

PAYSON CITY  
ECONOMIC DEVELOPMENT BOARD RETREAT  
Huish Sideshow, 96 West Utah Avenue, Payson UT 84651  
Monday, April 15, 2024

CONDUCTING                      Brian Hulet, Director

MEMBERS PRESENT              Brian Hulet, Economic Development Director/City Council  
William R. Wright, Mayor  
Jim Rowland, Payson Santaquin Area Chamber of Commerce  
Kris Phillips, Stadium Cinemas  
Lynn Abplanalp, PPC Flexible Packaging  
David Charles, Business Owner  
Tyler Jones, Business Owner  
Kevin Johnson, Mountain View Hospital  
Todd Brightwell, Utah County Economic Development/Colliers  
Dan Herbert, Resident  
Mark Kershaw, Resident  
Larry Skinner, Resident

EXCUSED                              Dave Tuckett, City Manager; Ben Ford, Nebo School District; Taresa  
Hiatt, City Council

STAFF                                  Kim E. Holindrake, City Recorder  
Robert Mills, Development Services Director

Brian Hulet called this meeting of the Economic Development Board of Payson City, Utah, to order at 5:20 p.m. The meeting was properly noticed.

1. Welcome

Brian Hulet welcomed everyone and excused those not present.

2. Introduction

Brian Hulet reviewed the Mission Statement and branding is Home to Adventure.

MISSION STATEMENT

The Economic Development Board of Payson (EDCP) promotes economic development and improvements of all business conditions in Payson in order to maximize employment opportunities, the tax base, and quality of life in Payson. The primary focus of the committee is to recruit industrial and retail businesses and help existing businesses to grow and thrive. Its secondary focus is to promote tourism, educational opportunities, residential development, and downtown development. The committee serves as a conduit between the commercial interest of Payson and the municipal government. Think globally, interact regionally, and act locally.

### 3. Work on Strategic Plan

Brian Hulet introduced a survey board that is accessed by cell phone.

What restaurants would you like in Payson? The top three responses included Texas Roadhouse, Outback Steakhouse, and Olive Garden.

What Big Box store would you like in Payson? The top four responses included Home Depot, Sams Club, Lowes, and Target.

#### Quick Facts

##### Population:

- Current population - 23,731, Population in 2000 - 12,700, Estimated population in 2050 - 58,500
- Current population trade area - 125,018, Estimated population trade area in 2050 - 259,026
- Jobs in Payson - 6,000, Estimated jobs in 2050 - 23,000
- Payson workers - 10,000, Work in Payson - 1,425 (14.3%), Filled by in-bound commuters - 4,547 (76%)

##### Traffic:

- I-15: Daily traffic count - 44,902 in 2021
- 800 South: Daily traffic count - 17,647 in 2021
- Turf Farm Road: Daily traffic count - 7,846 in 2021

##### New Construction:

- New technical college - 84,000 sq. ft.
- New high school
- Residential building permits since 2019 - 1,764
- Residential units approved - 923
- Potential residential units - 1,825
- Commercial under construction or approved - over 2 million sq. ft.
- Hospital: 4 New surgical theaters
- CMP: 550-acre gun range (30 million capital expenditure). Discussion regarding the proposed gun range, which has been in the works for two years. There is a new CEO and board member. Work continues with the Bureau of Land Management (BLM). The appraisal was a concern because it had to be appraised at best value and couldn't show the BLM owned the land. In discussions with the appraiser, Brian Hulet felt the figure will be fine. The process continues to move along. The grandiose plan includes an indoor shooting range, restaurant, and clubhouse with construction in 2025.
- Historic Downtown - new streetscape (\$8.2 million). Discussion regarding the Main Street project will still be one way traffic with parallel parking and additional parking lots. Most of the Ace Hardware parking lot is private.
- Sewer Plant Upgrade (\$80 million)
- New Interchange (\$100 Million)

##### Leisure:

- CMP (CMP Talladega had 43,700 visits last 12 months)
- Motocross Track (Application submitted to BLM for land, Rocky Mountain ATV will bring national event)

- Nebo Loop (271,000 visitors)
- 22 Summer athletic events
- Adventure Day
- Onion Days (4-day event estimated 9,000 visitors)
- Salmon Supper (4,500 visitors)
- Scottish Festival (2-day event 5,000 estimated visitors)
- Rock Concert (2-day event estimated 2,000 visitors)
- Huish Cultural Arts Center (550 seats being renovated) (94 seat Sideshow open)
- 18-hole Golf Course

Mountain View Hospital (Regional):

- 124 Beds
- 313,000 Visits last 12 months
- 71,000 Unique visitors last 12 months

Payson Temple:

- Temple district (population 121,122)
- Wedding venue (32,877 visitors that used 930 West in front of the temple came from over 100 miles away in the last 6 months)

Local Businesses:

- Plunder (headquarters)
- About Time (headquarters)
- Liberty Safe (international headquarters)
- Rocky Mountain ATV (headquarters)
- Mountain View Hospital
- Temkin PPC
- Intermountain Nutrition (headquarters)
- Jones Paint & Glass (coming)

Movie Production:

- Payson Downtown
- Much of Footloose was filmed in Payson

Taxes:

- Sales Tax: \$5.7 million in 2023. 5% increase from 2022. 117.9% increase in 10 years.
- Property Tax: Up 171.3% in 10 years. Additional housing, retail, and industrial. Tax levy kept the same over the years.
- Combined increase (sales tax and property tax) over 10 years - \$4,526,061.
- Inflation last 10 years – 26.5%
- PARC Tax since initiated (2016) totals \$2,116,764.

Housing:

- Housing starts were great in 2022 (565) and then dropped in 2023 (100).
- Multi-family construction: 2020 – single-family 166, multi-family 276 (62.4%). 2021 – single-family 100, multi-family 230 (69.7%). 2022 - single-family 92, multi-family 473 (83.7%). 2023 - single-family 54, multi-family 46 (46%).
- Discussion regarding affordable housing but there needs to be a focus on executive housing as well. The owners and executives of businesses want to live where the business is located. There is some new executive housing near the LDS Temple. The city receives pressure from the State

Legislature to provide multi-family housing. The city has some control through zoning. There has been some discussion to bring Elk Ridge into Payson: Elk Ridge is a great area for executive housing. Currently, most executives live in Elk Ridge and Salem. Patterson Construction is working on over 200 lots for sing-family, high end housing at 1900 South and up the mountain. The homes near Spring Lake are well over \$1 million. Question asked what executive housing means in today's market. This discussion is about what Payson will be in the future.

Payson Temple: Over the last six months, the number of unique visitors passing or using the parking lots of the Church of Jesus Christ of Latter-Day Saints' Temple in Payson for the last six months was 151,700 with 119,200 coming from the north and 32,500 coming from the south. Of those visitors, 23% come from the north and 16.9% come from over 100 miles away.

Payson Walmart: Patron statistics include Payson - 14.88%, Santaquin - 7.3%, Spanish Fork - 6.76%, Nephi - 4.28%, Salem - 4.08%, Delta - 3.38%, and Springville - 2.42%.

Trade Area/Locations (Payson, Delta, Filmore, Manti, South Spanish Fork): 2020 population – 125,018. 2030 population – 187,169. This information has been given to Woodbury and Smiths.

Survey: What are the different facets of Economic Development that are important to Payson?

Discussion: The Provo Airport will become a national airport in the very near future, which increases the timing of what can happen in Payson. Results included appearance (downtown area), economic growth, and courting developers for executive housing. Businesses come with proper rooftops. There is an ongoing effort to improve the entrance on north Main Street to enhance the image of Payson. There have been many good comments regarding the flower baskets on the poles on north Main Street. Many people who visit Payson drive through the city. There are some unattractive things that need to be improved.

Video - Economic Development 101 by Lynn Patterson: The traditional definition of economic development included quantitative, wealth creation, and economic growth in order to increase the tax base, bring quality jobs to the community, and recruit new businesses, industrial development, and large infrastructure projects. A more modern/holistic definition includes quantitative, qualitative, wealth creation, inequality reduction, diverse economic growth, resiliency, sustainable resource use/production, and community in order to:

- Increase tax base while looking at fiscal impact.
- Bring quality jobs to the community.
- Improve the standard of living of residents by attracting jobs with higher wages and career mobility.
- Encourage target industries and clustering.
- Match workforce training with industry needs and community capacity.
- Identify and attract workforce housing.
- Support and attract small business/entrepreneurship.
- Address retail gaps.
- Promote tourism related development.
- Facilitate equitable access to infrastructure.

Five Factors Driving Economic Growth in Small Cities:

1. Development of Entrepreneurial Ecosystem
2. Human Investments Driving New Economy Growth
3. Strong Social Capital
4. Strong Quality of Place
5. Dedication to Progress

Key Aspects to Economic Development for a Small City Encompasses Various Facets that Contribute to Growth and Prosperity:

1. Infrastructure Development
2. Business Support and Entrepreneurship
3. Industry Diversification
4. Workforce Development
5. Tourism and Cultural Development
6. Quality of Life Enhancements
7. Revitalization of Downtown Areas
8. Infrastructure for Digital Economy
9. Sustainable Development
10. Government Policies and Regulations
11. Regional Collaboration
12. Resilience and Disaster Preparedness

Strengths, Weaknesses, Opportunities, Threats (SWOT):

- What are Payson's strengths? The top four responses included Nebo Loop, Business Park, LDS Temple, and location.
- What are Payson's threats? The top three responses included other cities, infrastructure, and poor wages.
- What are Payson's opportunities? The top five responses included Utah Valley University/MTECH, access to recreation, available land/expandable, access to freeway, and destination/resources.
- What are Payson's challenges? The top three responses included growth, infrastructure, and transportation.

A couple of years ago, the Board listed the following strengths, threats, opportunities, and challenges. Items were added from the discussion.

- Strengths:
  - Nexus (converging roads), Land, Business Park, Rail, Water Resources, Own Utilities, Community, City Staff/Governance, Hospital, Cost of Doing Business, Natural resources, master plan/planning, golf course, UTOPIA, downtown.
  - Add celebrations.
- Opportunities:
  - Messaging, transportation, education, develop recreation, downtown, retail. Add celebrations, FrontRunner/new interchange, and available land.
- Threats: Lost opportunities to other cities, city employees to handle growth, resistance to growth, flood plain, downturn in the economy, inflation.
- Challenges: Infrastructure, perception, working with county, lack of employees, money to fix infrastructure, downtown, retail, restaurants, inflation. Add managing fear/misinformation, executive housing, balancing growth.

Discussion regarding updating the general plan/master plans, which was last done in 2020 and took almost two years to complete. It will be budgeted for updating again in 2025-2026 fiscal year.

Clusters:

Clusters consist of companies, suppliers, and service providers, as well as government agencies and other institutions that provide education, information, research and technical support to a regional economy.

- Create a competitive advantage
- Strengthen competitiveness
- Not easy or quick to implement
- Beats a piecemeal or scattershot approach to generating jobs

Identifying clusters (interconnected industries and related businesses) can significantly aid economic development for small cities by providing:

- Specialization and Competitive Advantage
- Resource Allocation
- Business Attraction and Retention
- Collaboration and Networking
- Innovation and Knowledge Transfer
- Supply Chain Optimization
- Workforce Development
- Brand Building and Marketing

Overall, identifying clusters provides small cities with valuable insights into their economic landscape, enabling them to capitalize on existing strengths, foster innovation and collaboration, and create a conducive environment for sustainable economic development.

The Go Utah focuses on five strategic targeted industries (clusters) - advanced manufacturing, aerospace & defense, financial services, life sciences & health care, and software & IT.

Payson clusters include:

- Education - UVU & MTEC, private education, small business resources center, startups, Nebo School District, internships
- Outdoor Recreation, Hospitality, & Tourism - Culinary startups in downtown, equestrian, convention/meeting/reunions, natural resources, Ag tourism, targeted restaurants, outdoor recreation/tourism, club house/golf course
- Retail – Targeted
- Manufacturing (Advanced Manufacturing) - Distribution, robotics, light industrial, incubators, outdoor recreation products, nano technology, phase 1/first run, ag manufacturing
- Health Care (live science) (supported by hospital) - Urgent care, surgery center, post-acute & elderly care, advanced recovery, Wasatch Mental Health
- Transportation – New interchange, FrontRunner, airport, drones

What clusters should Payson Focus on? Education, nutraceutical manufacturing, skilled workforce, employment opportunities, adventure outdoor related, distribution, advanced manufacturing, recreation, retail, fast food/retail/recreation/education, small business/education/entrepreneurship,

tourism/specifically resorts, recreational vehicle dealership, engage trade schools/colleges with businesses.

**Key Initiatives and Goals:**

| Initiative  | Goal   | Discussion   |
|---|--|--|
| Education / Workforce / Employment                | Payson is the premier experienced based education hub for South Utah County and Central Utah providing a diversified and educated workforce.   |  |
| Entrepreneurship / Innovation / Manufacturing     | Payson is a vibrant hub for entrepreneurs, innovation, and high-tech manufacturing.  |  |
| Outdoor recreation, hospitality & tourism         | Payson embraces tourism opportunities, community celebrations, recreation businesses, and other activities that allow visitors to contribute to the economic vitality of Payson.               | Allow Airbnb's   |
| Transportation / Infrastructure                   | Payson will develop mass transit, freeway access, roads and infrastructure to accentuate the education, manufacturing and recreation opportunities available without creating growth gridlock. | Freeway access   |
| Increase economic vitality                        | Payson recruits retail/restaurants to provide a variety of shopping and dining experiences for Payson residents and to provide regional centers for these activities.                          | Reasonable statement   |
| Hometown Feel / Downtown Revitalization           | Revitalize Payson's downtown to provide a gathering place and keep the hometown feel as Payson grows.  | Include dining in street/sidewalk with downtown revitalization when it's viable and makes sense. People need a reason to go to historic downtown. Add something for experiences & adventures. There needs to be places to gather besides Memorial Park. Instagram ready areas. Family photos occur in downtown especially in the Fall. |
| Marketing / Promotion / Friendly Business Climate | Payson is recognized as a destination for prospective businesses and a place for current businesses to thrive while attracting and retaining talent.   | Beef up with promotion and marketing. Trails take you to a place.  |
| Quality of Life                                   | Payson promotes a healthy, active lifestyle for all residents.   | Beef up.   |

Next Steps include public open house, presentation to city council and planning commission, finish detailed plans, write strategic plan, and city council approval of strategic plan.

Take each focus and goal and write a strategy including year mark, support organizations, and cost.

#### 6. Committee Reports and Discussion

Board members and divided into committees, which need to be updated.

UVU/MTECH Committee: Mark Kershaw stated there is good synergy in this committee and people are already doing things. Utah Valley University and MTECH are reaching out and ready to recruit. Coordination is needed with the businesses. One of the students with ALC drafted a flyer to engage businesses in an internship or project. The committee has been meeting and information is on the website. They would like to begin with a few local businesses that can provide testimonials so other businesses will want to do it. Many students are looking for paid internships, but most are volunteer.

What can the Economic Development Board do to be more effective? Assignments with accountability, ask community questions, educate citizens, actionable takeaway items from each meeting, communicate outside of meetings, question businesses, alignment with city council goals, document and measure progress clearly, follow through, meet other successful businesses, improved use of committees, measurable progress in assignments, show progress, survey citizenry, focus on specific project to complete, help develop a close knit business community, ensure connection with all leadership, social media, know what our assignments are and follow through on them, help messaging to residents and businesses, communication to community (let people know everything you're working on), education on city focus and needs, show how data is guiding activity, align goals across the city.

Brian Hulet stated these items will be discussed at the next meeting on how to implement them. A lot has been done but more can be done.

Mayor Wright noted the City is going to survey the citizens.

#### 7. Goals 2024

No discussion.

#### 8. Other

Meeting dates: Previous discussion was the second Tuesday from 5:30 to 6:30 p.m., which isn't going to work for several members. Tuesday, Wednesday, and Thursday nights are tough. Discussion to do the second Wednesday at 7:30 a.m. but May needs to change or won't be held.

ADJOURNMENT

This meeting was adjourned at 7:58 p.m.