another iteration of the plan showed a modular home and that is classified as a manufactured home.

Stephen Nelson said the applicant is in disagreement about the definition of a manufactured home and has provided a statement from the vendor of the unit. The recommendation to table will allow staff time to review what has been provided and compare it to our definition.

Commission Member LaMar said the purpose of an accessory dwelling unit is to fulfill the state's requirement to have a moderate income housing element in our general plan. He suggested amending the accessory dwelling unit ordinance to have different regulations for detached accessory dwelling units and attached accessory dwelling units. He said he can't see the larger square footage is in keeping with the intent of moderate income housing.

Commission Member Jenson made a motion to table. **Chairman Reed** seconded the motion.

AYES:	Chairman Reed, Vice Chair Reyna, Commission Member Streker, Commission Member Jenson, Commission Member Stimpson, Commission Member Smith, Commission Member LaMar
NAYS:	
EXCUSED:	

12. **ADJOURNMENT**

Vice Chair Reyna made a motion to adjourn at 8:02 PM. Commission Member Streker seconded the motion.

AYES:	Chairman Reed, Vice Chair Reyna, Commission Member Streker, Commission Member Jenson, Commission Member Stimpson, Commission Member Smith, Commission Member LaMar
NAYS:	
EXCUSED:	

Emily Green

City Recorder

Date Approved

DRAFT

Planning Commission Staff Review Memo

June 10, 2026

Stephen Nelson, Community Development Director



Economic Development Strategic Plan

Proposal:	Discussion and Consideration of the Proposed Economic Development Strategic Plan
Ordinance Section:	
Applicant:	The West Haven City Community Development
Decision Type:	Legislative
Staff Recommendation:	Recommend Approval

I. BACKGROUND

West Haven has contracted with Urban & Main Consulting to create an Economic Development Strategic Plan. Over the past year, staff, a steering committee, and the consultant have been working to prepare a draft for consideration by the Planning Commission and City Council. The City Council and Planning Commission held a joint workshop on March 18, 2026, to discuss the Plan's concepts with staff and the consultant. The Planning Commission held an additional workshop with the consultant and staff on May 13, 2026.

Under Utah law, the proposed plan would need to be adopted through the same process as the General Plan, including notice and a public hearing. The Planning Commission is the recommendation body for the proposal, while the City Council is the final approval body.

II. CONTENT OF THE PROPOSED PLAN

The proposed plan is broken into a few sections.

Section 1: Introduction. This section contains the introduction and the process undertaken to create the plan and recommend policies.

Section 2: Strategic Plan: This section contains the different goals and policy recommendations. Generally, this section outlines best practices and a recommended toolbox for achieving the goals listed in the Plan.

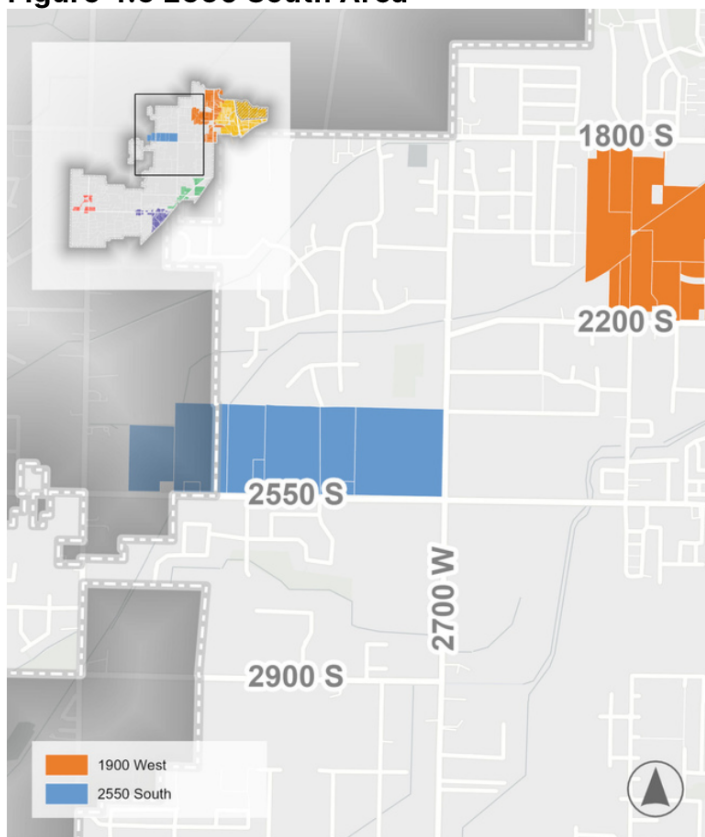
Section 3: Implementation Plan. This section contains the Implementation Matrix (the full matrix is included in this packet) and recommendations on how best to implement the plan and the recommended actions.

Section 4: Context. This section contains the studies, data, and SWOT Analysis undertaken during the planning process and provides justifications for the recommendations in the document. This part of the plan also contains the “Key Economic Development Areas” Map and general recommendations for future land use of those areas.

Section 5: Appendices. The appendices contain supporting information and tools, including a list of economic development tools allowed in the State of Utah.

Image 1: Updated map for 2550 S

Figure 4.5 2550 South Area



III. UPDATE FROM LAST MEETING

During last week’s public hearing, many residents raised concerns about the areas around 2550 S and 2700 W. Because of those concerns, the Planning Commission tabled the proposal and asked staff to revise the mapped area shown on Image 1. The primary changes were the removal of all areas south of 2550 S and east of 2700 W. Prior to the Planning Commission meeting, staff will meet with a couple of property owners in the area and may bring an updated recommendation to the Planning Commission, depending on their feedback.

IV. RECOMMENDED ACTION

Staff recommends that the Planning Commission discuss various aspects

of the proposed plan, including its future use and role, as well as the possible consequences of its implementation. Consider the Plan's various details and recommendations and how they affect the Commission's vision for West Haven. Also, consider how effective the proposed plan will be in achieving its stated goal of recommending policies and actions the city can take to positively affect the local economy.

V. POSSIBLE MOTION

Recommend approval: *Motion to recommend to the City Council the approval of the Economic Development Strategic Plan, finding that the plan promotes proper economic development within West Haven.*

[List any other recommendations or findings]

Recommend approval with conditions: *Motion to recommend to the City Council the approval of the Economic Development Strategic Plan, finding that the plan promotes proper economic development within West Haven, when the following conditions of approval are applied:*

[List Conditions]

Recommend denial: *Motion to recommend to the City Council deny the Economic Development Strategic Plan.*

[List considerations for denial or findings]

Table Application for Further Consideration: *Motion to table the Economic Development Strategic Plan.*

[List reasons for tabling the item]



Economic Development Strategic Plan

2026

Prepared By :



URBAN & MAIN
CONSULTING

Acknowledgments

Urban & Main Consulting, LLC would like to thank the following participants who contributed to the planning process.

West Haven Economic Development Strategic Plan Steering Committee

Stephen Nelson

Community Development Director, West Haven City

Carrie Call

City Council Member, West Haven City

Rob Vanderwood

Mayor, West Haven City

Andrew Reyna

Planning Commissioner, West Haven City

Shawn Warnke

City Manager, West Haven City

Damian Rodriquez

Planner, West Haven City

Edward Mignone

City Engineer, West Haven City



West Haven Elected Officials and City Staff

Rob Vanderwood

Mayor

Kim Dixon

City Council

Ryan Swapp

City Council

Carrie Call

City Council

Ryan Saunders

City Council

Nina Morse

City Council

Table of Contents

SECTION 1	Introduction	02
	Approach	02
	The Planning Process	03
	Stakeholder Engagement	03
SECTION 2	Strategic Plan	06
	Goal 1: Strengthen and Diversify the Local Economy	10
	Goal 2: Improve Fiscal Sustainability and Diversify Municipal Revenue	12
	Goal 3: Manage Growth Proactively	15
	Goal 4: Modernize Planning and Development Processes	17
	Goal 5: Enhance Community Identity and Quality of Life	19
SECTION 3	Implementation Plan	23
SECTION 4	Context	25
	SWOT Analysis	26
	Key Development Areas	28
	Economic Context	42
	Sales Leakage Analysis	54
	Cost of Community Services	56
SECTION 5	Appendices	59



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.

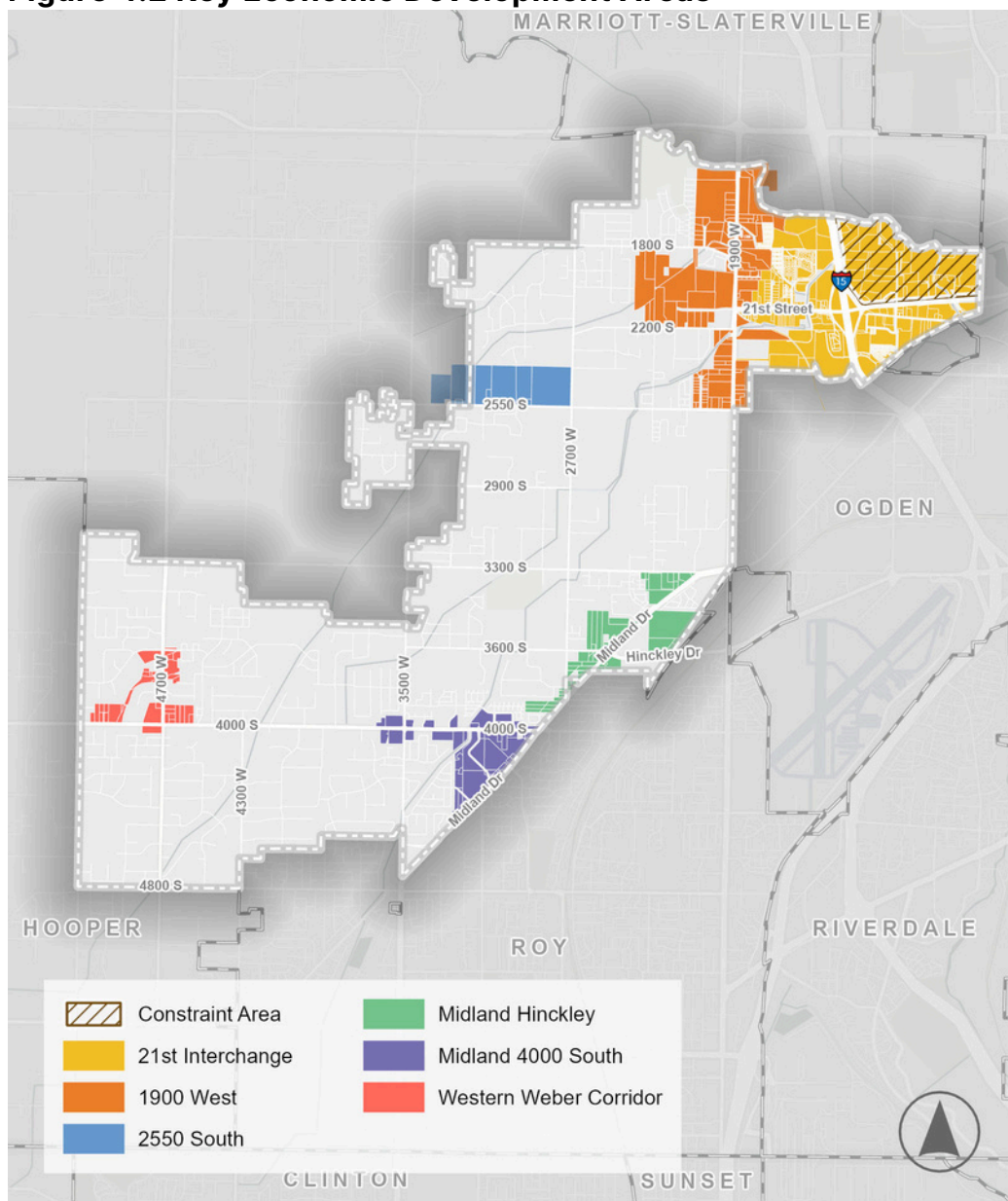
Figure 4.1 SWOT Analysis Results (Continued)

<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

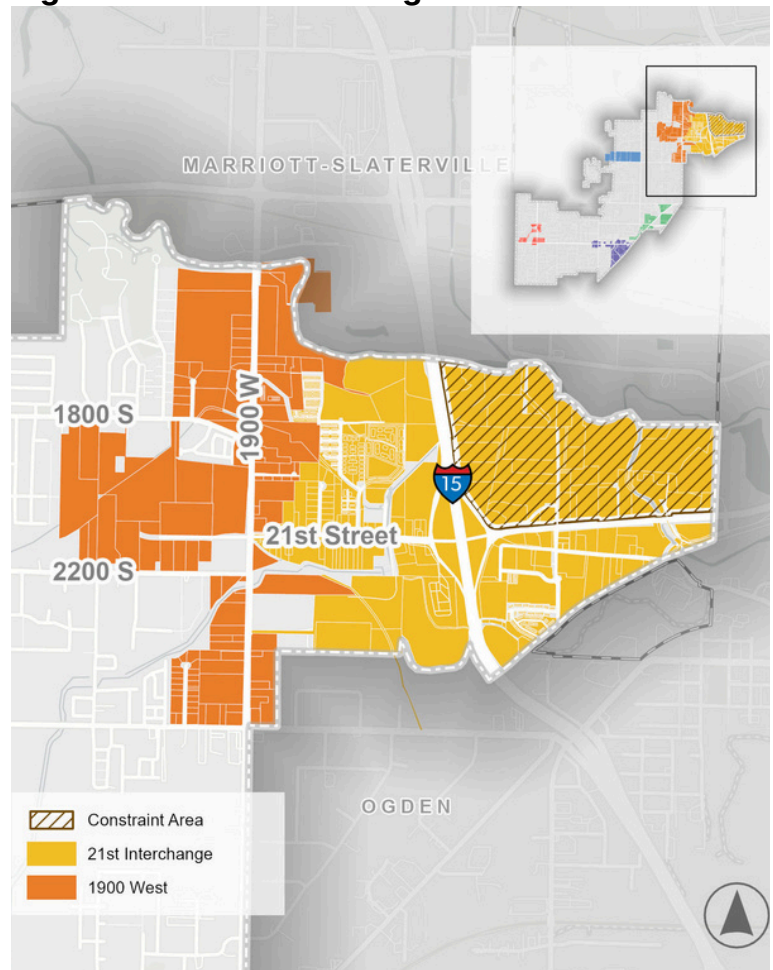


21st Interchange

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.

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.

Figure 4.3 21st Interchange Area



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

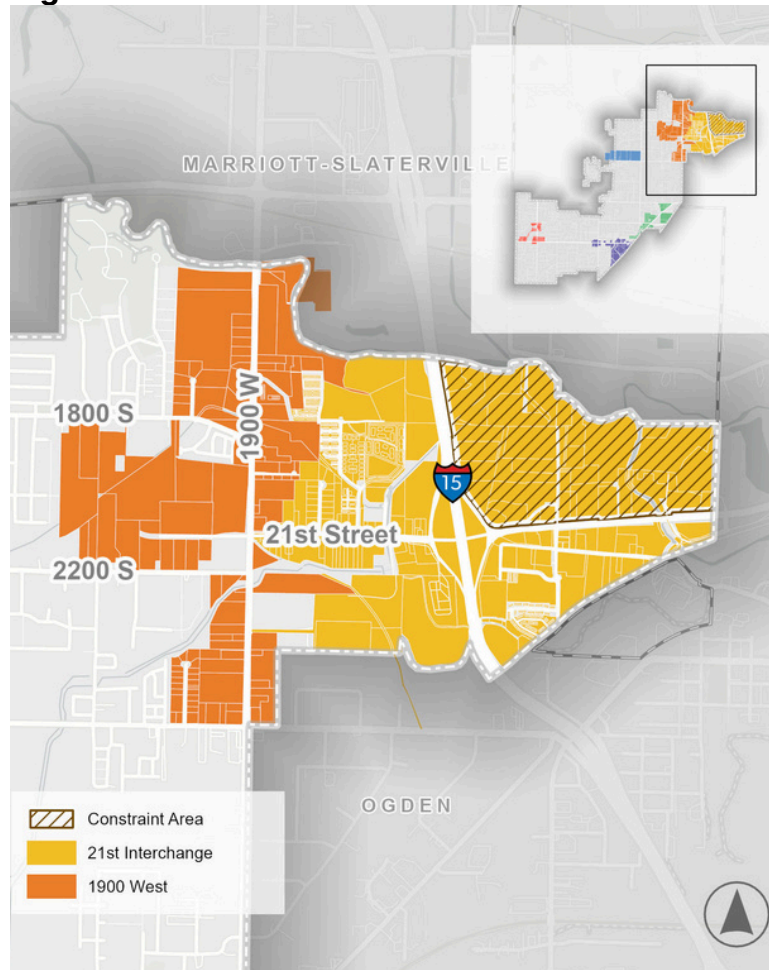
The 1900 West Area was selected as a focus area due to its role as a major north-south transportation corridor serving as a functional alternative to I-15. The 1900 West corridor carries high average daily traffic volumes, connecting residential neighborhoods, industrial users, and neighborhood commercial 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.

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.

Figure 4.4 1900 West Area



- **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

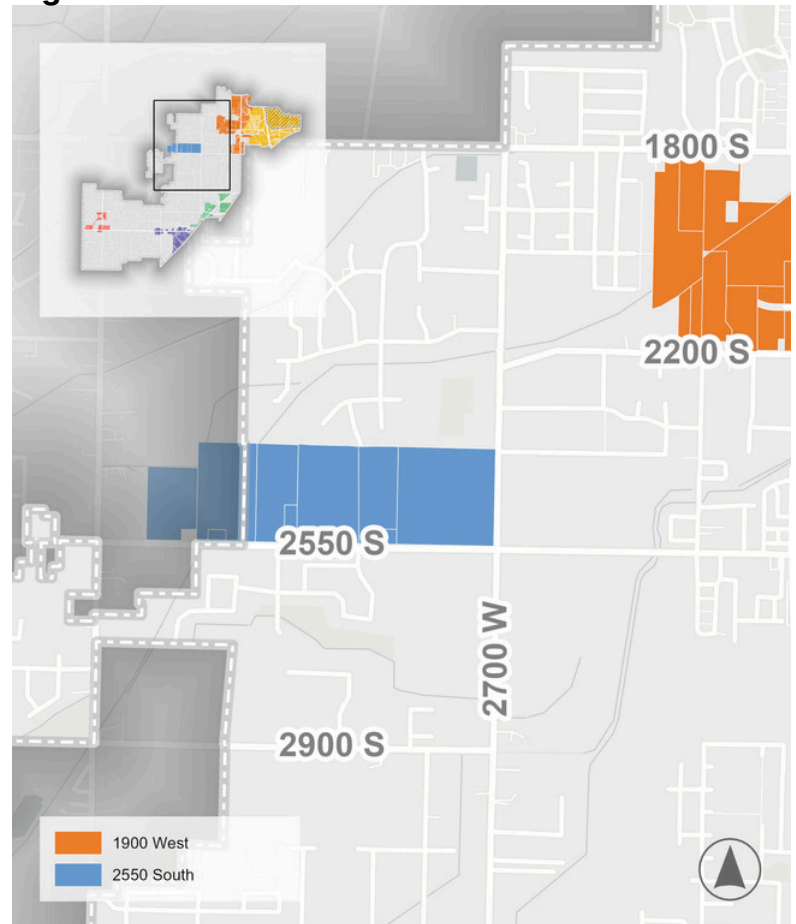


2550 South

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	131.31
Underutilized	0
Developed	2.81
Total	134.12



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.

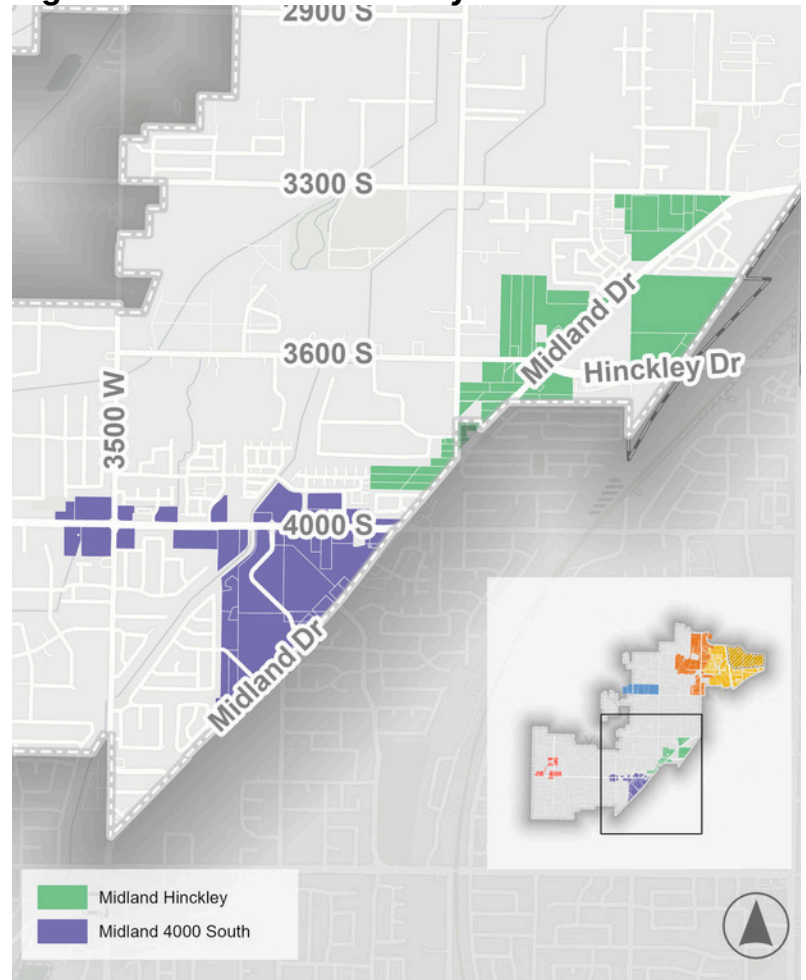
Hinckley Drive and Midland Drive are important arterial corridors that carry significant traffic volumes and provide connectivity to other commercial, industrial, and residential areas throughout the City.

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**

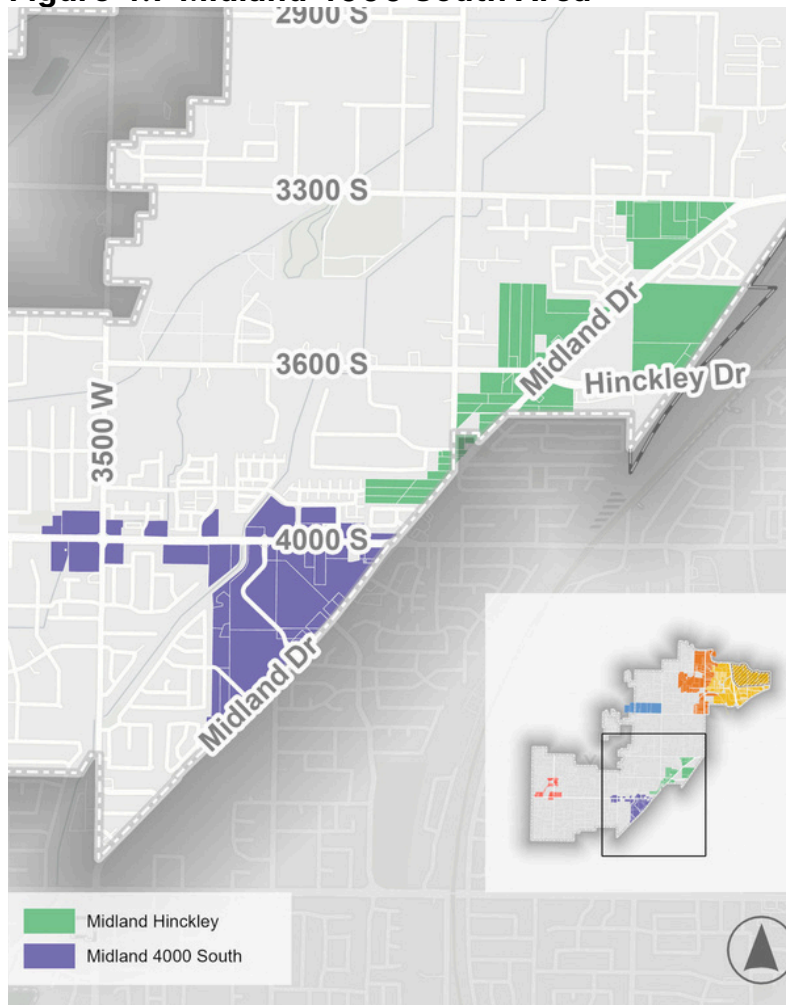
Land	Amount
Vacant	93.79
Underutilized	24.26
Developed	15.22
Other (roads, utilities, etc.)	1.41
Total	134.68



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**

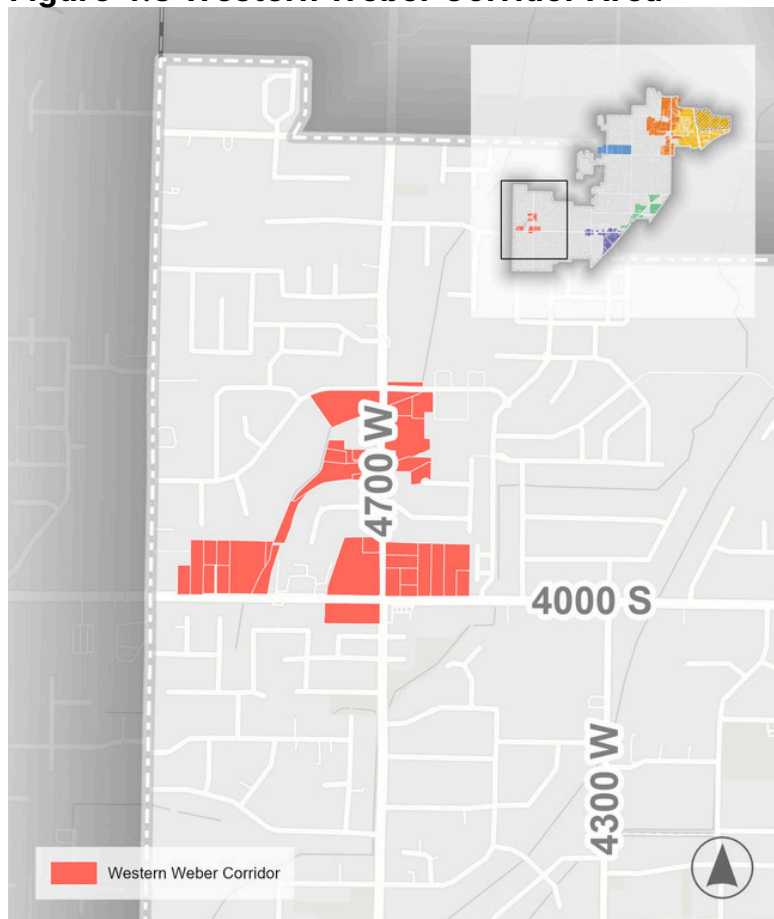
Land	Amount
Vacant	82.12
Underutilized	9.95
Developed	26.66
Other (roads, utilities, etc.)	8.16
Total	126.89



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:

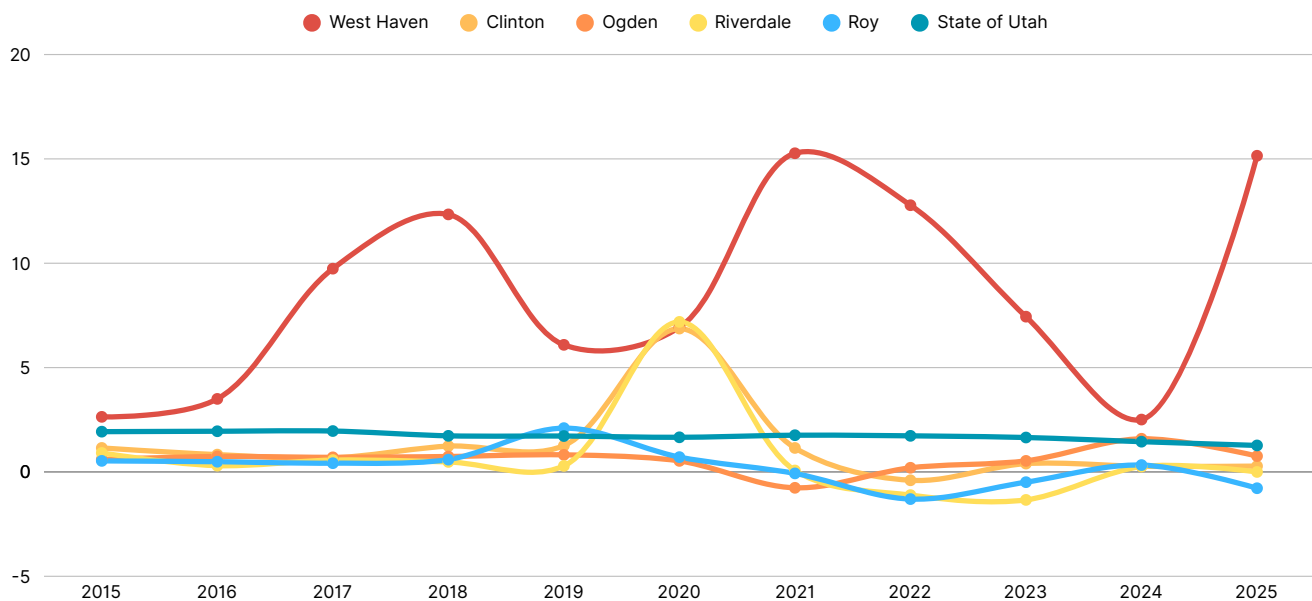
- Clinton City
- Ogden City
- Riverdale City
- Roy City
- State of Utah

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

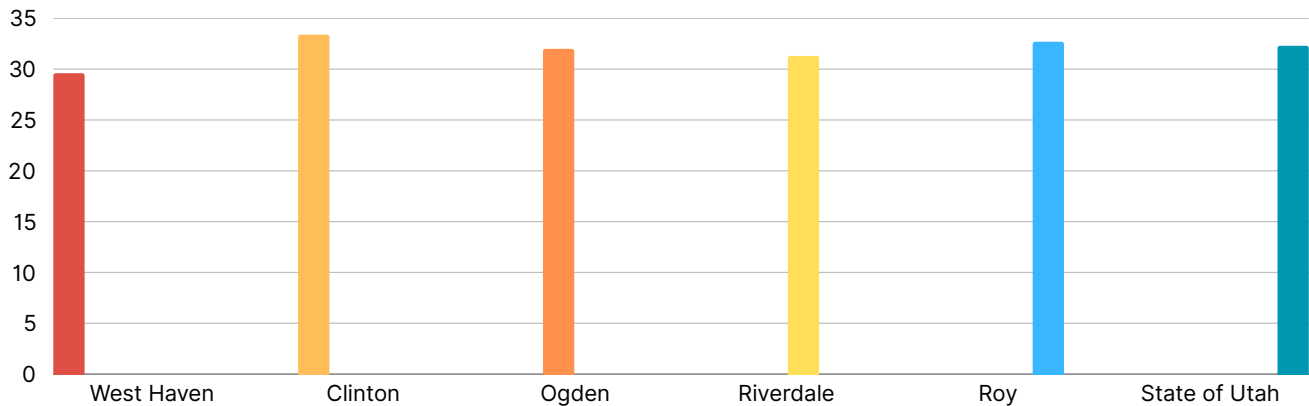
	2020	2025	2030	2035	2040	2045	2050	2055	2060	Growth Rate
West Haven	17,192	28,346	33,229	38,954	40,437	41,976	43,574	45,233	46,955	173,12%

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

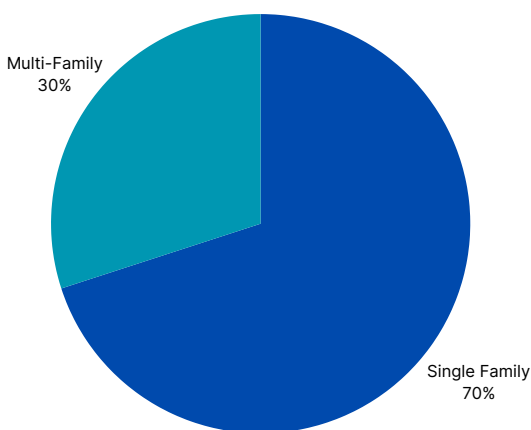
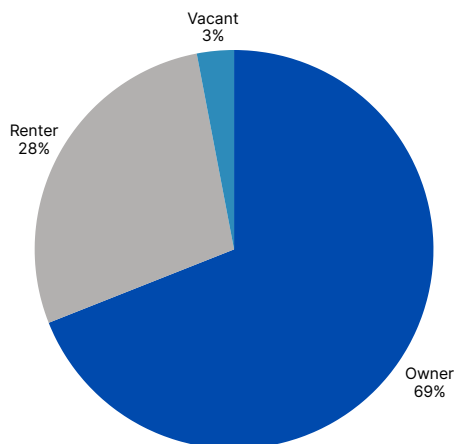


Figure 4.13 Owner/Renter Housing



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.

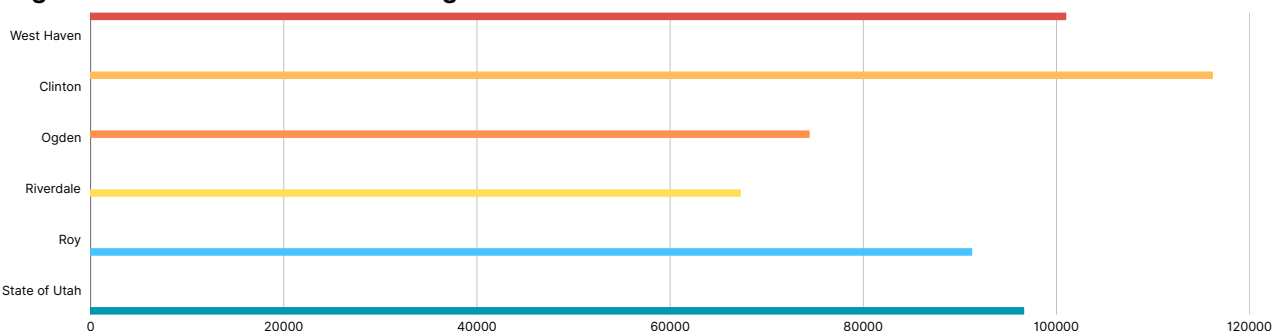
Median income levels are higher than the State average and most neighboring cities.

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.

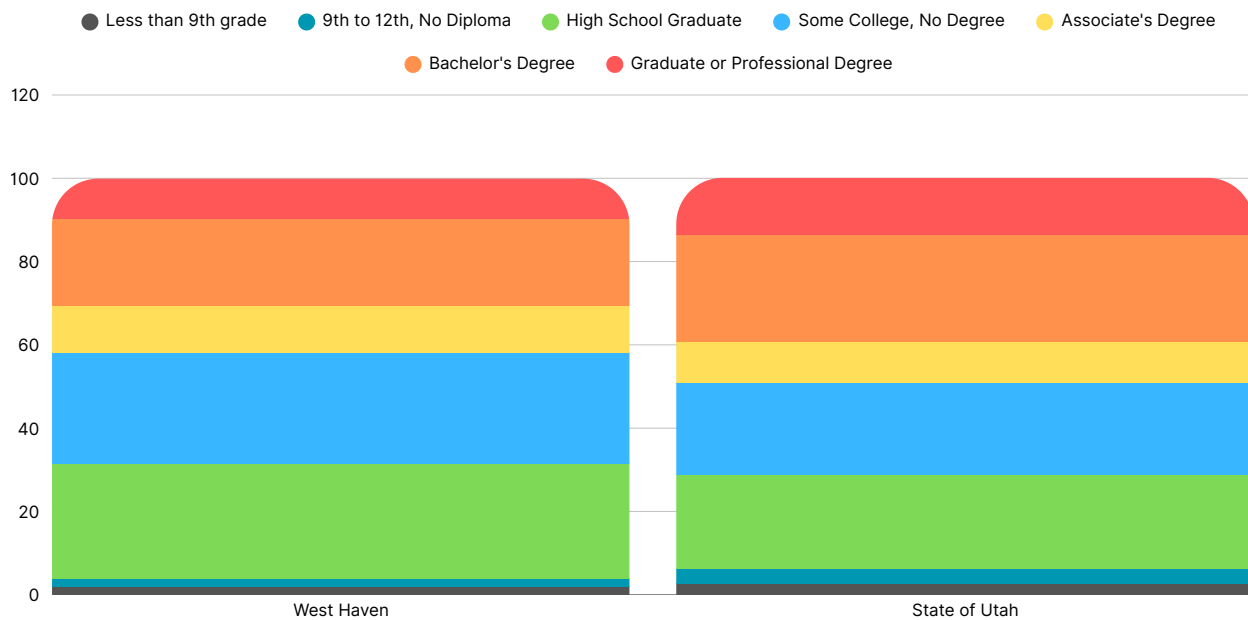
Educational attainment levels are trailing behind the State.

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



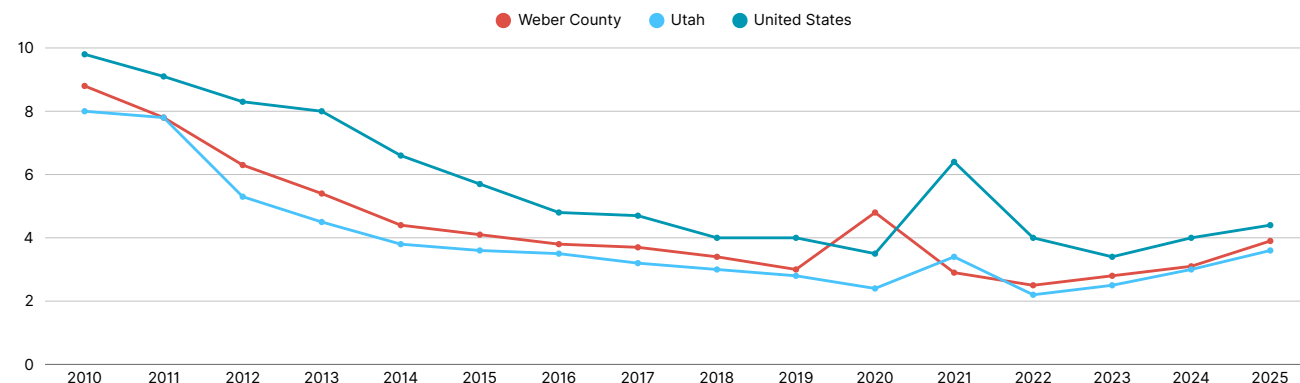
Source(s): U.S. Census Bureau, American Community Survey (ACS) 2024 5-year estimates.

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

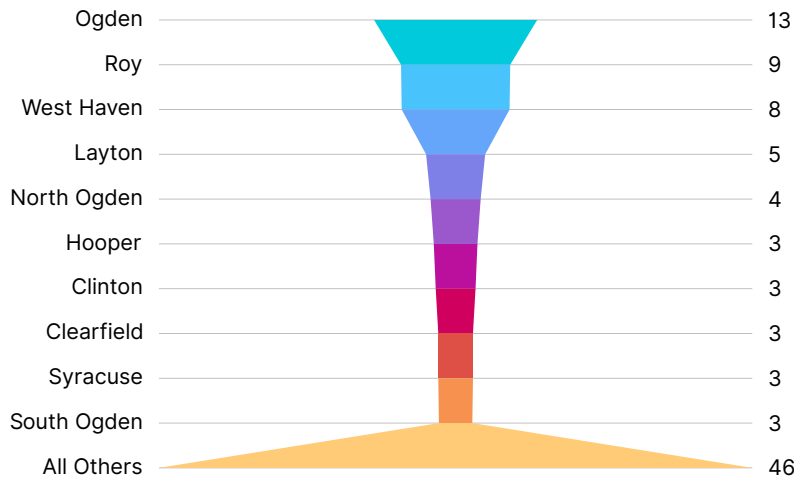
Industry	West Haven		Weber County	
	Workers	Percent of Total	Workers	Percent of Total
Construction	1,158	25.3%	9,233	8.1%
Manufacturing	564	12.3%	19,725	17.3%
Transportation and Warehousing	528	11.5%	3,025	2.7%
Educational Services	462	10.1%	11,313	9.9%
Retail Trade	349	7.6%	12,540	11.0%
Accommodation 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**.

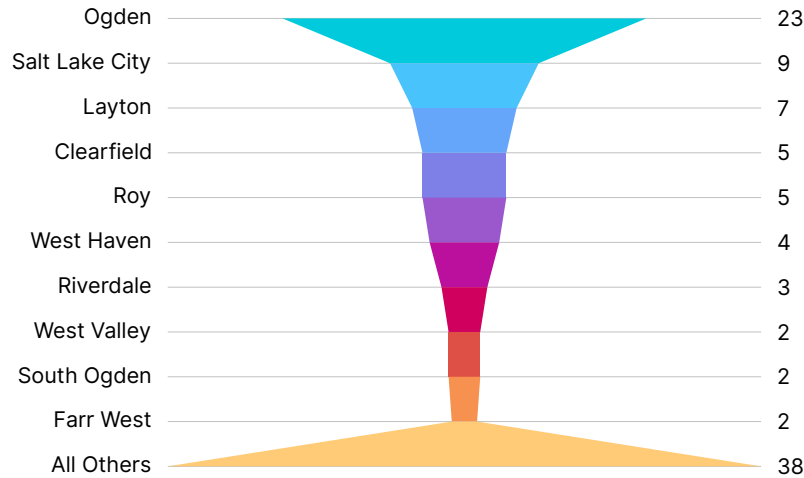
Figure 4.20 Percent Employed in West Haven (Commute from Home)



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.

West Haven - EDSP
Implementation Plan 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 GOEO, NUJA, 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	\$\$		
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 other areas within these areas that would support lighter commercial uses and a mixture of housing and zone them appropriately.			◆										
1.4.2. Review the industrial area 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 (CRA) 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.													
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 uses.													
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.													

Priorities	Statuses	Required Resources	Metrics
Low	Not Started	\$	Commercial Development
Medium	On Track	\$\$	New Jobs
High	Delayed	\$\$\$	Sales Tax Growth
	Completed	\$\$\$\$	Sales Tax Capture Rate
			Assessed Value Ratio
			Grant and Intergovernmental Funding
			Infrastructure
			Housing
			BRE Visits
			Development Review
			Net Promoter Score
			Quality-of-Life
			Population Growth
			Median Wage Growth

**Planning Commission
Staff Review Memo**

June 10, 2026

Stephen Nelson-Community Development Director

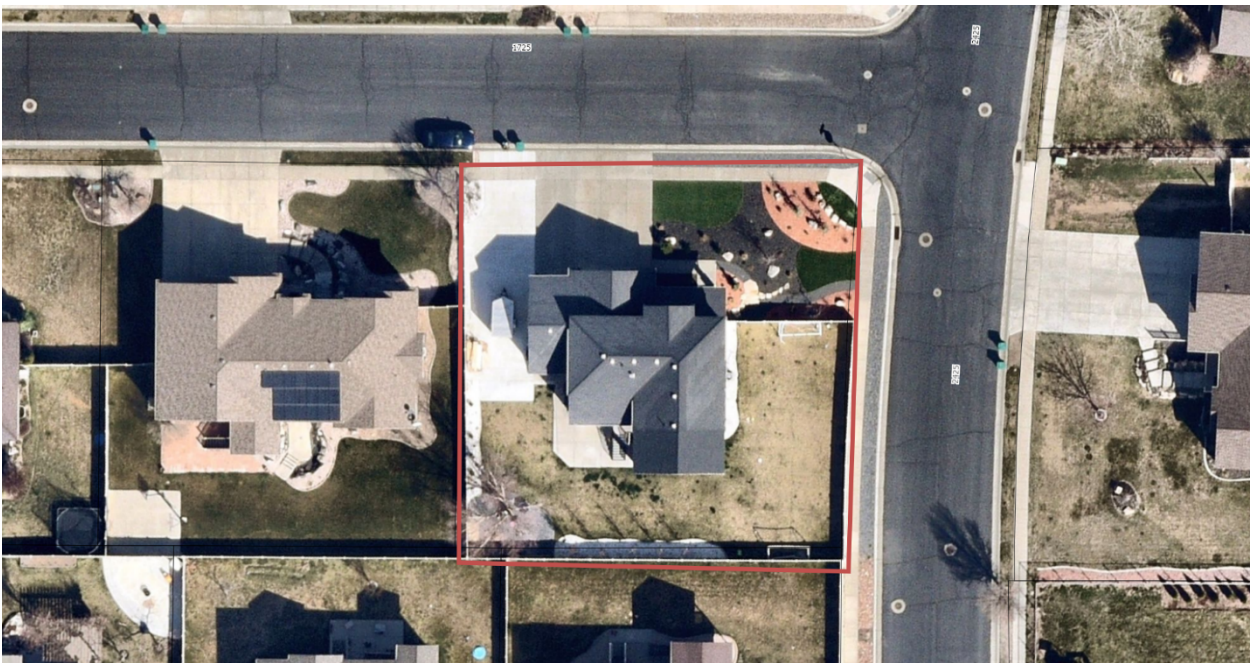


CONDITIONAL USE PERMIT REVIEW

Request: Approval of CUP for a home occupation with more than one employee
Property Location: 2441 W 1725 S
Property Zone: Mixed Use
Property Size: 0.024 acres
Applicant: Luxury Sports Flooring LLC, Agent Jaqueline Lugo

Governing Document(s): WHZC §157.520 & §157.881(B)
Decision Type: Administrative
Staff Recommendation: Approve

Image 1: Site Aerial



I. BACKGROUND

The applicant is requesting that the Planning Commission approve a Conditional Use Permit (CUP) to allow a Home Occupation that employs more than one individual who does not live at the residence at 2441 W 1725 S (the subject property), which is zone R-2.5. The proposed business provides wood flooring maintenance and installation services. Their application states:

The business operates primarily off-site. The residence is used as an administrative office.

And

One of the employees who takes the company van is responsible for picking up the others at their homes.

No employees report to the home for business. See the attached application and the applicant's written statement for more details on the proposed home occupation business.

II. STAFF REVIEW

Staff's review of the proposed use as it pertains to the requirements of the West Haven Zoning Code are as follows:

Use

The use would be classified as a home occupation, a permitted use in the zone, or a conditional use when the home occupation business employs more than one individual who does not live at the residence.

Note that commentary is not provided for every point of consideration, but staff provides findings for only those standards that are found to be immediately relevant to the proposal.

§157.520 Conditional Use Standards

(A) General plan. The proposed use conforms to policies of the city's general plan.

Findings: The proposed use, a home occupation within a residential zone, does conform with the policies of the City's General Plan; and the specific home occupation business can comply with the issuance of a Conditional Use Permit

(B) Site design. The use is well-suited to the character of the site and adjacent uses as shown by an analysis of the intensity, size, and scale of the use compared to existing uses in the surrounding area.

Finding: The applicant is essentially operating a home office and uses it just for "administrative office," and the work is completed at the site. Staff finds there is no additional site plan information or work needed.

(C) Access. Access to the site avoids traffic and pedestrian conflicts and does not unreasonably impact the service level of any adjacent street.

Finding: Site access and circulation are not adversely affected by the proposal, given the home occupation's operational nature.

(D) Circulation. On-site vehicle circulation and truck loading areas mitigate adverse impacts on adjacent property.

(E) Parking. The location and design of off-street parking complies with standards of this subchapter.

Finding: There will not be any additional vehicles parking at the residents', except for the applicant's unmarked truck, and no conditions are needed.

(F) Refuse collection. The locations and design of the refuse collection areas are not likely to create an adverse impact on the occupants of adjoining property.

(G) Utility services. Utility capacity supports the use at normal service levels.

(H) Screening. The use is appropriately screened, buffered, or separated from adjoining dissimilar uses to mitigate potential use conflicts. Fencing, screening, and landscape treatments and other features increase the attractiveness of the site and protect adjoining property owners from noise and visual impacts.

Findings: Due to the nature of the proposal, staff find that these items are not relevant to this request.

(I) Operating hours. The hours of operation of the use and delivery of goods are not likely to adversely affect surrounding uses.

Finding: The proposed operating hours are 8:00 a.m. to 5:00 p.m., which complies with West Haven Home Occupation standards.

(J) Signs. Sign size, location, and lighting are compatible with, and do not adversely affect, surrounding uses.

Finding: No signs are proposed.

(K) Public services. Public facilities such as streets, water, sewer, storm drainage, public safety, and fire protection are adequate to serve the use.

(L) Environmental impact. The use does not significantly adversely affect the quality of surrounding air and water, encroach into a waterway or drainage area, or introduce any hazard to the premises or any adjacent property.

(M) Nuisance. Operation of the use is unlikely to create any nuisance from noise, vibration, smoke, dust, dirt, odor, noxious matter, heat, glare, electromagnetic disturbance, or radiation.

Finding: Because there are no additional vehicles, except for one truck, or on-site storage beyond the needs of a home office, staff does not anticipate any impact that may strain public service, cause environmental impacts, or create nuisances.

§157.881 Home Occupation Conditional Use Standards

Per §157.880, home occupations that are conditional in use are subject to the following three additional criteria of approval:

(a) Will the business produce, or be likely to produce, noise, odors, dust, or smoke that extends beyond the property?

Finding: The site will be used for administrative work. The applicant states that there will be no commercial material at the residents'. The employees will not report to the home but to the job site.

(b) Will the business produce, or be likely to produce, vehicular traffic such that it becomes a nuisance or a hazard?

Finding: It is not anticipated that this proposal will increase traffic in the area or affect residents beyond the normal impact of the residential unit.

(c) If the business uses, produces or stores hazardous chemicals, as defined in UCA § 19-6-302, has a plan been presented which addresses how such chemicals will be used, produced or stored, and is said plan in compliance with all relevant federal, state and local ordinances regarding chemicals?

Finding: The applicant is not proposing to store any commercial material at the property.

§ 157.881 USE.

§ 157.881 USE.

(A) Home occupations shall be allowed as a permitted use in all residential and agricultural zones, provided that the following conditions are met:

(1) Individuals who own and operate the business must also live at the residence.

(2) The business employs no more than one employee who does not live at the residence.

(3) The business does not use any accessory building, garage, yard or space outside the main building not normally associated with residential use.

(4) The business does not use, produce or store hazardous chemicals, as defined in UCA § 19-6-302.

(5) Provided the above conditions are met, and that the business does not otherwise violate any provision of the West Haven City Zoning Code, a home occupation license shall be issued.

Findings: Staff have reviewed the primary requirements for a home occupation list above and found that, other than subsection (2), the application complies with West Haven standards.

(C) The following uses shall not constitute home occupations and shall not be allowed in any residential or agricultural zone:

(1) Any business which requires more than five employees who do not reside at the residence to report to the residence.

Findings: The application states that no outside employees will report to the residents as part of the home occupation; it is in compliance with this section of the code.

§ 157.882 REQUIRED CONDITIONS.

(E) All business-related vehicles must be parked behind the front plane of the home, in a garage or on a non-permeable surface and not on the street.

The applicant has indicated that they have a work truck that they park at the property.

At the end of the day, my vehicle is parked in the driveway, since it is the one I use for the business—it is a pickup truck.

However, after further investigation and questions with the applicant, the applicant informed the City that the truck is unmarked. In response to staff questions, the applicant stated:

It is parked in my driveway, it does not have any markings or indications that it is a work truck, is a black 2026 gmc Denali

Because the vehicle is unmarked and used for the same purposes as personal vehicles, staff do not find that it meets the standards for a “business-related vehicle” and can be parked in the driveway.

Image 2: Applicant's Driveway Parking Area for truck



III. **RECOMMENDED ACTION**

Based on the findings listed in Section II of this report, the staff recommends that the Planning Commission move to **approve** the requested Conditional Use Permit for the home occupation at 2441 W 1725 S, finding that there are no detrimental effects of the proposed land use that can be reasonably anticipated that are not sufficiently mitigated.

IV. POSSIBLE MOTION

Approve: Motion to approve the requested Conditional Use Permit for the home occupation at 2441 W 1725 S, finding that there are no reasonably anticipated detrimental effects of the land use that are not already mitigated with the proposal.

Approve with conditions: Motion to approve the requested Conditional Use Permit for a home occupation at 2441 W 1725 S, finding that all anticipated detrimental effects of the proposed land-use are sufficiently mitigated when the following conditions of approval are applied:

[List Conditions]

West Haven Licensing and Permitting
Luxury Sports Flooring LLC
 06/01/2026 - 05/31/2027
Conditional Use Permit
 General

Printed: 06/04/2026

Permit/License #
 8194438

Reference Number
 4378fa90-59e9-11f1-a83c-21fa22d3ab5a

Application Status
 Under Review

Status
 Active

Application Review Status

Pre-Review	Complete	Date Submitted
Planning & Zoning	Reviewing	05/27/2026
Engineering	Not Reviewed	
Fire	Not Reviewed	
Public Works	Not Reviewed	
Planning Commission	Not Reviewed	
Final-Review	Not Reviewed	

Fees

CUP Fee 1	\$110.00
Subtotal	\$110.00
Processing Fee	\$3.85
Total	\$113.85
Amount Paid	\$113.85
Total Due	\$0.00

Payments

06/01/2026	Online	\$110.00
Total Paid		\$113.85

Application Form Data

(Empty fields are not included)

Applicant Last Name
 Luxury Sports Flooring LLC

Contact Email



Phone Number

Address

2241 W 1725 S

City

West Haven

State

UT

Zip Code

84401

Owner Name

Jaqueline

Owner Email

[REDACTED]

Owner Phone

[REDACTED]

Address

2241 W 1725 S

City

west haven

State

UT

Zip Code

84401

Upload complete and notarized Owner/Agent Authorization form

 **agent authorization form .pdf**

Property Address

2441 W 1725 S

City

west haven

State

UT

Zip Code

84401

Parcel #

15-420-0042

Property Zone (select all that apply)

R-3

Property Size (in acres)

0.270

Building Sq Ft

11761

Building Height (stories & ft)

106.97x105.89x106.97x89.16. Two Story

Briefly Describe Conditional Use Request

The business operates primarily off-site. The residence is used as an administrative office.

Does the proposed use conform with the General Plan?

Yes

Does the utility capacity support the proposed use at normal service levels?

Yes

Are there adequate public services to support the proposed use, including streets, water, sewer, storm drainage, public safety and fire protection?

Yes

What are the proposed Operating Hours?

8:00am-4:00Pm


Are there any environmental impacts? This includes affecting the quality of surrounding air and water, storming chemicals, or introduce any hazard to the premises or any adjacent property?

No


Will the operation of the use create any nuisance from noise, vibration, smoke, dust, dirt, odor, noxious matter, heat, light, electromagnetic disturbance, or radiation?


No

Please submit a site plan containing the following: Access, traffic circulation, parking, refuse collection, signage, location of any buildings, and landscape area.

 Screenshot 2026-05-27 at 10.23.43 AM.png

 IMG_2978.jpeg

 Screenshot 2026-05-27 at 10.15.11 AM.png

 Screenshot 2026-05-27 at 10.22.09 AM.png

Before proceeding, ensure that your request meets each of the following requirements

SITE DESIGN: The use is well-suited to the character of the site and adjacent uses as shown by an analysis of the intensity, size, and scale of the use compared to existing uses in the surrounding

area, GENERAL PLAN: The proposed use conforms to policies of the city's general plan, ACCESS: Access to the site avoids traffic and pedestrian conflicts and does not unreasonably impact the service level of any adjacent street, CIRCULATION: On-site vehicle circulation and truck loading areas mitigate adverse impacts on adjacent property, PARKING. The location and design of off-street parking complies with standards set forth in the West Haven Municipal Code., REFUSE COLLECTION: The locations and design of the refuse collection areas are not likely to create an adverse impact on the occupants of adjoining property, UTILITY SERVICES:Utility capacity supports the use at normal service levels, SCREENING: The use is appropriately screened, buffered, or separated from adjoining dissimilar uses to mitigate potential use conflicts. Fencing, screening, and landscape treatments and other features increase the attractiveness of the site and protect adjoining property owners from noise and visual impacts, OPERATING HOURS: The hours of operation of the use and delivery of goods are not likely to adversely affect surrounding uses, PUBLIC SERVICES: Public facilities such as streets, water, sewer, storm drainage, public safety, and fire protection are adequate to serve the use, SIGNS: Sign size, location, and lighting are compatible with, and do not adversely affect, surrounding uses, ENVIROMENTAL IMPACTS: The use does not significantly adversely affect the quality of surrounding air and water, encroach into a waterway or drainage area, or introduce any hazard to the premises or any adjacent property , NUISANCE: Operation of the use is unlikely to create any nuisance from noise, vibration, smoke, dust, dirt, odor, noxious matter, heat, glare, electromagnetic disturbance, or radiation

I confirm that my request conforms with the CUP requirements outlined above.



Planning Commission Date

06/10/2026

Signature

I agree that the facts stated in this application are authentic, and I'll tell you about changes.

Electronically Signed

Jaqueline Lugo - 05/27/2026 10:29 am

Messages

06/03/2026 16:51 pm - Stephen Nelson

I am currently reviewing your application, it states that you drive a truck home for the business. Is the truck parked in your driveway in front of the home? Does the truck have any markings or other indications that it is a work truck?

Comments:

06/03/2026 17:03 pm - Applicant

It is parked in my driveway , it does not have any markings or indications that it is a work truck , is a black 2026 gmc Denali

06/03/2026 17:09 pm - Stephen Nelson

Great, and my understanding is that no employees report to your home for business, but just to the site.

06/03/2026 18:20 pm - Applicant

That's correct

06/01/2026 10:31 am - Applicant

Hello, on the applicant name I put my name instead of the business name Luxury Sports Flooring LLC, are you able to make the change I have been trying to do it my self and called you guys to ask about it but had not luck ?

Comments:

06/01/2026 10:33 am - Stephen Nelson

Yes, I can make that change.

06/01/2026 10:35 am - Applicant

Thank you. I will wait for the change to be made before proceeding with the payment.

06/01/2026 10:36 am - Stephen Nelson

Change has been made. You should see it now.

06/01/2026 10:37 am - Applicant

thank you .

West Haven Licensing and Permitting
Luxury Sports Flooring LLC
03/19/2026 - 12/31/2026
Business License
General

Permit/License #
4484320

Reference Number
097559b0-23e3-11f1-a7b3-dd0dca8f1722

Application Status
Awaiting Final Approval

Status
Active

Application Review Status

Pre-Review	Approved	Date Submitted
Planning & Zoning	Changes Needed	03/19/2026
<i>A home occupation business that employs more than one employee who does not live at the residence can be approved only by approval of the Planning Commission via a Conditional Use Permit. You can apply for a Conditional Use Permit on the City's website from the Forms page.</i>		
Final-Review	Not Reviewed	

Fees

Home Occupation Fee	\$50.00
Subtotal	\$50.00
Amount Paid	\$0.00

Payments

There are no payments

Application Form Data

(Empty fields are not included)

Application Type
Location Change

Registered Business Name
Luxury Sports Flooring LLC

State Sales Tax #
N/A

Federal EIN #

87-2893060

State License Number

14209874-5501

Current Business License Number

006077-10-2024

Type of Business

Home Occupation

Business Description

Wood Flooring Maintenance and Installation.

Hours of Operation

8:00AM- 5:00PM

Business Phone

[REDACTED]

Business Email

[REDACTED]

Will this business require a beer/liquor license?

No

Owner First Name

Jaqueline

Owner Last Name

Lugo

Phone Number

[REDACTED]

Email

luxurysflooring@gmail.com

Mailing Address

2441 W 1725 S

City

West Haven

State

UT

Zip Code

84401

Business Location

2441 W 1725 S

City

West Haven

State

UT

Zip Code

84401

Do the individual(s) who own and operate the business also live at the residence?

Yes

How many employees does the business have or plan to have who don't live inside the home?

4

Detail employee parking plan

One of the employees who takes the company van is responsible for picking up the others at their homes.

Does the business use any accessory building, garage, yard, or space outside the main building not normally associated with residential use?

No

Does the business use, produce, or store hazardous chemicals as defined in UCA § 19-6-302?

No

Will the business allow the residence to retain the general character and appearance of the residential dwelling?

Yes

Will the home occupation remain secondary to the residential use of the dwelling?

Yes

Does this home already have a business license for another home occupation?

No


Will there be any business-related vehicles on the property?

Yes

Describe where these vehicles will be parked

At the end of the day, my vehicle is parked in the driveway, since it is the one I use for the business—it is a pickup truck.

Upload a map showing vehicle parking locations

 **IMG_2039.jpeg**

Will there be any signs related to the home occupation?

No

Applicant First Name

Jaqueline

Applicant Last Name

Lugo

Email

[REDACTED]

Phone

(801) 690-8258

Signature

I agree that the facts stated in this application are true, and upon changes I will provide notification as needed.

Electronically Signed

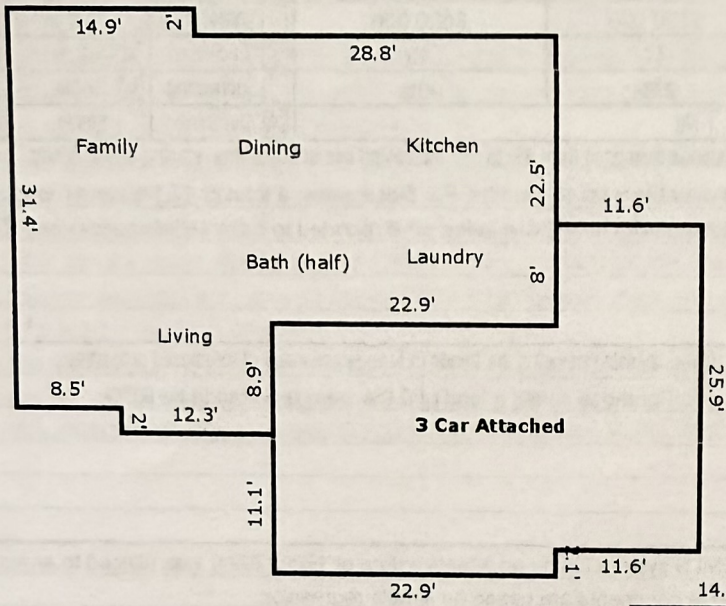
Jaqueline Lugo - 03/19/2026 4:29 pm

Messages

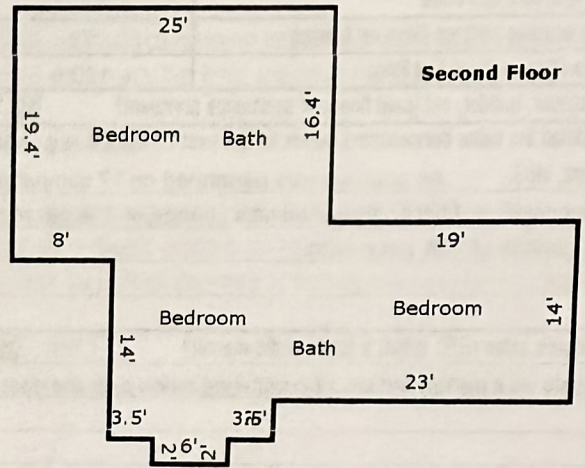
03/26/2026 17:59 pm - Damian Rodriquez

157.881(A)(2): A home occupation business that employs more than one employee who does not live at the residence can be approved only by approval of the Planning Commission via a Conditional Use Permit. You can apply for a Conditional Use Permit on the City's website from the Forms page.

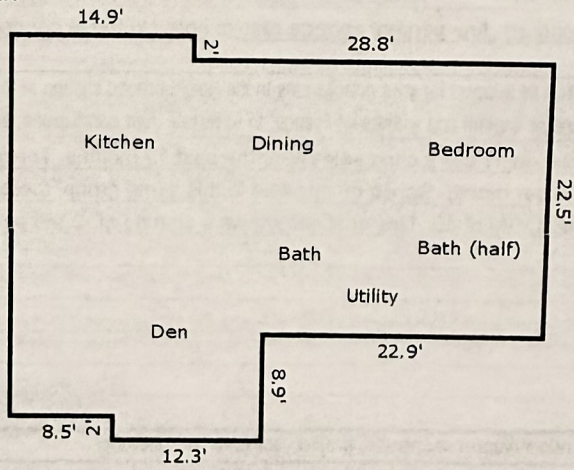
First Floor



Second Floor



Basement



TOTAL Sketch by a la mode

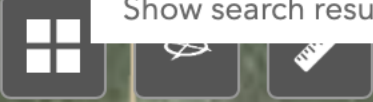
Area Calculations Summary

Living Area		Calculation Details
First Floor	1181.17 Sq ft	$22.5 \times 22.9 = 515.25$ $31.4 \times 8.5 = 266.9$ $12.3 \times 31.4 = 386.22$ $2 \times 6.4 = 12.8$
Second Floor	989 Sq ft	$6 \times 2 = 12$ $14 \times 19 = 266$ $25 \times 19.4 = 485$ $14 \times 13 = 182$ $4 \times 11 = 44$
Total Living Area (Rounded):	2170 Sq ft	
Non-living Area	758.44 Sq ft	$25.9 \times 11.6 = 300.44$ $22.9 \times 20 = 458$
3 Car Attached		
Basement	1181.17 Sq ft	$22.5 \times 22.9 = 515.25$ $31.4 \times 8.5 = 266.9$ $12.3 \times 31.4 = 386.22$ $2 \times 6.4 = 12.8$

154200042



Show search results for 15420...



2472

2452

2438

1702

1718

2599

25 S

1725 S ST

W 1725 S

1727

Parcel: 154200042

Owner: GODINEZ, JAQUELINE LUGO
Mailing Address:
2441 W 1725 S, WEST HAVEN UT 84401
Property Address:
2441 W 1725 S , WEST HAVEN
Tax Unit: 277
Acreage: 0.27

[More Parcel Info...](#)

[Property Watch Application](#)

[Zoom to](#)



1738

S 2425 W
2425 W ST

2473

2457

2470

2454

2440

2424

154200042

Search result

W 1675 S

S 2425 W

W 1725 S

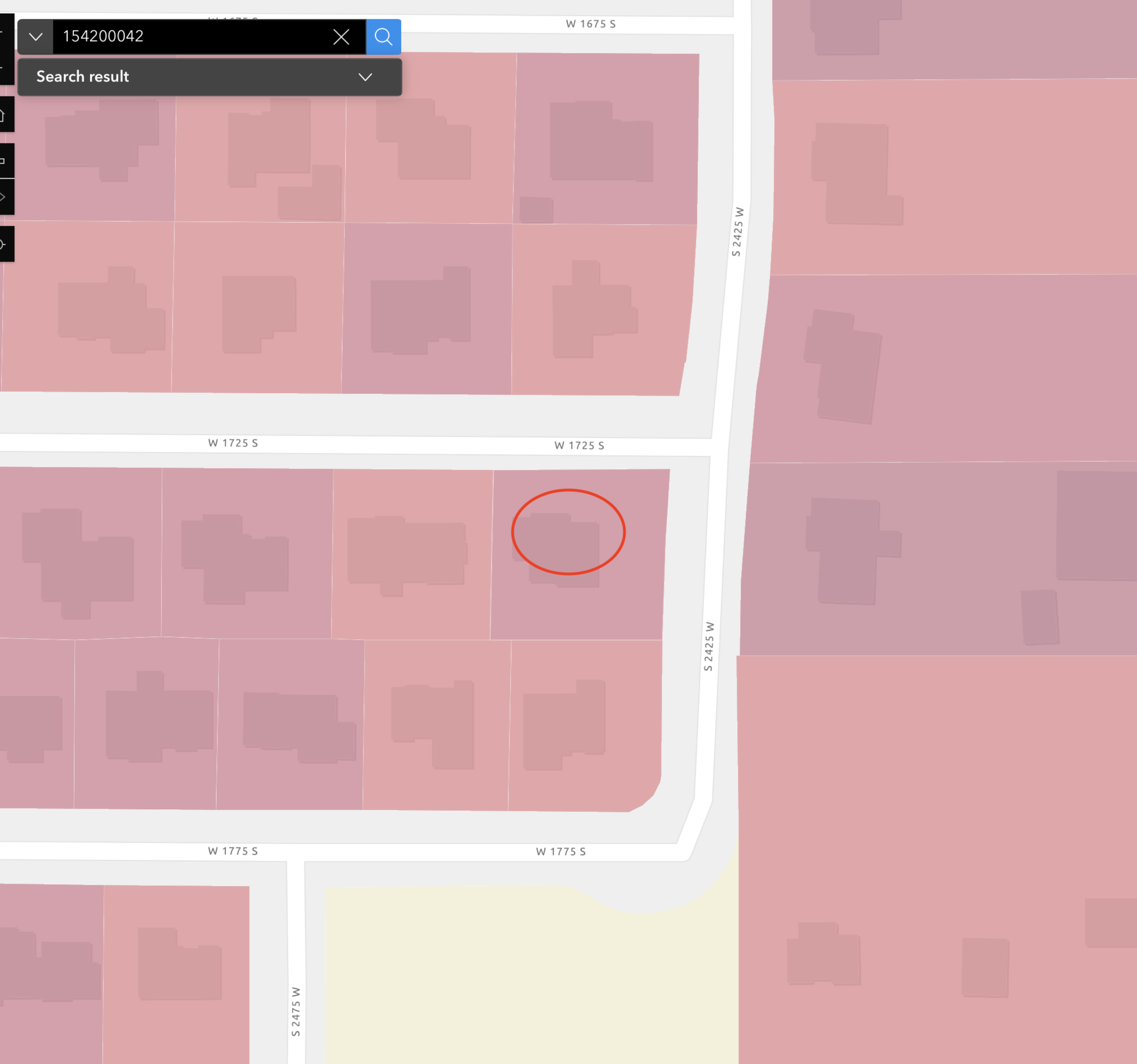
W 1725 S

S 2425 W

W 1775 S

W 1775 S

S 2475 W



Planning Commission Staff Review Memo

June 10, 2026

Stephen Nelson, Community Development Director



Master Plan Scope Review

Proposal:	Discussion of the Proposed Transportation Element/Transportation Master Plan Scope
Ordinance Section:	
Applicant:	West Haven Community Development and City Engineer
Decision Type:	Discussion
Staff Recommendation:	Provide feedback on the draft

I. BACKGROUND

West Haven City has been awarded a \$83,000 grant, with a \$7,000 contribution, for a total of \$90,000, from the Wasatch Front Regional Council (WFRC) for the creation of a new West Haven Transportation Master Plan and General Plan Element. This is the same grant that the City secured for the General Plan Land Use Element. As part of the grant application, the City stated goals were to:

1. Create a plan that meets SB195 by identifying priority connections for driving, walking, biking, and transit. Include key connections, cost estimates, funding sources, and construction barriers.
2. Analysis of existing roadways and conditions, including key connections and interactions with regional UDOT highways.
3. Model and forecast of the current and future traffic flows, conditions, and demands for the 20-year and 50-year window, including the influence of traffic from outside the city, population growth projection for the area, anticipated new regional roadway facilities, and new commercial and industrial development.
4. Summarize transportation needs and analyze how they support Land Use Element goals, including connectivity to city centers and other key destinations. Review the Future Land Use Map and recommend network changes to accommodate increased traffic from more intensive land uses, such as high-density or commercial areas, and incorporate active transportation options. Develop a transportation plan that reflects the community's goals and values outlined in the new Land Use Element (in progress).
5. Identifying roads where additional travel lanes and right-of-way will be necessary for the future roadways.

6. Identifying any "trouble spots" in the current transportation network and making recommendations on the best ways to address these areas.
7. Compare and integrate the UDOT, WFRC, and Weber County Transportation Plan for West Haven.
8. A description of cost implications and funding sources
9. Implementation guidelines and plan
10. Update the Future Roadway Map and tie it to mapping produced by the Land Use Element of the General Plan.
11. Review street cross sections identified in the Public Works Standards and make recommendations on any modifications necessary.
12. Include an Active Transportation Element, reviewing trails and bike lane plans, and designing cross-sections to support all users, and identifying ways to increase safety. Identify new trails and bike lane connections, both locally

The City has accepted the grant and has signed the "Letter of Concurrence and Match Agreement" (attached).

II. Scope

Because of the grant, the project is technically managed by WFRC, which handles contracting and project management. WFRC will issue the Request for Proposal (RFP), which will include the scope and contracting details, and the consultant will contract with WFRC. However, the City plays a key role and is anticipated to lead and guide the project. How this has worked with the Land Use Element is that City staff have led the project, with a representative from WFRC attending all meetings and advising on it. As such, staff have been working with WFRC to create a scope that covers the goals listed within the grant application and meets the requirements of state law.

State Law: Utah law requires cities to include a transportation element within their General Plan. This element needs to contain the following elements.

10-20-404. General plan preparation.

(2)(a)

(ii) a transportation and traffic circulation element that:

(A) provides the general location and extent of existing and proposed freeways, arterial and collector streets, public transit, active transportation facilities, and other modes of transportation that the planning commission considers appropriate;

(B) for a municipality that has access to a major transit investment corridor, addresses the municipality's plan for residential and commercial development around major transit investment corridors to maintain and improve the connections between housing, employment, education, recreation, and commerce;

(C) for a municipality that does not have access to a major transit investment corridor, addresses the municipality's plan for residential and commercial development in areas that will maintain and improve the connections between housing, transportation, employment, education, recreation, and commerce; and

(D) correlates with the population projections, the employment projections, and the proposed land use element of the general plan;

In 2025, the Utah Legislature adopted [SB195](#), found in [10-8-87. Transportation connectivity plan – Reporting](#), which requires municipalities within a metropolitan planning organization to provide several updates to its Transportation Element prior to July 1, 2027. This new section focuses on finding priority connections in the region and finding cost estimates.

Other Items: In the grant application and in discussions with the City Engineer, Community Development Department, and City Manager, staff have identified a few additional elements beyond state requirements that would benefit the city. These included items such as:

- Include clear implementation guidelines and a phased action plan for recommended improvements.
- Update the Future Roadway Map with recommended suggestions for new roadway and label roadways (proposed and existing) with the appropriate cross-section and functional classification, ensuring consistency with mapping produced in the Land Use Element of the General Plan.
- Provide policy recommendations to enhance connectivity and continuity across West Haven's local, collector, and arterial roadways.
- Include recommended changes to street cross-sections as identified in the Public Works Standards.
- Incorporate an Active Transportation Element that reviews existing and planned trails and bike lanes, designs cross-sections to support all users, and identifies strategies to enhance safety. Identify opportunities for new local and regional trail and bike lane connections and explore ways to provide more direct routes to public transportation options.
- Include recommendations for traffic calming and street beautification measures throughout the city.

The goal of these elements are to help provide a better and more connected transportation system for all users.

Public Input. The scope requires a couple of forms of public input.

1. A public open house
2. An online survey
3. Work with a steering committee
4. Work with surrounding organizations

The goal of these methods are to try to access different aspects of the plan and get feedback from the public on how the plan can address the needs they see on the ground while utilizing the system.

III. Recommendation

Staff would request the Planning Commission review the attached scope and provide feedback during the discussion. Part of the Planning Commission's role is to help draft and make a recommendation of the General Plan (See [Utah Code 10-20-404. \(1\)](#)). Even though the scope itself is not subject to direct approval by the Planning Commission, the City is seeking feedback and consent from the Commission on the proposed scope. Once the Commission has provided feedback, City staff will forward it to WFRC, which will post an RFP in accordance with its standards.



TRANSPORTATION AND LAND USE CONNECTION

LETTER OF CONCURRENCE AND MATCH AGREEMENT

This Letter of Concurrence represents a formal agreement between the Wasatch Front Regional Council and West Haven City for the information below, consistent with the application submitted by West Haven City to WFRC for assistance through Transportation and Land Use Connection.

PROJECT INFORMATION

Project Title: West Haven Transportation Master Plan and General Plan Element
Project Manager: Stephen Nelson
City Address: 4150 S 3900 W West Haven, UT 84401
Manager Email: stephenn@westhavencity.com
Manager Phone: (435) 720-3543

LOCAL GOVERNMENT MATCH AGREEMENT

Cash Amount: \$7,000

Note: There is a minimum expectation that local government representatives are responsive to WFRC staff, participate and help to coordinate all project meetings, fulfill local government obligations in consultant advertisement and selection, accomplish necessary public noticing, and guide the project to a product that is to awarded community's satisfaction within scope limits, and ultimately support the adoption process if eligible.

TRANSPORTATION AND LAND USE CONNECTION RESOURCES

Financial Contributions: \$83,000
Consultant Budget Total: \$90,000

GENERAL TIMELINE

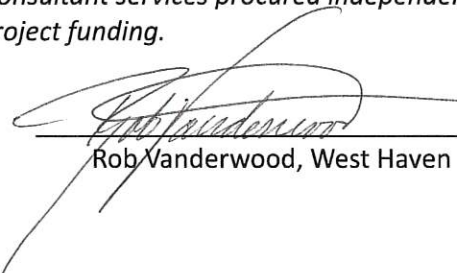
Start Date: July 1, 2026
End Date: June 30, 2027

DELIVERABLES

Transportation Master Plan / Transportation Element of the General Plan to be aligned with land use plan updates, and identification of priority connections for driving, walking, biking, and transit.

As part of this agreement, it is understood that the governing body of West Haven City will in earnest consider the final work products for adoption. West Haven City will work with the Wasatch Front Regional Council on all matters of procurement; any consultant services procured independently by West Haven City will not be eligible for reimbursement of project funding.

April 15, 2026
Date


Rob Vanderwood, West Haven City Mayor

West Haven General Plan Transportation Element/Transportation Master Plan Scope

1. Introduction

West Haven, located in western Weber County, is seeking a qualified consultant to lead the update of its Transportation Element within the General Plan. The city is recognized for its strong agricultural heritage and distinct western character. Since its incorporation in 1991, West Haven has experienced significant and sustained growth while preserving its historic rural identity and cultural values. Recently, West Haven has emerged as one of Utah's fastest-growing cities, prompting the need to update the Transportation Element of its General Plan and establish a clear vision for its evolving future.

The selected consultant will collaborate closely with the City's Community Development Director and representatives from the Wasatch Front Regional Council to guide this process. The updated Transportation Element must fully comply with all element requirements set forth in Utah's Land Use, Development, and Management Act (LUDMA).

2. Overview of Planning Services: Scope of Work:

The selected consultant shall perform the following tasks, as well as any additional analyses necessary to support the planning process and ensure all state law and deliverable requirements are met:

- Conduct a comprehensive analysis of existing roadways and their conditions, emphasizing key connections and interactions with regional UDOT highways.
- Develop traffic models and forecasts for current and future traffic flows. Analyze conditions and demands over 20-year and 50-year planning horizons. Include external traffic, population growth projections, and new regional roadway facilities. Consider new commercial and industrial developments.
- Summarize transportation needs and assess their alignment with the Land Use Element's goals, with a focus on connectivity to city centers and other key destinations. Review the Future Land Use Map and recommend network modifications to accommodate increased traffic associated with higher-intensity land uses, such as high-density residential or commercial areas, and integrate active transportation options. Develop a transportation plan that reflects and supports the community's goals and values as described in the new Land Use Element (currently in progress).

- Identify roadways where additional travel lanes or expanded right-of-way will be required to accommodate future transportation needs.
- Identify and thoroughly assess existing "trouble spots" or recurring issues within the transportation network, including congestion points, safety hazards, and infrastructure deficiencies. Apply robust data analysis and stakeholder engagement to develop targeted, actionable recommendations. Prioritize solutions by urgency, potential community impact, and alignment with city goals, ensuring all proposed measures promote safety, efficiency, and long-term system resilience.
 - Key Areas: North of 2100 S between 1900 W and I-15; East of I-15 around the 2100 S interchange; 3300 S and Midland Intersection; Property between Midland and Hinckley at 2400 W and Midland; and others as identified
- Compare and integrate the UDOT, WFRC, and Weber County transportation plans as they relate to West Haven, ensuring consistency and coordination across regional planning efforts.
- Review and evaluate the current active transportation systems within and surrounding West Haven, including pedestrian and bicycle networks.
- Review street cross-sections identified in the Public Works Standards and provide recommendations for necessary modifications or enhancements.

3. Planning Process

The consultant shall provide a Gantt chart and timeline as part of their proposal, including approximate dates for processes, meetings, studies, and plan completion. As part of this plan, the contractor shall:

- Conduct all necessary research, studies, and coordination to fulfill each item outlined in the Scope of Work and Deliverables.
- Hold regular meetings with West Haven and WFRC staff to provide updates and solicit feedback on the Plan's progress.
- Work collaboratively with the steering committee, selected by West Haven City, to receive guidance at key milestones throughout the planning process.
- Coordinate with regional partners—including UDOT, Weber County, WFRC, and adjacent municipalities—to ensure the proposed plan aligns with and supports regional transportation goals.

- Facilitate at least one public open house and one online survey to engage residents and gather input.
- Conduct a joint workshop with the West Haven City Council and Planning Commission at the project's midpoint to review key findings and obtain direction for the next phase.
- Present the draft Transportation Element at a minimum of one Planning Commission meeting and one City Council meeting.
- Submit a draft of the Transportation Element to staff for review, incorporate feedback, and finalize the document.
- Provide digital copies of all reports, maps, designs, and supporting documents in PDF, AutoCAD, shapefile, and other required formats.

4. Deliverables

The finished plan shall include the following deliverables:

- Address the requirements of SB195 by identifying priority connections for driving, walking, biking, and transit. Include key connections, preliminary cost estimates, potential funding sources, and possible construction barriers.
- Ensure the plan contains all elements required by Utah Code 10-20-404, including:
 - *Provides the general location and extent of existing and proposed freeways, arterial and collector streets, public transit, active transportation facilities, and other modes of transportation that the planning commission considers appropriate;*
 - *Addresses the municipality's plan for residential and commercial development in areas that will maintain and improve the connections between housing, transportation, employment, education, recreation, and commerce;*
 - *Correlates with the population projections, the employment projections, and the proposed land use element of the general plan (see 10-20-404 (2)(i)(A-D))*
- Include findings and observations from all analyses performed by the consultant that support the recommendations within the plan.
- Provide a description of cost implications and potential funding sources for recommended projects and improvements.

- Include clear implementation guidelines and a phased action plan for recommended improvements.
- Update the Future Roadway Map with recommended suggestions for new roadway and label roadways (proposed and existing) with the appropriate cross-section and functional classification, ensuring consistency with mapping produced in the Land Use Element of the General Plan.
- Provide policy recommendations to enhance connectivity and continuity across West Haven's local, collector, and arterial roadways.
- Include recommended changes to street cross-sections as identified in the Public Works Standards.
- Incorporate an Active Transportation Element that reviews existing and planned trails and bike lanes, designs cross-sections to support all users, and identifies strategies to enhance safety. Identify opportunities for new local and regional trail and bike lane connections and explore ways to provide more direct routes to public transportation options.
- Include recommendations for traffic calming and street beautification measures throughout the city.

**Planning Commission
Staff Review Memo**

June 10, 2026

Stephen Nelson, Community Development Director



LANDSCAPING STANDARDS UPDATE

Proposal:	Discussion of Patio Home Zone Standards
Ordinance Section:	§ 157.985-998 LANDSCAPING STANDARDS AND REQUIREMENTS
Applicant:	The West Haven City Development Review Committee and City Attorney
Decision Type:	Legislative
Staff Recommendation:	Discussion

I. BACKGROUND

On December 3, 2025, the City Council approved West Haven’s [Water Use & Preservation Element of the General Plan](#) (Water Element). The City contracted with Landmark Design, the City’s contracted long-range planning and landscape architecture firm, which worked with the City on the creation and drafting of the plan. At the time the City contracted with Landmark for the Water Element, the City also contracted with Landmark to update West Haven’s landscape standards after the Water Element was approved. Staff and Landmark have now created a draft update to the landscape standards in the West Haven City Code for the Planning Commission's review.

There were a couple of reasons the City asked Landmark to help update the landscape ordinance.

Water Conservation. Landscape irrigation accounts for a significant portion of water use within the City, and proper landscaping can have a significant impact on water use. As indicated within West Haven’s Water Element, :

Irrigation of landscapes represents more than 60% of residential water use in Utah, making it one of the most effective areas for conservation to reduce overall demand.
(West Haven Water Use & Preservation Element, 2025, p 18)

Because of that, there were multiple implementation goals recommended within the document:

Implementation 2.2: *Prioritize water-efficient landscaping and irrigation at the design stage to avoid costly retrofits, and ensure ongoing efficiency through post-occupancy monitoring.*

Implementation 2.3: *Review landscaping, zoning, and other relevant standards to ensure they do not create barriers for residents seeking to implement water-wise landscape improvements. Provide guidance or resources as needed.*

Implementation 3.3: *Review and update the landscaping ordinance to support water conservation, including guidance on site-specific design, soil preparation, runoff reduction, and management of high-evaporation features, while maintaining flexibility for residents and developers.*

Implementation 3.4: *Explore opportunities to integrate water efficiency into other local standards, including site design, stormwater management, irrigation specifications, construction requirements, and Low-Impact Development (LID) practices.*
(West Haven Water Use & Preservation Element, 2025, pp 28-29)

Because of these recommendations, staff, with Landmark Design, has reviewed the current standards for water efficiency and conservation in mind.

Clarity in implementation. There are currently a few places within the Landscape Ordinance that are not very clear. One of the goals of this rewrite is to help expand and clarify these sections.

Beautification. Another consideration was which standards could be increased or modified to enhance the beautification of the City. Most residents and people's interactions with landscape design in commercial and industrial areas are from their vehicles. Staff wanted to ensure the landscape design would not only provide beauty from pedestrian or close inspection, but also enhance the corridors within the City.

Trees. Trees provide many benefits to the City, including shade, traffic calming, air filtration, stormwater mitigation, ecological enhancement, and essential habitat. The proposed code provides further guidelines and tree plantings, and additional standards about tree placement within the City.

Staff is currently wrapping up a few items on the working draft and will prepare to provide an updated copy to the Planning Commission at or before the meeting.

II. **RECOMMENDED ACTION**

Staff is seeking feedback and direction on the proposed draft. Staff will present the number of proposed changes and possible ramifications. No action can be taken on this item until a public hearing is held.