

PAYSON CITY  
COUNCIL RETREAT  
Mountain View Hospital Medical Office Building  
Medical Plaza Board Room, 15 South 1000 East, Payson UT 84651  
Wednesday, February 28 and 29, 2020

FRIDAY, MARCH 28 – 4:05 P.M.

PRESENT:

Elected Officials	Mayor William R. Wright, Brett Christensen, Taresa Hiatt, Brian Hulet (4:30 p.m.), Doug Welton (4:25 p.m.)
City Staff	David Tuckett, City Manager; Mark Sorenson, City Attorney; Kim E. Holindrake, City Recorder; Cathy Jensen, Finance Director; Melanie Marsh, HR Director; Jill Spencer, City Planner; Daniel Jensen, Planner II; Travis Jockumsen, City Engineer/Public Works Director; Kent Fowden, Streets/Landfill/Storm Superintendent (4:55 p.m.); Karl Teemant, Recreation Director; Cameron Phillips, Water Superintendent
Planning Commission	Kirk Beecher, Blair Warner, Cathy Marzan, Ryan Frisby, Tyler Moore, Kit Morgan
Fregonese Associates	Scott Fregonese, Violet Brown
Bowen Collins & Associates	Keith Larson, Craig Bagley
Hansen Allen & Luce Inc	Ridley Griggs, Steve Jones
Avenue Consultants	Thomas McMurtry, Steven Lord

Imagine Payson and General Plan presented by Fregonese Associates.

Process and Vision:

- The Vision – General Plan Chapters include Imagine Payson Vision, Land Use, Infrastructure, Transportation & Circulation, Parks and Recreation, Economic Development, Housing (adopted), and Finance.
- Process – Project Timeline included identify community values, understand existing context, evaluate alternative scenarios (today), develop general plan and master plans, review and edit general plan and master plans, and adoption.
- Process - Community Outreach included 100 vision workshop attendees, 211 online scenario survey responses, 100 open house attendees, and 532 park and recreation surveys.
- Outreach – Reason residents choose to live in Payson were 31% - small town feel, 27% - my hometown/grew up here, 24% - affordability, and 26% - Other. Preserving land for agricultural uses is a priority was agreed by 74%. Protecting cultural and natural resources is a priority was agreed 83%. Design standards are important was agreed 78%.

- Growth Projections - 2020 - 19,892, 2030 – 41,144, 2040 – 49,496, 2050 – 58,500, and 2060 – 67,200. These numbers seem low and will change over time. The challenge with growth will be keeping the small-town feel.
- The Vision Guiding Principles include community, economy, health, housing, infrastructure/transportation, and health. Each of the plan chapters has guiding principles that fall within these categories. The plan identified how Payson will look including a strong sense of community; a livable, connected community; access to trails and nature; infrastructure to support growth; centers, corridors, and connections; a strong health and education foundation; a growing number of young leaders, a growing business environment, and a community that supports agriculture. Payson has more than enough land to accommodate these items. Scenarios and lessons learned included sprawl is expensive, complete communities create many benefits, and Payson can accommodate growth and maintain access to outdoor recreation. From this research information, a conceptual vision map was created including activity centers, FrontRunner Commuter Rail, employment center, open space, major corridors, existing connections, and desired connections.

#### Land Use:

- Land Use Guiding Principles:
  - Plan neighborhoods where all residents have access to nearby jobs, healthcare education, services, shopping, parks and open space.
  - Ensure that residential and commercial design complements and contributes to our community.
  - Future development should protect historic Main Street, existing neighborhoods, and agricultural resources while enhancing urban areas and creating new mixed-use centers.
- Issues and concepts include connecting land use, transportation, economic development and housing; focus on a neighborhood-based approach to development; limit development impacts on infrastructure; reduce development impacts on nature; maintain rural character; and consider the annexation and development priority map. Growth is coming and has to go somewhere. Getting residents past the statement “we don’t want density” is a challenge because growth can’t be stopped. The survey helps isolate what the residents want to do about growth and creates a solution.
- Goals:
  - Make land use and infrastructure decisions consistent with the Vision Map to improve fiscal stability and implement the citizen’s vision.
  - Align zoning and subdivision ordinances with this plan to achieve desired development.
  - Address incompatible land uses and manage development transitions.
  - Collaborate with higher educational institutions (Utah Valley University and MTECH) to provide workforce housing/student housing and job opportunities (internships).
  - Neighborhood-based approach to planning where all residents have access to nearby jobs, healthcare, education, services, shopping, parks, and open space.
  - Focus development and redevelopment efforts on creating well-designed centers, corridors, and connections that link housing, jobs, and services.
  - Protect Payson’s character and quality of life.
  - Protect environmentally sensitive areas.
- Review of future land use map.

#### Economic Development:

- Economic Development Guiding Principles:

- Make Payson a place where young people want to stay, live, work, recreate, establish roots, etc. These are integrated into the land use as well.
- Reinvest in existing urbanized areas of the city.
- Support and grow local businesses and encourage outside businesses to expand to Payson.
- Prepare Payson’s workforce to succeed in all segments of the economy and include educational opportunities and training for a wide range of job skills, particularly those for which Payson has a regional advantage and those expected to grow in the future.
- Payson today has approximately 6,000 jobs with 76% being filled by in-bound commuters. An additional 23,000 new jobs are estimated by 2050. The top three industry sectors include retail trade; educational services, health care, and social assistance; and manufacturing. People need job options and affordable housing.
- Issues and concepts include business retention and expansion, recruitment and investment in business, innovation and entrepreneurship, quality of place, access to opportunity/workforce development, and balanced and sustainable economy.
- Goals:
  - Support workforce development that reflects the future of Payson.
  - Use Payson’s unique assets to create a quality of place that attracts and retains talented workers and visitors, and capitalize on private sector development.
  - Preserve and develop appropriate real estate options and infrastructure to meet the needs of current and prospective businesses.
  - Cultivate an inclusive and accessible environment where Payson residents and businesses can thrive and prosper.
  - Maintain a friendly business climate.
  - Capitalize on private sector investment.

Finance:

- Issues and concepts include a balanced budget, best practices to secure financial stability and sound governance, ensuring funding for community needs, and fiscal impact from Imagine Payson Vision. Maintaining services is a priority.
- Goals:
  - Set the standard for sound governance, fiscal management, and sustainability.
  - Make operational decision for long-term financial sustainability.
  - Invest in systematic infrastructure improvement to ensure high-quality infrastructure and services for residents and visitors.
  - Pursue land use patterns and economic development that increase revenue and reduce expenditure.

All the chapters are integrated. The city needs to look forward when addressing the budget and community needs. The goals are lofty and aspirational. Action items need time frames such as immediate, short term, or in 20 years. The city will determine who are the key partners to ensure the plan is followed and maintained.

Sewer and Storm Drain Master Plans presented by Bowen Collins & Associates.

Sewer Collection System and System Expansion:

- Primary objectives include what improvements are needed to serve future growth, what are the system’s rehabilitation and replacement needs, how does this affect impact fees and other finances. The existing sewer treatment plant also serves Elk Ridge and Woodland Hills.

Unique challenges about the sewer system is that land slopes away in different directions throughout the city.

- Projected growth is addressed in Equivalent Residential Connections (ERCs) and includes Elk Ridge and Woodland Hills. Projections in ERCs include 2019 - 8,865, 2030 - 11,642, 2040 - 15,826, 2050 – 22,491, and buildout – 37,443. The treatment plant is predicted to reach peak capacity in about 2030. Clarification that stormwater doesn't fill directly into the treatment plant. However, there is some that goes into the ground, then the aquifer, and then into broken or cracked pipes. Capture of stormwater would be increased with the installation of curb and gutter. They looked at the collection system overall and not a detailed analysis of the treatment plant. The city is addressing a plant study and these items will be addressed at that time.
- Sewer loading map created by addressing where development will occur first and so on every 10 years. They like to keep pipes at 75% at peak time. The system is in pretty good shape at the 10-year mark. Overall system is in good shape for capacity. Build out has issues on the west side as the city continues to grow. Everything outside of the current pipes will need lift stations to pump to the treatment plant. Future lift station areas are identified in color. They did not look at the cost of building a new sewer treatment plant instead of the multiple lift stations.
- Improvements in the 10-year window include two lift stations (#4 and #1) and outfall lines at a cost of \$18,375,000, which includes the \$2.5 million for the recently completed 2019 emergency sewer replacement. Beyond 10 years totals \$44,384,000 for a total of \$62,759,000. Allowing development in different areas will add costs to the infrastructure. The city could tell a developer that an area is not in the city's 10-year plan. The developer could install the needed infrastructure with the city reimbursing over time.

**Sewer Collection System and Rehabilitation and Replacement:**

- Sewer pipe material includes concrete at 45% (current system) and PVC.
- Review of the different pipe conditions throughout the city.
- Currently 7.06% of the sewer lines have exceeded their expected design life. Other percentages for expected design life include 0-20 years at 40.98%, 20-40 years at 9.26%, 40-60 years at 26.78%, and 60-80 years at 15.93%.
- In 2030 the expected sewer rehabilitation and replacement needs are close to \$30,000,000. They propose the city take out a \$15 million bond and complete the projects that are most critical and then a constant investment to take care of the less critical issues over time.
- Calculated impact fees include existing at \$1,824.00, 2020 at \$1,863.11, 2025 at \$2,364.01.
- They made assumptions in the cost estimates that half of the pipes could be rehabilitated with liners and the other half replaced.
- Summary of Sewer Improvements:

	Collection System – Expansion	Collection System – R&R	Treatment Plant	Planning	Total
10-year	\$18,375,000*	\$18,070,000	\$12,476,000	\$225,000	\$49,146,000
Beyond 10-year	\$44,384,000	\$22,605,000	TBD	TBD	
Total	\$62,759,000	\$40,675,000	-	-	-
*Includes \$2.5 million for recently completed 2019 emergency sewer replacement.					

**Storm Drain:**

- Storm drain is driven by impervious area and not population or density.

- In 1856, the Peteetneet Creek just went out and ended because the city is built on an eluvial fan. So Peteetneet Creek didn't produce enough water to get the Spring Creek and then Utah Lake. Even in 1856, there were swampy areas to the north.
- Primary study objectives included identify existing drainage system deficiencies, recommend how to manage storm water runoff from future development, prioritize recommended improvements and administrative actions to resolve existing and projected drainage deficiencies, recommend changes to drainage design standards.
- Unique drainage challenges include lack of receiving streams that can accept urban runoff, shallow water table, and protecting ground water resources used for drinking water.
- The city drains into three areas including a typical storm drain system into a creek, collected and piped to a facility, and historical flow going into a sump then the ground.
- Deficiencies include intermittent curb and gutter, limited number of sumps, lack of collection/conveyance facilities along 800 West, pipe capacity deficiencies, and potential retention basin capacity deficiencies.
- Problems include culvert and channel capacity deficiencies on creeks, discharging runoff onto private property, discharging runoff in sources-protected areas, lack of storm drain facilities west of I-15, and historic irrigation ditches being abandoned and backfilled.
- Review of drainage problems along 800 West, deficiencies near 800 West - Utah Avenue and along creeks, and potential ground water contamination sources.
- General recommendations include installing pretreatment manholes and sumps in areas as needed, installing perforated drain pipe as overflow on 800 West, constructing curb and gutter in areas where it does not exist, piping storm water out of protection zones, improving culverts and channels on creeks, not allowing unpermitted runoff from public right of ways to discharge onto private property, requiring new development to implement low impact development practices, completing inventory of existing storm drain facilities, updating storm drain design standards, completing a floodplain study on Spring Creek, rehabilitating existing Class V injection wells to include pretreatment, purchasing a new vacator truck, hiring more maintenance staff, updating the storm drain user fee, evaluating the use of road salt in protected areas, annually test and track water quality trends for impacts for storm water, and budgeting for rehabilitation and replacement of aging facilities.
- Cost estimates total just under \$22 million.

Transportation Master Plan presented by Avenue Consultants.

- The Transportation Master Plan is designed to address short, medium, and long-term needs as well as the timing/phasing of projects and funding. Trails and transit are also addressed.
- The 2015 census showed 7,744 residents leave the city to go to work, 1,366 live/work in the city, and 4,164 come into the city to work.
- Payson and Utah County will experience unprecedented growth by 2050.
- The existing infrastructure is not sufficient to accommodate future growth. Streets are graded on an A-F scale for a level of service.
- The Transportation Master Plan begins with land use. Next the existing traffic is analyzed, then safety is addressed, model future conditions, and ask the public.
- Transportation considerations included two-way Main Street, Goosenest Drive, southern interchange location, stop sign locations/consistency, connectivity of roads, new growth impacts, and 600 East and 800 South speed limits.

- Key takeaways include conditions continue to get worse over time without investment and projected needs come in phases with UDOT and MAG projects between 2020 - 2030 (Phase 1). Phase 2 would be between 2030 - 2050.
- Future project planning includes begin to plan funding options and lobby UDOT and MAG for phase 1 projects, require developers to build new standard cross sections, plan for transit, plan or trails, and look ahead for opportunities to fund phase 2 right-of-way preservation.
- There is an existing trails map. There is opportunity to put some trails along several corridors as the city grows.
- Phase Two Projects from 2031 to 2050 include new roads, road widening, and the new interchange to the south, which will serve the community better at 12400 South.

Water Master Plan presented by Hansen Allen & Luce.

#### Overview:

- Equivalent Residential Connection (ERC) is used to quantify and forecast indoor water use. An ERC is defined as the average use of water per single-family residence.
- Irrigated acres are used to determine outdoor water use. There is some outdoor use in the drinking water system in the higher zones.
- They were able to use state technology to measure land area that residents are irrigating.
- The drinking water system has three zones.
- The pressurized irrigation (PI) system is newer with water coming from the canyon and canal system. The one area with no PI is above the Highline Canal and P Mountain.

#### Drinking Water System:

- Drinking water level of service per ERC is 0.30 acre-feet annual volume with peak day volume at 500 gallons. Those irrigation with drinking water level of service per irrigated acre is 3.2 acre-feet with peak day volume at 8,640 gallons per day. The maximum operating pressure is 125 psi with a minimum static pressure of 40 psi.
- Between 2018 and 2050 ERCs will increase to 12,762 and drinking water irrigated acres will increase by 77 acres.
- Peak Day Source includes 2018 with a surplus of 933 gpm and by 2050 a deficit of 3,324 gpm.
- Average Yearly Source (water rights) shows 2018 with a surplus of 574 acre-feet per year and by 2050 a deficit of 3,420 acre-feet per year.
- The city installed a new water tank in 2012 so existing storage is a surplus. The next tank is anticipated to be 10-20 years away. Two future transmission projects to provide fire protection include 900 West and Sunnyhill Circle. The Patterson Zone and Arrowhead Zone will require additional source and storage.
- Proposed solutions include rehabilitate the 800 South well to provide backup source to the system, construct a pump station to supply a source to the Patterson Zone, construct a system interconnection with Salem City to provide backup source to the Arrowhead Zone (Salem City is on board with this), and construct new infrastructure to resolve fire flow deficiencies and support future growth.
- Recommended capital projects include Patterson pump station, Arrowhead upsize (completed 2019), Salem Canal pipe upsizing, upper zone major transmission upsizing, interconnection with Salem, switch 800 South well to drinking water system, and new well, tank and pipes for western city.

- Infrastructure costs include growth 0-10 years at \$1,935,000 and 10-20 years at \$4,291,000. Deficiency includes 0-10 years at \$657,000 and 10-20 years at \$0. This totals 0-10 years at \$2,592,000 and 10-20 years at \$4,291,000. These numbers do not include maintenance. They conducted a separate assessment and determined the city would need \$60,000 to \$100,000 per year for maintenance.

#### Pressurized Irrigation (PI) System:

- The PI system has two zones. Currently, the system is not metered but meters are being installed, users pay a flat fee, no financial incentive to conserve, and water use is 25-45% higher than is necessary for a healthy lawn.
- Water conservation short-term benefits include better system performance and lower operational costs. Long-term benefits include doing more with a finite water supply and future infrastructure can be smaller, which is a big cost savings over time. A rate structure has a strong influence on water use. In studying water usage, it shows overwatering doesn't help with lawn health and in extreme cases may actually hurt the lawn.
- Key points include rate structures are keys to water conservation (meters enable them), billing based on lot size keeps it fair, and metering is more responsible and cost-effective than planning for wasteful use.
- Level of service existing includes an annual volume of 4.2 acre-feet with peak day flow at 8.7 gallons per minute. Conservation includes an annual volume of 3.2 acre-feet with peak day flow at 6 gallons per minute.
- Irrigated acres range from 2018 at 845 irrigated acres to 2050 at 1,970 irrigated acres.
- System capacity at peak day is a surplus of 1,059 at 20 years and a deficit of 2,931 at 2050. Water rights are a surplus of 477 at 20 years and a deficit of 1,651 at 2050. Storage is doing well.
- The CUP pipeline includes a city obligation to purchase 5,124 acre-foot per year at an annual cost of approximately \$1,800,000 beginning within 6-10 years with an option to delay up to 10 years.
- Proposed solutions include maintain/improve pump stations and filters, equip 800 South well to provide a PI source (completed 2019), construct new infrastructure to support growth, and adopt a rate schedule to promote conservation.
- Projects 1 and 2 are complete and the remaining projects are growth driven.
- Infrastructure costs include 0-10 years growth at \$4,270,000 and meter installation at \$4,320,000. Costs at 10-20 years include growth at \$6,585,000 and meter installation at zero.
- Recommendations include continuing to work on facility maintenance and upkeep and start working on rate structure, public education for PI metering, planning for ULS water, work with developers to ensure master plan infrastructure is installed, and consider infrastructure impacts before deviating from the general plan.
- Next steps include plan adoption, impact fee updates, and water rate updates.
- Proposed impacts fees for indoor drinking water per ERC (home/unit) at \$824 plus \$12,392 per irrigated acre using drinking water or \$11,750 per irrigated acre using PI water.

This session was adjourned at 7:55 p.m.

SATURDAY, MARCH 29 – 8:35 A.M.

PRESENT:

Elected Officials	Mayor William R. Wright, Brett Christensen, Taresa Hiatt, Brian Hulet
City Staff	David Tuckett, City Manager; Mark Sorenson, City Attorney; Kim E. Holindrake, City Recorder; Cathy Jensen, Finance Director; Melanie Marsh, HR Director; Jill Spencer, City Planner; Daniel Jensen, Planner II; Travis Jockumsen, City Engineer/Public Works Director; Karl Teemant, Recreation Director
Planning Commission	Kirk Beecher, Cathy Marzan, Ryan Frisby, Tyler Moore
Fregonese Associates	Scott Fregonese, Violet Brown

Fregonese Associates headed the discussion on the General Plan.

#### Future Land Use Map Discussion:

- Additional commercial/industrial areas are needed west of I-15 with large (50 to 100 acres) acreage.
- Flexibility for commercial nodes.
- Redefining what is allowed in development types.
- Master plans are created with the land use map in mind.
- Prioritizing development areas is a key component that needs to be determined.
- Issues and concepts map sets the priorities for the land use map. If and when it changes, the land use map needs to be updated.

#### Land Use Goals, Strategies, Actions:

- Goal 1 – Make land use and infrastructure decisions consistent with the Vision Map to improve fiscal stability and implement the citizen’s vision.
  - Strategy 1.1 – Mix land uses to create a balanced and sustainable economy and to enhance Payson City’s built and natural environment.
    - Update zoning designations to reflect the Vision Map and General Plan.
  - Strategy 1.2 – Guide land use decisions and long-term growth using the Vision Map. Evaluate and strategically update development regulations to ensure consistency with the plan.
    - Adopt Imagine Payson and use the plan to support the development review process.
    - Evaluate development regulations.
    - Strategically update development regulations. *Address on a case by case basis.*
  - Strategy 1.3 – Guide infrastructure investment decisions using the Vision Map.
    - Use the Future Land Use Map to prioritize large-scale infrastructure investment and align projects with recommendations in the Sewer, Storm Drain, Culinary Water & Irrigation Master Plans.
  - Strategy 1.4 – Revisit and update the Vision, the Vision Maps, and priority strategies every five years to ensure consistency with city goals, development trends, and growth demands.
    - Review and evaluate the Vision, the Vision Map, and priority strategies every five years.
- Goal 2 – Align zoning and subdivision ordinances with this plan to achieve desired development.

- Strategy 2.1 – Develop clear and objective standards for making land use planning decisions.
  - Update zoning designations to reflect the Vision Map and General Plan. *Discussion to not change the zone until a development application is received because immediate zone changes may cause property taxes to increase when development may not occur for years. Address tax implications and change the zoning if the taxes don't increase substantially. A current zone gives the owner/developer a right under the current zone designation.*
- Strategy 2.2 – Review and update the zoning and subdivision regulations to promote desired development.
  - Evaluate zoning and subdivision regulations every five years.
- Strategy 2.3 – Review zoning changes and other development requests for consistency with the vision and the plan goals and policies.
  - Every time a zoning change or development proposal is requested use the Vision and General Plan to verify consistency.
- Goal 3 – Address incompatible land uses and manage development transitions.
  - Strategy 3.1 – Review and enforce buffering and compatibility standards to protect the natural landscape and abutting development.
    - Secure funds to enforce buffering and compatibility standards.
    - Adopt transition standards to protect natural areas. *This should include all transitions and not just natural areas.*
- Goal 4 – Collaborate with higher educational institutions (UVU and MTECH) to provide workforce housing/student housing and job opportunities (internships). *This should include all education and not just higher education. The goal could be education and the strategies/actions encompass each type of education. Set up committees to address the issues.*
  - Strategy 4.1 – Improve accessibility and provide safe, direct routes – such as sidewalks, pathways, and adequate signage for students. Mass transit should be included.
    - Develop street requirements to increase safety for active transportation users.
    - Update wayfinding to direct students to popular destinations.
  - *Other needs of higher education.*
- Goal 5 – Neighborhood-based approach to planning where all residents have access to nearby jobs, healthcare, education, services, shopping, parks, and open space.
  - Strategy 5.1 – Encourage a pedestrian-friendly environment and a mix of uses.
    - Establish standards. *Where can they walk for simple needs such as a pop, donut/bagel, or laundry. A resident should feel they can walk to a convenience store, etc. These areas are in the nodal areas.*
  - Strategy 5.2 - Invest in streets, trails, and sidewalks to improve multimodal connections to neighborhoods and commercial corridors.
    - Allocate funds for projects prioritized in Infrastructure and Transportation Master Plans.
  - Strategy 5.3 – Plan for and encourage reinvestment in downtown vision and the plan goals and policies. *This could include older neighborhoods as well. Discussion regarding infill projects and balancing the density with the neighborhood as well as infrastructure capacity that is already in place.*
    - Identify public private partnerships for potential redevelopment projects downtown.
    - Establish a toolkit for funding redevelopment downtown (CDGB, land banking, façade grants, TIF, etc.).

- Goal 6 – Focus development and redevelopment efforts on creating well designed center, corridors, and connections that link housing, jobs, and services.
  - Strategy 6.1 – Plan for centers with a cohesive and well-connected mix of uses with a combination of streets, trails, and sidewalks for vehicular, pedestrian, and bicycle circulation.
    - Prioritize transportation investments that increase city connectivity through improved access to housing, jobs, and services. *Ensure the code allows for a mix of uses.*
    - Ensure code allows for a mix of uses.
  - Strategy 6.2 – Encourage Transit Oriented Design for future development.
    - Create a Transit Oriented Design zone and development standards. *Add an action to get funding for the TOD.*
- Goal 7 – Protect Payson’s character and quality of life. *Add a specific area for the downtown and another for beautification. It could be ‘assess the impact’ instead of ‘protect’.*
  - Strategy 7.1 – Reinforce regulations that maintain small town feel and quality of life where consistent with the Vision map.
    - Conduct a history asset inventory to protect and preserve valuable historic resources. *There are grants available for homes prior to 1950. Residents need to be made aware of these grants.*
    - Prioritize investments that provide increased access to natural areas.
  - Strategy 7.2 – Maintain a strengthen neighborhoods, making them attractive to current and new residents.
    - Explore adopting a Neighborhood Conservation and improvement Program for areas identified as needing protection or revitalization. *Named neighborhoods could be beneficial and bring neighbors together. Elementary school areas don’t necessarily create the sense of neighborhoods. It shouldn’t go so far as to cause the development process to stretch out.*
  - Strategy 7.3 – Encourage infill construction and encourage reinvestment in aging neighborhoods and non-residential areas to help improve the quality of life.
    - Establish incentives for infill development (reduction of fees, fast track permitting, density bonuses, parking requirements).
  - Strategy 7.4 – Maintain a connection with the traditional agricultural base of the city through appropriate protection and preservation.
    - Continue existing zoning lot requirements that protect agricultural land.
    - Discourage the extension of urban services into agricultural areas.
    - Explore TDRs.
    - Adopt farmland protections to preserve existing agricultural land.
  - Strategy 7.5 – Recognize historic and cultural resources as an essential part of community heritage.
    - Coordinate master calendar of local cultural events and partner with community groups to sponsor arts and culture events.
- Goal 8 – Protect environmentally sensitive areas.
  - Limit development in environmentally sensitive areas.
    - Develop a Sensitive Lands Map in order to evaluate development applications.
    - Oppose the transfer of environmentally sensitive lands out of public ownership. *Analyze the pros and cons. Protection is needed such as a conservation easement. Meet Federal and State requirements.*
    - Incentivize subdivision development that preserves contiguous open space and environmentally sensitive lands. *Address Payson Canyon, Fore-Bay area, and*

*possibly other entity lands. Continue to communicate with Utah County and other entities on sensitive lands in the area that are not in the city's jurisdiction but may impact the city.*

#### Housing Goals, Strategies, Actions:

- *Discussion: This section was adopted last December but is reviewed yearly. Work force housing needs to be addressed and can mean different things based on the type of businesses. The state requires the city to do the analysis; an outcome isn't required. The city can do a housing need analysis. Payson wants to be a job center. Discussion regarding low income housing and the factors that determine low income housing. Affordable housing and low-income housing are two different things. Payson has more rural housing than any other city in Utah County.*
- Goal 1 – Invest in neighborhoods to protect and enhance neighborhood character.
  - Strategy 1.1 – Ensure residential developments have supportive infrastructure and access to neighborhood amenities.
    - Use the Future Land Use Map to prioritize large-scale infrastructure investment and align projects with recommendations in the Sewer, Storm Drain, Culinary Water, and Irrigation Master Plans. *Add parks and open space with regards to community space and needs.*
  - Strategy 1.2 – Promote infill development to revitalize and enhance existing neighborhoods.
    - Provide the necessary zoning toolbox for developers.
    - Explore incentives for infill development.
  - Strategy 1.3 – Identify and prioritize neighborhoods in need of revitalization.
    - Work with all applicable city departments to develop strategies to meet their needs. *Discussion to allow the debris from a demolished home to be taken to the landfill without charge. If the land is more valuable than the building on it, it is a candidate for redevelopment. Open space may need to be created in the older neighborhoods.*
    - *Additional strategy - Curb, gutter, and sidewalk installation in the older neighborhoods. Beautification is tied to code enforcement.*
- Goal 2 – Build vibrant new neighborhoods consistent with the Vision.
  - Strategy 2.1 - Utilize residential design guidelines, city parks, open space, streetscapes, and amenities to develop a sense of place and create unique and distinct neighborhoods. *There has been some pushback from requiring design guidelines. The public has said yes. Design should fit into the existing neighborhood. These can be used for commercial as well with simplicity so it doesn't drive away business. Developers should articulate how they will fit into the existing neighborhood.*
    - Develop guidelines. *Establish residential development guidelines. Specific to zone or district.*
  - Strategy 2.2 - Enhance new neighborhoods through the implementation of complete streets, establishment of trails, and creative, pleasant, and functional use of open space and hillsides.
    - Provide infrastructure and services.
  - Strategy 2.3 - Preserve community and neighborhood character by developing new housing that is harmonious with existing land uses and preserves agricultural character of the region.
    - Secure funds to enforce buffering and compatibility standards.
    - Adopt transition standards to protect natural areas.

- Strategy 2.4 - Partner with public, private, and non-profit entities to create complete neighborhoods with easy access to health and educational facilities, services, and shopping.
  - Identify public private partnerships.
- Goal 3 – Increase housing choice.
  - Strategy 3.1 – Increase the array of available housing types to meet the needs to people of all ages, families of any size, and residents of all income levels based on identified user groups and housing preferences.
    - Explore a variety of incentive programs to encourage the development of affordable housing. *Need to define those user groups such as seniors, disability, etc. Address/identify the different types of housing products and layouts to determine what Payson wants and doesn't want. There needs to be a variety of housing in a neighborhood. Explore but not encourage. Require a percentage of deed-restricted affordable housing.*
    - Support efforts of nonprofit housing providers.
  - Strategy 3.2 – Support existing housing renovation and new housing development that accommodate the needs of seniors and people with disabilities.
    - Form public private partnerships with providers and community groups that work with seniors and people with disabilities.
  - Strategy 3.3 – Identify barriers or delays in the development of housing in Payson, particularly the construction of affordable housing units and missing middle housing.
    - Conduct audit of existing zoning, building codes, and the permitting process to identify and remove unnecessary barriers and delays. *Need to create an executive housing zone.*
- Goal 4 – Enable access to housing for vulnerable populations.
  - Strategy 4.1 – Continue to support the federal fair housing law and state requirements for the supply of moderate-income housing. *Council, planning commission, and staff meet annually because an annual report is required.*
    - Create programs (or provide information) that increase awareness (or provide awareness) and understanding of fair housing laws and issues.
  - Strategy 4.2 – Increased (or simply just housing not increased) housing options for low to moderate income households accommodate the needs of seniors and people with disabilities.
    - Work with non-profits, non-governmental associations, and governmental agencies.
    - Explain incentives for affordable housing development.
- Goal 5 – Provide a realistic opportunity for development of moderate-income housing within the next five years to meet the needs of people of various income levels living, working, or desiring to live or work in the community.
  - Strategy 5.1 – Concentrate housing near jobs, transit, and other service centers.
    - Evaluate each development application for compliance/furtherance of the imagine Payson Vision for connectivity. *Multi-housing to explore/provide a percentage of affordable housing.*
  - Strategy 5.2 – Facilitate the rehabilitation or expansion of infrastructure that will encourage the construction of moderate-income housing.
    - Explore funding mechanisms to offset reasonable infrastructure improvements associated with construction of housing specifically targeted to moderate-income households.

- Strategy 5.3 – Encourage flexible lot and house sizes to mix home prices and household income with a neighborhood.
  - Conduct code audit to ensure this is allowed.

Economic Development Goals, Strategies, Actions: (Not Addressed)

- Goal 1 – Support workforce development that reflects the future of Payson.
  - Strategy 1.1 – Coordinate workforce development efforts so that they complement and build upon one another and offer a wide range of job skills.
    - Create a process to directly engage industry workers to assess the current skill sets with an aim toward diversification and to align with market trends.
  - Strategy 1.2 – Establish Payson as a center for excellence through industry partnerships with vocational and higher education providers.
    - Design a program to focus on employment trends/local business need for recruitment and training to maximize opportunities for local workers.
  - Strategy 1.3 – Ensure workforce resiliency.
    - Form a working group/task force.
- Goal 2 – Use Payson’s unique assets to create a quality of place that attracts and retains talented workers and visitors
  - Strategy 2.1 – Ensure expected regional job growth.
    - Conduct inventory of potentially developable/redevelopable land.
    - Continue to track niche local industries and potential industry clusters to ensure sufficient land supply.
  - Strategy 2.2 – Maximize assets such as the availability of developable land along the I-15 corridor and adjacent to anticipated FrontRunner station areas and the new nodal development including the UVU campus.
    - Create a Transit Oriented Design zone and development standards.
  - Strategy 2.3 – Embrace tourism opportunities, community celebrations, and other activities that allow visitors to contribute to the economic vitality of Payson.
    - Coordinate master calendar of local cultural events and partner with community groups to sponsor arts and culture events.
  - Strategy 2.4 – Use historic preservation, community heritage, and access to recreation to foster tourism.
    - Create a wayfinding plan to highlight access to recreation, community event spaces, museums, and historic walking tour/buildings.
    - Explore creation of Payson Tourism Board, perhaps in collaboration with Utah Valley Convention and Visitors Bureau.
- Goal 3 – Preserve and develop appropriate real estate options and infrastructure to meet the needs of current and prospective businesses.
  - Strategy 3.1 – Provide clear development codes and processes to create pathways for economic growth and support the business ecosystem.
    - Create process survey of recent building permit applicants.
  - Strategy 3.2 – Work with the local and regional development community to ensure that there is an adequate supply of available buildings and sites.
    - Conduct inventory of potentially developable/redevelopable land.
  - Strategy 3.3 – Ensure resilient infrastructure is maintained that allows people, goods, and information to move efficiently through Payson, and meets the needs of current and prospective businesses.
    - Prioritize recommendations from infrastructure and Transportation Master Plans.

- Goal 4 – Cultivate an inclusive and accessible environment where Payson residents and businesses can thrive and prosper.
  - Strategy 4.1 – Encourage employment opportunities for all segments of population.
    - Create a small business assistance program to identify available loans for small businesses to pay for ADA requirements/upgrades.
  - Strategy 4.2 – Encourage workforce diversity and walkable, mixed-use communities that attract business expansions and relocations, building on the city’s ability to attract and retain talent.
    - Prioritize transportation investments that increase city connectivity through improvement access to housing, jobs, and services.
    - Ensure code allows for mix of uses.
  - Strategy 4.3 – Encourage young leaders to participate in decision-making and leadership roles in civic and business life.
    - Establish city internship/mentoring program.
- Goal 5 – Maintain a friendly business climate.
  - Strategy 5.1 – Align zoning, public policy, and regulatory practices to target existing and emerging industry clusters.
    - Identify and remove barriers to business growth and development that may have a chilling effect on economic growth.
  - Strategy 5.2 – Support efforts to attract and retain business in target cluster industries, which provide good wages and are expected to grow nationally.
    - Invest in efforts and programs that build on Payson’s quality of place.
  - Strategy 5.3 – Stimulate growth in urban centers and employment districts as vibrant economic cores, while promoting new business growth in all areas of Payson.
    - Identify public private partnerships for potential redevelopment projects.
    - Establish a toolkit for funding redevelopment (CDBG, land banking, façade grants, TIF, etc.).
    - Prioritize transportation investments that increase city connectivity through improved access to housing, jobs, and services.
    - Ensure code allows for mix uses.
    - Create a Transit Oriented Design zone and development standards.
  - Strategy 5.4 – Foster a positive environment that welcomes entrepreneurship and innovation.
    - Utilize task force to explore startup contests and prizes/available funding, conferences around innovation.
- Goal 6 – Capitalize on private sector investment.
  - Strategy 6.1 - Promote collaborative partnerships between the public and private sectors.
    - Form a working group/task force.

Finance Goals, Strategies, Actions: (Not Addressed)

- Goal 1 – Set the standard for sound governance, fiscal management, and sustainability.
  - Strategy 1.1 – Identify best practices for recruiting, retaining, and growing a skilled and diverse workforce.
    - Retain recruitment services.
    - Identify resources available to cities to expand benefits and training.
  - Strategy 1.2 – Support transparent and inclusive government.
    - Continue to provide the public with detailed public finance and budgeting information through annual review process.

- Strategy 1.3 – Protect Payson City’s financial integrity and credit worthiness.
  - Continue to provide the public with detailed public finance and budgeting information through annual review process.
- Strategy 1.4 – Develop partnerships with other government entities.
  - Participate in services offered at state, regional, and county level.
- Strategy 1.5 – Make operational decisions for long-term financial sustainability.
  - Contain costs and increase operational efficiency.
  - Maintain adequate financial reserves.
  - Develop and utilize a long-range financial planning process.
  - Continue to evaluate service rates to comply with regulatory and infrastructure needs.
  - Establish appropriate equipment replacement funding levels.
  - Identify ways to increase bonding capacity to support infrastructure needs.
  - Manage long-term pension liabilities.
- Goal 2 – Invest in systematic infrastructure improvement to ensure high-quality infrastructure and services for residents and visitors.
  - Strategy 2.1 – Maintain and extend water, electrical power, wastewater, and stormwater systems.
    - Develop and fund an aggressive multi-year Capital Improvement Program.
  - Strategy 2.2 – Expand, extend, and maintain the major thoroughfare network.
    - Develop and fund aggressive multi-year Capital Improvement Program.
  - Strategy 2.3 – Support strategic investments in city facilities.
    - Develop and fund aggressive multi-year Capital Improvement Program.
- Goal 3 – Increase revenue and reduce expenditure.
  - Strategy 3.1 – Pursue land use patterns and economic development initiatives demonstrated to increase revenue and reduce expenditure.
    - Update zoning designations to reflect the Vision Map and General Plan.
    - Adopt Imagine Payson and use the plan to support the development review process.
    - Evaluate development regulations for compliance with Imagine Payson Vision.
    - Strategically update development regulations.

Participants were tasked to go through, markup, and complete the four goals, strategies, and actions items and return within a week. A work session will be scheduled to continue the discussion.

This session was adjourned at 11:55 a.m.

/s/ Kim E. Holindrake  
 Kim E. Holindrake, City Recorder