



2020 GENERAL PLAN

ADOPTED SEPTEMBER 2020

ACKNOWLEDGMENTS

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PAYSON GENERAL PLAN

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CHAPTER 1

IMAGINE PAYSON



The Imagine Payson General Plan articulates a community Vision for future growth based on core values and priorities Payson residents expressed through the planning process. The plan provides guidance for other improvements including business activities, employment centers, and housing.

It starts with a vision. This Vision describes the community's image for the future: how Payson will grow and capitalize on its many assets, how it will adapt to changes, which areas should be preserved, and how the city should look and feel over the next 30 years. Imagine Payson reflects the ideas of hundreds of Payson residents and their aspirations for their community. Residents provided input throughout the two-year planning process by serving on the steering committee, attending public workshops and open houses, participating in stakeholder interviews, and completing online public surveys.

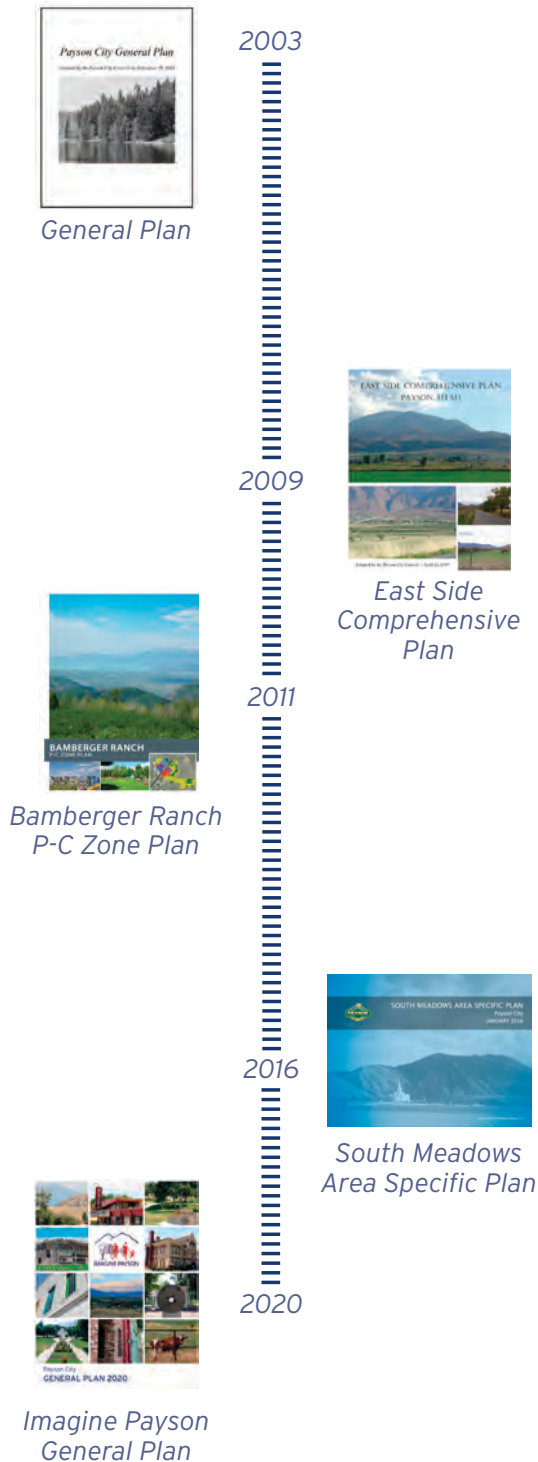
Payson residents value their small town feel and deep sense of a shared community. They are proud of their history and celebrate their heritage and traditions. They appreciate the region's agricultural roots, rural character, beautiful canyons, and natural areas. These areas provide breathtaking views, easy access to outdoor recreation, and have become a hallmark of Payson.

Payson, like the rest of Utah County, will experience significant growth in the coming decades. The population of the city is expected to double by 2030. Payson can shape how and where this

growth will occur, anticipate the infrastructure it will require, and take full advantage of the opportunities presented by the future Utah Valley University campus, the Mountainland Technical College campuses, and the FrontRunner commuter rail extension into the city. Thoughtful planning will help Payson retain its character and a strong sense of community and civic pride.

The Imagine Payson General Plan represents these shared values and will position Payson as a thriving and welcoming community, complete with high-quality neighborhoods, easy access to necessary services, and a strong sense of place. The plan will develop Payson as a distinct city along the Wasatch Front. It will accommodate growth while preserving open space and avoiding the pitfalls and inefficiencies of unchecked urban sprawl.

Planning Timeline



Source: Payson. Payson Planning and Zoning Document Covers. August, 2019.

This plan updates the previous Payson General Plan (2003) and incorporates elements of three recent area specific plans: East Side Comprehensive Plan, South Meadows Specific Plan, and Bamberger Ranch P-C Zone Plan. The Imagine Payson General Plan takes into consideration areas anticipated to be annexed and developed over the next 30 years.

Utah Code 10-9a-401 requires each municipality to prepare and adopt a comprehensive, long-range plan for present and future needs and growth and development. The general plan must include a land use element, a transportation and traffic circulation element, and must provide a realistic opportunity to meet the need for additional moderate-income housing (Utah Code 10-9a-403). After adoption, “no street, park, or other public way, ground, place, or space, no publicly owned building or structure, and no public utility, whether publicly or privately owned, may be constructed or authorized until and unless it conforms to the current general plan” (Utah Code 10-9a-406). Other than decisions specifically mentioned, this plan “is an advisory guide for land use decisions, the impact of which shall be determined by ordinance” (UCA 10-9a-405). The adopted plan will be used as a guide for future development decisions within Payson.

This plan was updated in coordination with Sewer, Storm Drain, Culinary Water and Pressurized Irrigation, Transportation, and Parks and Recreation Master Plans. The goals and strategies of which have been incorporated into their corresponding General Plan chapters.

The Imagine Payson General Plan is rooted in community visioning and scenario planning. The visioning process works to isolate the issues and values important to the community. Scenario planning then models the different ways that Payson might accommodate projected growth over the next 30 years. The scenarios illustrate how the planning choices we make today may impact those issues and values articulated by Payson residents, such as traffic, water conservation, housing affordability, and economic development. Scenario planning creates a range of potential “futures” for the city. Each scenario experiments with a variety of issues, such as the location and types of new housing, business and development locations, and preservation areas.

The project team created four of these potential future scenarios for Payson, based on community input, interviews, and extensive research and modeling. The lessons learned from these scenarios provided valuable insight during the refinement of the Vision Map. Both good and bad, these lessons can help community members make data-supported decisions about the future of Payson.

Over the next 30 years, Payson is expected to grow by over 38,000 people and add 23,000 new jobs. Each of the four scenarios was designed to meet these specific growth targets. Each employed a different development pattern to project how the respective approach would likely accommodate the growth. Respondents then chose which result they preferred.

Planning Process



How the plan fits

General Plan



Strategic Plan



Master Plan



Small Area Plan



Zoning Map



Zoning Ordinance

The Imagine Payson General Plan – together with the Strategic Implementation Plan and the Master Plans – provides the City with tools to make the dream of Payson’s future a reality. These plans incorporate the best features of earlier plans and the creative ideas of forward-thinking residents and community leaders. It is now up to the community to continue collaborating and working to implement the goals and policies integral to this Vision. Stay informed, get involved, and join the City and your neighbors in imagining the future for Payson.



Source: Fregonese Associates. June, 2018 and April, 2019.

1

City Profile REGIONAL CONTEXT

Payson anchors the southern portion of the Wasatch Front Metropolitan Area, a narrow stretch of connected cities and towns that hugs the Wasatch Range to the east. The area includes approximately 80% of all residents in Utah, mostly situated in and around Ogden, Salt Lake City, and nearby Provo. Payson's location attracts families looking for easy access to jobs and beautiful natural amenities like the Nebo Loop, a National Scenic Byway, and Mt. Nebo itself, the highest peak in the Wasatch Mountains.



Figure 1. Payson Regional Context. Sources: Utah AGRC, Fregonese Associates.

Long settled by Native Americans of the Ute and Shoshone tribes, the area underwent a dramatic shift with the arrival of Mormon pioneers in 1850. The pioneers of the Church of Jesus Christ of Latter Day Saints renamed the area Fort Peteetneet after Chief Peteetneet of the Timpanogos Band. Chief Peteetneet helped the pioneers survive their first winter. The Peteetneet Museum and Cultural Arts Center, established in 1901, continues to honor Chief Peteetneet today.

Payson has developed a sense of tradition with annual events like the Salmon Supper, Onion Days Celebration, and the Scottish Festival. The annual Salmon Supper began in 1953 as a fundraiser for a local ward of the Church of Jesus Christ of Latter-Day Saints. In the early 1990s, Payson took over the event and the proceeds are used for community improvements. The first Onion Days Celebration was held in 1929, during the Great Depression, and continues every Labor Day weekend. The celebration includes a variety of events, including art displays, a parade, performances at the Payson Community Theater, fireworks, and ballgames.

Seven of the original pioneering families who settled in modern-day Payson were of Scottish heritage. The Scottish Festival (created in 1984) is held each year during the second weekend in July. Today, thousands of people enjoy the celebration in Payson's Memorial Park (1919), which is dedicated to the soldiers of World War I. This beautiful park hosts many community events and family celebrations. Summer concerts are held on Sunday evenings in the historic bandstand (1920).

Many of Payson's historic sites are located near Main Street within the Payson Historic District. A busy shopping center 70 years ago, Main Street remains an important part of Payson's culture. Payson has five buildings on the National Register of Historic Buildings that are highlights of the Historic Payson Walking Tour.



Source: Fregonese Associates. Vietnam and Korean War Memorial. April, 2019.

Historic Sites

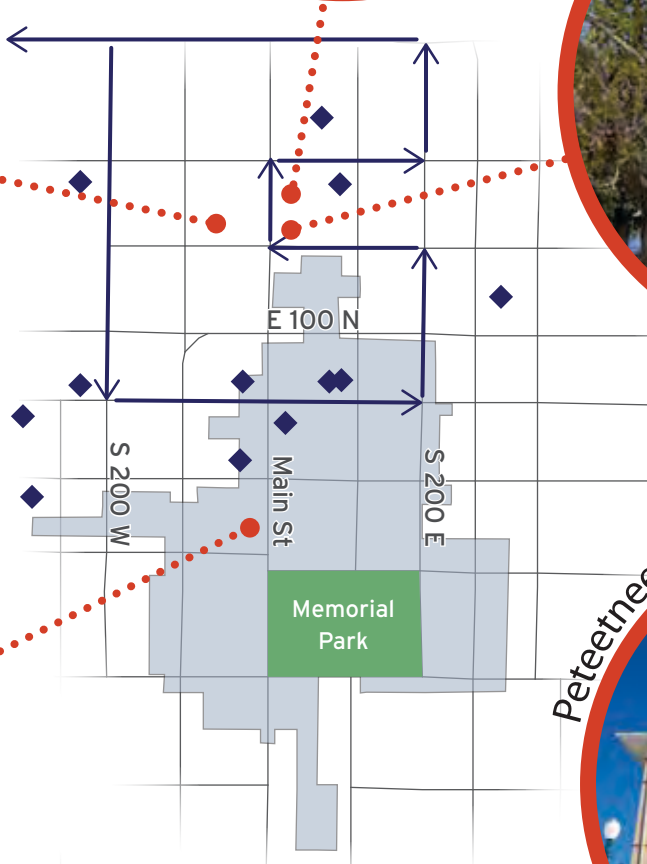
- Wiliam Wignall Home (1857)
- Old Rock School (1863)
- Everett Richmond Pioneer Log Cabin (1873)
- George Patten Home (1876) - *Used as Payson's first hospital from 1901 to 1913.*
- Hyrum Lemons and Mary Elizabeth Douglass General Store (1880) - *Three two-story brick buildings constructed by the Douglass family on Main Street.*
- John E. Betts Hotel (1882)
- Opera House (1883)
- Simons-Wightman Block (1884)
- The Presbyterian Church (1885)
- Robert W. Smith Hotel (1885)
- The Green Church (1897) - *A chapel built by the Church of Jesus Christ of Latter-Day Saints still in use today.*
- Joseph Wightman Building (1898)
- Payson Exchange Savings Bank (1900) - *Housed the library and City offices.*
- The Peteetneet Museum and Cultural Arts Center (1901) - *Restored by the People for the Preservation of Peteetneet (PPP) for use as a City cultural arts facility and a Daughters of the Utah Pioneers Museum and store.*
- Lewis Block Drugstore (1903)
- Payson Fourth Ward Building (1910)



Christopher F. Dixon Jr. House 1899



John Dixon Home 1893



Peteetneet Museum & Cultural Arts Center



- National Register Historic Place
- ◆ Historic Point of Interest
- Payson Historic District
- Walking Tour

Figure 2. Payson Historic Sites Map. Sources: National Historic Building Districts in Utah, Utah Division of State History, Herald Daily Photos, National Register of Historic Places, The Peteetneet Museum and Cultural Arts Center.

Payson is currently home to approximately 19,892 residents living in 5,364 households, representing an average household size of 3.6 people.¹ While population growth has slowed slightly since 2010, future growth estimates show substantial growth over the next 40 years across Utah County and particularly in Payson.² For Payson, forecasts estimate an average annual growth rate of 6% between 2017 and 2060 (Figure 3).

Utah is expected to grow by 68% by 2050, with particularly high growth in Utah County. Utah County is expected to more than double, with an increase of 111% by 2050, and reach a population equal to that of Salt Lake County by 2065.³ A lot of that growth is expected in the southern portion of the County. Payson's birth rate for 2017 was estimated at 18.1 births per 1,000 people, compared to 15.7 statewide and 11.8 nationally.⁴ Utah's birth rate is one of the highest in the country. Payson's population is expected to reach 67,200 by 2060 (Figure 3). Leading up to 2019, approximately two-thirds of Utah's population growth was caused by births, with the remaining due to in-migration. In 2019, in-migration increased to account for approximately half of Utah's population growth.⁵

Since 2000, Payson's Hispanic and Latino population has increased from 6.8% to 13.5%. The majority (84.1%) of Payson's population is White (Figure 4).

Payson is young, with school aged children making up the largest share of the population (37%). In fact, 60% of Payson residents are 34 years of age or younger (Figure 5). While statewide median age has increased over the past decade to 30.5 years of age, the city has held at 26.2, a figure only slightly higher than the County median age of 24.5 (Figure 6).

¹All current demographic and workforce data retrieved from the US Census: American Communities Survey (ACS) 2017 (five-year estimates) via Social Explorer or On the Map.

²Municipal Populations Projections 2012 Baseline Projections-Utah Governors Office of Management and Budget (2010 to 2060) via Mountainland Association of Governments.

³*Utah's Long-Term Demographic and Economic Projections Summary*, Kem C. Gardner Policy Institute, The University of Utah, July 2017.

⁴Utah Department of Health figures available from Public Health Indicator Based Information System (IBIS) available online: https://ibis.health.utah.gov/ibisph-view/indicator/complete_profile/BrthRat.html

⁵*Components of Population Change*, Kem C. Gardner Policy Institute, The University of Utah, Accessed February 2020.

POPULATION PROJECTIONS FOR PAYSON 2020-2060

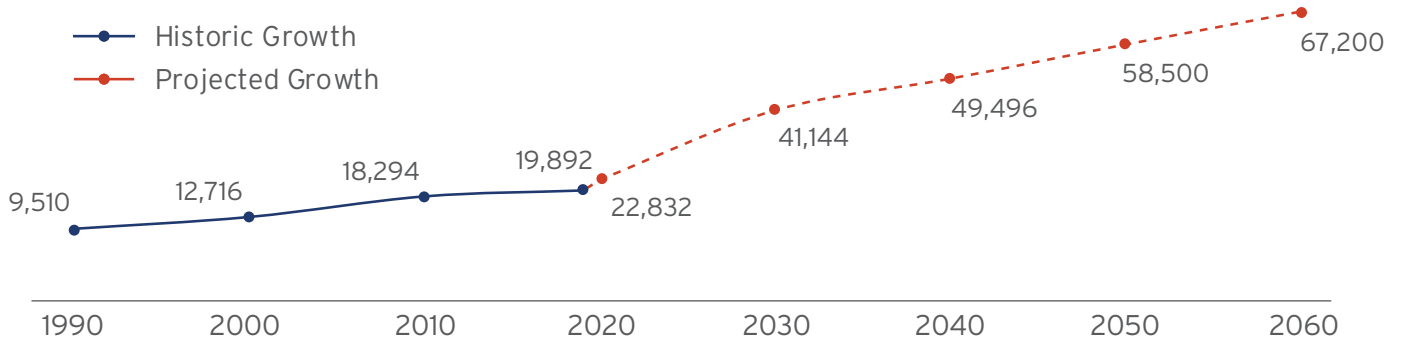


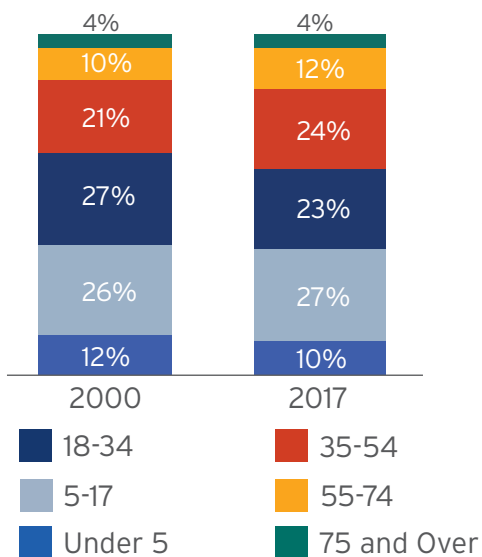
Figure 3. Sources: ACS 2017 5 Year Estimates, Utah Governors Office of Management and Budget Municipal 2012 Baseline Population Projections.

CHANGE IN DIVERSITY 2000-2017

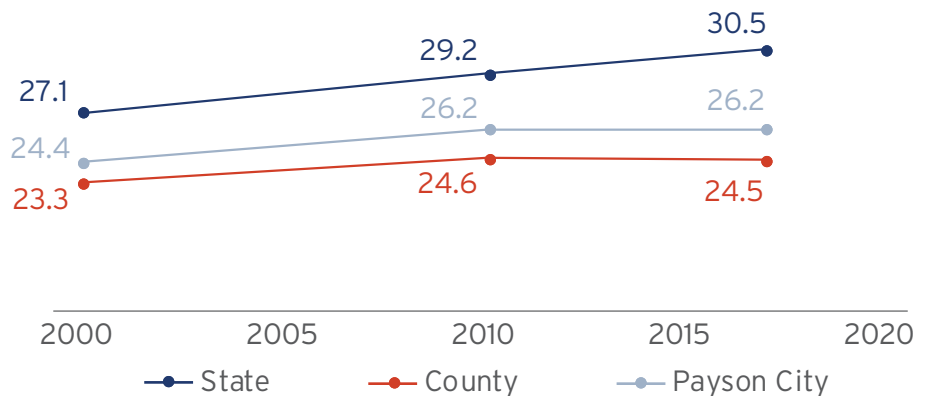
	White	Hispanic or Latino	Black or African American	American Indian and Alaskan	Asian	Pacific Islander	Other	Two or More
2000	91.44%	6.79%	0.31%	0.17%	0.38%	0.10%	0.06%	0.75%
2010	84.14%	13.29%	0.45%	0.24%	0.36%	0.23%	0.06%	1.23%
2017	84.10%	13.54%	0.40%	0.33%	0.27%	0.09%	0.05%	1.22%

Figure 4. Sources: US Census Bureau, ACS 2017 5 Year Estimates, Census 2000 and 2010.

PAYSON AGE DISTRIBUTION



MEDIAN AGE



Figures 5-6. Sources: US Census Bureau, ACS 2017 5 Year Estimates, Census 2000 and 2010.

Payson's 2017 median household income was \$62,587, which is higher than the median income of \$59,057 for the United States during that same period. When adjusted for inflation to 2018 dollars, State and County median income figures dipped significantly in 2010 and have rebounded almost to their 2000 figure. Payson's median household income dipped slightly in 2010 and continued to decrease in 2017 (Figure 7).

However, when looking more specifically at actual income distributions, 63% of Payson households are making between \$30,000 and \$100,000 per year, as compared to only 52% county-wide and state-wide. In fact, Payson has the smallest share of households living under \$30,000 per year (16%) and the smallest share living in poverty (10%) (Figures 8 and 9). A significantly larger share of the population in Payson is living just above the poverty level (28%) (Figures 9).

Compared to the State, Payson has a slightly higher percent of residents age 25 to 64 with some college or an associate degree (45%) and a higher percentage without a high school diploma (10%) (Figure 10). However, 96.9% of the civilian population age 16 to 19 are either enrolled in or graduated from high school, comparable to the State (95.7%) figure (Figure 11).

MEDIAN INCOME COMPARISON

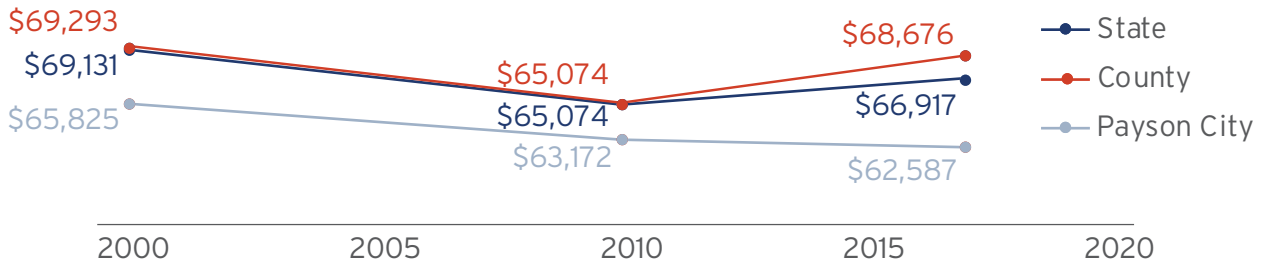
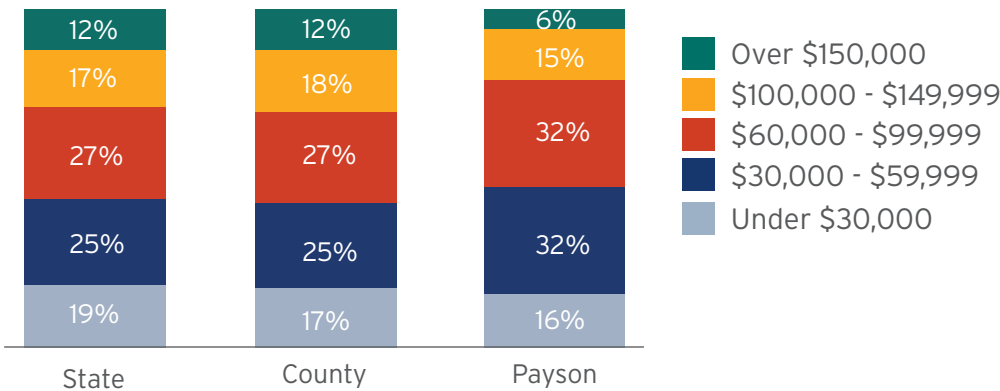


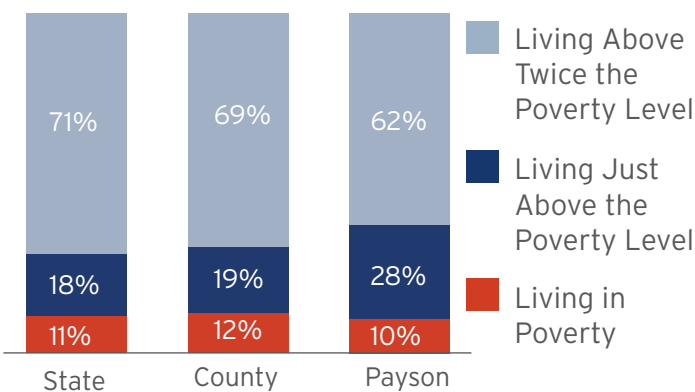
Figure 7. Source: US Census Bureau, ACS 2017 5 Year Estimates, adjusted for Inflation to 2018 Dollars.

MEDIAN HOUSEHOLD INCOME DISTRIBUTION COMPARISON



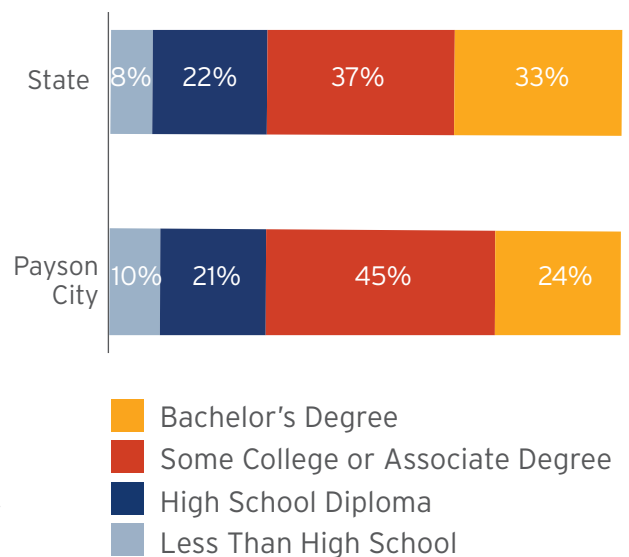
Figures 8. Source: US Census Bureau, ACS 2017 5 Year Estimates.

RATIO OF INCOME TO POVERTY



Poverty status is determined by comparing annual income to a set of dollar values (poverty thresholds) that vary by family size, number of children, and the age of the householder (US Census Bureau).

EDUCATIONAL ATTAINMENT AGES 25 TO 64



Figures 9- 10. Sources: US Census Bureau, ACS 2017 5 Year Estimates, Census 2000.

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City Profile WORKFORCE PROFILE

Along with a population increase, Payson is expected to add 23,000 new jobs by 2050. Currently, 72% of Payson’s workforce is in private sector jobs. Top industries include Educational Services Health Care and Social Assistance (24%), Retail Trade (16%), and Manufacturing (15%).

Payson has low unemployment rates (3.3%) when compared nationally (5.4%). Unemployment for civilians age 25 to 64 in the labor force is highest for those without a high school diploma and lowest for those with a bachelor’s degree.⁶ In Payson, there is a more dramatic reduction in the unemployment rate when compared to the state. The unemployment rate decreases by 7.67% for individuals with a bachelor’s degree in Payson compared to 4.20% at the State level. Payson also has a slightly higher share of the population age 24 to 64 ‘not in the labor force’ (23.8%), which is defined as students, family caregivers, and retired persons not actively seeking employment, when compared to the state (21.6%) and the Nation (22.5%) (Figure 11).

There are about 10,000 workers living in Payson, but only 1,425 (14%) also work within city limits. The remaining 8,500 workers commute outside of Payson for work. An additional 4,547 workers commute into Payson for jobs, meaning that 76% of jobs in Payson are being filled by in-bound commuters (Figure 12).



Source: Fregonese Associates. Payson Main Street. June, 2018.



Source: Fregonese Associates. Payson Main Street. June, 2018.

⁶“Civilian labor force” refers to individuals employed or unemployed and does not include individuals in the United States Armed Forces

UNEMPLOYMENT RATE: AGES 25 TO 64 IN THE LABOR FORCE

	State	Payson
Less Than High School	6.21%	8.25%
High School Diploma	4.77%	6.52%
Some College or Associate Degree	3.12%	2.92%
Bachelor's Degree	2.01%	0.58%
Total	3.31%	3.35%
Ages 25 to 64 Not in Labor Force	22%	24%
Ages 16 to 19: Enrolled or Graduated	96%	97%

Figure 11. Source: US Census Bureau, ACS 2017 5 Year Estimates.

COMMUTING PATTERNS

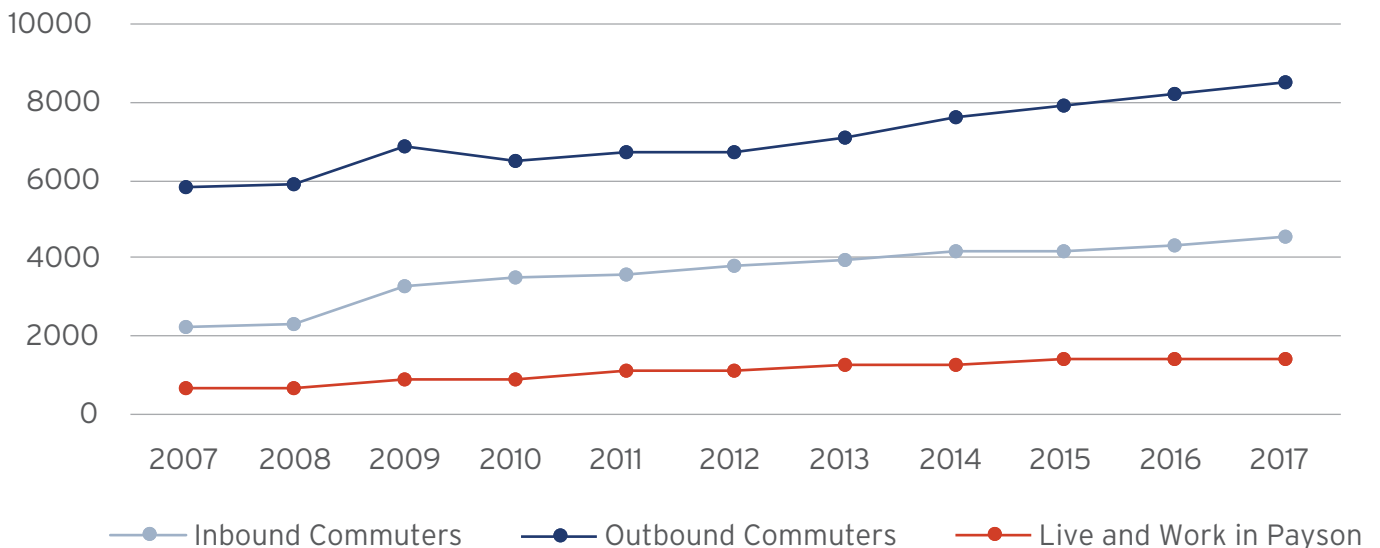


Figure 12. Source: US Census Bureau, Center for Economic Studies, OnTheMap.

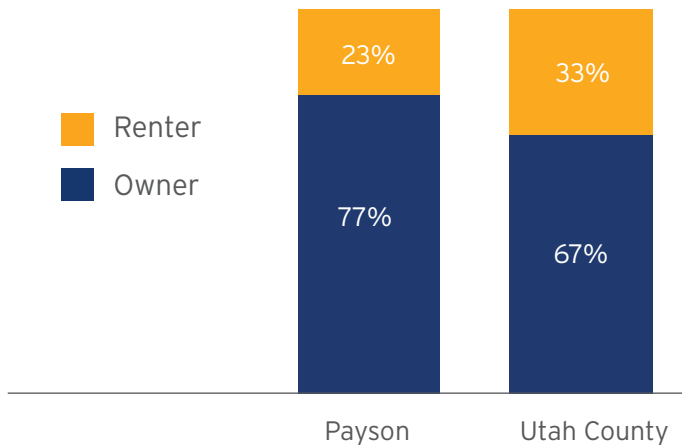
Current Housing Mix

Payson's housing stock is predominantly owners (77%), with a higher percentage than at the county-level (67%) (Figure 13). When broken down by housing type, "single family", "townhome", and "mobile home" units in Payson are primarily owner occupied, while "multi-family" units are occupied by a greater percentage of renters (Figure 14). The majority of housing units are occupied by households with an income between \$50,000 and just under \$100,000, with most rental units occupied by households with incomes under \$50,000 (Figure 15). In general, single-family homes are on lots ranging between 10,000 to 12,000 square feet. At that size, the addition of 1,000 households would require approximately 250 acres of new development in Payson.

Balanced Housing for Payson's Future

As Payson continues to grow, the City will need to increase the housing supply with a balanced mix of new single-family homes, townhomes, and new styles of multi-family and mixed-use buildings. Single-family homes on small lots, townhomes, and multi-family housing will reduce the amount of open space, rural, and agricultural land that must be developed to satisfy the growing housing needs. New development will need to reflect changing preferences, preserve open spaces, and ensure an economical and efficient use of public infrastructure.

HOUSING TENURE 2017



Figures 13. Sources: Balanced Housing Model Charts, ACS 2017 5 Year Estimates.

PAYSON HOUSING MIX

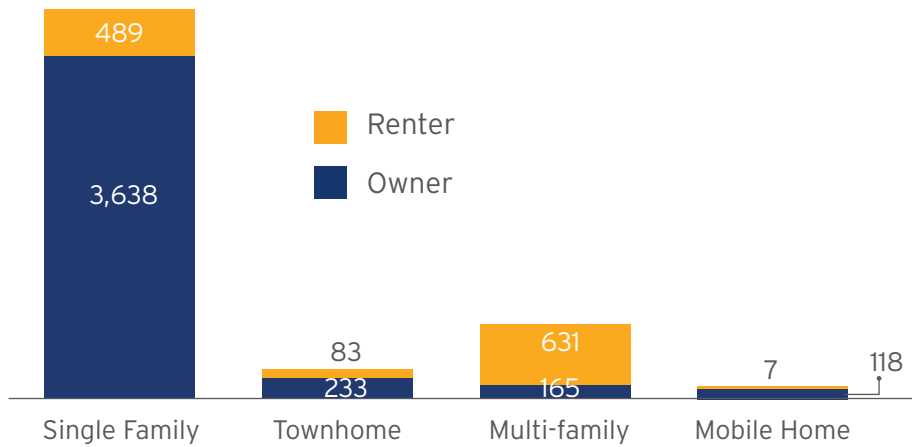


Figure 14. Sources: Balanced Housing Model Charts, ACS 2017 5 Year Estimates.

OCCUPIED HOUSING UNITS BY HOUSEHOLD INCOME

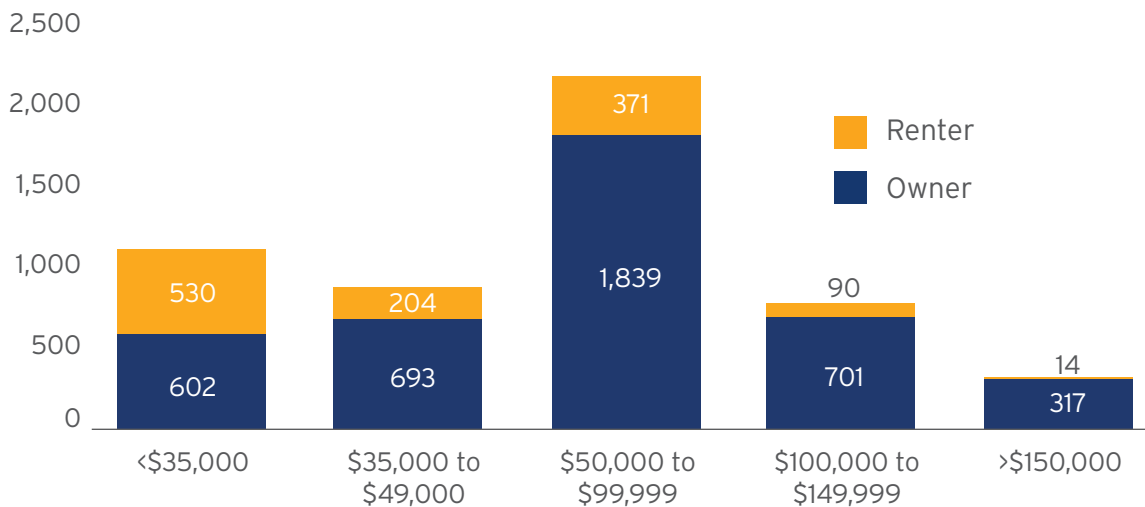


Figure 15. Sources: Balanced Housing Model Charts, ACS 2017 5 Year Estimates, income in 2018 Dollars.



Source: Fregonese Associates. Public Workshop Materials. June 2018.

Visioning

Three visioning workshops were held in June 2018 – one during the day, one in the evening, and one specifically targeted towards West Mountain residents. These workshops offered an exciting way for participants to have a “hands-on” experience in developing the plan to learn about the important trade-offs inherent in planning, and to provide valuable insight into solutions supported by the community. The initial workshop process included live polling, a mapping exercise, and a presentation of results and further discussion. There were approximately 100 participants total in the three workshops.

An online workshop, including an interactive online comment map and survey, was made available for those who were unable to attend the workshops. The survey received a total of 176 responses and 109 comments were made on the online map.

The results of these visioning efforts informed the Vision statement and scenario alternatives for Imagine Payson.

Imagine Payson Scenarios

In November 2018, a public open house was held to present four alternative scenarios developed by the project team. Lessons learned from the scenarios, including key themes and development impacts, were shared with attendees via presentation, handouts, and posters. Participants were invited to share their feedback through paper surveys and instant polling. There were approximately 100 people in attendance at the open house.

An online survey was available for those who were unable to attend the open house. This survey asked questions about participants’ opinions and preferences for the four scenarios. The online survey received 211 responses. When asked “Which scenario do you feel best represents your vision for Payson’s future”, 37% of respondents selected scenario three and 35% selected scenario four.⁷

⁷Imagine Payson Survey, 2019.

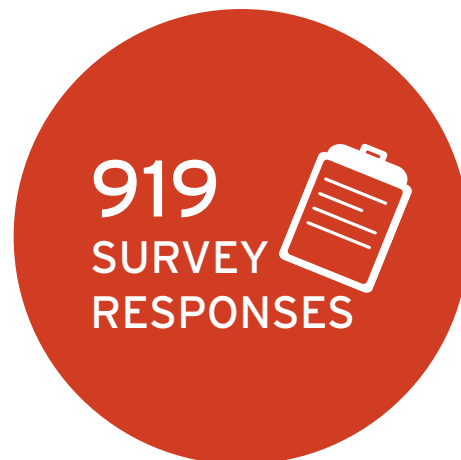
Feedback received through the open house and survey was used to shape the preferred scenario, which ultimately became the Imagine Payson Vision Map.

Transportation, Parks, and Recreation

A public workshop was held in April 2019 for the community to provide feedback on issues related to transportation and parks and recreation. The project team gave a brief presentation and conducted instant polling. After the polling, attendees were able to visit stations around the room to share their thoughts on the future of transportation and parks and open space in Payson. A survey on parks and recreation was given to workshop participants and was available online after the event. A total of 70 paper surveys were returned at the workshop and an additional 462 responses were recorded through the online survey.

“Payson’s historic downtown could be a real gem and an attraction for outsiders

~ Online Map Comment



Source: Fregonese Associates. Open House. November, 2018.

Steering Committee

The Steering Committee helped to determine the direction of Imagine Payson throughout the project and provided valuable oversight. The Committee was comprised of area residents, property owners, institutional representatives, and members of local organizations with a stake in the future of Payson.

Individual Interviews

To engage community leaders in the process and to obtain a detailed understanding of current perceptions about Payson, the planning team conducted several individual interviews. Participants included individual business owners, community leaders, and local real estate developers.

Website and Online Engagement

The Imagine Payson branded website (imaginepayson.com) created a continuous community presence. It was used to engage and inform community members, to provide information about upcoming events, and as a means of public feedback through surveys and email contact. Plan information was also shared via Payson's social media sites, as well as through regular emails to a subscriber list of over 2,500 contacts.



What is the main reason you choose to live in Payson?

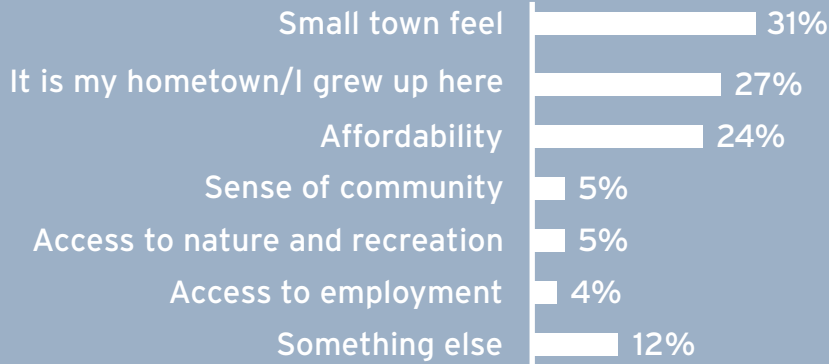
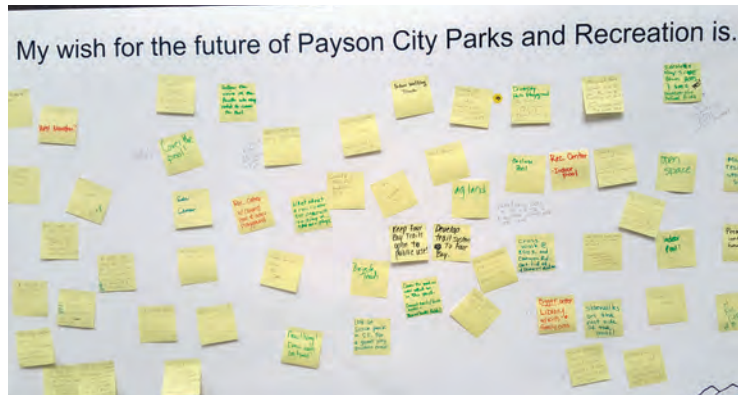


Figure 16. Source: Payson Community Survey, 2019.



IMAGINE PAYSON

Welcome to the OPEN HOUSE

» ————— «



Tonight, we invite you to explore....

- ① the vision statements that communicate the aspirations for Payson's future
- ② the four scenarios for the study area and the key differences between each scenario
- ③ the measurable outcomes that each scenario option yields, their nuances, and the overall effect of each scenario option on Payson's future

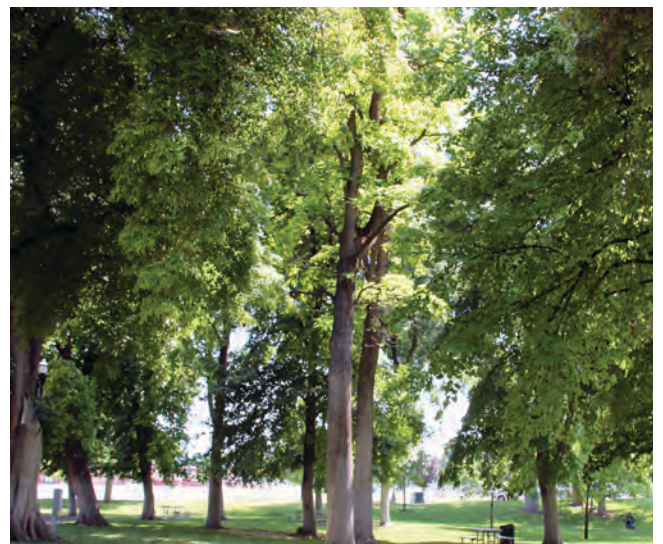
SHARE YOUR FEEDBACK!

WRITE YOUR COMMENTS ON NOTE CARDS AND STICK THEM ON THE POSTERS!
 Tell us your scenario preferences and any general comments you may have!

MARK THE MAPS!
 Feel free to write or draw on the posters to give us more specific feedback.

“ This plan will shape how and where the city grows for the next 30 years! ”

Source: Fregonese Associates. Open Houses. November, 2018 and April, 2019.



Source: Fregonese Associates. Payson Main Street, Memorial Park, and Hollow Park Mountain. June, 2018.

“What should Payson be in the future?”

The Vision allows residents, business owners, developers, and visitors an opportunity to see what Payson strives to be. The Vision was formed through broad citizen input and reflects the consensus of their values and goals for the future. The Vision is the foundation for the Imagine Payson General Plan.

The diverse group of community representatives who served on the Steering Committee captured the hopes, dreams, and aspirations for Payson’s future in a set of guiding principles. Guiding principles provide a framework for developing the goals, strategies, and actions in each chapter of the Imagine Payson General Plan. Using guiding principles in this way ensures that the planning and implementation process remain consistent with the shared Vision of Payson’s residents.

COMMUNITY

- Preserve our strong sense of community.
- Ensure that residential and commercial design complements and contributes to our community.
- Engage the community in government and other civic activities in a manner that all segments of the population are heard and represented.
- Plan neighborhoods where all residents have access to nearby jobs, healthcare, education, services, shopping, parks, and open space.
- Future development should protect historic Main Street, existing neighborhoods, and agricultural resources, while enhancing urban areas and creating new mixed-use centers.



**As our
community
grows...**



ECONOMY

- Make Payson a place where people want to stay, live, work, recreate, and establish roots.
- Reinvest in the existing urbanized areas of the city.
- Support and grow local business 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 jobs skills, particularly those for which Payson has a regional advantage and those expected to grow in the future.

GUIDING PRINCIPLES FROM PUBLIC ENGAGEMENT

INFRASTRUCTURE + TRANSPORTATION



- Ensure our neighborhoods have sidewalks, pedestrian ways, bike facilities and trails that connect to key destinations.
- Maintain and upgrade the infrastructure we have. Improve existing roadways and upgrade water and sewer lines.
- Invest in new public infrastructure that benefits the community broadly and makes good use of public funds.
- Reduce water consumption, using strategies such as drought tolerant landscaping, water-saving irrigation systems, and water reclamation.

HEALTH



- Maintain and enhance access to quality health care.
- Coordinate land use and transportation to minimize travel time and distances between daily destinations – allowing people to live closer to work and services, live or work close to transit, and live in walk- and bike-friendly areas.

HOUSING



- Payson has safe neighborhoods with a variety of high-quality housing options.
- Payson is a city where newcomers can stay, find a home, and join the community.
- Payson has housing of different types and styles for people of all ages and incomes. This includes homes in single-family neighborhoods, executive housing, and affordable apartments in neighborhoods with higher density that provide for increased sustainability, livability, walkability, cost-efficiency, and access to services.
- Future development should protect historic buildings, enhance neighborhoods and urban areas, and create new mixed-use centers.

1

The Vision

HOW WILL PAYSON LOOK IN THE FUTURE?



A strong sense of community

Payson is a welcoming community made up of residents who share pride in their city, are invested in the community, and share a sense of belonging.



A livable, connected community

Neighborhoods that are walkable with easy connections to services, schools, shopping, restaurants, and outdoor recreation.



Access to trails and nature

Trails connecting to natural areas and parks make the city more beautiful and enjoyable while also supporting a healthy outdoor lifestyle that Payson residents value.



Infrastructure to support existing and future growth

Payson has quality infrastructure to sustain both the existing city and newly developed areas.



Centers, corridors, and connections

Payson reinvests in its existing streets, neighborhoods, and community gathering places. Connections throughout the city are enhanced and provide convenient options for residents to walk, bike, or drive.



A strong health and educational foundation

Education and good health are the foundation of community prosperity and economic success.



A growing number of young leaders

Payson's pool of talented young people are engaged in the decision-making and leadership processes of civic and business life.



A growing business environment

As Payson grows it will be important to support new businesses and local entrepreneurs that foster innovation, creativity, and community vitality.



A community that supports and celebrates agriculture

Payson is an agriculture-friendly community. The city celebrates its agricultural roots by supporting farmers and ranchers.

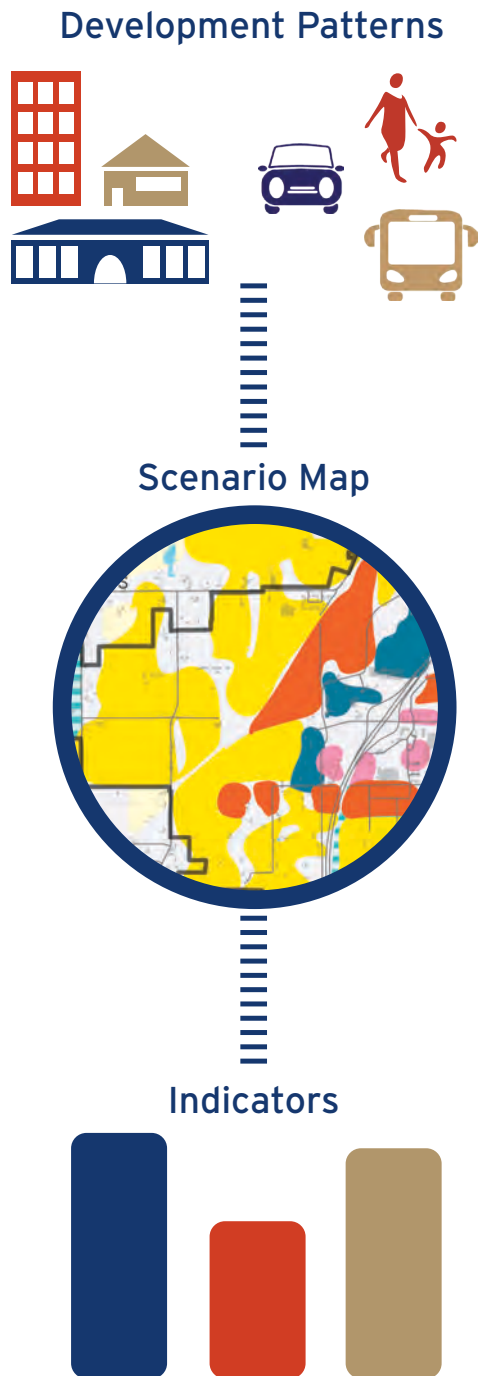
Source: Fregonese Associates. June, 2018, October 2018, and April, 2019.

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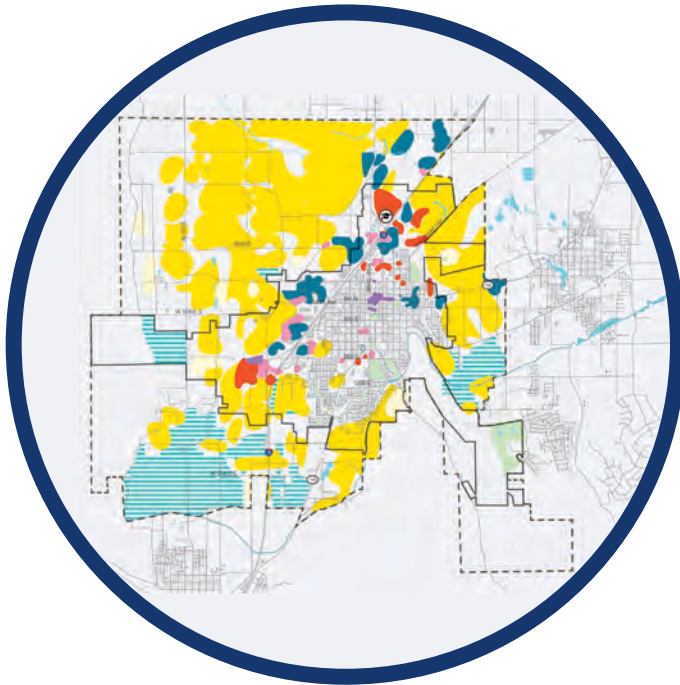
Scenarios

HOW SCENARIOS SHAPED THE VISION

Building a scenario



Future land use scenarios help to predict what the future might look like based on the choices we make today. It is possible to calculate the approximate impact those choices would have on the things that matter most to the community. The future land use scenarios were both data driven and based on valuable input from the public, stakeholders, and planning experts. The project team developed and refined four detailed scenarios, accounting for anticipated physical, social, and market conditions in Payson. Key development indicators such as future employment, housing, and open space were used to support this process. Three of the scenarios represent various alternatives from community input and a fourth illustrates how the area might develop if “business as usual” development continues. All four scenarios show alternative ways to accommodate the city’s growth forecast. All scenarios protect land within agricultural areas and assume the construction of the future UVU campus on the north end of Payson.

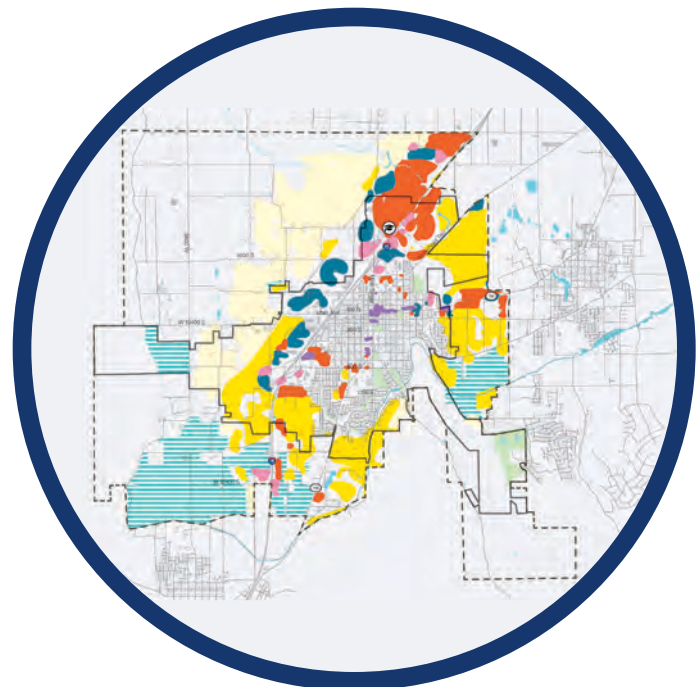


Scenario 1 - Trend

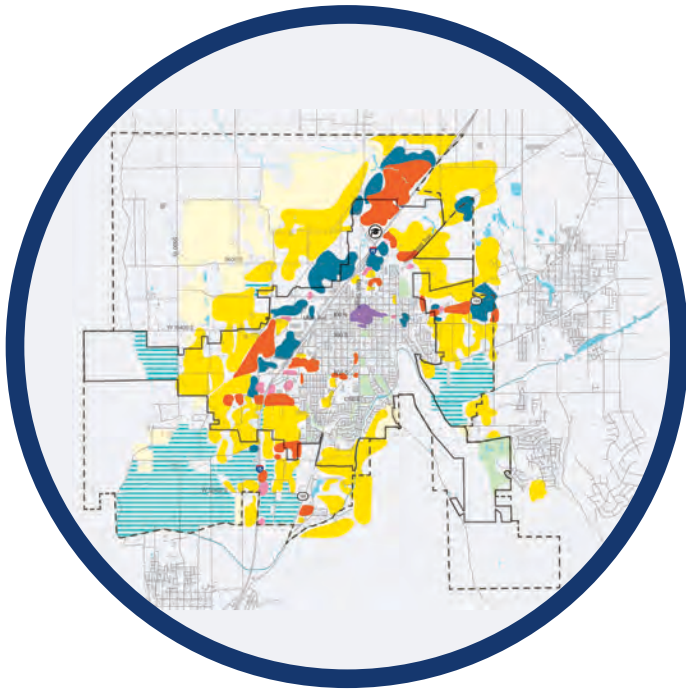
- Depicts a “business-as-usual” option.
- Residential growth moves largely east and west of the existing city.
- Requires the greatest public cost to implement and has the most expected traffic congestion.
- New growth increases separation of uses and does not include a mix of services to support new residents near where they live.
- Consumes the most land, leaving less for future generations.

Scenario 2

- Imagines a future where mixed-use neighborhoods become increasingly common.
- Future residents would live near jobs, shopping and recreation and be able to meet many daily needs within a short walk from home.
- Adds the greatest amount of new development on the least amount of land.
- Includes the largest number of new apartments and townhomes within the existing city – primarily focused on the north end of town near the future UVU campus.
- Lowest housing growth in West Mountain compared to other scenarios.



1 Scenarios

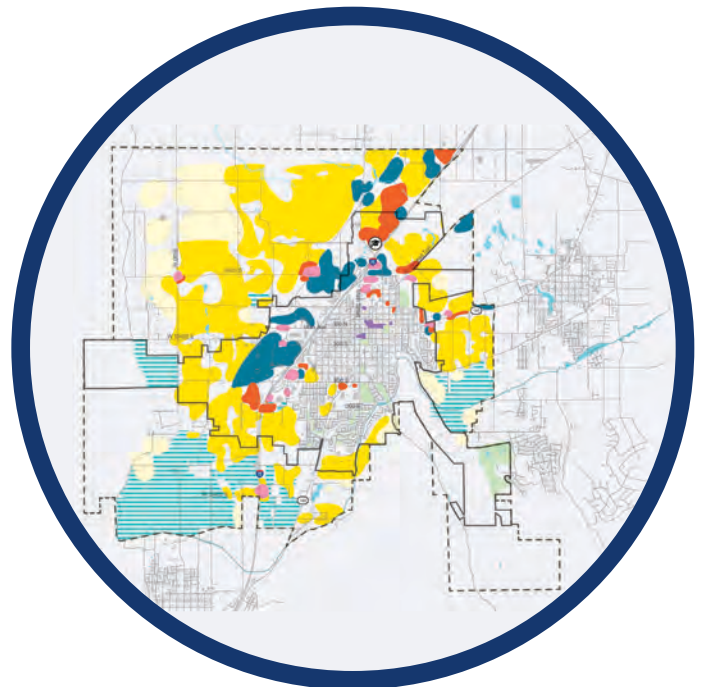


Scenario 3

- Imagines a future where growth is focused in centers and corridors.
- Features three primary centers of growth – one to the north near the future UVU campus, the second near Walmart, and third, significant redevelopment on and around Main Street bringing multi-story infill.
- Centers absorb the most growth while residential expansion happens on the edges of town.
- Job growth is concentrated along the 1-15 corridor and downtown Main Street.

Scenario 4

- Mix of infill within the city and new growth on the outskirts of town.
- Includes small-scale commercial nodes within West Mountain.
- Walkable community nodes could provide services such as schools, shopping, or medical offices.



The four scenarios provided important lessons for future growth and development in Payson. These lessons were used to develop a preferred scenario which informed Payson's Vision Map (page 33).

Sprawl is expensive.

To build subdivisions in the West Mountain area and outskirts, roads and utility services such as water and sewer will need to be extended a significant distance, at a high cost to the City and taxpayers. Infill projects often replace aging infrastructure that the city needs to maintain.

Sprawling development patterns are:

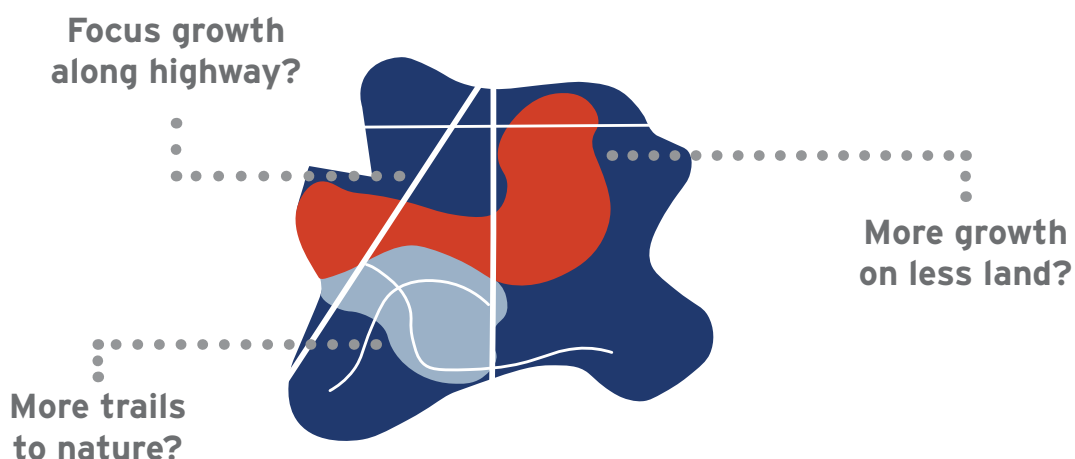
- Costly to maintain.
- Have less property taxes per mile of infrastructure.
- Increase the total miles of infrastructure needed for the same unit/population count.
- Increase miles per trip and add extra traffic.
- Reduce agricultural land and future developable land.

Complete communities create many benefits.

By concentrating growth and placing amenities such as schools, parks, grocery stores, restaurants, shops, and doctor's offices close to people's homes, travel distances are reduced, walking and biking becomes more feasible, and traffic congestion improves.

Payson can accommodate growth and maintain access to outdoor recreation.

Payson residents want to protect existing parks and open spaces and invest in future green space. Connecting new and existing parks and open spaces with a series of trails through the city and its open spaces will enhance Payson's natural areas and enhance the community's quality of life.



The Imagine Payson Vision Map is a starting point for developing the Imagine Payson General Plan and serves as a guide for future planning and decision-making. The Vision is based on the preferred scenario. It reflects community preferences for future land use that were expressed through engagement activities. The Vision highlights the ideas, direction, and focus for crafting the City's land use, transportation, parks, and infrastructure master plans. The Vision Map shows the major building blocks that shape the city's continued growth and reinvestment.

Activity Centers

Activity centers are districts and destinations that serve the entire city as well as surrounding communities. Historic Downtown, the future UVU campus site, the hospital area, and the commercial center on I-15 and 800 South are all major centers of commerce, employment, and activity. Activity centers include commercial areas with grocery stores, medical and professional offices, personal services, restaurants and cafes, entertainment and shopping alongside mixed-use housing.

Employment Centers

Distributed across the city, employment centers are areas of concentrated office and industrial uses. Some employment areas may have mixed use housing as well. These employment centers drive the city's diverse economy.

Major Corridors

Major corridors, such as Main Street, Utah Avenue, 800 South, 100 West, and 100 North, serve as

destinations and travel routes. These streets connect travelers to the land uses along them, and, although not all corridors have high-quality sidewalks and crossings, these features could be enhanced in the future. The mix of land uses and pedestrian environments along these corridors will vary based on the context.

Existing Neighborhoods

Existing neighborhoods primarily consist of single-family homes, agricultural land, public facilities, and employment centers whose character the city wishes to preserve, though elements like infrastructure and streetscapes may need to be updated.

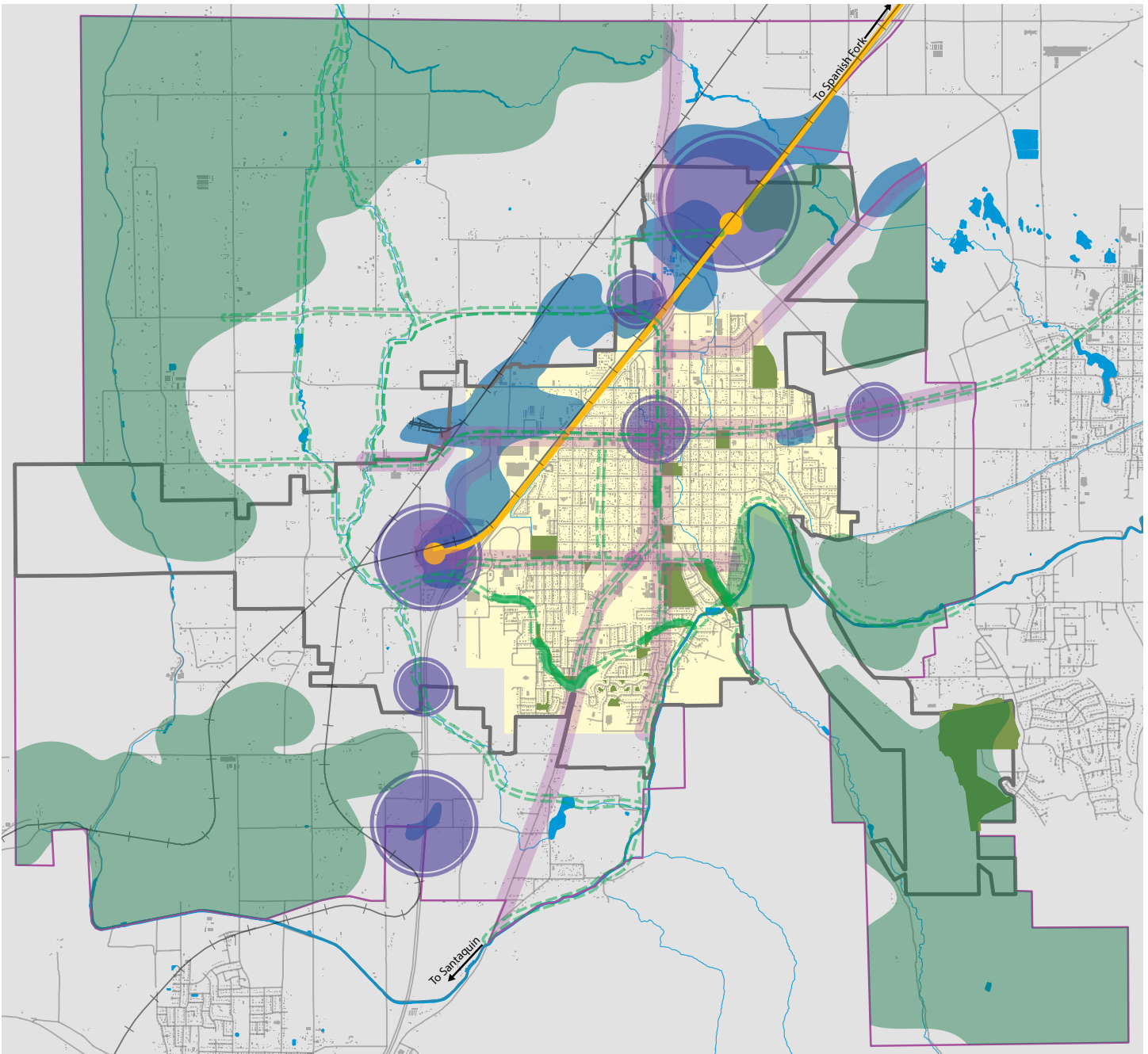
















Figure 17. Payson Vision Map, Source: Fregonese Associates.

- | | | | |
|---|----------------------------|---|---------------------|
|  | Payson Boundary |  | Activity Center |
|  | Payson Annexation Boundary |  | Employment Center |
|  | Building Footprint |  | Open Space |
|  | Park |  | Water Body |
|  | Area of Stability |  | Major Corridor |
|  | Front Runner Commuter Rail |  | Existing Connection |
|  | Stream |  | Desired Connection |

1 Plan Summary

Each chapter of the Imagine Payson General Plan covers a broad functional aspect of the city. While separated for organizational purposes, each chapter is linked to support the goals, strategies, and actions articulated in the other chapters and in furtherance of the Vision and guiding principles.

For example, the goals and strategies in the Transportation and Circulation Chapter are coordinated with Land Use, so that parcels around an anticipated transit station are developed for housing, jobs, and amenities. All goals and strategies in the plan support and promote the Imagine Payson Vision. The General Plan is supported by additional planning documents that provide detailed strategies for infrastructure, transportation, and parks and open space improvements, as well as implementation strategies for the goals of the Imagine Payson General Plan.

The following pages summarize each chapter of the plan, and supporting documents:

Imagine Payson General Plan

*Land Use
Infrastructure
Transportation + Circulation
Parks and Recreation
Economic Development
Housing
Financial*

Strategic Plan

Master Plans

*Culinary Water
Pressurized Irrigation
Sewer
Storm Drain
Transportation
Parks and Recreation*

How we get there

- Use the Vision Map as a guide for future development decisions.
- Promote centers, corridors, and connections that connect housing, jobs, and services.
- Focus on providing new development types with density predominately within areas already served by existing infrastructure.
- Emphasize infill and reinvestment in aging areas.
- Create a neighborhood-based approach to planning where all residents have access to jobs, healthcare, education, services, shopping, parks, and open space.

The Land Use Chapter will focus on the regulations, investments, and other tools that can be used to achieve Payson's Vision. Land use planning and urban design will help determine how to accommodate growth and ascertain the needs for housing, economic activity, redevelopment, and revitalization of key centers, along with areas of stability that should be preserved.



Source: Fregonese Associates. Payson Mountains. June, 2018.

Future jobs and housing development will impact existing and planned public services and facilities. The Infrastructure Chapter will address the need to maintain a balance between the rate of private development and the provision of public services and facilities within Payson.

How we get there

- Identify and assess needs for utility and infrastructure expansion as new development occurs in Payson.
- Create complete neighborhoods with access to educational facilities in all neighborhoods.
- Work with the Police and Fire departments to determine the need for additional stations to support increased population and maintain appropriate response times.



Source: Fregonese Associates. Payson Neighborhood. April, 2019.

How we get there

- Improve transportation connections within Payson including all modes: automobiles, transit, bicycles, walking, and emerging mobility options such as electric and autonomous vehicles.
- Prioritize walking, biking, and transit as a means to increase overall system capacity.
- Improve safety for all transportation users by focusing on high frequency crash locations.
- Integrate land use and transportation facilities to reduce dependency on a single mode of travel, and to minimize travel time and distance between home, work, school, and shopping.
- Support economic development efforts by encouraging placemaking through street design in strategic locations.
- Continue supporting regional transportation solutions by coordinating decisions with neighboring communities, MAG (MPO), UTA and UDOT.

Payson residents will have a wide variety of transportation choices for getting around. All residents will be able to access major corridors, neighborhood corridors, active corridors and transit routes. In the future, people living and working in the city will be able to drive, bike, catch a bus or hop a train to just about anywhere in the region. Commuters will spend less time delayed in traffic and getting around will be safer and more convenient by any mode.



Source: Fregonese Associates. Payson Trail. April, 2019.

Payson residents value having easy access to outdoor recreation opportunities and have expressed a desire for new and improved park and recreation facilities linked by a series of trails throughout the city. Easy access to the recreational opportunities and the environment is also a major quality of life indicator. This chapter will identify existing open space and develop a program for the protection and connection of critical natural areas into a fluid open space network.

How we get there

- Use geographic analysis from the Imagine Payson General Plan to analyze future needs and set targets and benchmarks for park access.
- Establish park and recreational opportunities in all neighborhoods.
- Expand the existing trails system in Payson to link open spaces and parks throughout the city.
- Identify neighborhoods with lower park access and work to expand access.
- Address funding constraints and identify potential funding mechanisms.



Source: Fregonese Associates. *Payson Flora*. June, 2018.

How we get there

- Foster entrepreneurship and innovation.
- 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.
- Promote partnerships between public and private sectors, specifically between higher education and research programs, and private business and public agencies.
- Connect business retention and recruitment efforts to existing and emerging industry clusters, focus on those which provide good wages and are expected to grow nationally.
- To encourage vibrant economic cores that promote business growth, maximize land around employment districts, the anticipated FrontRunner station and UVU campus, and along the I-15 corridor.
- Encourage young leaders to participate in decision-making and leadership roles in civic and business life.

Economic prosperity is key to shaping the future of Payson. To drive prosperity, Payson will build on the city's existing economic assets, invest in new and existing commercial centers, work to attract new businesses to the community, and support workforce development.

A strategic approach to economic development works with innovations in land use, housing, transportation, education, and open space to improve the quality of life for residents and foster a vibrant community, which in turn supports new and expanding businesses. This approach is designed to promote Payson as an attractive place to live, work, play, and do business.



Source: Fregonese Associates. Downtown Payson. June, 2018.

Future Payson residents will have an array of housing options to serve various income ranges, ages, and lifestyles. Young families will be able to afford attractive homes in walkable and safe neighborhoods, with access to jobs, schools, and parks. Those looking to downsize to more manageable homes will be able to choose from affordable housing styles in several communities that offer proximity to restaurants, shopping, health care, and parks. The redevelopment of aging apartment complexes and investments in community and infrastructure will improve the quality of life in Payson. Variety, flexibility and affordability of housing choices for newcomers and long-time residents alike will make a strong case for living and working in Payson.

How we get there

- Promote affordable housing with a balance of housing types.
- Encourage new types of smaller-lot single family homes, such as cottage and courtyard homes.
- Create mixed-use housing opportunities in key centers and corridors.
- Encourage transit-oriented development along transit corridors and surrounding future FrontRunner station.
- Provide for partnerships with public, private, and nonprofit entities to provide complete neighborhoods with access to health and educational facilities, services, and shopping.
- Protect existing neighborhoods and provide for reinvestment in declining areas.



Source: Fregonese Associates. Payson Home. February, 2018.

How we get there

- Invest in the capital improvements program to ensure high-quality infrastructure and services for residents and visitors.
- Invest in street improvements, storm drainage improvements, parks services, city buildings, water and sewer infrastructure, fire services, and police services.
- Identify funding sources for improvements needed to support new development, including appropriate impact fees.
- Prioritize and implement improvements in phases, as the city grows.

Future growth in Payson must be supported by adequate community resources, public facilities, and services in place or planned for at the time of new development. In order to provide these services and facilities, it will be essential to preserve and grow municipal funding sources to secure long-term financial stability for Payson.



Source: Fregonese Associates. Payson scenery. June, 2018 and April, 2019.

CHAPTER 2

LAND USE



Source: Fregonese Associates. Payson, Utah. June, 2018.

Purpose of a Land Use Element:

- Show the general distribution, location, and characteristics of current and future land uses.
- Identify future land uses and their intensity and density - supported by land-use projections linked to population and economic forecasts for a specified time period.
- Strive for a diverse mix of land uses that support complete neighborhoods, vibrant commercial centers, and healthy employment centers.
- Balance of land uses - flexible enough to respond to current and future market conditions.
- Preservation and improvement of neighborhoods and property values.
- Appropriate disbursement of density in proper locations.

Individual land use decisions move Payson toward the Imagine Payson Vision and significantly contribute to Payson's future fiscal stability. These decisions focus on creating quality neighborhoods with a variety of housing options and attractive job centers to reduce commute times and retain both young talent and aging long-time residents.

This chapter focuses on the land use planning tools available to pursue the Imagine Payson Vision, the framework to guide future land use and design decisions. These elements determine how the community can choose to accommodate expected growth while identifying needs for transportation, housing, economic activity, redevelopment, and

the revitalization of key centers and corridors. It also identifies areas of stability, agricultural land, and sensitive natural features and systems that need protecting. Compact development is not only economically efficient, it can complement existing land uses and promote vibrant growth without leapfrogging infrastructure improvements or sacrificing the area's open spaces and deep connection to Payson's agricultural roots. However, this document is just the beginning. It serves as a foundation for future land use decisions, which will determine how much of this Vision can be realized for the people of Payson.

GUIDING PRINCIPLES



- 1** Plan neighborhoods where all residents have access to nearby jobs, healthcare, education, services, shopping, parks, and open space.
- 2** Ensure that residential and commercial design complements and contributes to our community.
- 3** Future development should protect historic Main Street, existing neighborhoods, and agricultural resources while enhancing urban areas and creating new mixed-use centers.

Payson's historic buildings, neighborhoods, and natural landscape - its canyon, farmland, foothills, and wetlands - have come to define its character. This landscape is an integral part of the community's quality of life. As of 2020, approximately 83% of Payson's 20,168 acres (31.5 square miles) of land remains undeveloped. How this land is developed or preserved will greatly impact Payson's identity and quality of life for future generations.



















Payson's current land use pattern is a combination of several factors, including historical trends, the location of transportation facilities, the housing market, socio-economics, and the political environment. Cities are ever-changing. While there are many aspects of the community that can be admired, there are also other opportunities for change. The community has an opportunity to implement new land use strategies to address today's needs.

Payson has a turn of the century commercial Main Street surrounded largely by single-family homes on a grid street network. This expands to tract homes on a curvilinear network popularized in prior decades. More recent development has emphasized a mix of housing types and the start of nodal development with multi-family housing closer to major interchanges and a return to the grid. With so much developable land, Payson is in a situation to craft its own future. It is the mission of Imagine Payson to develop and implement land use, zoning, and growth plans for a diverse, vibrant community.

Of the land that has already been developed, most of the acreage has been designated as single-family residential land (64%). Other land uses include industrial (12%), public/civic (8%), retail (6%), educational (3%), and office (2%) and multi-family housing (2%). These uses primarily reflect the 2003 General Plan designations and their corresponding and more detailed zoning categories.

-  Growth Boundary
-  Payson Boundary

2019 Zoning

-  Specific Plan
-  Residential Agriculture
-  Annexation Holding Zone
-  Residential 7500
-  Residential 9000
-  Residential 10000
-  Residential 12000
-  Residential Multiple Family
-  Professional Office
-  Central Commercial
-  Neighborhood Commercial
-  General Commercial
-  Industrial
-  Planned Reclamation Zone
-  Highway Service
-  Business Park Development
-  Mountain Hillside
-  Planned Community

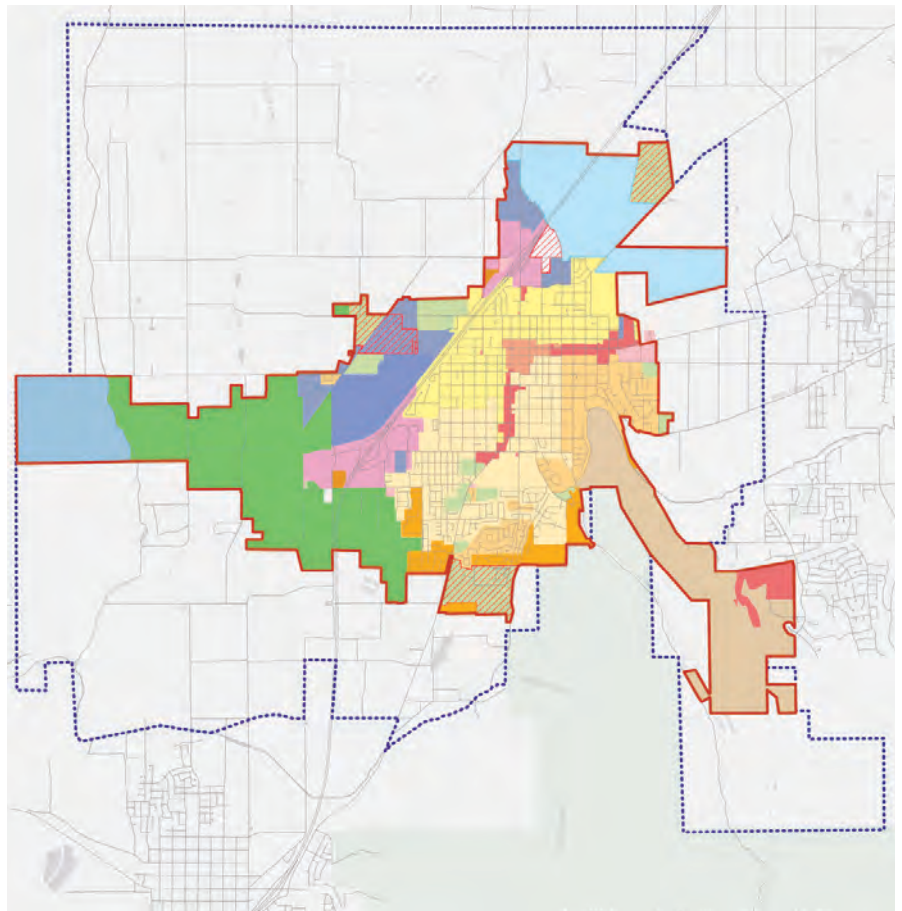
















Figure 18. Payson Current Zoning 2019. Source: Payson.

-  Growth Boundary
-  Payson Boundary

2003 General Plan

-  Commercial
-  T O D / Mixed Use
-  Industrial
-  Public Facilities
-  Very Low Density 1 Unit/15 Acres
-  Low Density .2-1 Units/Acre
-  Medium Density 1.1-3.8 Units/Acre
-  Medium High Density 3.9-5.9 Units/Acre
-  High Density 6-20 Units/Acre
-  Planned Community
-  Sensitive Lands
-  U.S. Forest Service

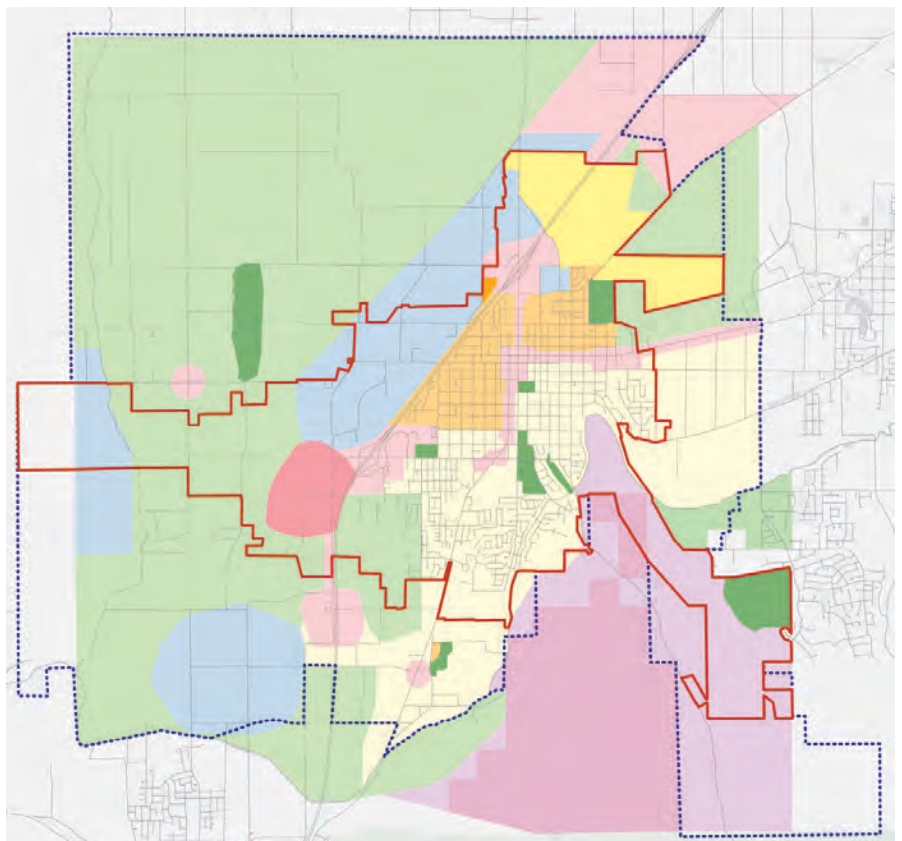


Figure 19. Payson General Plan Designations 2003. Source: Payson.

Constraints Affecting Land Use

Wetlands, mountain slopes, highways, and railroad tracks constrain development. These natural and artificial constraints need to be identified and assessed when making regional and local land use decisions. Land use and development also depend on soils, seismic faults, climate, and floodplains.

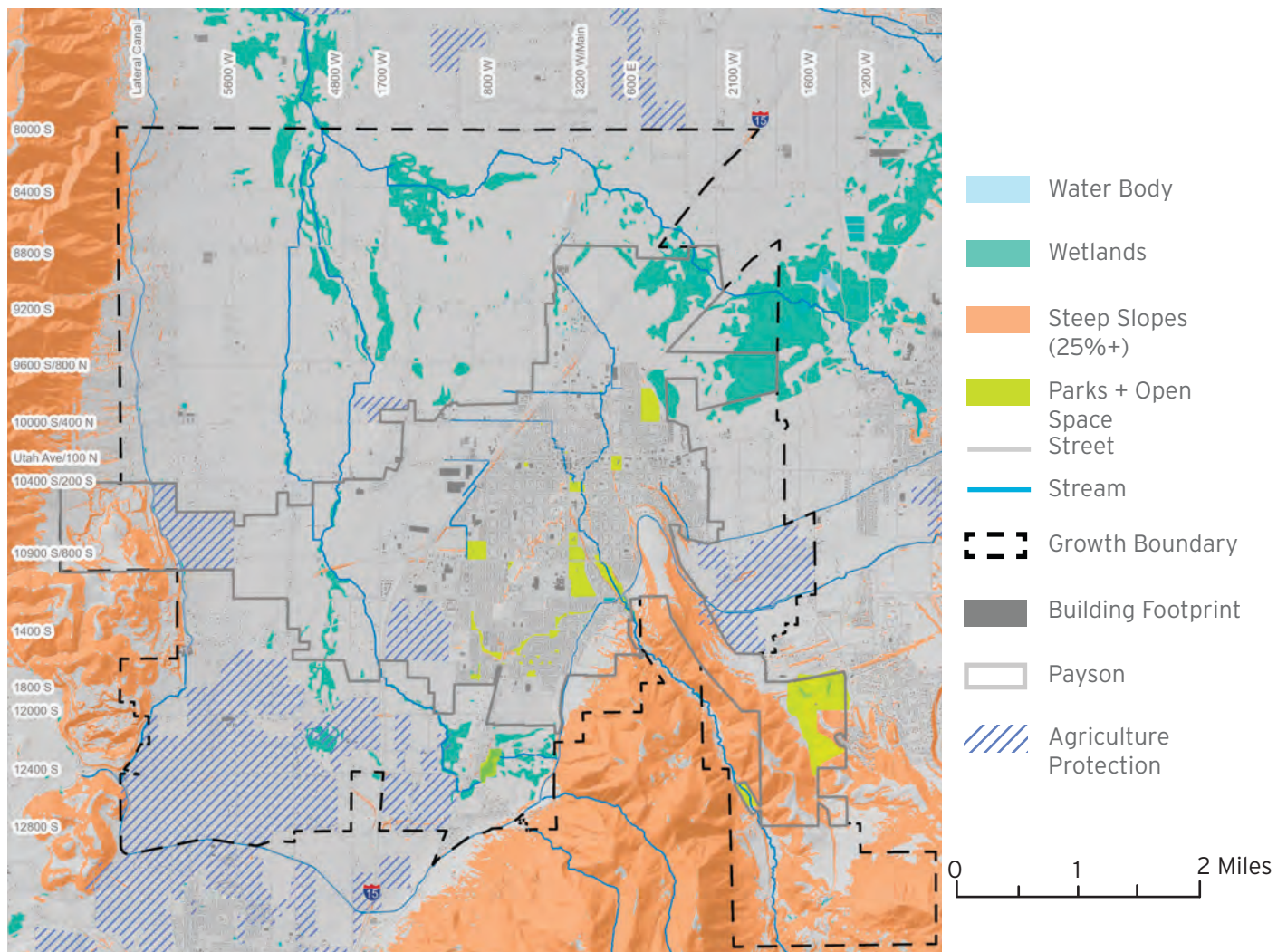


Figure 20. Payson Constraints Map, Source: Fregonese Associates.

The general plan and its maps, diagrams, and development policies expresses the community's vision of how and where it will grow and change in the future. The general plan typically has a time horizon of about 20 years, giving the city an opportunity to think long-term about what it wishes to preserve and what it wishes to change.

As the city grows there will be a need to prepare small area plans to provide additional guidance in land use, transportation, utilities, and other services for new planning areas. Small area plans contain a set of specific strategies for a specific geography that often has a cohesive set of characteristics. These plans assist in implementing the goals and recommendations of the general plan at a neighborhood level.

Land use decisions are controlled primarily by Title 19, Zoning Ordinance of the Payson Municipal Code, which implements the land use and growth plans set forth in the General Plan. The Zoning Ordinance regulates building height, setbacks, parking, and density requirements. Planning Commission reviews and recommends development applications and City Council permits subject to the ordinance. Appeals are the authority of the Payson Board of Adjustment and administration is handled by the Development Services Department. Title 19 works in conjunction with the other land use ordinances, Title 20 (Subdivision Ordinance), Title 21 (Sensitive Lands Ordinance), Payson Development Guidelines, any annexation and development agreements approved by City Council, and in compliance with

the Land Use Development and Management Act of Utah.

In addition to over a dozen base zones around traditional uses, the ordinance contains several overlay regulations, specific plans, annexation, and development agreements, which allow for different uses or housing types.



Source: Fregonese Associates. Payson Historic Downtown. June, 2018.

Connecting Land Use, Transportation, Economic Development, and Housing

The land use policies contained in this chapter incorporate the goals and strategies of all other chapters through an interdisciplinary approach designed to encourage open communication and collaboration between the experts (engineers, planners, designers, architects, and emergency personnel) and the community. This collaboration creates meaningful spaces that are vibrant and attractive, useful and efficient. Not only are integrated plans more effective for the community, they play a major role in future financial success. Development risks are lowered, and opportunities maximized, when a community's goals and objectives are clearly expressed by a plan and allowed by right. Design must also be community driven given the important role that streets and public spaces, such as sidewalks and open areas, play in the neighborhood and in promoting economic activity.

Focus on a Neighborhood-Based Approach to Development

Neighborhood centers are areas near housing that have good street or sidewalk access to nearby services and retail. They host a range of services such as grocery stores, dining, retail, dental offices, spas, and cleaners. Depending on the needs and size of the community, a center can serve a single neighborhood or several. Classified as mixed-use areas, neighborhood centers often contain buildings entirely non-residential (a mix of office

and retail) and some with a residential component. Small neighborhood mixed-use centers could feature convenience stores and pharmacies that provide some groceries, whereas larger centers may include traditional grocery stores as well as a variety of other tenants.

In these areas, Payson should focus on integrating residential with neighborhood serving commercial uses, where there is enough density to support those uses. Existing, exclusively residential neighborhoods may remain residential with services located in adjacent centers.

In neighborhood centers and all major commercial nodes, new buildings face the street, with sidewalks to entrances and display windows oriented toward pedestrians. Automobile parking is mostly on the street, and off-street parking is often shared between businesses and located on the side or to the rear of buildings. Parking areas provide comfortable routes and safety buffers for pedestrians walking to and from their vehicles.

Limit Development Impacts on Infrastructure

Development types and patterns impact demand differently. Transportation, utilities, and even services and land use needs are all impacted by the types of patterns employed. It is Payson's objective to grow in ways that minimize infrastructure demands and reduce short- and long-term costs associated with infrastructure development and maintenance.



Source: Fregonese Associates. Payson scenery. June, 2018.

The elimination of cul-de-sacs and implementation of a grid system reduces required miles of roadway and more efficiently uses the new roads by spreading vehicular traffic across a wide range of road connections. This system also reduces miles of utility lines and allows for better looping. The resulting increased connectivity reduces response time for emergency vehicles and reduces miles for other services, like trash collection. Fewer miles of infrastructure reduces maintenance costs. This streets and utility network can better accommodate an array of land use options. By limiting development impacts on infrastructure, planners and developers will be better situated to meet the land use needs of present and future communities.

Future development patterns must connect with the anticipated demand for each specific land use type and reflect the impact that development is expected to have on existing or planned infrastructure. Sprawling development patterns tend to isolate residential developments, leaving gaps between existing and new developments and requiring automobile dependency. When growth is not strategically planned, communities bear the costs of infrastructure expansion and increased traffic congestion and pollution.¹

Developments with smaller lots are not only easy to navigate, they preserve larger tracts of open space (Figure 21) and tend to reduce water and

sewer costs.² Additional analysis and studies may be necessary to successfully calibrate development with infrastructure for Payson in the future.

Well placed neighborhood centers with services and retail options close to people who use them shorten car trips, make alternative modes of travel more viable, and reduce congestion. Development also has impacts on government, public health and safety, education, parks and recreational facilities, water resources, agriculture, and hillsides. Street and development designs can reduce stormwater runoff and limit the need for new infrastructure, as does the protection of sensitive environmental areas that serve a local hydrological function.

¹Thompson, D. (2013). Suburban sprawl: Exposing hidden costs, identifying innovations. https://institute.smartprosperity.ca/sites/default/files/sp_suburbansprawl_oct2013_opt.pdf.

²Speir, C., & Stephenson, K. (2002). Does Sprawl Cost Us All?: Isolating the Effects of Housing Patterns on Public Water and Sewer Costs. *Journal of the American Planning Association*, 68(1), 56-70.

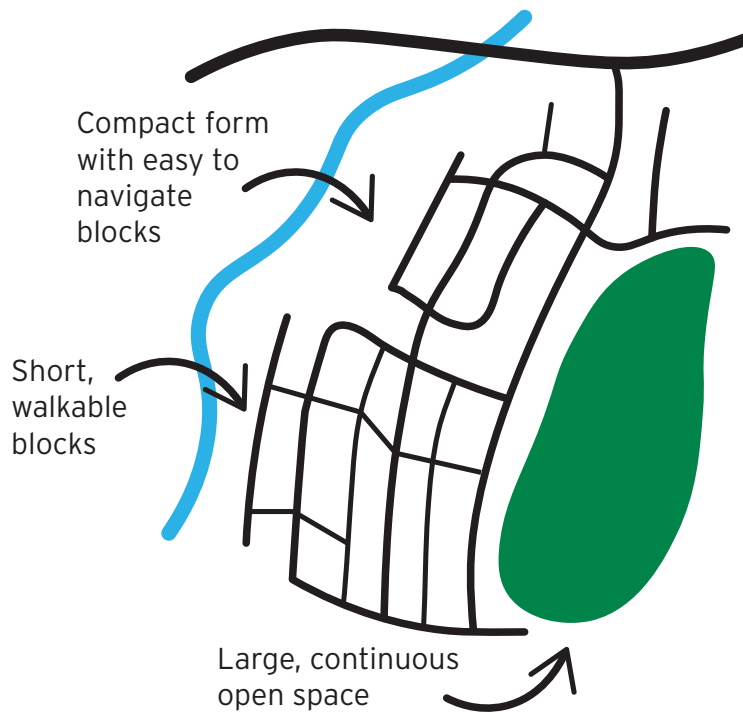
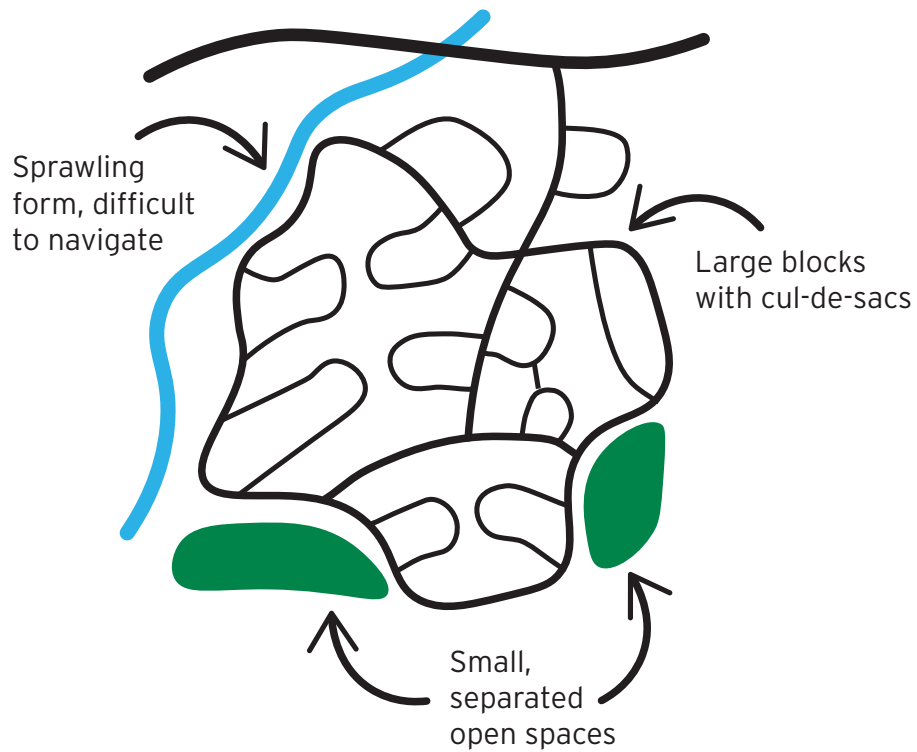


Figure 21. Descriptions adapted from: Ford, J. (2010). *Smart Growth & Conventional Suburban Development: An infrastructure case study completed for the EPA*. Morris Beacon Design

Reduce Development Impacts on Nature

Low density suburban development can quickly blanket wide swaths of land. This phenomenon is known as “sprawl”, which results in neighborhoods detached from other land uses. These neighborhoods require a disproportionately high amount of roads and utility lines. This land development pattern is costly to maintain and limits future redevelopment options. It is high impact and low use. It leaves little land for future generations.

Payson’s objective is to manage growth while maintaining the rural and natural character of the community as much as possible. Recognizing that any new growth alters the community, we have determined that the best way to preserve Payson’s community feel is to concentrate

growth. Concentrating growth consumes less land and preserves open space and recreational opportunities.

The general plan supports the protection of the natural environment, but does not identify long-term strategies to preserve these areas from future development and other urban encroachment. If the community desires long term preservation of these areas, city officials will need to explore and implement conservation and preservation methods to reach this goal.

Maintain Rural Character

People are drawn to Payson because of the overarching rural character it offers alongside access to jobs, high quality housing, schools, medical care, and other metropolitan amenities in the region. As growth and development continues, retaining this rural, agricultural character is

Preserving Open Space

Maintaining Rural Character



important to maintaining Payson’s heritage and appeal. Support for agricultural operations, specifically crop and food production in West Mountain and Haskellville will be key to preserving this character. Long term protection of agricultural land, open space , and recreational opportunities can be supported through Transferable Development Rights (TDRs), conservation easements, and other long-term preservation tools.

Payson’s natural amenities are enormous and center stage. Maintaining environmentally sensitive areas through preservation and respectful, sensitive development can keep Payson’s sense of openness. New development should provide connections to existing natural amenities and incorporate environmental features. Development near neighborhoods must respect Payson’s community feel and scale. As road projects are developed and constructed, they

should be designed to be sensitive to this same context and to preserve majestic views.

Encourage Infill

The Vision for Payson maximizes the addition of new or rehabilitated buildings into existing developed areas. This type of infill development revitalizes neighborhoods and corridors by locating new employment and housing in existing areas and filling “gaps” in a streetscape. Infill construction and the redevelopment of aging structures works in concert with new development on the city’s available vacant land as Payson expands. Each neighborhood in Payson is dynamic, with individual strengths and weaknesses. The city should strive to invest in a neighborhood program to benefit all neighborhoods, young and old.



Annexation & Development Priority Map

The first step in planning for future development and infrastructure needs was to articulate an Annexation and Development Priority Map to reflect estimates on which areas around Payson will be the first to develop and to set anticipated time frames for that development.

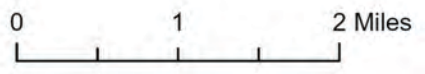
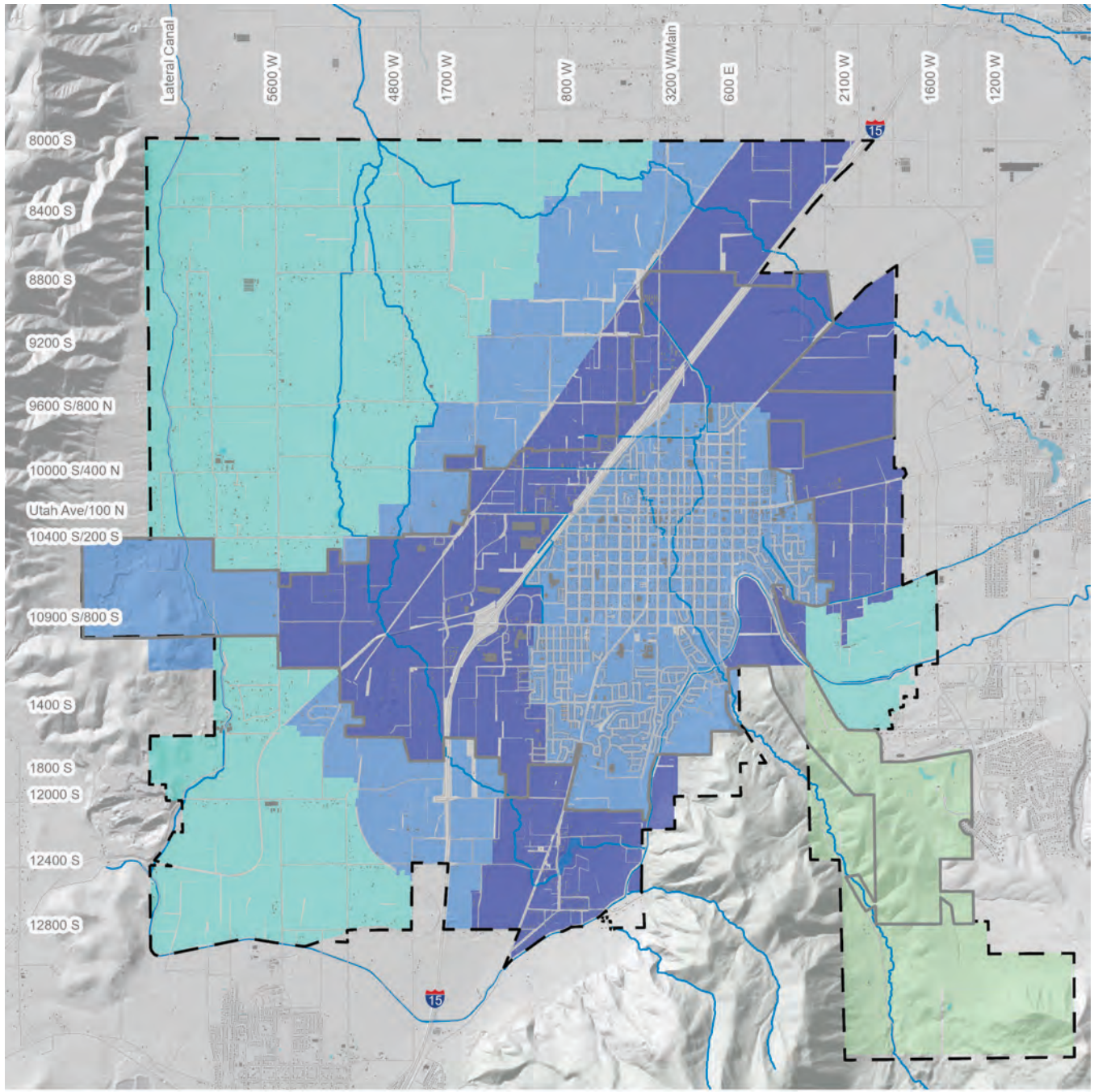
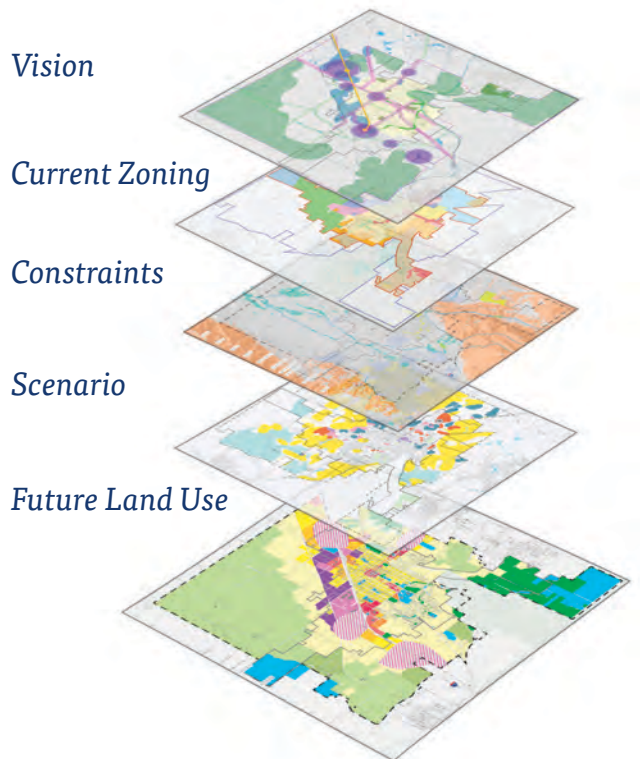


Figure 22. Payson Annexation and Development Priority Map

Creating the map



The Future Land Use Map illustrates the goals and ideas from the Imagine Payson Vision and translates them into specific development parameters. It serves as a basis for the Zoning Ordinance as it is used to modify the zoning map, which makes it a vital instrument for future land use decisions as Payson continues to grow and change.

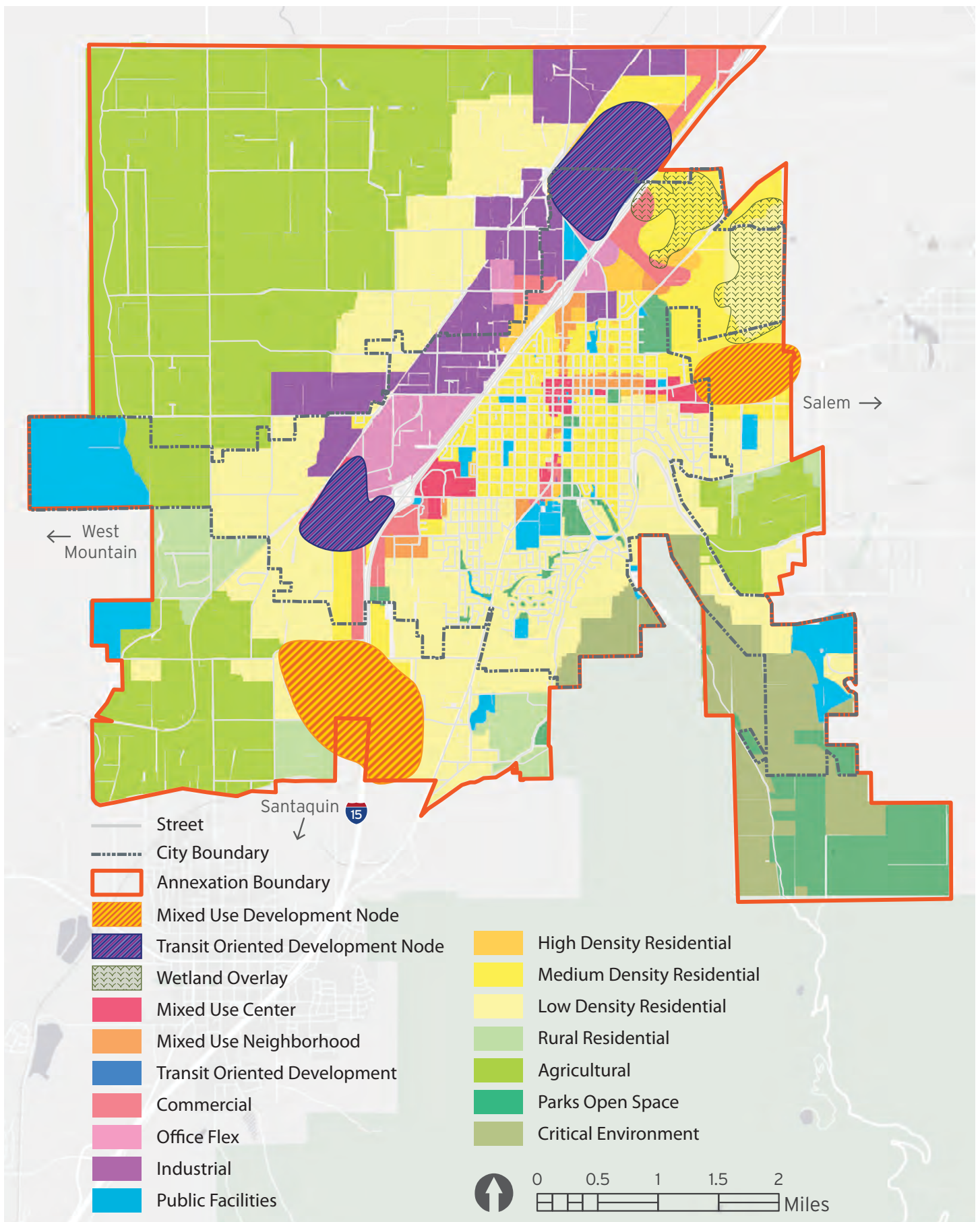


Figure 23. Payson Future Land Use Map, source: Fregonese Associates, ESRI, 2020.

2 Development Types



Mixed Use Development Node

Pedestrian-friendly streets and buildings with high quality design.



Mixed Use Center

Diverse mix of residential and employment uses. Significant source of employment and essential services, walkable and easily accessible via multiple transportation modes. Buildings can include dense employment and multi-family units.



Transit Oriented Development Node

Mixed-use development serving nearby high capacity transit facilities. Pedestrian-friendly streets and buildings with high quality design. For Payson, this development type could average up to 30 net units per acre.



Mixed Use Neighborhood

Comprised of a mix of housing. Neighborhood-oriented development that is compatible with a transition to lower density. Block structure and street connectivity supports a pedestrian friendly environment. Typically one to three story buildings with surface and on-street parking. For Payson, this development type could average approximately 20 to 25 net units per acre.



Commercial Center

Comprised of large-scale retail buildings and offices typically positioned along highway corridors or at highly visible intersections. One to two story buildings with surface parking lots situation between buildings.



Office Flex

Comprised predominately of office buildings supported by convenient surface and structured parking and pedestrian connectivity. Usually situated in highway corridors for convenient access. Consists of low and mid-rise buildings. Can include manufacturing, distribution, and warehousing.



Industrial

Mix of industrial and office buildings typically situated near highways. Requires a high degree of access. Typically one to two story buildings with large paved areas to support operational needs.



High Density Residential

Moderate density residential areas with some mix of uses. Predominantly two and three story buildings, either entirely residential or residential with ground floor non-residential uses. Pedestrian-design buildings and streets. For Payson, this development type could average up to 20 net units per acre.



Medium Density Residential

Predominantly single-family homes with a diverse mix of building types including small lot cottage homes, clustered courtyard homes, townhouses, rowhouses, and small-scale apartment buildings. Some mix of non-residential uses, especially at intersections and commercial corners. For Payson, this development type could average approximately 7 to 10 net units per acre.



Low Density Residential

Predominately single-family detached homes, duplexes, and twin homes with some mix of non-residential uses, particularly in-home businesses. For Payson, this development type could average approximately 2 to 5 net units per acre.

2 Development Types



Rural Residential

Single-family detached homes that generally support farming and agriculture industries, with some related retail and commercial uses located at major intersections. This development type may provide open space buffers between other residential uses and employment areas. For Payson, this development type could average less than 0.75 net units per acre.



Critical Environment

Sensitive lands that are prone to natural hazards such as flooding or are unsuitable for development.



Public Facilities

Schools, libraries, recreational facilities, and city, state, and federal buildings.



Agricultural

This development type includes two main categories of agricultural uses: land set aside for the growing of crops and land allocated for meadows and pastures for livestock.



Parks Open Space

Public and semi-public parks, open spaces, recreation centers, and golf courses.

Sources: Steve Hinds, 2013, *Transit Oriented Development*. Fregonese Associates. April 2007, May 2013, March 2013, March 2017.



Source: Fregonese Associates, Payson agriculture and mountains. June 2018.

2 Goals & Strategies

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's built and natural environment

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

Strategy 1.3 Guide infrastructure investment decisions using the Vision Map

Strategy 1.4 Revisit and update the Vision, the Vision Map, and priority strategies every five years to ensure consistency with city goals, development trends, and growth demands

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

Strategy 2.2 Review and update the zoning and subdivision regulations to promote desired development

Strategy 2.3 Review zoning changes and other development requests for consistency with the Vision and the plan goals and policies

Strategy 2.4 Actively develop design standards that enhance neighborhood development and place-making

GOAL 3 Improve land use transitions

Strategy 3.1 Address incompatible land uses and manage development transitions

GOAL 4 Collaborate with higher educational institutions (UVU and MTECH) to provide workforce housing/student housing and job opportunities (internships)

Strategy 4.1 Improve accessibility and provide safe, direct routes – such as sidewalks, pathways, and adequate signage – for students

GOAL 5

Neighborhood-based approach to planning where all residents have access to nearby jobs, healthcare, education, services, shopping, parks, and open spaces

Strategy 5.1 Encourage a pedestrian-friendly environment and a mix of uses

Strategy 5.2 Invest in streets, trails, and sidewalks to improve multimodal connections to neighborhoods and commercial corridors

Strategy 5.3 Plan for and encourage reinvestment in downtown

GOAL 6

Focus development and redevelopment efforts on creating well designed centers, 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

Strategy 6.2 Encourage Transit Oriented Design for future development

GOAL 7

Protect Payson's character and quality of life

Strategy 7.1 Reinforce regulations that maintain small town feel and quality of life where consistent with the Vision map

Strategy 7.2 Maintain and strengthen neighborhoods, making them attractive to current and new residents

Strategy 7.3 Encourage infill construction and encourage reinvestment in aging neighborhoods and non-residential areas to help improve the quality of life

Strategy 7.4 Maintain a connection with the traditional agricultural base of the city through appropriate protection and preservation

Strategy 7.5 Recognize historic and cultural resources as an essential part of community heritage

GOAL 8

Protect environmentally sensitive areas

Strategy 8.1 Limit development in environmentally sensitive areas



CHAPTER 3

INFRASTRUCTURE



Utilities and infrastructure are critical to the functioning of Payson. This includes culinary water (drinking or potable water), irrigation, wastewater management, and storm drain systems. Understanding the condition, location, and accessibility of existing infrastructure systems serves as an essential foundation for future planning and budgeting. Aging systems require additional maintenance and repairs to ensure continued services for existing development, while future growth requires strategic expansion of the existing systems. To accommodate infill development, the City will need to improve existing utilities and infrastructure. As new roads and homes are built along Payson's edges, public facilities will need to extend into new areas.

In addition to the utilities covered in this chapter, the city provides power to the Payson community. The following plans provide additional information on Payson Power:

1. *Payson City Load Flow and Protection Coordination Study* - September 2013
2. *Power Capital Facilities Plan* - April 2014

This chapter integrates the priorities expressed in the Annexation and Development Priority Map (Figure 21) and the Future Land Use Map (Figure 22) and relies heavily on the findings and recommendations set forth in the *Culinary Water, Pressurized Irrigation, Sanitary Sewer, and Storm Drain Master Plans*. The *Sewer Impact Fee Analysis* and the *Sewer Impact Fee Facilities Plan* were also updated during the master planning process.

These documents and maps are strategically linked; modifications to one may create a domino effect that could create unfavorable outcomes. Aligning infrastructure goals and strategies with each of the General Plan chapters will support the Vision.

GUIDING PRINCIPLES

- 1 Maintain and upgrade the infrastructure we have. Improve existing roadways and upgrade water and sewer lines.
- 2 Invest in new public infrastructure that benefits the community broadly and makes good use of public funds.
- 3 Reduce water consumption, using strategies such as drought tolerant landscaping, water-saving irrigation systems, and water reclamation.

Payson's culinary water system is made up of...

- Four wells
- Three tanks
- Three pressure zones
- 100 miles of pipe
- 6,059 connections

Culinary water systems provide drinking water to homes and businesses across a grid. Payson's culinary water system is made up of water sources, storage facilities, distribution pipes, pump stations, valves, and other components (Figure 24). Each component must be properly maintained and calibrated for the system to operate efficiently.

Payson's culinary water system provides indoor drinking water and outdoor water to the Payson community. Water used for irrigation is addressed in the Irrigation section below. In November 2014, the City prepared *Payson City Capital Facilities Plan Including Impact Fee Facilities Plan and Impact Fee Analysis*. This plan updated the City's culinary water plan. The 2020 master planning process was initiated to update past work and to provide a basic full system layout design to guide new development (Figure 25). Current water data, existing zoning and densities, and anticipated growth rates were used to plan for and predict future water demand.



Source: Payson. Payson irrigation construction. March, 2016. Facebook.com.

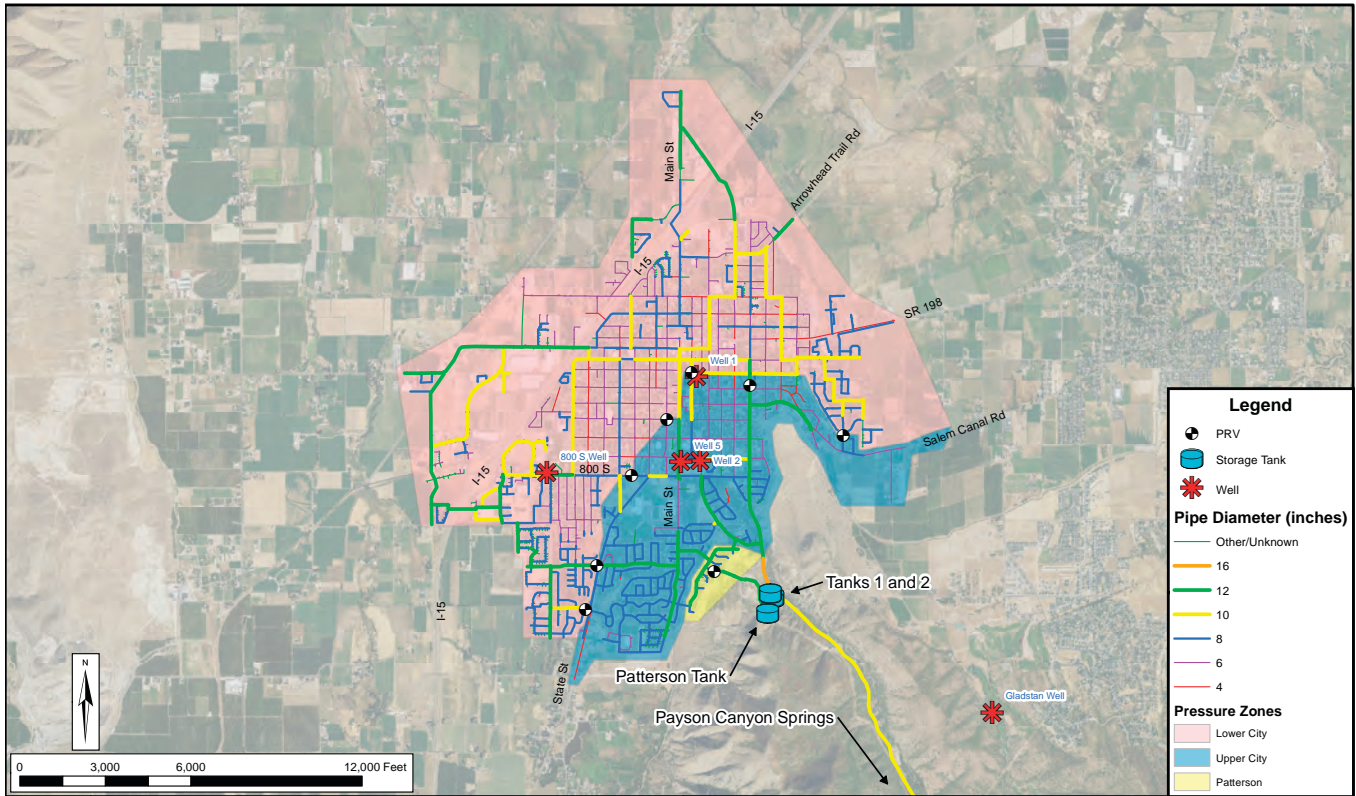


Figure 24. Payson's existing culinary water system, source: Payson Culinary Water Master Plan 2020, Figure 1-2, Hansen Allen & Luce Inc.

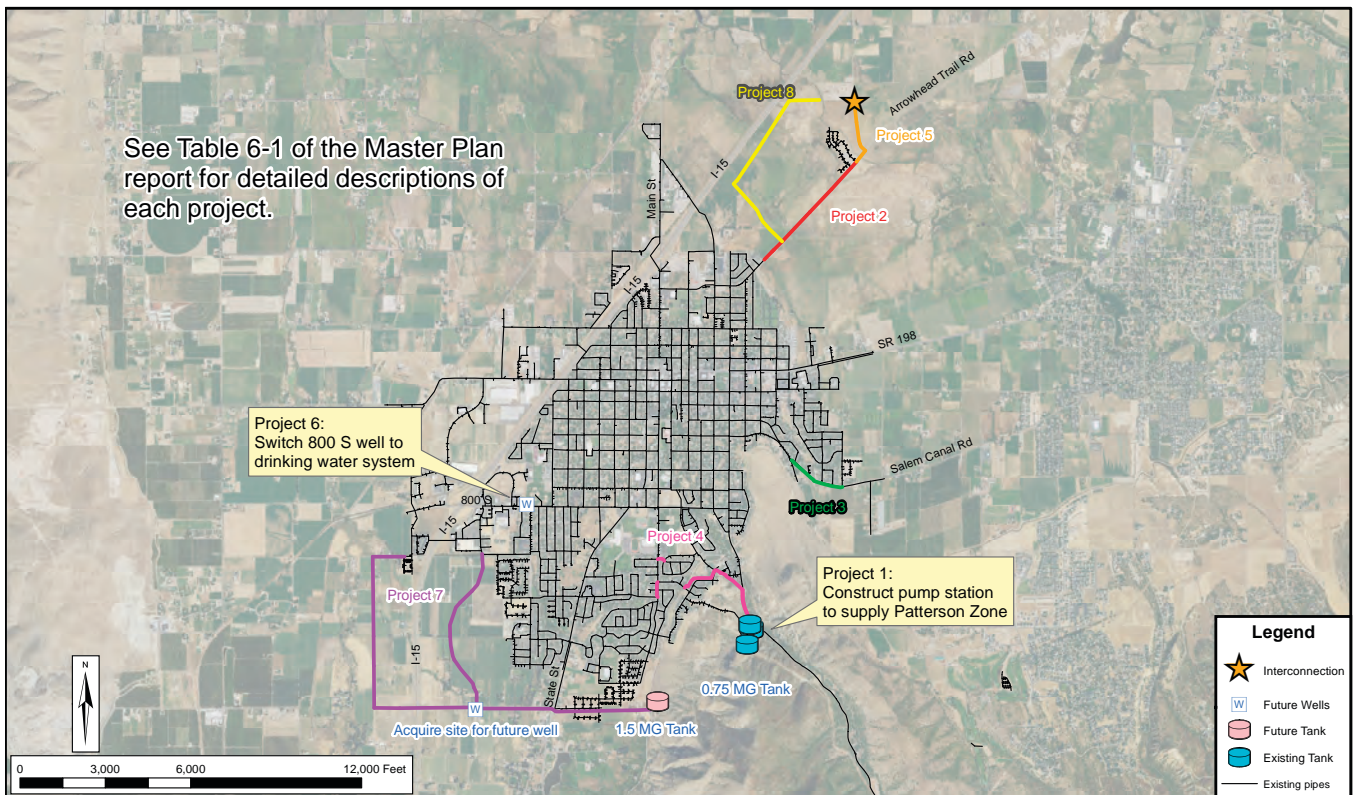


Figure 25. Capital facility plan projects for Payson's culinary water system, source: Payson Culinary Water Master Plan 2020, Figure 6-2, Hansen Allen & Luce Inc.

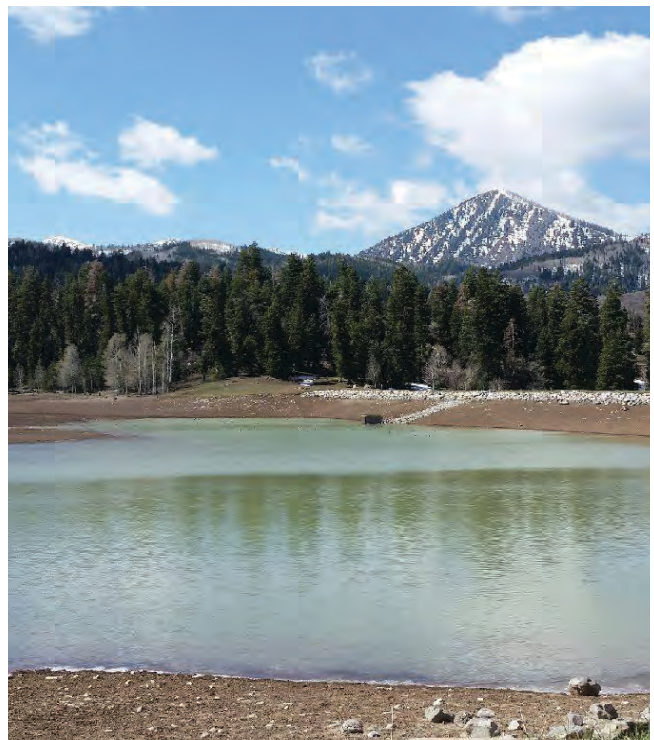
Payson's pressurized irrigation system is made up of...

- 4,672 connections
- Water from Spring Lake, Payson Canyon, Strawberry High Line Canal
- Two pressure zones
- Two pump stations
- 85 miles of pipe
- Peteetneet Creek

Payson's pressurized irrigation system waters an estimated 845 acres of land. Water is sourced from Spring Lake, Payson Canyon, and the Strawberry High Line Canal, and is transported to customers throughout the city (Figure 26). In 2019, Payson decided to move away from a flat monthly fee and install meters to bill for pressurized irrigation. This will promote the conservation of water resources in the future.

The system's components, including water sources, storage facilities, distribution pipes, and pump stations need to be properly maintained to operate efficiently. Identifying present and future water system needs is essential in the management and planning of a water system (Figure 27). To project future needs, the master plan analyzed source, storage, and distribution of the water system. There are several non-city irrigation systems designed to support agricultural uses in the area. These systems include: Old Field Irrigation, Salem Irrigation and Canal Company, and High Line Canal Company.

Central Utah Water Conservancy District (CUWCD) is in the process of constructing the Spanish Fork – Santaquin Utah Lake System pipeline, more commonly known as the ULS pipeline. Service from the pipeline is expected to be available to Payson City sometime within the next five to ten years. Payson City has agreements with CUWCD to eventually use 5,123.96 acre-feet of water per year from the ULS pipeline, which is sufficient to meet the needs of the City through 2050 when considering other available sources. This water will allow the City to meet the pressurized irrigation needs of the City along with the Strawberry Water delivered through the Highline Canal for the next 30 to 40 years. The City may wish to consider leasing a portion of its ULS water to other municipalities during times when it has excess water available.



Source: Payson. April, 2015. Facebook.com.

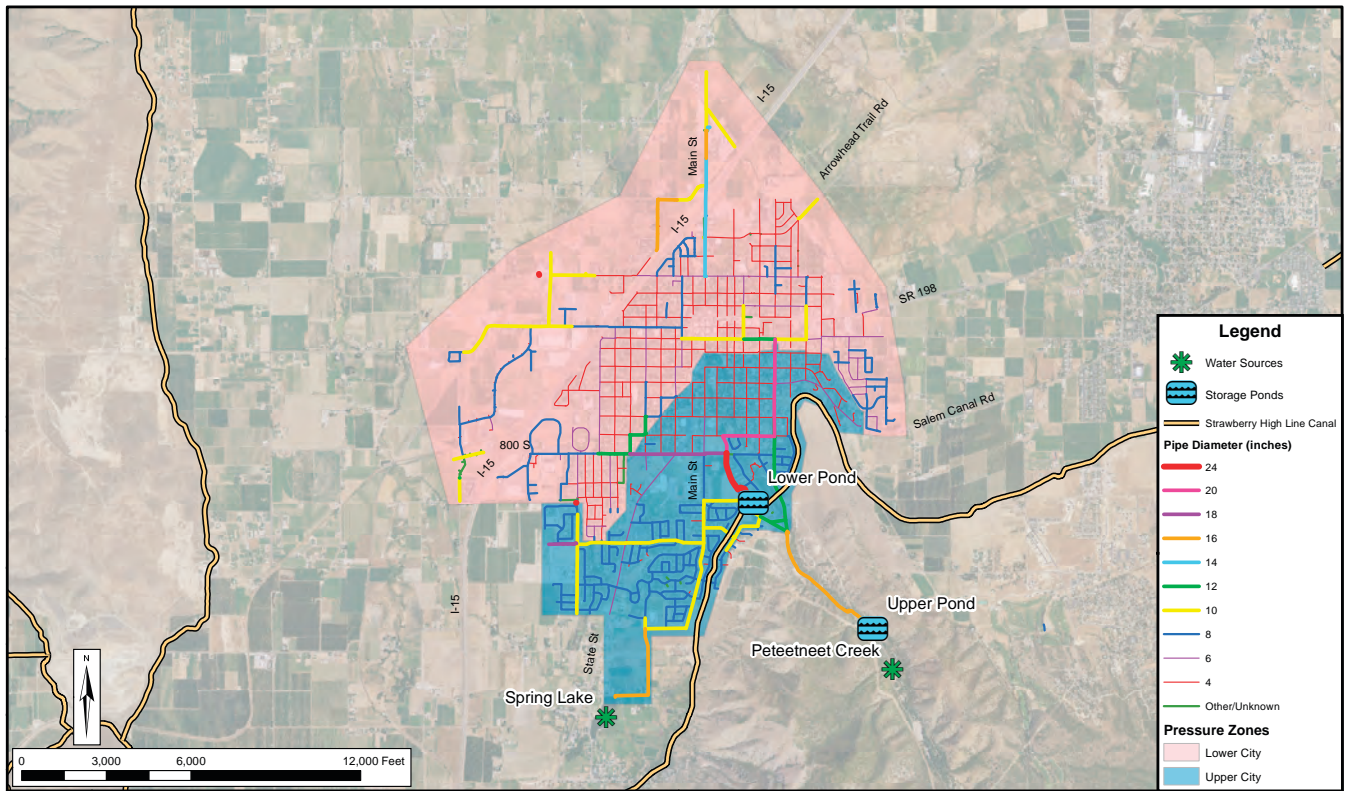


Figure 26. Payson's existing pressurized irrigation system, source: Payson Pressurized Irrigation Master Plan 2020, Figure 1-2, Hansen Allen & Luce Inc.

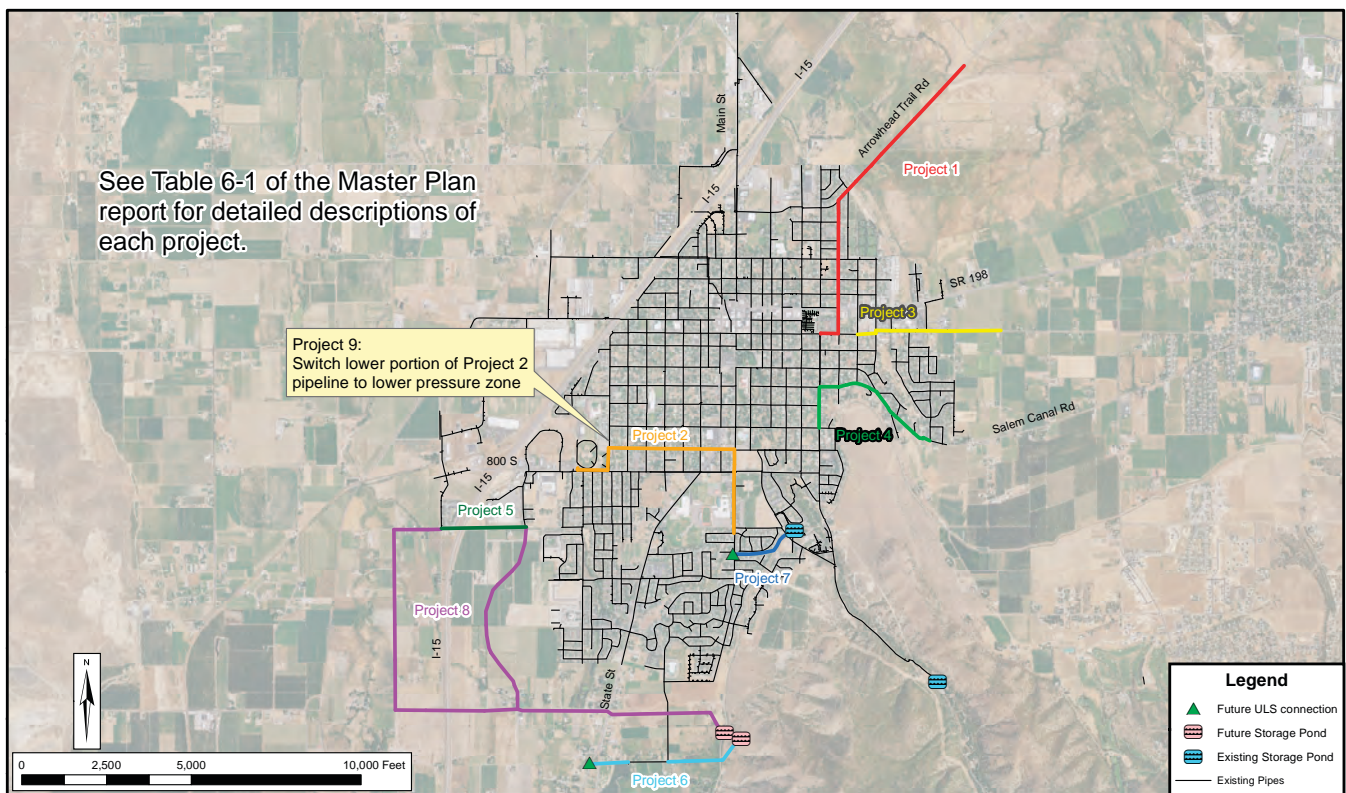


Figure 27. Capital facility plan projects for Payson's pressurized irrigation system, source: Payson Pressurized Irrigation Water Master Plan 2020, Figure 6-1, Hansen Allen & Luce Inc.

Payson's Sewer System contains...

- Approximately 90 miles of pipes
- 1,600 manholes
- Eight lift stations
- The Payson Wastewater Treatment Facility

Payson's topography slopes from east to west and south to north, with the City's treatment plant located towards the northern edge of the city (Figure 28). This allows most of the sewer collection systems to flow by gravity to the treatment plant, except for a few areas that require lift stations to transport wastewater. In the treatment process, wastewater from Payson's homes and businesses moves into pipes that connect to the Payson Wastewater Treatment Facility. At the facility, wastewater is treated and then discharged into Beer Creek or used by the Nebo Power Station (UAMPS). To help the city prepare for future growth, hydraulic modeling was used to evaluate the existing and future capacity of Payson's sanitary sewer system. While the system performed well under anticipated future conditions, investing in new infrastructure and upgrading existing pipelines will be necessary to serve future populations (Figure 29).



Source: Payson. Payson sewer construction. April, 2016. Facebook.com.

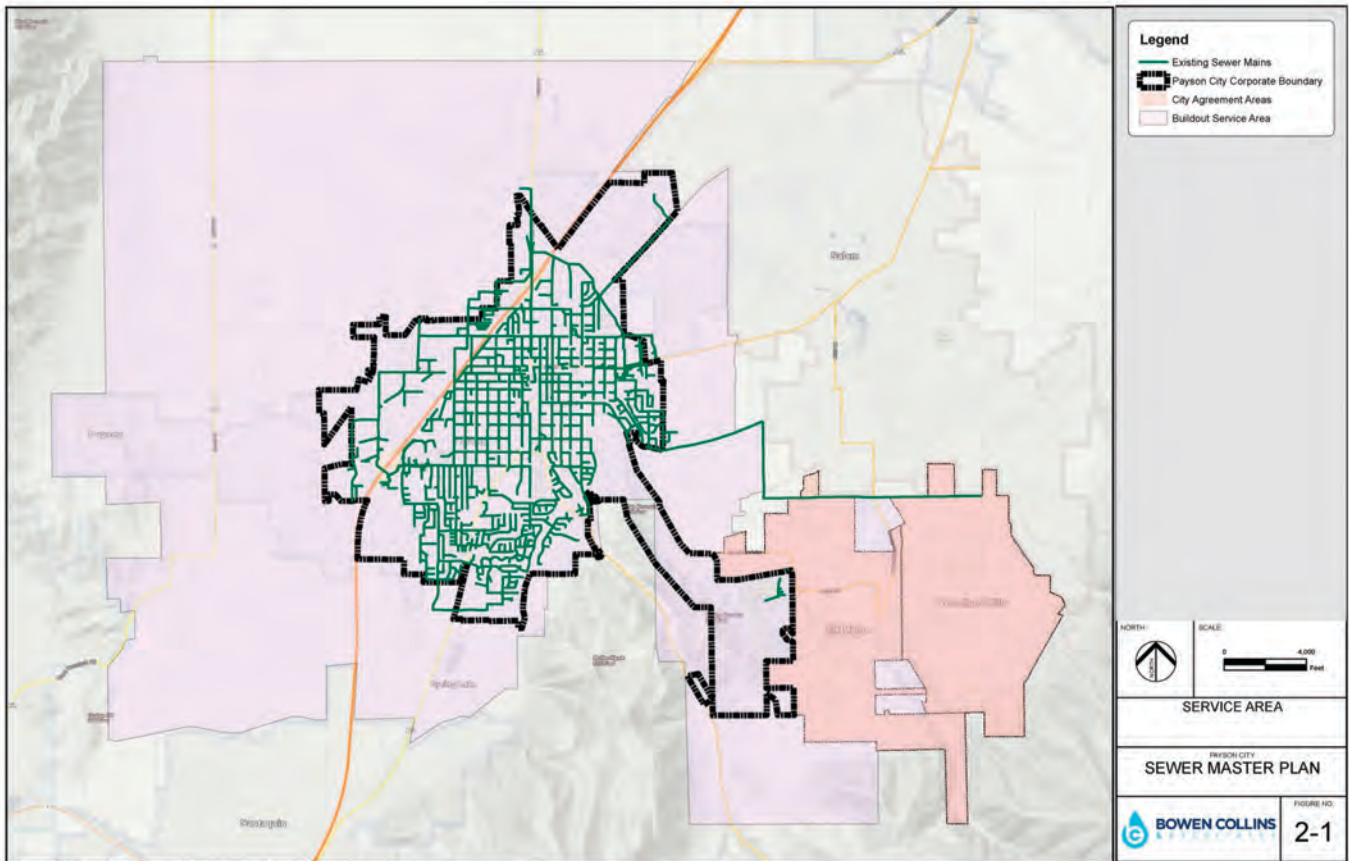


Figure 28. Sanitary Sewer Service Area, source: Payson, Sanitary Sewer Master Plan 2020, Figure 2-1, Bowen Collins Associates. The Payson sewer system service area includes the Payson service area, the Elkridge/Woodland Hills service area, and the Salem service area. The Payson Service Area includes the existing boundary area and areas of expected annexation.

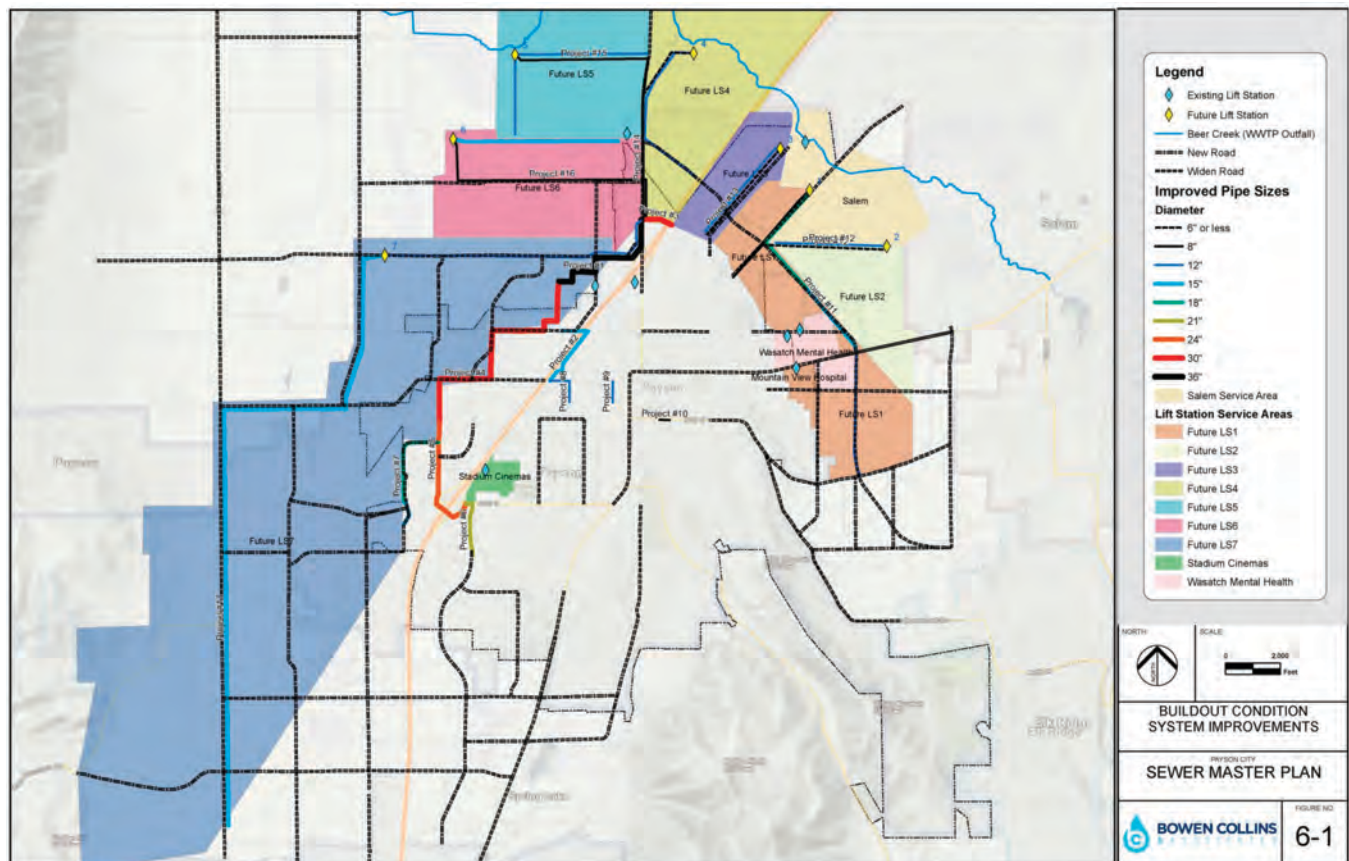


Figure 29. Sanitary Sewer System Improvements, source: Payson, Sanitary Sewer Master Plan 2020, Figure 6-1, Bowen Collins Associates.

Payson's storm drain system is made up of...

- 126,594 feet of pipe
- Over 20 detention/retention facilities

Major Streams and Canals (Figure 29):

- Spring Creek
- North Payson Canal
- Peteetneet Creek
- Dry Creek
- Beer Creek

Unique Drainage Challenges:

- Lack of receiving streams that can accept urban runoff
- Shallow water table
- Protecting ground water resources used for culinary water

As Payson transitioned from a small agricultural community to a small city, the City's storm water management has adapted to meet changing needs. Historically, the creeks running through Payson have had limited capacity for stormwater runoff. As the city grew, Peteetneet Creek was modified to divert runoff to Utah Lake and a gravity irrigation system was installed to carry water throughout the city. Today, Peteetneet Creek's primary function is to deliver irrigation water. A secondary function is to capture runoff, which is limited due to the location and size of the facilities. A pressurized irrigation system and storm drain facilities manage additional runoff (Figure 30). As Payson continues to develop and impervious surfaces increase, improvements along existing streams will be necessary to mitigate potential flood events. Storm drain improvement projects are currently funded by storm drain utility fees.

To determine how storm water should be managed from areas that are projected to develop in the future, the storm drain master planning process identified existing storm water management facilities in the city, performed technical analyses to identify capacity deficiencies in major existing storm drain facilities, and made recommendations to improve the system's limitations (Figure 31).

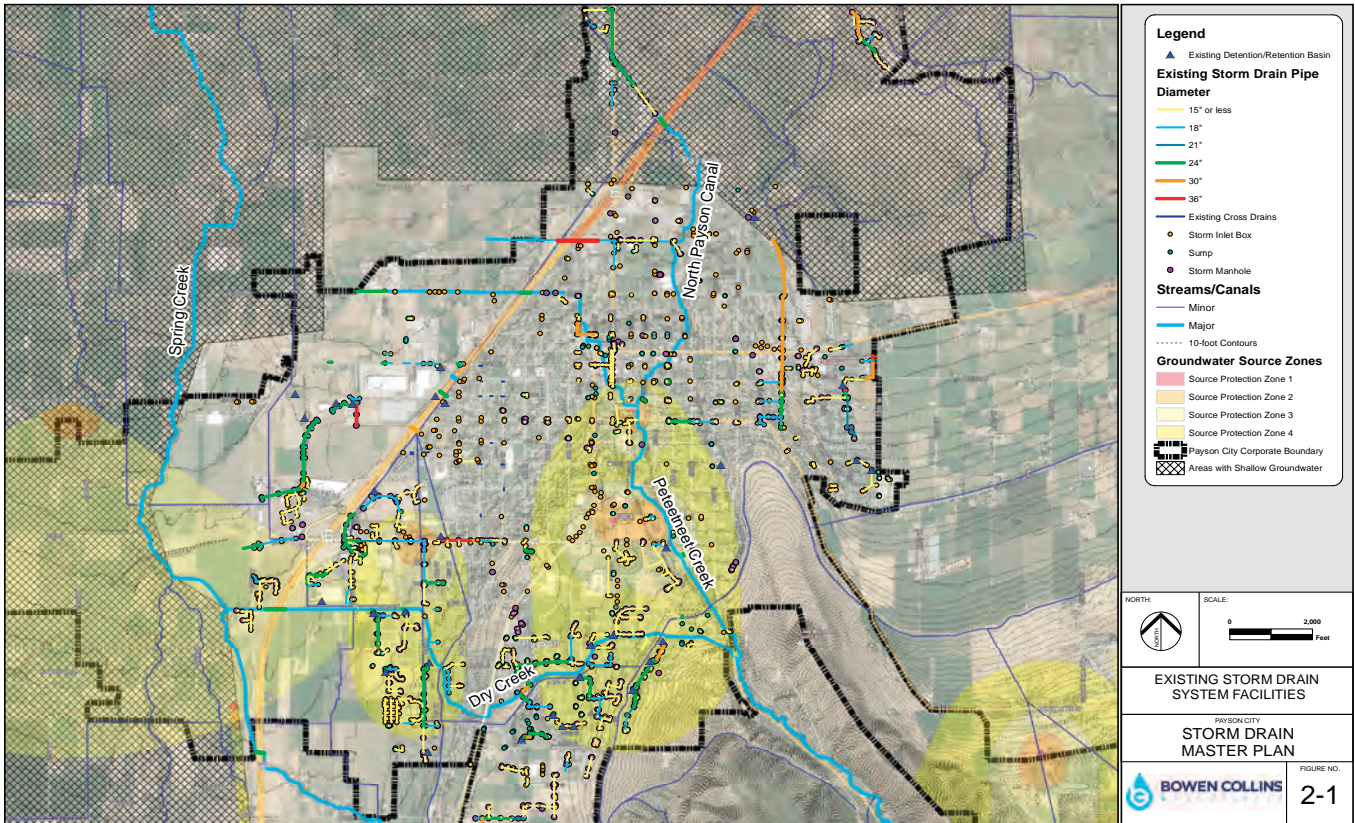


Figure 30. Existing Storm Drain System Facilities, source: Payson Storm Drain Master Plan 2020, Figure 2-1, Bowen Collins Associates.

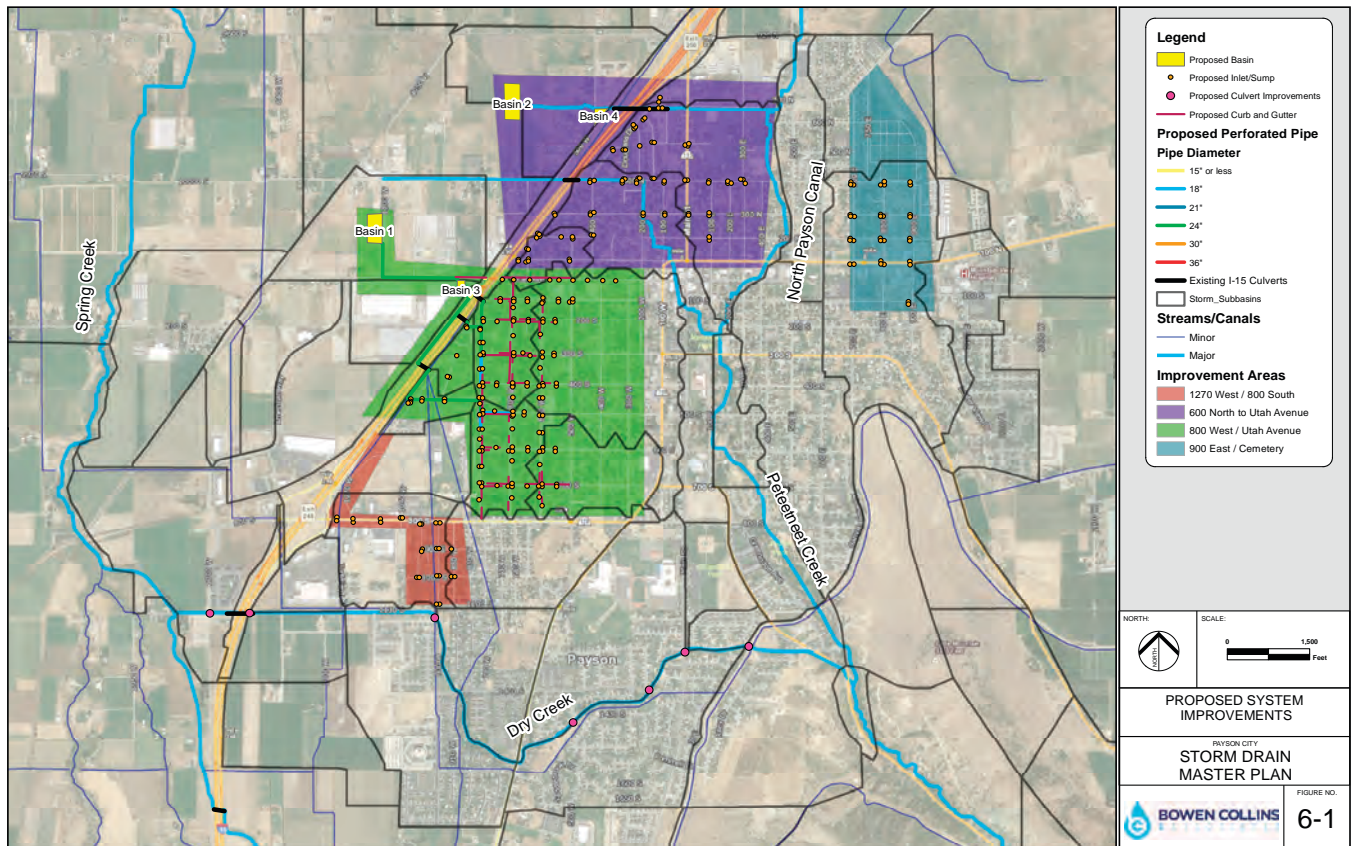


Figure 31. Proposed System Improvements, source: Payson Storm Drain Master Plan 2020, Figure 6-1, Bowen Collins Associates.

New Development

While new housing and business developments benefit Payson's economy and quality of life, new developments often require investment in utilities and infrastructure. New connections and upgrades to sewer and water systems can be expensive. In addition, extensive new construction may increase impervious surfaces and increase susceptibility to flooding. Planning where and when to expand systems ensures Payson can maintain the level of service customers require.

System Capacities

For stormwater, runoff generated in most parts of Payson cannot be discharged into an existing natural stream or existing storm drain that can convey it away from the city. As impervious surfaces increase, flooding from runoff may increase unless the capacity of the storm drain system is improved. For culinary and irrigation water, increases in water demand may necessitate new connections and wider distribution. In addition, as water demand increases, there may be a need for the City to more actively promote water conservation.

Prioritizing Recommended Improvements and Administrative Actions

As the water and sewer systems age, retrofits and replacements may be expensive. Prioritizing projects and identifying the most cost-effective actions, such as impact fees, is an essential component of infrastructure planning.

Any new development, system capacities, and prioritizing must follow the Annexation and Development Priority Map (Figure 21) and the Future Land Use Map (Figure 22). In addition, coordinating system-wide improvements with public and private utility companies and master plans will reduce negative impacts to the overall infrastructure system.

GOAL 1

Provide Payson's residents and businesses with high-quality storm drain and sewer services

Strategy 1.1 Improve sewer system maintenance processes

Strategy 1.2 Prioritize investments in Payson's future storm drain and sewer system

Strategy 1.3 Address storm drain and sewer system deficiencies

Strategy 1.4 Reduce flood risks

Strategy 1.5 Consider environmental impacts of storm water

GOAL 2

Provide Payson's residents and businesses with high-quality culinary water services

Strategy 2.1 Secure adequate sources for the culinary water system through 2050

Strategy 2.2 Ensure adequate water storage is available for the culinary water system

Strategy 2.3 Plan for new pump stations to meet future peak day demands

Strategy 2.4 Plan for future transmission piping and expanded distribution system

GOAL 3

Provide Payson's residents and businesses with high-quality pressurized irrigation services

Strategy 2.1 Secure additional source capacity to support the growth of the pressurized irrigation water system through 2050

Strategy 2.2 Implement projects to improve water conservation

Strategy 2.3 Ensure adequate pressurized irrigation service through transmission growth projects

CHAPTER 4

TRANSPORTATION AND CIRCULATION



Planning for a future transportation network requires balancing land access with mobility, prioritizing future investments, and working to provide the community with a variety of transportation options. By identifying transportation gaps, improving route safety, and aligning transportation investments with a community vision, Payson's transportation system will be more accessible and efficient. Improving the transportation network and anticipating community needs is an important component of Payson's Vision for the future.

This chapter integrates the priorities expressed in the Annexation and Development Priority Map (Figure 21) and the Future Land Use Map (Figure 22). It relies heavily on the findings and recommendations set forth in the Transportation Master Plan and outlines goals and strategies to support the community's Vision. Payson will need to coordinate with MAG, UDOT, and Utah County to ensure local transportation decisions align with regional transportation plans.

GUIDING PRINCIPLES

- 1** Ensure our neighborhoods have sidewalks, pedestrian ways, bike facilities and trails that connect to key destinations.
- 2** Maintain and upgrade the infrastructure we have. Improve existing roadways and upgrade water and sewer lines.
- 3** Invest in new public infrastructure that benefits the community broadly and makes good use of public funds.
- 4** Coordinate land use and transportation to minimize travel time and distances between daily destinations - allowing people to live closer to work and services, live or work close to transit, and live in walk- and bike-friendly areas.

Payson's Transportation System...

- Has 87 lane miles of roads and streets; bus stops/routes
- Has 10 miles of pedestrian trails
- Carries over 50,000 vehicles on I-15 each day
- Will have more regional transit options in the future

With substantial growth expected in Payson and the Provo-Orem Metropolitan Statistical Area, local and regional transportation systems are a critical component of planning efforts. In 2015, commuting patterns supported the importance of regional transportation investments with over 4,000 people commuting to Payson for work and over 7,000 people commuting out of Payson for work.

The primary purpose of *The Transportation Master Plan* is to balance current and future travel demand with roadway, transit, and active transportation improvements by creating a long-term strategy for a circulation system that supports future land development and ultimately Payson's Vision.

Roads

To develop an efficient and effective transportation system, a well-connected street system is required. Connected street systems, preferably in a grid network, reduce traffic congestion, commute

times, and emergency response times. They also improve walking and biking options and permit a variety of land use options for future redevelopment.

To plan for a connected street system, streets are classified by the amount of mobility and land access the roadway provides. The classifications for city streets range from the most mobile and fewest access points (arterial) to least mobile with frequent access points (local street) creating a hierarchy for roadways called the functional classification system (Figure 32-33).

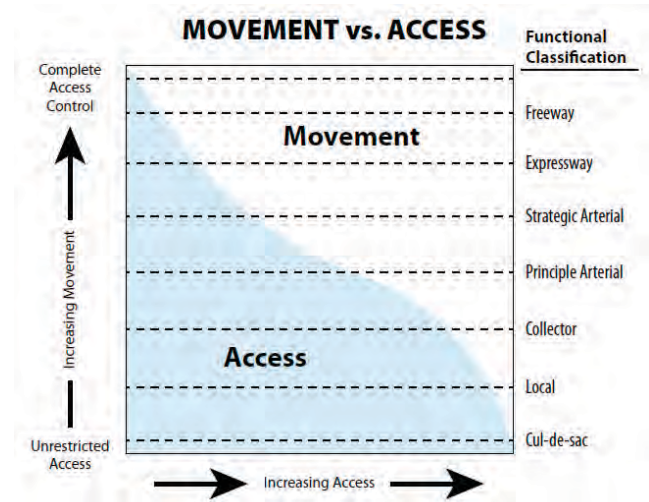


Figure 32. Mobility vs. Access by Functional Classification, source: Payson, *Transportation Master Plan 2020*, Avenue Consultants.

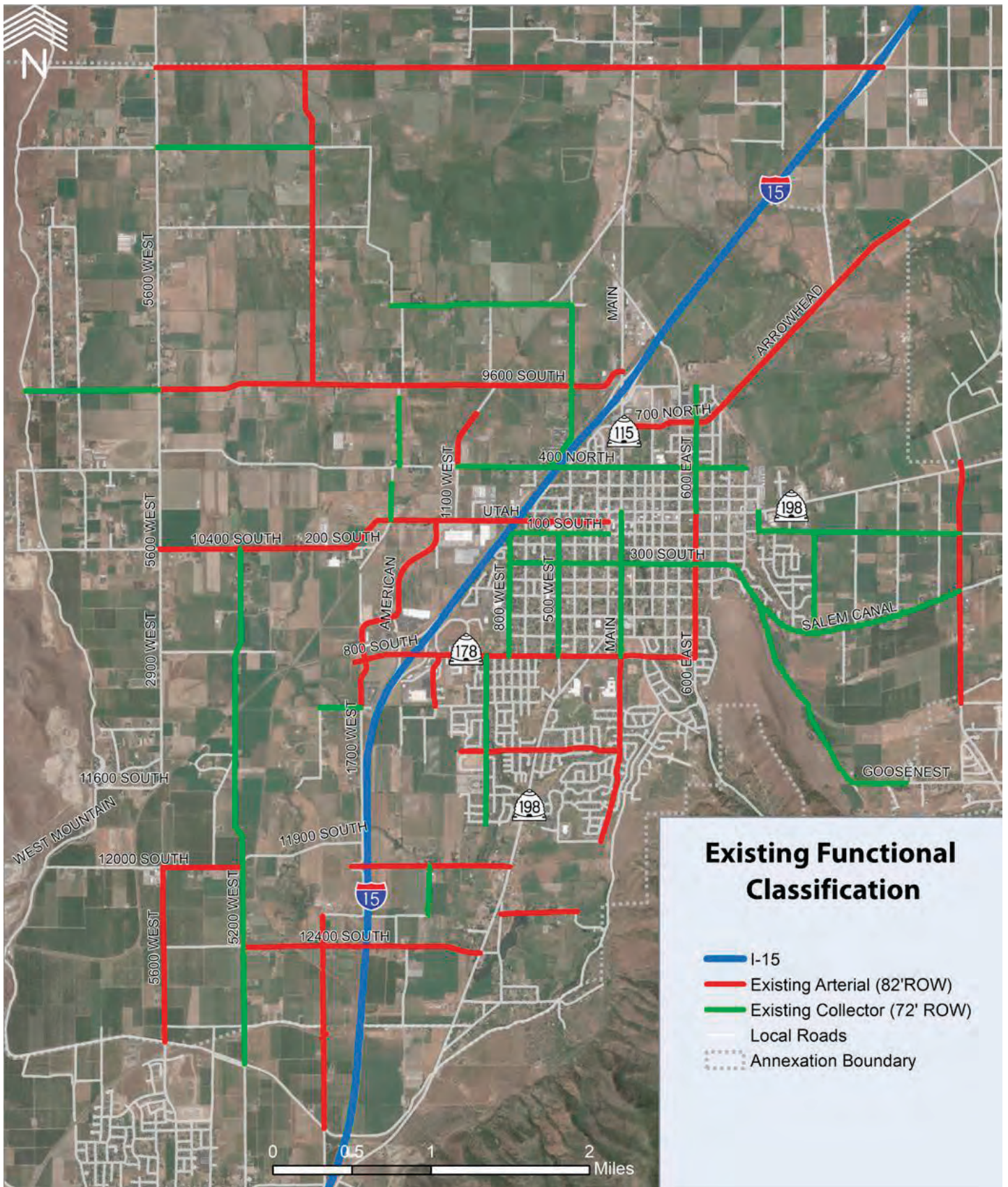


Figure 33. Payson Existing Functional Classification, source: Payson, Transportation Master Plan 2020, Figure 2-8, Avenue Consultants..

Traffic

Payson's highest traffic volumes are on 100 North and 100 West, which comprises S.R. 198 through the city. The highest daily traffic volumes are east of 600 East, which experienced 18,000 vehicles per day. Along S.R. 198 through Payson, the total traffic volume is above 12,000 vehicles. The total traffic volume is also notable at both I-15 interchanges. On Main Street (S.R. 115) south of I-15 the traffic volume is around 16,000 and this three lane section experiences delay in the PM peak hour. 800 South (S.R. 178) east of I-15 also carries over 12,000 vehicles a day, but this road has a five lane cross-section, so it doesn't experience the congestion that Main Street does (Figure 34).

Safety

Crash data for vehicles, bicycles, and pedestrians were analyzed for state and city roads within Payson (Figure 35). This data was utilized to identify potential crash hotspots and high-risk areas to address the overall safety of residents. Of the 1,306 crashes that were on city or non-interstate state highways, angle crashes (crashes with vehicles turning left) were the most common collision representing 30% of crashes, followed by front-to-rear crashes at 25%. These crashes are clustered at the intersections of higher traffic volume roads such as S.R. 198, 800 South and Main Street. Single vehicle crashes were also significant at 22% of all crashes. The most common single vehicle crashes were fence (40 crashes) and wild animal crashes (35 crashes). Although pedestrian crashes were not one of the most common single vehicle crashes, there were

25 pedestrian crashes located throughout the city (Payson Transportation Master Plan 2050, p.19).

Freight

Trucks and all types of freight are designated to travel on Payson's formal truck route. Payson's existing and proposed truck routes can be found on page 98.

Transit

Transit is also an important component of a city's transportation plan. Transit provides additional mobility options for both residents and commuters. Existing transit service in Payson includes bus service provided by the Utah Transit Authority (UTA) (Figure 36).

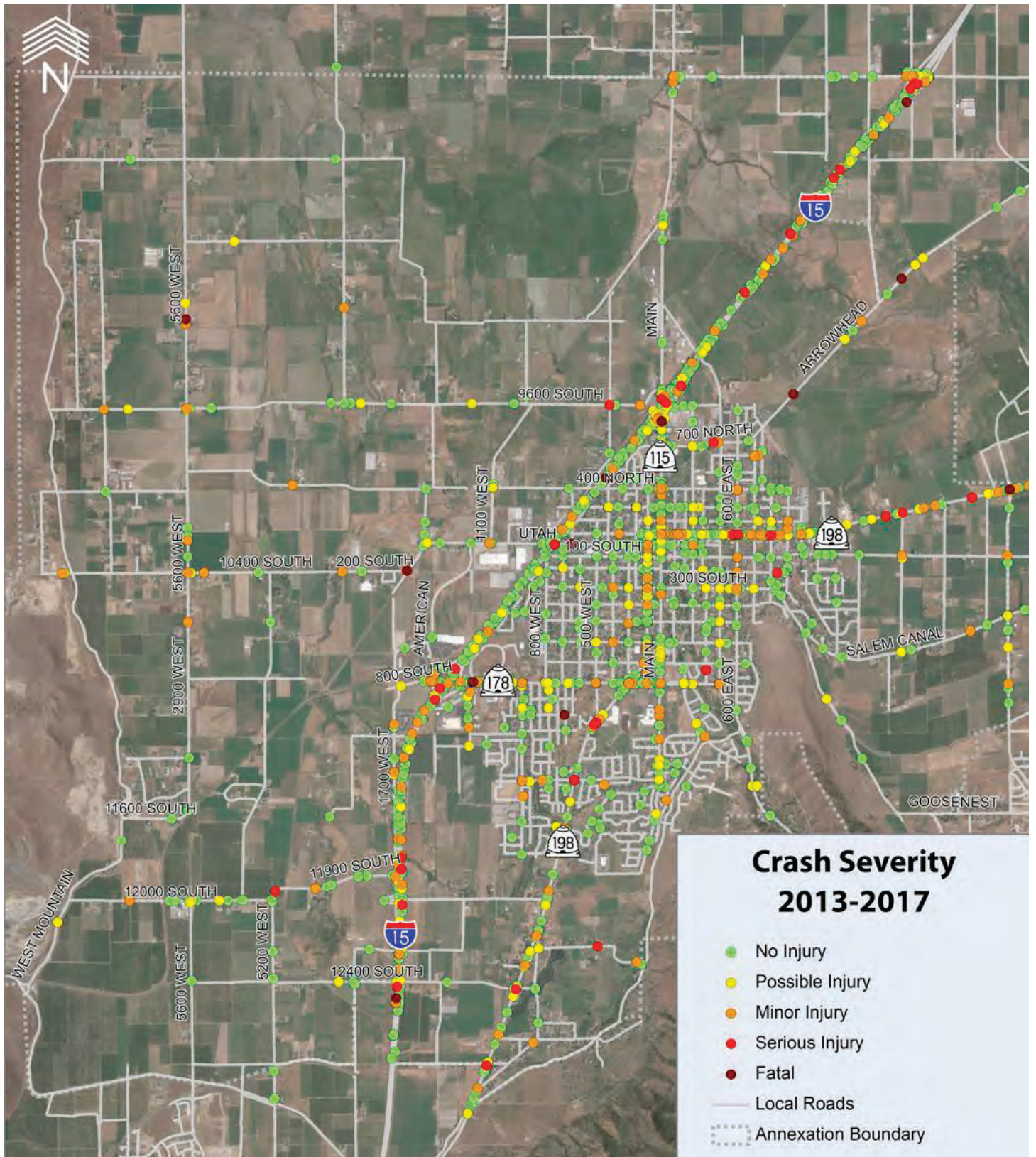


Figure 35. Payson Crash Severity, source: Payson, Transportation Master Plan 2020, Figure 2-13, Avenue Consultants.



Figure 36. Payson Existing Transit, source: Payson, Master Transportation Plan 2020, Figure 2-16, Avenue Consultants.

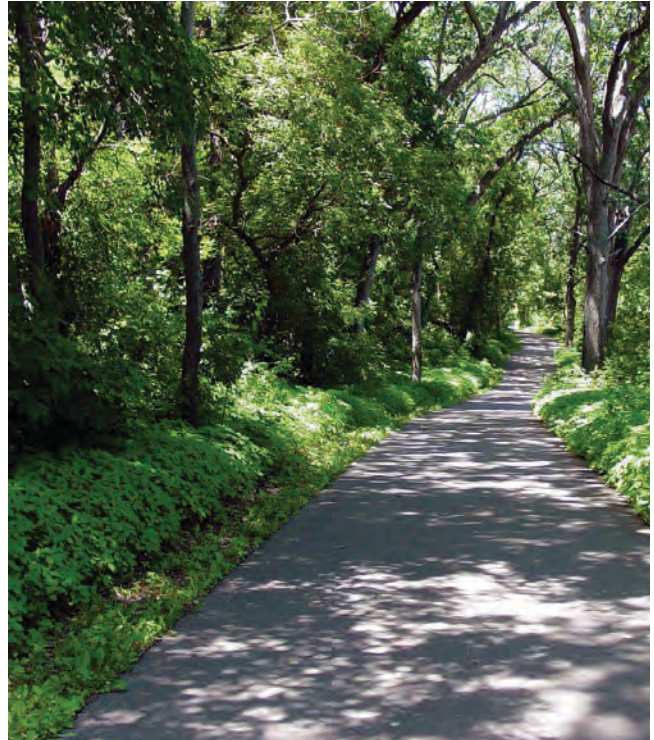
Active Transportation

The active transportation network is a key component of the transportation system. It provides mobility options for all residents and enhances the overall community.

Active transportation amenities, including bicycle and pedestrian networks, make cities more desirable places to live, work, and play. Currently, there are no designated bike lanes within Payson. However, several roadways such as 800 South, 1400 South, Utah Avenue, and S.R. 198 have an adequate shoulder and a painted white fog-line that allows for bicycling. Although bicyclists can use these shoulders, these facilities were not designed for cyclists, so there are potential conflicts with parked vehicles and at intersections.

Payson's trail facilities serve a variety of trail users. Hard surface and soft surface trails make up the existing ten mile trail network. Many of these trail corridors are adjacent to existing or planned roads but also follow canals, streams, and utility corridors (Figure 37).

The 2016 *South Utah County Active Transportation Plan* identifies active transportation policies and a unified vision for south Utah County. The plan should be used to integrate active transportation planning in Payson into local and regional transportation plans.



Source: Payson. Payson Trail. October, 2015. Facebook.com.



Source: Fregonese Associates. Payson Trail. June, 2018.

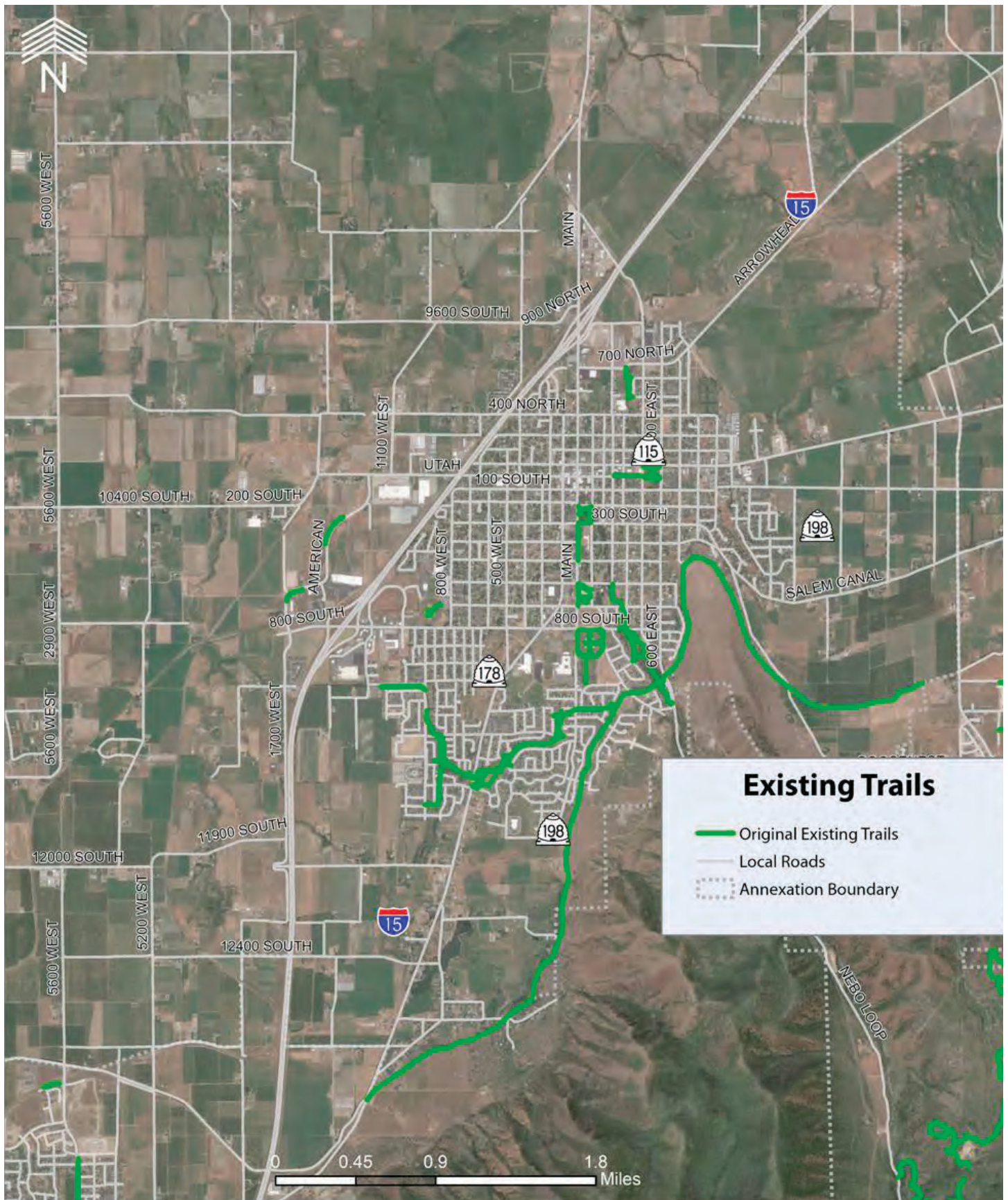


Figure 37. Payson Existing Trails, source: Payson, Master Transportation Plan 2020, Figure 2-15, Avenue Consultants.

Modeling Future Conditions

A travel demand model was used to identify the need for future roadway improvements to accommodate Payson's projected growth. The model analyzed a "No-Build" scenario and a "Recommended Roadway Network" scenario (Figure 38). The No Build scenario shows what traffic volume and road conditions would look like if no improvements are made. The Recommended Roadway Network scenario shows what traffic volume and road conditions would look like if regional and local improvements take place.

With the planned growth of Payson and surrounding communities, the transportation system will experience increasing demand. Without improvements to the transportation network, traffic congestion and resulting delays will increase significantly on most of the functionally classified roadways. However, Payson is not alone in planning for future growth - UDOT and MAG have identified key improvements to the regional roadway network to accommodate future demand. These regional capacity improvements reduce future congestion on the functionally classified roads within the city. Most of the capacity improvements needed to accommodate the future Vision for Payson are planned for with the MAG *TransPlan 2050*.

To address remaining capacity needs, additional projects were identified that reflect community input and local priorities (Figure 40). The following issues and concepts were also considered:

Functional Classification

Payson's functional classification creates a hierarchy of street types, allowing for better street planning and design. The recommended functional classification is based on stakeholder engagement and prior planning efforts, including the 2014 Payson Street Master Plan Map and recently completed area specific plans (Figure 39). The recommended street network includes planned projects in MAG's *TransPlan50* and roadway improvement projects identified in the *Master Transportation Plan* (Figure 40).

Complete Streets

A well-design street meets the needs of all users, regardless of their age, ability, or mode of travel. Streets can bring people together. However, when not properly designed, they can create barriers for communities. A complete streets approach uses policies, plans, and procedures to enhance streets for all users, including pedestrians, bicyclists, motorists, and transit riders.

Complete Streets take a variety of forms unique to each road. Typical elements include wide sidewalks, bike lanes, dedicated bus lanes, comfortable and accessible transit stops, ample crossing opportunities, curb extensions, and medians. Implementing elements of Complete Streets infrastructure in Payson will improve safety, increase transportation options, decrease transportation costs for the city as well as residents, improve health through walking and biking, stimulate the local economy, and create a sense of place. Road diets should be considered as a tool to design the corridor for all users.

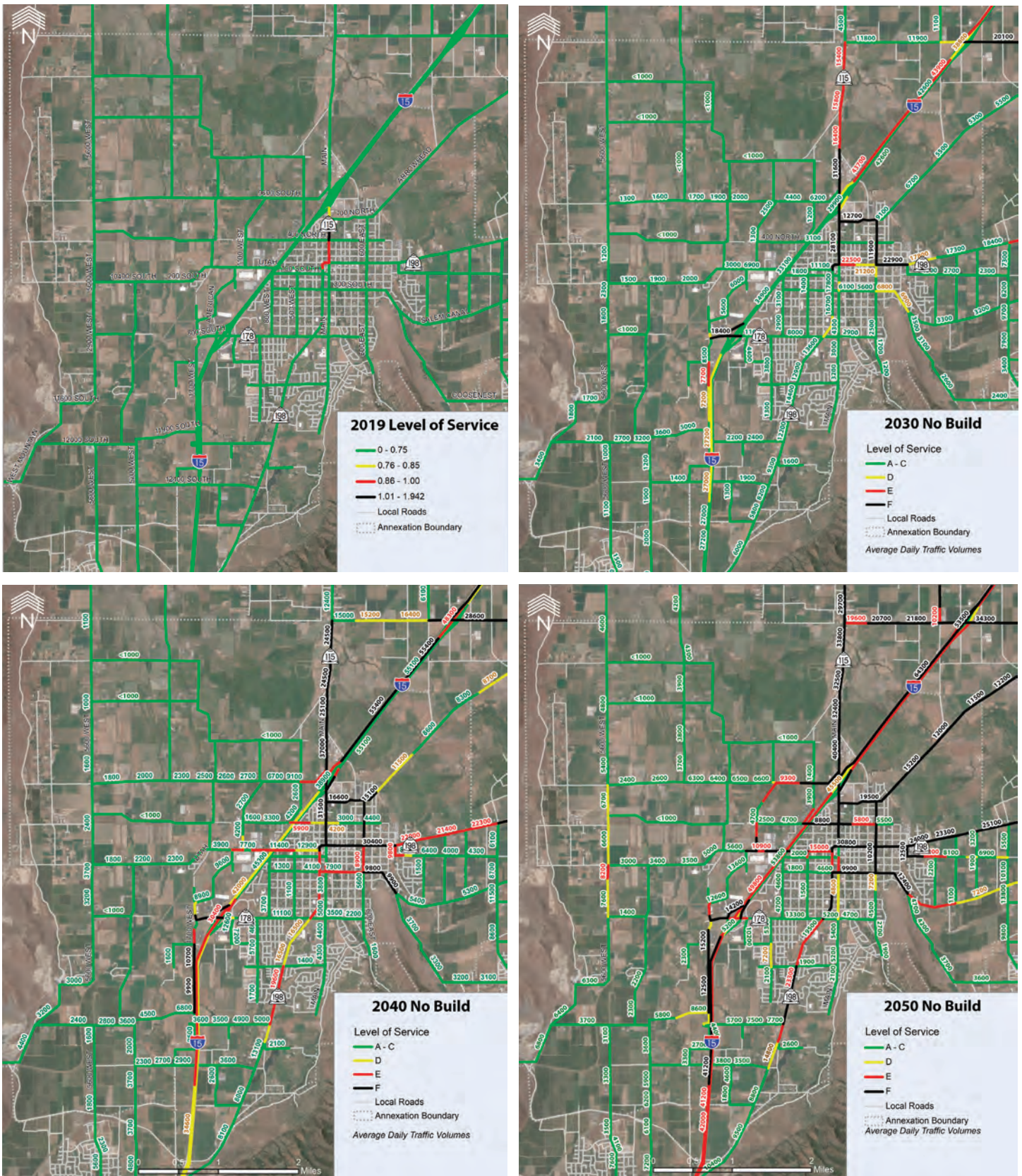


Figure 38. Payson No Build Scenarios, source: Payson, Master Transportation Plan 2020, Figure 2-10, 3-3, 3-4, and 3-5, Avenue Consultants.

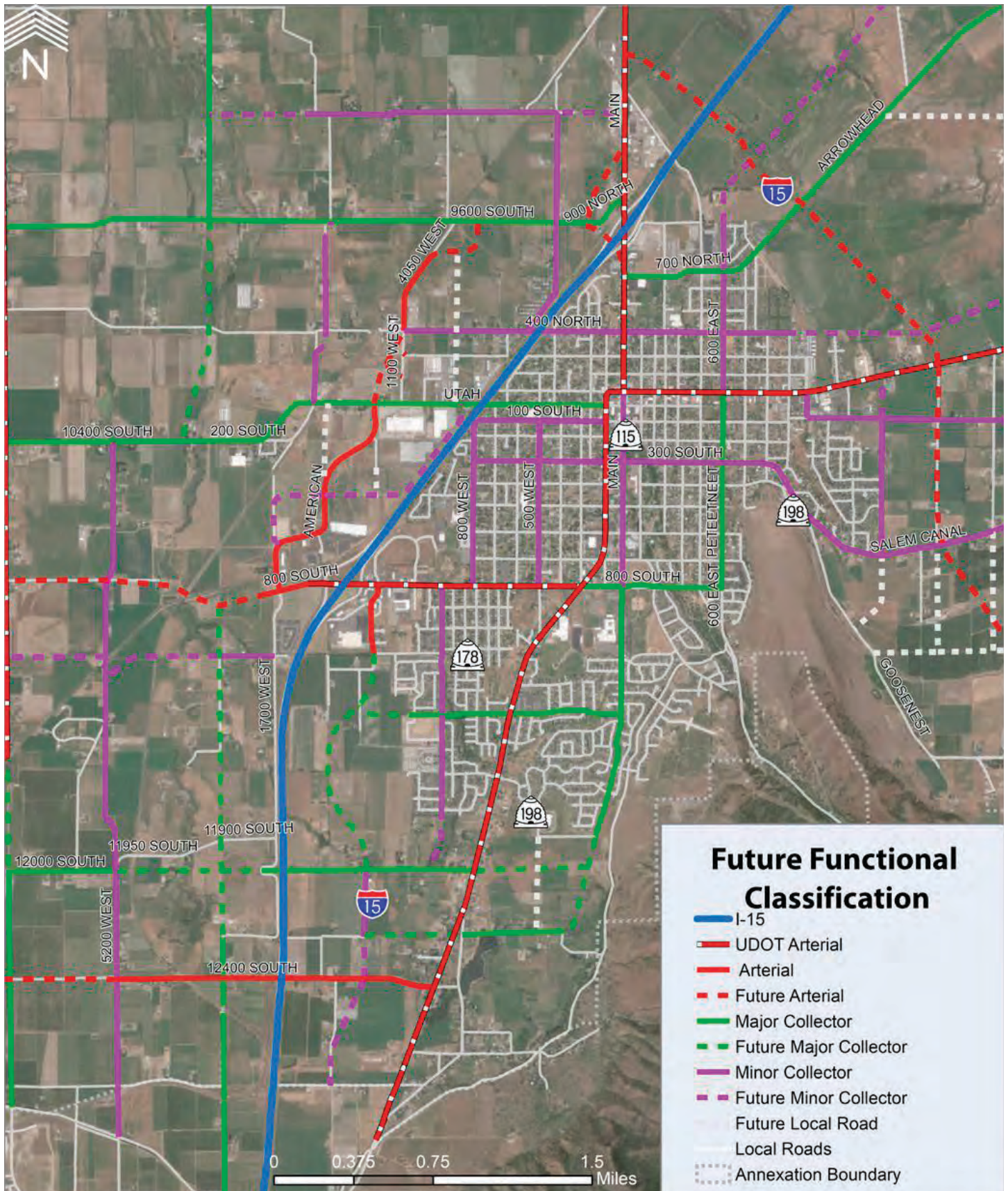


Figure 39. Payson Future Functional Classification, source: Payson, Master Transportation Plan 2020, Figure 4-1, Avenue Consultants.

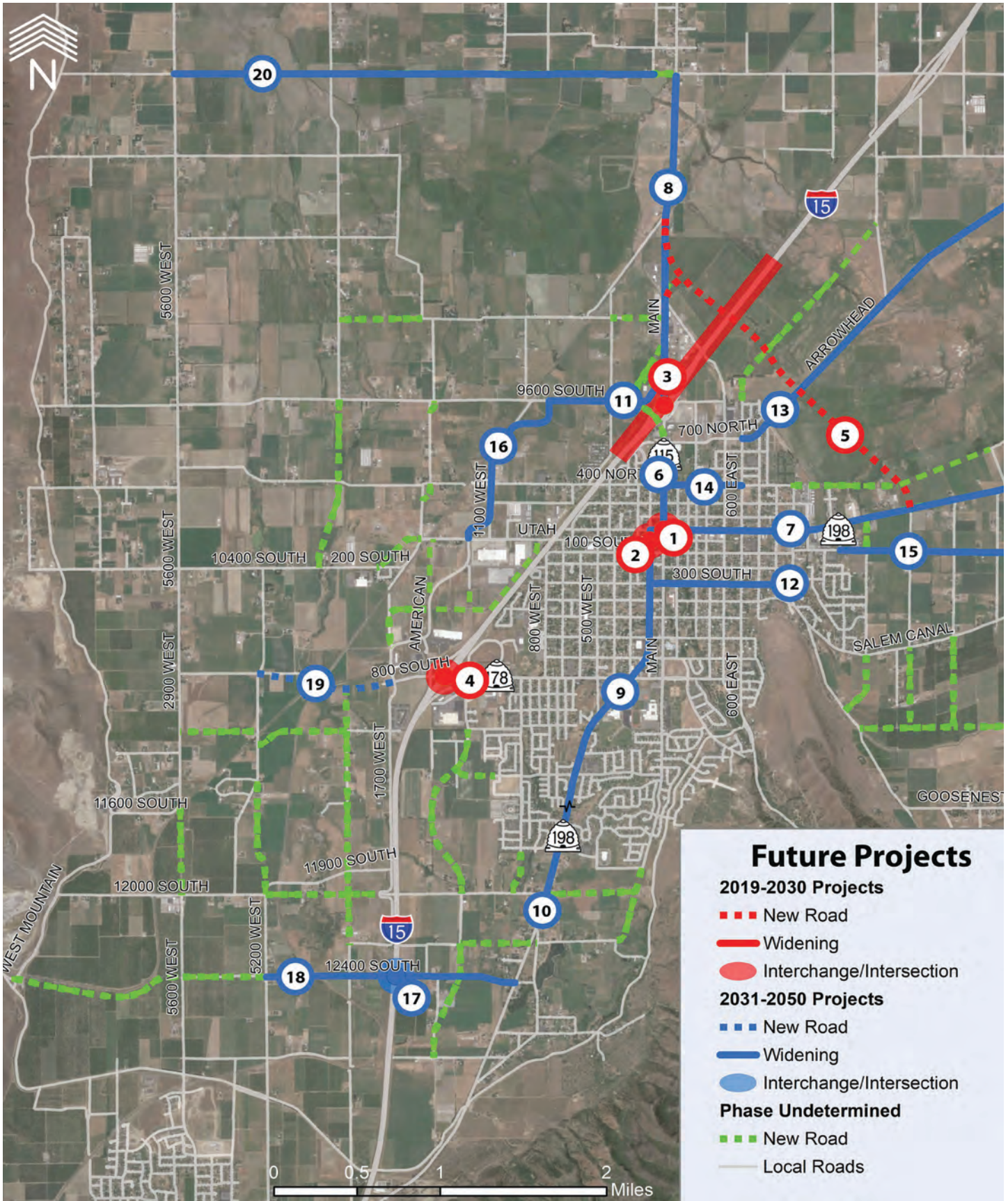


Figure 40. Payson Future Projects, source: Payson, Master Transportation Plan 2020, Figure 1-3, Avenue Consultants.

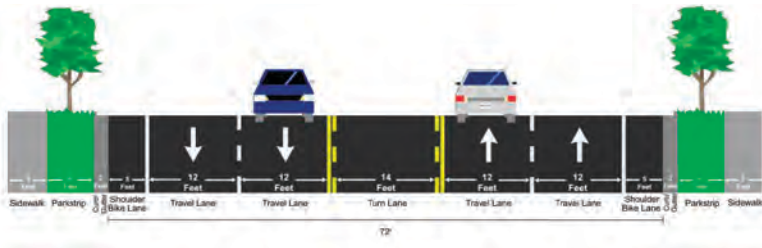
Cross Sections

Roadway cross-sections are necessary for understanding the function, capacity, and speed, as well as the look and feel of a road. The roadway cross-section standards for Payson are based on engineering concepts from American Association of State Highway and Transportation Officials (AASHTO), A Policy on Geometric Design of Highways and Streets 2018 (commonly called the “AASHTO Green Book”), and UDOT’s Design Manual. Some of the cross-section engineering elements included in the Payson standards from these guidebooks are 12-foot travel lanes with 14-foot center turn lanes (Figure 41-42). The cross-sections also include standards from Payson, including two-foot curb and gutter, and five-foot sidewalks. Cross-section design should include areas for all users (pedestrian and cyclists), not just vehicles.

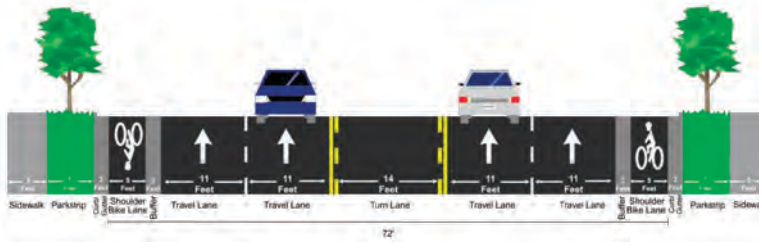
Functional Classification	Number of Lanes	Right-Of-Way (ROW)	Pavement	Target Volume (VEH/DAY)
Arterial	5	98'	72'	26,000-32,500
Major Collector	3	76'	50'	9,000-12,500
Minor Collector	2	76'	50'	5,000-9,000
Local Residential	2	60'	34'	2,000-5,000

Figure 41. Payson Cross Sections, source: Payson, Master Transportation Plan 2020, Figure 4-1, Avenue Consultants.

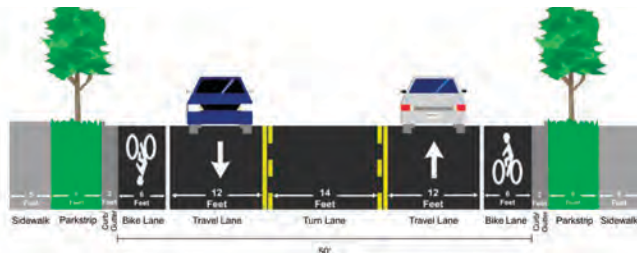
Arterial



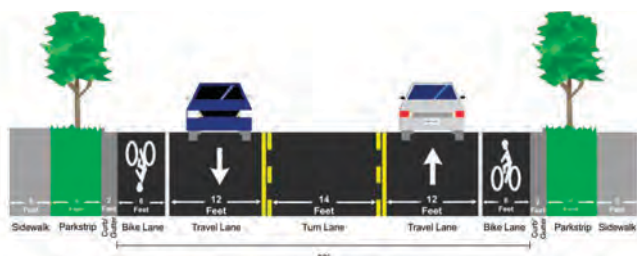
Arterial with Buffered Bike Lane



Major Collector



Minor Collector



Local



Figure 42. Payson Cross Section Diagrams, source: Payson, Master Transportation Plan 2020, Figures 4-2 - 4-4, Avenue Consultants.

Future Trails

City expertise and stakeholder engagement identified 57 miles of future trails in Payson (Figure 43). The network will connect key origins and destinations throughout the community. Many of these trail corridors are adjacent to existing or planned roads but also follow canals, streams, or utility corridors. The trail system is an important component of both the transportation plan as well as the Parks and Recreation Master Plan. As these facilities are planned and constructed, the recommended trail network should be included in facility design and construction.

Wayfinding

Wayfinding refers to information systems that guide people through a physical environment and enhance their understanding and experience of the space. It helps people “find their way”.

Wayfinding is particularly important in urban and suburban environments and in larger community settings. As Payson looks to add trails, sidewalks, and bike lanes, people will need visual cues such as signs, maps, directions, arrows, and symbols to help guide them to their destinations and around the community. An effective wayfinding system can contribute to a sense of wellbeing, safety, and security for cyclists and pedestrians in these often high-stress, car-centric environments.

Future Transit

Both Mountainland Association of Governments (MAG) and UTA are planning for expanded transit service to Payson with an extension of FrontRunner in MAG’s recently adopted *TransPlan50*. During the planning process, potential options to provide

an additional station near Main Street and the planned Nebo Beltway interchange were identified. This second station location is included in the transportation plan along with the previously proposed location at 800 South. Future routes connecting to the stations are recommended to improve transit access within the city and to nearby communities.

In order to take full advantage of the planned FrontRunner extension, new core bus service connecting to the commuter rail station is also included in MAG’s *TransPlan50*. This core bus service is planned to run on S.R. 198 and 800 South. Future upgrades of these corridors to bus rapid transit (BRT) are included in an unfunded phase of the MAG plan. Additional circulator routes are also recommended that would provide service to Elk Ridge, Santaquin, and West Payson. While these circulator routes are currently not planned by MAG or UTA, the addition of bus routes to improve transit access within the city should be coordinated with UTA as plans for the extension of FrontRunner further advance (Figure 44).

Future Freight

As Payson grows, the City will experience an increase in truck traffic. Figure 45 shows possible truck routes and indicates which routes might best serve trucks in the community. Having formal truck routes helps the city work with suppliers or employers that have regular trucking needs and manage future roadway maintenance by checking truck counts and pavement conditions on these routes. Where possible, freight and truck routes should avoid residential areas.

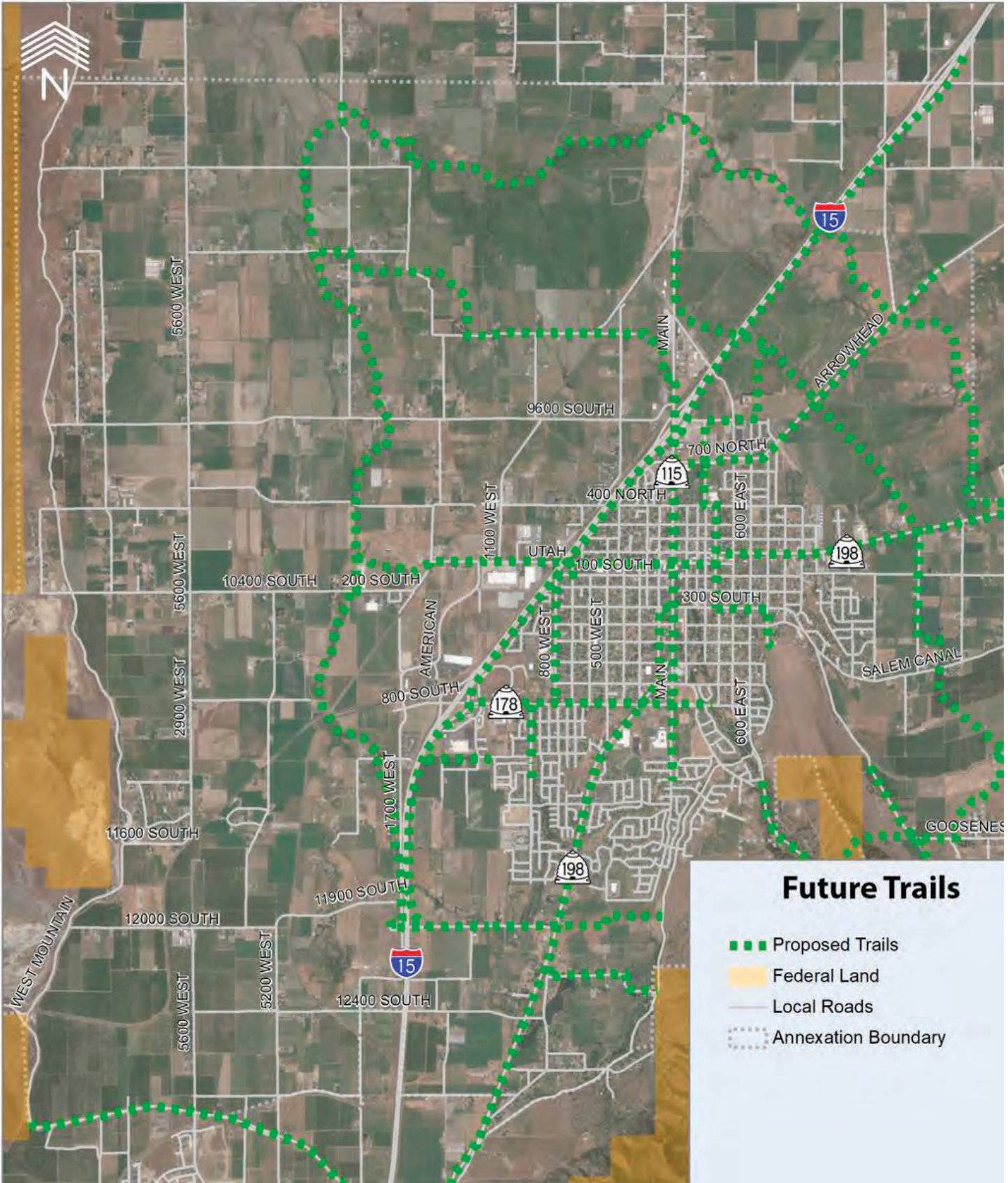


Figure 43. Payson Future Trails, source: Payson, Master Transportation Plan 2020, Figure 4-9, Avenue Consultants.

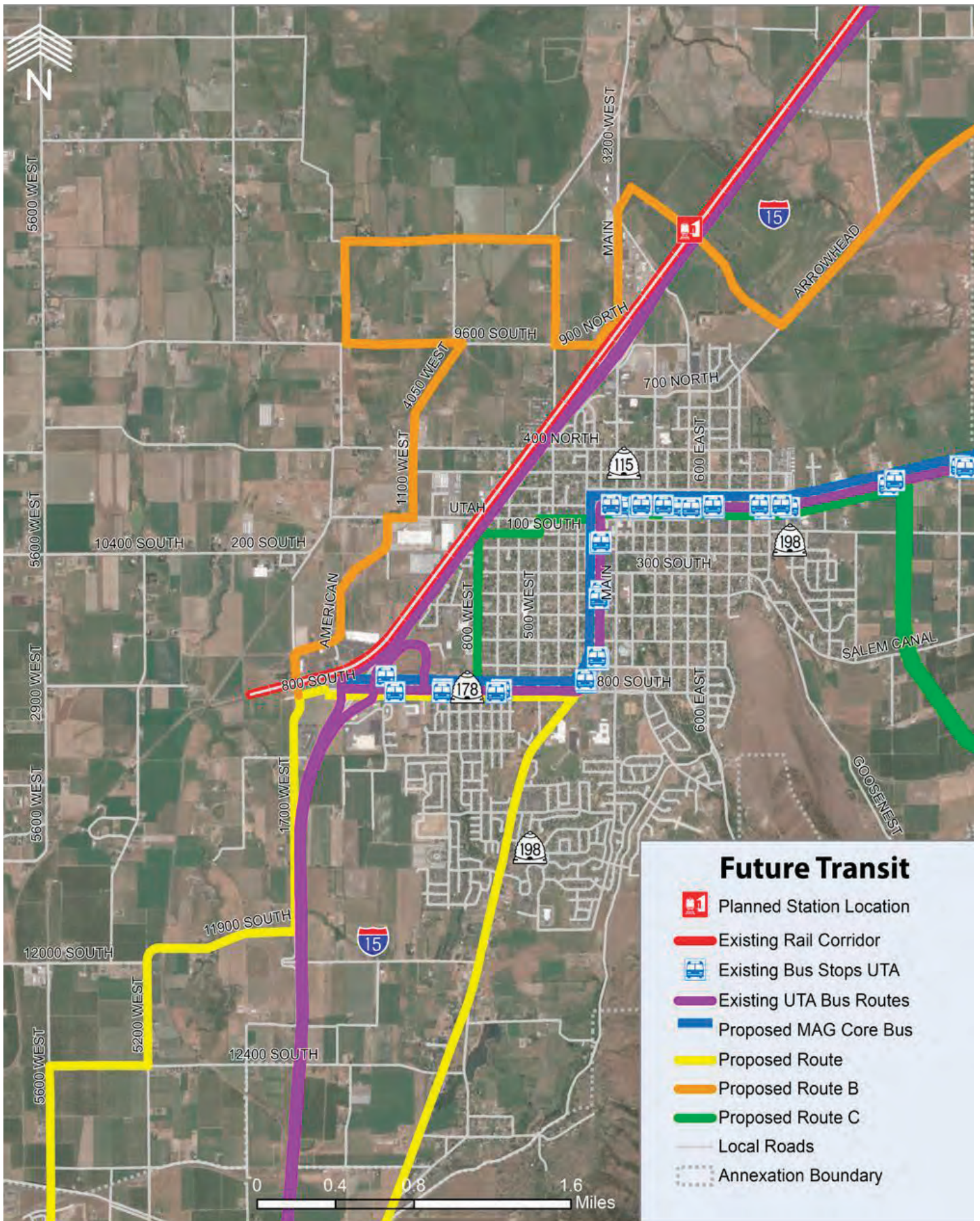


Figure 44. Payson Future Transit, source: Payson, Master Transportation Plan 2020, Figure 4-9, Avenue Consultants.

Access Management

Access management involves providing and managing access to land development while maintaining traffic flow and attention to safety issues. It includes driveway spacing, signal spacing, and corner clearance. Access management is a key element in transportation planning, helping make transportation corridors operate more efficiently and carry more traffic without costly road widening projects. Access management offers local governments a systematic approach to decision-making, applying principles in a uniform, equitable, and consistent way throughout the jurisdiction. *The Transportation Master Plan* recommends that the City adopt an Access Management Program.

Corridor Preservation

The main purposes of corridor preservation are to preserve the viability of future options, reduce the cost of these options, and minimize environmental and socio-economic impacts of future implementation. This is primarily accomplished through land use controls, such as annexation and approval of developments. In planning for future facilities identified in *The Transportation Master Plan*, corridor preservation techniques should be employed. The City will need to use engineering and planning reviews to ensure that corridors are preserved.

Street Connectivity

It is the goal of Payson to develop its streets on a grid network. Much of the city is already on a vehicular grid network, and future development

will need to employ the grid as well. A grid network provides multiple benefits.

Improved:

- Connectivity & route directness
- Wayfinding & orientation
- Emergency vehicle response times
- Fire station coverage areas
- Routes for future public transit
- Efficiency for utility lines, including looping and pipe size
- Walkability and neighborhood connectivity
- Land use flexibility

Reduced:

- Mileage traveled, mileage of utility lines, and miles of vehicular lanes
- Infrastructure costs
- Fiscal impact of trash collection and snow removal
- Impact of road closures
- Vehicular traffic and need for costly collector/arterial roads

While much of the historic grid is square, the grid employed by new development need not be square, but should be at least rectilinear. It may be practical to avoid a square grid that leaves a lot depth in excess of what is desired. When topography makes portions of a vehicular street network impracticable or impossible, the intent is to still provide access in the respective sections for pedestrians and other users. This access could be through trails or stairs. Street and lane width correlates to vehicular travel speed, which impacts public safety. It is a public necessity that street and lane width is appropriately tailored to the adjacent land use. When a land use, such as residential, merits a narrower cross section, the city should still obtain a wider right of way to allow for needs that arise from future redevelopment.

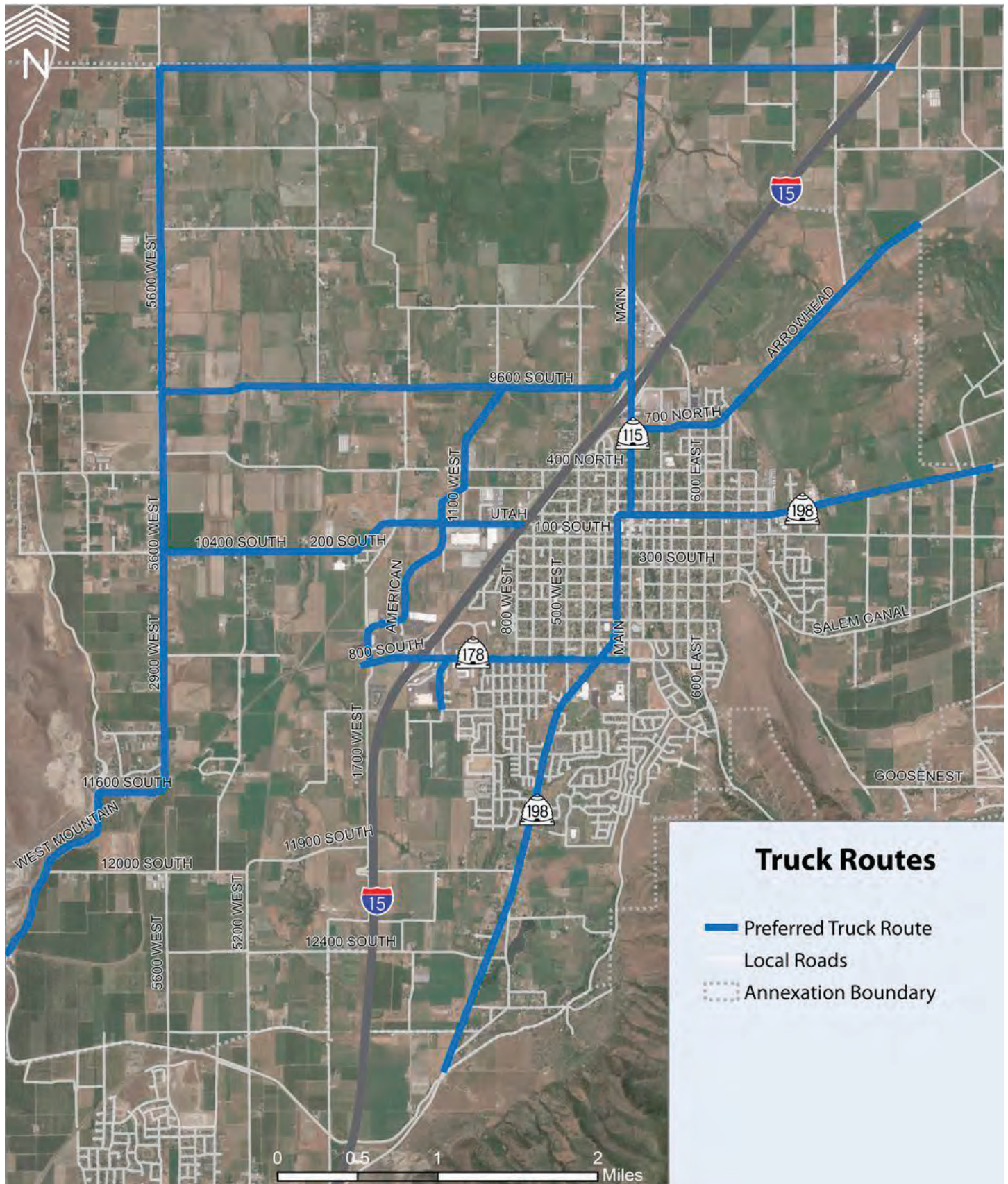


Figure 45. Payson Truck Routes, source: Payson, Master Transportation Plan 2020, Figure 4-10, Avenue Consultants.

GOAL 1**Provide Payson's communities with a high-quality street network****Strategy 1.1** Ensure new roadway functional classifications are implemented**Strategy 1.2** Complete recommended projects in the *Transportation Master Plan***Strategy 1.3** Return to a strict grid**GOAL 2****Improve pedestrian connections to home, work, and other destinations****Strategy 2.1** Develop a rotating program to construct sidewalks throughout the existing paved roadway network**Strategy 2.2** Expand the existing trail network**Strategy 2.3** Plan for a more robust active transportation system**GOAL 3****Prioritize equitable investments to improve transportation access****Strategy 3.1** Design transportation facilities and amenities to accommodate all types of users**Strategy 3.2** Identify possible locations for wayfinding signage along trails and streets**GOAL 4****Work with local, regional, and state partners to coordinate future transit investments****Strategy 4.1** Plan for possible bus route options with UTA as FrontRunner plans advance**Strategy 4.2** Maintain relationship with other transportation partners to ensure regional routes are supported and funded**GOAL 5****Align transportation decisions with future land use decisions****Strategy 5.1** Incorporate access management principles into future transportation planning**Strategy 5.2** Utilize corridor preservation techniques



CHAPTER 5
PARKS AND
RECREATION

Source: Fregonese Associates. Memorial Park. Payson, Utah. June, 2018.

*This chapter will be completed at a later date



CHAPTER 6

ECONOMIC DEVELOPMENT

Source: Fregonese Associates. Main Street Painted Windows. Payson, Utah. June, 2018.

Payson strives for a strong economic base that enriches the lives of residents and visitors and provides a healthy and vibrant balance of residential and business opportunities. To encourage a prosperous economy and to promote Payson as an attractive place to live, work, play, and do business, the community will need to leverage existing assets, invest in new and existing commercial centers, and support workforce development. Attracting new industries and businesses, with special attention to industry clusters and related firms that share common markets or technologies, should be a priority. Community assets include intangible factors that speak to the quality of life in Payson, such as recreational opportunities, rural character, and local cultural traditions and community celebrations. This strategic approach to economic development goes hand-in-hand with innovations in land use, housing, transportation, and education.

Thoughtful long-range planning serves as a competitive advantage in economic development. Payson's connectivity through Interstate 15 is a major asset for employers. Planning can effectively mitigate the pitfalls of rapid increases in population, such as traffic congestion for communities with limited public transit, increased competition for affordable housing, and maintain land available for economic needs. Employers must consider these quality of life concerns when choosing the location for their business expansion. Competition for these regional jobs often means

positioning Payson as an attractive and easy place to live, visit, and work.

Demographics show a young, talented workforce in Payson. Although, a significant number are commuting outside of Payson for work. Economic development in Payson must include finding ways to move these jobs within City limits. Payson already has the building blocks to continue to accommodate the lifestyle preferences of current and future generations who call Payson home. Finding a way to capitalize on these preferences in order to keep and grow Payson's job market will provide a major boost to Payson's economic vitality.

GUIDING PRINCIPLES

- 1** Make Payson a place where young people want to stay, live, work, recreate, and establish roots.
- 2** Reinvest in the existing urbanized areas of the city.
- 3** Support and grow local businesses and encourage outside businesses to expand to Payson.
- 4** 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 is currently home to about 6,000 jobs and is expected to add 23,000 new jobs by 2050. There are approximately 10,000 workers living in Payson, but only 1,425 (14.3%) work within city limits. The remaining 8,500 workers commute outside of Payson for work. In 2017, most individuals commuted within Utah County, home to over 575,000 people and almost 228,000 jobs, to Provo (13.4%), Spanish Fork (9.5%), Orem (8.0%), or Springville (6.6%). Some commute outside the county to Salt Lake City (6.5%).¹

Most jobs within Payson (76%) are currently filled by in-bound commuters, with 4,547 workers commuting into Payson for work. The majority of commuters come from Spanish Fork (11.8%), Santaquin (9.3%), Salem (5.0%), Springville (5.0%), or Provo (4.8%). A smaller percentage commute from Orem, Elk Ridge, Lehi, and Mapleton.

The top three industry sectors for both inbound and outbound commuters are identical: Retail, Health Care and Social Assistance, and Manufacturing. While those three industries represent 55% of all jobs held by Payson residents, they represent 57% of jobs for inbound commuters and only 38% of outbound commuters.

Location quotient may clarify this distinction. Industry location quotient analysis can isolate industry sectors appearing at a higher rate than regional or statewide averages, thus illustrating industries that make an area economically unique. A location quotient above 1 indicates that Payson

has a concentration in that industry. High location quotients in manufacturing and other export-oriented industries means more money coming into Payson from outside the local economy.

While retail and service-based industries are generally considered population driven and not export-oriented, a location quotient over 1 means that Payson is generating more goods or services in that industry than required by local demand and thus drawing money into the local economy. They are also industries that should be very responsive to the rapid population growth expected for Payson and Utah County.

Jobs in the Provo-Orem metropolitan area are expected to grow at an average of 4% annually. Many of the top occupations for Payson residents are jobs for which Payson does not show a distinct concentration or advantage in, or jobs that are not expected to meet the average growth rate of 4%. This does not mean that these jobs will not grow, and in fact, most are expected to grow more rapidly in the metro region than statewide predictions. Encouraging these occupations will provide balance and reduce trips. There are several occupational categories, like Construction, Installation, Maintenance, and Repair, and Healthcare Support, where Payson has a regional advantage and the job is expected to meet or exceed average job growth in the region. Targeting workforce training to these occupations will grow the local economy in Payson.

¹All current commute data is retrieved from the US Census Bureau, Center for Economic Studies, OnTheMap 2019.

INDUSTRIES BY PERCENTAGE OF WORKFORCE AND LOCATION QUOTIENT

	State	County	Payson	LQ to State	LQ to County
Educational Services, and Health Care and Social Assistance	22%	26%	24%	1.11	0.94
Retail Trade	12%	13%	16%	1.36	1.28
Manufacturing	11%	9%	15%	1.36	1.56
Arts, Entertainment, and Recreation, and Accommodation and Food Services	9%	8%	8%	0.86	0.98
Professional, Scientific, and Management, and Administrative and Waste Management Services	12%	15%	7%	0.59	0.49
Construction	7%	7%	6%	0.96	0.95
Transportation and Warehousing, and Utilities	5%	3%	5%	1.06	1.77
Public Administration	5%	3%	4%	0.90	1.45
Other Services, Except Public	4%	4%	3%	0.73	0.72
Finance and Insurance, and Real Estate and Rental and Leasing	7%	6%	3%	0.44	0.53
Wholesale Trade	3%	3%	3%	1.05	1.02
Agriculture, Forestry, Fishing and Hunting, and Mining	2%	1%	3%	1.46	3.15
Information	2%	3%	2%	1.08	0.77

Figure 46. Calculations based on US Census ACS 2017 (five-year estimates) Table SE A 17004 (Industries for Employed Civilians 16 and Over) via Social Explorer.

OCCUPATIONS FOR EMPLOYED RESIDENTS IN PAYSON

	% of Payson Jobs	LQ to State	LQ to County	Projected Annual Growth		Median Salary in Payson	Median Salary in Utah County
				MSA	State		
Office and Administrative Support	12.38%	0.83	0.84	3.40%	2.20%	\$27,575	\$19,831
Sales and Related	11.31%	1.04	0.96	2.80%	2.20%	\$27,697	\$23,571
Production	8.94%	1.37	1.69	2.40%	2.00%	\$33,071	\$29,056
Production, Transportation and Material Moving	8.82%	1.50	1.94	3.60%	3.10%	\$29,333	\$26,820
Management	8.36%	0.81	0.82	4.30%	3.00%	\$54,153	\$64,121
Education, Training, and Library	6.84%	1.03	0.79	3.60%	3.20%	\$15,925	\$19,878
Healthcare Practitioners and Technical	6.03%	1.23	1.27	3.20%	3.40%	\$44,943	\$43,900
Food Preparation and Serving Related	6.02%	1.17	1.23	3.70%	3.10%	\$8,274	\$8,819
Construction and Extraction	4.86%	0.93	1.06	6.10%	4.10%	\$37,270	\$35,334
Installation, Maintenance, and Repair	4.38%	1.40	1.67	4.30%	2.80%	\$44,826	
Business and Financial Operations	2.96%	0.61	0.66	5.30%	3.50%	\$41,893	\$51,569
Healthcare Support	2.87%	1.38	1.25	3.90%	3.80%	\$10,938	\$17,166
Personal Care and Service	2.77%	0.96	0.94	5.40%	3.90%	\$11,788	\$10,857
Building and Grounds Cleaning and Maintenance	2.59%	0.73	0.75	3.70%	3.00%	\$26,750	\$12,073
Computer and Mathematical	2.52%	0.68	0.47	6.10%	4.40%	\$77,000	\$64,437
Arts, Design, Entertainment, Sports, and Media	2.12%	0.95	0.68	3.80%	3.30%	\$27,500	\$24,481
Farming, Fishing, and Forestry	2.09%	5.25	5.83	0.60%	0.70%	\$20,260	\$19,099
Protective Services	1.62%	0.94	1.03	3.70%	2.20%	\$52,500	\$36,587
Architecture and Engineering	0.96%	0.51	0.63	4.20%	3.00%	\$80,536	\$62,748
Community and Social Service	0.96%	0.73	0.67	4.40%	3.20%	\$48,542	\$30,831
Legal	0.43%	0.44	0.57	6.00%	2.40%	\$62,955	\$66,550
Life, Physical, and Social Science Occupations	0.19%	0.22	0.26	3.80%	3.10%	NA	\$32,202

Figure 47. Calculations based on US Census ACS 2017 (five- year estimates) C24010(Occupation for Civilian Employed Population 16 and Over), B24011 (Occupation by Median Earnings in the Past 12 months in 2017 Inflation Adjusted Dollars, and Projected Annual Growth Rates via Utah Department of Workforce Services (July 2018).

Nebo School District (NSD) currently offers public education for elementary- and secondary-aged children, through five elementary schools, two middle and junior high schools, and one high school in Payson. In 2020, middle schools were incorporated into the District, with one in Payson and one in Salem. In the future, many children in Payson will attend Salem Middle, Salem Junior, and Salem High. Payson residents have access to many opportunities for higher education as well. Brigham Young University (BYU), Utah Valley University (UVU), two campuses for the Mountainland Technical College (MTECH), Stevens Henager College, and the University of Phoenix are all within twenty minutes of Payson. UVU and MTECH have committed to building campuses in Payson.

EDUCATIONAL ATTAINMENT FOR RESIDENTS 25-64 YEARS OF AGE

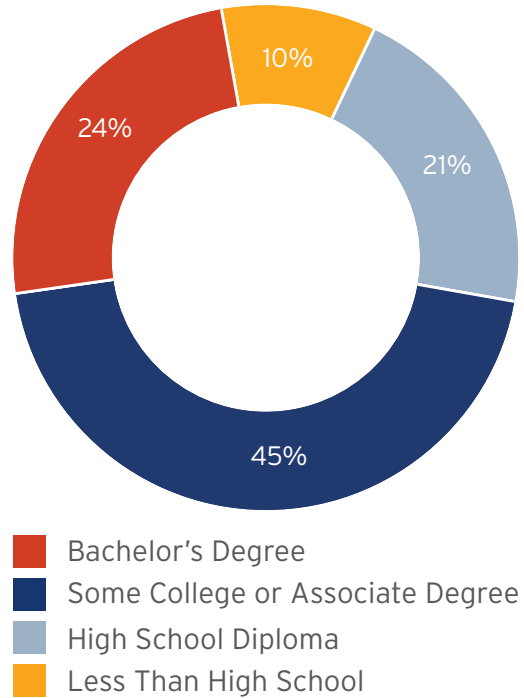


Figure 48. Source: US Census Bureau, ACS 2017 5 Year Estimates.



Source: Utah Valley University. February, 2020. uvu.edu.

Payson has low unemployment, calculated as 3.3% of civilians age 25 to 64 who are actively in the labor force, according to the most recent ACS estimates (2017). The labor force does not include students, family caregivers, and retired persons not actively seeking employment. Payson has a slightly higher share of the population not in the labor force, with 23.8% of those ages 24 to 64, as compared to the state (21.6%) and the nation (22.5%).

Unemployment is highest for those without a diploma and lowest for those with advanced degrees. The difference in Payson between unemployment in those two categories, 8.25% for those without a high school diploma and 0.58% for those with a bachelor's degree, is significant when compared to the range of 6.21% to 2.01% which is seen statewide. Bureau of Labor Statistics (BLS) numbers show a decrease even further from 3.5% across Utah for July 2018 to 3% for Utah and 2.8% for the metro region for July 2019.

As a city with over 160 years in existence, the need for redevelopment grows as the city changes and evolves. Local partners are key to furthering the goals set forth in this chapter. The Payson & Santaquin Area Chamber of Commerce hosts events and offers opportunities to local business to strengthen relationships and drive the local economy. Their stated mission is to strengthen the local economy through unity and training and resources to improve business practices and facilitate the success of local businesses. As partners, they can be key influencers on the

implementation of Payson's future economic development and business retention.

In the past, the Redevelopment Agency Downtown (RDA) & Economic Development Agency (EDA) were created to jump start redevelopment projects in the city core and install infrastructure, utilities, and roads for the Payson Business Park. The Payson Business Park was built in 1995 and is located west of Interstate 15. It is served by fiber optics. The city is currently installing the UTOPIA fiberoptic network, which will serve a variety of different business types and occupational categories for Payson.

The Economic Development Board in Payson works to retain and assist existing Payson businesses as a key economic development strategy for the city. This board is extremely active within Payson and maintains an expansive set of policy initiatives and funding strategies.

Business Retention and Expansion

Payson is fortunate to have low unemployment, although most residents commute outside of Payson for work. The greatest opportunities for new job growth and capital investment will come from robust business retention and expansion program. Protecting existing businesses means understanding and responding to local business needs through the establishment of a business retention and expansion program to explore a diversification of employment and occupations. Without a strong foundation that properly engages and supports current businesses, other approaches aimed at bringing in new companies, investment, and talent cannot succeed.

Recruitment and Investment in Businesses

Local and regional economies cannot thrive without bringing in new companies, investment, and talent. A focused approach to recruit companies with requirements that are compatible with Payson's infrastructure and resources can yield immediate positive results for the community. This is especially important given the high level of job growth expected in the metro region.

Expansion of the local business market must be coordinated with investment in infrastructure systems to support new business in existing employment centers and in nodal development to encourage close live-work opportunities.

Innovation and Entrepreneurship

Public sector involvement and promotion of innovation holds a high level of potential, given Payson's connection to higher education and manufacturing clusters. Collaborating with existing public-private partnerships and educational institutions can increase and connect innovation among existing companies and across industries to make Payson competitive with other cities and establish Payson as a hub for business in south Utah County.

Quality of Place

Successful economic development today goes beyond the local business climate. Providing an attractive environment that appeals to young professionals and maintaining and investing in resilient infrastructure that can meet future needs is critical for economic development. Affordable housing, amenities, recreation, educational opportunities, and access to multiple modes of transportation are necessities for today's young workforce, which prefers walking, biking, and patronizing locally owned shops and restaurants. This is especially important since a major issue for most companies is access to qualified workers.

The lack of connectivity, walkability, and amenities creates a barrier for people trying to access the jobs and educational opportunities necessary to thrive in the growing regional workforce, and for businesses trying to attract qualified workers.

Access to Opportunity/Workforce Development

Cultivating a qualified workforce is a foundation for economic growth. Payson has a skilled workforce that businesses see as a major asset. The City should continue to grow that workforce and develop diverse and necessary skills through educational programs designed to expand the local workforce.

Workforce programs should develop an educational pipeline, preparing local young adults with competitive skills as they reach working age providing existing workers with development opportunities to meet the shifting business climate. They should also provide attractive and more diverse housing opportunities and expanding recreational and cultural amenities. A major challenge to attracting talent is providing walkable, mixed-use communities where these workers want to live and enjoy a high quality of life.

Planning for Affordable, Diverse Housing Options

Expanding Recreational and Cultural Opportunities



Balanced and Sustainable Economy

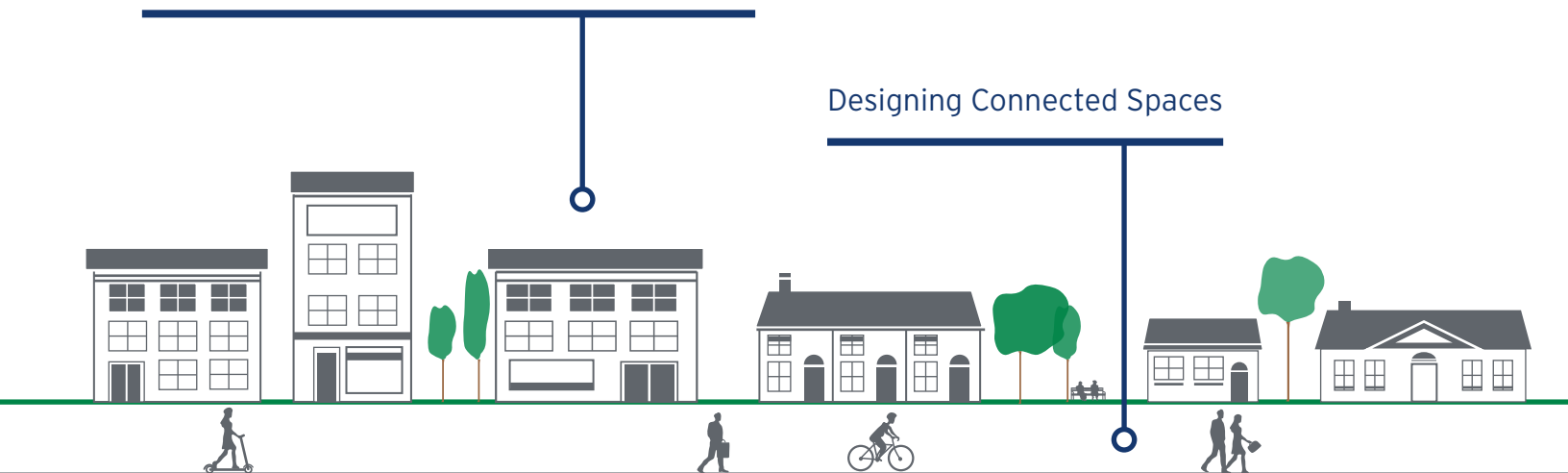
While a diverse local economy protects Payson from economic fluctuations, the aim is to encourage a cohesive community with meaningful opportunities for people with varied backgrounds and educational attainment. While continuing to support current concentrated industries such as manufacturing, education, and health care, building support services for these industries

creates sustainable job growth for Payson.

Ultimately, a vibrant mix of businesses, varying by industry as well as firm size, inspires innovation and strengthens the business network to grow the economy even further. Working to expand the field of business opportunities and to improve the balance and diversity of businesses will maximize the benefits of the expected job growth and improve economic stability for Payson over time.

Investing in Local Businesses and Providing Workforce Programs

Designing Connected Spaces



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
-
- Strategy 1.2** Establish Payson as a center of excellence through industry partnerships with vocational and higher education providers
-
- Strategy 1.3** Ensure workforce resiliency by anticipating needs and market trends and aligning programs to maximize opportunities

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
-
- 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 new nodal development including the UVU campus
-
- Strategy 2.3** Embrace tourism opportunities, community celebrations, and other activities that allow visitors to contribute to the economic vitality of Payson
-
- Strategy 2.4** Use historic preservation, community heritage, and access to recreation to foster tourism

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
-
- Strategy 3.2** Work with the local and regional real estate community to ensure that there is an adequate supply of available buildings and sites
-
- 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

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 the population

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

Strategy 4.3 Encourage young leaders to participate in decision-making and leadership roles in civic and business life

GOAL 5 Maintain a friendly business climate

Strategy 5.1 Align zoning, public policy, and regulatory practices to target existing and emerging industry clusters

Strategy 5.2 Support efforts to attract and retain business in target cluster industries, which provide good wages and are expected to grow nationally

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

Strategy 5.4 Foster a positive environment that welcomes entrepreneurship and innovation

GOAL 6 Capitalize on private sector investment

Strategy 6.1 Promote collaborative partnerships between the public and private sectors

CHAPTER 7

HOUSING



Source: Fregonese Associates. Payson, Utah. June, 2018.

The Imagine Payson housing element examines the city's existing housing supply, projects future housing needs, and sets goals and strategies to prepare for future growth. The housing element goals and strategies align with all elements of the Imagine Payson General Plan, including the Transportation and Circulation and Land Use Chapters.

GUIDING PRINCIPLES

- 1** Payson has safe neighborhoods with a variety of high-quality housing options.
- 2** Payson is a city where newcomers can stay, buy a home, and join the community.
- 3** Payson has housing of different types and styles for people of all ages and incomes. This includes homes in single-family neighborhoods, executive housing, and affordable apartments in neighborhoods with higher density that provide for increased sustainability, livability, walkability, cost-efficiency, and access to services.
- 4** Future development should protect historic buildings, enhance neighborhoods and urban areas, and create new mixed-use centers.

As Payson continues to grow, managing growth will require a balanced housing supply. This can be achieved by increasing the array of available housing types to meet the needs of people of all ages, families of any size, and residents of all income levels. The challenge will be accommodating substantial population and job growth while maintaining Payson's rural agricultural character, connection to nature, and ample open space. Thoughtful land use planning can help Payson be a place where future generations seek to lay down roots – establishing families, businesses, and social connections.

Planning and Regulatory Framework

Since adoption in April 2011, the Housing element of the Payson General Plan has provided for a variety of housing units available to residents of moderate- or low-income, based on a demonstrated need for low-income housing in Payson. In an attempt to eliminate barriers to affordable housing, Payson has instituted provisions to encourage and support compatible infill development in the pioneer neighborhoods to maximize existing utility systems and infrastructure, created an overlay zone to integrate multi-family housing into existing neighborhoods and commercial districts, rezoned various parcels to allow the construction of higher density rental housing, and created a Planned Residential Development (PRD) ordinance to allow flexible development layout to include a variety of lot sizes and housing products.

Payson is a member of the Utah Valley HOME Consortium, formed to address housing shortage and affordability, and works closely with the Housing Authority of Utah County to provide affordable housing options and housing programs. Payson works in conjunction with nonprofit organizations, like Self-Help Homes, to achieve housing goals and meet state requirements for affordable housing. Self-Help Homes is a non-profit 501(c)(3) charitable organization that provides quality affordable housing opportunities to individuals and families. One of the primary criteria for eligibility is a requirement that individuals or families must qualify at or below 80% of the Area Median Income (AMI) for their family size. In the past 15 years, Self-Help Homes has constructed over 200 single-family dwellings in Payson and the organization continues to look for additional property to expand their program.

According to the 2018 Moderate-Income Housing Reporting Form, the shortfall on available affordable housing units in Payson remains. Payson City Council recently adopted a Community Revitalization Plan on August 21, 2019 to support funding for low-income housing projects. Plan goals include improving the quality of low-income housing by promoting affordable homeownership and quality rental housing linked to public/private investment and transit-oriented development (TOD), leveraging resources for strategic neighborhood investments, assembling vacant tax delinquent land for redevelopment, and stimulating neighborhood investment.



Source: Fregonese Associates. *Utah State Capitol Building*. 2014.

Moderate-Income Housing Planning Requirements

House Bill 295 (1996)

Requires an affordable housing element to be included in general plans.

House Bill 259 (2018)

Requires cities with populations over 10,000 to plan for moderate income housing.

Senate Bill 34 (2019)

Requires local communities to plan for housing for residents of all income levels, to coordinate that housing with transportation, and to adopt at least three strategies from a menu of affordable housing strategies.

State Code 10-9a-103(38)

Defines moderate income housing as “housing occupied or reserved for occupancy by households with a gross household income equal to or less than 80% of the median gross income for household of the same size in the county in which the city is located.”¹

State Code 10-9a-403(2)(b)(ii)

The housing element needs to include “an analysis of how the municipality will provide a realistic opportunity for the development of moderate income housing within the next five years.”²

¹Utah State Code 10-9a-103(38). (2019). https://le.utah.gov/xcode/Title10/Chapter9A/10-9a-S103.html?v=C10-9a-S103_2019051420190514.

²Utah State Code 10-9a-403(2)(b)(ii). (2019). https://le.utah.gov/xcode/Title10/Chapter9A/10-9a-S403.html?v=C10-9a-S403_2019051420190514.

The Imagine Payson Vision and recommendations reflect extensive community outreach. Public workshops, open houses, surveys, interviews, online mapping, and social media were used to gather community input and to guide goal and strategy development for each general plan element.

Scenario mapping was used to gauge community interest in different housing types and to identify preferred growth options. Workshop and online mapping activities indicated community preference for two new housing nodes near downtown, with easy access to Interstate 15. Online mapping and workshop comments highlighted community awareness of the need to accommodate new growth and community interest in increasing the variety of housing types available.

STRONGLY OR SOMEWHAT AGREE THIS TYPE OF HOUSING HAS A PLACE IN MY COMMUNITY'S FUTURE

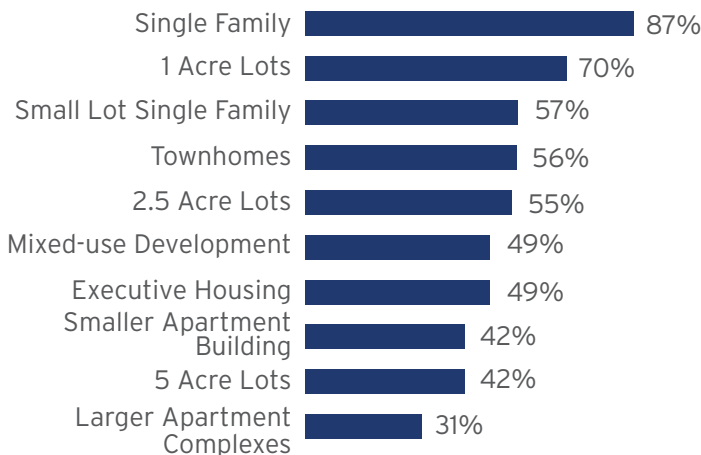
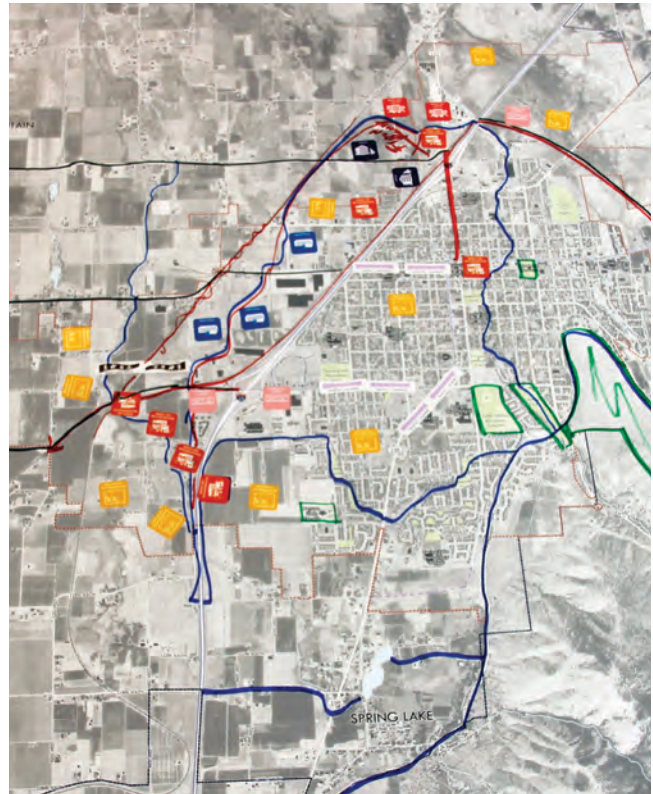


Figure 49. Source: Imagine Payson Live Polling and Online Workshop Results, 2018.



Source: Fregonese Associates. Imagine Payson Workshop Map. June, 2018.

SCENARIO WORKSHOP HOUSING PREFERENCES

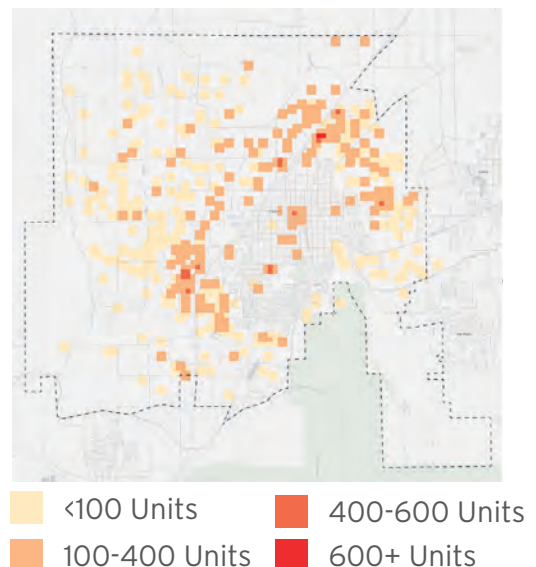


Figure 50. Source: Imagine Payson Scenario Results, 2018.

Population

Payson, home to 19,892 residents in 2019, grew at a rate of 44% between 2000 and 2010. Planned transportation improvements, economic development, in-migration, and births are likely to spur growth well into the future with a 6% annual growth rate projected from 2017 to 2060.³

Current Housing Supply

In 2017, the city of Payson had an estimated 5,364 households with an average of 3.6 people per household.⁴ The city consists primarily of single-family homes. In 2017, 77% of all occupied housing units were single-family homes and the median home value was \$202,000. Single-family homes in Payson are 88% owner occupied housing and 12% rental housing. In fact, 77% of all housing units in Payson are owner occupied (Figure 56), with 74% of townhomes, 21% of multi-family housing, and 94% of mobile homes being owner occupied. This ratio of owners to renters is smaller than county wide figures, where 33% of all occupied housing units

are rentals (Figure 56). As Payson adds additional jobs, transit options, and college opportunities, high quality rental housing will present an attractive option for young professionals to stay and start their careers.

As Payson’s population grows, the housing stock ages; particularly rental housing. Median year built for owner occupied housing in Payson is 1994, but the median year built for rental units is 1982. According to Comprehensive Housing Affordability Strategy (CHAS) data, approximately 73% of housing units in Payson are not experiencing any of the *four housing condition problems*: incomplete kitchen facilities; incomplete plumbing facilities; more than 1 person per room; and cost burden greater than 30%. A higher percentage (82%) of housing units in Payson are experiencing none of the *severe housing problems*, including: incomplete kitchen facilities; incomplete plumbing facilities; more than 1 person per room; and cost burden greater than 50%.

POPULATION PROJECTIONS FOR PAYSON 2020-2060

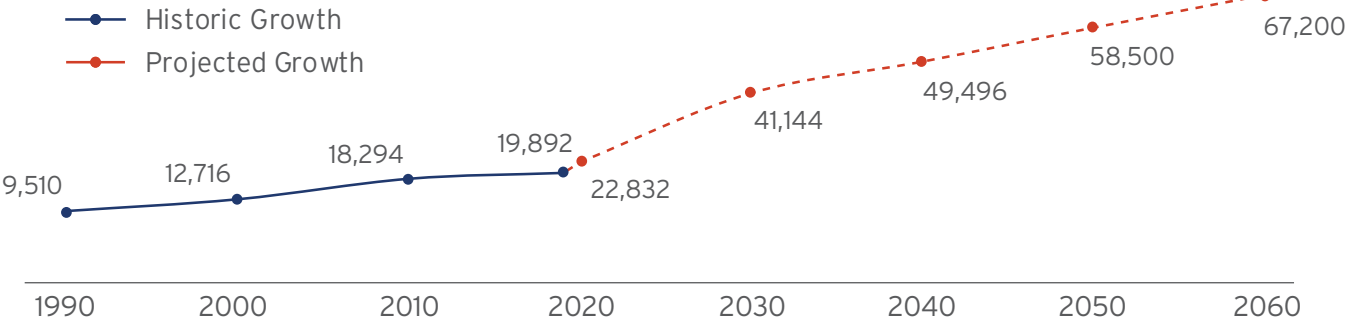


Figure 51. Sources: ACS 2017 5 Year Estimates, Utah Governors Office of Management and Budget Municipal 2012 Baseline Population Projections.

³Municipal Populations Projections 2012 Baseline Projections-Utah Governors Office of Management and Budget (2010 to 2060) via Mountainland Association of Governments. Some additional Small Area Population and Employment Projections proposed in January 2019 list 64,887 people and 21,552 jobs by 2050.

⁴ All current demographic and workforce data retrieved from the US Census: American Communities Survey (ACS) 2017 (five-year estimates) via Social Explorer or On the Map.

PAYSON AT A GLANCE

FY 2017 2 Bedroom Fair Market Rent	\$818
Provo-Orem MSA	
Payson Median Gross Rent	\$825
Payson Median Home Value	\$202,200
Payson Owner Occupied Housing Cost	\$1,142
2018 Payson Mortgage Delinquency*	.70%
Payson Vacancy Rate	6%

Figure 52. Source: ACS 2017 5 Year Estimates.

*Source: Zillow.com.

ZILLOW SNAPSHOT

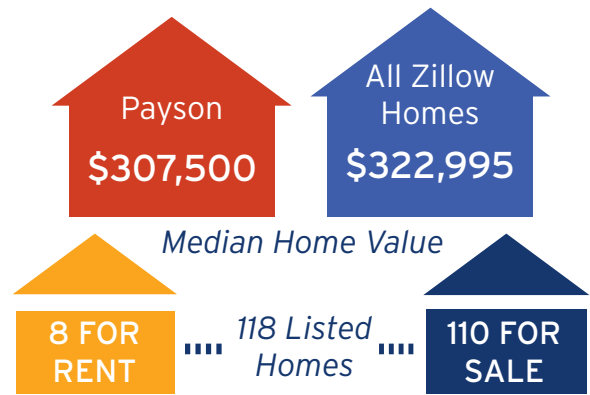


Figure 53. Source: Zillow.com, October 2019.

PAYSON OCCUPIED HOUSING BEDROOM NUMBER 2017

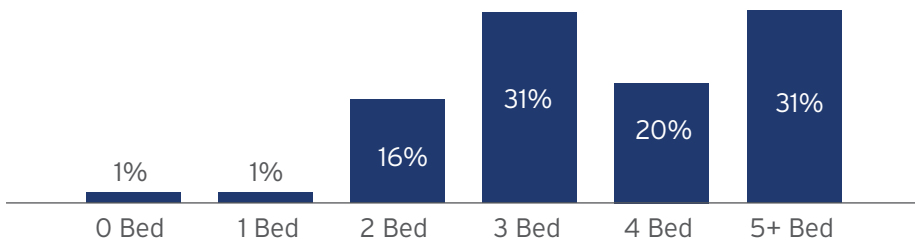


Figure 54. Source: ACS 2017 5 Year Estimates.

HOUSING MIX 2017

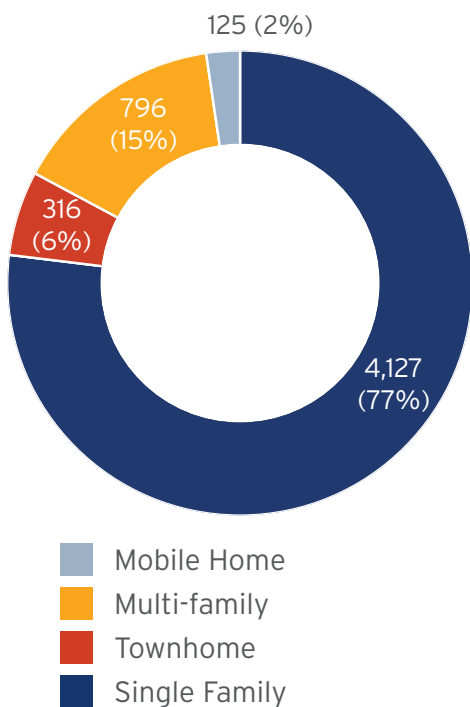


Figure 55. Source: ACS 2017 5 Year Estimates.

HOUSING TENURE 2017

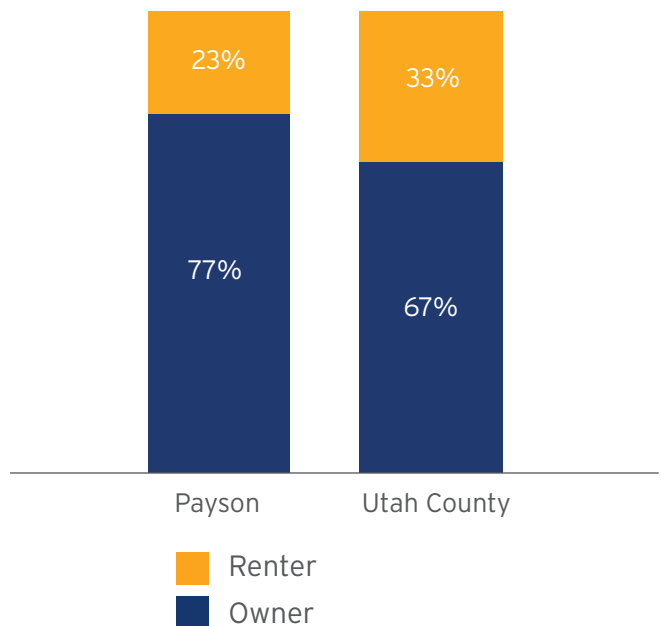


Figure 56. Source: ACS 2017 5 Year Estimates.

Payson is experiencing population changes, which means changes in future housing market demands. Trends that shape this demand include an aging population that have different housing needs than younger and middle-aged households; young workers who seek homeownership of different types of houses; and culture-wide changes in household size and workforce participation. Smaller housing units, such as townhomes, and a greater variety in rental options will become a larger part of the housing supply in Payson to meet the needs of new residents and young families.

Changes in Payson’s housing market demands will have a greater impact on people with special needs, such as senior citizens, people living with disabilities, homeless or near-homeless families, those otherwise in need of specialized or supportive housing, and on low- and moderate-income renters. Policies that affect the availability of local affordable housing must be scrutinized to mitigate any disparate impacts on minority populations and to promote connections to transit, jobs, services, and education centers.

Traditional



Cottage



Single-Family Small Lot



Townhome



Duplex



Work Live Units



Source: Fregonese Associates. *Housing Types*. 2003-2017.

Seniors/Elderly

Payson's median age is 26 years old and 60% of the population is 35 years old or younger. Seniors, 65 years or older, make up 9% of the local population, compared to a national rate of 14.9% (Figure 57). Median income for seniors is lower when compared to the overall population in Payson, which makes finding affordable housing more difficult. However, the affordable rent for seniors is \$1081.25, which is higher than the median rent for Payson (\$825) and the 2017 fair market rent listed for a two-bedroom apartment in the metro area (\$825).

People Living With a Disability

Many seniors are living with a disability that may impact their individual housing needs and choices. About 10% of Payson's population is living with a disability, and 40% of those with a disability are seniors. While median income is also lower for this population, Utah has one of the highest median incomes in the country for people living with a disability (\$56,400)(Figure 58).

Veterans

The Department of Veterans Affairs (VA) offers programs to help veterans and their surviving spouses buy or refinance homes with particularly favorable terms, including no down payment, no private mortgage insurance, and reduced interest rates. They also offer loans and grants for home improvements, specially adapted housing for disabled veterans, and rental assistance for homeless veterans. In Payson, 4% of the population over the age of 18 are veterans. Median income for the civilian population over 18 in Payson is \$26,143 for non-veterans and \$35,714 for veterans (Figure 60).

People Experiencing Homelessness

Getting an accurate count of the homeless population is notoriously and understandably difficult. Utah's state Point in Time count, published in August 2019, estimated 2,798 people, or .093% of Utah's population were experiencing homelessness in January 2018 (Figure 61). While the homeless population is not evenly distributed across the state, this rate of occurrence would place local estimates at about 18 people in Payson currently experiences homelessness. Programs for emergency housing, including domestic violence shelters, transitional housing, and long-term rental and home ownership assistance are coordinated across Utah County through the Mountainland Continuum of Care, a coalition of local nonprofits and government agencies working together to address local housing needs.

Analysis of Special Needs Housing

As of 2019, the city of Payson had 102 units deed-restricted for moderate-income households subsidized by federal funds. Grand Vista Senior Apartments, located at 650 East 100 North, has been awarded low-income housing tax credits (LIHTC) and substantial rehabilitation will begin early 2020. The rehabilitation will deliver 25 fully renovated, ADA-compliant and energy efficient low-income housing units receiving USDA RD 515 rental assistance. The project has specific set aside units for individuals with disabilities and the homeless or near-homeless. Currently, this is one of the only projects in Payson that has been awarded low-income housing tax credits for a substantial rehabilitation.

SENIORS/ELDERLY LIVING IN PAYSON

% of Population 65 and Over	9% (1,745)
Median Income for Individuals 65 and Over	\$43,250
Affordable Rent for Individuals 65 and Over	\$1,081.25

Figure 57. Source: ACS 2017 5 Year Estimates.

PEOPLE LIVING WITH A DISABILITY IN PAYSON

% Population Living with a Disability*	10% (1,933)
Median Income for Individuals Living with a Disability in Utah	\$56,400

*40% seniors

Figure 58. Source: ACS 2017 5 Year Estimates.

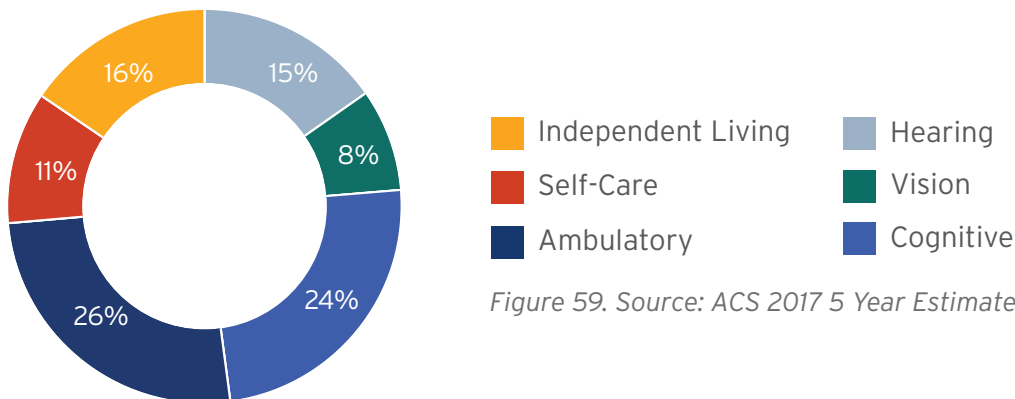


Figure 59. Source: ACS 2017 5 Year Estimates.

VETERANS LIVING IN PAYSON

% of Population 18 and Over	4%
Median Income for Civilian Population Over 18: Veterans	\$35,7141

Figure 60. Source: ACS 2017 5 Year Estimates.

UTAH HOMELESS POINT IN TIME COUNT 2018

Point in Time Count	2,798
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Figure 61. Sources: Utah Workforce Services Housing & Community Development. (2019). State of Utah Annual Report on Homelessness 2019. <https://jobs.utah.gov/housing/scso/documents/homelessness2019.pdf>.

Payson works with the Housing Authority of Utah County (UCHA) and other organizations to provide affordable, safe, and sanitary housing. In addition to leasing 130 affordable units across Utah County, UCHA provides rent subsidies for eligible individuals and families, home repair, weatherization, and modernization for people struggling to afford upkeep on their homes. They provide additional preferences for families, the elderly, people with disabilities, and victims of domestic violence. This is funded through The Department of Housing and Urban Development.

A large portion of housing units in Payson are occupied by households with an annual income between \$50,000 and \$100,000 (Figure 66). Within this group, 83% are homeowners. Households with an annual income less than \$35,000 see a reduced home-owner occupancy rate of 53%. Median income for renters is substantially lower than the median income for homeowners.

RATIO OF INCOME TO POVERTY

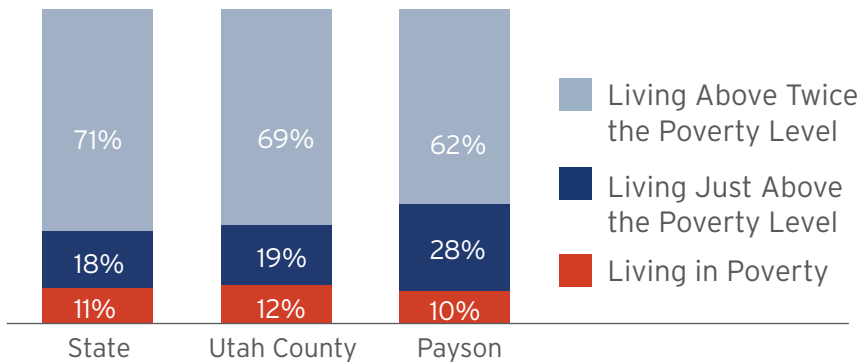


Figure 62. Sources: US Census Bureau, ACS 2017 5 Year Estimates, Census 2000.

PAYSON AMI DISTRIBUTION

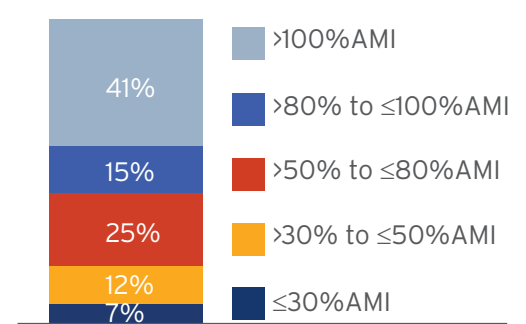


Figure 63. Source: HUD CHAS Data 2016.

MEDIAN INCOME COMPARISON

Provo-Orem MSA Area Median Income (2019)	\$79,600
Payson Median Income (2017)	\$62,587
Payson Renter Median Income	\$42,576
Payson Owner Median Income	\$69,416

Figure 64. Sources: ACS 2017 5 Year Estimates, HUD 2019 Income Limits Data.

CURRENT HOUSING BY TENURE AND AREA MEDIAN INCOME

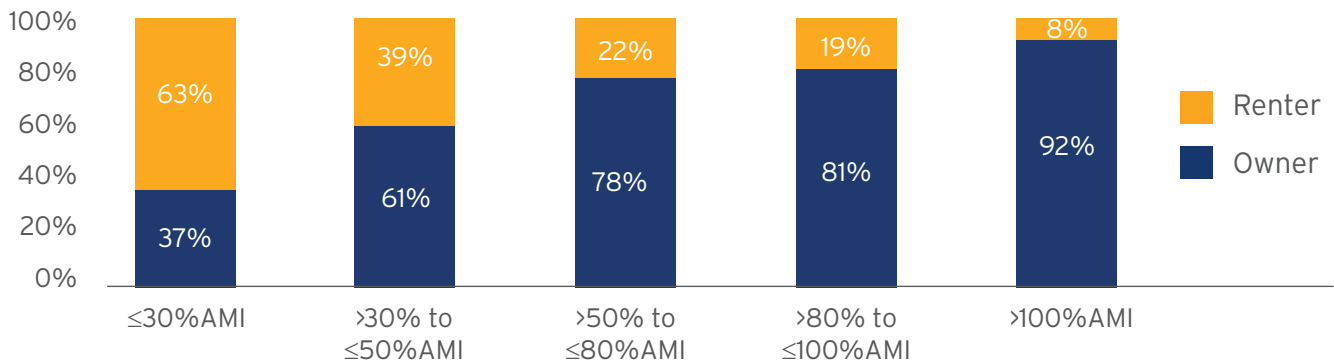


Figure 65. Sources: Payson Moderate-Income Housing Reporting Form, 2018. U.S. Dept. of Housing & Urban Development. (2018). Tables 8, 14B, & 15C: Comprehensive Housing Affordability Strategy [Data].

CURRENT HOUSING BY TENURE AND INCOME

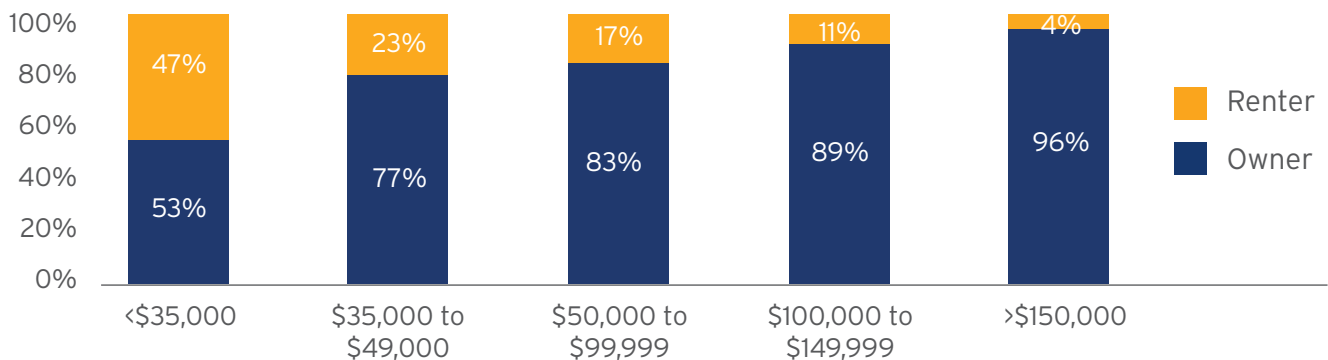


Figure 66. Sources: Balanced Housing Model Charts, ACS 2017 5 Year Estimates, income in 2018 Dollars.

7

Payson Today DIFFERENT RACIAL AND ETHNIC GROUPS

Payson’s Hispanic or Latino Community grew from 6.8% to 13.5% of the population between 2000 and 2017 (Figure 67). Median household income for Hispanic households is substantially lower (\$45,756) and the percentage of Hispanic households who rent is almost double the rate for Payson as a whole (Figure 69). Households near the median income can afford \$1,143.90 per month in rent/housing costs, well above the median rent

for Payson. While helpful in providing a snapshot of housing in Payson, median incomes and median rents do not actually calculate the supply of available affordable units and the housing cost burdens experienced by local families.

CHANGE IN DIVERSITY 2000-2017

	White	Hispanic or Latino	Black or African American	American Indian and Alaskan	Asian	Pacific Islander	Other	Two or More
2000	91.44%	6.79%	0.31%	0.17%	0.38%	0.10%	0.06%	0.75%
2010	84.14%	13.29%	0.45%	0.24%	0.36%	0.23%	0.06%	1.23%
2017	84.10%	13.54%	0.40%	0.33%	0.27%	0.09%	0.05%	1.22%

Figure 67. Sources: US Census Bureau, ACS 2017 5 Year Estimates, Census 2000 and 2010.

HISPANIC HOUSING TENURE 2017

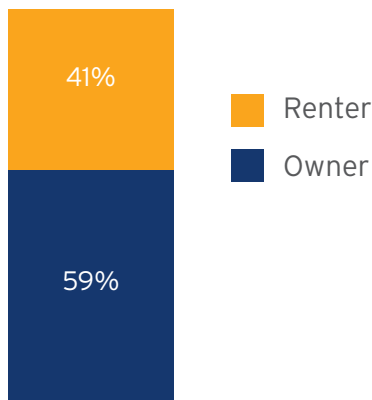


Figure 68. Sources: ACS 2017 5 Year Estimates.

MEDIAN INCOME BY RACE

Median Household Income for Payson	\$62,587
Median Household Income for White Alone, non Hispanic or Latino	\$65,560
Median Household Income for Hispanic Householder	\$45,756

Figure 69. Sources: ACS 2017 5 Year Estimates.

When the number of households within an income level either exceeds or falls significantly short of the actual supply of housing units affordable at that income level, a gap in the market occurs. These gaps create undesirable competition for housing, where higher and lower income households compete for the same housing product. Lower income households often end up paying beyond what is affordable to meet housing needs, while the higher income households spend less than they can afford for a product they didn't seek.

As the population grows, housing affordability concerns increase. When looking specifically at local households and the percentage of their monthly income spent on housing costs, Payson is slightly less affordable than the rest of Utah County. While this is true for both homeownership and rental affordability, the burden of high housing costs are most acutely felt by renters.

Affordable Housing

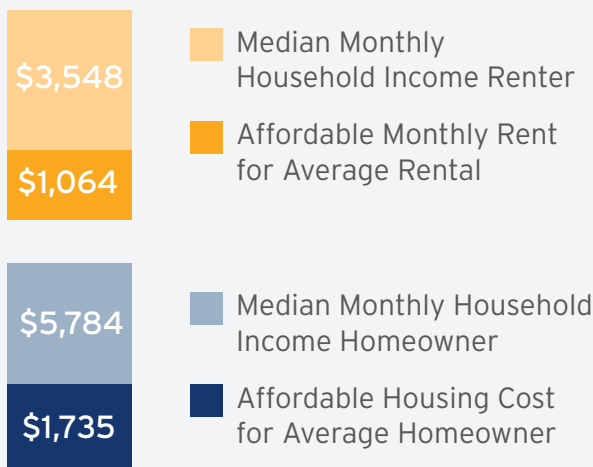


Severely cost burdened, severely unaffordable housing (>50 percent of household income)



Cost burdened, unaffordable housing (>30 percent of household income)

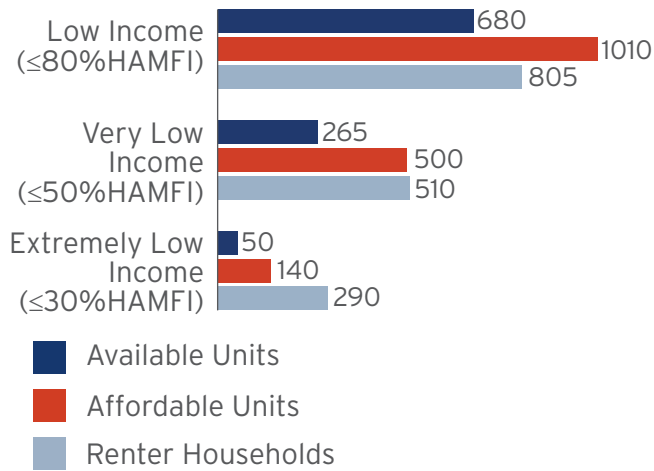
AFFORDABLE HOUSING FOR PAYSON



Affordable Housing (<30 percent of household income)

Figure 70. Sources: ACS 2017 5 Year Estimates.

AFFORDABLE AND AVAILABLE RENTAL HOUSING 2011-2015



RENTAL HOUSING GAP 2011-2015

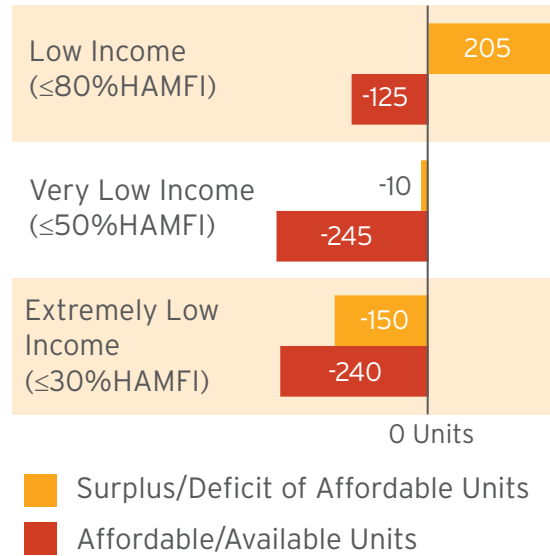


Figure 71-72. Sources: Payson Moderate-Income Housing Reporting Form, 2018. U.S. Dept. of Housing & Urban Development. (2018). Tables 8, 14B, &15C: Comprehensive Housing Affordability Strategy [Data]. UAHFT Housing Model 2.4.3.

HOUSEHOLDS VS HOUSING UNITS AFFORDABLE AT EACH INCOME LEVEL

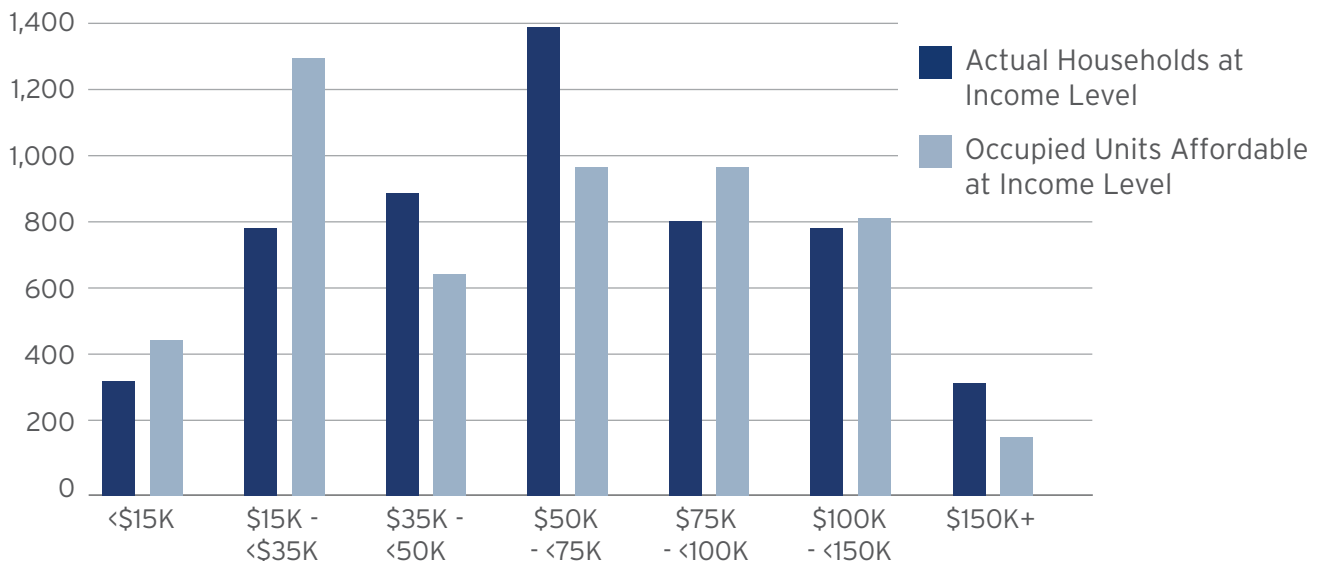


Figure 73. Sources: Balanced Housing Model Charts, ACS 2017 Five Year Estimates.

For homeowners in Payson, 77% of households have an actual housing cost burden less than 30% of their available income (Figure 74). This cost is considered affordable. Households spending 30% to 50% of their income on housing are considered to have unaffordable housing (17%) and housing costs that exceed 50% are deemed severely unaffordable (6%). County figures are only slightly different, with 79% affordable and 6% severely unaffordable.⁵

The difference for renters is more drastic. Households with affordable housing costs are only 46% of local rentals, with 32% unaffordable and 22% severely unaffordable (Figure 74). Across the county, 52% of households spend less than 30% of their income on rent (Figure 75).

While housing demand is determined by demographic and economic trends, rising housing costs have inspired state-wide policies designed to protect the supply of moderate-income housing in cities across Utah. Payson’s most recent Moderate-Income Report (December 2018), which compares housing available locally with average household incomes, indicated a shortage of 125 housing units for households living under 80% HAMFI (Housing Urban Development Area Median Family Income). The report included a shortage of 245 housing units for families under 50% HAMFI and 240 units for families under 30% HAMFI. This shortfall is expected to grow over the next five years.

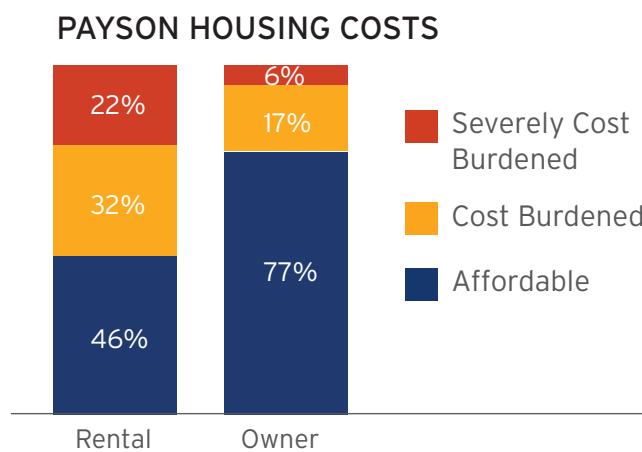


Figure 74. Source: ACS 2017 5 Year Estimates.

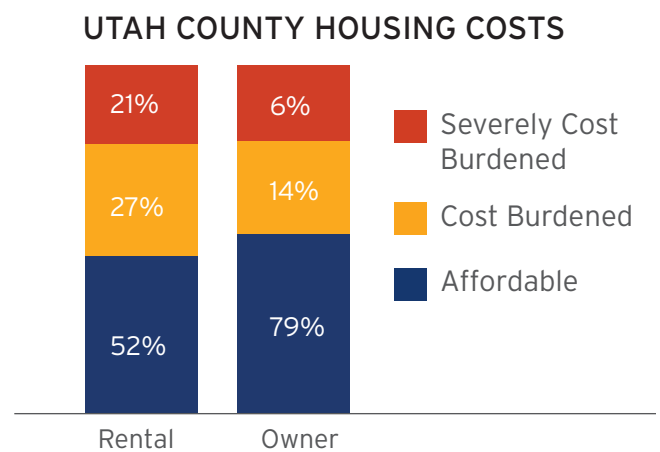


Figure 75. Source: ACS 2017 5 Year Estimates.

⁵US Census: American Communities Survey (ACS) 2017 (five-year estimates) via Social Explorer Table B25070 (Gross Rent as a Percentage of Household Income in the past 12 Months) and B25091 (Mortgage Status by Selected Monthly Owner Costs as a Percentage of Household Income in the Past 12 Months).

Payson currently has 102 units deed-restricted for moderate-income households subsidized by federal funds. Mountain View and Mountain View East Apartments are slated for acquisition and rehabilitation using low-income housing tax credits (LIHTC) beginning in July 2020. These apartments are in the Northeast Neighborhood, near Mountain View Hospital and accessible to major highways. A 2018 Market Study for the area, conducted by The Gill Group, estimates vacancy rates at apartment complexes in the area of Mountain View apartments at 1.4%. The adjusted rent range was between \$767 and \$1,247 for one-bedroom units and between \$1,013 and \$1,420 for two-bedroom units. The rehabilitation will create 50 fully renovated, ADA-compliant, and energy efficient housing units that will receive USDA RD 155 rental assistance. Specific units are set aside for people with disabilities and people experiencing homelessness or people who are close to experiencing homelessness. Currently, this is one of the only projects in Payson that has been awarded low-income housing tax credits for a substantial rehabilitation.

HOUSING COST BURDEN BY INCOME GROUP

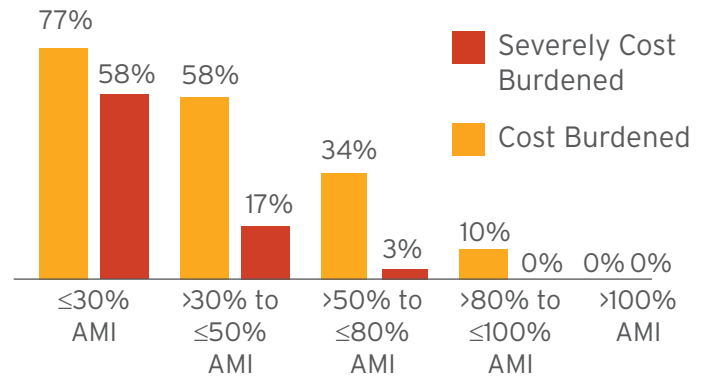


Figure 76. Source: HUD CHAS Data, 2016.

The Imagine Payson Vision anticipates needing over 12,700 new housing units between today and 2050. Over 1,700 townhomes and 9,600 new single-family units will be necessary by 2050, including free-standing homes and cottages on small lots (3,000 to 5,000 square feet). Payson can more efficiently meet housing market demand by encouraging compact design to consume less open land around the municipal boundaries to preserve, where possible, Payson’s rural and agricultural character. At community planning workshops and through surveys, images of cottage- and courtyard style housing on smaller lots were well received. This housing type is also performing well in the national real estate market. Payson’s housing demand also includes an estimated 1,500 multi-family units, nearly all of which will be in walkable neighborhoods near office and retail.

Providing a range of innovative housing options has benefits for Payson’s long-term economic

health and the quality of life for residents.

Diversifying the existing housing stock contributes to neighborhood character, provides affordable housing options, and appeals to a range of household types and age groups. Making housing in Payson more accessible to jobs, services, and schools can also address growing challenges with traffic congestion. Having housing options affordable to individuals just starting their career can retain the talent pool necessary to support continued economic growth in Payson.

Of the 12,700 new housing units necessary in Payson, just under 800 will need to be affordable to extremely low-income ($\leq 30\%$ AMI) households, 1,200 will need to be affordable to low-income ($>30\%$ to $\leq 50\%$ AMI) households, and 2,500 will need to be affordable to moderate-income ($>50\%$ to $\leq 80\%$ AMI) households (Figure 77).

PAYSON NEW HOUSING UNIT DEMAND BY HOUSEHOLD INCOME LEVEL

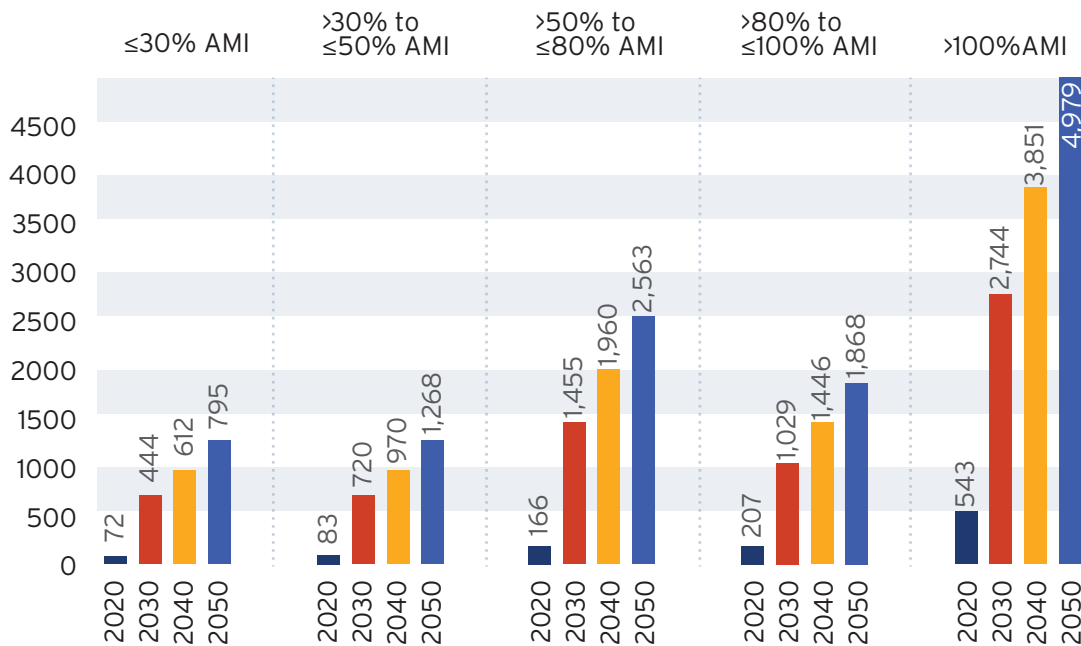


Figure 77. Source: UAHFT Housing Model 2.4.3.

CURRENT VS. FUTURE HOUSING MIX

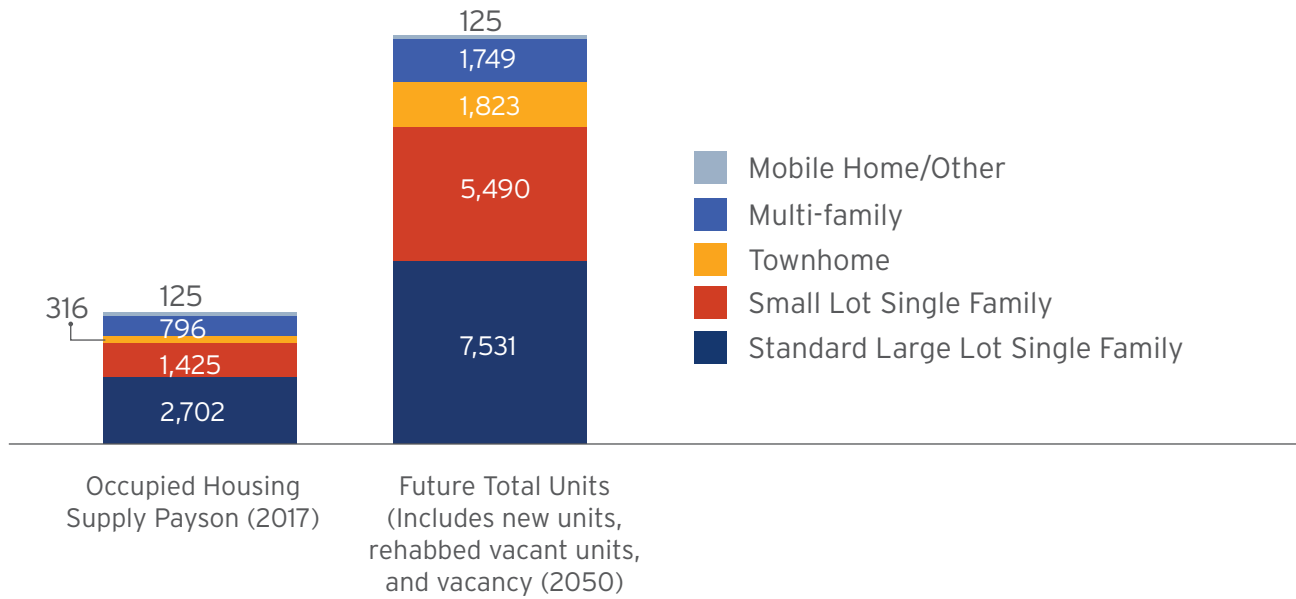


Figure 78. Sources: Balanced Housing Model Charts, ACS 2017 5 Year Estimates.

SHIFTING HOUSING PREFERENCES

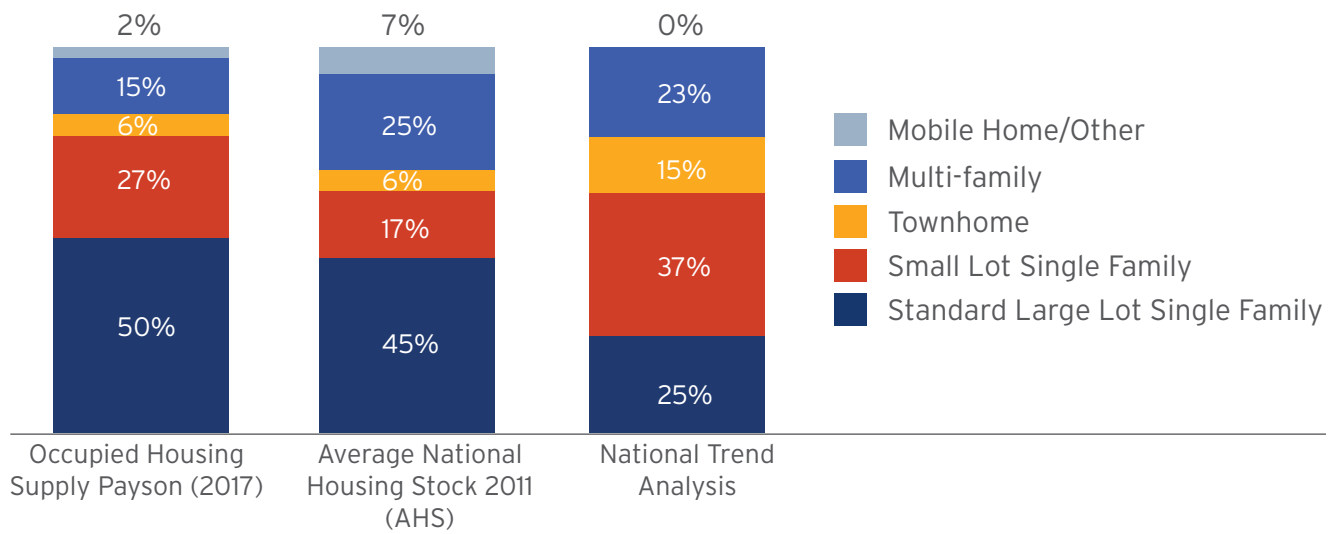


Figure 79. Sources: Balanced Housing Model Charts, ACS 2017 5 Year Estimates.

Remove Barriers to Affordable Housing

Payson City Council has already removed a number of barriers to affordable housing development by encouraging infill development, integrating multi-family housing into existing neighborhoods and commercial districts, rezoning various parcels to allow the construction of higher density rental housing, and passing ordinances to allow a variety of lot sizes and housing products. Developing affordable housing is challenging and can be significantly hindered by zoning and building code restrictions, including minimum lot sizes, parking requirements, density exclusions, and extensive rehabilitation requirements for infill development. Delays in obtaining clear title on foreclosures or condemnation and in the permitting process are more damaging to developers and non-profits, like Habitat for Humanity, trying to provide quality affordable housing. Auditing the code and streamlining the permitting process is a vital step in addressing the supply of affordable housing.

Planning for TOD

Housing and transportation work together to support neighborhoods that offer a range of services and easy access to transit, education, and healthcare. Encouraging transit-oriented development (TOD) will be a key strategy in providing connectivity in Payson. Rail- and pedestrian-oriented communities are more compact than traditional single-family neighborhoods. They offer more urban style townhomes and multi-family residential buildings

near retail, restaurants, and office sites near transit stations. These communities are designed to transition smoothly into adjacent existing neighborhoods, while providing residents, and those of nearby neighborhoods, with plenty of local shopping, and access to services and other amenities within a safe and attractive walking environment. Successful TOD offers a mixture of price points to accommodate a range of affordability. TOD also promotes connectivity throughout Payson, whether via the future FrontRunner station or regional bus, making it attractive and accessible to both visitors and residents.

Walkability

Providing walkable neighborhoods with a variety of shopping and services is a key factor in attracting young talent and creating a sense of place, particularly within Payson's Historic District. Although the predominant housing type will continue to be large-lot, single-family subdivisions, it will be important to provide options for aging people who wish to downsize and younger residents who may desire smaller, denser housing within walking distance to jobs, schools, shopping, and transit.

A nationwide trend in housing preferences supports a move toward more compact and walkable development. In 2017, the National Association of REALTORS⁶ conducted a housing preferences poll which found that 45% of the respondents desired houses with large lots in a suburban setting while 48% desired

⁶ National Association of Realtors. (2017). NAR 2017 Community Preference Survey. <https://www.nar.realtor/reports/nar-2017-community-preference-survey>.

houses with smaller lots and places to walk to. Payson residents have shown support for this trend with 73% surveyed in favor of future growth through a combination of infill, redevelopment, and compact mixed-use neighborhoods.⁵

A walkable community with mixed density development can meet the needs of residents at various stages of life. Walkable neighborhoods offer easy access to useful amenities: restaurants, shopping, schools, quality health care, and parks. These neighborhoods are popular across generational divides - from young families seeking affordable starter homes to those looking to downsize without leaving their community. This variety, flexibility and affordability of housing choices for newcomers and long-time residents alike will make a strong case for living and working in Payson.

Providing a Balance of High Quality Housing Types

As Payson continues to grow, the city will need to increase the housing supply with a balanced mix of new single-family homes, townhomes, and new styles of multi-family and mixed-use buildings. While single-family homes will continue to represent most housing in Payson, more housing of all types will be needed to accommodate population growth and changing housing preferences. Permit data indicates a recent trend toward more multi-family developments. Single-family homes on small lots, townhomes, and multi-family housing will reduce the threat future development poses for efforts to maintain open

⁵Imagine Payson Survey, 2019.

space, and to protect the rural and agricultural land supply.

Payson should focus on increasing the quality of rental housing through better design and code ordinances, and strive to ensure affordable, high-quality housing options exist throughout the city with future market trends in mind. New housing will include multi-family units, townhomes that are attractive to smaller households, small lot single-family residences such as cottage and courtyard homes, and accessory apartments. While home ownership programs may help many 'age in place', some families would welcome downsizing if it meant staying in their same neighborhood or ward. Energy efficiency will be a selling point for these new designs, and new buildings will be constructed to reflect that demand.

Investing in Current Housing Stock

Rehabilitating existing homes is important for maintaining the character of existing single-family neighborhoods. Federal Community Development Block Grant (CDBG) funds are available to assist low- and moderate-income homeowners with home repairs ranging from emergency repairs to home rehabilitation. The program is particularly helpful for senior citizens and is designed to encourage long-term stability within neighborhoods. Although rehabilitating houses is important, Payson can invest in improving streetscapes and parks, which benefits entire neighborhoods to maximize the benefit of home-specific projects.

Workforce Housing

Workforce housing is not a new challenge to Payson or to the region. As employment centers develop, the community must consider:

- Affordability of market housing and existing shortages of workforce housing
- Understanding of employment diversity and corresponding income levels
- Proximity of workforce housing to employment centers, transportation, and other services
- Quality and supply of housing stock

It will be important for employers, the government, housing organizations, and the private sector to come up with creative ways to house the community's workforce.



Source: Fregonese Associates. Payson Neighborhoods. June, 2018.



Source: Fregonese Associates. Payson Neighborhoods. June, 2018.

7 Goals & Strategies

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

Strategy 1.2 Promote infill development to revitalize and enhance existing neighborhoods

Strategy 1.3 Identify and prioritize neighborhoods in need of revitalization

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

Strategy 2.2 Enhance new neighborhoods through the implementation of complete streets, the establishment of trails, and the creative, pleasant, and functional use of open space and hillsides

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

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

GOAL 3 Increase housing choice

Strategy 3.1 Increase the array of available housing types to meet the needs of people of all ages, families of any size, and residents of all income levels based on identified user groups and housing preferences

Strategy 3.2 Support existing housing renovation and new housing development that accommodate the needs of 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 multi-unit housing types.

GOAL 4 Enable access to housing for vulnerable populations

Strategy 4.1 Continue to enforce the federal fair housing law and state requirements for the supply of moderate-income housing

Strategy 4.2 Work with non-profits, non-governmental associations, and governmental agencies to provide increased housing options for low to moderate income households

GOAL 5 Provide a realistic opportunity for the 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

Strategy 5.2 Facilitate the rehabilitation or expansion of infrastructure that will encourage the construction of moderate-income housing

Strategy 5.3 Encourage flexible lot and house sizes to mix home prices and household incomes within a neighborhood



CHAPTER 8
FINANCIAL

Source: Fregonese Associates. Memorial Park. Payson, Utah. June, 2018.

Financial management practices will greatly impact how Payson develops. This plan will explore what constitutes responsible financial management, why it is important, and the steps Payson can take to achieve it. While not all planning goals and strategies require the allocation of additional funds, urban planning should be integrated with appropriate and effective resource allocation and drive budget development.

Future growth in Payson must be supported by adequate community resources, public facilities, and services in place or planned for at the time of new development. Payson will need to maintain facilities, services, and infrastructure throughout the city and in any future annexed areas. In addition, aging infrastructure will need to be upgraded to add capacity for anticipated growth. Preserving and growing municipal funding sources will secure the long-term financial stability Payson needs to provide essential services and facilities.

Integrated financial management means funding existing operational commitments while still allowing for the prioritization of future strategic planning and long-range planning efforts. Linking and coordinating resource allocation and planning can provide resiliency in the face of economic fluctuations, while ensuring that local government is responding to the basic needs of residents and the community's desires for the future.

The resiliency and strength of a city's fiscal health reflects its ability to provide for the public health and safety of the community without unreasonable

tax burdens while preparing for future fiscal stresses. Strong fiscal health measures the City's ability to fund current and future obligations while providing expected levels of service and balancing the budget annually. Resiliency requires careful prioritization, specifically for the major capital improvements vital to the maintenance of public infrastructure and the municipal services expected by residents and relied upon by the local business community. While fiscal strength and resiliency are the goal, metrics for measuring it and the methods for achieving it require a detailed budget analysis.

General Fund: A general fund is the main operating municipal fund and provides funding for streets, parks and recreation, police, fire, and other city services. A portion of money for the operation and maintenance of streets and roads comes from the B&C road funds. The General Fund receives a greater variety and larger amount of revenue. It also finances a wider range of governmental activities than any other fund. The general fund has two primary sources: property tax and sales tax. These sources account for 76% of the general fund. The General Fund is also supported by franchise fees, zoning and development fees, permit fees, fines, recreation fees, and miscellaneous charges.

- **Property Tax:** Property taxes are local taxes that provide one of the largest sources of money Payson uses to fund the General Fund. Utah County assesses property taxes and Payson's portion of the property tax rate is 0.0012800. As of 2019, the property tax rate average for a resident of the cities located in Utah County is 0.18%, and most of the property tax collected in Payson goes to Nebo School District (77%).
- **Sales Tax:** In Payson, the local tax rate is 1.1%, for a combined sales tax rate of 7.25%. The Utah sales and use tax rate is 4.85% and the Utah County sales tax rate is 1.3%. Rates paid across Utah currently range between 6.1% and 8.70%.

Enterprise Funds: These funds primarily include services related to providing water, sewer, electrical, golf course, and ambulance. All costs are financed through charges to utility customers. Rates are reviewed regularly and adjusted, as necessary, to ensure the sustainability of the funds. In addition to general operations, these funds account for long-term debt principal and interest for all water and sewer debt.

GENERAL FUND REVENUE SUMMARY FY 2018

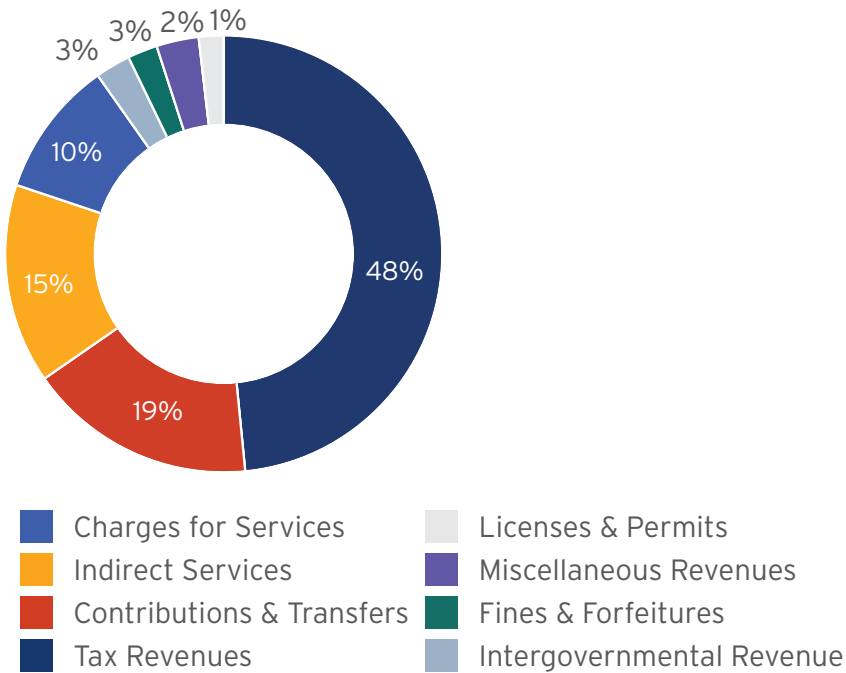


Figure 80.

GENERAL FUND EXPENDITURES BY FUNCTION

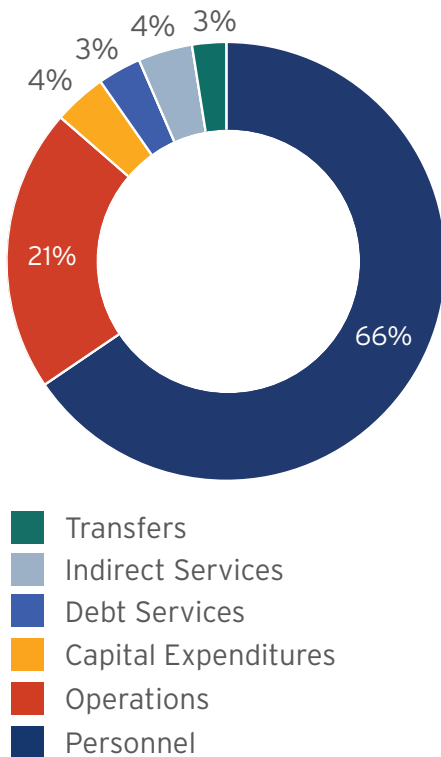


Figure 81.

GENERAL FUND EXPENDITURES BY DEPARTMENT

Police	23.60%
Administration	12.00%
Swimming Pool	7.10%
Development Services	4.40%
Fire	4.30%
Streets	3.90%
Parks	4.00%
Recreation	4.40%
Library	3.90%
Legal	3.60%
Engineer	3.90%
Rec Youth Sports	3.30%
Building Maintenance	3.20%
Cemetery	2.80%
City Grounds	2.00%
Transfers Out	2.50%
Court	1.90%
Council & Mayor	1.40%
Community Events	1.50%
Senior Citizens	0.90%
Police Animal Control	0.90%
Rec Adult Sports	0.60%
Victim Advocate	0.80%
Snack Shack	0.70%
Salmon Supper	0.50%
Peteetneet	0.50%
CDBG	0.00%
CTC	0.90%
Payson Community Theater	0.30%
MBA	0.00%
Interfaith Council	0.00%

Figure 82.

Figures 80-82. All estimates for FY 2018 revenue and spending sourced from the most recent Payson Financial 2018-2019 Budget. All future estimates and rates noted in the Payson Approved Budget FY 2019.

Balanced Budget

In a balanced budget, proposed expenditures do not exceed expected revenues. A balanced budget ensures short- and long-term financial sustainability. Budgetary actions should go beyond operational accounting to include goal setting for near- and long-term financial health, including financing identified long range planning goals and projects. This process enables quality decision-making and a high level of service and performance.

Best Practices to Secure Financial Stability & Sound Governance

Financial stability must be a priority at all levels of municipal planning and the responsibility of all departments. Fiscal planning for Payson includes the long-range goals articulated in the Imagine Payson General Plan, mid-range strategies set forth in specific area plans, and the annual budget addressing immediate needs and analyzing departmental spending and capital investments. Sound governance includes recruiting and retaining talented employees, and offering competitive salaries, professional development opportunities, and trainings focused on innovative funding strategies and responsible financial management.

Ensuring Funding for Community Needs

Payson will need to invest in upgrades to its infrastructure to extend services and maintain the quality of service as systems expand and existing equipment ages. Roads, electrical power, water,

wastewater, and stormwater need to be prioritized as new areas develop and existing areas redevelop with greater demand. Recreational options for residents, such as sidewalks, trails, recreational centers, and parks will need to increase as the population grows. These improvements should be prioritized based on the specialized master plans and funding allocated or financing strategies identified and pursued in the budget, including financial reserves.

Fiscal Impact from Imagine Payson Vision

Infill and redevelopment of aging neighborhoods and job centers is a key land use strategy of the Imagine Payson General Plan. Not only does this benefit the community, redevelopment is smart fiscal policy that adds value to underutilized areas within Payson. It increases the tax base and improves cash flows. In addition to maintaining open space, natural amenities, creating a sense of place, and limiting sprawl, Imagine Payson makes a financial case for compact development in newly annexed areas and increased density in areas already developed. The future land use design is financially efficient and is expected to increase both property tax revenue and sales tax revenue for Payson.

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 work force
-
- Strategy 1.2** Support transparent and inclusive government
-
- Strategy 1.3** Protect Payson's financial integrity and credit worthiness
-
- Strategy 1.4** Develop partnerships with other government entities
-
- Strategy 1.5** Make operational decisions for long-term financial sustainability

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
-
- Strategy 2.2** Expand, extend, and maintain the major thoroughfare network
-
- Strategy 2.3** Support strategic investments in city facilities

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, particularly sales tax revenue

CHAPTER 9
STRATEGIC PLAN

The Implementation Chapter is a working document that provides action items to guide the implementation of General Plan goals and strategies. Action items were identified through outreach with the community, conversations with Payson staff and leadership, and best practices research.

The following matrix provides action items for each General Plan chapter. Infrastructure and Transportation action items are located in their corresponding Master Plans. Additional actions may be added to this list at any time.

Implementation Matrix

LAND USE

LU 1 Make land use and infrastructure decisions consistent with the Vision Map to improve fiscal stability and implement the citizen's vision

STRATEGY	ACTION
<p>1.1 Mix land uses to create a balanced and sustainable economy and to enhance Payson's built and natural environment</p>	<ul style="list-style-type: none"> • Update zoning designations to reflect the Vision Map and General Plan • Review and explore zoning options to encourage mixed use commercial development and integrate business and residential • Explore new zoning options for smaller lots such as cottage lots • Explore how to enhance the natural environment (i.e. wetlands, waterways, hillsides, view corridors, parks)
<p>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</p>	<ul style="list-style-type: none"> • Adopt Imagine Payson and use the plan to support the development review process • Strategically update development regulations on a rolling basis
<p>1.3 Guide infrastructure investment decisions using the Vision Map</p>	<ul style="list-style-type: none"> • Create a phasing plan to address existing utility replacement or rehabilitation • 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
<p>1.4 Revisit and update the Vision, the Vision Map, and priority strategies every five years to ensure consistency with city goals, development trends, and growth demands</p>	<ul style="list-style-type: none"> • Review and evaluate the Vision, the Vision Map, and priority strategies every five years

LU 2 Align zoning and subdivision ordinances with this plan to achieve desired development

STRATEGY	ACTION
2.1 Develop clear and objective standards for making land use planning decisions	<ul style="list-style-type: none"> Update zoning designations to reflect the Vision Map and General Plan
2.2 Review and update the zoning and subdivision regulations to promote desired development	<ul style="list-style-type: none"> Evaluate zoning and subdivision regulations every five years Evaluate and adapt zoning for high density (10+ Units to the acre) to assist in streamlining this type of development
2.3 Review zoning changes and other development requests for consistency with the Vision and the plan goals and policies	<ul style="list-style-type: none"> Provide easier access to developers of the zoning map so they can see where their proposed projects fit with Payson's vision Every time a zoning change or development proposal is requested, use the Vision and General Plan to verify consistency
2.4 Actively develop design standards that enhance neighborhood development and place-making	

LU 3 Improve land use transitions

STRATEGY	ACTION
3.1 Address incompatible land uses and manage development transitions	<ul style="list-style-type: none"> Review and enforce buffering and compatibility standards to protect the natural landscape and abutting development Adopt transition standards to protect natural areas Review current transition requirements and identify if additional transition zones or regulations are needed

LU 4 Collaborate with higher educational institutions (UVU and MTECH) to provide workforce housing/student housing and job opportunities (internships)

STRATEGY	ACTION
4.1 Improve accessibility and provide safe, direct routes - such as sidewalks, pathways, and adequate signage - for students	<ul style="list-style-type: none"> Update wayfinding to direct students to popular destinations Evaluate and zone areas around known educational facilities (existing and future) to promote balanced growth providing housing and employment for students Develop street requirements to increase safety for pedestrians Create or collaborate with a committee or organization that reviews and recommends changes to trails, bike lanes, and safe routes to school

LU 5 Neighborhood-based approach to planning where all residents have access to nearby jobs, healthcare, education, services, shopping, parks, and open spaces

STRATEGY	ACTION
5.1 Encourage a pedestrian-friendly environment and a mix of uses	<ul style="list-style-type: none"> • Establish standards for neighborhood development
5.2 Invest in streets, trails, and sidewalks to improve multimodal connections to neighborhoods and commercial corridors	<ul style="list-style-type: none"> • Provide developers with the trails master plan and explore providing incentives for providing transportation options above and beyond the minimum requirements • Allocate funds for projects prioritized in Infrastructure and Master Transportation Plans and identified by citizen groups • Explore bonds or other financing options to help connect Payson’s existing trails to one another
5.3 Plan for and encourage reinvestment in downtown	<ul style="list-style-type: none"> • Identify public private partnerships for potential redevelopment projects downtown • Establish a toolkit for funding redevelopment downtown (CDBG, land banking, façade grants, TIF, etc) • Encourage investment into historic downtown venues • Collaborate with applicable groups, boards, or committees to promote artistic and culinary opportunities downtown

LU 6 Focus development and redevelopment efforts on creating well designed centers, corridors, and connections that link housing, jobs, and services

STRATEGY	ACTION
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	<ul style="list-style-type: none"> • Prioritize transportation investments that increase city connectivity through improved access to housing, jobs, and services • Change the zones in the nodal areas to encourage the desired growth in these areas • Explore how the existing ordinances will work with the nodal development in the vision map, either modify existing ordinances or create new ordinances that will provide the desired • Ensure code allows for mix of uses that promote multimodal transit and placemaking
6.2 Encourage Transit Oriented Design for future development	<ul style="list-style-type: none"> • Modify transit-oriented development zone to meet the needs around the projected FrontRunner station location • Work with UTA on TODs

LU 7 Protect Payson's character and quality of life

STRATEGY	ACTION
7.1 Reinforce regulations that maintain small town feel and quality of life where consistent with the Vision map	<ul style="list-style-type: none">• Utilize existing Reconnaissance Level Survey data to create Historic District and protect cultural and historic structures and areas• Prioritize investments that provide increased access to natural areas
7.2 Maintain and strengthen neighborhoods, making them attractive to current and new residents	<ul style="list-style-type: none">• Explore adopting a Neighborhood Conservation and Improvement Program for areas identified as needing protection or revitalization• Start a beautification committee
7.3 Encourage infill construction and encourage reinvestment in aging neighborhoods and non-residential areas to help improve the quality of life	<ul style="list-style-type: none">• Explore incentive options for providing neighborhood amenities in Infill development, (reduction of fees, fast track permitting, density bonuses, parking requirements)• Establish incentives for infill development, such as density bonuses, fee waivers, etc.• Evaluate road capacity, utilities, and parking in areas considered for new development.
7.4 Maintain a connection with the traditional agricultural base of the city through appropriate protection and preservation	<ul style="list-style-type: none">• Explore TDRs as a tool to protect open space, hillsides and agricultural land• Adopt farmland protections to preserve existing agricultural land• Continue existing zoning lot requirements that protect agricultural land• Discourage the extension of urban services into agricultural areas
7.5 Recognize historic and cultural resources as an essential part of community heritage	<ul style="list-style-type: none">• Coordinate master calendar of local cultural events and partner with community groups to sponsor arts and culture events

LU 8 Protect environmentally sensitive areas

STRATEGY

8.1 Limit development in environmentally sensitive areas

ACTION

- Review ordinances relating to wetlands, waterways, and hillsides and compare with best practices to maximize protection and enhancement of these natural resources.
- Oppose the transfer of environmentally sensitive lands out of public ownership
- Raise public awareness of environmentally sensitive lands by Exploring ways to get funding to make environmentally sensitive areas more accessible for public use
- Incentivize subdivision development that preserves contiguous open space and environmentally sensitive lands
- Maintain a Sensitive Lands Map in order to evaluate development applications

ECONOMIC DEVELOPMENT

ED 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

1.2 Establish Payson as a center of excellence through industry partnerships with vocational and higher education providers

1.3 Ensure workforce resiliency by anticipating needs and market trends and aligning programs to maximize opportunities

ACTION

- Support programs that directly engage industry workers to assess the current skill sets with an aim toward diversification and to align with market trends
- Design a program to focus on employment trends/local business need for recruitment and training to maximize opportunities for local workers
- Form a working group/task force

ED 2 Use Payson's unique assets to create a quality of place that attracts and retains talented workers and visitors

STRATEGY	ACTION
2.1 Ensure expected regional job growth	<ul style="list-style-type: none"> • Continue to track niche local industries and potential industry clusters to ensure sufficient land supply • Utilize economic and job growth data to make responsible land use decisions
2.2 Maximize assets such as the availability of developable land along the I-15 corridor and adjacent to anticipated FrontRunner station areas and new nodal development including the UVU campus	<ul style="list-style-type: none"> • Modify transit-oriented development zone to meet the needs around the projected FrontRunner station location
2.3 Embrace tourism opportunities, community celebrations, and other activities that allow visitors to contribute to the economic vitality of Payson	<ul style="list-style-type: none"> • Coordinate master calendar of local cultural events and partner with community groups to sponsor arts and culture events
2.4 Use historic preservation, community heritage, and access to recreation to foster tourism	<ul style="list-style-type: none"> • Create a wayfinding plan to highlight access to recreation, community event spaces, museums, and historic walking tour/buildings • Explore creation of Board to help facilitate and promote preservation, tourism, and cultural resources

ED 3 Preserve and develop appropriate real estate options and infrastructure to meet the needs of current and prospective businesses

STRATEGY	ACTION
3.1 Provide clear development codes and processes to create pathways for economic growth and support the business ecosystem	<ul style="list-style-type: none"> • Create process survey of recent building permit applicants
3.2 Work with the local and regional real estate community to ensure that there is an adequate supply of available buildings and sites	<ul style="list-style-type: none"> • Conduct inventory of potentially developable/ redevelopable land
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	<ul style="list-style-type: none"> • Prioritize recommendations from Infrastructure and Transportation Master Plans

ED 4 Cultivate an inclusive and accessible environment where Payson residents and businesses can thrive and prosper

STRATEGY	ACTION
4.1 Encourage employment opportunities for all segments of population	<ul style="list-style-type: none">• Create a small business assistance program to identify available loans for small businesses to pay for ADA requirements/upgrades
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	<ul style="list-style-type: none">• Ensure code allows for mix of uses that promote multimodal transit and placemaking• Prioritize transportation investments that increase city connectivity through improved access to housing, jobs, and services
4.3 Encourage young leaders to participate in decision-making and leadership roles in civic and business life	<ul style="list-style-type: none">• Establish city internship/mentoring program

ED 5 Maintain a friendly business climate

STRATEGY	ACTION
5.1 Align zoning, public policy, and regulatory practices to target existing and emerging industry clusters	<ul style="list-style-type: none">• Evaluate each development application for compliance/furtherance of the Imagine Payson Vision for connectivity• Make sure that we have a system to quickly and efficiently move projects, developments and building request through the approval process.• Identify and remove barriers to business growth and development that may have a chilling effect on economic growth and add regulations that promote responsible development for those industries
5.2 Support efforts to attract and retain business in target cluster industries, which provide good wages and are expected to grow nationally	<ul style="list-style-type: none">• Support the Economic Development Committee and the Chamber of Commerce.

ED 5 Maintain a friendly business climate

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

ACTION

- Maintain public private partnerships (i.e. Chamber of Commerce) to sustain business retention and expansion and to accomplish common goals
- Establish a toolkit for funding redevelopment (CDBG, land banking, façade grants, TIF, etc)
- Modify transit-oriented development zone to meet the needs around the projected FrontRunner station location
- Ensure code allows for mix of uses
- Prioritize transportation investments that increase city connectivity through improved access to housing, jobs, and services

5.4 Foster a positive environment that welcomes entrepreneurship and innovation

- Work with local businesses and educational institutions to create a maker space to support new businesses

LU 6 Capitalize on private sector investment

STRATEGY

6.1 Promote collaborative partnerships between the public and private sectors

ACTION

- Form a working group/task force

HOUSING

H 1 Invest in neighborhoods to protect and enhance neighborhood character

STRATEGY	ACTION
1.1 Ensure residential developments have supportive infrastructure and access to neighborhood amenities	<ul style="list-style-type: none">• Expand infill development tools to strengthen neighborhoods• 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
1.2 Promote infill development to revitalize and enhance existing neighborhoods	<ul style="list-style-type: none">• Provide the necessary zoning toolbox for developers
1.3 Identify and prioritize neighborhoods in need of revitalization	<ul style="list-style-type: none">• Work with all applicable city departments to develop strategies to meet their needs

H 2 Build vibrant new neighborhoods consistent with the Vision

STRATEGY	ACTION
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	<ul style="list-style-type: none">• Develop guidelines
2.2 Enhance new neighborhoods through the implementation of complete streets, the establishment of trails, and the creative, pleasant, and functional use of open space and hillsides	<ul style="list-style-type: none">• Provide infrastructure and services
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	<ul style="list-style-type: none">• Adopt transition standards to protect natural areas
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	<ul style="list-style-type: none">• Identify public private partnerships

H 3 Increase housing choice

STRATEGY

ACTION

3.1 Increase the array of available housing types to meet the needs of people of all ages, families of any size, and residents of all income levels based on identified user groups and housing preferences

- Work to more clearly define what affordable housing is, create a definition that will be accepted and used by all parties involved when making decisions about affordable housing
- Develop executive housing zone definition and apply it to areas attractive to such housing i.e., hillsides, near the temple, etc.)
- Explore housing options that are not currently options based off our ordinances, (smaller lots, cluster housing, studios)
- Explore zoning tools that would create a mix of housing types and encourage the development of affordable housing
- Support efforts of nonprofit housing providers

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

3.3 Identify barriers or delays in the development of housing in Payson, particularly the construction of affordable housing units and multi-unit housing types

- Conduct audit of existing zoning, building codes, and the permitting process to identify and remove unnecessary barriers and delays

H 4 Enable access to housing for vulnerable populations

STRATEGY

ACTION

4.1 Continue to enforce the federal fair housing law and state requirements for the supply of moderate-income housing

- Create programs that increase awareness and understanding of fair housing laws and issues

4.2 Work with non-profits, non-governmental associations, and governmental agencies to provide increased housing options for low to moderate income households

- Work with non-profits, non-governmental associations, and governmental agencies to provide housing options
- Identify how to integrate low to moderate income households into the community
- Expand incentives for affordable housing development

H 5 Provide a realistic opportunity for the 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	ACTION
5.1 Concentrate housing near jobs, transit, and other service centers	<ul style="list-style-type: none"> Evaluate each development application for compliance/furtherance of the Imagine Payson Vision for connectivity
5.2 Facilitate the rehabilitation or expansion of infrastructure that will encourage the construction of moderate-income housing	<ul style="list-style-type: none"> Explore funding mechanisms to offset reasonable infrastructure improvements associated with construction of housing specifically targeted to moderate-income households
5.3 Encourage flexible lot and house sizes to mix home prices and household incomes within a neighborhood	<ul style="list-style-type: none"> Provide density bonuses or other incentives to developers who include a range of small to large lots in their developments (only for large developments) Conduct code audit to ensure this is allowed and make any necessary changes

FINANCE

F 1 Set the standard for sound governance, fiscal management, and sustainability

STRATEGY	ACTION
1.1 Identify best practices for recruiting, retaining, and growing a skilled and diverse work force	<ul style="list-style-type: none"> Retain recruitment services Identify resources available to cities to expand benefits and training
1.2 Support transparent and inclusive government	<ul style="list-style-type: none"> Continue to provide the public with detailed public finance and budgeting information through annual review process
1.3 Protect Payson's financial integrity and credit worthiness	<ul style="list-style-type: none"> Continue to provide the public with detailed public finance and budgeting information through annual review process
1.4 Develop partnerships with other government entities	<ul style="list-style-type: none"> Participate in services offered at state, regional, and county level

F 1 Set the standard for sound governance, fiscal management, and sustainability

STRATEGY

1.5 Make operational decisions for long-term financial sustainability

ACTION

- Manage long-term pension liabilities
- Identify ways to increase bonding capacity to support infrastructure needs
- Contain costs and increase operational efficiency
- Develop a clear plan to track Commercial Development and employment created by new development
- Develop and utilize a long-range financial planning process
- Establish appropriate equipment replacement funding levels
- Develop a clear plan to update Current roads and infrastructure including funding mechanisms, i.e.. Bonding and/or utility fee increases to fund these repairs
- Look every year at Truth in Lending to keep the property tax in line with inflation and city growth
- Develop a clear plan to update Current roads and infrastructure including funding mechanisms, i.e.. Bonding and/or utility fee increases to fund these repairs
- Maintain adequate financial reserves
- Continue to evaluate service rates to comply with regulatory and infrastructure needs
- Refinance bonds when rates decrease so the city can save money

F 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

ACTION

- Develop and fund an aggressive multi-year Capital Improvement Program

2.2 Expand, extend, and maintain the major thoroughfare network

- Develop and fund an aggressive multi-year Capital Improvement Program

2.3 Support strategic investments in city facilities

- Develop and fund an aggressive multi-year Capital Improvement Program

F 3 Increase revenue and reduce expenditure

STRATEGY

3.1 Pursue land use patterns and economic development initiatives demonstrated to increase revenue and reduce expenditure, particularly sales tax revenue

ACTION

- Adopt Imagine Payson and use the plan to support the development review process
- Update zoning designations to reflect the Vision Map and General Plan
- Research and implement land use and transportation methods that reduce municipal expenditure and increase property tax revenue
- Strategically update development regulations
- Increase the sales tax base by proactively recruiting big box stores such as Home Depot. Recruit other sales tax generating business
- Look at incentives for the right businesses that will substantially increase the sales tax base

CHAPTER 10
APPENDICES

REFERENCE DOCUMENTS

DOCUMENT	DATE ADOPTED
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Payson Transportation Master Plan 2050

Culinary Water Master Plan and Capital
Facilities Plan

Pressurized Irrigation Water Master Plan
and Capital Facilities Plan

Sanitary Sewer Master Plan

Storm Drain Master Plan