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### RESOLUTION NO: 3401

A RESOLUTION OF THE PAYSON TOWN COUNCIL, ADOPTING THE 2024-2034 GENERAL PLAN AND DIRECTING THAT THE 2024-2034 GENERAL PLAN BE SUBMITTED TO THE ELECTORS OF THE TOWN OF PAYSON FOR RATIFICATION AND APPROVING THE PUBLIC PARTICIPATION PLAN. (2024-2034 GENERAL PLAN ADOPTION).

WHEREAS, A.R.S. § 461.05 requires all municipalities to adopt a comprehensive, longrange general plan for the development of the municipality; and

WHEREAS, on or before the tenth anniversary of the adoption of a municipality's general plan, a municipality shall either readopt or adopt a new general plan pursuant to A.R.S. § 461.05; and

WHEREAS, the Town of Payson ("Town") adopted its most recent general plan in 2014; and

WHEREAS, during 2023, the Town began the process of adopting a new general plan; and

WHEREAS, during this process, the Town followed both the spirit and letter of A.R.S. §461.05; and

WHEREAS, Arizona Revised Statutes Section 461.06(C) requires that the Town Council adopt written procedures designed to provide effective, early and continuous public participation during the General Plan update process from all geographic, ethnic and economic areas of the

WHEREAS, during the August 1, 2023 Council Work Session, the Public Participation Plan and procedures were presented to Council; and

WHEREAS, the written procedures contained in this Resolution (hereinafter referred to as the "Public Participation Plan") satisfy State law requirements and guided public participation throughout the General Plan update process; and

WHEREAS, the Public Participation Plan offers all citizens, businesses, interest groups and other stakeholders multiple opportunities to participate through the planning process in a meaningful way. Effective public input is critical for the success of this planning process because it is our citizens, businesses, and groups that will experience the General Plan's costs and benefits on a daily basis for many years. The General Plan will, in part, determine where and how our residents live, work and play; and

WHEREAS, the Public Participation Plan encourages people to participate in the General Plan update process and is designed to maximize the effectiveness of each person's contributions. Public input opportunities are open to everyone with a stake in the outcome of the General Plan. The participation opportunities are available to a wide range of citizens—people with different incomes, races, ages, and occupations-in all stages of the planning process; and

WHEREAS, the Public Participation Plan:

- ensures all planning decisions are open to public comment with written feedback;
- supports and adds credibility to Town decision-making processes;
- provides opportunities to broadly disseminate proposals and alternatives for the General Plan update to all segments of the Town;
- strengthens the relationship between decision makers and citizens; and,

- develops a shared vision for the future of the Town.

WHEREAS. The Town Council desires to adopt the Public Participation Plan, providing procedures for effective, early and continuous public participation in the general plan adoption process; and

WHEREAS, during this public participation process over 1,400 people directly participated in person, in writing, by electronic communication, and/or by filling out the survey.

WHEREAS, on April 2 of 2024, the draft of the 2024-2034 General Plan was submitted to the following agencies and entities for review: Payson Unified School District, Gila County Planning Department, Town of Star Valley, Central Arizona Governments, Arizona Commerce Authority, United States Forest Service, Arizona Councils of Governments, Green Valley Water, Arizona Department of Transportation, Gila Community College, and the Tonto Apache Tribe;

WHEREAS, on June 10, 2024, following notice to the public, the Planning and Zoning Commission held a public hearing on the 2024-2034 General Plan. At the public hearing, the Commission received a presentation by the consultant on the draft plan, received comments from members of the public; and

WHEREAS, at the conclusion of this public hearing, the Planning and Zoning Commission voted 4-0 to approve the 2024-2034 General Plan and recommend that the Town Council adopt the 2024-2034 General Plan; and

WHEREAS, on June 26, 2024, following notice to the public, the Town Council held a public hearing on the 2024-2034 General Plan; and

WHEREAS, the Town Council desires to adopt the 2024-2034 General Plan and direct the Town Clerk submit the 2024-2034 General Plan to the electors of the Town for ratification.

NOW, THEREFORE, THE MAYOR AND COMMON COUNCIL OF THE TOWN OF PAYSON, ARIZONA, DO HEREBY RESOLVE AS FOLLOWS:

That the Council finds that all of the procedural requirements for the adoption of a general plan as set forth in A.R.S. §461.05 have been followed.

Section 2: That the Council adopts the Public Participation Plan for the 2024-2034 General Plan, attached here to as Exhibit A.

That the Council adopts the 2024-2034 General Plan, attached here to as Exhibit Section 3: B.

Section 4: That the Town Clerk is directed to do the following:

- (A) send a copy of the adopted 2024-2034 General Plan to the Gila County Planning Agency:
- (B) prepare a general description of the 2024-2034 General Plan and its elements for the November 2024 election pamphlet;
- (C) provide public copies of the 2024-2034 General Plan in at least two locations within the Town; and
- (D) submit the 2024-2034 General Plan to the electors of the Town of Payson at the next regularly scheduled Town election (November 2024 General Election) for ratification.
- Section 5: That this Resolution shall only become effective upon approval by two thirds of the members of the Town Council, i.e., five Council Members,

Section 6: That the Town is authorized to take such actions as are necessary to carrying out the purposes of this Resolution.		CERTIFICATION OF RECORDING OFFICER	
PASSED AND ADOPTED BY PAYSON, ARIZONA this	THE MAYOR AND COUNCIL OF THE TOWN OF of June. , 2024 by the following vote:	STATE OF ARIZONA ) County of Gila )ss.	
AYES $7$ NOES $0$ ABSTENTIONS $0$ ABSENT $0$		I, the undersigned Tracie Bailey, being the duly appointed, qualified Town Clerk of the Town of Payson, Gila County, Arizona, certify that the foregoing Resolution No.	
FOR THE TOWN OF PAYSON:	ATTESTED TO:	correct and accurate copy of Resolution No. 3401 passed and adopted at a Voting Meeting of the Council of the Town of Payson, Gila County, Arizona, held on the 26th day of Sure 2024, at which a quorum was present and, by a majority vote, 7 voted in favor of said resolution.	
Chi	1 Janual french	Given under my hand and sealed this 1st day of Suly, 2024.	
Chris Higgins, Mayor	Tracie Bailey, Town Clerk	Seal	
REVIEWED BY: Troy Smith, Town Manager	APPROVED AS TO FORM:  Pierce Coleman, RLLC Town Attorney	Town Clerk	

# **Acknowledgments**

### MAYOR AND TOWN COUNCIL

Chris Higgins, Mayor Barbara Underwood, Vice-Mayor Brett Flaherty, Council Member Joel Mona, Council Member Scott Nossek Council Member Jolynn Schinstock, Council Member Suzy Tubbs-Avakian, Council Member

### **TECHNICAL COMMITTEE**

Christine Smith, Deputy Town Manager Public Works, Town of Payson Doni Wilbanks, Community Development Director, Town of Payson Tanner Henry, Water Director, Town of Payson Ron Tischer, Police Chief, Town of Payson Dave Staub, Fire Chief, Town of Payson Dennis Dueker, Airport Operations Supervisor, Town of Payson Larry Halberstadt, Deputy Public Works Director/Town Engineer, Town of Payson Ray Lahaye, Chief Building Official, Town of Payson Garrett Goldman, Sewer, Green Valley Water District Manager Nicole Adams, Zoning Administrator, Town of Payson Sheila DeSchaaf, Deputy Town Manager Administrative Services, Town of Payson Steve Richardson, Parks and Recreation Director, Town of Payson Julie Leonard, Economic Development Coordinator, Town of Payson Emily Linkey, Library Director, Town of Payson Andrew Jackson, Streets Department, Town of Payson

### PLANNING AND ZONING COMMISSION

Clark Jones Mike Foil Vincent Herman Dallin Haws Karen Schaier Douglas Martin Miranda Meyer

### GENERAL PLAN STAKEHOLDER COMMITTEE

lason Garner

Barb DeWeese

Craig Howard	Mike Foil	Kaycee Hoyt
Mckenzie Oakley	Clark Jones	Jacque Lozano
Joe Klein	Charlie Bell	Vicki Peil
Elizabeth Fowler	Ina Grobler	Charlie Peil
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Andrew Strader	Anna Van Zile	Shawn Dugan
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Robert DeBella

Dallas Randall

Thank you to all participants in the planning process. Your time, technical expertise, and guidance was critical to the development of the Payson General Plan (Plan). Your investment in this Plan is valued.

John Wilson

Elly Schreur

# **Approval Schedule**

Agency Reviews: April 2, 2024 through June 2, 2024

Call of Election: May 9, 2024

Planning and Zoning Commission Public Hearing / Consideration of Adoption: June 10, 2024

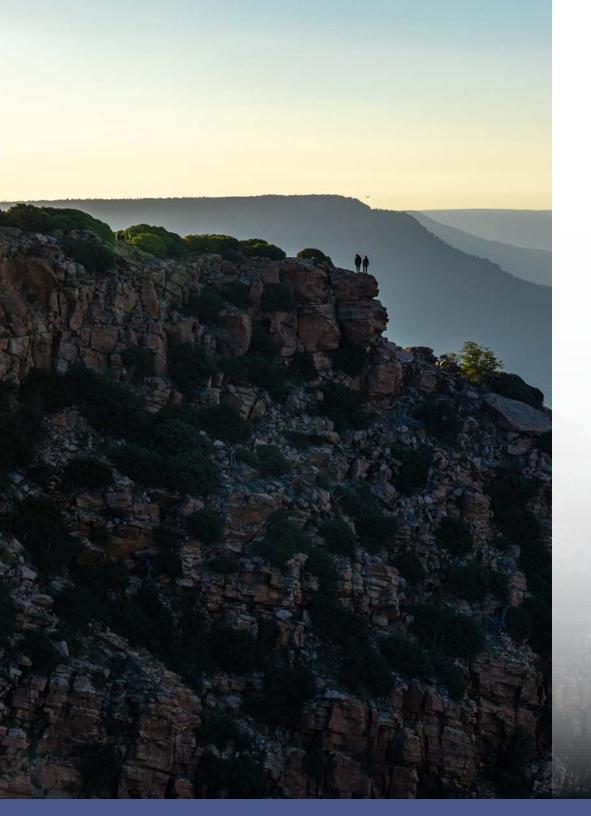
Planning and Zoning Commission Recommendation of Adoption: June 10, 2024

**Town Council Public Hearing / Consideration of Adoption:** June 26, 2024

Town Council Adoption: June 26, 2024

Publicity Pamphlet Argument Deadline: August 7, 2024

Consideration of Ratification by Payson Citizens: November 2024



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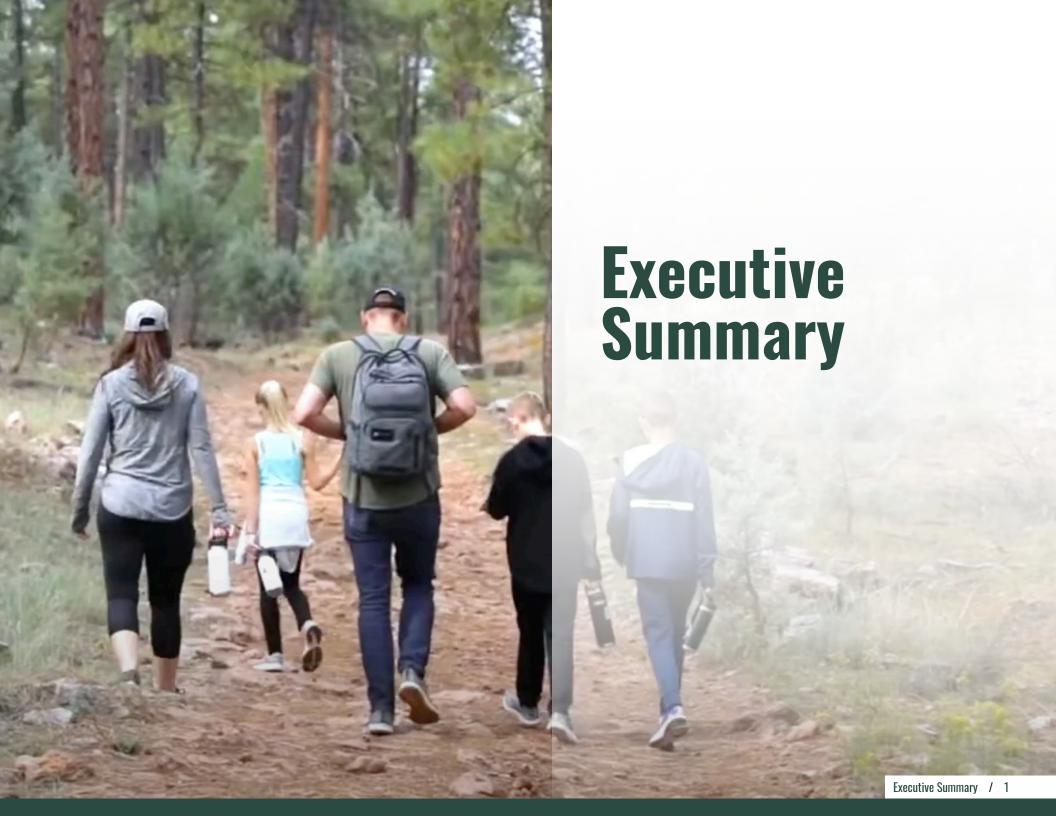
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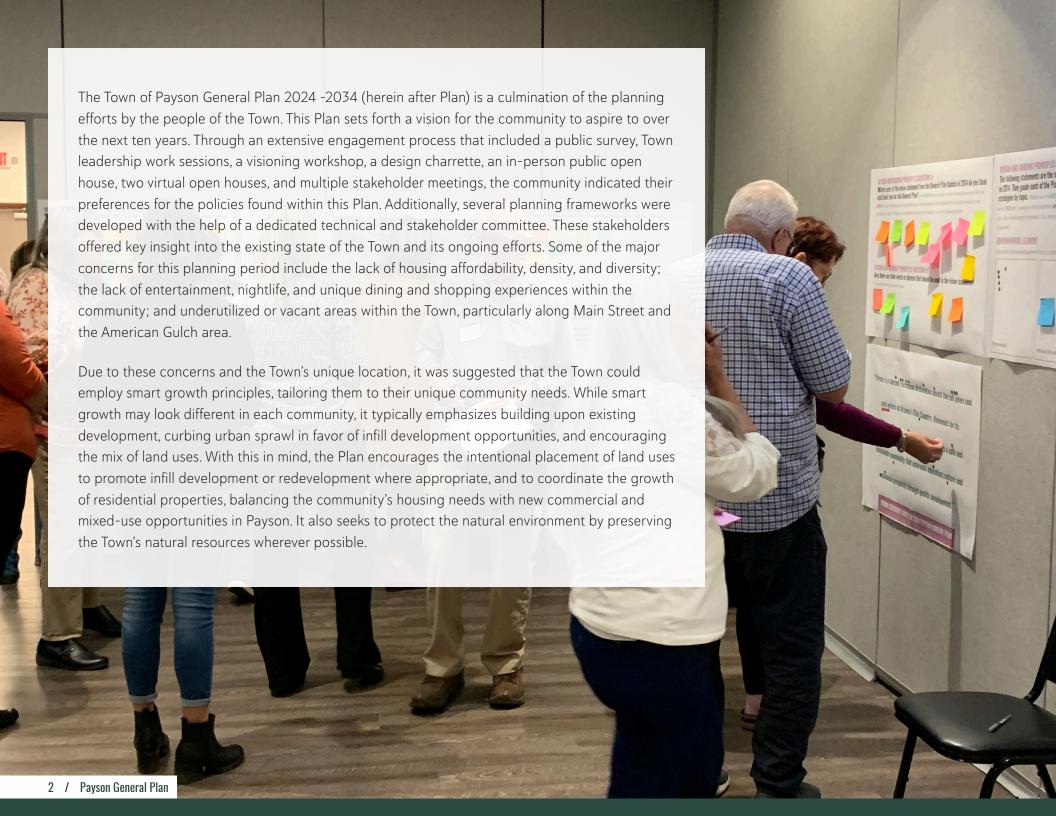
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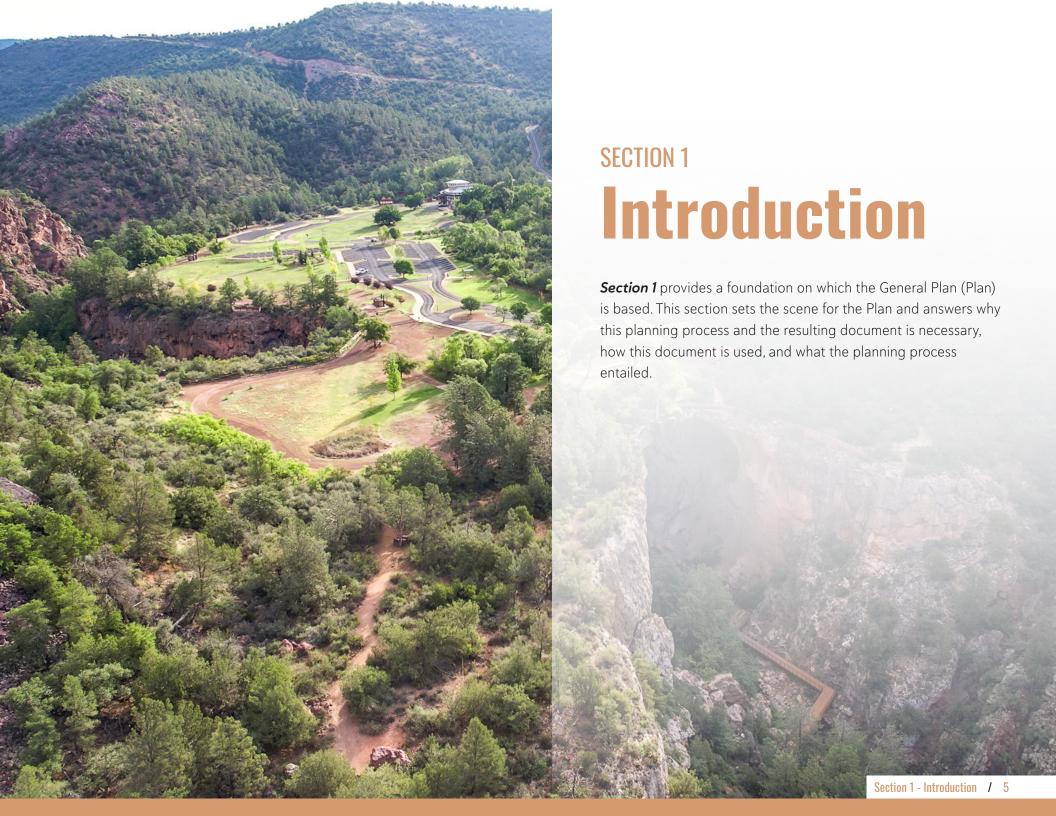
The Town benefits from being situated within Arizona's Rim Country, a beautiful environment with many natural features that lend themselves to the distinct, small-town charm of Payson. To bolster this unique charm, multiple mechanisms were developed to help accomplish the vision set forth in **Section 1**. Within this Plan, you will find recommendations and policies broken into eight separate elements. These elements provide guidance in the following categories: Land Use, Growth Area, Circulation, Community Design, Open Space and Recreation, Environmental Planning, Water Resources, and the Cost of Development.

The Community Design Element is a new element that arose from this Plan's engagement efforts where stakeholders and community members indicated they would like additional aesthetic improvements throughout the Town. Each of these elements provides a list of critical issues identified by the Town, a discussion of the local context, and recommendations for consideration. Throughout the Plan, there are separate 'tools' that came directly from the planning process. These include a(n):

- Future Land Use Framework, with future land use categories and their accompanying definitions and suggested residential densities;
- Growth Areas Framework, with recommendations for five identified growth areas and three corridor enhancement growth areas;
- Circulation Framework, with transportation suggestions that build on the recommendations set forth from the Payson Area Trails System (PATS) Trailhead and Access Plan:
- Community Design Framework that proposes three gateways and corridor enhancement priorities; and
- Implementation Plan, with a list of goals and strategies to achieve the recommendations found throughout the Plan.

This Plan and its tools are built on the former General Plan Update 2014-2024, and revises several of its recommendations based on the Town's current conditions and the input from the community. The implementation of this Plan falls to the Planning and Zoning Commission and Town staff members, who will monitor the Plan's goals and strategies and will provide a progress update to the Town Council. Town staff members are expected to provide these updates on the Plan's implementation through the Annual Report. Town staff members may also provide recommendations for amendments, ensuring the Plan stays relevant and fits the current and future needs of the community. The General Plan Annual Report will be submitted for review to the Town Council and Payson citizens. This Plan reflects the Town's aspirations and desires and, as such, should always look to remain as a true representation of the community.

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### What is the General Plan?

A general plan is a planning policy document designed to serve as the jurisdiction's plan for future decisions concerning land use, growth, public services and infrastructure, and resource conservation. General Plans are mandated by the Arizona Revised Statutes (A.R.S.). This Plan contains a community vision statement, guiding principles, goals, strategies, and framework plans for implementation that guide the Town's decisions. The Plan ultimately endeavors to unify Payson's strategic approach to growth and development and to guide the Town into a prosperous future that is in sync with the core vision and values of the community.

A general plan has three defining features, detailed as follows:

- **GENERAL.** As the name implies, a general plan provides general guidance that will be used to direct future land use and resource decisions.
- **COMPREHENSIVE.** A general plan covers a wide range of social, economic, infrastructure, and natural resource topics. These include land use, housing, circulation, utilities, public services, recreation, agriculture, biological resources, and more, depending on the population size and preference of the municipality.
- LONG-RANGE. General plans provide guidance on reaching a future envisioned 20 or more years in the future but are required to be updated every 10 years.

It is also important to understand what a general plan is not. A general plan is not:

- A zoning map
- A tool to promote special interests
- An unchangeable document
- A detailed policy for specific properties or areas
- A capital improvement program
- A direct regulator or controller of development. Specific regulations applicable to development are contained in the Unified Development Code (UDC); and additional Town regulations are set forth in other sections of the Town Code.

General plans include multiple elements to better address the multiple layers and considerations that make up a general plan, many of which are required by the A.R.S. An element is a specific section of a general plan that discusses a particular planning topic. All elements are interrelated and are intended to be considered collectively in public and private decisionmaking. This Plan includes eight elements, each of which has its own section within the Plan: Land Use, Growth Area, Circulation, Community Design, Open Space and Recreation, Environmental Planning, Water Resources, and Cost of Development. Note that the Community Design element is new and has not been included in Payson's past general plans.

## **Regional Context**

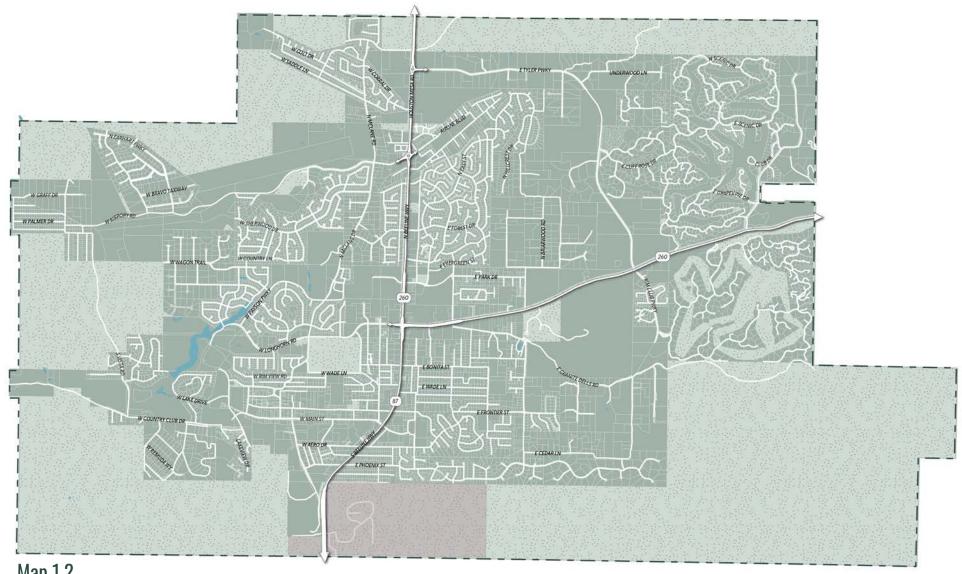
Most often called the "Heart of Arizona," Payson is geographically located near the center of the state. See *Map 1.1*. Other nearby communities include Round Valley (4 miles), Star Valley (4.5 miles), Oxbow Estates (5 miles), Rye (10 miles), Pine (15 miles), Gisela (17 miles), Strawberry (18 miles), and Tonto Basin (30 miles), all within Gila County. The county seat of Gila County, Globe, is located 80 miles near the southeastern edge. Major cities such as Phoenix and Flagstaff are both approximately one hour and 30 minutes to two hours away by Arizona State Route 87 (SR 87).

## **Planning Area**

The Town of Payson is in the northern portion of Gila County. Payson is bordered to the east by the Town of Star Valley. The Town occupies a region of geographic transition between the Mogollon Highland to the north and the Sonoran Desert to the south. Located within the Tonto National Forest, Payson has an elevation of 5,000 feet, and has a total planning area of 19.5 square miles. Included in the Town boundaries is 6.2 square miles of Tonto National Forest and the Tonto Apache Reservation.

This Plan provides guidance for the entire Town boundary, as shown in *Map 1.2*.





Map 1.2

# **TOWN BOUNDARY**



Data Sources: UrbanFootprint, United States Forest Service, United States Census Bureau,



## The Why

The development of Payson began in earnest after 1970. According to the U.S. Census Bureau, Payson included 745 housing units at the start of the 1970s. Payson added an average of 2,200 units per decade over the next 30 years. Following decades of development and change, the Town adopted its first Master Plan in 1991. The next step in land use management was to adopt a Unified Development Code (1996) to guide land use decisions in the Town. Since that time, the General Plan has been updated two times: once in 2003, and once more in 2014. The Town values active community planning to ensure land use and development keep with the community's vision for Payson.

Payson will continue to grow and experience demographic shifts. The General Plan expresses community expectations for growth management. It defines a long-term perspective through which to make policy decisions regarding land use within the Town boundaries.

A.R.S. §9-461.05 requires that all municipalities must prepare and adopt a comprehensive general plan for the physical development of land within its jurisdiction, and the A.R.S. requires that general plans be updated every 10 years.

The intent of this General Plan is to create a community-wide vision that resonates with the public at large. This planning process answered the following questions:

Where is Payson today? This question defines what is loved about Payson, what needs improvement, and the current realities of the Town.

Where does Payson want to be? The only sustainable path forward is one that has community buy-in. By asking the question of who Payson wants to be, recommendations for the future were created.

**How do we get there?** This is ultimately what the Plan answers. This Plan offers a road map to the future, outlining goals and strategies that keep elected and appointed leaders and Town staff members on track to make Payson what the community needs and wants.



## **Planning Process and Timeline**

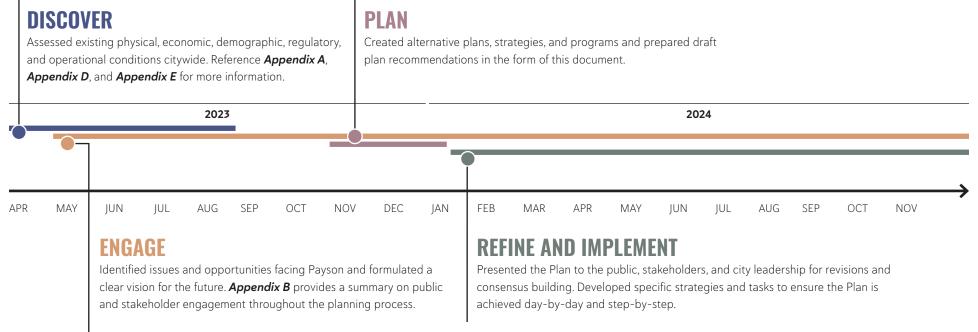
The Plan development process took approximately ten months and consisted of five primary phases: Discover, Engage, Plan, Refine, and Implement. From Discover, where a baseline of Payson was developed; to Engage where the community shared its voice; to Plan and Refine when the actual road map for the future of each of the Plan's elements were recorded; to Implement when the Plan is put to work for the community. Figure 1.1 demonstrates the planning process timeline.

Note that the complete public participation process is documented in Appendix C - Public Participation Summary.

## **Previous Plans**

During the planning process to develop this Plan, multiple relevant plans and studies were reviewed and summarized. It is important to understand what past plans have recommended, and why, when continuing to plan for a community's future. A complete summary of each of the reviewed plans and studies is included in Appendix D - Relevant Plans and Studies Summary.

Figure 1.1 Planning Process and Timeline



## **Plan Organization and Elements**

This Plan is organized into 11 sections and four appendices. The first two sections set the stage for the remaining sections of the Plan. Section 1 explains how the Plan came to be, why it is necessary, and how it should be integrated into daily decisions. **Section 2** describes the vision and guiding principles that set the tone and theme for the goals, strategies, framework plans, and implementation actions.

**Sections 3** through **10** address the following elements required by the A.R.S. based on the population size of Payson and the preferred planning elements: Land Use, Growth Area, Circulation, Community Design, Open Space and Recreation, Environmental Planning, Water Resources, and Cost of Development.

**Section 11** outlines the Town's action plan for carrying out community goals, strategies, and framework plans. Action by action, it describes what the task at hand is, who is responsible for participating in its successful completion, what timeline the task should be completed within, and what values it supports.

Lastly, the appendices cover detailed background information that was considered comprehensively to form the Plan. The four appendices include an inventory and analysis of existing conditions (Appendix A), the complete demographic, economic, and market analysis that was used to understand existing economic and market factors at play in and around Payson (Appendix B), a full summary of public participation efforts and findings (Appendix C), and summaries of relevant plans and studies with descriptions of how each plan/study relates to this Plan (Appendix D).

## **How to Use this Plan**

This Plan is meant to be used for multiple reasons and by multiple users. For instance, the Town Council will use this Plan to define policy and make funding/budgetary decisions. The Plan will also be used by Town staff to guide building and development decisions and make recommendations on projects and programs. The Plan may be used by residents, neighborhood groups, businesses, and other stakeholders to understand the Town's longrange plans and proposals for different geographic areas within Payson.

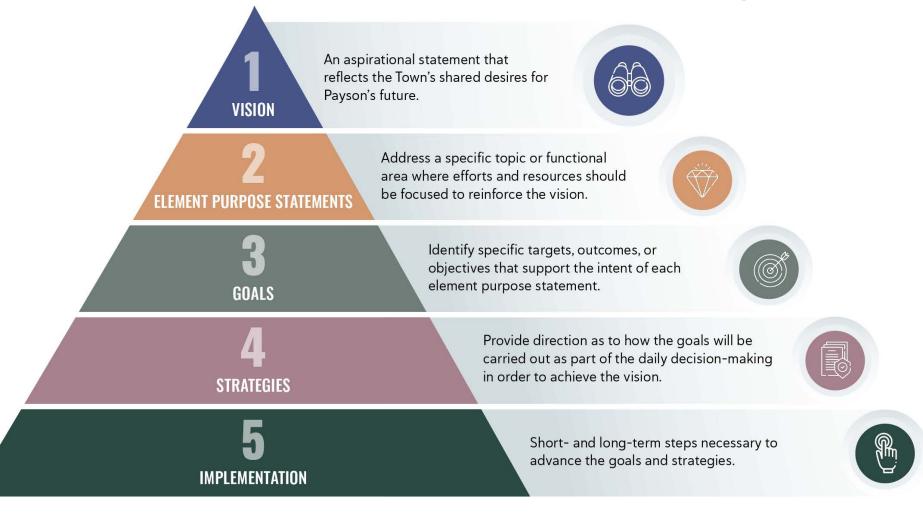
While it was compiled as a reflection of current conditions using the public and stakeholders' interests in the community at the time, the Plan establishes a broad policy foundation to guide future growth and reinvestment in Payson for years to come.

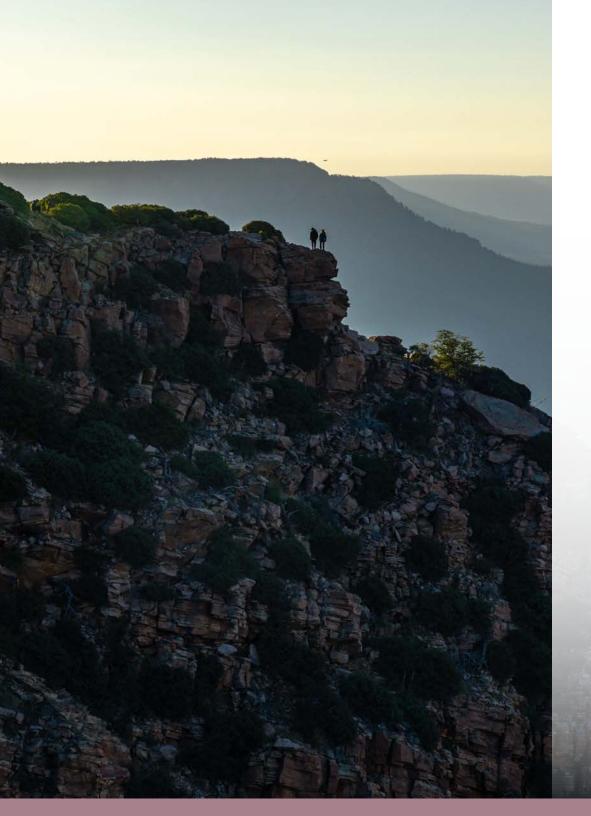
This Plan is used to:

- Provide policy guidance for elected and appointed officials when making decisions that affect the long-term needs of the community.
- Help guide Town staff members' day-to-day decision-making regarding the location, intensity, and design of future development.
- Inform residents, property and business owners, developers, and others interested in Payson. It also sets forth expectations for development.
- Maintain an implementation strategy (Section 11) that helps achieve the community's vision for Payson.

This Plan contains a hierarchy of information that provides a decisionmaking framework that aligns with community values, as illustrated in Figure 1.2.

Figure 1.2 General Plan Structure





**SECTION 2** 

# **Vision and** Guiding **Principles**

**Section 2** describes the overarching vision for the Town of Payson over the next 10 years and clear statements of purpose for each element of the Plan. The vision was developed based on the input gathered throughout the public participation process on the issues, concerns, and opportunities facing the Town, as detailed in Appendix C.

The vision and element purpose statements are an expression of future aspirations and paint a picture of the type of community Payson would like to be in the future. Each recommendation in this Plan is intended to achieve the overarching vision and element purpose statements, at least in part.

## **Payson's 10-Year Vision**

A fundamental part of the planning process is defining a community's vision. During the development of this Plan, a tremendous effort to engage and involve the public and stakeholders was undertaken so that their voices could be heard and listened to, and subsequently reflected in this Plan. This Plan also reflects the direction in which these residents want their community to grow and what they have defined as the critical issues to address and define success in their own terms.

Diversity of thought and opinion means not everyone will agree on a singular direction. Further, not any one persons' opinions or ideas may be represented, even in a document as robust as this one. What is important in the development of this General Plan and its recommendations is that there were multiple avenues for community input and the development of resident consensus. This consensus building means agreeing on what is possible or what is the best way forward considering not a singular viewpoint, but many. This is where the vision is born: from the voices of Payson.

Payson, Arizona's cool mountain town, is a welcoming community that is an exceptional place to live or visit for people of all ages. The tall pines, natural beauty of the rim country, western heritage, recreation opportunities, safety and personal freedom all contribute to the high quality of living in or visiting Payson. We will strive to preserve and continuously improve the things that create this quality living and visitation experience by encouraging well planned business, housing and infrastructure development and services that will benefit the region. We will do this through wise use of resources and adapting quickly to opportunities that promote our vision.

### What is considered "Smart Growth?"

Smart growth looks different from place to place. The following smart growth principles are considered the foundation of the smart growth approach, and are to be used as high-level guidance for the redevelopment and/or build out of the identified growth areas:

- · Mix land uses.
- · Take advantage of compact design.
- · Create a range of housing opportunities and choices.
- · Create walkable neighborhoods.
- · Foster distinctive, attractive communities with a strong sense of place.
- · Preserve open space, farmland, and critical environmental areas.
- · Direct development towards existing communities.
- · Provide a variety of transportation choices.
- · Make development decisions predictable, fair, and cost-effective.
- · Encourage public/stakeholder collaboration in development decisions.

## **Element Purpose Statements**

Each element section (Sections 3 through 10) begins with a specific purpose statement. The element purpose statements are provided in this section for quick reference, as these statements guided the creation of goals and strategies for that element. The purpose statements set the stage for each element and explain the element's role in achieving the Town's vision.



### **Land Use Element**

Enhances and preserves Payson's small-town atmosphere and economic development opportunities, while incorporating more diversity in land uses, paired with strategic policies for new developments and redevelopment areas.



### **Growth Area Element**

Enacts effective growth management policies, supporting smart growth principles within the Town's identified growth areas.



### **Circulation Element**

Enhances existing infrastructure to improve vehicular connectivity, resiliency, and safety, and to promote and improve alternative transportation methods, such as biking and walking, to enhance quality of life and mitigate congestion.



### **Community Design Element**

Establishes a cohesive visual identity throughout Payson's public right-of-way and public facilities, promoting creative design elements such as landscaping, wayfinding and signage, monumentation, public art, and lighting.



**Open Space and Recreation Element** 

Expands active and passive recreational opportunities through recreational activity programming; planning and designing for recreational connectivity; and improving and maintaining facilities.



**Environmental Planning** Element

Strengthens and expands local and regional partnerships to engage appropriate environmental practices, protecting Payson's landscape and natural resources



**Water Resources Element** 

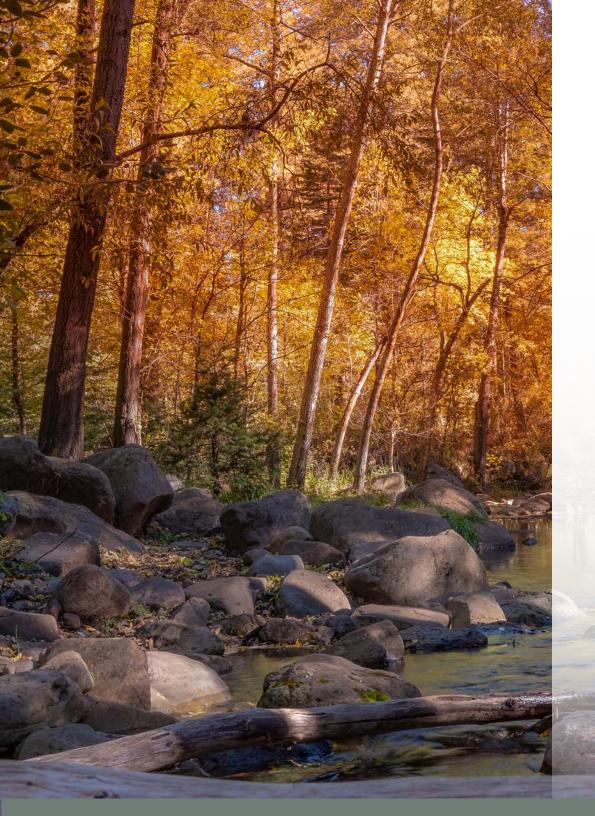
Plans for the careful allocation and utilization of Payson's water resources, prioritizing sustainable practices and preparing for the future.



**Cost of Development Element** 

Utilizes planning and financial tools to mitigate the cost of development to the Town-incentivizing well-planned, smart growth developments-and addresses operation and maintenance of existing and future Town infrastructure

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**SECTION 3** 

# **Land Use** Element

**Section 3** provides specific guidance regarding the location, type, and character of future land uses in Payson. This section is a guide for Town staff members, Town leaders, and stakeholders, as well as a commitment to the community of what the future land of Payson holds from a responsible growth perspective. Payson will manage growth to ensure the Town remains attractive to residents, newcomers, and visitors, while strengthening and diversifying the community and protecting its natural resources.

The Land Use Element enhances and preserves Payson's smalltown atmosphere and economic development opportunities, while incorporating more diversity in land uses, paired with strategic policies for new developments and redevelopment areas.

## **Setting the Stage**

The Town of Payson benefits from bountiful natural amenities, significant protected forest and open space, vibrant commercial corridors, and easy access to state transportation networks. Natural features like the Mogollon Rim and Tonto National Forest naturally define the Payson area. Early development of Payson began along Main Street. Development in the east and northwest sections of Payson followed slowly.

The Land Use Element will perhaps be used more frequently than the other Elements of the Plan, as it should be consulted for every development and redevelopment proposal received by the Town. For example, the rezoning of a property will be evaluated on how well the proposed project meets the vision for that area set forth in this Plan. Applications that do not reflect the community's vision, nor effectively address anticipated adverse impacts from the project, will receive added scrutiny. Applicants are encouraged to meet with the community and Town officials well in advance of application submittal so that they can design the best possible projects.

Proactive land use planning can catalyze high quality economic development to diversify the Town's tax base, while ensuring sustainable levels of growth. This Element includes actions to minimize impacts on existing infrastructure and create a diverse and mixed use community.

As land use intensifies, protected open space and natural features will provide an important balance in Town, and support Payson's quality of place. The effective use of green infrastructure within and between developments can provide needed buffers. Green infrastructure is a network of multi-functional green space and other green features that can deliver quality of life and environmental benefits for communities. Green infrastructure is not simply an alternative description for conventional open space; it includes parks, open spaces, playing fields, woodlands, street trees, private gardens, green roofs and walls, sustainable drainage systems, and soils. Green infrastructure also includes rivers, streams, canals, and other water bodies, sometimes called "blue infrastructure."

Parks define a sense of place within the neighborhood and strengthening the overall character of the Town. Trails and parks should be accessible within the developed areas and tie each neighborhood together within the larger community. Green infrastructure will increase available space for recreational opportunities, enhance the health and livability of the residents, and positively impact public safety. The extensive provision and use of parks and open space is a critical component for Payson to be a well-designed community.

## **Defining Future Land Use**

Defining future land use is about understanding what is desired, acceptable, and needed in the community based upon community input, market realities, constraints and opportunities, and existing land uses. Other factors include unique characteristics of the land, access to transportation, contextual awareness, and property size. Future land use should be simple to understand to help determine if (1) a development proposal fits and aligns with the vision of the community; (2) a land use is appropriate; and (3) the land use aligns with future projects and investments of the Town. While there are many factors to evaluate, the initial ones to consider when determining future land use are included in Figure 3.1 Defining Future Land Use.

Figure 3.1 Defining Future Land Use SPECIAL CONDITIONS UTILITIES Defines existing infrastructure and the needs of the Defines any special or unusual conditions that use, identifying capacities or potential gaps that need to be identified and considered (e.g., a need to be addressed and/or provided. temporary community event in a local park) COMMUNITY NEEDS THE MARKET Defines community needs and expectations for use Defines the highest and best use of the (e.g., housing, commercial services, schools, parks, property from an economic perspective. shared use paths, accessibility, connectivity, etc.). PHYSICAL OPPORTUNITIES **EXISTING LAND USES** AND CONSTRAINTS LAND USE Defines the existing property land use Defines the physical characteristics of the and surrounding land uses. property (e.g., views, visibility, topography, tree cover, floodplain, structures, etc.). DETERMINING **OUALITY OF LIFE** TRANSPORTATION AND Defines the impact the use may have or may **FACTORS PROPERTY ACCESS** require to maintain quality of life standards in Defines the transportation types that surround the city (e.g., parks/open space/shared use the property, as well as the available access to path needs; access to transit, service, or the property from those routes. shopping needs; buffering, screening, landscape, architectural quality, accessibility, **COMMUNITY DESIRES** DEVELOPABLE AREA As reflected in the goals and strategies Defines the size of property and whether adopted as part of this Plan. the use is compatible. ADJACENCY AND COMPATIBILITY

**ENVIRONMENTAL IMPACTS** 

Defines environmental concerns about the property or surrounding

properties (e.g., wetlands, wooded areas, streams, floodplain, etc.)

Defines what types of uses are adjacent to a property, as

well as their compatibility with a proposed use.

### **Critical Issues**

The following is a listing of critical issues related to Payson's current land use patterns. The critical issues are derived from the existing conditions analysis; economic and market analysis; and stakeholder and public engagement.

- Payson's economic base lacks diversity.
- Housing type diversity, affordability, and density is lacking.
- Payson's population tends to seek out entertainment, nightlife, and unique dining and shopping experiences in other communities leaving Payson to do so.
- Payson lacks family-friendly entertainment options.
- The Main Street and American Gulch area has been largely disregarded for decades but is seen as an opportunity zone for mixed use economic development with a focus on arts, culture, dining, diverse housing types, and entertainment uses.
- Overly restrictive land use regulations impede positive change.
- Code enforcement is inconsistent.
- Sprawling development may result in underutilized spaces and costly infrastructure investment needs.
- The higher education campus is not fully incorporated into the Towns' culture and desired land use pattern.

### **Discussion**

Diversifying economic activities was identified as a top priority for the Town and its citizens in 2014. Throughout this planning process, stakeholders continued to confirm this as a top priority for the Town, indicating a need to see this Plan's goals and strategies support diversified economic activities.

One of the largest concerns voiced by stakeholders throughout the process was the lack of available affordable housing, specifically workforce housing. Developing new housing that is affordable for different income levels is a critical issue for this planning period.

Additionally, Payson lacks a variety of things to do. Throughout the engagement process, community members indicated they seek entertainment options and dining and shopping experiences in other communities. This is an area where Payson can further develop and promote new economic ventures for the Town. Stakeholders indicated they would like to see more entertainment, nightlife, and dining and shopping experiences in the Town, particularly along Main Street, which has been largely underutilized for many years. Main Street and the American Gulch area is an opportunity zone for mixed use economic development with a focus on arts, culture, dining, and entertainment uses for people of all ages and for families.

Due to the limited amount of private land available for annexation, it is imperative that the Town develop existing spaces that are being underutilized and encourage infill development wherever possible. Being intentional about the placement of certain land uses will also help coordinate the growth of residential properties in conjunction with new commercial and mixed-use opportunities. This will also ensure that land is being used efficiently as additional residences and retail and industrial space are being built.

Stakeholders indicated that proactive measures should be taken to further integrate higher education and other educational opportunities into the Town. Higher education should continue to be included as desired land use within the Town. Designating land for this purpose, it signals to the members of the community of the Town's continued commitment to grow and expand its education and career opportunities in the future.

## **Goals and Strategies**

- Ensure the Town has proactive growth management policies in place to direct development spatially, aesthetically, 3.1 and equitably. (Smart Growth Principle)
- Facilitate development where infrastructure exists with excess capacity. 3.1.1
- Work with USFS to acquire federal lands within the Town boundaries near existing and/or planned future infrastructure. 3.1.2
- 3.2 Encourage infill development/redevelopment to avoid sprawl and protect open space.
- Clearly identify and publicize sites within the Town that are eligible for infill development and redevelopment opportunities. Consider the creation of an accessible, 3.2.1 online ESRI ArcGIS map of vacant or underutilized sites that are available for development/infill/redevelopment. This may include vacant sites, surface parking lots, and vacant buildings.
- Research market incentives that are appropriate for the Town to utilize (e.g., tax abatements, etc.). 3.2.2
- Incentivize private infill development and redevelopment of sites through the use of researched market incentives. 3.2.3

- 3.3 Pursue avenues to eliminate unsightly or dilapidated structures.
- 3.3.1 Identify unsightly or dilapidated structures and their property owners within the Town. Refer to the Town's Code of Ordinances to ensure that these identified properties are not in compliance.
- 3.3.2 Develop an internal plan for approaching property owners and assisting in the property transfer process.
- 3.4 Attract and retain diverse (in types, scales, service lines, etc.) businesses.
- 3.4.1 Proactively select building sites for future business and make them shovel-ready.
- 3.4.2 Proactively fund public places/improvements adjacent to potential building sites that will serve as anchors to create private development response.
- 3.4.3 Further develop, standardize, and market economic, technical, and administrative incentives to foster a business-friendly environment that encourages the expansion of existing and establishing of new businesses.
- 3.4.4 Leverage local resources and public/private partnerships to foster economic environments where business can thrive.
- 3.4.5 Continuously assess policies, procedures, and processes that impact private development decision making (i.e., zoning regulations, subdivision regulations, and financial policies).
- 3.4.6 Permit home businesses by providing flexibility in Town codes to allow residents to conduct limited business operations from their home while maintaining residential character.
- 3.5 Promote Payson as a unique, identifiable community within the region and incentivize continued development of distinct attractions. (Smart Growth Principle)
- 3.5.1 Enhance marketing efforts to promote business attraction by using cohesive branding and identity enforcement throughout the Town.
- 3.5.2 Promote local products and services. Consider opportunities for local businesses to showcase their products and services during community events and to gain exposure to visitors to Payson.
- 3.5.3 Capitalize on niche industries, such as Payson's appealing outdoor recreation environment, and expand the variety of potential attractions.
- 3.5.4 Incentivize and/or take part in public-private partnerships to increase the number and diversity of distinct attractions and destinations.

#### 3.6 Encourage the growth of local businesses.

- 361 Work with regional economic partners and the private sector to identify ways to increase funds available to support the growth of local businesses and the creation and growth of new businesses by exploring state or federal tax credit programs and other financing options that can be leveraged to help small businesses succeed
- Support and encourage the expansion of existing businesses when not in conflict with the Town's efforts to diversify its economy through other policies. Promote 3.6.2 resources available to small businesses and businesses that are either expanding or relocating within Payson.
- 3.6.3 Create an environment where local business can thrive and experience support from the Town through the quality and quantity of communication from the Town; removal of any unnecessary barriers in the development process; and clarity in permitting and development processes.
- Heavily invest in the Downtown and Community Entry Growth Area (i.e., the Main Street and American Gulch area). 3.7 (Smart Growth Principle)
- 3.7.1 Consider issuing a request for proposals with the goal of hiring a consultant to lead the specific downtown area plan development process.
- 3.7.2 Conduct a thorough stakeholder and public engagement process to identify a consensus-built vision for the downtown area.
- 3.7.3 Implement the downtown specific area plan.
- 3.8 **Support efforts to enhance Payson's arts and culture scene.** (Smart Growth Principle)
- 3.8.1 Conduct a roundtable discussion to understand the current state of Payson's arts and culture scene.
- 3.8.2 Consider the creation of an arts and culture district, likely in or within the Downtown and Community Entry Growth Area.
- 3.8.3 Explore partnership and support opportunities so the Town can play an active role in arts and culture advancement.
- 3.9 Invest in education, advancement, and training opportunities that meet the needs of each resident.
- 3.9.1 Prioritize the removal of barriers to continued education and identify tools and funding sources that promote educational opportunity. Continue to promote both programs/institutions by finding opportunities to connect potential students with appropriate programs.
- Increase learning partnerships with Payson Unified School District #10 to provide opportunities for students to learn about municipal work as a career field. 3.9.2
- Explore opportunities and public-private partnerships to increase trade education within Payson. 3.9.3

### Modernize the land use regulatory process. (Smart Growth Principle) 3.10 Consistently apply and enforce regulations on all properties. 3.10.1 Consistently apply requirements on all proposals for development. 3.10.2 Provide sufficient resources to enforce current codes. 3.10.3 Eliminate regulations that are not uniformly enforced. 3.10.4 Proactively engage the development community by hosting periodic "roundtable" topic discussions. 3.10.5 Evaluate catalysts for development including streamlined development reviews, development services, and other strategies. 3.10.6 Work with the development community to design and implement cost effective strategies to manage capital costs incurred by new growth. 3.10.7

- 3.11 **Encourage a heightened diversity of housing formats, densities, and price points.** (Smart Growth Principle)
- 3.11.1 Incentivize the inclusion of affordable housing in new developments.
- Adopt a recommended ratio of affordable, workforce, and market housing. Adopt a definition for each of these types of housing. 3.11.2

Establish administrative review and approval procedures for applications meeting clearly defined criteria.

- Encourage age-in-place opportunities to enhance Payson residents' ability to transition to different housing options within the community as their needs and 3.11.3 lifestyles change over time.
- 3.11.4 Implement a mixed-income housing strategy. Encourage the development of smaller attached and detached units that provide young families, singles, and others with an opportunity to establish roots in Payson. Identify a range of regulatory and financial strategies to help incentivize housing development that is within reach of a variety of income levels.
- Promote housing alternatives to achieve healthy housing diversity and gentle density. Encourage adaptive reuse of properties through options such as infill 3.11.5 development tactics, brownfield redevelopment, repurposing of existing housing developments, and accessory dwelling units (ADUs).

3.10.8

### 3.12 Strategically create higher housing density near services, amenities, and transportation corridors. (Smart Growth Principle)

- Target priority locations for higher-density housing. Encourage higher-density housing along major corridors and as part of mixed use activity centers, such as the 3.12.1 growth areas.
- Promote appropriate relationships to adjacent neighborhoods. Encourage transitions in height, scale, and building mass along the shared street frontage or lot 3.12.2 line(s) where higher-density housing abuts areas of existing or planned single-family housing to respect the character of existing neighborhoods.
- Promote well-connected housing density. Encourage higher-density housing that makes sense within the context of Payson's mobility network or facilitates 3.12.3 expansion of mobility infrastructure. Consider connectivity through various modes including pedestrian infrastructure, bike infrastructure, and vehicular modes.

### **Empower neighborhoods; encourage reinvestment.** (Smart Growth Principle) 3.13

- Develop neighborhood services and amenities. Prioritize opportunities to increase access to services and amenities in the underserved areas of the community 3.13.1 through targeted investment in infrastructure or services, siting of public facilities, enhanced pedestrian and bicycle connections, or other mechanisms.
- Incentivize property maintenance practices. Support residents through safe building codes promoting routine property maintenance and new construction and 3.13.2 renovation
- 3.13.3 Foster meaningful communication with local neighborhoods. Foster intentional efforts to employ public engagement tools that reveal the priorities of local neighborhoods and improve the mechanism by which neighborhoods can enact positive change within their area.
- Recognize community change-makers. Identify organizations and individuals who create positive social and economic change in their communities and reinforce 3.13.4 the critical role of local partnerships, further strengthening partnerships and Town communication with the public.
- Preserve the existing housing stock. Support the retention and rehabilitation of existing housing stock as a core component of the affordable and attainable 3.13.5 housing supply in the region. Explore programs aimed at home repairs.
- Create neighborhood stabilization and revitalization strategies. Work with residents and property owners in neighborhoods experiencing signs of distress to 3.13.6 promote stabilization and revitalization and assist at-risk populations. Prioritize infrastructure improvements (e.g., sidewalks, shared use paths, storm drainage, etc.) and other neighborhood enhancements that address safety, connectivity, and other quality of life considerations.

- Continue to advocate for the use of smart transportation technology where appropriate. Consider strategies to adapt 3.14 best practices for smart work zones, highway observation cameras, operation centers, data collection systems, Highway Advisory Radio (HAR), incident management response, and vehicle-infrastructure intercommunication, feasibility of smart city infrastructure, data platforms, and other emerging technologies to improve Town services.
- Work with providers and community stakeholders to create (or to facilitate) broadband interconnectivity throughout Town. 3 14 1
- 3.14.2 Explore the use of smart city technology for widespread Town operations and services. Consider integration of smart city data and infrastructure into Town decision-making, operations, maintenance, planning, public information, and service delivery and continue to explore new and innovative ways to collect and incorporate this data.
- 3 14 3 Explore the use of smart transportation technology. Consider strategies to adapt best practices for smart work zones, highway observation cameras, operation centers, data collection systems, Highway Advisory Radio (HAR), incident management response, and vehicle-infrastructure intercommunication.
- Support digital equity and inclusion. 3.14.4
- Employ new and emerging technologies to improve Town operations. Evaluate new technologies that create efficiency in Town operations and decision-making. 3.14.5 Consider how the Town can employ new devices and equipment, data sources and tools, and software resources to improve the quality and efficiency of Town operations.

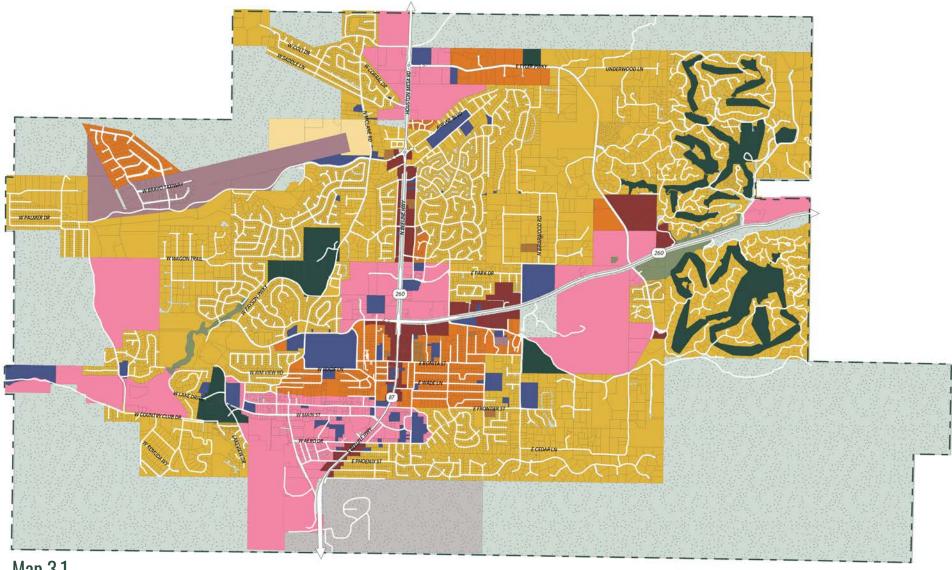
## **Future Land Use Framework**

Map 3.1 Future Land Use Framework shows the recommended future land use classifications within Payson. The framework plan does not reflect current land use and may not reflect current zoning designations. The framework plan depicts how Payson envisions different land uses will be distributed in the future. Any policy developed to reflect the future land use vision would be applied to affected parcels only when an individual property owner chooses to make changes to current land uses. Zoning districts are how the various future land use classifications are implemented, and they regulate specific uses with associated development standards. Map 3.1 is an important tool for Town officials and staff members, as it establishes a foundation for zoning decisions and districts.

In addition to the information gathered from the community and economic and market analysis, the future land use framework (Map 3.1) was established on the following factors:

- Existing, healthy land use patterns within Town limits;
- Concentration of future land use along heavily traversed transportation corridors:
- Encouragement of a variety of housing formats and densities; and
- Support for residential areas that preserve the integrity of existing neighborhoods.

The future land uses described on the following pages inform all other Elements and play a vital role in guiding public investment; creating a unique and vibrant community; and ensuring appropriate transitions from lower to higher intensity uses. An explanation of its role and representative imagery is provided for each land use category represented on *Map 3.1*.



Map 3.1

# **FUTURE LAND USE**



Data Sources: UrbanFootprint, United States Forest Service,



United States Forest Services (USFS) Land - Tonto National Forest

Tonto Apache Reservation

#### **FUTURE LAND USE CATEGORIES**



## **Future Land Use Categories**

This Plan establishes minimum or maximum densities for residential uses. Residential density is a computation expressing the number of dwelling units per acre based on the gross lot area prior to the dedication of any rights-of-way, parkland, or other public areas. In cases where a project site encompasses more than one lot, the density may be averaged over the entire project site.

## **Rural Residential**

The primary land use in this category is large lot single-family, detached residences. The lots are typically not a part of a planned subdivision and vary in size. Such lots include abundant open space, scenic views, and green space on the lots between adjacent uses or other residences. In some cases, the residences may be within master planned subdivisions with a somewhat suburban feel, while in other cases they may be neighborhoods that have naturally developed over time. Sizes and styles of residences can vary in this category.

Setbacks are typically greater than in other residential future land use categories. In addition to the physical home structure, additional property uses may include small hobby and/or production farms and equestrian ranches.

This use is intended to preserve the rural character of buffer areas, particularly along Town boundaries, and is typically appropriate in areas with limited access, topography constraints, hillsides, and forested areas. The basic character of development is rural, with most natural features of the land retained. No commercial nor industrial development is anticipated.

The minimum residential density is anticipated to be 1.5 acres per dwelling unit.



## **Traditional Residential**

The primary land use in this category is a single-family, detached residence on a lot, typically in a subdivision. This category may include attached single-family and accessory dwelling units where appropriate. Generally, such areas are quiet residential single-family neighborhoods, but can include small pockets of duplexes or townhouses. Lots are arranged in a variety of layouts including gridded blocks, modified grids, curvilinear streets, lot clusters, and cul-de-sacs. The full range of urban services and infrastructure is needed.

The category includes a variety of lot and home sizes with lots and homes in the same subdivision being of similar size. Setbacks vary, with front setbacks accommodating a driveway and front yard. Lots are connected to local roadways, with development entries connected to collectors and arterials. Lots facing more major collectors and arterials are not preferred.

Traditional Residential neighborhoods should include sidewalks on one or both sides of street. Trees - on the property or on-street - play an important role in establishing quality and character. The neighborhood should include mobility amenities, such as shared use paths, and may include amenities private to the development, including swimming pools, parks, playgrounds, and general open space. Traditional Residential neighborhoods should be connected to the overall parks, open space, and trail system in the Town somehow.

The maximum residential density is anticipated to be seven dwelling units per acre.



## **Mixed Residential**

The Mixed Residential neighborhood is a residential neighborhood that allows a mixture of single-family detached housing lots, as well as single-family attached, and small scale, lower density attached housing, including townhomes, row homes, duplexes, triplexes, quadplexes, and two- to three-story garden apartments on individual lots. It is a transitional neighborhood that provides a buffer between Traditional Residential neighborhoods to more intense uses, such as Multi-family Residential, Mixed Use, and Commercial. Additionally, the category provides housing choice in a low density, mixed residential neighborhood. A specific percentage of housing type mixture is not provided due to variability; however, single-family residential uses would typically account for the low majority percentage of residences in the use. The full range of urban services and infrastructure is needed.

Identical to Traditional Residential neighborhood, lots are arranged in a variety of layouts including gridded blocks, modified grids, curvilinear streets, lot clusters, and cul-de-sacs. Setbacks vary, with front setbacks accommodating a driveway and front yard. Lots are connected to local roadways, with development entries connected to collectors and arterials. Lots facing more major collectors and arterials are not preferred.

Also, the same as Traditional Residential neighborhoods, Mixed Residential neighborhoods should include sidewalks on one or both sides of street. Trees - on the property or on-street - play an important role in establishing quality and character. The neighborhood and/or neighborhood development should include mobility amenities, such as shared use paths, and may include amenities private to the development, including swimming pools, parks, playgrounds, and general open space. Traditional Residential neighborhoods should be connected to the overall parks, open space, and trail system in the Town somehow.

Other appropriate uses within this category include context-sensitive neighborhood scale shops and service uses, parks and recreation, religious institutions, and educational facilities.

The maximum residential density is anticipated to be five to 14 dwelling units per acre.



## **Multi-family Residential**

Multi-family Residential represents a neighborhood or style of housing that is made up of attached (and typically multi-story) residential developments, such as apartments, condominiums, and townhouse complexes. In many cases, several multi-family residential buildings are located on a single site. Multi-family Residential areas characterized by low- to mid-rise multi-family residential buildings in a walkable environment, featuring well-connected street systems, sidewalks, and trails. This category includes larger scale residential buildings, and residential developments typically include shared amenities and common spaces.

Multi-family Residential should be concentrated along transportation corridors and nodes, in and around the growth areas (especially the Downtown and Community Entry Growth Area) and where there is a cluster of destinations, including retail, dining, entertainment, employment, recreation, and parks. The full range of urban services and infrastructure is needed.

This use serves as a buffer between major transportation corridors, industry, commercial uses, and less intense residential uses. Character and style can be extremely varied and should focus on longevity, community desires, and area fit. Design at the street level is important, as is the site planning to handle parking, landscape, buffering, screening, amenities, retaining walls, and stormwater control.

Other appropriate uses within this category include context-sensitive neighborhood scale shops and service uses, parks and recreation, religious institutions, and educational facilities.

The minimum residential density is anticipated to be 14 dwelling units per acre.



## **Mixed Use**

Mixed Use contains a variety of land uses developed together in a coordinated manner. The mixture can be horizontal (side-by-side uses, such as a retail building next to an apartment building); vertical (staked uses, such as ground floor retail with second floor office); or hybrid mixed use (blend of both horizontal and vertical mixed use).

Mixed Use allows for flexibility of uses that fit the market and the area while unifying those elements and providing shared amenities. Mixed Use provides the opportunity to create a critical mass of people, employment, and service needs in the location, while sharing infrastructure, transportation, parking, and a unique user experience.

The Mixed Use category prefers a planned mixture of uses at its inception, like a master planned development. Regardless of the type of Mixed Use (horizontal, vertical, or hybrid), the mixture of uses should complement one another in arrangement, design, and function to develop a cohesive place of differing uses. Mixed Use allows many land use categories, including Mixed Residential, Multi-family Residential, Commercial, Industrial, Public/ Semi-public, and Parks and Recreation. Note that within multi-story buildings, residential uses should not be on the ground floors.

This variety in land use types allowed should be appropriately blended through site, building, and public space design; landscape; materials; branding and signage; lighting; and other pedestrian amenities. Shared sidewalks, public open spaces or parklets, parking, internal connected road systems, and primary development entries should be incorporated to create a district or center feel. Overall, an emphasis must be placed on materials and aesthetics, including the site itself, the buildings, and the amenities that are integrated.

Mixed Use sites should be accessed from a collector or arterial and concentrated along major transportation corridors and their intersections. Mixed Use sites should also include a variety of uses, with a maximum of 50 percent residential uses within the entire designated contiguous area (based on total building square footage within the contiquous designated area).

## Commercial \_\_\_\_

These uses are commercial and business in nature, including retail, service, entertainment, restaurants, office, and other non-industrial and commerce-based businesses. Commercial includes neighborhood retail centers, regional retail development, pad sites, stand-alone restaurants or retail, service providers, banks, and office uses, allowing for drive-throughs. Development size depends on the current market needs or specific needs of tenants, both of which change over time. Critical considerations include access, visibility, topography, parking, infrastructure, proximity to customers, and transportation. Commercial uses provide sales of goods and services to consumers, are important employment centers, and provide for tax base diversification.

Commercial uses should be generally clustered along key transportation corridors and their intersections. This category can range from individual pad sites or small to large-scale single strip centers and lifestyle centers. It has a community wide draw for customers that may become regional depending on the specific use or business. It includes small- to medium-sized anchor tenants and supports small shop tenants, with local, regional, and possibly national tenants.

The character of the Commercial use includes individual buildings and pad sites or multi-building developments. Multi-building developments should be interconnected with pedestrian access and feature an aesthetic that is complementary to the surrounding neighborhoods or community development patterns. The sites should include landscape, buffered side and rear yards, sidewalks, and connectivity to the sidewalk system with service requirements screened and/or in an enclosure. Parking requirements are based on the scale and size of the use.



## Industrial

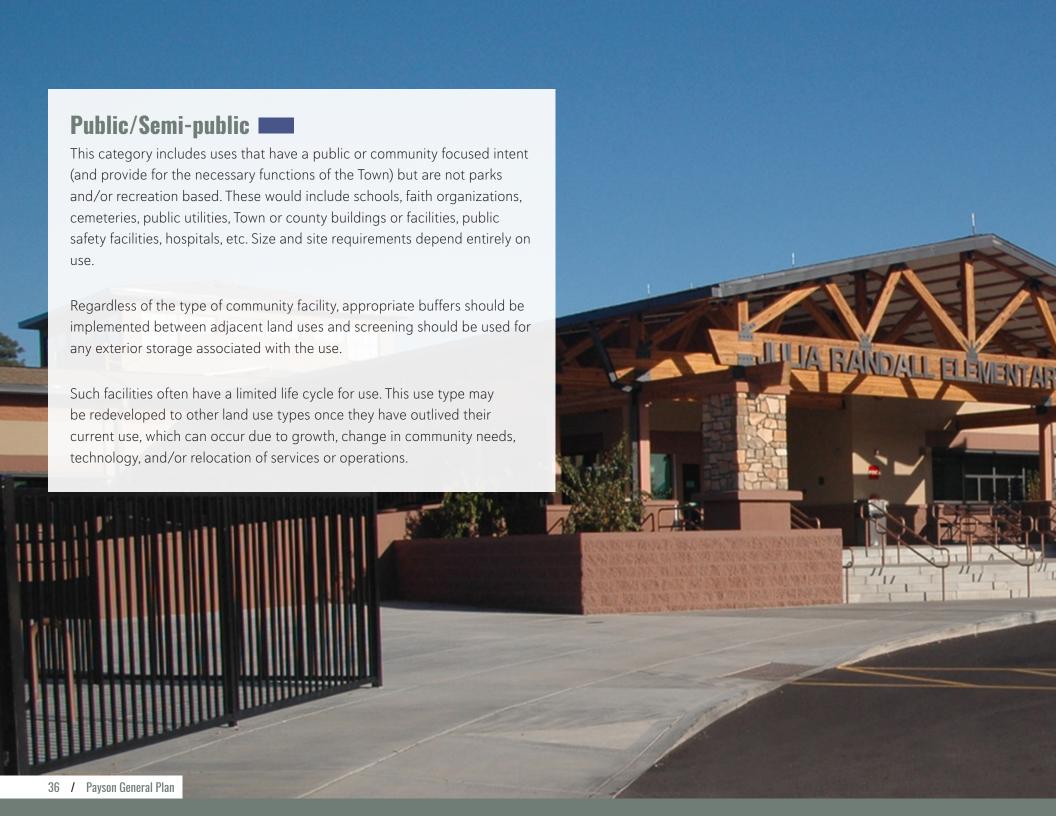
Industrial uses are intended for businesses focused on light manufacturing and assembly, storage, warehousing, distribution, research and development, technology, service, transportation, repair and maintenance, and waste management. Tourism and transient stay uses are also appropriate within the Industrial category, including, but not limited to hotels, motels, resorts, and RV resorts/parks.

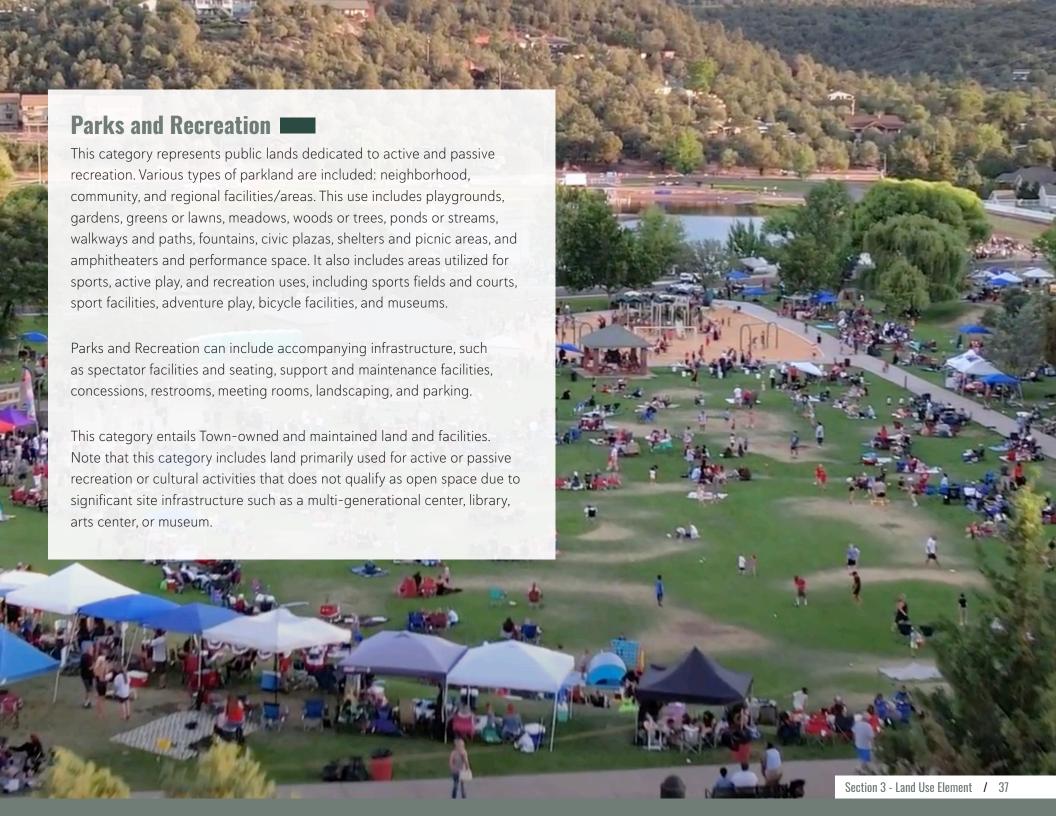
Industrial uses also serve important employment centers and help diversify the tax base of the Town. Lot size demands vary specifically by business and operation type, although most demand flat sites and accommodations for larger areas under roof or large storage areas or yards, and/or significant areas for access, movement, and turning of trucks. Market demands, availability, access to transportation, access to workforce, access to utilities and infrastructure, site development needs, and lot size are critical considerations.

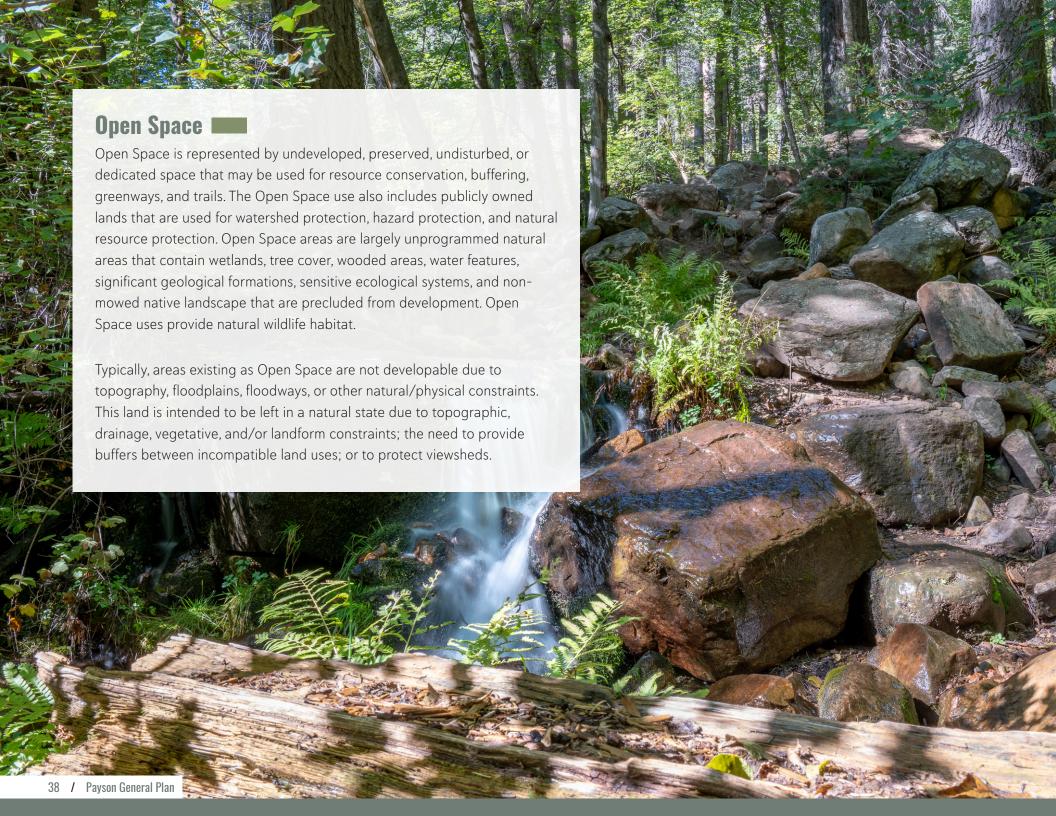
The Industrial category considers light industrial users such as front offices, showrooms, research and development, light manufacturing, assembly, light material handling, green house and nursery operations, and indoor storage operations. The "flex" component of this use also includes innovation or flex uses that may require non-medical laboratories and testing facilities and workshops. The Industrial category also accommodates employment centers. The use must be accessed from a collector or arterial, seeking to leverage transportation infrastructure and economic development potential.

The character of Industrial includes single-story buildings that have front office facilities that may be office and light industrial hybrids. Given the variety of uses, buildings and uses must be carefully integrated. Building style and materials are varied but should be compatible with the community and reflect permanence. The sites should be landscaped and utilize appropriate screening for outdoor storage needs to conceal unsightly uses from adjacent non-industrial users. Uses typically have special infrastructure needs such as power or utility equipment, large truck delivery, air handling/ venting systems, transmission corridors for power, and water or other characteristics potentially producing odor, sound, or visual conditions that may not be compatible with other nearby land uses - particularly residential uses.











**SECTION 4** 

# **Growth Area** Element

**Section 4** details the specifically identified growth areas that will receive special attention over the next 10 years. Development, redevelopment, and infill should be focused on such growth areas. This Plan identified new and refined growth areas. The goal of directing development toward defined growth areas is to create economically vibrant and environmentally sustainable districts with a unique blend of residential, commercial, professional, and recreational activities that protects and cultivates Payson's distinct small-town charm and creates unique senses of place through the Town. This section provides specific guidance for each of the eight identified growth areas.

The Growth Area Element enacts effective growth management policies, supporting smart growth principles within the Town's identified growth areas.

## **Setting the Stage**

Smart growth looks different from place to place—it is an overall approach to development that encourages a mixture of building types and uses, diverse housing and transportation options, development within existing neighborhoods, and robust public participation. The following smart growth principles are considered the foundation of the smart growth approach, and are to be used as high-level guidance for the redevelopment and/or build out of the identified growth areas:

- Mix land uses.
- Take advantage of compact design.
- Create a range of housing opportunities and choices.
- Create walkable neighborhoods.
- Foster distinctive, attractive communities with a strong sense of place.
- Preserve open space, farmland, natural beauty, and critical environmental areas.
- Direct development towards existing communities.
- Provide a variety of transportation choices.
- Make development decisions predictable, fair, and cost-effective.
- Encourage community and stakeholder collaboration in development decisions.

Before the 2003 Payson General Plan, investments were made in each initial growth area. The 2003 Beeline Highway and Highway 260 growth areas focused primarily on development immediately adjacent to the state roadways that tended to carry large volumes of daily and seasonal traffic. The 2003 Highway 260 and Airport growth areas identified underdeveloped areas, adjacent to open space and residential neighborhoods, in which to concentrate business development. The Beeline Highway and Green Valley growth areas each defined areas ripe for commercial redevelopment and infill. The 2014 Payson General Plan acknowledged any successes since 2003 and reshaped the growth areas to hone focus in on each growth area. Building upon these efforts, this Plan expands the growth areas to acutely address district- and corridorspecific growth, development trends, community preferences, and market forces.

The eight growth areas, identified in *Map 4.1 Growth Areas Framework*, include: (1) Downtown and Community Entry Growth Area; (2) Airport Growth Area; (3) Northern Gateway Growth Area; (4) Community Crossroads Growth Area; (5) Eastern Hub Growth Area; (6) Corridor Enhancement Growth Area #1; (7) Corridor Enhancement Growth Area #2; and (8) Corridor Enhancement Growth Area #3. Each growth area is described in detail in the Growth Areas Framework section.

## **Corridor- and District-Centered Development**

Payson's vision for growth is characterized by district-centric, mixeduse development in key areas and along major corridors. By employing traditional neighborhood design standards and placemaking strategies, focused growth strategies for development work to build community connections, residential and commercial vibrancy, employment diversity, and open space preservation. Design in the growth areas focus on form rather than use, so that the physical look of an area is consistent and unique, while prioritizing the pedestrian experience.

Map 4.1 Growth Areas Framework identifies eight growth areas four districts and two corridors. The identified growth areas will help Town staff members guide and spur the public and private investments necessary to accommodate Payson's future growth. Designating areas with capacity to absorb higher development densities allows for open space protection, multimodal circulation, and a strong sense of community-all of which address multiple issues identified by this Plan. It is important that development in the growth areas, as well as throughout the transition areas (corridor growth areas) cultivates the small-town charm of Payson while providing civic, commercial, recreational, and residential vibrancy. Both district and corridor growth areas facilitate community connection through adequate public spaces and encourage walking or biking as an alternative to short-trip vehicle usage.

## The Purpose of Growth Areas

The Payson General Plan identifies growth areas in which there is:

- · Existing infrastructure with excess capacity;
- · Sufficient land available to develop mixed use master planned areas;
- · Economic vitality from infill development; and
- · A diversity of existing land uses.

#### Growth Area Goals:

- · Protect green infrastructure and access to open space;
- Encourage commercial vibrancy;
- · Promote multimodal circulation:
- · Foster neighborhood districts;
- Define community gathering space; and
- Efficiently use current infrastructure.

#### Residential

Each growth area includes a residential component to offer a diverse mixture of housing options connected by community open, civic, and commercial space. Payson's housing stock is predominantly single-family units (both stick-built and manufactured), on lots of varying sizes and setbacks. Residential diversity is encouraged in each growth area to facilitate increased population density where infrastructure exists and where desired and allowed. Residential variety and affordability are encouraged by the allowance of smaller detached and attached single-family units, and units in multi-family residential structures.

#### Infrastructure

District-centered development alleviates sewer, water, and transportation capital expenses by concentrating development or upzoning where infrastructure exists with excess capacity. Transportation infrastructure is streamlined by designing districts to be pedestrian and bicycle-friendly to absorb some vehicle miles traveled from the roadway network. The vision in the growth areas will require both public and private investment in streetscape design features like minimal curb cuts, buffered on-street parking, wide sidewalks with bump-outs to shorten crossing distances, and clear delineation of on-street bike lanes/routes and crosswalks. Commercial development within growth areas should employ a shared parking strategy for both employees and visitors that encourages pedestrian circulation.

## Connectivity

District-centered development is designed at a smaller scale and therefore more walkable-ideal for bicyclists and pedestrians. Connectivity is also present in the corridor growth areas, as connecting key multimodal routes is essential to complete network accessibility. Connections between adjacent uses (access management and cross access management) and safe pedestrian amenities can contribute to a system's overall connectivity or feeling of accessibility. Ensuring that new development prioritizes safe connections will be essential to making Payson's growth areas great places.

#### Commercial/Civic Core

District-centered development fosters community by providing various gathering places; these include green space, schools, shops/markets, and civic centers. Increased feet on the street and eyes on the block builds a sense of place and community. Community spaces (e.g., neighborhood school, community recreation facility, theater) serve as a district anchor and often help define its character. A commercial/civic core with a strong sense of place is created by the kinds of active uses present, how the structures look, and how the uses engage with the environment and one another.

## **Implementation Strategies**

Using innovative placemaking strategies to affect change within the growth areas and to facilitate the design of incoming development defines spaces in which to celebrate the Payson sense of community, spur economic growth through vibrancy and density, preserve the highly valued open space, and welcome visitors with memorable Town gateways. Strategies to implement the vision for Payson's growth areas include both administrative (expedited design review) and zoning (like form-based districts or shared parking) considerations. Defined growth areas encourage infill and redevelopment, but any adopted policy would only be applied to affected parcels when the individual property owner chooses to make changes.



The following is a listing of critical issues related to Payson's identified growth areas. The critical issues are derived from the existing conditions analysis; economic and market analysis; and stakeholder and public engagement.

- Scattered commercial vacancies are a sign of a stagnant local economy.
- Generic economic development threatens Payson's small-town character.
- High quality, affordable workforce housing is needed.
- Economic and industrial diversity needs significant improvement.
- Payson lacks an identifiable and unique character along its main corridors.
- Private property development in Payson is seen as cumbersome and costly due to Town requirements.

## Discussion

There is a prevalence of commercial vacancies present within the Town. These vacancies not only create a negative impression of the local area, but they also signal to residents and visitors that the local economy is unable to fill vacancies. A thriving commercial economy is full of options for residents and visitors to choose from. Vacancies may also discourage pedestrians from walking from one store to another as it might be perceived as a safety issue or a maintenance concern. Business owners and store managers ensure that their properties look clean and invite customers. Without proper management, properties may begin to show signs of wear and disuse, furthering the unattractiveness of the vacant property.

Although Payson is a unique destination, it continues to primarily support typical commercial and retail ventures. While having big name retail options such as Starbucks, McDonald's, and Arby's are all welcomed within the Town, stakeholders indicated additional options are desperately needed. There is a growing desire to see different options to add to the uniqueness of the Town and encourage niche and boutique options that would attract new customers. Similarly, the Town should encourage the diversification of Payson's existing industrial and economic base to attract new types of business and manufacturing opportunities.

There is also a need for more diverse housing within the Town, specifically high quality, affordable workforce housing. As the Town begins to promote and encourage the growth of new businesses and developments/ redevelopments, it is likely that new workers and their families will look to make Payson their home. If housing is too expensive or proves to be inaccessible, it could prevent new members of the workforce to be able to live within the Town. This will actively discourage the growth of the local economy.

The main corridors through the Town, SR 260 and SR 87, lack an identifiable and unique Town character. Similarly, to other critical issues of this element, the Town should pursue creating a unique 'feel' or 'character' along these areas to try and encourage a uniqueness that will make residents feel proud and attract visitors. Investing in aesthetic improvements along these main corridors can signal to developers, visitors, and community members that these growth areas will continue to be supported by the Town. Since these corridors experience a high volume of traffic, they also maintain a high level of visibility for retail and activity. Any investments by the Town could spur additional investments and a desire by developers to enter the local market.

Throughout the planning process, the planning team found that the development process in Payson has a reputation for being cumbersome and costly due to the development requirements required by the Town. This can prove to be a difficult balance to maintain. Too strict of requirements and numerous costs will discourage developers from choosing Payson, encouraging them to look in other communities that may have less requirements and a more straightforward application process. The Town's development review process should be evaluated for inefficiencies that could be further streamlined.

## **Goals and Strategies**

- 4.1 Participate in land management decisions inside and outside the Town.
- 4.1.1 Continue to work with the USFS to identify special recreation areas on USFS open space land within the Town to identify areas of protection versus base exchange property for possible future development.
- Ensure RCEA property it is developed in a manner consistent with the Town's goals. 4.1.2
- 4.2 Focus efforts on the Downtown and Community Entry Growth Area (i.e., the Main Street and American Gulch area). (Smart Growth Principle)
- Consider issuing a request for qualifications (RFQ) with the goal of hiring a consultant to lead the specific downtown area plan development process. 4.2.1
- 4.2.2 Conduct a thorough stakeholder and public engagement process to identify a consensus-built vision for the downtown area.
- Implement the downtown specific area plan. 4.2.3
- Facilitate infill investments in the growth area. 4.2.4
- 4.3 Develop distinguishable visions for each growth area by creating brief specific area plans for each. (Smart Growth Principle)
- Consider issuing a request for proposals with the goal of hiring a consultant to lead the specific area plans development process. 4.3.1
- Conduct a thorough stakeholder and public engagement process to identify a consensus-built vision for each growth area. 4.3.2
- Implement the specific area plans. 4.3.3
- Proactively refine the development and building codes and approval processes to promote the growth areas' visions. 4.3.4

#### 4.4 Concentrate uses to promote infill development, preserve open space, and permit higher density uses. (Smart Growth Principle)

- Invest in public infrastructure to meet the current and future needs of development while protecting the community's natural resources. 4.4.1
- Encourage pedestrian or bicycle movement between commercial destinations to reduce the number of pass-by trips per establishment. 4.4.2
- 4.4.3 Facilitate development at Town gateways that welcome visitors, with the goal to extend time spent in the Town by passthrough travelers.
- Encourage more dense development to increase market feasibility. 4.4.4

#### Create a vibrant and diverse economy with appropriately scaled businesses. 4.5

- Conduct regular market feasibility studies to identify needs and opportunities. 4.5.1
- Recruit a sustainable. vibrant. and diverse retail market. 4.5.2
- Target clean, light, or medium intensity industrial development. 4.5.3
- Work with the Chamber of Commerce to promote, strengthen, and recruit small independent shops. 4.5.4

#### 4.6 Form an economic development strategy that identifies target industries.

Work with Gila Community College to design training programs to provide the workforce for identified target industry employers. 4.6.1

## **Growth Areas Framework**

Map 4.1 Growth Areas Framework shows the eight growth areas, color differentiated by their typology designation (nodal versus corridor). Each of these areas seeks to protect and increase the use of green infrastructure and access to open space; encourage commercial vibrancy; promote multimodal circulation; foster neighborhood districts; define community gathering space; and efficiently use infrastructure. The following sections provide additional context and detail about each of the growth areas.

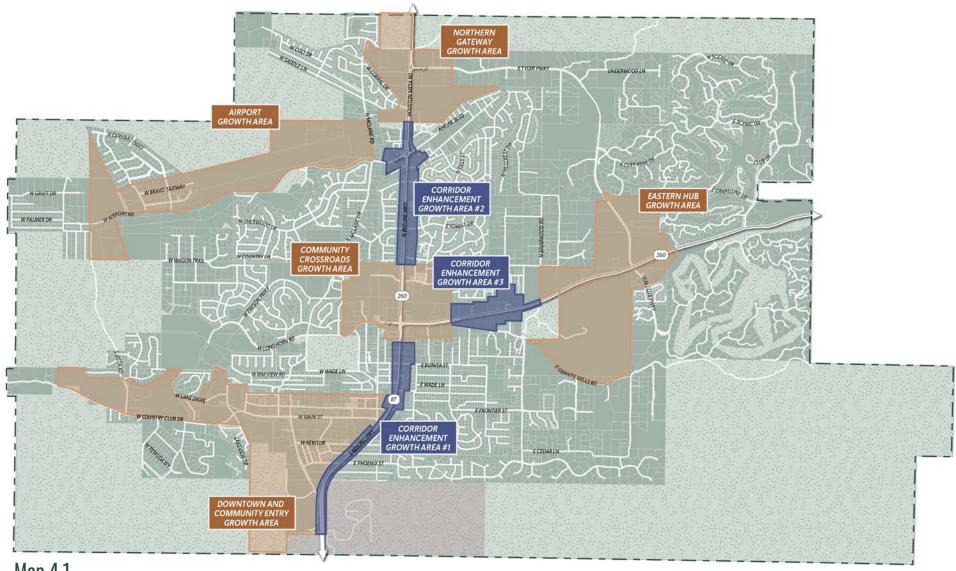
## **Downtown and Community Entry Growth Area**

The Downtown and Community Entry Growth Area extends west from SR 87 to the west side of the existing Payson Golf Club. This growth area is larger (expanded to the south and west) than the comparable growth area in the 2014 Payson General Plan to acknowledge to need to capture the American Gulch opportunity area and the downtown area in one, cohesive growth area. The eastern boundary corresponds directly with the SR 87 alignment.

This area is seen as prioritizing redevelopment and infill development. Originally named the Green Valley Redevelopment Growth Area in the 2003 General Plan, the Main Street Growth Area was hurt by the large-scale retail development along SR 87 and SR 260 and the economic recession. Many small independent shops closed. Despite the incremental efforts made to develop green space along the American Gulch, Main Street remains a pass-through connection more often than a destination for community gathering, events, dining, or shopping.

Community input revealed strong support for Main Street redevelopment efforts, including: the provision of traffic calming infrastructure; pedestrian amenities like wide, defined sidewalks with tree canopies; residential units above street-level commercial spaces; and increased connectivity to greenspaces like the American Gulch and Green Valley Park. The Julia Randall Elementary school at the western edge of the Downtown and Community Entry Growth Area is a natural district anchor. This, in combination with the Payson Middle and High School campus to the north, primes the entire growth area for Safe Routes to School transportation improvements and programming.

Main Street right-of-way varies in width from 61 to 125 feet, with four-foot sidewalks on each side; however, there is not a landscape buffer between moving vehicles and pedestrians. The suggested design changes for this specific corridor included defining three types of areas between buildings fronting Main Street. These suggestions included: adding a landscape buffer to separate pedestrians from travel lanes and on-street parking; recommending shortened setbacks and concealed parking for newer buildings; encouraging property owners to collaboratively provide shared parking and access routes; and providing outdoor café seating.



Map 4.1

# **GROWTH AREAS FRAMEWORK**



Data Sources: UrbanFootprint, United States Forest Service, United



## **Downtown and Community Entry Growth Area** (Continued)

The Payson Event Center is a natural anchor to the surrounding commercial area and an integral component of Payson's southern gateway. This site is managed and maintained by the Parks and Recreation Department. The event center will anchor the commercial area along the western edge of SR 87 from the Tonto Apache Reservation to the southern edge of the growth area. The entertainment and commercial businesses will be an important driver for the mixed-use and residential components of this bustling district. The workforce needed to support an entertainment district will need housing options, thus locating several smaller residential units within walking distance of the venue would help alleviate pressure on the transportation network.

The Arizona Department of Transportation (ADOT) considered the feasibility of constructing an alternate route to SR 87 that crosses through Payson in a proposal to alleviate some peak season traffic congestion. However, if Payson were bypassed by all travelers, the commercial corridors of SR 87 and SR 260 would have suffered a decline. Thus, the Town actively takes a participatory role in the location and design of any plans for alternative routes or other roadway network changes.

It is recommended that a downtown specific area plan be developed for this growth area.

## **Airport Growth Area**

The Payson Airport Growth Area was originally designed to protect the airport's functionality from residential encroachment. The 2014 Payson General Plan reinforced the economic importance of the airport by reshaping the Airport Growth Area to taper the land intensity from the airport and surrounding industrial areas, to areas designated for office, mixed use, and multi-family residential land uses.

The Payson Airport Growth Area is identified as an ideal economic destination to spur development and link the Town to regional recreational opportunities. This area is characterized by large parcels ideal for industrial development or for additional Mogollon Rim recreational activities.

It is also conveniently situated to provide local services to residential development on the area's western and southern side. The northern boundaries of the Airport Growth Area border the USFS land and is designated for rural residential development (refer to Map 3.1 Future Land Use Framework). Areas of Mixed Residential are also recommended to the northwest of this growth area.

Note that the new Payson Municipal Airport Master Plan Update (to be finalized in 2024) should direct all plans and projects within its study area.

## **Eastern Hub Growth Area**

The Eastern Hub Growth Area is the area surrounding the intersection of the east/west-running SR 260 and north/south-running Tyler Parkway. This intersection has large parcels on all four corners with different intensities of land use-including Gila Community College in the northwest corner. This area is the least developed of all the identified growth areas and the most ideal for a different one-of-a-kind mixed use destination with the integration of street level commercial and retail space with upper-level office and residential units. The SR 260 and Tyler Parkway intersections are gateways into Payson for those entering from the east. Development priorities include denser development; wide sidewalks; enhanced landscaping and trees coverage; the provision of textured crosswalks and curb extensions; reduced setbacks; and concealed street-side parking. The goal is to further define this growth area as a distinct district with unique retail and commercial opportunities at a vibrant, attractive intersection.

This growth area is also ideal for additional parks and recreation development. Family-friendly and destination-level parks and recreation development should be prioritized in this growth area, likely to the south of SR 260. The destination should capitalize on Payson's strong outdoor recreation culture and environment.

It is recommended that a specific area plan be developed for this growth area.

## **Northern Gateway Growth Area**

The Northern Gateway Growth Area includes a fair amount of undeveloped land, as well, alongside The Home Depot, two churches, and a senior living facility. Given this area's location as the northern gateway into Payson, the opportunity exists to add private development that "sets the standard" for development in Payson. It is envisioned that this growth area includes a combination of retail and restaurants, multi-family residential (tucked away from the SR 87), and vertical mixed use (specifically in the southeastern quadrant of the growth area).

The southeastern quadrant of the growth area presents an opportunity to bring a new type of development style to the community, like the Eastern Hub Growth Area. The integration of street level commercial and retail space with upper-level office and residential units is also recommended in this location, aiming to create a node of density. Development priorities include denser development; wide sidewalks; enhanced landscaping and trees coverage; the provision of textured crosswalks and curb extensions; reduced setbacks; and concealed street-side parking. To properly transition to the existing single-family residential to the east and south, it is recommended that commercial-heavy uses are concentrated toward the intersection of SR 87 and Tyler Parkway, and mixed residential uses (e.g., lower story apartment, townhomes, etc.) act as a buffer between the existing residences and the commercial-heavy uses.

## **Community Crossroads Growth Area**

The Community Crossroads Growth Area is the commercial epicenter of Payson-the literal crossroads of SR 260 and SR 87. This area is slated for mixed use development and commercial (community commercial). Adjacent uses include mixed use, multi-family residential, and traditional residential. This growth area has large pad sites ideal for restaurants, grocery stores, department stores, and other uses that require high traffic counts and higher visibility.

Redevelopment opportunities exist within this growth area, especially in the northeastern quadrant. The existing shopping center and associated pad sites are facing some vacancy and dated development styles, leading to seemingly quick business turnovers. Development should be "pushed" to the street, parking requirements should be reassessed (to reduce the "sea" of asphalt), and new types of uses should be introduced, such as higher density residential.

To the east of the Payson Town Municipal Campus are two large open parcels, which present an opportunity for higher density residential, as a transitional land use between the commercial uses closer to SR 260 and SR 87 and the existing residences to the north and east. Consideration of mixed-income higher density housing on these parcels is recommended.

Multiple other large parcels of undeveloped land exist to the direct north and west of Walmart within this growth area. Again, this presents an opportunity for mixed use development, with a focus on higher density residential development, transitioning to lower density residential development (such as townhomes) as it nears the existing residences to the north and west.

As a longer-term play, redevelopment and revisioning for the parcels west of Chapman Payson Auto Center is recommended. Given this area's proximity to Payson High School and the commercial epicenter of Payson (the intersection of SR 260 and SR 87), it is recommended that this area be redeveloped into a unique mixed use zone. While some medium to higher density residential uses may be appropriate, this area could be an ideal zone for flex uses that complement the high school's training programs. Career and/or trade training programs would fit the existing light industrial feel of the area but would better complement the high school. Potential other uses to consider include lodging, offices, and flex uses, such as live-work units, a small business incubator, or coworking spaces.

## **Corridor Enhancement Growth Areas**

It is not anticipated that the corridor enhancement growth areas will see expansive changes in land uses, but rather, will focus on building design, site design, aesthetic enhancements, and safety improvements. Some redevelopment has been taking place along the corridors (especially within *Corridor Enhancement Growth Area #1*), and that is encouraged to continue. As general guidance, it is recommended that the following site design considerations are made:

#### Layout and Relationship of Elements

- The principal building entrance and most windows should be oriented to the primary street frontage. If the building's principal entrance is not able to front the primary street, distinctive window or façade treatments should be added along the visible street front façade.
- Commercial and office buildings should integrate a strong pedestrian orientation using display windows, attractive detailing, and convenient and welcoming entrances. Corner buildings could take advantage of their prominent location and use angled corner entrances.
- · Sites and buildings should be designed using Universal Design and ADA standards whenever possible.
- · Rear entrances to stores should be encouraged where public parking or pedestrian walkways are behind the buildings.
- Multi-building commercial developments should purposefully site buildings to establish a dense and attractive frontage along the primary street.
- · Avoid long, blank façades along all public roadways, and especially along SR 87 or SR 260.
- Incorporate attractive public gathering spaces in larger developments (for employees and visitors).
- Any outdoor seating areas, like those parts of restaurants and bars, should be well-landscaped and incorporated into the overall site design. Set back and screen outdoor seating areas from parking areas and driving aisles.



### Screening

- Service entrances, trash and recycling, outdoor storage, back-up power generators, ground-mounted HVAC equipment, chillers, solar equipment, towers, satellite dishes, and loading facilities should be located at the rear of buildings wherever possible and screened from sidewalk, trail, roadway, and public view with decorative screening, masonry walls, and/or evergreen plantings.
- Evergreens, berms, or other vertical landscaping should be used to screen intense developments from adjacent residential uses. The screen should be at least five feet tall. Masonry walls should be used when landscaping alone is incapable of providing an effective screen between the uses.
- Screening should not block existing or proposed pedestrian or vehicular access points to the site.

### **Site Hardscaping**

- Pedestrian hardscape materials should include gray concrete with a broom finish, stamped colored concrete, colored concrete with a broom or smooth finish, and/or concrete pavers and tiles. Pervious pavers are encouraged, particularly within plazas and parking lots.
- Parking areas should be clearly striped, paved or bricked, and be regularly maintained and repaired as part of a regular site maintenance program. Pervious pavements are encouraged.



#### Site Landscaping

- All landscape selections should be environmentally sensitive, properly maintained, and able to provide visual interest year-round. Droughttolerant native plantings should be used to minimize irrigation needs. Stormwater best management practices to store and filter runoff should be encouraged when using drought-tolerant plantings.
- Landscaped areas should be irrigated by an automatic irrigation system that includes a rain shut-off device. In lieu of an irrigation system, lowmaintenance, drought-tolerant plants should be selected.
- Installed landscaping should maintain adequate sight lines into and out of developments for motorists, pedestrians, and bicyclists.
- Street trees should not block signage, building entrances, or fire lanes. On sites, a mixture of ornamental and understory trees should be planted to diversify the planting palette.
- Internal plazas and open spaces within sites should be appropriately landscaped with landscaped beds and planters. Pedestrian-oriented plazas - high traffic and high impact areas - should include plantings with a smaller scale, a wide color palette, and a mixture of textures; open space areas may include an even broader range of types, sizes, and textures to achieve a native look.
- Internal plaza trees should be smaller or moderately transparent to avoid blocking the building's visibility, while providing shade for patrons.
- Perennials should be highly utilized in internal plazas, providing a consistent source of color throughout the growing season.
- Areas adjacent to signs should be planted with seasonal flowers or colorful groundcover.
- Large expanses of rock and/or mulch should be avoided.



### **Retaining Walls**

- Retaining walls should be constructed of natural stone, masonry veneers, or modular wall products with a natural stone aesthetic that complements adjacent buildings.
- Retaining walls should not directly abut a pedestrian walkway.
- All retaining walls should be ADA compliant with attractive guardrails or landscape buffering where the wall height exceeds 30 inches.
- Required guardrails shall be commercial grade and ornamental in nature.

## **Universal Design**

- Site designs should be easy to understand, accommodate a wide range of preferences and abilities, and useful to people with diverse abilities.
- Sites should effectively communicate necessary information, regardless of ambient conditions or sensory abilities.
- Minimize hazards on site.
- Ensure appropriate space and size for approach, reach, manipulation, and use, regardless of users' abilities.



## **Site Parking**

- · Locate parking lots on the side or rear of buildings wherever possible.
- Parking areas should be clearly striped, paved or bricked, and be regularly maintained and repaired as part of a regular site maintenance program.
   Pervious pavements are encouraged.
- · Parking areas should be screened from public view along all roadways using landscaping, berms, hedge planting, and understory plantings.
- · Parking areas should have curbed and landscaped perimeters at least five feet wide.
- · Landscape islands should be incorporated at the ends of all parking rows.
- Clearly marked and/or parking island pathways should be provided within parking areas to reduce large swaths of asphalt and improve pedestrian safety.
- · Incorporate shade trees, decorative understory plantings, and attractive groundcover in the landscaped islands.
- · Incorporate bio-retention landscape treatments in perimeter parking lot landscaping and landscaped islands.
- Incorporate highly visible and accessible crosswalks at potential vehicular/pedestrian conflict points.
- · Clearly visible and easily accessible bicycle parking facilities should be provided on sites near building entrances.
- The number of curb cuts along SR 87 and SR 260 should be minimized, while adjacent parking lots should be connected with a unified access drive.
- · Adjacent parking lots between neighboring property owners should be encouraged to connect and utilize a shared access drive.
- Encourage shared parking agreements between neighboring property owners where appropriate, especially when peak patronage levels vary between the two properties.



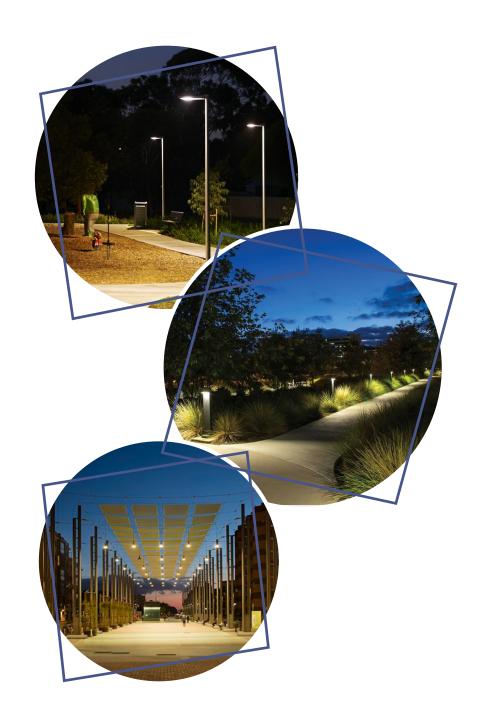
### **On-Site Signage**

- Entryway signage and design features (e.g., architectural structures, public art, lighting, landscaping, etc.) should be constructed at a property's main entrance.
- Monument signs should be encouraged wherever possible when on-site signage is needed. Smaller lots should have shorter and smaller scale monument signs than larger lots.
- Monument signs should only be as tall as necessary to limit visual intrusions along the corridor.
- Words in a monument sign should be internally illuminated with a white light source.
- All signs should be attractively landscaped on all sides of the base and constructed of materials like those used on the buildings on the site. Signs should enhance the architectural elements of the building through strong graphic character and creative use of color, texture, scale, proportion, and form.
- Materials used on all sign bases should be natural in color and utilize earth tones.
- The exposed back of all signs should be adequately finished and maintained.



## **Site Lighting**

- Parking lot lighting should illuminate entries, signage, displays, parking and pedestrian areas, and unique architectural elements. Light directed at a building, sign, or other feature should be aimed and controlled so that light is only directed at the object intended to be illuminated.
- Parking lots and internal pedestrian walkways within a development should minimize light pollution and glare and strive to create a more pedestrian scale by using shorter lighting fixtures.
- · While site light poles should be architecturally pleasing, they should not make a statement; they should fade into the background.
- · Site lighting should not result in hot spots, glare, or overspill into residential areas.
- Full cutoff bollard lighting may be used as an accent in pedestrian seating areas and to highlight pedestrian crosswalks and walkways.
- · Festoon or string lighting is encouraged within pedestrian plazas.
- Encourage full cutoff fixtures and down lighting to conform with Dark Sky principles.
- · Light output should be within the warmer color range.



#### **On-Site Pedestrian Amenities**

- Encourage covered walkways in front of multi-tenant commercial or mixed use buildings to create a pedestrian-friendly environment.
- Site furniture should be placed appropriately and provide convenient and clear pathways between external sidewalks, internal sidewalks, adjacent properties, parking lots, outdoor pedestrian plazas, and building entries.
- Each furnishing should be conveniently placed.
- Furnishings should not block pedestrian, bicyclist, or vehicular site circulation.
- Trash and recycling receptacles should be side loaded with a closed top and a side opening for trash collection.
- Benches should be placed close to building entrances and shaded using trees or building overhangs.
- Multi-tenant developments, typically of a larger scale, should coordinate site furnishings to ensure a consistent and functional aesthetic and to limit maintenance requirements.
- Multi-tenant developments are encouraged to incorporate attractive informational kiosks near public plazas to provide directions to visitors.



For all three Corridor Enhancement Growth Areas, it is recommended that a corridor beautification plan be developed.

#### Corridor Enhancement Growth Area #1

SR 87 is a crucial throughway and offers a great deal of visibility for retail, dining, and smaller scale commercial activity in Payson. For the purposes of this Plan, the corridor has been divided into two growth areas: #1 and #2. Corridor Enhancement Growth Area #1 refers to the highway segment from the Tonto Apache Reservation north to the southernmost boundary of the Community Crossroads Growth Area.

#### **Corridor Enhancement Growth Area #2**

Weekend daily traffic counts for the section from SR 260 north to the intersection with Airport Road often exceed 20,000 trips with only two signalized intersections along the two-mile stretch of SR 87 from SR 260 to the Town's northern boundary. The 2014 Payson General Plan recommended signalized intersections at Rumsey Drive and Forest Drive to ensure pedestrian accessibility and connectivity was accommodated across the five-to-six-lane stretch of SR 87. This area is a key location for mixed use commercial developments that include a combination of open space, civic, and multi-family residential uses.

#### Corridor Enhancement Growth Area #3

Corridor Enhancement Growth Area #3 refers to the stretch of SR 260 that extends from the eastern boundary of Community Crossroads Growth Area and the western boundary of the Eastern Hub Growth Area—a defining transition zone and gateway between these two major districts.

This area is slated as a major commercial corridor with public and semi-public uses incorporated. South of this corridor enhancement growth area is one of the three largest concentrations of mixed residential and multi-family residential in the Town-uses that will sustain commercial growth along the corridor.



**SECTION 5** 

# Circulation Element

**Section 4** lays out the framework for transportation improvements and investments to support the planned land use and enhance the quality of life for Payson residents, businesses, and visitors. Planning for circulation that safely and efficiently connects the community includes identifying the general location and extent of existing and proposed regional roadways, arterial and collector streets that shape and connect the neighborhoods and places that are Payson. Equally important are the bike and pedestrian routes that provide a safe and accessible active transportation network, and opportunities for transit routing and service that provide alternative modes of transportation as may be appropriate and supportive of Section 3 - Land Use Element.

The Circulation Element enhances existing infrastructure to improve vehicular connectivity, resiliency, and safety, and to promote and improve alternative transportation methods, such as biking and walking, to enhance quality of life and mitigate congestion.

# **Critical Issues**

The following is a listing of critical issues related to Payson's roadway and multimodal circulation network and patterns. The critical issues are derived from the existing conditions analysis; economic and market analysis; and stakeholder and public engagement.

- Payson lacks active transportation infrastructure, including trails, multimodal lanes and pathways, sidewalks, and recreational access points.
- Payson's major corridors, like SR 87 and SR 260, are overburdened due to limited connectivity and route options.
- The Town lacks a convenient, consistent, and highly connected roadway network.
- · Weekend traffic congestion is of high concern.
- · The safety of some intersections is of high concern.
- · Pedestrian and bicyclist safety is lacking.
- The Town has a limited ability to affect change along state-owned roads inhibits improvements.
- · The bus service lacks consistent management and focus.

## Discussion

The Town lacks a cohesive active transportation network. While portions of the Town have existing trails, sidewalks, and bike lanes, many of the existing pieces of the network do not connect to one another. Inconsistent connections make the broader network less attractive to pedestrians and cyclists as they must deal with vehicular traffic to reach other connections. By connecting the existing components of the active transportation network, pedestrians and cyclists can travel across Town more safely and are less likely to be inhibited by vehicular traffic patterns.

Existing recreational access points are mainly just outside the Town and provide access to trails through the surrounding Tonto National Forest. Additional recreational access points within the Town would allow for pedestrians to access these broader trails networks.

The largest concern for stakeholders is the traffic congestion present on weekends, mainly along SR 87 and SR 260. Not only does it overburden the existing transportation network, but it also inconveniences locals, altering or impeding their traffic patterns entirely on the weekend and some weekdays. The 2014 Payson General Plan called out the design of SR 87 to be a long, straight throughway with five lanes including a center yellow-striped turn lane. This design will typically encourage faster movement along a corridor, as drivers are less likely to be stopped and will unconsciously speed up. However, there are a high amount of curb cuts along both SR 87 and SR 260. This poses a problem as vehicles may enter the corridor without being controlled by traffic signals. This may result in a higher rate of incidents, as notated in the 2014 Payson General Plan.

Ideally, infrastructure improvements could be added to calm the traffic flow and prevent future incidents. Since these main corridors are state-owned roads, improvements or major infrastructure changes must be led by the State of Arizona. Additional coordination will be needed by the Town to incorporate additional traffic calming measures and improvements.

Safety improvements for bicyclists and pedestrians are needed throughout portions of the transportation network, including along major corridors and some major intersections. Protected bike lanes, marked crosswalks, and traffic calming measures provide a sense of safety and encourage locals to choose alternative modes of transportation.

Based on conversations and comments gathered throughout the engagement process, the Beeline Bus Service lacks consistent management and staff support. Transit services demand a high amount of financial support and resources and a dedicated staff to support operations. It is important for the current staff to receive additional assistance and support from the Town to make sure that the Beeline Service meets local demand and continues its current operations.

# **Goals and Strategies**

5.1 Contin	ue implementation	n of the 2011 Payso	on Transportation Study.
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- 5.1.1 Complete reconstruction of collector and arterial streets identified in the Study.
- 5.1.2 Complete construction of new transportation connections as identified in the Study as traffic demand dictates.
- 5.1.3 Continue the use of roundabouts as intersection control of choice for major intersections on Town controlled Urban Minor and Urban Major Collector Streets.

## **5.2 Encourage non-motorized movement around Town.** (Smart Growth Principle)

- 5.2.1 Increase multimodal network connectivity through on- and off-street facilities.
- 5.2.2 Connect residential neighborhoods to commercial centers and community amenities.
- 5.2.3 Identify and implement traffic calming strategies for local streets.

## 5.3 Increase pedestrian and bicyclist safety through strategic improvements. (Smart Growth Principle)

- 5.3.1 Develop a phased approach plan for sidewalk improvements.
- 5.3.2 Work with the development community to improve the pedestrian experience.
- 5.3.3 Provide additional signalized crosswalks along busy commercial corridors

# 5.4 Design and implement a gateway and wayfinding vision that encourages pass-through traffic to visit. (Smart Growth Principle)

- 5.4.1 Transform existing commercial corridors to be pedestrian friendly.
- 5.4.2 Develop guidelines for landscaping along major arterials and collector streets.

2.2 Invest in transit. (Sitial Growth Fillicip)	5.5	Invest in transit.	(Smart Growth Princip	ole)
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- Create a dedicated position for a Town transit manager. 5.5.1
- Partner with local businesses, higher education, and others to garner sponsorships to improve transit service Townwide. 5.5.2
- Increase transit network and frequency to provide a true modal alternative. 5.5.3

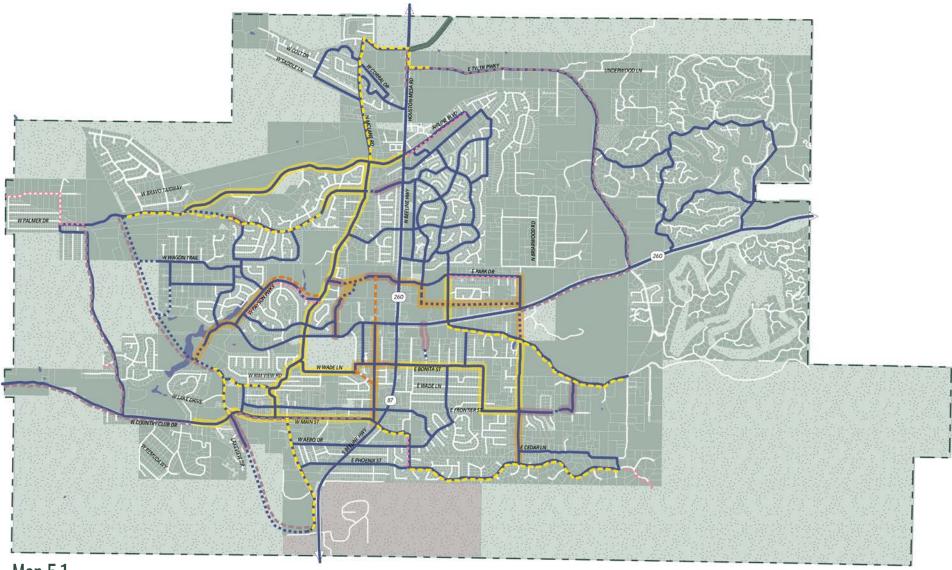
#### Continue to be involved in ADOT's efforts to develop an alternative route to alleviate traffic congestion and 5.6 infrastructure demands. (Smart Growth Principle)

- 5.7 Prepare a Townwide access management plan, providing special care to access along SR 87 and SR 260. (Smart Growth *Principle*)
- 5.7.1 Consider issuing a request for proposals with the goal of hiring a consultant to lead the access management plan development process. Coordinate heavily with ADOT.
- Conduct a thorough stakeholder and public engagement process to educate about the importance and benefits of access management. Coordinate with business 5.7.2 owners along each corridor regularly.
- Implement the access management plan as redevelopment and development takes place. 5.7.3

#### 5.8 **Develop a new Townwide transportation master plan.** (Smart Growth Principle)

- Consider issuing a request for proposals with the goal of hiring a consultant to lead the transportation master plan development process. 5.8.1
- Conduct a thorough stakeholder and public engagement process to identify a consensus-built vision for all modes of transportation in the Town. 5.8.2
- Implement the transportation master plan. 5.8.3





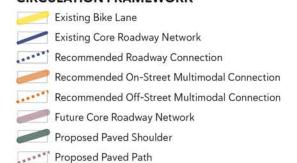
Map 5.1

# **CIRCULATION FRAMEWORK**



Data Sources: Urban Footprint, ESRI, Arizona Department of Transportation,

## **CIRCULATION FRAMEWORK**



## **Key Connections**

To enhance connectivity in and around Payson, several roadway connections are recommended on *Map 5.1*. Substantial connections proposed in *Map 5.1* include the extension of Green Valley Parkway to Airport Drive, extending Mud Springs north to SR 260, connecting Rim Club Parkway to Sutton Road, and others. While many of those connections may be difficult to achieve due to topographic, financial, timing, or other reasons, the following subsections describe Key Connections that require further detail and discussion.

## **Tyler Parkway Connection**

Tyler Parkway is a primary arterial that currently serves only immediately adjacent parcels or areas north and east of its 2.5+ mile length. In many ways, it is a barrier to a well-connected and resilient mobility network. This significant investment serves to concentrate local trips from northeast neighborhoods to state highways rather than distributing them through the network with an arguable influence on these congested corridors. The parkway is also a barrier to additional active transportation connections between these neighborhoods and the Town's core. A major need for additional connections from Tyler Parkway to the west is for the necessary resiliency for evacuation and emergency response. For example, if the intersection of Tyler Parkway and SR 260 were closed due to an incident, the distance to the Chaparral Pines neighborhood at Cliff Rose Drive goes from under one mile to over five miles, increasing response times nearly tenfold. The other benefit of additional connections is that the area becomes more appealing to development. An improved road network would support the Eastern Hub Growth Area through more efficient movement of people.

A specific connection path is not shown on *Map 5.1*. The specific location of a connection could be located anywhere from one-half-mile south of Cliff Rose Drive to one-mile north and serve the connectivity and safety purpose desired while recognizing the challenges of terrain and current land uses.

## **Community Crossroads Growth Area Connectivity**

The intersection of SR 87 and SR 260 is one of the most important crossroads in Payson. As such, the intersection is required to handle nearly all pass-through traffic on top of heavy local traffic due to the limited east-west network. The burden on this intersection could be reduced by spreading out the turning movements across multiple intersection points, such as a displaced or quadrant intersection. It is proposed the Town reorients the roadways in this area, in conjunction with the Community Crossroads Growth Area. Constructing a parallel roadway to the north of SR 260 and limiting the turning movements of the new and existing intersections of SRF 87 will improve the efficiency of the intersection and provide additional opportunities for the area.

An additional roadway will allow the existing roadway to operate as the primary movement for northbound to eastbound traffic, such as weekend pass through traffic.

## **Southeast Bypass**

A connection of note that is not shown in Map 5.1 is the much-discussed Southeast Bypass. ADOT has considered the feasibility of constructing an alternate route south of Payson from SR 87 to the north and east to SR 260. Benefits to Payson would include reduced passthrough and truck traffic and additional control over roadways within the Town. Such potential benefits must be weighed against the significant drawbacks, which include a noteworthy loss in visibility for local businesses and the resulting economic impacts observed in other communities that have been bypassed. While a truck-only bypass route makes sense, the topographic challenges, cost, and impacts to the natural and built environment are major.

This Plan recommends heightened focus on network enhancements the Town can reasonably control and directly pursue implementing. While a new bypass through NSFS land is not out of the question, efforts are likely better spent improving the Town's existing roadway system.

## **Multimodal Connections**

The recommended multimodal connections are primarily broken into two categories: on-street and off-street. On-street connections consist of facilities such as cycle tracks (highly protected facilities) down to shared streets (unprotected facilities). Off-street facilities include multiuse paths, paved paths, trails, and general separated facilities. Some of these on-street and off-street connections are more detailed and include specific recommendations for the network. Other segments are labeled as "Recommended On-Street Multimodal Connection" or "Recommended Off-Street Multimodal Connection" These recommendations were identified as potential areas but may require further study to determine the highest and best use on-street or off-street intervention. These proposed recommendations align with the PATS Trailhead and Access Plan. The goal of these connections is to provide a network of available, reliable, and safe infrastructure for pedestrians and bicyclists.

Bicycle and multimodal facility design requires consideration of the impact to other aspects within and adjacent to the facility right-of-way, including typical section widths, profiles, drainage, lighting, landscaping, barriers, striping, utility relocation, snow storage, maintenance responsibilities, interagency coordination and planning, municipal approval, funding, cost participation, and others. It is important to consider many of these aspects early in the scoping, planning, and design phases to ensure the best outcome. Multimodal facility design should not be considered an "add-on" or "after-thought."

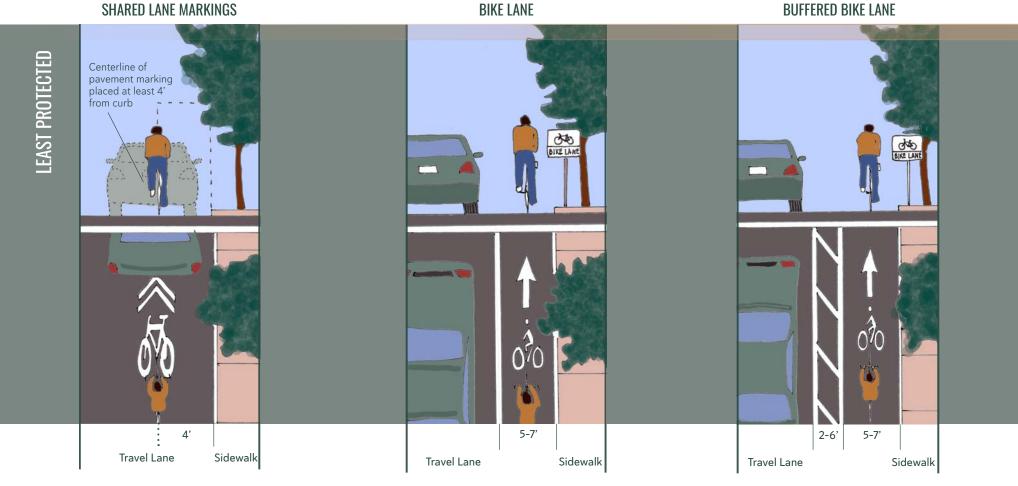
#### **On-Street**

The network of on-street facilities should be on roadways slow and wide enough to facilitate a road diet or provide a sufficient feeling of safety for all users. The appropriateness of facility selection should be determined based upon factors such as traffic volumes, vehicle speeds, public input, roadside context, and available right-of-way. On-street facilities could be made appropriate for many existing roadways throughout the Town through a combination of lane reconfiguration (e.g., four lanes to three lanes), lane narrowing (e.g., 16-foot travel lane to 10-foot travel and six-foot bike lane), parking reduction (e.g., parking on both sides to parking on one side), or traditional roadway widening.

## **Off-Street**

Off-street facilities, like on-street, should be chosen based upon a variety of factors including safety, connection to land use, gaps, logical routes, available right-of-way, and overall feasibility.

Figure 5.1 On-Street Marked Bikeway Continuum



Positions bicyclists in the travel lane

Alerts motorists to the presence of bicyclists

Encourages bicyclists to ride a safe distance away from the "door zone" on streets with parking

Reduces possibility that motorists will stray into bicyclists' path

Visual reminder of bicyclists' right to the road

Provides cushion of space to mitigate friction with motor vehicles on streets with frequent or fast motor vehicles

Allows bicyclists to pass one another or avoid obstacles without encroaching into the travel lane

Figure 5.1 On-Street Marked Bikeway Continuum (Continued)

AT-GRADE CYCLE TRACK

WITH BOLLARD BARRIERS WITH PARKING LANE BARRIER CYCLE TRACK CYCLE TRACK Complete curb separation or optional mountable curb 3-6' 3-6' 5-7' 5-10' 6.5-10' 6.5-10' Sidewalk Parking Lane Travel Lane Sidewalk Travel Lane Sidewalk Travel Lane Sidewalk

Dedicates and protects space for bicyclists and improves perceived comfort and safety

Reduces risk of "dooring" compared to a bike lane

Ideal for roadways with high motor volumes and/or speeds

Best used on roads with high speeds and long distances between intersections and driveways

AT-GRADE CYCLE TRACK

Innovated bicycle-friendly design needed at intersections to reduce conflicts between turning motorists and bicyclists

Change in level clearly demarcates space for different users and reduces conflicts between bicyclists and pedestrians

RAISED AND CURB SEPARATED

Curb should be mountable with a small 45 degree ramp where bicyclists enter or leave the cycle track

Cycle track should be two or three inches above the travel lane and the sidewalk should be an additional two to three inches above the cycle track

RAISED AND PROTECTED

**MOST PROTECTED** 

## **OFF-STREET MULTIMODAL TYPOLOGIES**

## **ADJACENT TO ROADWAY**

## **OFFROAD**

## WIDE SHARED-USE

#### **PERMITTED USES**



#### **DESCRIPTION**

Paved surface primary trail adjacent to roadways, provides safe arterial connectivity

#### TRAIL MATERIALS

Asphalt or concrete paving

#### SHOULDER MATERIALS

Decomposed granite or similar permeable material





## NARROW SHARFD USF

#### **PERMITTED USES**



#### **DESCRIPTION**

Non-hardened surface trail adjacent to roadways, typically used along roads with constrained right-of-way or topographical challenges

#### TRAIL MATERIALS

Decomposed granite or similar permeable material





## WIDE SHARED-USE

#### **PERMITTED USES**



#### **DESCRIPTION**

Paved surface trail in gently sloping areas and utility easements

#### TRAIL MATERIALS

Asphalt or concrete paving

#### **SHOULDER MATERIALS**

Decomposed granite or similar permeable material





## WIDE, SOFT SHARED-USE

#### **PERMITTED USES**



#### **DESCRIPTION**

Non-hardened surface trail in gently sloping areas and utility easements

#### TRAIL MATERIALS

Decomposed granite or similar permeable material





## **OFF-STREET MULTIMODAL TYPOLOGIES (CONTINUED)**

## NARROW SHARED-USE

#### **PERMITTED USES**



#### **DESCRIPTION**

Narrow natural surface trail typically found in drainage areas, areas with steep topography, and where environmentally sensitive areas are present

#### TRAIL MATERIALS

Native surfaces, such as bare earth or pine needles





## HIKING

#### **PERMITTED USES**



#### **DESCRIPTION**

Narrow natural surface trail typically found in any type of offroad condition but restricted to pedestrian uses

ADJACENT TO ROADWAY

#### TRAIL MATERIALS

Native surface, such as bare earth or pine needles

## MOUNTAIN BIKE

#### **PERMITTED USES**



#### **DESCRIPTION**

Narrow natural surface trail typically found in any type of offroad condition but restricted to mountain biking, typically one-way

#### **TRAIL MATERIALS**

Native surface, such as bare earth or pine needles

## **BLUEWAY**

#### **PERMITTED USES**



#### **DESCRIPTION**

Water trail for canoes, rafts, kayaks or other non-motorized watercraft

WATER













#### **Sidewalks**

There is a strong desire by the community to have a defined policy and plan for enhancing the pedestrian network within the Town including sidewalks. However, any plan and policy must recognize the unique context of each neighborhood and the roads and right-of-way that would host such sidewalks.

Development of a comprehensive sidewalk policy and plan would better align with the Town's vision as an active mountain community, enhance pedestrian safety, and could reduce local vehicle trips. The plan should be contextually sensitive and targeted at completing critical pedestrian connections rather than a one-size-fits-every-street approach. If every street were to have sidewalks, it would change the character of many of the Town's neighborhoods. It would also introduce a need for a significant investment in stormwater systems.

The top priority for any sidewalk plan and policy should consider *Map* **5.1 Circulation Framework**. Where off-street multimodal facilities, such as trails, effectively connect activity centers/points of interest, adding sidewalks may be less efficient than enhancing the trails for safety and accessibility such as lighting and surfacing. Adding sidewalks on key routes where none exist should be prioritized to complete the pedestrian network. Sidewalk requirements in new or redeveloped areas should also be context-sensitive and consider the value to the network rather than just a "blind" requirement. However, localized sidewalk development that helps create a place should also be a priority investment. Localized sidewalk investments should be considered in the *Downtown and Community Entry* Growth Area and the Community Crossroads Growth Area to help create the places envisioned as more urban gathering places. Specific roadways, such as Main Street, should include enhanced sidewalks that support more urban amenities including sidewalk seating, shopping, art installations, and lighting.

In short, the Town should develop and document a Sidewalk Policy and Plan that:

- Communicates the role of sidewalks in completing the pedestrian network that connects neighborhoods, activity centers, services, and recreation destinations.
- Flexibly recognizes the unique neighborhoods and contexts of the Town.
- Prioritizes route building where off-street connections do not exist or specific locations where appropriate, such as Main Street.
- Considers safe routes to school, parks, and other public facilities.
- Communicates to developers of requirements for new development and redevelopment based on network and location specific needs.

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**SECTION 6** 

# **Community Design Element**

While not required by State Statutes, the Town included the Community Design Element as an elective General Plan Element. This section provides the community with a vision of what Payson could look like in terms of design and aesthetics. Existing public right-of-way design opportunities exist to enhance Payson's unique character and history.

The Community Design Element seeks to establish a cohesive visual identity throughout Payson's public right-of-way and public facilities, promoting creative design elements such as landscaping, wayfinding and signage, monumentation, public art, and lighting.

# **Setting the Stage**

## **Community Design**

The Town of Payson is an attractive place to live, work, and play. Its location within the region and abundance of natural resources provides chances for locals and visitors to partake in exciting recreational activities and fun community events. Due to limited annexation options, the Town will need to look at existing land for development and redevelopment opportunities. Redeveloped areas should consider additional community design aesthetics and enhancements to improve existing locations. This provides a key opportunity to build upon and enhance what is currently existing within Payson, improving the level of community design townwide. Creating public and private spaces where people want to spend their time provides a community with invaluable opportunities for organic community building to occur. Community events, festivals, performances, organizational meetings, and recreational activities tend to occur on common ground where there are spaces for many opportunities. It tells visitors that 'this' is Payson, and this is what the Town stands for.

Community design can also help attract developers as they look for locations for new projects. By defining a sense of place through design, developers can better understand if the Town is the right place for their development efforts. Tying into the local 'vibe' and natural setting, entrepreneurs might also be attracted by the adjacent business opportunities. A strong, local bike community might call for more modern bike amenities and enhancements. By setting a consistent standard, this may pull in certain businesses interested in selling to members of the biking communities. Another example might include niche artist galleries and maker spaces. These businesses may prefer to locate to cities or towns that emphasize a public art program.

## **Placemaking**

While community design focuses on the community as whole, placemaking refers to the careful development of specific sites within a community as common spaces. These spaces act as destinations within the community, providing a node of activity in terms of business, transportation, recreation, and human interaction. These may be parks, plazas or city squares, or a main street. It is more than likely those spaces that are full of pedestrians window-shopping or meandering or where parents meet with one another while their children play on equipment nearby. These spaces foster social interaction and can create a greater sense of community.

The Project for Public Spaces developed a framework that defines the attributes of a great place detailed as follows.

## **Access and Linkages**

They are accessible and well connected to other important places in the area. This attribute focuses on how people might arrive at the place. For example, can a pedestrian easily access Main Street? Are they able to bike to Main Street if they own a bike? Are there crosswalks and identified trails? These questions are imperative when considering the interaction pedestrians and cyclists have with vehicles. Are all modes of transportation able to arrive and exit the place?

## **Comfort and Image**

They are comfortable and project a good image. A space must not only be accessible, but it should be comfortable to do so. Are there designated crosswalks with lights? Are the bike lanes protected or delineated from vehicle and pedestrian space? Is the space clean and free of litter? Is seating available as people walk along Main Street? Are sidewalks and curb cuts ADA accessible? People want to spend time where they feel safe, secure, and comfortable.

#### **Uses and Activities**

They attract people to participate in activities there. Does the space provide more than one activity? If Main Street is only comprised of boutique retail storefronts, it serves a limited group of interested members. A great space should offer multiple options. Ensuring a variety of retail and dining options are collocated in the same space is ideal. Coffee shops, bookstores, clothing stores, breweries, and bars all provide different settings for a diverse kind of interests and demographics. Additionally, pocket parks and gardens, community or plaza squares, public art installations and play equipment should be included as much as possible. This provides multiple points of interest, allowing people to linger in the same space together. It also allows for community groups to self-assemble. Pocket parks, gardens, community, or plaza squares provide adequate space for farmer's markets, concerts, festivals, and other community events.

## Sociability

They are sociable environments in which people want to gather and visit again and again. This attribute is a consequence of the other three attributes. Do people come back to this place? Do people come here for a fun time with their family friends? Do people encounter one another and strike up a conversation? People's lives are busier than ever before with work, family, and responsibilities. Do people feel like they can and want to spend their time here? Do diverse groups of people interact and spend time in the same space?

This is a brief overview of these attributes and their role in creating a great place. When employed together, they provide many benefits like support for local businesses, higher real estate values, an increase of physical activity, development of local culture, and community creativity.

## **Designing for Payson**

The built environment is made for people and their activities. Places that encourage economic activity, sociability, and fun should utilize good design and placemaking elements to be a success.

Overall, good design should put people at heart. This should be kept in mind as Payson continues to design new spaces. Does this place have Payson and its residents at its heart? In other words, do we want to spend time here? Does it represent what our community is? Does it aspire to our community values? While these questions may come across as sentimental, they are incredibly important for building community identity and establishing a sense of pride. It determines a cohesive design that can be implemented and establishes what Payson should look like and 'feel' like to residents and visitors alike.

# **Critical Issues**

The following is a listing of critical issues related to Payson's existing community design. The critical issues are derived from the existing conditions analysis; economic and market analysis; and stakeholder and public engagement.

- Primary community entrance points are not perceived as aesthetically pleasing or welcoming.
- There is a lack of a unified public arts master plan, including wayfinding and placemaking enhancements.
- Primary Town transportation routes lack consistent landscaping, enhancements, and maintenance.

## Discussion

Entryways serve as a community's first impression to visitors and provide a welcoming sight to residents and those that call Payson home. Throughout the engagement process, community members did not see the existing entryways as aesthetically pleasing or welcoming, particularly the south entryway. Many visitors, tourists, and traffic enter the Town through the south entry point along SR 87, particularly traffic coming from the Phoenix metropolitan area. A highly visible, well-designed sign that welcomes visitors into the Town would provide a positive first impression and instill a sense of pride in residents. This signage could also be designed with the landscape and elevation change in mind, further emphasizing Payson's geographic location and beautiful natural setting.

Additional signage along SR 87 and incoming from SR 260 would also provide incoming traffic with a welcome sign, although these could be smaller than the one at the southern end of the Town. All signage should be illuminated by lighting, while still complying with Dark Sky principles. Care should be provided when selecting fixtures, ensuring the lighting is firmly directed at signage and reducing the amount of light pollution spilling into the surrounding sky.

Stakeholders iterated that they would like to see more public art throughout Payson, adding creativity and inspiration in key locations. A call for local and regional artists could help draw innovative ideas, providing opportunities for certain locations to be identified as potential opportunities areas and unique art pieces to be crafted and specifically tailored for these specific locations.

A public arts master plan would provide the opportunity for additional public engagement, calling on the community's opinion on what art is appropriate and representative of Payson's spirit and sense of community. It would also provide an actionable plan, setting a process in motion that would hold the community accountable to meet its goals.

In addition to public art, multiple stakeholders indicated they would be in favor of additional wayfinding and signage through the Town. Branded signage could be placed at key junctions throughout the Town, directing visitors to key destinations or trail access points. It is important that signage follows the same theme as the welcome signs and remains consistent throughout the Town. This ensures that the community design is cohesive and avoids looking inconsistent or constructed in an 'ad-hoc' manner.

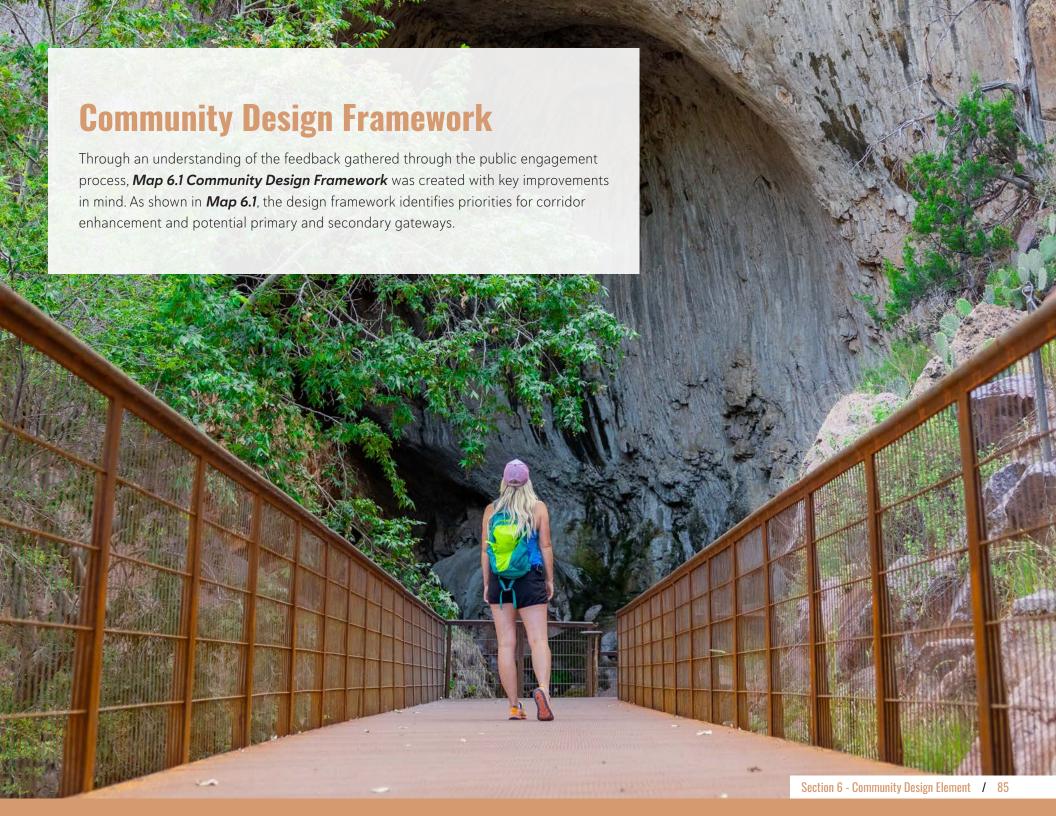
Frontage along SR 87 and SR 260 was noted as needing landscape improvements and enhancements in their overall appearances. In addition to enhancements, it is important that these main primary transportation routes are maintained, clear of debris or litter, and consistent in appearance. This provides a continuation of the positive representation of the Town. In addition to large scale landscaping along these corridors, certain design improvements may also include privacy fencing to hide utility or telecommunication infrastructure.

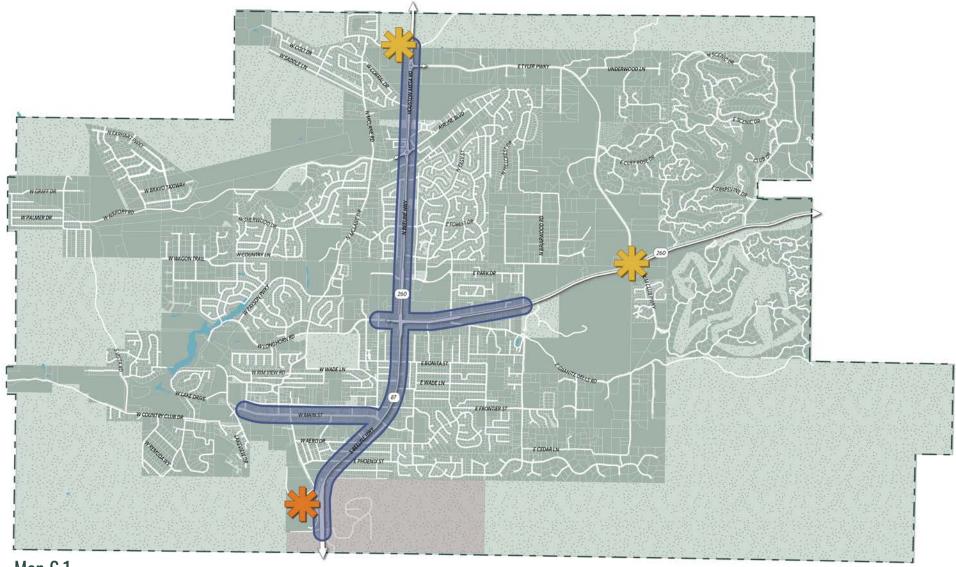
# **Goals and Strategies**

- 6.1 **Enhance and maintain the Town's quality and overall cleanliness.** (Smart Growth Principle)
- 6.1.1 Strengthen property owner maintenance codes and enforcement, including consideration of proactive code enforcement periods.
- Support and encourage residents, landlords, and building owners to provide routine property maintenance. 6.1.2.
- 6.1.3 Develop and implement a public education program focused on property maintenance rules and ordinances.
- Establish annual or biannual clean up days where community members work together to clean up portions of the Town. The Keep Payson Clean Organization 6.1.4 should continue to be supported.
- Consider a community volunteer program to assist sick, elderly, or struggling property owners with property management tasks (e.g., mowing, trash and debris 6.1.5 clean up, tree trimming, painting, etc.).
- 6.2 Develop and adopted a Main Street Corridor Enhancement Plan (as part of the downtown specific area plan). (Smart Growth Principle)
- Identify funding for a Main Street Corridor Enhancement Plan to provide specific and detailed guidance for Main Street's development. A corridor enhancement 6.2.1 plan is a quiding policy document plan that contains the vision for an identified corridor within the community.
- Prepare a scope of services for a Main Street Enhancement Corridor Plan that includes target industry sector analysis, land use planning, economic development 6.2.2. goals and policies, stakeholder and public engagement, analysis of connectivity and accessibility, streetscape enhancement and placemaking concepts, and design guidelines.
- Develop a Main Street Enhancement Corridor Plan with robust stakeholder input, inclusive public engagement, and both in-person and virtual engagement 6.2.3 opportunities.
- Implement the Main Street Corridor Enhancement Plan by identifying and pursuing additional funding sources. 6.2.4

- Promote the Town of Payson's history and sense of community through aesthetic improvements. (Smart Growth 6.3 Principle)
- Integrate Payson's branding throughout the Town through branding placement on aesthetic enhancements and improvements. 6.3.1
- Promote the Town's unique western heritage and culture through design improvements, the building of destinations, and programming. 6.3.2
- Identify certain design improvements that could be included throughout the Town. Consider distinct, stylized options that appropriately represent the Town. 6.3.3
- Identify potential sites throughout the Town that could be built and programmed as destinations. Include the involvement of local and regional partners (i.e., Rim 6.3.4 Country Regional Chamber of Commerce).
- Define community gateways through distinctive signage, landscaping, public art, consistent branding, and other 6.4 features that convey the spirit and identity of the Town. Please refer to Map 6.1 Community Design Framework for recommended locations.
- Develop a Request for Qualifications (RFQ) to hire a consultant to develop a set of primary and secondary gateways. 6.4.1
- Install the primary gateway at the Town's southern entryway. 6.4.2
- Install the secondary gateways at the Town's eastern and northern entryways. 6.4.3
- Continue to enhance community gateways through landscaping and maintenance. 6.4.4
- Implement a cohesive wayfinding and signage program throughout the Town, including the Town's branding on all 6.5 elements.
- Develop a Request for Qualifications (RFQ) to hire a consultant to develop a wayfinding and signage system. 6.5.1
- Install the wayfinding and signage system throughout the Town. 6.5.2

- Improve the landscaping and aesthetics along the corridor enhancement priorities outlined in Map 6.1 Community 6.6 Design Framework. Provide safe, convenient, and comfortable routes for walking, biking, public transportation, and driving.
- Work with Public Works Department to make a set list of priorities and a potential timeline for their construction or installation. Ensure that improvements align 6.6.1 with the recommendations in Map 5.1 Circulation Framework.
- **Cultivate local art and culture throughout the Town of Payson.** (Smart Growth Principle) 6.7
- Determine and evaluate the feasibility of hosting local art fairs and community wide art markets. 6.7.1
- Establish a local arts council that promotes art and culture events, pursues additional funding at regional and state levels, and engages key stakeholders 6.7.2 throughout the community that will positively affect the local visual and performing arts culture.
- Develop and implement a Townwide Public Arts Master Plan that identifies key locations for art installations, promotes 6.8 art programming, and encourages creatives endeavors of the Town's residents.
- Develop a Request for Qualifications (RFQ) to hire a consultant to develop the Townwide Public Arts Master Plan. 6.8.1
- 6.8.2 Work with consultant group to identify and form a Public Arts Stakeholder Committee to develop recommendations for the Townwide Public Arts Master Plan.
- 6.8.3 Adopt and execute the Townwide Public Arts Master Plan.





Map 6.1

# **COMMUNITY DESIGN FRAMEWORK**



Data Sources: UrbanFootprint, United States Forest Service, United

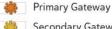




Tonto Apache Reservation

#### **COMMUNITY DESIGN ENHANCEMENTS**





Secondary Gateway

## **Corridor Enhancements**

Corridor enhancements can take many different forms, with certain corridors able to accommodate both vehicular and pedestrian traffic. The Community Design Framework identifies SR 260, SR 87, and Main Street as priorities for corridor enhancements. Enhancements along SR 260 and SR 87 should continue to facilitate and allow for elevated levels of vehicular traffic. For all corridors, pedestrian features should be considered which includes wide sidewalks, including attached and detached, with consistent shade/street tress, consistent street and pedestrian scale lighting, and benches should be placed throughout to increase pedestrian comfort while walking along the corridor.

## **Main Street**

In addition to these enhancements, the Main Street corridor should include additional elements such as street furniture such as benches and bicycle racks, wide sidewalks, parking capabilities, wide pedestrian crossings, etc. This corridor should prioritize pedestrians over vehicles, encouraging people to walk and linger to visit and shop local retail.

As continued growth and development occurs along Main Street, exceptional care and consideration should be given to pedestrian level design and spaces. As mentioned earlier in this element, community design can be considered a broad scale category including multiple elements; however, the Main Street corridor will need closer consideration. This is where placemaking comes into play. As the corridor develops, these enhancements must be created in conjunction with placemaking typologies and elements in mind.

The other frameworks' recommendations in the Plan will result in an increase in pedestrian and biking level traffic. The following sections outline how this may impact pedestrian density within the area.

- **Land Use Framework:** The Future Land Use Framework identifies parcels along Main Street as being either Mixed Use or Public/Semi-Public. These uses demand and build in a higher level of pedestrian density and traffic.
- Circulation Framework: Along Main Street, there is an existing bike lane. With the additional recommended roadway connections, there may be a higher volume of traffic coming from Country Club Drive. Special care should be given to promote safe multimodal connectivity.

These frameworks will need to work together for an effective Community Design Framework to be realized.

## **Placemaking**

The importance and different attributes of placemaking were covered earlier in this Element. These attributes can emphasis and shape the way the Main Street will feel to pedestrians moving along the corridor. The following are different components that should considered as physical interventions as the Main Street Corridor is being developed.

- Safety. Crosswalks should be clearly marked, traffic signals should be timed to prioritize safety, and traffic bumps and bulb outs should be utilized where appropriate. These measures also act as traffic calming techniques.
- **Bike lanes.** Maintaining and updating existing bike infrastructure is an important aspect of encouraging bike use and creating lanes that define space for bicyclists.
- Street furniture. The streetscape should include attractive and functional street furniture such as bike racks, trash and recycling bins, and public art installations.

- Landscaping. Landscaping should include street trees, understory plantings, and flowers that provide shade and beauty.
- **Lighting.** Streetscapes should be well-lit with a combination of streetlights, decorative lighting, and other sources that provide adequate illumination to create a safe and welcoming environment while paying attention to Dark Sky principles.
- Accessibility. Main Street streetscapes should include ADA curb cuts, wheelchair ramps, and other features to make it easier for people with mobility challenges to navigate the streets.
- **Wayfinding.** The streetscape should be marked with signage to help pedestrians and bicyclists to navigate the corridor and access trails. This may include directional signs, maps, and other information.
- Public Spaces and Parklets. As Main Street continues to develop, it will be important to include public spaces that invite locals to partake in outdoor dining, relaxation, event organizing, and socializing. Parklets are small public spaces that could be created between buildings, increasing green space along the corridor, and providing much needed recreational space.





## **Gateways**

Gateways serve as entrances and exits into communities and special districts; they mark points of entry and points of change. Gateways are typically located at hightraffic nodes to welcome visitors and identify a municipality's boundaries. The style and size of gateway should portray the desired vision of a community and be developed with other signage and monumentation.

Gateway elements are one of the most powerful ways to establish a brand or identity for a place. Given budgetary constraints, the importance of each entry, and geological or natural feature limitations, gateway monumentation often is constructed in a hierarchy. Certain entrances may receive a higher level of importance due to the amount of traffic coming in and/or its relative location to civic and public institutions. As shown in Map 6.1 Community Design **Framework**, there are three suggested gateways throughout the Town: one primary and two secondary gateways.

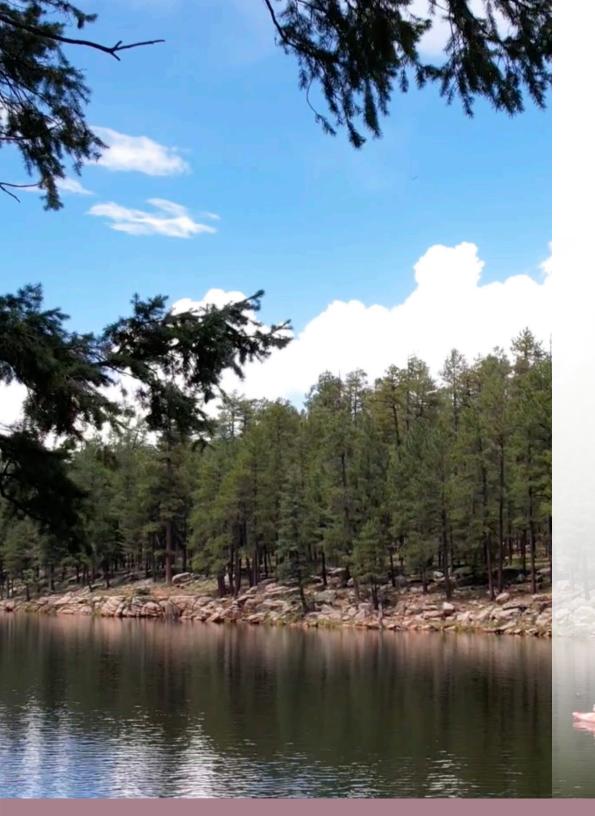
## **Primary Gateway**

This framework emphasizes that a primary gateway should be placed at the southern entry along SR 87. As the primary gateway, this should receive more importance in funding and the structure's design.

## **Secondary Gateway**

Secondary gateways should be placed to the north along SR 87 and to the east along SR 260. Secondary gateways could be as simple as signage welcoming residents and visitors to Payson. Above all, there should be something to acknowledge where the Town's boundaries begin, or where key growth and development areas are envisioned.



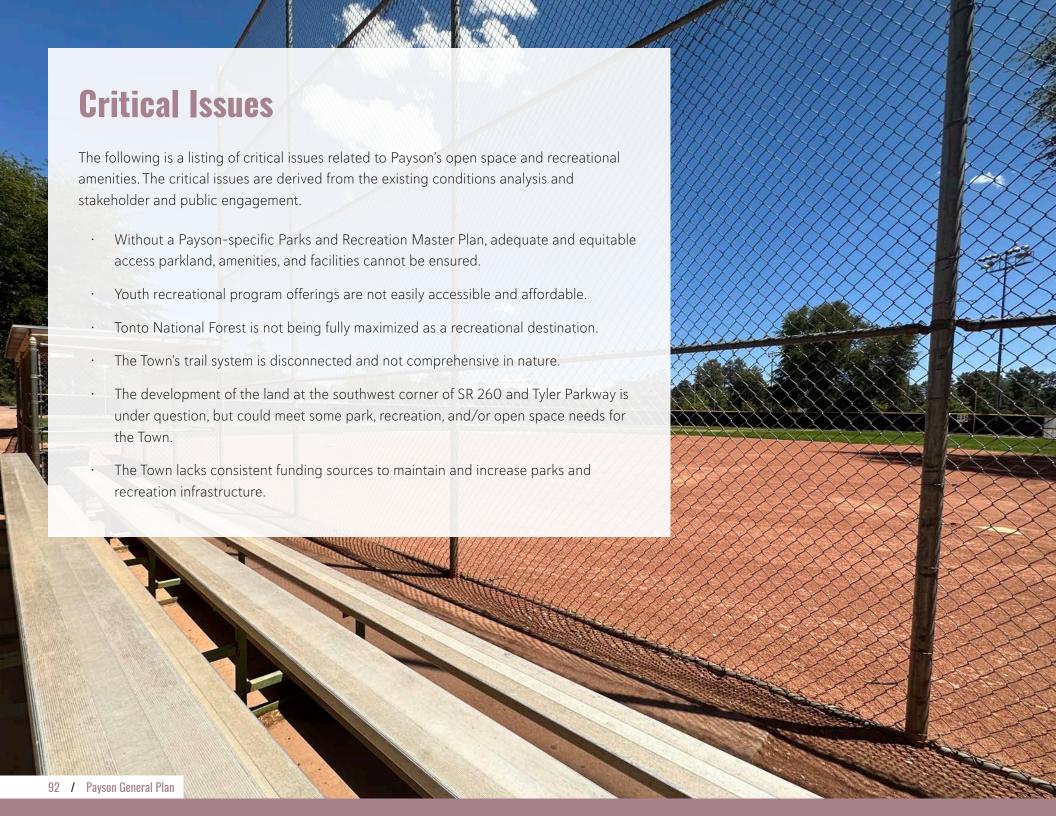


**SECTION 7** 

# Open Space and Recreation Element

**Section 7** focuses on Payson's increased quality of life and well-being, acknowledging that quality of life and well-being are linked to the region's abundant outdoor resources and active tourism industry. Population growth and increased development is in part due to the popularity of Payson's location and amenities. The Town is committed to providing a high standard of living by protecting its natural resources and open space, hosting regional recreational activities, and offering enhanced walking, hiking, and biking opportunities in the parks, neighborhoods, and commercial areas.

The Open Space and Recreation Element expands active and passive recreational opportunities through recreational activity programming; planning and designing for recreational connectivity; and improving and maintaining facilities.



## Discussion

Payson currently lacks a specific Parks and Recreation Master Plan. This is needed to ensure there is adequate parkland, amenities, and facilities throughout the Town. Throughout the engagement process, stakeholders indicated that recreational space is a priority for the community. A plan of this nature would allow the Town to coordinate the conversation of its natural and historic resources, outline future recreational opportunities, and ensure that mixed use recreational and commercial areas include park and recreational space as part of their development.

As park space provides multiple benefits related to public health, community building, and air and water quality improvements, the Town should seek to preserve existing park space and create new community and neighborhood park spaces, including parklets, where appropriate. It should also take inventory of available or underutilized land for future park space. For example, the corner of SR 260 and Tyler Parkway is currently being underutilized. Areas such as this should be noted as potential spots for future open space and recreational opportunities.

Recreational programs are vital to the health and well-being of Payson's residents. The Town should provide recreational programming designed to teach new skills, improve physical health, and celebrate the arts, in high quality facilities. Care should be taken to make programming affordable and accessible despite household income levels or various levels of physical ability to youth.

Public investments should complement private developments. This includes developing an interconnected network of pedestrian and bicycle multiuse trails between adjacent neighborhoods and commercial districts. The Townwide network is currently disconnected and not comprehensive.

The network should be accessed from multiple trail access points, including multiple new access points from within the Town. A plan for improving trail connectivity should be included in the Parks and Recreation Master Plan, ensuring that the trail portion of the active transportation network is wellconnected and complete.

There are approximately 4,000 acres of USFS and Tonto National Forest lands within the Town's boundaries. The Town currently experiences a positive relationship with the USFS. Further effort should be made to coordinate with the USFS and increase opportunities to promote the National Tonto Forest as a tourist destination.

Without additional funding sources, maintenance and development of parks and recreation infrastructure will be limited. Feedback during the planning process indicated that stakeholders would like to see additional trail access. points within Town, new trailways, and more park space development where appropriate. Additional funding for these projects will need to be secured and should be included in a Parks and Recreation Master Plan.

# **Goals and Strategies**

- 7.1 Develop, adopt, and implement a Parks and Recreation Master Plan and identify methods of preserving park space throughout the community. (Smart Growth Principle)
- 7.1.1 Identity funding for a Parks and Recreation Master Plan that provides specific and detailed guidance for the maintenance and growth of park space and recreational opportunities throughout the Town.
- 7.1.2 Prepare a scope of services for a Parks and Recreation Master Plan that includes a robust parks and recreation inventory, project goals and strategies, stakeholder and public engagement, project timeline, analysis of trails and linkages, park space enhancements, conceptual renderings and designs, and overall design guidelines.
- 7.1.3 Develop the Parks and Recreation Master Plan with robust stakeholder input, inclusive public engagement, and both in-person and virtual engagement opportunities.
- 7.1.4 The Parks and Recreation Master Plan should include an analysis of available park land throughout the Town. Ensure there is adequate east-side park land for residents.
- 7.1.5 The Parks and Recreation Master Plan should identity locations for passive recreational activities (e.g., hiking, biking, and other individual-oriented activities) as well as locations for active recreational activities (e.g., basketball, baseball, soccer, and other team-oriented activities).
- 7.1.6 The Parks and Recreation Master Plan should plan appropriate facilities for both indoor and outdoor programs and activities.
- 7.1.7 Implement the Parks and Recreation Master Plan and provide continued support to parks and recreations by identifying and pursuing additional funding sources.
- 7.2 Construct a multi-use recreation facility with an aquatic center and year-round programming. (Smart Growth Principle)
- 7.2.1 Plan for and construct and multi-use recreation facility and aquatic center through a Request for Proposals (RFQ) process. Ensure the facilities have adequate space for recreational programming annually.
- 7.2.2 Develop various youth programs like after-school care, summer camps, and youth leagues. Ensure that all programs are accessible to low- and moderate-income families as well.
- 7.2.3 Expand the number of programs for all user groups including middle-aged and senior age levels. This may include daily programming such as fitness classes and conditioning, adult sports leagues, and recreational education classes.

7.3 Ensure adequate park land to serve residential development. (Smart Growth Princip	Growth Principle	smart Growth I	(Smart	development.	residential	serve	d to	park land	equate	Ensure adec	7.3
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- Negotiate greater residential density in exchange for neighborhood parkland. 7.3.1
- Continue plans to develop Overlook Park south of Airport Road in the northwest section of Town. 7.3.2

#### 7.4 **Actively recruit recreational tourism.** (Smart Growth Principle)

- Work with state athletic associations to draw regional and state tournaments to Payson. 7.4.1
- Continue to build on Payson's strong rodeo and western culture to promote unique recreational attractions and events. 7.4.2
- Differentiate between Payson's visitor traffic stopping in Town on the way to natural resource recreation areas, and commercial traffic passing through. 7.4.3

#### 7.5 Integrate multipurpose trails with the transportation/circulation system. (Smart Growth Principle)

- Support the PATS Trailhead and Access Plan recommendations for trail and trail access improvements. 7.5.1
- Incorporate trail elements of the PATS Trailhead Access Plan into the Parks and Recreation Master Plan. 7.5.2
- 7.5.3 Support the PATS Trailhead and Access Plan recommendations for bicycle and pedestrian improvements within the Town's circulation network.

#### 7.6 Work with federal partners for the protection and continued use of National Forest Service land. (Smart Growth *Principle*)

- Preserve trail access to regional points of interest within the Tonto National Forest. 7.6.1
- Advertise and promote trail access points throughout the Town, ensuring it is available for public use. 7.6.2
- Establish protection areas for natural resources and watersheds within the Town's boundaries, coordinating with the National Forest Service to 7.6.3 maximize effectiveness.

#### 7.7 Identify public and private funding opportunities for recreational facilities and programs.

- 7.7.1 Fund the acquisition of additional park land as set forth in the General Plan or subsequent Parks and Recreation Master Plan.
- 7.7.2 Target funding sources for increased park infrastructure improvements and maintenance.

#### 7.8 Create a brand identity for the Parks and Recreation Department.

- 7.8.1 Use parks and recreation logo on all parks and recreation specific marketing materials.
- Encourage brand recognition by utilizing parks and recreation social media outlets. 7.8.2
- Give the Parks and Recreation Department a personality through media by "humanizing" staff. 7.8.3

#### 7.9 **Enhance existing community events.**

- Explore opportunities to upgrade existing signature special events. 7.9.1
- Partner with local community groups and nonprofit organizations to add value to special events. 7.9.2

#### 7.10 Identity efficiencies for maintenance at existing recreational facilities and parks.

- 7.10.1 Assess Park and Recreation maintenance staffing structure to ensure proper ongoing maintenance.
- Ensure resources and tools are appropriately allocated for park maintenance staff to complete one-time and ongoing maintenance projects. 7.10.2



## **Trail Access Points**

Most of the existing trail access points are located within the Town's limits but technically reside on USFS land. Stakeholders indicated that they would like to see additional trail access points within the Town, allowing residents and visitors to access the trail network from new locations and from within neighborhoods and existing park spaces.

The **PATS Trailhead and Access Plan** proposes the installation of new trail access points throughout the Town's boundaries. They define them as three separate trail access types.

- 1. Trailhead. A designated, formal parking area for higher volume of use that provides safe and comfortable parking for all allowed trail users (relevant to formal trails that connect to the trailhead). Trailheads are advertised as primary trail parking areas for residents and visitors.
- 2. Tier 1 Access. Primary trail access points to formal trails. Fewer amenities than trailheads but are still safe and welcoming for trail users. Minimal to no conflict with nearby residential areas. A limited amount of designated parking is optional and smaller than trailheads that comply with zoning codes if on public streets. Displayed on maps and marketing materials for residents and visitors.
- 3. Tier 2 Access. Neighborhood trail access point to formal trails. Fewer amenities than trailheads, but they are still safe and welcoming for trail users. Minimal to no conflict with nearby residential areas. Not displayed on visitor maps or marketing materials and intended for local residents' access to public lands. No parking will be provided.

## Engagement and Collaboration

For the Payson Area Trails System, a working group was established in April 2023. Members of this group consisted of representatives from different agencies and outdoor recreation and citizen-based organizations to plan for different aspects of the plan, including improvements to bicycle and pedestrian network updates, signage, trail parking, and trail access. Collaborators and representatives include the following:

- Arizona Horse Council
- Backcountry Horsemen
- Boulder Creek Property Owners Association
- East Valley Back Country Horsemen
- Gila Community College
- Mogollon Health Alliance
- Payson Chamber of Commerce
- Rim Country Mountain Bike Association
- Rim Country Trails Working Group
- Rim Runners
- Superstitions Horsemen Association
- Tonto National Forest
- Town of Payson
- Town of Payson Parks & Rec Commission



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**SECTION 8** 

# **Environmental Planning** Element

Section 8 focuses on Payson's natural environment, as it helps define its quality of life and links to other facets of the community. Other elements in this Plan contain goals and strategies related to preserving natural resources and protecting the natural functions of the environment in and around the Town. This section provides specific guidance on strengthening and expanding partnerships locally, regionally, and nationally to ensure appropriate environmental practices.

The Environmental Planning Element strengthens and expands local and regional partnerships to engage appropriate environmental practices, protecting Payson's landscape and natural resources.



#### Discussion

The Town currently possesses excellent air quality, contributing to the overall environmental health of the Town and providing the community with a major asset in addition to its scenic beauty. This level of excellence should be maintained.

Payson also has many natural resources, wildlife, and open space that requires protection from existing threats. Preserving sensitive environments (e.g., streams channels, riparian buffers, mature trees, and native vegetation) is a critical challenge. The natural functions of these features are crucial to the environmental health and beauty of Payson. If destroyed, the natural functions are unlikely to recover. It is imperative that this continues to be a priority for Payson.

The Town should implement an environmental plan or develop additional policies related to the environment that plan for responsible, well-designed compact development. This would encourage green infrastructure, interconnectivity, walkability, fiscal sustainability, and employ the latest environmental controls. Residential and commercial development should also be encouraged to use sustainable technologies that employ alternative and renewable energy with minimal to no emissions and have a positive impact on the tax base. Natural resources should also be protected and included within the built environment, encouraging the integration of the local environment and development.

## Wildfire Adaptive Community Program

Payson, like many towns within the southwestern region of the United States, is threatened by the potential of destruction from a large and damaging wildlife. Payson's Fire Department designed and manages the Fire Adaptive Community Program, a program that reduces the risks and "hardens" Payson from wildfire vulnerability. Four separate efforts make up the program:

Fire Suppression. Payson firefighters are highly trained to provide fire and life safety services. They have specialized training in wildfire suppression, the objective of which is to keep fires small.

Public Education. Creating awareness of wildfire threats is a critical component of a fire adaptive community. Fire Department volunteers attend public events, perform free home assessments, and distribute knowledge of wildfire risk and what residents can do to reduce it. The Fire Department, in cooperation with Arizona Department of Forestry and Fire Management, hosts community classes on Home Ignition Zone assessments. The Fire Department pursues grant opportunities to help residents meet wildfire safety standards.

Regulations and Standards. Regulations and standards agreed upon and adopted by Town government present a uniform way to address the wildfire threats and ensure residents are on the same page.

**Enforcement.** Holding residents accountable is an important way to ensure standards for wildfire safety are being met. For the Town to survive a wildfire, fuel reduction and community design must be consistent across the community.

# **Goals and Strategies**

8.1 **Implement a modified version of the American Gulch Study.** (Smart Growth Principle) 8.1.1 Seek funding for Gulch improvements and work with landowners to implement. 8.2 Improve stormwater management facilities and practices for treatment quantity and quality. (Smart Growth Principle) 8.2.1 Ensure adequate construction planning to protect natural vegetation and minimize changes to ground topography. 8.2.2 Encourage natural stormwater control methods that retain natural systems and minimize potential damage to private property. 8.3 **Develop and implement an Urban Forestry and Native Species Protection Plan.** (Smart Growth Principle) Reduce heat island effects by encouraging green roofs, tree canopies, and permeable surfaces. 8.3.1 8.3.2 Actively protect native trees currently in the Town's commercial areas. 8.3.3 Ensure any urban forestry lost is replaced tree for tree. 8.3.4 Preserve and augment existing native vegetation within commercial development and rights-of-way through predevelopment plant inventories and conservation/ replacement incentives. Require "Ponderosa Pine" protection/replacement Townwide. 8.3.5 8.4 Protect air quality. Enforce clean air standards and regulations. 8.4.1

Work with Gila Community College and other higher education providers to develop a workforce prepared for clean energy jobs of the future.

Encourage development which reduces vehicle miles traveled through multimodal transportation connectivity.

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8.4.2

8.4.3

#### 8.5 Develop and adopt a comprehensive energy policy.

- Support the solar energy initiative by developing specific incentives and actions for implementation on at least five percent of all structures. 8.5.1
- Identify a "green roof" demonstration project. 8.5.2
- Create development incentives to encourage the use of alternative energy sources. 8.5.3
- Provide alternative energy incentives for improvements to residential and nonresidential structures. 8.5.4
- Encourage geothermal energy as well as solar options. 8.5.5
- In an effort to encourage alternative energy options, Town staff shall seek out Arizona communities that have mandated "solar-ready" provisions for new one- and 8.5.6 two-story family homes and modify local regulations as appropriate.
- Negotiate development agreements to encourage infill, less impervious surface, and economically viable commercial 8.6 activity. (Smart Growth Principle)
- 8.6.1 Develop a model shared parking agreement to incentivize development by alleviating parking standards.
- Work with property owners to maintain vacant commercial space and market it for infill. 8.6.2
- 8.6.3 Update building code to allow additional uses for vacant and/or abandoned commercial building footprints.
- 8.7 Identify and conserve natural wildlife corridors. (Smart Growth Principle)
- 8.7.1 Incorporate natural wildlife habitats and corridors into developments.
- 8.7.2 Develop an open space or parks master plan that protects existing corridors and highlights areas that need to be added to increase connected corridors.

#### 8.8 Proactively address solid waste management and illegal dumping.

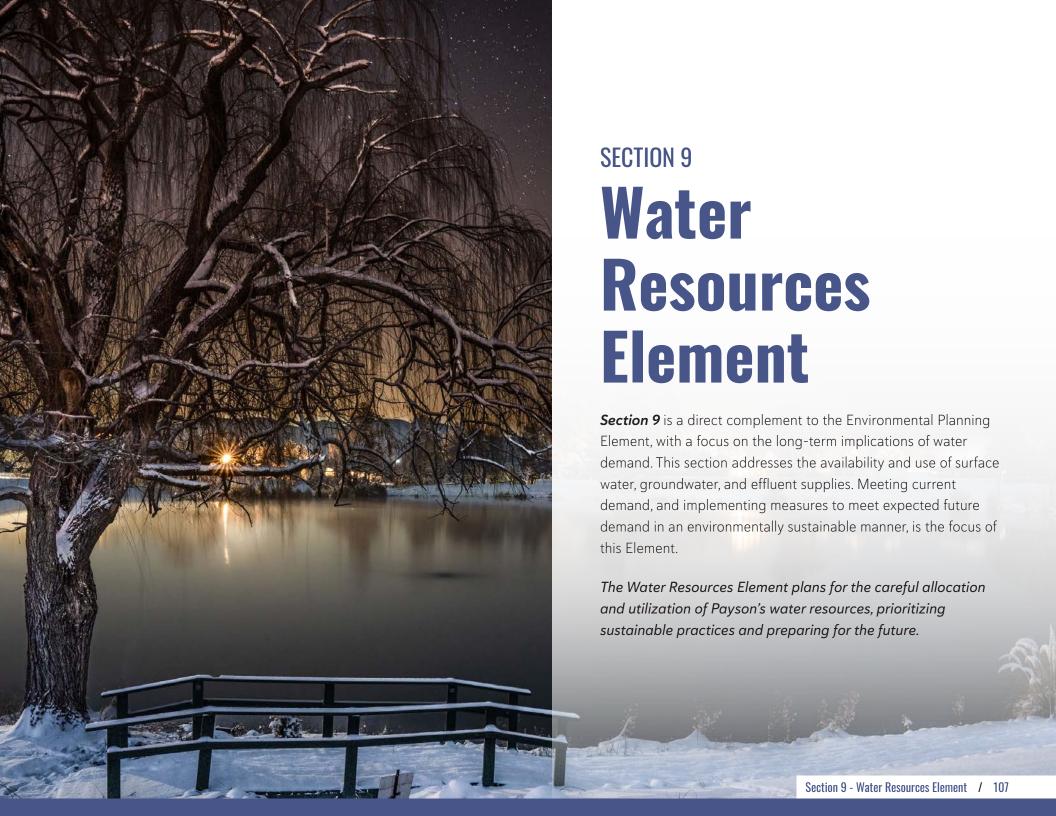
- 8.8.1 Support and encourage a municipal recycling program in partnership with local waste management companies.
- Work with state and private partners to provide semi-annual large appliance and electronics collections. 8.8.2
- 8.8.3 Organize hazardous waste collection events.
- Develop and implement a municipal composting center for both food waste drop off and mulch pick up. 8.8.4

#### 8.9 **Promote sustainability initiatives.** (Smart Growth Principle)

- Train staff to encourage and promote sustainable building practices including reducing environmental impacts and integrating alternative building materials. 8.9.1
- 8.9.2 Create a Sustainability Advisor position (possibly with existing planning staff) to develop an Environmental Plan to provide quidance for redevelopment and new development.
- Create a Sustainability Advisory Group comprised of staff, citizens, and businesses to advise the Town on environmental sustainability issues. 8.9.3

#### 8.10 Continue to support and promote the Wildfire Adaptive Community Program.

- Work with Payson's Fire Department to make sure the Wildlife Adaptive Community Program continues to be implemented. 8.10.1
- Encourage Payson's firefighters and Fire Department to continue to bring awareness of wildfire threats to residents, business owners, and Town Leadership. 8.10.2
- Ensure that community regulations and design standards meet the requirements of the Fire Department's Wildlife Adaptive Community Program, quaranteeing that 8.10.3 the Town is well-prepared in the event of a wildfire.





The following is a listing of critical issues related to Payson's water resources. The critical issues are derived from the existing conditions analysis and stakeholder and public engagement.

- Sustainable conservation policies should acknowledge that water is a finite resource.
- · Continued population and development growth will rely on the Town's continued ability to provide clean, safe drinking water.
- Flooding issues due to topography and the sanitary sewer system must be managed, alongside the need for greater sidewalk connectivity (specifically along roadways that limit sidewalks and the ability to have an integrated drainage system).

#### **Discussion**

The Town has a strict water conservation law in place to balance existing demand with potential demand from population growth. The Town was proactive in securing an additional 3,000 acre-feet annually through the C.C. Cragin Reservoir, allowing for strategic growth. Any revenue generated from Payson's surface excess can be invested in other water conservation measures and infrastructure maintenance.

As the Town continues to grow in terms of population and development, the Town will need to continue to provide clean, safe drinking water for the community. This should be done through sustainable conservation polices and a proactive approach to ensure good stewardship, minimizing water waste and supporting additional developments.

During the planning process, concerns around flooding and potential flood events were presented. This was primarily due to the limitations of the current integrated stormwater system and the lack of sidewalks with an integrated drainage system. The Town will need to focus on roadway design standards that promote sidewalk connectivity and allow for the integration of a stormwater system. There should also be a reduction in septic systems as additional development and other maintenance programs are implemented.

# **Goals and Strategies**

- Continue to promote Safe Yield and conservation 9.1 of water resources through policies and practices. (Smart Growth Principle)
- Continue to develop wise use policies and programs in partnership with 9.1.1 the Water Division
- 912 Produce and distribute high quality educational materials to promote best practices.
- Retire the pipeline debt through the responsible sale 9.2 of water.
- Sell water to the golf course(s) when reclaimed effluent water supplies are 9.2.1 not adequate, when excess potable water is available.
- Regularly evaluate water connection and usage rates. 9.2.2
- Establish a rate structure to maintain and operate the system efficiently 923 and responsibly.
- Maximize the use of reclaimed wastewater whenever it is safe and 924 economical.

- 9.3 Work with Green Valley Water to utilize reclaimed effluent wherever possible. (Smart Growth Principle)
- 9.3.1 Continue to educate the public on grey water applications and its safe use.
- 9.3.2 Incentivize the use of grey water plumbing in all new construction.
- 9.4 Coordinate with Green Valley Water to provide infrastructure for new development.
- 9.4.1 Work with developers in the southeast area of Town to provide water/sewer.
- 9.4.2 Require applicants to work with Green Valley Water to ensure capacity prior to development approval.



**SECTION 10** 

# Cost of Development Element

Section 10 utilizes various planning and financial tools to mitigate the cost of development to the community, providing incentives to well-planned developments that promote smart growth principles. This section also addresses operation and maintenance of existing and future Town infrastructure. The Plan presents strategies to manage Payson's land use and growth decisions in a fiscally sustainable manner, maximize land uses, preserve the quality of place and life, and ensure development pays its fair share of improvements to provide necessary public services such as infrastructure, parks, recreational facilities, and public safety.

The Cost of Development Element utilizes planning and financial tools to mitigate the cost of development to the Townincentivizing well-planned, smart growth developments-and addresses operation and maintenance of existing and future Town infrastructure.



The following is a listing of critical issues related to Payson's cost of development. The critical issues are derived from the existing conditions analysis; economic and market analysis; and stakeholder and public engagement.

- · Responsible public safety services must be maintained and balanced with growth initiatives.
- The costs of new development or bringing existing parcels into compliance is impacting development opportunities.



#### Discussion

As the Town continues to develop, it will be critical to ensure that essential public safety services continue to expand to support population growth and meet the community's anticipated needs. This will be necessary to foster a secure environment for the growing community and provide vital services to the development community.

To attract new development opportunities to the Town, some existing parcels will need to be brought into compliance. This can negatively impact potential economic opportunities and discourage new development by adding additional cost to the development process.

# **Goals and Strategies**

- Utilize the annual Capital Improvements Plan to 10.1 implement the Plan strategies.
- Maintain public facilities and services to provide current levels of service 1011 to new development.
- 1012 Maintain or improve necessary public services.
- Plan for joint school/recreation facilities. 10.1.3
- 10.2 Ensure the long-term financial stability of the Town with fiscally responsible policies.
- Explore opportunities for economies of scale. Create service efficiency 1021 through regional partnerships.
- Continue to review and update development impact fees covering the 10.2.2 cost of additional infrastructure and facilities required to meet the needs of new development.
- Consider opportunities to share costs for public safety infrastructure.
- 10.2.4 Support quality education opportunities.
- Encourage increasing the primary property tax levy by the maximum 10 2 5 permissible amount every year to ensure that funds are available to pay for the increased service demands.

- 10.3 Encourage high-quality infill development in the designated growth areas where existing infrastructure can absorb growth. (Smart Growth Principle)
- 10.3.1 Encourage more dense development to increase market feasibility.
- 10.3.2 Support development projects that contribute positively to the Town's finances and advances the community's vision and goals.
- 10.3.4 Ensure the proposed development commits to construction of primary water, wastewater, and circulation systems, as necessary, before approval.
- 10.4 Form an economic development strategy that identifies target industries.
- 10.4.1 Work with Gila Community College to design training programs to provide the workforce for identified target industry employers.
- 10.5 Examine and implement fiscal tools that incentivize development while offsetting its cost to the community.
- 10.5.1 Ensure that new development pays its fair and proportionate share of the cost to maintain current levels of public services such as public safety, parks and recreation, streets, and water resources.



**SECTION 11** 

# **Implementation** Plan

Section 11 sets forth specific action that various Town departments, bodies, and local and regional organizations should take to advance the Plan's recommendations (goals, strategies, and framework plans). Goals are organized by topic, broken down by specific strategies, and then further defined by multiple considerations. Various processes, policies, plans, and programs that advance one or more identified strategies of the Plan are assessed. This section should be used as a decision-making tool as Town staff members, vested organizations, and elected officials consider and allocate funding towards land use-, infrastructure-, technology-, and recreational-related projects, opportunities, and issues.

The ratification of this Plan begins a long and collaborative process of implementing the recommendations and fulfilling the vision that was created through this process. The General Plan provides a road map for the future of Payson, one that has been vetted by the community, Town staff, and Town leadership.



# Approval, Adoption, and **Ratification**

Arizona Revised Statute 9-461.06 requires the Town to adopt the ten-year General Plan by resolution of the Town Council. The Town Council must approve the adoption of the General Plan by at least two-thirds majority vote. The public must also ratify the General Plan at a municipal election. The General Plan is considered to be ratified once a simple majority of the voting public has voted in favor of the document. If the public does not affirm the plan by a simple majority vote, the General Plan Update 2014 -2024 (ratified September 9, 2014) will remain in effect until a new plan is submitted and ratified by the community.

The General Plan encouraged public participation of citizens, interest groups, a stakeholder group, Town staff, the Planning and Zoning Commission, and Town Council. The engagement process was thorough and abided by State Statute requirements. The resulting General Plan reflects the community and its values. This process was publicized by the local press, on marketing materials, on the Town's website (www.paysonaz.gov), through the project website (www.paysongeneralplan.com), and by word-of-mouth. Through these various efforts, the General Plan was well-promoted, inviting everyone within the Town to participate in the process and have their voice heard in the General Plan's creation.

Prior to the adoption of the General Plan and any amendments, Arizona State law mandates that the General Plan or amendment be submitted for review to specified entities. A municipality may choose to send a review copy to additional agencies such as the U.S. Forest Service, Native American Tribes, School District, and/or surrounding unincorporated communities. In accordance with the requirement, on April 2, 2024, copies of the plan were submitted to the following agencies:

- The planning agency of the county in which the municipality is located (Gila County Planning Department).
- Each county or municipality that is contiguous to the corporate limits of the municipality or its areas of extra territorial jurisdiction (Gila County and Star Valley);
- The regional planning agency within which the municipalities located (Central Arizona Governments);
- The Department of Commerce or any other state agency was subsequently designated as the General Plan agency (Arizona Department of Commerce);
- A nearby Native American Tribe (Tonto Apache Reservation); and,
- Any person or entity that requests in writing to receive a copy of the review plan or amendment.

According to Arizona State Statutes, following a 60 day review period for the above entities, if a municipality has a Planning Commission, the General Plan must be submitted to the Planning Commission for consideration. If the municipality has less than 25,000 people, the Planning Commission must hold at least one public hearing on the General Plan. Following the public hearing(s), the Planning Commission may vote to approve the General Plan and forward it to the Town Council. The Town of Payson's Planning and Zoning Commission addressed the General Plan Update 2024-2034 on the following dates:

### **June 10, 2024 - Planning and Zoning Commission**

Public Hearing, Voted on General Plan and forwarded to Town Council

Upon receipt of the General Plan from a Planning Commission, the Council of a municipality is required to hold at least one public hearing on the General Plan. Following the public hearing, the Council may adopt the General Plan and direct that it be submitted to the voters for ratification. Such Council adoption must be by an official Resolution approved by two-thirds of the members of the municipality's Council. The Payson Town Council took the following actions:

#### June 26, 2024 - Town Council

Public Hearing, Voted on General Plan and submitted for public ratification (7 in favor, 0 opposed)

Following the adoption of the General Plan by a municipality's Council, the Plan is submitted to the voters for ratification. If a majority of the voters ratify the General Plan, it is deemed effective as of the date of the election. If a majority of the voters fail to ratify the Plan, the General Plan Update 2014-2024 (ratified September 9, 2014) will remain in effect. The Town Council may resubmit the proposed General Plan to the voters or may submit an amended proposed General Plan to the voters. With respect to ratification, the Town of Payson took the following action:

#### **November 5, 2024 - Election**

XXX in favor of ratification, XXX opposed to ratification

To be added following November 5, 2024

Engagement Event	Date
Public Survey	August 10 - October 8, 2023
Town Leadership Work Session #1	August 1, 2023
Town Leadership Work Session #2	September 13, 2023
General Plan Stakeholder Committee and Technical Committee Meeting #1 (Visioning Workshop)	September 19, 2023
General Plan Stakeholder Committee and Technical Committee Meeting #2 (Townwide Planning Charrette)	November 7 - November 8, 2023
Public Open House #1 (In-Person)	November 8, 2023
Public Open House #1 (Virtual)	November 10 - November 24, 2023
Town Council Meeting (Project Update)	December 13, 2023
General Plan Stakeholder Committee and Technical Committee Meeting #3 (Draft Plan Review Meeting)	January 30, 2024
Town Leadership Work Session #3	February 6, 2024
Public Open House #2 (Virtual)	February 12 - February 19, 2024
Planning and Zoning Commission Meeting (Public Hearing and Approval for Town Council)	June 10, 2024
Town Council Meeting (Public Hearing and Adoption)	June 26, 2024
Town Council Meeting #2 (Public Hearing and Adoption)	July 10, 2024
Election/Public Ratification	November 5, 2024

## **Amendment Procedure**

Arizona State Statutes require a formal amendment procedure. Anyone may request amendments be made to the General Plan; however, they must adhere to a formal amendment process that requires the involvement of the Town's Planning and Zoning Commission and Town Council.

Arizona Revised Statutes, Section 9-461.06 outlines provisions for amendments to General Plans. These provisions include:

- 1. **Public Involvement.** The Town must provide for "effective, early, and continuous" public involvement for amending the General Plan. Engagement procedures should include the following:
  - The broad dissemination of proposals and alternatives;
  - The opportunity for written comments;
  - Public hearings after effective notice;
  - Open discussions, communications programs, and information services; and
  - The consultation of public officials and pertinent agencies (Gila County, Payson Unified School District, Central Arizona Governments, public land management agencies, appropriate government agencies, and property owners and Town citizens) to ensure the maximum coordination of plans.

- 2. Amendment Application. Applicants should set up a meeting with Planning Department staff prior to submitting an application. Amendment applications are accepted with the submittal of the appropriate form, fee, and any supplemental information that may be required. For an amendment application to be accepted and process, the applicant shall set for the reasons why the requested amendment is in the best interests of the Town, including but not limited to the following:
  - The request is a creative idea or concept that will benefit the community and was unforeseen during the planning process for the adopted General Plan:
  - The subject property or concept was misinterpreted or overlooked in the General Plan:
  - The conditions have changed substantially since the planning process and adoption of the General Plan, necessitating change (e.g., changes in surrounding land uses, environmental, or economic conditions);
  - An undue hardship exists that substantially limits the use of the subject property;
  - The amendment will aid in the implementation of the goals, or the community vision set forth in the General Plan.

Amendment applications shall be considered based on the preceding qualifications. The Planning and Zoning Commission shall consider all amendment applications. The Planning and Zoning Commission will hold a public hearing on the applications under consideration and transmit its approval or disapproval of the application to Town Council. Ay amendment considered by Town Council will go through a public hearing process. The Town Council, Planning and Zoning Commission, or Town staff (upon approval of the Town Council) may initiate an amendment to the General Plan.

There are two types of amendment categories set forth by Arizona State Statutes.

#### **Minor Amendments**

Any changes to the General Plan that do not fall under the Major Amendment criteria below are considered Minor Amendments. Minor Amendments must follow the adopted public hearing and notice requirements as set forth by the Town. Any changes mandated by new Arizona State laws shall also utilize the minor amendment procedures for review and adoption.

### **Major Amendments**

Pursuant to Arizona Revised Statutes 9-461.06G, a Major Amendment means substantial alteration of the municipality's land use mixture or balance, as established in the municipality existing General Plan Land Use Element. For the purposes of amending the Town of Payson's Land Use Element of the General Plan, the following activities shall constitute a substantial alteration of the land use mixture or balance.

- Any change in the land use designation that changes the use from residential, commercial, public, or industrial to another use, provided such change affects an area of twenty (20) acres or more.
- The establishment of a new, or the deletion of a requirement for a, planned arterial or collector roadway.
- An increase in density or intensity of use on the property provided such change affects an area of twenty (20) acres or more.
- A decrease in density of use through an initiative by the Town, expect in the case where the Town receive petitions from seventy-five percent (75%) or more of all affected property owners.

In accordance with Arizona State law, the Town will only consider major amendments once per year. Major amendment applications and review/ approval schedule can be obtained from the Community Development Department. The same procedures for the adoption of the General Plan must be used for all major amendments, except that major amendments do not require submission to the voters for ratification.

# **Implementation Process**

#### **General Plan Maintenance and Monitoring**

The Plan's broad goals and strategies serve as a guide for the Town's future. However, individual priorities of the Town and community may change from year to year, based upon elected officials, fiscal conditions, or other external factors. With this in mind, the Town Planning and Zoning Commission and Town staff members will monitor the implementation of the General Plan and provide updates to the Town Council. Town staff members will prepare an annual report regarding the General Plan's implementation progress, as well as any recommendations for minor or major amendments. The annual review is a critical feature to ensure that the Implementation Matrix and the vision and principles of the General Plan are being effectively implemented. The General Plan Annual Report is to be submitted to the Town Council and the Town's citizens for review.

In addition to the Implementation Matrix, there are other essential planning tools to implement the General Plan's vision and policies. These include, but are not limited to the following:

- Unified Development Code;
- Redevelopment Plans;
- Development Agreement;
- Specific Area Plans, Area Plans, and/or Master Plans;
- Specialized Plans;
- Payson Strategic Plan;
- Capital Improvement Plan and Budget; and
- County, Regional, and State Plans.

These are valuable tools that Town Council, Town Planning and Zoning Commission, and Town staff members are able to reference and/or utilize to achieve the vision set forth by the General Plan.

# **Implementation Matrix**

This implementation matrix, *Table 11.1 - Table 11.8*, includes goals that were listed in each of the Plan's elements. With each goal, there are accompanying strategies. By completing each of the strategies, and subsequently the Plan's goals, each of the recommendations for the Town are addressed. This matrix should be regularly revisited to ensure that goals and strategies are consistently being completed and to make sure it remains in line with the Town's most pressing needs.

The matrix is organized so that every goal and strategy has an assigned stakeholder, a suggested time frame, and a space for comments for implementation. An overview of different stakeholders and definitions of each of the time frames is provided in the charts below. Suggestions or comments that provide special insight into the policy are included on the right side of the matrix.

#### **Stakeholders**

The implementation of the Plan is a collaborative effort and one that extends beyond Town staff members. However, leadership from the Town and its staff plays a crucial role in leading the efforts of each strategy and to educate and advocate for the community. This component of the implementation plan identifies roles and responsibilities in advancing the described strategy.

It is important to note that Town departments or division, community groups, and/or other involve parties' names may change over the time this Plan is implemented. Names of departments, divisions, or groups may be amended within this Plan and the Implementation Plan as needed.

Stakeholders	Description
Community Development	The Community Development Department consists of multiple divisions.
Building Division	The Building Division of the Community Development Department has the responsibility of providing services to the building community.
Economic Development	The Economic and Development Division aids businesses getting started, expanding, or relocating to Payson.
Planning and Zoning Division	The Planning and Zoning Division has the responsibility of providing land use and development services for the Town.
Tourism Department	The Tourism Department organizes and disseminates information about exciting activities and things-to-do in the Town of Payson
Finance	The Financial Services Department provides effective fiscal oversight for the Town.
Fire	Payson Fire Department provides prevention, education, preparedness, and response in the event of fire, medical emergencies, and other disasters. This department serves as the Town's all-hazard mitigation and emergency response providers.
Information Technology	The Information Services Division is responsible for keeping the Town's computer technology productive as it pertains to the employees' and citizens' particular business needs.
Parks and Recreation	Payson's Parks and Recreation Department provides quality recreational opportunities, events, and facilities that improve the well-being, development, and quality of life for the community.

Stakeholders	Description
Police	The Police Department seeks to reduce crime and increase quality of life through community policing, by advancing our technology and the capability of our staff, with a commitment to our core values; Integrity, Professionalism, and Teamwork within the community.
Public Library	Payson's Public Library provides information in a variety of formats and creates opportunities to educate, inform, enrich, entertain, and inspire the community.
Public Works	The Public Works Department provides safe and efficient infrastructure system and provides upgrades and additions to the Town's infrastructure system
Airport	The Payson Municipal Airport is a division of the Public Works Department and in charge of the operations at Rich Henry Field and is a major economic driver for the Rim Country.
Engineering	The Engineering Division provides engineering services to the Town of Payson.
Water Division	The Water Division is responsible for the operation of the Town's drinking water treatment and distribution system.
Town Administration	This category includes the Town Clerk, Town Manager, Town Council, and Town Planning and Zoning Commission.

## **Time Frame**

While some strategies can be started immediately and/or continued over time to continue building the Plan's momentum, other strategies should be planned for and implemented later in the Plan's lifespan.

	Time Frames							
Short-Term	Short-Term Medium-Term		Continuous					
Short-term goals and strategies are targeted for completion within five years. Some of these policies make take some additional planning and study to implement while others are relatively simple and may be ready for immediate implementation.	Medium-term goals and strategies are targeted for completion within a ten-year period, or the horizon of the General Plan. These policies will require additional coordination and planning to implement.	These goals and strategies will extend beyond the scope and ten-year horizon of the General Plan. These policies will require significant preparation, study, and planning to ensure their implementation is assured down the line. While these policies have been identified and included in the Implementation Matrix, it may be practical to identify additional steps to ensure the success of these policies.	Any policy that is labeled as <i>Continuous</i> may be completed as funding and time allows. A policy may be implemented well within the scope of this General Plan, but it may require ongoing support from Town staff to ensure its application is effective.					

### **Ease of Implementation**

Each goal and strategy have a designated grade based on the ease of implementation. The grade scale ranges from "A" to "C". Each category is a collective indicator of the anticipated level of effort and resources that will be needed to the compete each goal and strategy.

- **Grade A:** Goals or strategies that require policy changes or partnerships with limited outside funding requirement and largely can be done in-house. Some collaboration between Town departments or divisions may be needed and/or is expected.
- **Grade B:** Goals or strategies that require a limited use of consulting services, infrastructure improvements, and/or multi-agency coordination (local, regional, or state).
- **Grade C:** Goals or strategies that require a high level of planning, engineering, or design and infrastructure expansion with a significant investment of time and financial resources.

Every strategy within the Implementation Plan has received a grade detailing its ease of implementation. The preceding goal will receive the highest level of implementation based on the subsequent strategies. For example, if a goal has three strategies with a grade of "A", "B", and "C", the overall goal will receive a grade of "C". This indicates that in order for the goal to be successfully completed through the implementation of its strategies, it will require the highest level of effort to implement. If a goal's strategies receive five "A"s and two "B"s, the goal will receive an overall grade of "B", indicating that some strategies will require a more moderate level of implementation.

## **Land Use Element**

This section includes the goals and strategies found in the Land Use Element in Section 3. Table 11.1 Land Use Element - Goals and Strategies outlines the element's specific goals and their strategies for and implemented later in the Plan's lifespan.

TABLI	E 11.1	LAND USE ELEMENT	- GOALS AND ST	RATEGIES	
Goal and Strategy		Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
3.1	Ensure the Town has proactive growth management policies in place to direct development spatially, aesthetically, and equitably. (Smart Growth Principle)	Community Development			В
3.1.1	Facilitate development where infrastructure exists with excess capacity.		Short-Term		В
3.1.2	Work with USFS to acquire federal lands within the Town boundaries near existing and/or planned future infrastructure.		Short-Term	1. As land areas are annexed into the Town, determine the best land use, and zone the land appropriately.  2. Issue a marketing strategy to advertise the desired uses on the acquired properties.	В

TABLE	11.1	LAND USE ELEMENT	- GOALS AND ST	RATEGIES	
Goal and Strategy		Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
3.2	Encourage infill development/redevelopment to avoid sprawl and protect open space.	Community Devel	Community Development		
3.2.1	Clearly identify and publicize sites within the Town that are eligible for infill development and redevelopment opportunities. Consider the creation of an accessible, online ESRI ArcGIS map of vacant or underutilized sites that are available for development/infill/redevelopment. This may include vacant sites, surface parking lots, and vacant buildings.		Short-Term		A
3.2.2	Research market incentives that are appropriate for the Town to utilize (e.g., tax abatements, etc.).		Short-Term		А
3.2.3	Incentivize private infill development and redevelopment of sites through the use of researched market incentives.		Short-Term		A
3.3	Pursue avenues to eliminate unsightly or dilapidated structures.	Community Deve	lopment		Α
3.3.1	Identify unsightly or dilapidated structures and their property owners within the Town. Refer to the Town's Code of Ordinances to ensure that these identified properties are not in compliance.		Continuous		A
3.3.2	Develop an internal plan for approaching property owners and assisting in the property transfer process		Continuous		A

TABLE	11.1	LAND USE ELEMENT	- GOALS AND STRA	TEGIES	
Goal a	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
3.4	Attract and retain diverse (in types, scales, service lines, etc.) businesses.	Community Devel	Community Development		
3.4.1	Proactively select building sites for future business and make them shovel-ready.		Medium-Term		С
3.4.2	Proactively fund public places/improvements adjacent to potential building sites that will serve as anchors to create private development response.		Medium-Term		A
3.4.3	Further develop, standardize, and market economic, technical, and administrative incentives to foster a business-friendly environment that encourages the expansion of existing and establishing of new businesses.		Medium-Term		В
3.4.4	Leverage local resources and public/private partnerships to foster economic environments where business can thrive.		Continuous		А
3.4.5	Continuously assess policies, procedures, and processes that impact private development decision making (i.e., zoning regulations, subdivision regulations, and financial policies).		Continuous		А
3.4.6	Permit home businesses by providing flexibility in Town codes to allow residents to conduct limited business operations from their home while maintaining residential character.		Short-Term		А

TABLE 11.1 LAND USE ELEMENT - GOALS AND STRATEGIES					
Goal and Strategy		Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
3.5	Promote Payson as a unique, identifiable community within the region and incentivize continued development of distinct attractions. (Smart Growth Principle)	Tourism			A
3.5.1	Promote local products and services. Consider opportunities for local businesses to showcase their products and services during community events and to gain exposure to visitors to Payson.		Short-Term		A
3.5.2	Research market incentives that are appropriate for the Town to utilize (e.g., tax abatements, etc.).		Short-Term		А
3.5.3	Capitalize on niche industries, such as Payson's appealing outdoor recreation environment, and expand the variety of potential attractions.		Short-Term		А
3.5.4	Incentivize and/or take part in public-private partnerships to increase the number and diversity of distinct attractions and destinations.		Continuous		А
3.6	Encourage the growth of local businesses.	Community Deve	elopment		В
3.6.1	Work with regional economic partners and the private sector to identify ways to increase funds available to support the growth of local businesses and the creation and growth of new businesses by exploring state or federal tax credit programs and other financing options that can be leveraged to help small businesses succeed.		Short-Term		В

TABLE	11.1	LAND USE ELEMEN	IT - GOALS AND STI	RATEGIES	
Goal ar	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
3.6.2	Support and encourage the expansion of existing businesses when not in conflict with the Town's efforts to diversify its economy through other policies. Promote resources available to small businesses and businesses that are either expanding or relocating within Payson.		Continuous		A
3.6.3	Create an environment where local business can thrive and experience support from the Town through the quality and quantity of communication from the Town; removal of any unnecessary barriers in the development process; and clarity in permitting and development processes.		Continuous		С
3.7	Heavily invest in the Downtown and Community Entry Growth Area (i.e., the Main Street and American Gulch area). (Smart Growth Principle)	Community Development		С	
3.7.1	Consider issuing a request for proposals with the goal of hiring a consultant to lead the specific downtown area plan development process.		Short-Term		В
3.7.2	Conduct a thorough stakeholder and public engagement process to identify a consensus-built vision for the downtown area.		Short-Term		В
3.7.3	Implement the downtown specific area plan.		Medium-Term		С

TABLE	11.1	LAND USE ELEM	ENT - GOALS ANI	) STRATEGIES	
Goal ar	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
3.8	Support efforts to enhance Payson's arts and culture scene. (Smart Growth Principle)	Community D	evelopment		В
3.8.1	Conduct a roundtable discussion to understand the current state of Payson's arts and culture scene.		Short-Term		А
3.8.2	Consider the creation of an arts and culture district, likely in or within the Downtown and Community Entry Growth Area.		Short-Term		В
3.8.3	Explore partnership and support opportunities so the Town can play an active role in arts and culture advancement.		Short-Term		А
3.9	Invest in education, advancement, and training opportunities that meet the needs of each resident.	Town Administration			В
3.9.1	Prioritize the removal of barriers to continued education and identify tools and funding sources that promote educational opportunity. Continue to promote both programs/institutions by finding opportunities to connect potential students with appropriate programs.		Short-Term		A
3.9.2	Increase learning partnerships with Payson Unified School District #10 to provide opportunities for students to learn about municipal work as a career field.		Short-Term		В
3.9.3	Explore opportunities and public-private partnerships to increase trade education within Payson.		Short-Term		А

TABLE	TABLE 11.1 LAND USE ELEMENT - GOALS AND STRATEGIES				
Goal ar	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
3.10	Modernize the land use regulatory process. (Smart Growth Principle)	Community D	Community Development		
3.10.1	Consistently apply and enforce regulations on all properties.		Short-Term		А
3.10.2	Consistently apply requirements on all proposals for development.		Short-Term		А
3.10.3	Provide sufficient resources to enforce current codes.		Short-Term		В
3.10.4	Eliminate regulations that are not uniformly enforced.		Short-Term		А
3.10.5	Proactively engage the development community by hosting periodic "roundtable" topic discussions.		Short-Term		А
3.10.6	Evaluate catalysts for development including streamlined development reviews, development services, and other strategies.		Short-Term		A
3.10.7	Work with the development community to design and implement cost effective strategies to manage capital costs incurred by new growth.		Short-Term		В
3.10.8	Establish administrative review and approval procedures for applications meeting clearly defined criteria.		Short-Term		А

TABLE	11.1	LAND USE ELEM	ENT - GOALS ANI	D STRATEGIES	
Goal ar	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
3.11	Encourage a heightened diversity of housing formats, densities, and price points. (Smart Growth Principle)	Community D	evelopment		В
3.11.1	Incentivize the inclusion of affordable housing in new developments.		Short-Term		В
3.11.2	Adopt a recommended ratio of affordable, workforce, and market housing. Adopt a definition for each of these types of housing.		Short-Term		А
3.11.3	Encourage age-in-place opportunities to enhance Payson residents' ability to transition to different housing options within the community as their needs and lifestyles change over time.		Continuous		А
3.11.4	Implement a mixed-income housing strategy. Encourage the development of smaller attached and detached units that provide young families, singles, and others with an opportunity to establish roots in Payson. Identify a range of regulatory and financial strategies to help incentivize housing development that is within reach of a variety of income levels.		Short-Term		В
3.11.5	Promote housing alternatives to achieve healthy housing diversity and gentle density. Encourage adaptive reuse of properties through options such as infill development tactics, brownfield redevelopment, repurposing of existing housing developments, and accessory dwelling units (ADUs).		Short-Term		A

TABLE 11.1 LAND USE ELEMENT - GOALS AND STRATEGIES					
Goal ar	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
3.12	Strategically create higher housing density near services, amenities, and transportation corridors. (Smart Growth Principle)	Community D	Community Development		
3.12.1	Target priority locations for higher-density housing. Encourage higher-density housing along major corridors and as part of mixed use activity centers, such as the growth areas.		Short-Term		A
3.12.2	Promote appropriate relationships to adjacent neighborhoods. Encourage transitions in height, scale, and building mass along the shared street frontage or lot line(s) where higher-density housing abuts areas of existing or planned single-family housing to respect the character of existing neighborhoods.		Short-Term		A
3.12.3	Promote well-connected housing density. Encourage higher-density housing that makes sense within the context of Payson's mobility network or facilitates expansion of mobility infrastructure. Consider connectivity through various modes including pedestrian infrastructure, bike infrastructure, and vehicular modes.		Short-Term		A

TABLE	11.1	LAND USE ELEMENT - GOALS AND STRATEGIES				
Goal ar	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation	
3.13	Empower neighborhoods; encourage reinvestment. (Smart Growth Principle)	Community D	evelopment		С	
3.13.1	Develop neighborhood services and amenities. Prioritize opportunities to increase access to services and amenities in the underserved areas of the community through targeted investment in infrastructure or services, siting of public facilities, enhanced pedestrian and bicycle connections, or other mechanisms.		Short-Term		A	
3.13.2	Incentivize property maintenance practices. Support residents through safe building codes promoting routine property maintenance and new construction and renovation.		Short-Term		В	
3.13.3	Foster meaningful communication with local neighborhoods. Foster intentional efforts to employ public engagement tools that reveal the priorities of local neighborhoods and improve the mechanism by which neighborhoods can enact positive change within their area.		Short-Term		A	
3.13.4	Recognize community change-makers. Identify organizations and individuals who create positive social and economic change in their communities and reinforce the critical role of local partnerships, further strengthening partnerships and Town communication with the public.		Short-Term		A	

TABLE	11.1	LAND USE ELEM	ENT - GOALS AND	) STRATEGIES	
Goal and Strategy		Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
3.13.5	Preserve the existing housing stock. Support the retention and rehabilitation of existing housing stock as a core component of the affordable and attainable housing supply in the region. Explore programs aimed at home repairs.		Continuous		В
3.13.6	Create neighborhood stabilization and revitalization strategies. Work with residents and property owners in neighborhoods experiencing signs of distress to promote stabilization and revitalization and assist at-risk populations. Prioritize infrastructure improvements (e.g., sidewalks, shared use paths, storm drainage, etc.) and other neighborhood enhancements that address safety, connectivity, and other quality of life considerations.		Continuous		С
3.14	Continue to advocate for the use of smart transportation technology where appropriate. Consider strategies to adapt best practices for smart work zones, highway observation cameras, operation centers, data collection systems, Highway Advisory Radio (HAR), incident management response, and vehicle-infrastructure intercommunication. feasibility of smart city infrastructure, data platforms, and other emerging technologies to improve Town services.	Community Development/Town Administration		С	
3.14.1	Work with providers and community stakeholders to create (or to facilitate) broadband interconnectivity throughout Town.		Short-Term		A

TABLE	11.1	LAND USE ELEM	ENT - GOALS AN	D STRATEGIES	
Goal ar	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
3.14.2	Explore the use of smart city technology for widespread Town operations and services. Consider integration of smart city data and infrastructure into Town decision-making, operations, maintenance, planning, public information, and service delivery and continue to explore new and innovative ways to collect and incorporate this data.		Short-Term		A
3.14.3	Explore the use of smart transportation technology. Consider strategies to adapt best practices for smart work zones, highway observation cameras, operation centers, data collection systems, Highway Advisory Radio (HAR), incident management response, and vehicle-infrastructure intercommunication.		Short-Term		A
3.14.4	Support digital equity and inclusion.		Short-Term	Consider the impact of technology on seniors, individuals with disabilities, and low-income individuals.	A
3.14.5	Employ new and emerging technologies to improve Town operations. Evaluate new technologies that create efficiency in Town operations and decision-making. Consider how the Town can employ new devices and equipment, data sources and tools, and software resources to improve the quality and efficiency of Town operations.		Short-Term		С

### **Growth Area Element**

This section includes the goals and strategies found in the Growth Area Element in Section 4. Table 11.2 Growth Area Element - Goals and Strategies outlines the element's specific goals and their strategies.

TABLI	E 11.2	GROWTH AREA ELEM	MENT - GOALS ANI	) STRATEGIES		
Goal and Strategy		Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation	
4.1	Participate in land management decisions inside and outside the Town.	Community Deve	Community Development			
4.1.1	Continue to work with the USFS to identify special recreation areas on USFS open space land within the Town to identify areas of protection versus base exchange property for possible future development.		Short-Term		В	
4.1.2	Ensure the Rim Country Education Alliance (RCEA) property is developed in a manner consistent with the Town's goals.		Short-Term		В	
4.2	Focus efforts on the Downtown and Community Entry Growth Area (i.e., the Main Street and American Gulch area). (Smart Growth Principle)	Community Development			С	
4.2.1	Consider issuing a request for proposals with the goal of hiring a consultant to lead the specific downtown area plan development process.		Short-Term		В	
4.2.2	Conduct a thorough stakeholder and public engagement process to identify a consensusbuilt vision for the downtown area.		Short-Term		В	

TABLE	11.2	GROWTH AREA ELEMENT - GOALS AND STRATEGIES				
Goal ar	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation	
4.2.3	Implement the downtown specific area plan.		Medium-Term		С	
4.2.4	Facilitate infill investments in the growth area.		Short-Term		С	
4.3	Develop distinguishable visions for each growth area by creating brief specific area plans for each. (Smart Growth Principle)	Community Development			С	
4.3.1	Consider issuing a request for proposals with the goal of hiring a consultant to lead the specific area plans development process.		Short-Term		В	
4.3.2	Conduct a thorough stakeholder and public engagement process to identify a consensus-built vision for each growth area.		Short-Term		В	
4.3.3	Implement the specific area plans.		Medium-Term		С	
4.3.4	Proactively refine the development and building codes and approval processes to promote the growth areas' visions.		Medium-Term		А	
4.3.5	Design mixed use districts that encourage development within a quarter-mile walkable radius from a community gathering anchor.		Medium-Term		С	
4.3.6	Provide affordable workforce housing with higher density, mixed use, mixed-income development.		Medium-Term		С	

TABLE	11.2	GROWTH AREA	ELEMENT - GOALS A	AND STRATEGIES	
Goal ar	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
4.4	Concentrate uses to promote infill development, preserve open space, and permit higher density uses. (Smart Growth Principle)	Community D	evelopment		С
4.4.1	Invest in public infrastructure to meet the current and future needs of development while protecting the community's natural resources.		Long-Term		С
4.4.2	Encourage pedestrian or bicycle movement between commercial destinations to reduce the number of pass-by trips per establishment.		Short-Term		А
4.4.3	Facilitate development at Town gateways that welcome visitors, with the goal to extend time spent in the Town by passthrough travelers.		Medium-Term		А
4.4.4	Encourage more dense development to increase market feasibility.		Medium-Term		А
4.5	Create a vibrant and diverse economy with appropriately scaled businesses.	Community D	evelopment		В
4.5.1	Conduct regular market feasibility studies to identify needs and opportunities.		Continuous		В
4.5.2	Recruit a sustainable, vibrant, and diverse retail market.		Short-Term		А
4.5.3	Target clean, light, or medium intensity industrial development.		Short-Term		А
4.5.4	Work with the Chamber of Commerce to promote, strengthen, and recruit small independent shops.		Short-Term		А

TABLE 11.2		GROWTH AREA ELEMENT - GOALS AND STRATEGIES				
Goal and Strategy		Stakeholder Completion Implementation Notes Time Frame		Implementation Notes	Ease of Implementation	
4.6	Form an economic development strategy that identifies target industries.	Community D	В			
4.6.1	Work with Gila Community College to design training programs to provide the workforce for identified target industry employers.		Short-Term		В	

### **Circulation Element**

This section includes the goals and strategies found in the Circulation Element in Section 5. Table 11.3 Circulation Element - Goals and Strategies outlines the element's specific goals and their strategies.

TABL	E 11.3	CIRCULATION ELEM	ENT - GOALS AND	STRATEGIES	
Goal and Strategy		Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
5.1	Continue implementation of the 2011 Payson Transportation Study.	Public Works			С
5.1.1	Complete reconstruction of collector and arterial streets identified in the Study.		Long-Term		С
5.1.2	Complete construction of new transportation connections as identified in the Study as traffic demand dictates		Long-Term		С
5.1.3	Continue use of roundabouts as intersection control of choice for major intersections on Town controlled urban minor and urban major collector streets.		Continuous		С

TABLE	11.3	CIRCULATION E	LEMENT - GOALS A	ND STRATEGIES	
Goal a	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
5.2	Encourage non-motorized movement around Town. (Smart Growth Principle)	Public Works			С
5.2.1	Increase multimodal network connectivity through on- and off-street facilities.		Continuous	Please reference the PATS Trailhead and Access Plan for more recommendations regarding on-street and off-street multimodal network connectivity.	С
5.2.2	Connect residential neighborhoods to commercial centers and community amenities.		Medium-Term		С
5.2.3	Identify and implement traffic calming strategies for local streets.		Continuous		С
5.3	Increase pedestrian and bicyclist safety through strategic improvements. (Smart Growth Principle)	Public Works			С
5.3.1	Develop a phased approach plan for sidewalk improvements.		Short-Term	<ol> <li>Prioritize building sidewalk networks on collector and arterial streets.</li> <li>Prioritize connecting destinations such as schools, parks, grocery stores, and commercial centers.</li> <li>Determine the responsible party for implementing the sidewalk improvements/ connections (e.g., single development, Town, etc.).</li> </ol>	A

TABLE 11.3		CIRCULATION ELEMENT - GOALS AND STRATEGIES			
Goal a	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
5.3.2	Work with the development community to improve the pedestrian experience.		Continuous	1.Institute better access management standards to reduce the number and size of sidewalk curb-cuts.  2. Prioritize upgrades to driveways that do not meet ADA requirements for cross slope.  3. Ensure that all new driveways are constructed in a manner that permits construction of ADA accessible sidewalks across the driveway, even if the sidewalk is not required at the time of development.	В
5.3.3	Provide additional signalized crosswalks along busy commercial corridors.		Medium-Term		С
5.4	Design and implement a gateway and wayfinding vision that encourages pass-through traffic to visit. (Smart Growth Principle)	Public Works			С
5.4.1	Transform existing commercial corridors to be pedestrian friendly.		Short-Term		С
5.4.2	Develop guidelines for landscaping along major arterials and collector streets.		Short-Term		А

TABLE	11.3	CIRCULATION E	LEMENT - GOALS A	ND STRATEGIES	
Goal a	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
5.5	Invest in transit. (Smart Growth Principle)	Community D	Pevelopment		С
5.5.1	Create a dedicated position for a Town transit manager.		Medium-Term		А
5.5.2	Partner with local businesses, higher education, and others to garner sponsorships to improve transit service Townwide.		Medium-Term		В
5.5.3	Increase transit network and frequency to provide a true modal alternative.		Long-Term		С
5.6	Continue to be involved in ADOT's efforts to alleviate traffic congestion and infrastructure demands. (Smart Growth Principle)	Public Works			С
5.7	Prepare a Townwide access management plan, providing special care to access along SR 87 and SR 260. (Smart Growth Principle)	Public Works			С
5.7.1	Consider issuing a request for qualifications with the goal of hiring a consultant to lead the access management plan development process. Coordinate heavily with ADOT.		Short-Term		В
5.7.2	Conduct a thorough stakeholder and public engagement process to educate about the importance and benefits of access management. Coordinate with business owners along each corridor regularly.		Short-Term		В
5.7.3	Implement the access management plan as redevelopment and development takes place.		Long-Term		С

TABLE 11.3		CIRCULATION ELEMENT - GOALS AND STRATEGIES				
Goal and Strategy		Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation	
5.8	Develop a new Townwide transportation master plan. (Smart Growth Principle)	Community D	Community Development/Public Works			
5.8.1	Consider issuing a request for proposals with the goal of hiring a consultant to lead the transportation master plan development process.		Short-Term		В	
5.8.2	Conduct a thorough stakeholder and public engagement process to identify a consensus-built vision for all modes of transportation in the Town.		Short-Term		В	
5.8.3	Implement the transportation master plan.		Long-Term		С	

# **Community Design Element**

This section includes the goals and strategies found in the Community Design Element in Section 6. Table 11.4 Community Design Element - Goals and **Strategies** outlines the element's specific goals and their strategies..

TABL	E 11.4	COMMUNITY DESIG	N ELEMENT - GOA	ALS AND STRATEGIES		
Goal a	and Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation	
6.1	Enhance and maintain the Town's quality and overall cleanliness. (Smart Growth Principle)	Community Deve	Community Development A			
6.1.1	Strengthen property owner maintenance codes and enforcement, including consideration of proactive code enforcement periods.		Short-Term		A	
6.1.2	Support and encourage residents, landlords, and building owners to provide routine property maintenance.		Short-Term		A	
6.1.3	Develop and implement a public education program focused on property maintenance rules and ordinances.		Short-Term		A	
6.1.4	Establish annual or biannual clean up days where community members work together to clean up portions of the Town.		Short-Term		A	
6.1.5	Consider a community volunteer program to assist sick, elderly, or struggling property owners with property management tasks (e.g., mowing, trash and debris clean up, tree trimming, painting, etc.).		Short-Term		A	

TABLE 11.4		COMMUNITY DESIGN ELEMENT - GOALS AND STRATEGIES				
Goal ar	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation	
6.2	Develop and adopt a Main Street Corridor Enhancement Plan (as part of the downtown specific area plan). (Smart Growth Principle)	Community D	Community Development			
6.2.1	Identify funding for a Main Street Corridor Enhancement Plan to provide specific and detailed guidance for Main Street's development. A corridor enhancement plan is a guiding policy document plan that contains the vision for an identified corridor within the community.		Short-Term	A corridor enhancement plan is a guiding policy document plan that contains the vision for an identified corridor within the community.	A	
6.2.2	Prepare a scope of services for a Main Street Enhancement Corridor Plan that includes target industry sector analysis, land use planning, economic development goals and policies, stakeholder and public engagement, analysis of connectivity and accessibility, streetscape enhancement and placemaking concepts, and design guidelines.		Short-Term		В	
6.2.3	Develop a Main Street Enhancement Corridor Plan with robust stakeholder input, inclusive public engagement, and both in-person and virtual engagement opportunities.		Short-Term		В	
6.2.4	Implement the Main Street Corridor Enhancement Plan by identifying and pursuing additional funding sources.		Medium-Term		С	

TABLE	11.4	COMMUNITY DE	SIGN ELEMENT - G	DALS AND STRATEGIES	
Goal ar	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
6.3	Promote the Town of Payson's history and sense of community through aesthetic improvements. (Smart Growth Principle)	Community D	evelopment		С
6.3.1	Integrate Payson's branding throughout the Town through branding placement on aesthetic enhancements and improvements.		Continuous		A
6.3.2	Promote the Town's unique western heritage and culture through design improvements, the building of destinations, and programming.		Continuous		С
6.3.3	Identify certain design improvements that could be included throughout the Town. Consider distinct, stylized options that appropriately represent the Town.		Continuous		A
6.3.4	Identify potential sites throughout the Town that could be built and programmed as destinations. Include the involvement of local and regional partners (i.e., Rim Country Regional Chamber of Commerce).		Short-Term		В
6.4	Define community gateways through distinctive signage, landscaping, public art, consistent branding, and other features that convey the spirit and identity of the Town. Please refer to Map 6.1 Community Design Framework for recommended locations.	Community Development		В	
6.4.1	Develop a Request for Qualifications (RFQ) to hire a consultant to develop a set of primary and secondary gateways.		Short-Term		В

TABLE 11.4		COMMUNITY DESIGN ELEMENT - GOALS AND STRATEGIES			
Goal ar	d Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
6.4.2	Install the primary gateway at the Town's southern entryway.		Short-Term		С
6.4.3	Install the secondary gateways at the Town's eastern and northern entryways.		Medium-Term		С
6.4.4	Continue to enhance community gateways through landscaping and maintenance.		Continuous		А
6.5	Implement a cohesive wayfinding and signage program throughout the Town, including the Town's branding on all elements.	Community Development/Public Works		В	
6.5.1	Develop a Request for Qualifications (RFQ) to hire a consultant to develop a wayfinding and signage system.		Short-Term		В
6.5.2	Install the wayfinding and signage system throughout the Town.		Short-Term		В
6.6	Improve the landscaping and aesthetics along the corridor enhancement priorities outlined in Map 6.1 Community Design Framework. Provide safe, convenient, and comfortable routes for walking, biking, public transportation, and driving.	Community Development		A	
6.6.1	Work with Public Works Department to make a set list of priorities and a potential timeline for their construction or installation. Ensure that improvements align with the recommendations in Map 5.1 Circulation Framework.		Short-Term		A

TABLE	11.4	COMMUNITY DE	SIGN ELEMENT - G	DALS AND STRATEGIES	
Goal a	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
6.7	Cultivate local art and culture throughout the Town of Payson. (Smart Growth Principle)	Community D	evelopment		Α
6.7.1	Determine and evaluate the feasibility of hosting local art fairs and communitywide art markets.		Short-Term		А
6.7.2	Establish a local arts council that promotes art and culture events, pursues additional funding at regional and state levels, and engages key stakeholders throughout the community that will positively affect the local visual and performing arts culture.		Short-Term		A
6.8	Develop and implement a Townwide Public Arts Master Plan that identifies key locations for art installations, promotes art programming, and encourages creatives endeavors of the Town's residents.	Community D	Community Development		
6.8.1	Develop a Request for Qualifications (RFQ) to hire a consultant to develop the Townwide Public Arts Master Plan.		Short-Term		А
6.8.2	Work with consultant group to identify and form a Public Arts Stakeholder Committee to develop recommendations for the Townwide Public Arts Master Plan.		Short-Term		В
6.8.3	Adopt and execute the Townwide Public Arts Master Plan.		Short-Term	Establish a strategy as part of the Townwide Public Art Master Plan that attracts, procures, and integrates art from local artists throughout the Town.	В

## **Open Space and Recreation Element**

This section includes the goals and strategies found in the Open Space and Recreation Element in Section 7. Table 11.5 Open Space and Recreation **Element - Goals and Strategies** outlines the element's specific goals and their strategies.

TABL	TABLE 11.5 OPEN SPACE AND RECREATION ELEMENT - GOALS AND STRATEGIES						
Goal	and Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation		
7.1	Develop, adopt, and implement a Parks and Recreation Master Plan and identify methods of preserving park space throughout the community. (Smart Growth Principle)	Parks and Recrea	В				
7.1.1	Identity funding for a Parks and Recreation Master Plan that provides specific and detailed guidance for the maintenance and growth of park space and recreational opportunities throughout the Town.		Short-Term	A Parks and Recreation Master Plan can act as a guiding policy document that envisions opportunities for park space within a community.	A		
7.1.2	Prepare a scope of services for a Parks and Recreation Master Plan that includes a robust parks and recreation inventory, project goals and strategies, stakeholder and public engagement, project timeline, analysis of trails and linkages, park space enhancements, conceptual renderings and designs, and overall design guidelines.		Short-Term		В		
7.1.3	Develop the Parks and Recreation Master Plan with robust stakeholder input, inclusive public engagement, and both in-person and virtual engagement opportunities.		Short-Term		В		

TABLI	11.5	OPEN SPACE AND RECREATION ELEMENT - GOALS AND STRATEGIES				
Goal a	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation	
7.1.4	The Parks and Recreation Master Plan should include an analysis of available park land throughout the Town. Ensure there is adequate east-side park land for residents.		Short-Term		A	
7.1.5	The Parks and Recreation Master Plan should identity locations for passive recreational activities (e.g., hiking, biking, and other individual-oriented activities) as well as locations for active recreational activities (e.g., basketball, baseball, soccer, and other team-oriented activities).		Short-Term		A	
7.1.6	The Parks and Recreation Master Plan should plan appropriate facilities for both indoor and outdoor programs and activities.		Short-Term		A	
7.1.7	Implement the Parks and Recreation Master Plan and provide continued support to parks and recreations by identifying and pursuing additional funding sources.		Long-Term		В	
7.2	Construct a multi-use recreation facility with an aquatic center and year-round programming. (Smart Growth Principle)	Parks and Recreation		С		
7.2.1	Plan for and construct and multi-use recreation facility and aquatic center through a Request for Qualifications (RFQ )process. Ensure the facilities have adequate space for recreational programming annually.		Medium-Term		С	

TABLE	TABLE 11.5 OPEN SPACE AND RECREATION ELEMENT - GOALS AND STRATEGIES					
Goal a	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation	
7.2.2	Develop various youth programs like after-school care, summer camps, and youth leagues. Ensure that all programs are accessible to low- and moderate-income families as well.		Continuous		В	
7.2.3	Expand the number of programs for all user groups including middle-aged and senior age levels. This may include daily programming such as fitness classes and conditioning, adult sports leagues, and recreational education classes.		Medium-Term		A	
7.3	Ensure adequate park land to serve residential development. (Smart Growth Principle)	Community Deve	Community Development			
7.3.1	Negotiate greater residential density in exchange for neighborhood parkland.		Medium-Term		А	
7.3.2	Continue plans to develop Overlook Park south of Airport Road in the northwest section of Town.		Short-Term		А	
7.4	Actively recruit recreational tourism. (Smart Growth Principle)	Parks and Recrea	tion		С	
7.4.1	Work with state athletic associations to draw regional and state tournaments to Payson.		Short-Term		В	
7.4.2	Continue to build on Payson's strong rodeo and western culture to promote unique recreational attractions and events.		Short-Term		А	

TABLE	11.5	OPEN SPACE AND R	ECREATION ELEMEI	NT - GOALS AND STRATEGIES	
Goal a	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
7.4.3	Differentiate between Payson's visitor traffic stopping in Town on the way to natural resource recreation areas, and commercial traffic passing through.		Short-Term		С
7.5	Integrate multipurpose trails with the transportation/circulation	Parks and Recrea	tion		A
7.5.1	Support the PATS Trailhead and Access Plan recommendations for trail and trail access improvements.		Continuous		А
7.5.2	Incorporate trail elements of the PATS Trailhead and Access Plan into the Parks and Recreation Master Plan.		Short-Term		А
7.5.3	Support the PATS Trailhead and Access Plan recommendations for bicycle and pedestrian improvements within the Town's circulation network.		Short-Term		A
7.6	Work with federal partners for the protection and continued use of National Forest Service land. (Smart Growth Principle)	Community Development		В	
7.6.1	Preserve trail access to regional points of interest within the Tonto National Forest.		Short-Term		А
7.6.2	Advertise and promote trail access points throughout the Town, ensuring it is available for public use.		Short-Term		A

TABLE 11.5		OPEN SPACE AND RECREATION ELEMENT - GOALS AND STRATEGIES				
Goal a	nd Strategy	Stakeholder Completion Implementation Notes Time Frame		Ease of Implementation		
7.6.3	Establish protection areas for natural resources and watersheds within the Town's boundaries, coordinating with the National Forest Service to maximize effectiveness.		Continuous		В	
7.7	Identify public and private funding opportunities for recreational facilities and programs.	Parks and Recrea	Parks and Recreation			
7.7.1	Fund the acquisition of additional park land as set forth in the General Plan or subsequent Parks and Recreation Master Plan.		Short-Term		A	
7.7.2	Target funding sources for increased park infrastructure improvements and maintenance.		Continuous		А	
7.8	Create a brand identity for the Parks and Recreation Department.	Parks and Recrea	tion		A	
7.8.1	Use parks and recreation logo on all parks and recreation specific marketing materials.		Continuous		А	
7.8.2	Encourage brand recognition by utilizing parks and recreation social media outlets.		Continuous		А	
7.8.3	Give the Parks and Recreation Department a personality through media by "humanizing" staff.		Short-Term		А	

TABLE 11.5 OPEN SPACE AND RECREATION ELEMENT - GOALS AND STRATEGIES						
Goal and Strategy		Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation	
7.9	Enhance existing community events.	Parks and Recrea	Parks and Recreation			
7.9.1	Explore opportunities to upgrade existing signature special events.		Short-Term		А	
7.9.2	Partner with local community groups and non- profit organizations to add value to special events.		Continuous		А	
7.10	Identity efficiencies for maintenance at existing recreational facilities and parks.	Parks and Recrea	tion		A	
7.10.1	Assess Park and Recreation maintenance staffing structure to ensure proper ongoing maintenance.		Short-Term		А	
7.10.2	Ensure resources and tools are appropriately allocated for park maintenance staff to complete one-time and ongoing maintenance projects.		Short-Term		А	

# **Environmental Planning Element**

This section includes the goals and strategies found in the Environmental Planning Element in Section 8. Table 11.6 Environmental Planning Element -Goals and Strategies outlines the element's specific goals and their strategies.

TABLE	11.6	ENVIRONMENTAL PL	ANNING ELEMEN	T - GOALS AND STRATEGIES	
Goal and Strategy		Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
8.1	Implement a modified version of the American Gulch Study. (Smart Growth Principle)	Public Works			A
8.1.1	Seek funding for Gulch improvements and work with landowners to implement.		Short-Term		А
8.2	Improve stormwater management facilities and practices for treatment quantity and quality. (Smart Growth Principle)	Public Works			С
8.2.1	Ensure adequate construction planning to protect natural vegetation and minimize changes to ground topography.		Short-Term		С
8.2.2	Encourage nature-based or integrated stormwater control methods that retain natural systems and minimize potential damage to private property.		Short-Term		A

TABLE	TABLE 11.6 ENVIRONMENTAL PLANNING ELEMENT - GOALS AND STRATEGIES				
Goal ar	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
8.3	Develop and implement an Urban Forestry and Native Species Protection Plan. (Smart Growth Principle	Community Deve	lopment		A
8.3.1	Reduce heat island effects by encouraging green roofs, tree canopies, vegetated open space, and permeable surfaces.		Medium-Term		A
8.3.2	Actively protect native trees currently in the Town's commercial areas.		Short-Term		A
8.3.3	Ensure any urban forestry lost is replaced where appropriate.		Short-Term	Replacements will be in line with the Fire Department's Fuel Mitigation Program, ensuring the Town is protected from wildfires.	A
8.3.4	Preserve and augment existing native vegetation within commercial development and rights-of-way through predevelopment plant inventories and conservation/replacement incentives.		Short-Term		A
8.3.5	Require "Ponderosa Pine" protection/ replacement Townwide.		Short-Term		А
8.4	Protect air quality.	Community Development		В	
8.4.1	Enforce clean air standards and regulations.		Medium-Term		А

TABLE	11.6	ENVIRONMENTAL	PLANNING ELEME	NT - GOALS AND STRATEGIES	
Goal ar	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
8.4.2	Work with Gila Community College and other higher education providers to develop a workforce prepared for clean energy jobs of the future.		Short-Term		В
8.4.3	Encourage development which reduces vehicle miles traveled through multi-modal transportation connectivity.		Short-Term		A
8.5	Develop and adopt a comprehensive energy policy.	Community Development			В
8.5.1	Support the solar energy initiative by developing specific incentives and strategies for implementation on at least five percent of all structures.		Short-Term		В
8.5.2	Identify a "green roof" demonstration project.		Medium-Term		А
8.5.3	Create development incentives to encourage the use of alternative energy sources.		Short-Term		А
8.5.4	Provide alternative energy incentives for improvements to residential and nonresidential structures.		Short-Term		A
8.5.5	Encourage geothermal energy as well as solar options.		Short-Term		А
8.5.6	In an effort to encourage alternative energy options, Town staff shall seek out Arizona communities that have mandated "solar-ready" provisions for new one- and two-story family homes and modify local regulations as appropriate.		Continuous		A

TABLE	11.6	ENVIRONMENTAL PLANNING ELEMENT - GOALS AND STRATEGIES				
Goal a	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation	
8.6	Negotiate development agreements to encourage infill, less impervious surface, and economically viable commercial activity. (Smart Growth Principle)	Community Deve	Community Development			
8.6.1	Develop a model shared parking agreement to incentivize development by alleviating parking standards.		Short-Term		А	
8.6.2	Work with property owners to maintain vacant commercial space and market it for infill.		Medium-Term		А	
8.6.3	Update building code to allow additional uses for vacant and/or abandoned commercial building footprints.		Short-Term		A	
8.7	Identify and conserve natural wildlife corridors. (Smart Growth Principle)	Community Deve	opment		С	
8.7.1	Incorporate natural wildlife habitats and corridors into developments.		Short-Term		А	
8.7.2.	Develop an open space or parks master plan that protects existing corridors and highlights areas that need to be added to increase connected corridors.		Medium-Term		С	

TABLE	11.6	ENVIRONMENTAL PL	ANNING ELEMENT -	GOALS AND STRATEGIES	
Goal ar	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
8.8	Proactively address solid waste management and illegal dumping.	Public Works			В
8.8.1	Support and encourage a recycling program in partnership with local waste management companies.		Short-Term		В
8.8.2	Work with state and private partners to provide semi-annual large appliance and electronics collections.		Short-Term		В
8.8.3	Organize hazardous waste collection events.		Short-Term		А
8.8.4	Develop and implement a municipal composting center for both food waste drop off and mulch pick up.		Medium-Term		В
8.9	Promote sustainability initiatives. (Smart Growth Principle)	Town Administrat	ion		A
8.9.1	Train staff to encourage and promote sustainable building practices including reducing environmental impacts and integrating alternative building materials.		Short-Term		A
8.9.2	Create a Sustainability Advisor position (possibly with existing planning staff) to develop an Environmental Plan to provide guidance for redevelopment and new development.		Short-Term		А
8.9.3	Create a Sustainability Advisory Group comprised of staff, citizens, and businesses to advise the Town on environmental sustainability issues.		Short-Term		A

TABLE	11.6	ENVIRONMENTAL PL	ANNING ELEMENT -	- GOALS AND STRATEGIES	
Goal and Strategy		Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
8.10	Continue to support and promote the Wildfire Adaptive Community Program.	Town Administration/Community Development			В
8.10.1	Work with Payson's Fire Department to make sure the Wildlife Adaptive Community Program continues to be implemented.		Continuous		В
8.10.2	Encourage Payson's firefighters and Fire Department to continue to bring awareness of wildfire threats to residents, business owners, and Town Leadership.		Short-Term		А
8.10.3	Ensure that community regulations and design standards meet the requirements of the Fire Department's Wildlife Adaptive Community Program, guaranteeing that the Town is well-prepared in the event of a wildfire.		Short-Term		A

### **Water Resources Element**

This section includes the goals and strategies found in the Water Resources Element in **Section 9**. **Table 11.7 Water Resources Element - Goals and Strategies** outlines the element's specific goals and their strategies.

TABLE	11.7	WATER RESOURCES	ELEMENT - GOALS	AND STRATEGIES		
Goal a	nd Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation	
9.1	Continue to promote Safe Yield and conservation of water resources through policies and practices. (Smart Growth Principle)	Water Division	Water Division			
9.1.1	Continue to develop wise use policies and programs in partnership with the Water Division.		Short-Term		А	
9.1.2	Produce and distribute high quality educational materials to promote best practices.		Short-Term		А	
9.2	Retire the pipeline debt through the responsible sale of water.	Town Administrat	Town Administration			
9.2.1	Sell water to the golf course(s) when reclaimed effluent water supplies are not adequate, when excess potable water is available.		Medium-Term		В	
9.2.2	Regularly evaluate water connection and usage rates.		Medium-Term		А	
9.2.3	Establish a rate structure to maintain and operate the system efficiently and responsibly.		Medium-Term		В	
9.2.4	Maximize the use of reclaimed wastewater whenever it is safe and economical.		Medium-Term		В	

TABLE	11.7	WATER RESOUR	CES ELEMENT - GO	ALS AND STRATEGIES	
Goal and Strategy		Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
9.3	Work with Green Valley Water to utilize reclaimed effluent wherever possible. (Smart Growth Principle)	Water Division	A		
9.3.1	Continue to educate the public on grey water applications and its safe use.		Medium-Term		А
9.3.2	Incentivize the use of grey water (purple pipe) plumbing in all new construction.		Short-Term		А
9.4	Coordinate with Green Valley Water to provide infrastructure for new development.	Water Division	n		В
9.4.1	Work with developers in the southeast area of Town to provide water/sewer.		Medium-Term		В
9.4.2	Require applicants to work with Green Valley Water to ensure capacity prior to development approval.		Short-Term		А

## **Cost of Development Element**

This section includes the goals and strategies found in the Cost of Development Element in Section 10. Table 11.8 Cost of Development Element - Goals and Strategies outlines the element's specific goals and their strategies.

TABLE	11.8	COST OF DEVELOPMENT ELEMENT - GOALS AND STRATEGIES				
Goal and Strategy		Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation	
10.1	Utilize the annual Capital Improvements Plan to implement the Plan strategies.	Town Administration			В	
10.1.1	Maintain public facilities and services to provide current levels of service to new development.		Medium-Term		А	
10.1.2	Maintain or improve necessary public services.		Short-Term		А	
10.1.3	Plan for joint school/recreation facilities.		Medium-Term		В	

TABLE 11.8		COST OF DEVEL	COST OF DEVELOPMENT ELEMENT - GOALS AND STRATEGIES			
Goal an	d Strategy	Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation	
10.2	Ensure the long-term financial stability of the Town with fiscally responsible policies.	Town Adminis	Town Administration			
10.2.1	Explore opportunities for economies of scale. Create service efficiency through regional partnerships.		Medium-Term		В	
10.2.2	Continue to review and update development impact fees covering the cost of additional infrastructure and facilities required to meet the needs of new development.		Medium-Term		A	
10.2.3	Consider opportunities to share costs for public safety infrastructure.		Medium-Term		А	
10.2.4	Support quality education opportunities.		Medium-Term		А	
10.2.5	Encourage increasing the primary property tax levy by the maximum permissible amount every year to ensure that funds are available to pay for the increased service demands.		Short-Term		A	
10.3	Encourage high-quality infill development in the designated growth areas where existing infrastructure can absorb growth. (Smart Growth Principle)	Community Development			A	
10.3.1	Encourage more dense development to increase market feasibility.		Medium-Term		А	
10.3.2	Support development projects that contribute positively to the Town's finances and advances the community's vision and goals.		Short-Term		А	

TABLE 11.8		COST OF DEVEL	OPMENT ELEMENT -	GOALS AND STRATEGIES	
Goal and Strategy		Stakeholder	Completion Time Frame	Implementation Notes	Ease of Implementation
10.3.3	Ensure the proposed development commits to construction of primary water, wastewater, and circulation systems, as necessary, before approval.		Medium-Term		А
10.4	Form an economic development strategy that identifies target industries.	Town Administration			В
10.4.1	Work with Gila Community College to design training programs to provide the workforce for identified target industry employers.		Short-Term		В
10.5	Examine and implement fiscal tools that incentivize development while offsetting its cost to the community.	Town Administration			A
10.5.1	Ensure that new development pays its fair and proportionate share of the cost to maintain current levels of public services such as public safety, parks and recreation, streets, and water resources.		Short-Term		A



**APPENDIX A** 

# **Existing Conditions**

Long-range planning must be founded on an understanding of a community's past and present. *Appendix A* presents a summary of the analysis of the current state of the Town of Payson. This section acknowledges the importance of well-informed recommendations and strategies that properly respond to existing realities.

**Appendix A** provides an overview of Payson's existing land uses and development patterns, natural and physical characteristics, and more.

### **Land Use Element Existing Conditions**

The Town of Payson is located at the base of the Mogollon Rim in Gila County in central Arizona. Known locally and beyond as "Rim Country," the town is widely recognized as a recreation destination and the gateway to the Mogollon Rim. Payson sits at an elevation of 5,000 feet and enjoys diverse scenery and a rich history. The Town boasts more residents than any other community in Gila County. These numbers swell each year with the millions of tourists who visit Gila County. Major industries in the area include education, health care, hospitality, and retail.

The Town is surrounded by U.S. Forest Service land, which serves as a natural development border on each edge of the Town. The Town benefits from bountiful natural amenities, significant protected forest and open space, vibrant commercial corridors, and easy access to state transportation networks. This section illustrates the land use patterns and existing land use inventory for the Town of Payson.

### **Existing Land Use Inventory**

The Town includes over 10,000 designated parcels, as catalogued by the Gila County Assessor's office and shown in *Map A.1* on the following page.

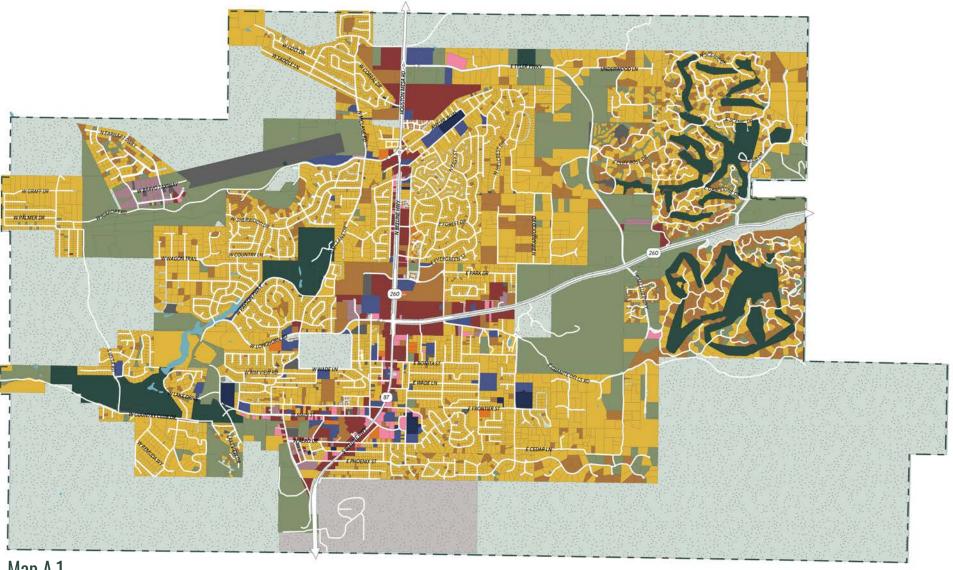
Early development of Payson began along Main Street, located just north of the Tonto Apache Reservation in the southwestern quadrant of Town boundaries. Land use patterns in this area are more typical of a historic downtown area with smaller parcels of a variety of uses surrounded by small-lot single family residences. The Town has a high concentration of single-family residential uses, with several newer subdivisions and

neighborhoods with a multitude of lot sizes stemming from SR 87 and Arizona State Route 260 (SR 260). Some neighborhoods have a mixture of both single-family and multi-family residences. Commercial development largely follows along SR 260 and is heavily concentrated at its intersection with SR 87.

Most of the commercial development is in the center of Payson, running north and south along SR 87, and running along SR 260 from east to west. West Main Street is a highly dense portion of this land use, which is interspersed among office, civic facilities, and other land uses. Large lot commercial uses are located at the intersection of SR 260 and SR 87 and north of Airline Boulevard. These locations provide consumers with easy access along major transportation corridors in Payson.

Parks and recreation land uses in Payson are primarily located in the east and southwest portions of the Town. The two large areas to the east are golf courses, interspersed between single-family residences. The area just north of West Country Club Drive is also a golf course. Other areas with the same designated land use are local parks, located near neighborhoods for residential access. The two largest parks are located directly south of West Lake Drive, east of the golf course but along West Country Club Drive; and just north of West Payson Parkway.

The Payson Municipal Airport (PAN) is a key land use contributor in the northwest portion of the Town. PAN is situated within the Payson limits, approximately one-half mile west of downtown Payson. The airport encompasses approximately 125 acres and sits at an elevation of 5,156.8 feet above mean sea level. West Airport Road provides access to airport property.



Map A.1

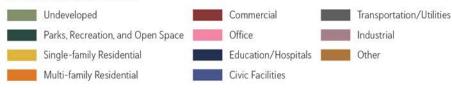
## **EXISTING LAND USE**



Data Sources: Urban Footprint, United States Forest Service, United States Census Bureau,



### **EXISTING LAND USES**



### **Protection of Aggregate Operations**

The A.R.S. were amended in 2011 to require general plans to identify current and potential sources of aggregate material. Aggregate, as defined by the A.R.S. §27-441, refers to cinders, crushed rock or stone, decomposed granite, gravel, pumice, pumicite, and sand. The intent of the statutory amendments is to provide opportunities for communities, along with current and future aggregate producers, to avoid unnecessary land use conflicts, ensure longterm availability of low-cost construction materials, and achieve the highest and best land uses for these sites once mining ceases.

The Town identified the locations of current aggregate operations within the Town. Aggregate mining operations, as defined by the A.R.S. §27-441, refers to property that is owned, operated, or managed by the same person for mining aggregate and is in an aggregate mining operations zoning district established pursuant to section 11-812. Property that is not contiguous but is in the same zoning district, that is owned, operated, or managed by the same person and that is operated as a single aggregate mining complex is considered to be a single aggregate mining operation. The two known sites shown on *Map A.2* are as follows:

- Gila Redimix. 201 West Phoenix Street a crushed granite and sand/ gravel company (less than five acres).
- Payson Concrete. SR 260 east of Tyler Parkway and two parcels on the west side (surrounding the Town's water tank as shown on MAP A.2) for potential future mining.

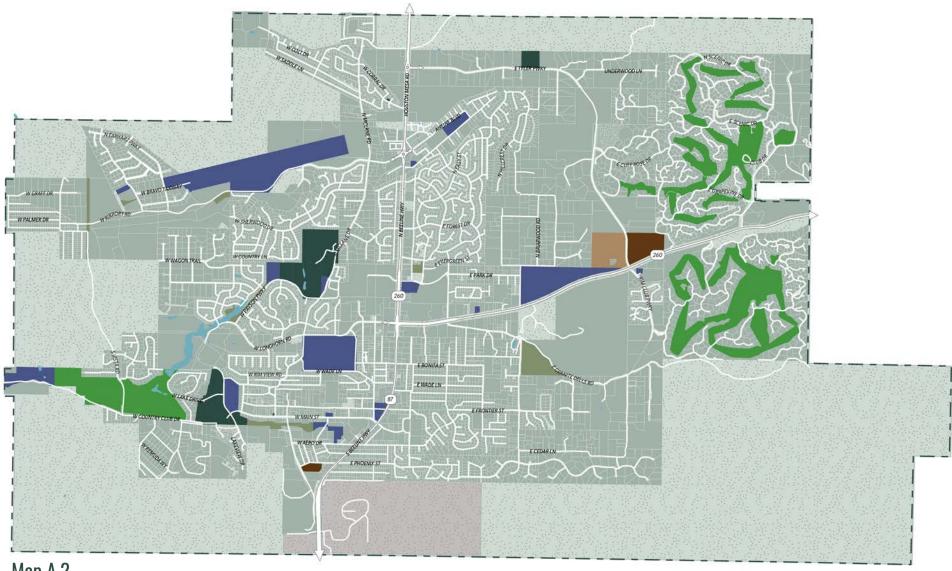
As required by state law, areas with the potential for future aggregate development are shown on *Map A.2*. Every reasonable effort has been made to ensure the accuracy of the map and related information contained

herein. However, these maps and information reflect limited data available at the time of this Plan. Additionally, there is no guarantee via this document that approval of additional aggregate mining facilities will be granted.

Aggregate mining operations exceeding five acres in area are required by Arizona law to prepare "Reclamation Plans" for approval by the Arizona State Mine Inspector. These plans detail the total acreage of the mining site, the disturbed acreage, and the way the owner/operator will restore the site once mining activity has ceased. There is no time frame established for cessation of mining activities, but the A.R.S. requires reclamation within three years of closure.

The Payson Municipal Airport (PAN) is a key land use contributor in the northwest portion of the Town. PAN is situated within the Payson limits, approximately one-half mile west of downtown Payson. The airport encompasses approximately 125 acres and sits at an elevation of 5,156.8 feet above mean sea level. West Airport Road provides access to airport property.





Map A.2

### **EXISTING LAND INVENTORY**



Data Sources: Urban Footprint, United States Forest Service, United States Census Bureau,



Future Site

### **Tonto Apache Reservation**

The Town of Payson is located adjacent to the Tonto Apache Reservation. The 383-acre reservation is home to the Tonto Apache Tribe, a sovereign nation. The Tonto Apache Reservation is not subject to the Town's land use or other regulations, but the culture and economy of both the Tribe and the Town have a profound impact on one another.

Members of the Tonto Apache Tribe are the direct descendants of the Tontos who lived in the Payson vicinity long before the arrival of settlers. The large Rio Verde Reserve, near Camp Verde, was established in 1871 for the Tonto and Yavapai Indians. The Reserve was dissolved in 1875 when they were forcibly moved to the San Carlos Apache Reservation. Some Tontos returned to Payson after 20 years of exile to find white settlers had taken much of their land. Today, tribal members are well known in the artistic community for their bead work and basketry, which have won them national recognition and are a retail attraction. There are over 100 Tribe members living on the reservation. The Tribe operates the Mazatzal Hotel and Casino on the Reservation, opened in 1994, which at its peak employed over 100 people.

### **Land Use Controls**

The Town has a Town Council/Manager form of government; and places final legislation of zoning regulations with the Town Council. The Town Council reviews, adopts, and amends the General Plan for the Town of Payson.

The Payson Unified Development Code (UDC) sets forth the procedure for deciding and implementing development decisions. In addition to the Town Council, the Planning and Zoning Commission, Board of Adjustments, Development Services Committee, and Town Community Development and Public Works Departments inform all planning and zoning considerations in the Town.

The Town organizes land use controls into categories detailed in the UDC, and listed as follows:

- 1. Zoning Districts;
- 2. Table of Charts:
- Landscaping, screening, buffering, and lighting;
- 4. Off-street parking and loading;
- 5. Signs;
- 6. Minor Land Divisions: and
- 7. Subdivisions

The UDC is the regulation guide with which Town officials/staff examine applications for change and development within the Town. The UDC's regulations are intended to mitigate negative impacts of development such as stress to public utilities, public services, water and sewer systems, natural habitats, and transportation infrastructure.

### **Growth Area Element Existing Conditions**

The Growth Areas Element identifies specific locations within the community that are most appropriate for development focus, and will best accommodate future growth, new development, revitalization, and redevelopment. This element takes a variety of factors into consideration including population shifts, current and future residential housing stock availability, and potential economic and commercial growth. The growth areas that were identified in the 2003 and 2014 General Plans are evaluated and summarized in the subsection, Previously Identified Growth Areas. The findings in this section helped develop the goals and strategies outlined in the Growth Area Element in **Section 4**.

### **Population Shifts**

### Population Shifts Between 2000 and 2010

According to an intercensal population survey performed by the Arizona Department of Administration, Payson had a net gain of 1,500 residents between 2000 and 2010. Annual population growth peaked in 2007 when the Town gained over 800 residents between the summers of 2006 and 2007. Based on data provided by the Arizona Department of Administration, Payson incrementally added to its population over the ten-year time frame; seasonal population changes can add as many as 3,000 additional residents.

The U.S. Census Bureau 2010 Decennial Census estimated the median age of Payson's residents was 53 years old, making it the highest median of the peer geographies. Between 2000 and 2010, Payson's gain in shares of the population over age 45, and between ages 18 and 24, were balanced by

losses of primary school-aged children, and the primary workforce ages of 25 to 45.

### Population Shifts Between 2010 and 2021

According to the U.S. Census Bureau 2020 Decennial Census, Payson had a total population of approximately 16,351. Compared to the 2010 Decennial Census, Payson experienced a net positive change of 1,050 persons, or an approximate 6.86 percent increase, in the population. This is illustrated in **Table A.1** below.

The American Community Survey (ACS) is an annual demographics survey program conducted by the United States Census Bureau. Figures provided by the ACS supply one-year and five-year estimates on various characteristics. According to the 2021: ACS 5-Year Estimates for the Town of Payson, the median age was estimated to the be 59.1 years old. This is much higher than the median age of 38.6 years old for the State of Arizona and shows an increase since the 2010 estimate.

 Table A.1 Payson, Arizona Population (U.S. Decennial Census)

### **POPULATION IN PAYSON. ARIZONA**

	2010	2020	Net Change	Percent Change
Total Population	15,301	16,351	1,050	6.86%

Source: U.S. Census Bureau, 2020 Decennial Census, DEC Demographic and Housing Characteristics, Table P1: U.S. Census Bureau, 2010 Decennial Census, Summary File 1, Table PCT12

 Table A.2 Payson, Arizona Population by Age (2021 ACS 5-Year Estimates)

### POPULATION BY AGE IN PAYSON, ARIZONA (2021 ACS 5-YEAR ESTIMATES)

(2021 A03 3-TEAR ESTIMATES)					
Cohorts	Total	Percent	Male	Female	
Total Population	16,229		7,789	8,440	
Under 5 years	501	3.1%	281	220	
5 to 9 years	634	3.9%	425	209	
10 to 14 years	886	5.5%	472	414	
15 to 19 years	516	3.2%	330	186	
20 to 24 years	577	3.6%	249	328	
25 to 29 years	659	4.1%	271	388	
30 to 34 years	857	5.3%	412	445	
35 to 39 years	693	4.3%	353	340	
40 to 44 years	376	2.3%	181	195	
45 to 49 years	765	4.7%	373	392	
50 to 54 years	690	4.3%	305	385	
55 to 59 years	1,222	7.5%	585	637	
60 to 64 years	1,754	10.8%	817	937	
65 to 69 years	1,763	10.9%	843	920	
70 to 74 years	1,599	9.9%	670	929	
75 to 79 years	1,067	6.6%	495	572	
80 to 84 years	796	4.9%	427	369	
85 years and over	874	5.4%	300	574	

Source: U.S. Census Bureau, 2017-2021 American Community Survey 5-Year Estimates, Subject Tables. Table S0101

According to the U.S. Census Bureau, the largest age ranges within the Town of Payson are those aged between 60-64 years (10.8 percent); 65-69 years (10.9 percent); 70 to 74 years (9.9 percent); and 55-59 years (7.5 percent). With an estimated 39.1 percent of the total population, those aged between 55 to 74 years old make up a sizable portion of the population in Payson. Conversely, the total percent for the five lowest age ranges totals approximately 19.3 percent. These age ranges include Under 5 years (3.1 percent); 5 to 9 years (3.9 percent); 10 to 14 years (5.5 percent); 15 to 19 years (3.2 percent); and 20 to 24 years (3.6 percent).

These age ranges may indicate community needs that are slated towards a retirement and elderly age. These age ranges may benefit from home downsizing options as well as healthcare services and continuum care housing facilities. For information concerning population shifts and changes, please see the demographic, economic, and market analysis in *Appendix B.* 

### **Residential Inventory**

### Residential Inventory 2007 to 2011

According to the U.S. Census Bureau, the Town of Payson had a total of 8,417 housing units in 2011. At that time, approximately 90 percent of the housing inventory were single-family units, of which almost a quarter were manufactured homes. Most of the current housing stock was constructed between 1980 and 1999. On average, the Town added 44 homes each year from 2007 to 2011.

Between the 2000 and 2010 decennial counts, growth of housing units was more than double the population growth for the same period. The Town's persons per housing units factor was 1.93 in 2000, higher than the 1.70 reported in 2010. The 2011 median value of homes in Payson was \$213,000. In comparison, the median home value in Gila County was \$154,200. Given the large inventory of single-family detached homes in Payson, higher

median home values are to be expected, but the inventory prices out matched much of the crucial workforce needed to attract growth-oriented employers.

### Residential Inventory 2011 to 2021

According to the U.S. Census Bureau, Payson had an approximate total of 9,758 housing units in 2021. Approximately 7,475 units were considered occupied, and 2,283 units were considered vacant. Table A.3 Occupancy Status in Payson, Arizona illustrates the net change between 2011 and 2021.

From 2011 to 2021, the housing stock increased from 8,417 housing units to 9,758 housing units. Over the ten-year period, the Town of Payson experienced an estimated net change of 1,341 dwelling units, or an increase of 15.9 percent in the housing inventory. According to the U.S. Census Bureau, approximately 92.2 percent of the total housing stock in Payson was single-family housing units in 2021. This is a slight increase from the 89.7 percent in 2011. Additionally, both multi-family housing and other unit types decreased from 2011. Multi-family housing decreased from 10 percent to 7.7 percent in 2021. For the "other" category, which includes dwellings such as boats, RVs, and vans, the total decreased from 24 units in 2011 to eight units in 2024. Estimates for 2021 are provided in TABLE A.3 Payson, Arizona Occupancy Status (2021 ACS 5-Year Estimates).

Based on these recent estimates, Payson's single-family housing unit counts saw an increase of 1,445 units over the ten-year period, indicating a preference for single-family construction. The median value of housing also increased from \$213,000 in 2011 to \$272,500 in 2021, increasing by \$59,500.

 Table A.3 Payson, Arizona Occupancy Status (2021 ACS 5-Year Estimates)

### **OCCUPANCY STATUS IN PAYSON, ARIZONA**

	2011	2021	Net Change	Percent Change
Total Population	8,417	9,758	1,341	15.93%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2017-2021; U.S. Census Bureau, American Community Survey 5-Year Estimates, 2007-2011.

 Table A.4 Payson, Arizona Units in Structure (2021 ACS 5-Year Estimates)

### UNITS IN STRUCTURE IN PAYSON, ARIZONA

Structure	Estimate	Percent
Total Housing Units	9,758	
Single Family	8,998	92.2%
1-unit, detached	7,467	76.5%
1-unit, attached	159	1.6%
Mobile home	1,372	14.1%
Multifamily	752	7.7%
2 units	59	0.6%
3 or 4 units	334	3.4%
5 to 9 units	148	1.5%
10 to 19 units	36	0.4%
20 or more units	175	1.8%
Other	8	0.1%
Boat, RV, van, etc.	8	0.1%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2017-2021, Table DP04.

### **Previously Identified Growth Areas**

### 2003 Payson General Plan Growth Areas

The 2003 Payson General Plan Update identified four key growth areas in which:

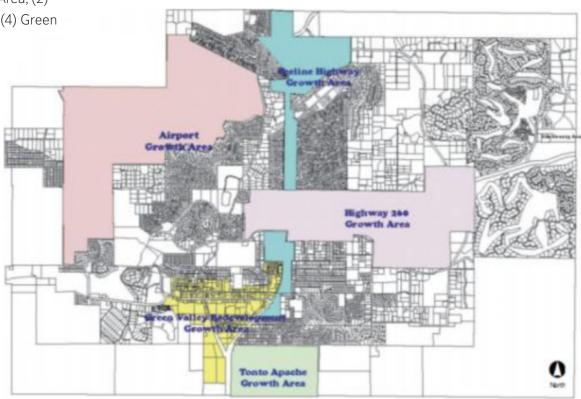
- Infrastructure exists with excess capacity;
- Sufficient land available to develop mixed-use master planned areas;
- Economic vitality would benefit from infill development; and
- A diversity of land uses exists.

These four areas, identified in *Map A.3* include (1) Airport Growth Area, (2) Beeline Highway Growth Area, (3) Highway 260 Growth Area; and (4) Green Valley Redevelopment Growth Area.

Map A.3 2003 General Plan Growth Areas

Prior to the 2003 General Plan, investments were made in each of the identified growth areas. The 2003 Beeline Highway and Highway 260 growth areas focused attention primarily on development immediately adjacent to the state roadways that tended to carry large volumes of daily and seasonal traffic. The 2003 Highway 260 and Airport growth areas identified underdeveloped areas, adjacent to open space and residential neighborhoods, in which to concentrate business development. The Beeline Highway and Green Valley growth areas each defined areas ripe for commercial redevelopment and infill.

These growth areas expressed the community's desire for a balance of land uses. Land use management tools like zoning, open space preservation, master development plans, and incentives were used to facilitate change in the identified areas



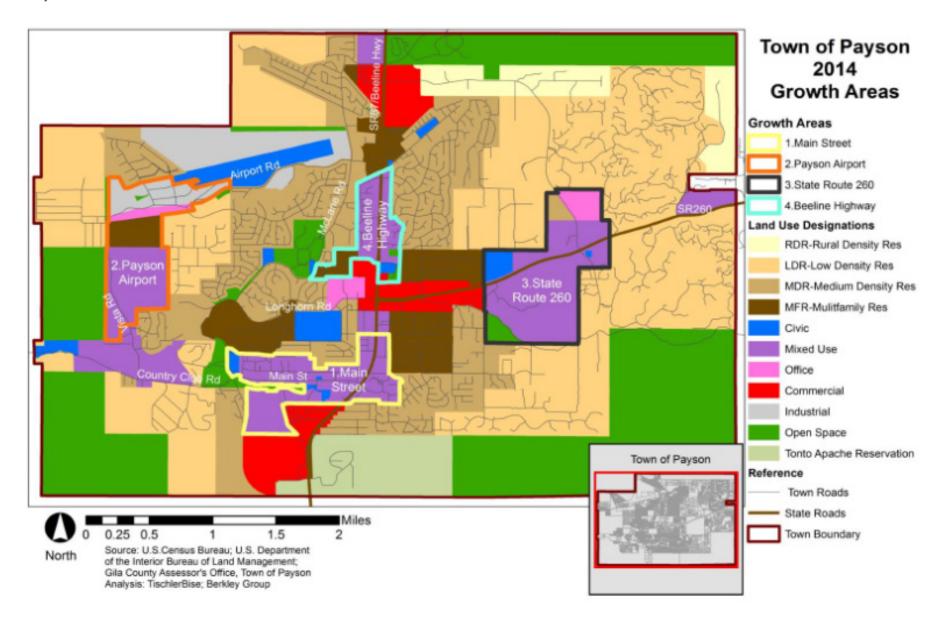
### 2014 Payson General Plan Growth Areas

The 2014 General Plan included a careful review of previous development activity and planning including local and regional land use plans, transportation studies, growth area master plans, and other Town studies. Stakeholders were engaged throughout the planning process via the General Plan Steering Committee, a community survey, three community facilitation workshops, and two open houses. Each of these steps brought areas of the Town to light ready for change, based on what the Payson community identified as critical issues and land use preferences.

Payson stakeholders identified progress made in the growth areas throughout the General Plan process and expressed interest to continue investment in each of the growth areas. The community participation process identified critical issues to be addressed through district-centered development strategies, and slightly reshaped to refocus each growth area. The Beeline Highway and Main Street growth areas emphasized nonresidential infill development. The Payson Airport and State Route 260 growth areas allowed for the development of large greenfield parcels through a managed growth plan that encouraged complimentary land use designations.

Map A.4 2014 Payson General Plan Identified Growth Areas shows the 2014 Town of Payson growth areas. Each of these areas sought to protect green infrastructure and access to open space; encourage commercial vibrancy; promote multimodal circulation; foster neighborhood districts; define community gathering space; and efficiently use current infrastructure. The following subsections provide additional context and information for the growth areas.

Map A.4 2014 General Plan Growth Areas



Main Street Growth Area. Main Street, extending west from Beeline Highway to Green Valley Park, was discussed throughout the 2014 General Plan process as an area with overwhelming community support for redevelopment. Originally named the Green Valley Redevelopment Growth Area in the 2003 General Plan, the Main Street Growth Area was hurt by the large-scale retail development along Beeline Highway and SR260 and the economic recession. Many small independent shops closed. Even with the incremental efforts that were made to develop green space along the American Gulch, Main Street increasingly served as a pass-through corridor rather than a destination, or traditional "main street" the community could use to gather.

Through the community participation process residents expressed support for the redevelopment of Main Street, including traffic calming infrastructure improvements; pedestrian amenities such as wide, defined sidewalks with tree canopies; upper floor residential units above street-level commercial space; and increased links to green space like the American Gulch and Green Valley Park. The Julia Randall Elementary school at the western edge of the Main Street Growth Area was suggested as a district anchor. The combination of an elementary school and the Payson middle and high school campus just north of the Main Street Growth Area prime the entire area for safe routes to school transportation improvements.

The 2014 Main Street Growth Area included more than just the one mile stretch of Main Street and the adjacent parcels. It also included the rightof-way, which varies in width from 61 to 125 feet. At the time of the 2014 General Plan update, there were sidewalks (of not more than four feet wide) on each side for the full mile. However, there was not a landscape buffer between lanes of travel and sidewalks. The suggested design changes to Main Street included defining three types of areas between buildings fronting on Main Street. These suggestions included adding a landscape

buffer to separate pedestrians from travel lanes and on-street parking; encouraging newer buildings to shorten setbacks and hide parking; encouraging existing property owners to negotiate with neighboring properties to provide sharing parking and access routes; and providing outdoor café seating. The 2014 Main Street Growth Area identified the Payson Event Center as an anchor to the surrounding commercial area and an integral component of the southern entrance to the Town. This building is managed by the Parks and Recreation Department, who have continued to invest in the property.

The Arizona Department of Transportation (ADOT) considered the feasibility of constructing an alternate route to the SR 87 (Beeline Highway) that crosses through Payson. The Payson community recognized that such a route could have alleviated some of the peak season traffic congestion experienced in the Town. However, if Payson were bypassed by all travelers, the commercial corridors of Beeline Highway and SR 260 would have suffered a similar fate experienced by Main Street. The Town takes an active position in the location and design of any alternate route plans. The Main Street Growth Area is one example of Payson affecting change within the Town boundaries to ensure the Town remains connected to any alternate route access points should ADOT construct a route west of Payson.

Payson Airport Growth Area. During the 2003 General Plan update, the Payson Airport Growth Area was designed to protect the viability of the airport by protecting it from residential encroachment. The 2014 General Plan reinforced the economic importance of the Payson Airport by reshaping the Airport Growth Area to taper the land intensity from the airport and surrounding industrial areas, to areas designated for office, mixed-use, and multi-family residential land uses.

Payson stakeholders during the 2014 planning process identified the Payson Airport Growth Area as a potential site to spur economic development and a way to link the Town to regional recreational opportunities. At the time, this growth area was identified as a key location with large, undeveloped parcels available for greenfield development by private investors or for additional Mogollon Rim recreational activities. It was also identified to provide local services to residential development on the west side of Town.

The southern portion of this growth area is bordered to the west by the U.S. Forest Service Land and was designated for mixed-use development. At the time of the 2014 planning process, the site offered 186 potential acres for greenfield development and the 2014 General Plan encouraged the construction of neighborhood-oriented shops and restaurants.

State Route 260 Growth Area. The 2014 General Plan identified the State Route 260 Growth Area as the intersection of the east/west running SR 260 and north/south running Tyler Parkway. This intersection is defined by large parcels on all four corners and hosts different intensities of land use including Gila Community College residing in the northwest corner. The 2014 General Plan encouraged the growth of mixed-use development at this intersection with commercial and retail space at the street level and office and residential units on the upper floors. The SR 260 and Tyler Parkway intersection was also identified as a potential Town gateway for those entering from the east. Development suggestions included widening

sidewalks; increasing landscaping and the number trees; constructing textured crosswalks and curb extensions; reducing setbacks; and hiding street-side parking. The design goal was to define this growth area as a distinct district with vibrant retail and commercial opportunities at the intersection

Beeline Highway Growth Area. Beeline Highway/SR 87 is a crucial throughway and offers a great deal of visibility for retail, dining, and commercial activity in Payson. According to data reported in a 2011 ADOT study, weekend daily traffic counts for the section from SR 260 north to the intersection with Airport Road could exceed 20,000 trips. There are only two signalized intersections along the two-mile stretch of Beeline Highway from SR 260 to the northern Town boundary. The 2014 General Plan included the signalized intersections at Rumsey Drive and Forest Drive as part of the Beeline Highway Growth Area to ensure these intersections accommodated pedestrian flow across the five-to-six-lane stretch of Beeline Highway. The 2014 General Plan identified this growth area as a key location for mixed-use commercial developments and could include other land uses such as open space, civic, and multi-family residential.

### **Circulation Element Existing Conditions**

Payson has a wide variety of transportation options that serve vehicle, bicycle, and pedestrian traffic. The Town also offers a transit service for those that do not own a vehicle. The following section details the current transportation facilities.

### Roadways

In 2012, the Town adopted a long-range multimodal plan to meet the Town's circulation and transportation demands in the coming decades. The Payson Transportation Study was prepared for the Town and ADOT in 2011. Considering population growth, and economic activity driven extensively by tourist visitation, the Town took a proactive role in identifying ways to accommodate increased movement throughout the Town.

Two Arizona State Routes, each classified as major arterials, access Payson. See *Map A.5*. The north-south spine of Payson is SR 87, also known as Beeline Highway. The east-west running SR 260 comes into the heart of Town from the east, then turns north along SR 87 out of Town, and eventually splits west outside of the Town. In addition to hosting the bulk of all pass-through traffic, these two state roads serve as the primary commercial corridors in Town. Their daily vehicle miles traveled are by residents, workers, visitors, and pass through travelers. Minor arterial roadways on the west side of Town do carry some through traffic but are not equipped to operate as heavy volume alternative routes to the Beeline Highway. Most of the local collector roadway miles wind through residential communities and open space.

Per the Roadway Design Standards Manual of Gila County, there are eight roadway functional classifications. They are as follows:

**Urban Principal Arterial.** Principal arterial roadways are six-lane divided roadways that provide regional continuity within urban areas. These roadways will carry high volumes of traffic along major corridors.

**Urban Major Arterial Roads.** Urban major arterial roadways are four-lane divided roadways that provide regional continuity. These roadways also will carry high volumes of traffic along major corridors.

Urban Major Collector Roads. Urban collector roadways are two-lane roadways with bike lanes. Collector roadways provide for traffic movements between arterial and local streets. Collector roads service residential/local streets; and relieve traffic within, adjacent to or between subdivisions.

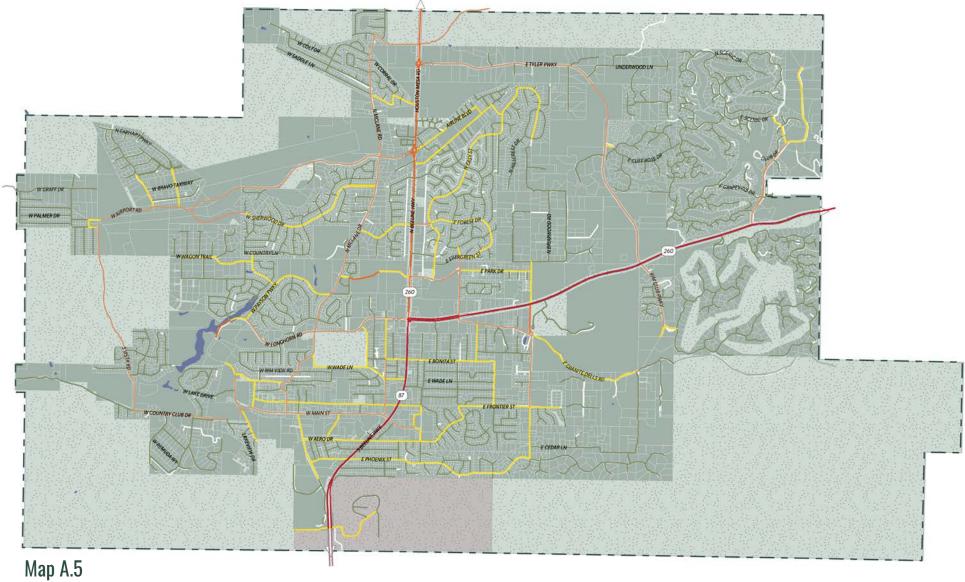
**Urban Minor Collector Roads.** Urban minor collector roadways are two-lane roadways with bike lanes and serve the same purpose as urban collector roads; however, minor collector roads will carry less traffic and have a lower design speed. Minor collector roads may be modified to allow for on-street parking.

**Urban Local.** Urban local roadways are two-lane roadways, typically serving residential subdivisions. Local roads provide direct access to abutting land uses, handle local traffic, and provide access to the collector road system.

Rural Principal Arterial. Rural principal arterial roadways are four-lane roadways that provide regional continuity in rural areas.

Rural Collector Roads. Rural collector roadways are two-lane roadways that will provide for traffic movement between arterial and local streets.

Rural Local Roads. Rural local roadways are two-lane roadways that serve the same purpose as urban local roads.



# **EXISTING ROADWAY NETWORK**





### Sidewalks and On-Road Bicycle Lanes

The Town includes just over 19 square miles of land. However, land development is restricted to 13 square miles due to land within the Town boundaries owned by the U.S. Forest Service as part of Tonto National Forest. The developed portions of Town are roughly five miles east-west and four miles north-south. The concentration of development is highly conducive to non-motorized circulation within Town. At present, the Town maintains 19 miles of sidewalks, located along commercial corridors, and access routes to schools and parks. Recent road improvements to the minor arterial roads such as McLane Road and Airport Road, and residential collectors in the southeast section of Town, included the striping of three miles of on-road bicycle lanes. See Map A.7 Existing Multimodal Facilities, Connections, and Trailheads for more information.

### **Multi-Use Trails**

The Town includes just over 19 square miles of land. However, land development is restricted to 13 square miles due to land within the Town boundaries owned by the U.S. Forest Service as part of Tonto National Forest. The developed portions of Town are roughly five miles east-west and four miles north-south. The concentration of development is highly conducive to non-motorized circulation within Town. At present, the Town maintains 19 miles of sidewalks, located along commercial corridors, and access routes to schools and parks. Recent road improvements to the minor arterial roads such as McLane Road and Airport Road, and residential collectors in the southeast section of Town, included the striping of three miles of on-road bicycle lanes. See Map A.7 Existing Multimodal **Facilities. Connections. and Trailheads** for more information.

#### **Transit**

The Town of Payson operates the Beeline Bus as a transit bus system that started in December 2018 and serves the Town of Payson, Star Valley, and Mesa Del areas of central Arizona. The Beeline Bus began through the Payson Senior Center with the support of ADOT and in partnership with Gila County, the Towns of Payson and Star Valley, and the Payson Senior Center. This service is offered Monday through Friday from 6:00 a.m. to 6:00 p.m. and costs between \$0.5-\$1.50 depending on age.

# Open Space and Recreation Element Existing Conditions

Payson is an attractive and desirable place to live; it is known as one of the most scenic areas in the state. Many opportunities are available for residents and visitors to experience Arizona's history through Payson's landscapes and cultural settings. The quality of life and economic well-being in Payson is linked to the region's abundant outdoor resources and an active tourism industry. Population growth and increased development is in part due to the popularity of Payson's location and amenities. The Town is committed to providing a high standard of living by protecting its natural resources and open space, hosting regional recreation activities, and offering enhanced walking, hiking, and biking opportunities in parks, neighborhoods, and commercial areas. The following section provides an overview of the existing open space and recreation amenities in the Town.

### **Existing Open Space**

Open space refers to designated spaces that supplement the Town's official park system, but are not maintained by the Parks and Recreation Department. They include Fly-In Campground and Houston Mesa Campgrounds.

### Fly-In Campground

The Fly-In Campground, located at the Payson Municipal Airport, was developed with a grant from ADOT. The purpose of the facility is to promote tourism by encouraging pilots to fly into Payson and utilize the camping facilities. The Town's Department of Public Works maintains this open space.

### **Houston Mesa Campgrounds**

In 1996, the U.S. Forest Service established and committed to maintain Payson's first public campsite and trailhead area located near Houston Mesa Road. The Houston Mesa Campgrounds has capacity for 30 family campsites and two large group sites with equestrian accommodations. The Houston Mesa site can accommodate up to an additional 75 campsites. The campground is located one- and one-half miles north of the junction of Beeline Highway and SR 260. The campground provides shower facilities, flush toilets, a dump station, and water.

### **Park Classifications**

The Town classifies parks using criteria developed by National Recreation and Parks association (NRPA) as a guide. As shown in *Table A.5*, parks within the Town boundaries include over 100 acres of Town-owned land. These lands are accessible, protected, and connected to varying degrees.

### **Regional Park**

Regional parks typically provide a wide variety of activities for the greater community, as well as opportunities for nontraditional recreation. These parks are often funded, developed, or operated to serve demand generated by multiple jurisdictions. Nature and community centers, festival grounds, extensive trail systems, and water activities are typical features. To accommodate their unique amenities, regional parks typically span a minimum of 100 acres and have a service radius of approximately 25 miles. The typical acreage-to-population ratio for regional parks is five acres per 1,000 persons, or 76 acres for the Town. At 35 acres, the Payson Event Center serves as an undersized regional park.

### **District Park**

Although District Park is not a NRPA classification, the Town identifies this park type based on guidelines for area, service radii, and recreational facilities. District parks serve a wide variety of community interests and include intensely developed areas for active recreation, as well as supporting infrastructure. Typical active recreational amenities include playgrounds, athletic fields (e.g., soccer, baseball, softball, multiuse, etc.), tennis, basketball, and volleyball courts, and trails. Typical infrastructure may include restrooms, concession stands, benches, picnic areas, shelters, and parking areas. Access to district parks should be multimodal and along or near a major road. District parks are a minimum of 50 acres in size and have

a service radius of approximately five miles. A typical acreage-to-population ratio for district parks is four acres per 1,000 persons. Rumsey Park is a district park for the community, offering over 80 acres of developed parkland and active recreation facilities.

 Table A.5 Payson, Arizona Open Space Inventory

### **OPEN SPACE INVENTORY IN PAYSON, ARIZONA**

Park Type [1]	Acres	Ownership	Level of Protection	Recreation Fields	Playgrounds
Regional	36	Town	High	No	No
District / Community	125	Town	High	Yes	Yes
Neighborhood	0	Town	High	No	No
Mini Park	0.2	Town	High	No	Yes
Trails	26 miles	On Federal Lands	High	No	No

Source: Town of Payson, Parks, Recreation and Tourism Department [1] National Recreation and Parks Association (NRPA) Classifications [2] Existing Town of Payson Park Classifications do not distinguish between District and Community Parks

### **Community Park**

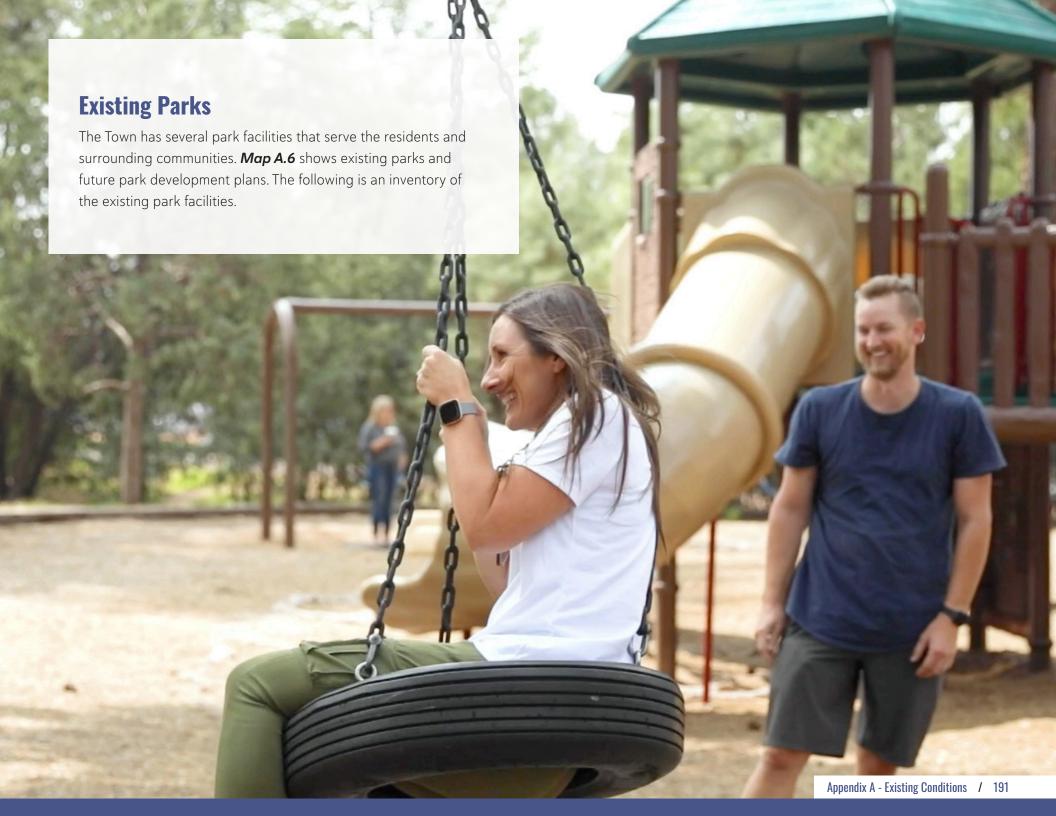
Community parks in small towns generally serve the entire community, or in larger towns, several neighborhoods. Typically, they provide active recreation facilities and act as oversized neighborhood parks. Typical recreational amenities found in community parks are like those provided in district parks. Amenities more often found in traditional community parks include horseshoes, recreation centers, and other facilities unique to the community. Community parks are usually a minimum of 20 acres in size and have a service radius of approximately one mile. Access to a community park should be multimodal and along or near a major road. A typical acreage-to-population ratio for community parks is five acres per 1,000 persons. Green Valley Park is a community park and a portion of the U.S. Forest Service site along SR 260 is being considered for a community park.

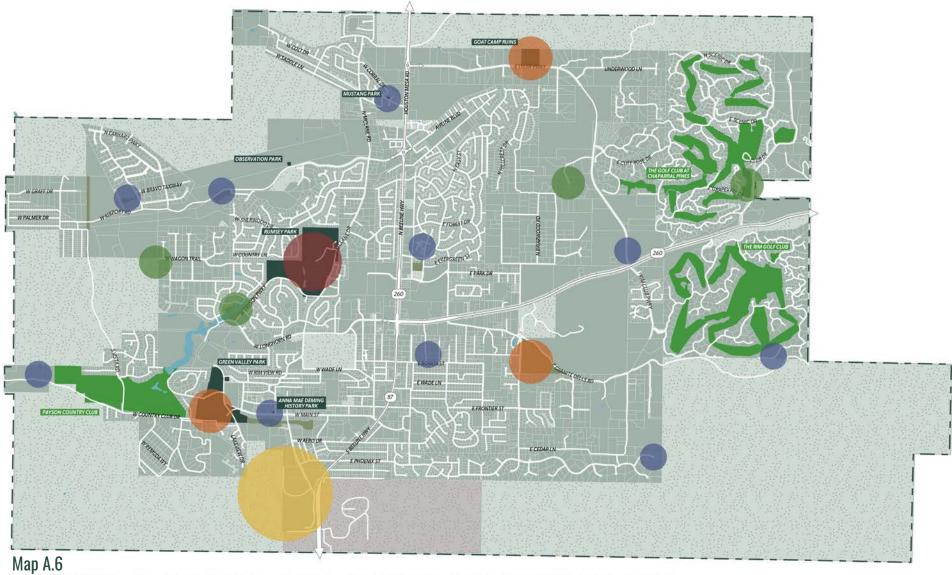
### **Neighborhood Park**

Neighborhood parks are located within walking distance of adjacent neighborhoods and serve the neighborhoods' specific recreational interests. A neighborhood park usually does not provide parking or restrooms, but may offer such facilities, depending on service level demand. Typical neighborhood park amenities include playgrounds, shelters, trails, and multipurpose fields. School parks may function as neighborhood parks. Neighborhood parks span a minimum of five acres and have a service radius of one-half mile. A typical acreage-to-population ratio for neighborhood parks is two acres per 1,000 persons. The Town will continue to negotiate with residential developers to ensure adequate neighborhood parkland is available within the community.

### Mini Park

Mini parks of one acre or less in size are designed for use by local residents for passive recreation activities. No support amenities such as parking or restrooms are provided, although water fountains and safety lights are often provided. In addition, a small play unit, benches, and possibly a picnic shelter may be found at these facilities. They typically serve a one-quartermile area radius or less. Mini parks will accompany the multi-use greenway system proposed to link neighborhoods of Town.





### **EXISTING PARKS AND DEVELOPMENT PLANS**



### **Rumsey Park**

This 82-acre district park contains a swimming pool, two synthetic athletic fields, five ball fields, picnic facilities and ramadas, basketball and volleyball courts, play areas, restrooms, a dog park, skateboard park, and four tennis courts. Included within the park boundary is the Payson Public Library. The park is in the northwest guadrant of the Payson planning area and is accessible from McLane Road.

### **Green Valley Park**

This 43-acre community park contains three man-made lakes, ramadas, boat docks, restrooms, a performing arts stage, war memorial, walking paths, and significant open space. It is in the southwest portion of the community. A portion of the park is included in the Green Valley Redevelopment Area. The park also includes the Rim Country Historical Museum.

### **Mustang Park**

This mini-park of less than one-acre contains a multipurpose court with basketball hoop, playground, and picnic facilities and serves the immediate neighborhood. Mustang Park is located on the northwest corner of Roundup Road and Mustang Circle in the Payson Ranchos subdivision.

### **Anna Mae Deming History Park**

This park is constructed at the intersection of McLane Road and West Main Street on a one-quarter-acre parcel. Information regarding the history of Payson is displayed under a covered walkway, and a small amphitheater is provided.

### **Goat Camp Ruins**

This is a ten-acre parcel located on the north side of North Tyler Parkway. The site contains Indian ruins dating back 700 years. The Town intends to develop an interpretive park on this site.

### **Observation Park**

This one-guarter-acre park provides an area to watch planes take off and land at the Payson Municipal Airport. Some picnic facilities are available as well as paved parking.

### **Multimodal Trail Classifications**

**Map A.7** on the following page shows existing multimodal facilities, connections, and trailheads. These routes include facilities within the Town and those connecting beyond Town boundaries to the Payson Area Trail System (PATS). Existing trails within the Town are described below:

### Regional

The Town of Payson, through its rural trails, has direct access to some of the most pristine and elaborate regional trails systems in the Southwest. The trails include the Arizona Trail, the Highline Trail, and Hellsgate Wilderness Trail systems. The regional trail systems that are accessible from Payson trails encompass trail distances of tens, and in the case of the Arizona Trail, hundreds of miles in length.

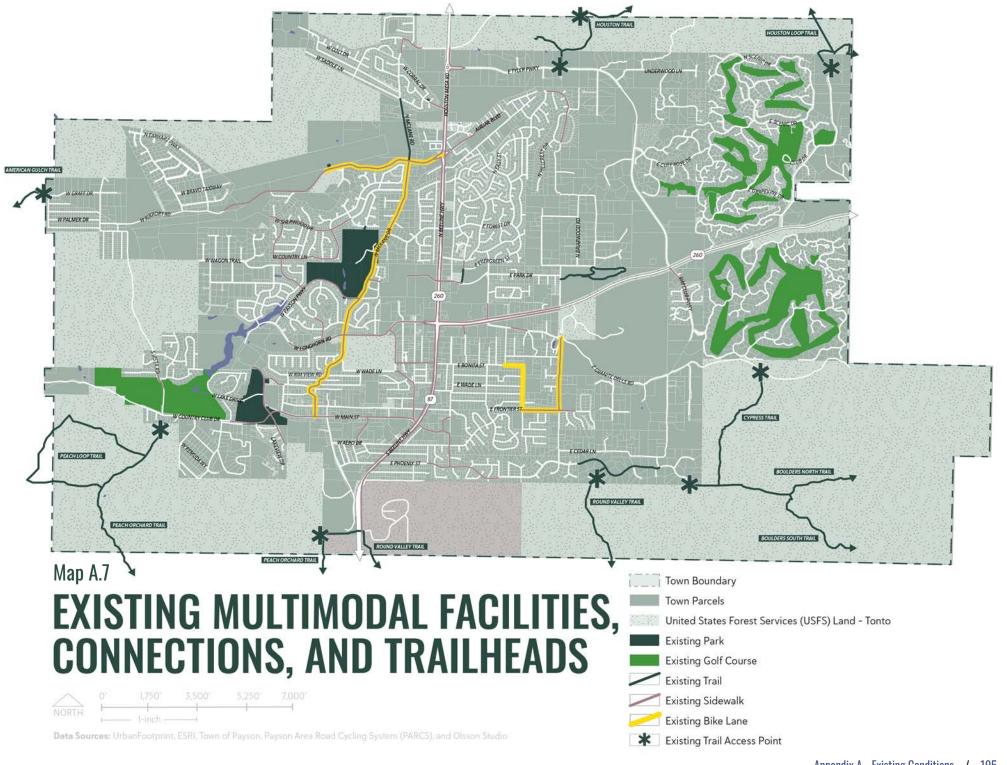
### Rural

The rural area trails and access points that fall within the Town boundaries are a primary focus of this Element. These existing and proposed trails and trail access points situated around the perimeter of Town, act as green infrastructure hubs and links and provide vital public connections to the surrounding Tonto National Forest as well as nearby regional trail systems.

### Urban

Except for a limited urban pathway running north-south along McLane Road, the Parks and Recreation Department does not maintain any urban trails for pedestrian or other non-motorized traffic.





### **Payson Area Trail System**

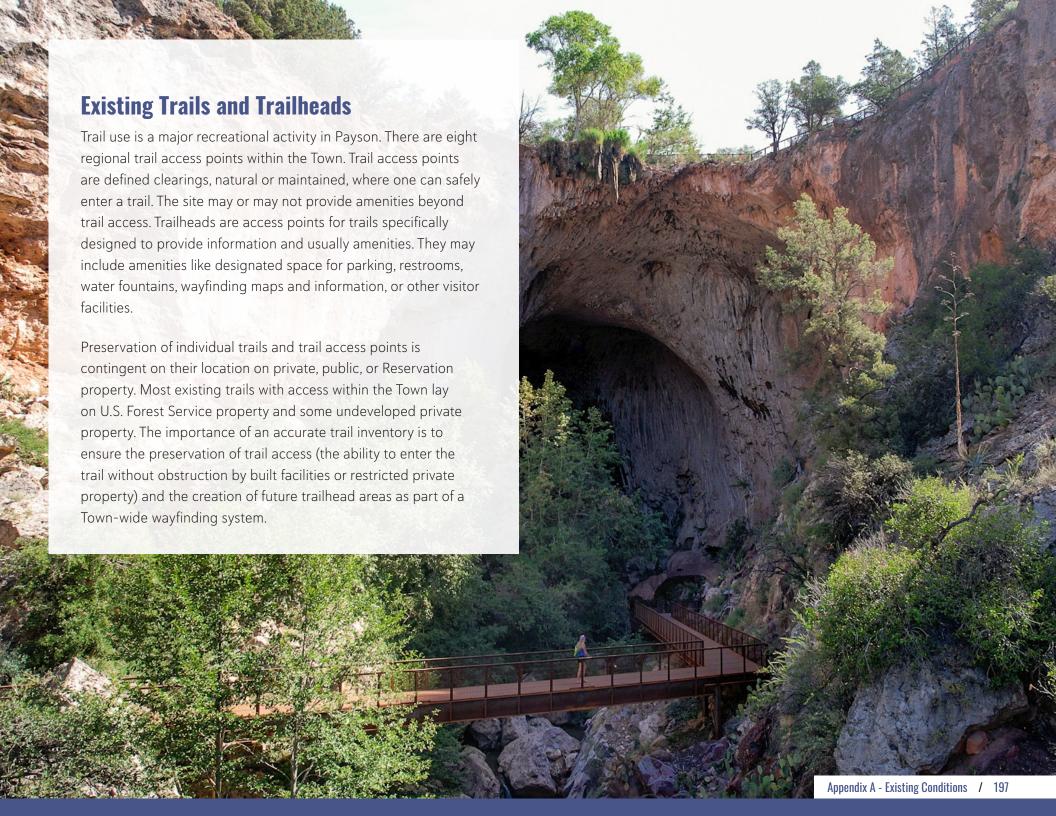
The Payson Area Trail System (PATS) is a greenway network designed to provide in-Town connections of sidewalks, on-road bike lanes, and offroad trails to promote non-motorized circulation around the Town, and to connect trail access points at the edges of Town to each other and to amenities within the Town's core. The PATS plan will build off investments already made in Town and in Tonto National Forest, to build trails, define trailheads, and install wayfinding indicators to create a multimodal network. The PATS will connect transportation infrastructure with off-road trails and sidewalks to welcome visitors at trailheads and offer an alternative to vehicular circulation in Payson. *Table A.6* contains a list of existing trails in Tonto National Forest with access points in the Town. Additional information regarding the Payson Area Trail System, including a map, is provided on the Town website.

 Table A.6 Tonto National Forest PATS Trail Sections

### TONTO NATIONAL FOREST PATS TRAIL SECTIONS

Trail Section	Miles	Difficulty	Location
American Gulch North	0.4	Easy	From the Graff Trailhead on USFS Road 508 until fence line
American Gulch South	1.1	Moderate	North of USFS Road 475 until proposed connector route
Boulders Loop	2.4	Moderate	Located 3.8 miles down Granite Dells Road (USFS#435)
Cypress	2	Moderate	2.0 miles down Granite Dells Road from Highway 260
Rodeo Grounds Trail Peach Loop	1.5	Moderate	Near the Peach Orchard trailhead
Rodeo Grounds Trail Peach Orchard	2.2	Moderate	Starts near the Payson Golf Course
Houston	4.2	Moderate	Main access is approximately 1 mile east of Highway 87 on Houston Mesa Road
Houston Loop	3.6	Moderate	Access the Houston Loop from the Chaparral Ranch Trail Access or Mayfield Canyon Road
Monument Peak Loop	3	Easy	East on Granite Dells Road for 3.3 miles
Round Valley	4.5	Variable	Two access points: south of the Sonic on the Tonoto Apache Reservation and south off of Phoenix Street
Total	24.9		

Source: Town of Payson, Parks, Recreation and Tourism Department



# **Environmental Planning Element Existing Conditions**

This section briefly describes the natural features within and surrounding Payson as well as the existing risks and opportunities associated with the natural landscape of the area. Natural features including topography, waterbodies, and floodways are illustrated in *Map A.8.* 

### Geology

The Town of Payson sits on a crudely defined plateau or bench. Payson's geology owes its existence primarily to the erosion resistant Tapeats Sandstone, which forms a thin veneer over much of the area. Where the Tapeats has been removed, the underlying Proterozoic complex, including the Payson Granite, gabbro and diorite south of Payson, is slightly to deeply eroded. Payson itself sits in a high area of Payson Granite that has been eroded beneath the level of the Tapeats Sandstone.

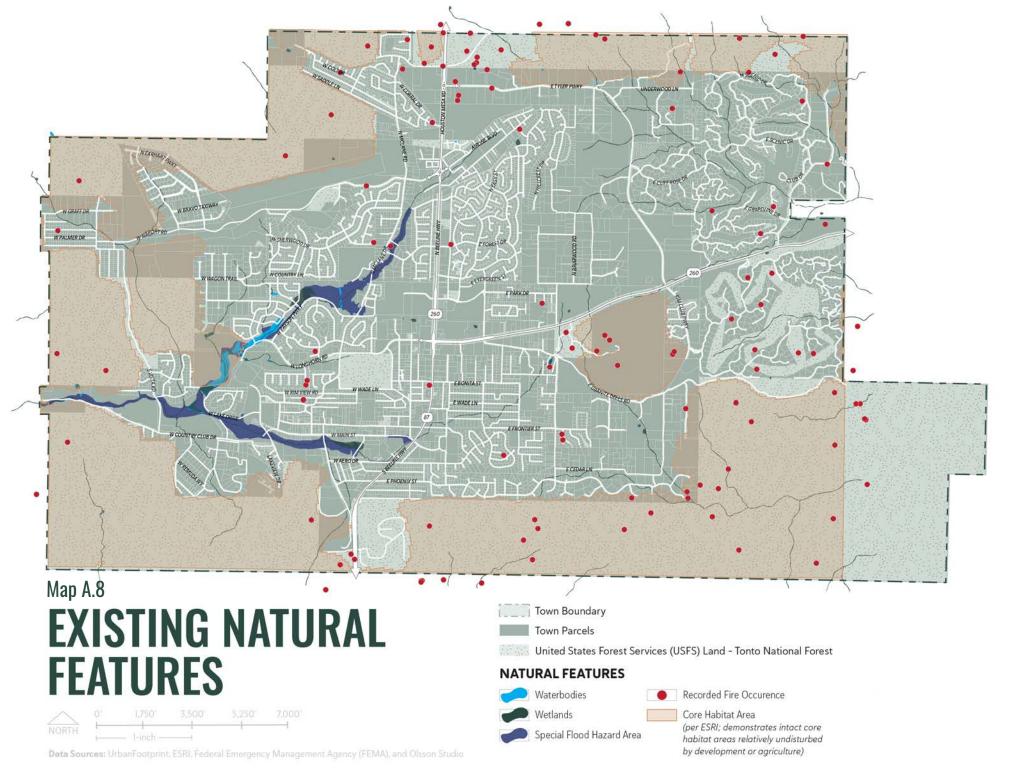
The major lithologic units in the Payson area are the Payson Granite, gneissic granitoids, Gibson Creek Batholith, Tapeats Sandstone and Martin Formation, and Tertiary gravel and limestone. In the Payson area, rocks are extensively faulted and jointed, and most of the faults and joints are steeply dipping, although one set is sub-horizontal.

### Geography

The Town is in Northern Gila County, Arizona, and is anchored by the intersection of SR 87 and SR 260. The Town's geographic location is between 34 degrees 12' 15" north and 34 degrees 15' 50" north latitude, and between 111 degrees 17' 25" west and 111 degrees 22' 11" west longitude. Payson occupies a region of geographic transition between the Mogollon Highland to the North and the Sonoran Desert to the South. Because of Payson's elevation (approximately 5,000 feet), it experiences a four-season climate. Winters in Payson are typically cool while summers are warm.

### Soils

Rugged terrain composed of primarily Precambrian Granite comprises most of the local topography. Soil types typically found in the Payson area generally reflect the Granite bedrock. Payson soils are typically shallow, sandy, and dry. The primary mineral composition of the area is feldspar and quartz. Several areas within Town contain large granite boulder fields.



### **Vegetation**

Payson occupies a vegetation ecotone (i.e., transition area) characterized by the transition between the Pinion-Juniper life zone and the Ponderosa-Gambel life zone. This transition area provides habitat for numerous species of plants and animals. The Town has several different cover types including Arizona White Oak, Pine-Oak-Juniper, Pine, Juniper, Ponderosa Pine, and Ponderosa Pine/Oak.

**Arizona White Oak.** This semi-evergreen shrub or small tree, found in Arizona and New Mexico, has acorns with hemispherical cups that used to be harvested by Native Americans. Larger species can be found throughout Payson.

**Pine-Oak-Juniper.** Pine-Oak-Juniper is characterized by Pinion Pine, Emory Oak, and Junipers such as Alligator Juniper and One Seed Juniper. The understory is predominantly Turbinella Oak and Manzanita and is usually very dense, covering almost 100 percent of the ground not covered by the larger trees. Canopy closure for trees ranges from less than five percent to as high as 50 percent in some areas. The type as defined in this Plan is restricted to lower slopes near drainage areas.

**Pine-Juniper.** Pine-Juniper is characterized by Pinion Pine and Junipers. The understory shrubs such as Turbinella Oak and Manzanita are very sparse, and the open ground is vegetated with various grasses. The primary difference from Pine-Oak-Juniper is the absence of larger Oaks such as Emory Oak. Pine-Juniper occurs on dry slopes and ridges in the Payson area. In the northwestern portion of the Town around the airport mesa and to the west, Junipers predominate. The pines are not obvious but do occur as seedlings. In time as this reproduction gains maturity, the pines will become a more important component of the cover type.

**Ponderosa Pine.** Ponderosa Pine stands are almost pure stands located primarily in and along drainages. Understory shrubs and other ground cover are limited in the Payson area.

**Ponderosa Pine/Oak.** This cover type is associated with the Goat Camp drainage in the very northeastern portion of Payson. Large Oaks and other deciduous trees predominate with scattered Ponderosa Pines.

### **Open Space**

Open space in Payson includes the following areas:

- · Tonto Apache Reservation
- · Regional Park
- District Park
- · Community Park
- · Neighborhood Park
- · Mini Park
- Golf Courses

All categories of open space are important, and each contributes to the overall quality of life in Payson. Open spaces also help to preserve and protect natural features such as groundwater recharge areas, steep slopes, and wildlife habitats. The protection of these significant open spaces will play an important role in guiding development.

### **Energy Efficiency**

There are numerous reasons why increasing energy efficiency makes sense from environmental to economic considerations, particularly with the increasing rise in energy costs.

Economic development is a major reason cited for going green. As new technologies and services evolve, there is an opportunity for investment in job training programs and locating new businesses. According to the U.S. Environmental Protection Agency (EPA), as much as 30 percent of the energy consumed in commercial buildings, including government, is used inefficiently or unnecessarily. By diversifying the economic base of the Town and reducing direct energy costs, energy efficiency can save taxpayer dollars, create jobs, and improve the overall health of the local economy.

Environmental conservation is a motivating reason to become more energy efficient. Based on data collected by the EPA, for the ENERGY STAR Program, energy use in commercial buildings and industrial facilities create over 45 percent of all United States carbon dioxide emissions. Recycling and using renewable resources conserve natural resources. Promoting growth in Payson's developed core helps to preserve wildlife habitats and future recreational and environmental amenities.

### **Air Quality**

Payson's air quality is a major asset to the scenic beauty and environmental health of the Town. Air pollutants in the area are generated primarily by the combustion of fossil fuels from stationary and mobile sources. Transportation accounts for most of the energy consumed in the area. Energy efficiency, as discussed previously, is a critical component of preserving the Town's air quality.

Advancement of the community as an energy efficient model will lessen energy consumption locally, and encourage surrounding communities to conserve, which will lead to a reduction of migratory pollutants as well.

### **Water Resources Element Existing Conditions**

The Town has a wealth of natural resources including Ponderosa pines, Tonto National Forest, wildlife habitat, topography, and the Mogollon Rim. Combined, these natural resources offer Payson a beautiful quality of place that is important to protect. Through active water conservation and progressive water resource efforts, the Town maintains a sustainable supply of ground water and surface water to serve demand. A reliable and high-quality supply is a pillar for the continued success and prosperity of the community.

Groundwater and surface water supplies provide adequate water to meet current and future demand within the Town boundaries.

In 2014, the Town in collaboration with Salt River Project (SRP) began constructing the needed facilities to convey surface water to Town to ensure a renewable resource to serve anticipated growth in demand and safeguard the groundwater supply. The Town completed construction and secured the surface water right allocation from the C.C. Cragin Reservoir as an additional and permanent water source for the Town in 2019. The reservoir, with a storage capacity of 15,000 acre feet, is in Coconino County about 25 miles north of Payson

atop the Mogollon Rim in the Coconino National Forest. The Town is entitled to tap up to 3,500 acre feet each year with a long-term 10-year rolling average of 3,000 acre-feet per year. Therefore, in a normal precipitation year groundwater and surface water availability is estimated at 4,416 acre feet per year, or 80 percent of the sum of available groundwater (2,520 acre feet) and surface water (3,000 acre feet) to account for precipitation variability.

The Town of Payson is known for its well-managed water resource policies, which are based on a "Safe Yield" estimate for the Town, not to exceed 4,416 acre feet per year. Water usage data for 2022 show ground water usage in the Town reached only 42 percent of "Safe Yield." Average water usage from 2019 to 2022 was 1,854 acre feet.

In a normal precipitation year (18-22 inches per year), groundwater is served from January to April due to freezing conditions and potential limited access to C.C. Cragin Reservoir pumping facilities. During the warmer temperature period between May and December, the Town switches to C.C. Cragin surface water supplies to serve customer demand. The timing of the switch between surface water supplies and groundwater supplies can vary each year depending on precipitation collection in the C.C. Cragin Reservoir.

### Groundwater

The Town's groundwater wells are located within the Town limits except for one located to the east in the adjacent Town of Star Valley. All the wells are relatively shallow at 300 to 1,000 feet below land surface in the Payson Granite, Gibson Creek Batholith (mostly diorite and gabbro), and gneissic granitoids that underlies almost the entire Town. Groundwater is stored in weathered zones, in complex fracture systems and joint sets, and in fault zones. Along these structural discontinuities, weathering has produced deep zones of decomposed igneous rock in many places. This decomposed rock has greater porosity and permeability than the unaltered igneous rock, presenting opportunities for storing and recovering groundwater resources.

### **Surface Water**

Local hydrology consists of a few small seeps and springs throughout the area. The heaviest precipitation generally occurs during the summer monsoon season. Thunderstorms are common on most afternoons between July and September, which quickly clear in the evening. Winter precipitation is most commonly snow. On average, Payson experiences one to five moderate snow falls per year. Snow infrequently accumulates on the ground and most snow accumulation lasts less than one day.

### **Floodplains**

Floods are a natural occurrence, and floodplains have beneficial functions for groundwater recharge and wildlife habitat. In 1968, the National Flood Insurance Act established the National Flood Insurance Program (NFIP). In 1973, the Flood Disaster Protection Act required NFIP participation to receive some type of disaster assistance. Thus, under the direction of the Federal Emergency Management Agency, the Town regulates building in designated floodplains. All requests are examined to see if any of the affected parcels is considered in a floodplain. A site plan could place a development out of the floodplain or help establish the correct elevation requirement of the lowest floor.

#### Stormwater

Across the county, as communities develop towards a state of build out, stormwater management grows in importance and complexity. More impervious surfaces mean less infiltration of water into the ground, higher volumes flowing through traditional floodplains, the creation of new floodways, and lost recharge of critical groundwater. Heavy rainstorms saturate the soil with much of the water seeping into buried, clay sewage pipes. This excess stormwater that infiltrates leaky sewage pipes eventually flows into Green Valley Water's treatment plant. In general, however, stormwater is conveyed through various drainage ditches into the major natural drainages through Town, exiting the Town through American Gulch.

# Green Valley Park Water Reclamation Project

Green Valley Park is a cooperative water reclamation project between Green Valley Water and the Town of Payson. This award-winning park has been designed to recharge the Town's water table through passive percolation of treated effluent through the bottom of the lakes into the groundwater aguifer. The lakes also provide storage of the effluent for reuse customers throughout Town and for watering of landscaping in the park. Monitoring of water levels in wells located around the edges of the Park allows the Town to assess the effectiveness of the recharge process. Approximately 300,000 gallons per day are passively recharged to the Payson granite aquifer via the Green Valley Recharge project.

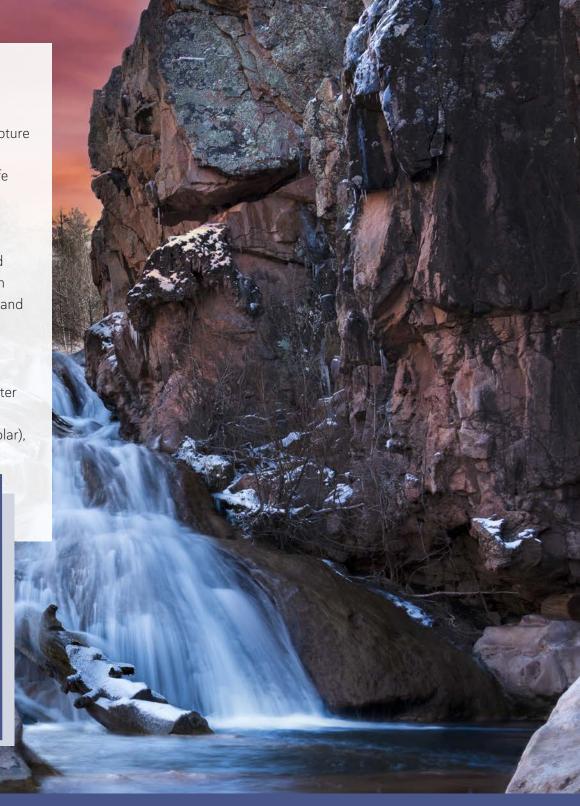
### **Green Infrastructure**

Green infrastructure, integrated with stormwater capacity, is an interconnected network of varying sizes of impervious cover to capture stormwater, increase greenspace, reduce heat island impacts, and improve air quality. Green infrastructure preserves wetlands, wildlife corridors, and other sensitive habitats and environments. Green infrastructure not only lessens a project's environmental impact but also benefits the final development product. Subdivisions with open spaces such as greenways and parks are more attractive and bring a higher market value than those developments without such amenities. Green infrastructure creates integrated neighborhoods and communities as opposed to isolated developments.

Other environmental techniques that are synonymous with green infrastructure include low-impact development (LID) and stormwater management systems (e.g., rain gardens, green roofs, rain barrels, cisterns), alternative energy sources (e.g., geothermal, wind, and solar), and porous pavement.

### Payson's Green Infrastructure

Urban Forestry, or the planning and management of vegetation in developed areas, is another important green infrastructure tool. The system of National Forest, parks, Ponderosa Pines, street trees, landscaped boulevards, gardens, greenways, and natural areas is a complex and important contributor to the natural feel of the mountain Town. A community's trees contribute to the overall quality of life and place.



#### **Watersheds**

The designation of Tonto National Forest in 1905 by the U.S. Forest Service was an effort to protect the watersheds of the Salt and Verde rivers. The Salt River drains an area of approximately 5,980 square miles and is the largest tributary of the Gila River. The Salt River headwaters originate in the White Mountains from the confluence of the White and Black Rivers at 11,400 feet in elevation and flows approximately 140 miles to its confluence with the Gila River at an elevation of about 900 feet above mean sea level. A series of major reservoirs make up the dammed portions of the Salt River (Roosevelt, Apache, Canyon, and Saguaro Lakes). Perennial flows are found at the higher elevations due to winter snow, monsoon storms, and springs, and most intermittent streams are found in the western portion of the watershed. The Verde River drains an area of approximately 6,188 square miles and traverses about 140 miles.

The Verde River headwaters originate just south of Paulden and flow southeast into Horseshoe and Bartlett Lakes before joining the Salt River. Many large tributaries contribute to the Verde River including Sycamore Creek, Oak Creek, Wet Beaver Creek, West Clear Creek, Fossil Creek, and the East Verde River. The Verde watershed includes the highest peak in Arizona, Humphrey's Peak at 12,600 feet. The lowest elevation in the Verde watershed is at the confluence of the Verde and the Salt Rivers at 1.300 feet.

According to the Arizona Department of Environmental Quality, the main sources of perennial flows sampled for the Salt and Verde watersheds were snowmelt at 52 percent and springs at 35 percent. The streams in these watersheds flow through a variety of landforms such as mountain meadows, coarse colluvial deposits, bedrock canyons, and alluvial deposits. Precipitation in the Salt and Verde watersheds generally increases with altitude and varies widely from season to season. Precipitation is usually highest during summer months and peaks again during winter months; the driest period is from April through June.

### **Water Supply**

The Town of Payson Water Department is the largest supplier of water to Payson homes and businesses, and the Tonto Apache Reservation. The Water Department produces water from 35 active production wells with a total storage capacity of 8,730,000 gallons. The Water Department is currently working to construct an additional 500,000 gallon storage tank within the water system at the end of North Hillcrest Drive. The work is scheduled to be completed in 2025. The wells produce water from the local crystalline bedrock aquifer. Because the geology that makes up the aquifer system consists of fractured and decomposed granite that is exposed at the surface in and around Town, it is important to protect the aquifer from potential sources of contamination. This is why the area within the Town boundaries and areas to the north are considered "well head protection areas."

It is estimated that on average recharge to the Payson aguifer is 2,681 acre feet per year. However, in 2018, the Town entered into an agreement with SRP (the federal facilitator of the C.C. Cragin Project) to use up to 2,520 acre feet of groundwater per year to meet demand.

Based on its 56-year history, the C.C. Cragin reservoir has historically refilled to over 86 percent capacity about every other year. In average precipitation years on the C.C. Cragin watershed, the Town receives 3,000 acre feet of surface water from the C.C. Cragin reservoir. Excess C.C. Cragin water that is not needed by customers is artificially recharged using nine aquifer storage and recovery/direct injection wells. Since July 2019 the Town has recharged 2,620 acre feet of C.C. Cragin water within its town boundaries. This recharged volume of water is recorded yearly with the Arizona Department of Water Resources (ADWR) as "long term storage credits". In dry years, should the Town ever need to use groundwater more than the SRP limit of 2,520 acre feet, the Town could draw on its ADWR "long term storage credit" account to do so.

Some recharge to the Payson aguifer is accomplished by artificial recharge from the Green Valley Park Water Reclamation project storage lakes. Groundwater recharge from this project is estimated to be approximately 336-acre feet per year. The amount of treated effluent available from the reclamation project is dependent upon the amount of indoor water use and leakage into the system during winter precipitation events. The Town is prohibited by state law from storing local stormwater due to senior downstream water rights holders, so stormwater is naturally discharged to the American Gulch, a tributary to the East Verde River.

A map of the C.C. Cragin reservoir can be seen in *Map A.9*.

### **Water Demand**

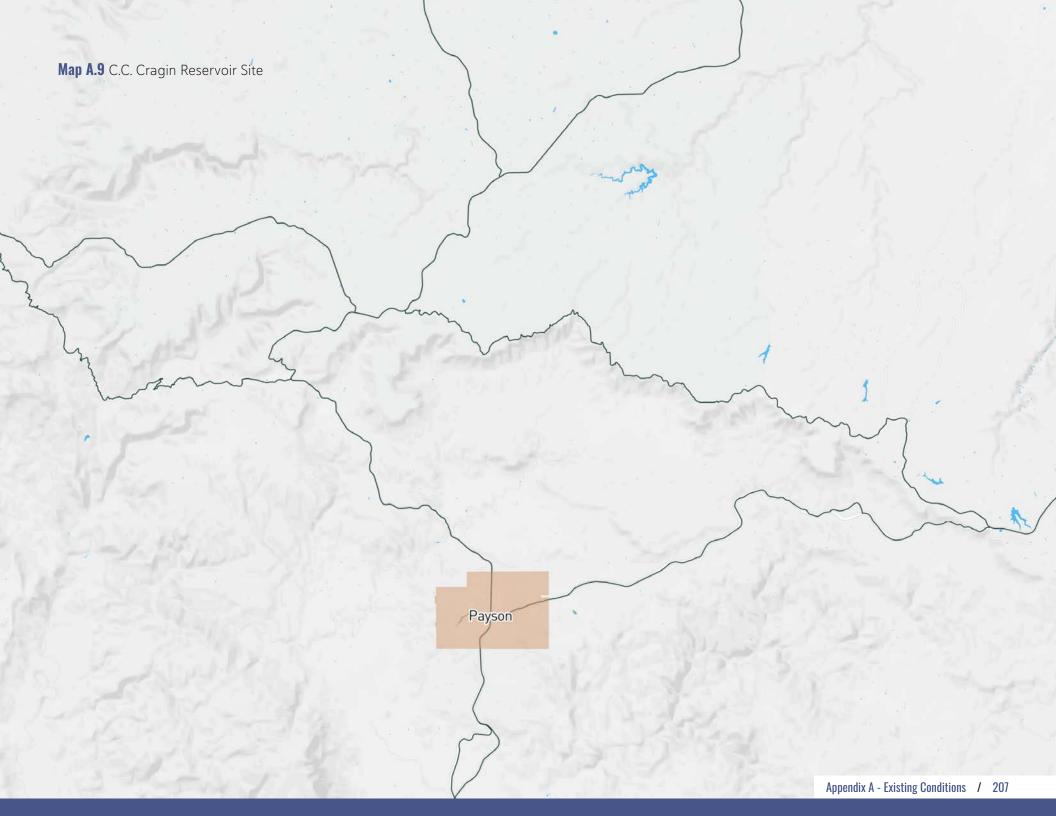
The municipal water system does not supply water for any large-scale irrigation uses. Green Valley Water owns and operates the local wastewater treatment plant and works in partnership with the Town of Payson for storage that provides water for irrigation uses such as golf courses and distribution of reclaimed wastewater for large-scale irrigation needs.

Payson operates its water system using the "Safe Yield" concept. Safe Yield means that the amount of groundwater pumped from the aquifer on a long-term basis must not exceed the amount that is naturally or artificially recharged. Since C.C. Cragin water became available in 2019, in average precipitation years surface water will primarily be used to meet demands. In dry years, groundwater will primarily be used to meet demand. Total available water supply is made up of 2,520 acre feet per year of groundwater and 3,000 acre feet of C.C. Cragin water. In addition, in abnormally "dry" years available "long term storage credits" (amounts to 2,620 acre feet as of December 2022 and is anticipated to increase in average precipitation years) will be utilized in the event the demand is more than the 2,520.

The development of the multiple water resources management programs in Payson has alleviated much of the pressure on the Payson aguifer. The available groundwater and surface water resources to Payson residents is unique to rural north-central Arizona communities and is quantified to support a population of 40,000 people in Payson using 100 gallons of water per person per day and the "Safe Yield" volume of 4,416 acre feet per year.

### **Water Quality**

Adequate supply of quality water is an important aspect of public health. The goal of the Payson Water Department is to produce a safe, dependable water supply for its customers. The Town's drinking water must remain in compliance with the Drinking Water Standards established by the United States Environmental Protection Agency and the Arizona Department of Environmental Quality (AZDEQ). The Town publishes an annual Water Quality Report that serves to meet public reporting requirements as well as educate the population on water quality issues.



#### **Water Reuse and Conservation**

Water reuse is an important component of resource management. While Payson is fortunate to have a much more reliable water supply than many other communities in Arizona, water should not be wasted when it can be reused. Water reuse can include collection of stormwaters, reuse of gray water in homes and businesses, and reuse of treated wastewater. Water can be reused for irrigation, vehicle washing, toilet flushing, and industrial purposes. The Town abides by the 2017 AZDEQ regulations for reclaimed water (including gray water).

Water reclaimed from shower, bathtub, bathroom sink, and washing machine drains is gray water suitable for watering plants. However, the gray water from dishwashers and kitchen sinks that may be contaminated with grease and food particles must not be used. Toilet wastewater, called black water, should never be used. The health risks from gray water are minimal if it is gathered and applied properly.

The Payson Town Council, with strong citizen support, passed a water conservation ordinance to promote sensible water use in the community. The Town of Payson Conservation Ordinance prohibits the following at all residential/commercial services:

- · Water features that exceed 500 gallons,
- Reverse osmosis systems for water treatment in conjunction with drinking water vending machines and commercial ice making equipment,
- · Spray irrigation without automatic shutoff valve,
- · or flood irrigation.

Other prohibitions for commercial services include:

 New construction of car washes shall be equipped with recycling and reuse systems.

These measures are re-evaluated periodically, and the precise level of conservation is set annually based on actual precipitation levels and local groundwater levels at the Water Director's discretion and Council's decision. The addition of the C.C. Cragin Reservoir water allocation to the Town's water supply has eased the danger of drought and low ground water levels. However, water reuse and water conservation measures will remain an integral part of Payson's desert mountain culture to ensure a healthy groundwater reserve.

# **Cost of Development Element Existing Conditions**

The Plan presents strategies to manage Payson's land use and growth decisions in a fiscally sustainable manner. The Plan also includes strategies to maximize land uses, preserve quality of place, and ensure development pays its fair share of improvements to provide necessary public services like transportation infrastructure, parks, recreational facilities, and public safety.

# Factors Influencing the Fiscal Sustainability of Land Uses

Numerous factors influence the fiscal results for different land uses. These factors include, but are not limited to:

- Local revenue structure.
- Services provided,
- Local levels of service,
- Capacity of existing infrastructure, and
- Demographic and market characteristics of new growth.

Local Revenue Structure. A key determinant in calculating net fiscal results from new development is the local revenue structure, which affects fiscal findings through both its composition and revenue distribution/collection formulas. Every community has at least one major revenue source, and in some cases, several on which it is reliant. Examples include property tax, local sales tax, and state shared revenues. An important component of revenue structure is the distribution/collection formulas for various sources. Except for property tax, the distribution/collection formulas for common revenue sources can vary greatly from state to state. For example, in states where sales tax is collected, some allow communities to assess a local option sales tax, which is usually collected on a situs-basis (point of sale). Other states collect sales tax at the state level and distribute the revenue to communities using a population-based formula. A similar situation exists with income tax, where some states allow a local income, or "piggyback" tax, on top of the state income tax. In certain states, such as Maryland, this tax is collected by place of residence. In others, such as Ohio, it is collected by place of employment.

Examples are shown in *Figure A.1* and *Figure A.2* from two cost of land use studies for prototype nonresidential land uses in each community. The figures show results for nonresidential development per 1,000 square feet of floor area. Data points above the \$0 line represent net surpluses; data points below the \$0 line represent net deficits. The first example shows results for the City of Scottsdale, Arizona, where the main source of revenue is a "point of sale" sales tax. Note the positive results for retail development. Compare the results from *Figure A.1* to the City of Dublin, Ohio. Cities in Ohio have a local income tax, which is based on place of work rather than place of residence. Note here the results for retail development showing that retail land uses cost more to the city than they generate in direct revenue.

**Services Provided.** Another important factor in the fiscal equation is the services provided by the jurisdiction. Jurisdictions provide different services, and the fiscal impact analysis will reflect this. For example, in many states, school districts are separate entities with their own tax rates (e.g., Florida). In other states, schools get their local funds from County General Fund taxes (e.g., Virginia). Fiscal analyses will reflect the services provided and funding streams, and audiences need to be aware of this to prevent both unintentional and deliberate confusion.

**Levels of Service.** Another factor in fiscal impact analysis is an understanding of the levels of service currently being provided in a community. Existing levels of service are defined as the facility or service standard currently being funded through the budget. Examples of level of service standards are pupil teacher ratios (e.g., one teacher per 24 students), parkland per capita, etc. This is an important factor as levels of service generally vary from community to community.

Capacity of Existing Infrastructure. The capacity of existing infrastructure in a community also has a bearing on the fiscal sustainability of new development. For example, a community may have the capacity to absorb many additional vehicle trips on its existing road network or may be significantly under capacity with regards to high school enrollment. In either of these situations, using a case study-marginal cost approach that account for existing facilities and levels of usage to assess fiscal impacts, a community with excess capacity could absorb substantially higher

Figure A.1 Example of Fiscal Impact Results: Locality with "Point of Sale" Sales Tax

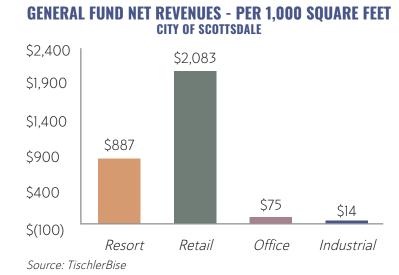
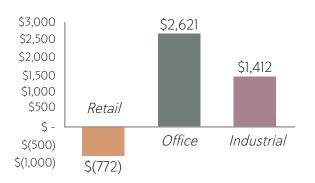


Figure A.2 Example of Fiscal Impact Results: Locality with Place of Employment Local Income Tax

#### **ANNUAL NET FISCAL RESULTS - PER 1,000 SQUARE FEET** CITY OF DUBLIN PROTOTYPE ANALYSIS



Source: TischlerBise

growth over time without making additional infrastructure investments than a community without these capacities. This excess capacity results in lower capital costs over time. This is an important factor in the fiscal equation, as the largest cost associated with capital facilities are the annual operating costs, which typically account for approximately 80 percent of a community's budget.

Demographic and Market Characteristics of New Growth. Next to a community's revenue structure, no other factor has as great an impact on the net fiscal results as the demographic and market characteristics of different land uses. Examples of demographic and market variables for residential development include average household sizes, pupil generation rates, market value of housing units, trip generation rates, density per acre, and average household income. Important demographic and market characteristics for nonresidential development include square feet per employee, trip generation rates, market values per square foot, sales per square foot (retail), and floor area ratio.

# **Existing Financial Condition**

**Revenues.** Tourism drives the Payson economy. The primary revenue source for the Town General Fund is sales tax revenue generated from retail activity. The Town is working to diversify the mixture of residential and nonresidential development to diversify the tax base and revenues generated.

**Table A.7** shows the revenue sources for the Town during fiscal year 2022. Locally generated sales tax is the most significant revenue source (\$15,242,182) for the Town. It represents 37 percent of all revenue collected in 2022. State Shared Revenues disbursed to the Town during fiscal year 2022 totaled \$6,519,359 and represented 16 percent of revenues generated. These monies are generated from four types of taxes: state sales, income, gas, and vehicle license. As is the case in many states, state shared revenues are unpredictable, and are disbursed based on municipal shares of state population. State shared revenue disbursements to the Town have been increased since the last General Plan update, showing signs of improvement. Property Taxes generated \$701,132 in revenue, representing only two percent of the total \$41.5 million.

**Table A.7** Town of Payson, Arizona Revenues (2022)

#### **REVENUES IN PAYSON, ARIZONA**

Revenue Type	Amount	Percent	
Sales Tax	\$15,242,182	37%	
Property Taxes	\$701,132	2%	
Franchise Taxes	\$407,290	1%	
State Shared Revenues	\$6,519,359	16%	
Auto Lieu Taxes	\$1,252,477	3%	
Investment Earnings	\$70,886	0%	
Fees, Fines and Charges for Services	\$10,728,287	26%	
Operating Grants and Contributions	\$5,556,939	13%	
Capital Grants and Contributions	\$1,099,318	3%	
Total	\$41,577,870	100%	

Source: Town of Payson (2022). Annual Comprehensive Fiscal Report, for Fiscal Year Ended June 30.2022

**Services Provided.** Capital infrastructure expenditures area necessary investment in the quality of Payson but are also a significant use of financial resources. The Town's one-year Capital Improvements Plan (CIP) identifies and prioritizes capital investments necessary to accommodate growth and provide a consistent level of service to residential and nonresidential development. The 2023-2024 CIP reflects programming for \$37,408,944 of potential investments to be made for general government, public safety, streets, water, parks and recreation, event center, community development, and economic development (Tourism and Payson Airport).

Funding for improvements will include pay-as-you-go funding out of current revenues for lower cost improvements. Grants will be used to bridge funding gaps and leverage additional funds. Bonds provide an inexpensive way to finance large-scale projects. Lastly, development fees are one mechanism used by the Town to ensure growth pays for its share of necessary public services. Development fees, paid by developers, serve to ensure continued levels of service, by funding new infrastructure and facilities necessitated by growth. The manner and amount of development fees that Payson may impose is limited by State law. See A.R.S. §9-436.05.

#### **Considerations to Reduce Cost**

**Density.** A healthy mixture of land uses can serve to balance revenue sources and demands on necessary public services like public safety and parkland.

Areas of Town with the infrastructure capacity to absorb additional development could support increased density, which can create more fiscally balanced or profitable land use mixtures. Given the revenue structure and capital demands of land uses in the Town, the best means to maintain fiscal sustainability is to diversify and intensify the land uses. As shown in *Table A.8*, no single land use provides strictly positive fiscal result.

**Table A.8** Hierarchy of Prototype Land Uses and Fiscal Impacts

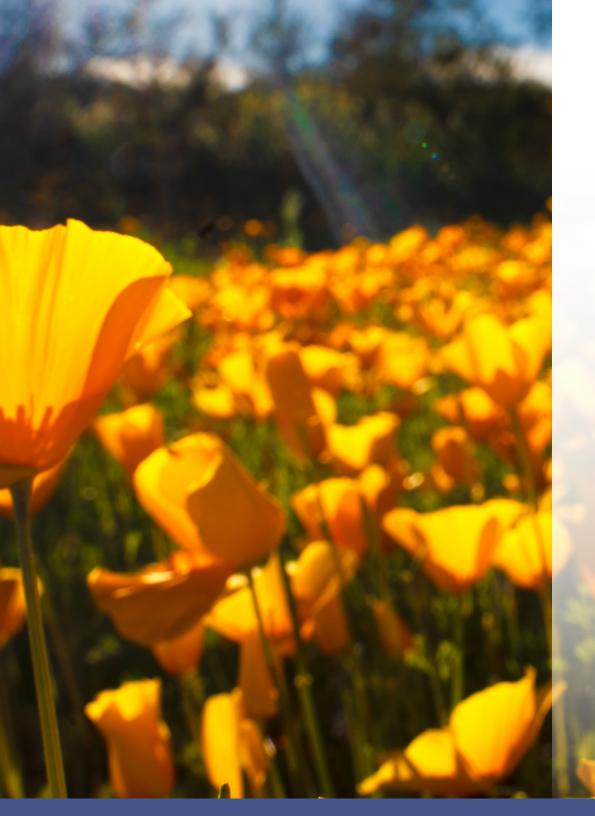
#### HIERARCHY OF PROTOTYPE LAND USES

	Tax Rev	enue	Demand	Fiscal
Land Use	Property	Sales	for Services	Benefit
Residential (per Unit)				
Low Density	High	-	High	Negative
Medium Density	Medium	-	Medium	Negative
Multifamily	Low -		Low	Negative
Nonresidential (per Unit)				
Office	Medium	-	Medium	Positive
Retail	High	-	High	Positive
Industrial	Low	-	Low	Positive

Source: TischlerBise. (2013)

Infill Development. Infill development can be used to slow outward growth, to create vibrancy in commercial districts, and to stabilize districts. Infill development takes advantage of already existing public infrastructure like streets, water, and utilities with the capacity to absorb the growth in a vacant or underutilized property. By encouraging investments to be made within developed areas the property values of the surrounding neighborhood may benefit. Increased property values provide a net gain for Payson; however, because property tax is not a large revenue stream for Payson, the purpose of infill is more to encourage vibrancy and create demand for commercial services that generate sales tax revenue. Infill development that is compatible with the existing neighborhood character restores continuity to the built environment. Infill development is environmentally friendly in many ways; it does not require use of fresh greenfield land, it does not threaten existing trees, it requires fewer raw building materials than a ground-up build, and it absorbs growth in already built districts close to services and amenities.

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APPENDIX B

# Demographic and Market Analysis

Appendix B outlines the past, current, and forecast future state of demographic, economic, and market conditions in Payson. Such information informs the land use and development recommendations, ensuring changes that are recommended are feasible within Payson's market. Please note this appendix does not represent the recommendations of the Payson General Plan but was used in the formulation of the final Plan recommendations as it provides objective, market-based solutions.



# Payson General Plan Update – Economic and Market Analysis

Summer 2023

By: Rounds Consulting Group

4450 S. Rural Rd., Tempe, AZ 85282 | Phone: 480-508-4911 | www.roundsconsulting.com





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# Introduction

Rounds Consulting Group ("RCG") was contracted to perform a high-level economic and market analysis as part of the Payson General Plan update.

The purpose of this effort is to analyze the historic, current, and future demographic, economic, and real estate market forces and trends that could influence the Town's future urban growth patterns; and analyze the future demand for commercial, office, and industrial space as well as housing through research and stakeholder engagement.





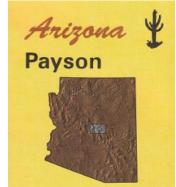


# **Executive Summary**

The Town of Payson consists of 19.5 square miles, and it is located at the base of the Mogollon Rim in Central Arizona. It is about an hour and a half drive to the Phoenix and Prescott metro areas and a twohour drive to the Flagstaff metro area. The Town is easily accessible via Arizona State Route 87 and 260 and by air through the Payson Municipal Airport, a general aviation airport located 1 mile west of the central business district of Payson.

Payson is located in Gila County at an elevation of 5,000 feet and typically experiences all four seasons – an uncommon occurrence in Arizona. It is one of the major municipalities serving the nearby towns and the county. The Town is surrounded by the Tonto National Forest, providing numerous recreational activities at nearby creeks, trails, and lakes.

As of 2022, Payson was home to 16,632 residents in 7,475 households. The median age of a resident of Payson was 59 years.<sup>2</sup> As of June 2023, there were 6,162 persons (16 years and older) employed in Payson according to estimates from the Arizona Office of Economic Opportunity.



A review of the economic and demographic profile of the Town, supplemented by stakeholder feedback, indicates that economic development has been limited due to a shortage of workers, the high costs of development, and inadequate infrastructure. However, the prevailing factor affecting economic growth in Payson is a lack of affordable and available housing. Without proper intervention and planning, economic growth is projected to continue to be limited.

A recent surge in home prices coupled with high interest rates has made homeownership more difficult for individuals and families, especially first-time homebuyers, to afford homes. The current supply of housing is disporportantily single family housing, aged, and requires significant renovations, which increases the overall cost of a home contributing to the affordability problems.

In order to mitigate housing issues, the Town will need to have enough land available for housing development, invest in infrastructure improvements, and promote multi-family housing. Higher density housing (e.g., apartments, condominiums and townhouses) provide a range of housing options for residents, including individuals, starting families, young professionals, and seniors.

The following summarizes the key findings of this economic and market analysis. The report's analysis includes economic forecasts and an overview of the Town's potential to support future development and redevelopment of commercial, office, industrial space, and housing.

# Town of Payson in Context

Payson is located in center of Arizona at an elevation of 5,000 feet and typically experiences all four seasons - an uncommon occurrence in Arizona. It is one of the major municipalities serving the nearby towns and the county. The Town is surrounded by the Tonto National Forest, providing numerous recreational activities at nearby creeks, trails, and lakes.

# Payson Planning Area

The Town of Payson consists of 19.5 square miles, and it is located at the base of the Mogollon Rim in Central Arizona. It is about an hour and a half drive to the Phoenix and Prescott metro areas and a twohour drive to the Flagstaff metro area. The Town is easily accessible via Arizona State Route 87 and 260 and by air through the Payson Municipal Airport, a general aviation airport located 1 mile west of the central business district of Payson.

The Town is located in Gila County, with a land area of approximately 4,796 square miles, the County is bounded by Yavapai County to the northwest. Maricopa County to the west. Pinal County to the south. Graham County to the southeast, Navajo County to the east-northeast, and Coconino County to the north. Payson is the largest population center in Gila County.

# **Population and Households**

#### **Population**

The trends of population and household growth are essential factors in planning for the long-term sustainability for the Town of Payson. Although historic trends do not ensure future trends will align, they are the best measure for the foundation to base plans for the future.

According to data derived from the United States Census Bureau 2010 and 2020 Decennial Census counts, Payson experienced a 5.8% growth rate between 2010 and 2020. On a net basis, the Town's population increased by approximately 1,050 new residents from 15,301 person in 2010 to 16,351 persons in 2020.

Between 2010 and 2020, according to the United States Census Bureau, the State of Arizona had a net gain 832,387 people for a growth rate of 13.3%. Over the same period, Gila County population grew at a much slower rate of 1.1% gaining approximately 574 new residents from 2010 to 2020.

In 2022, there was a total of 16,632 people living in the Town of Payson, according to estimates derived from the Arizona Office of Economic Opportunity ("OEO"). This is approximately 30.9% of Gila County's total population, which was 53,838 in 2022, according to the OEO.

https://www.azcommerce.com/media/r0nn5fzk/july1 2022 arizona population estimates.pdf?v=638254871531214763

<sup>&</sup>lt;sup>2</sup> According to the U.S. Census Bureau 2021 American Community Survey (5-year estimates).



From 2021 to 2022, the population of the Town grew by 0.8%. Over the last ten years (2012 to 2022), the Town's total population grew at an average of 0.8% per year. The population for Gila County grew from 2021 to 2022 by 1.2%, and has grown at an average rate of 0.1% per year over the last decade. The population of Arizona grew by 1.7% from 2021 to 2022, and has grown at an average rate of 1.3% per year since 2012.

17,000 16,500 16,000 15,500 15,000 14,500 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022

Figure 1: Payson's Population History (2012-2022)

Source: Arizona Office of Economic Opportunity

#### **Age Levels**

According to the U.S. Census Bureau 2021 American Community Survey (5-year estimates), the median age of Payson's residents was 59 years, which was the highest median age of the peer geographies (i.e., Gila County and the State of Arizona). Payson is a popular place for retirees to call home, thus raising the median age. To compare, Gila County's median age is 50 years, and the State of Arizona had the lowest median age of 35 years.

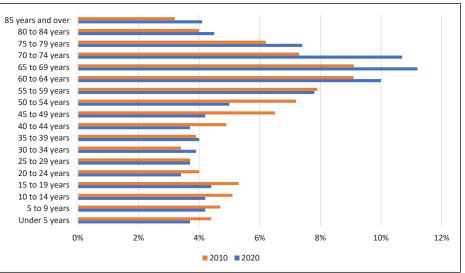
Between 2010 and 2020 the Town of Payson experienced a shift in age demographics. Figure 2 demonstrates the changes for each age group ranging from under 5 years old up to 85 years and older.

The Town gained in the shares of the population over the age of 60, between ages 30 to 34, and ages 35 to 39. These gains were balanced with the loss in shares of population of primary school-aged children, and some of the primary workforce age groups including ages 20 to 24 years, ages between 40 to 49 years, and lastly ages between 50 and 59.

Figure 3 below shows Payson's population growth rates between decennial census counts for the Town population and for the male and female portions of the total population.

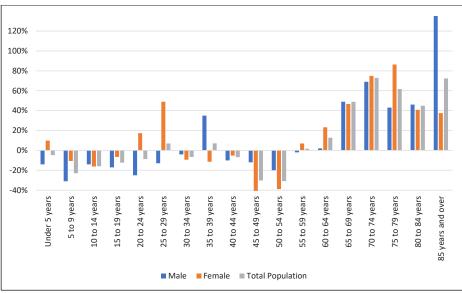


Figure 2: Decennial Population for Payson



Source: United States Census Bureau; 2010 Decennial Census and 2020 Decennial Census

Figure 3: Population Growth Rates by Age Cohort



Source: United States Census Bureau; 2010 Decennial Census and 2020 Decennial Census



#### Households

According to United States Census Bureau 2021 American Community Survey (5-year estimates) data, Payson had a total of 7,475 total households and 9,758 housing units in the region. As displayed in Table 1, the result of dividing the total population (16,632 people) by the number of households (7,475) results in an average household size of 2.13 persons for the Town (based on the 2021 estimates from the United States Census Bureau). The average household size of the Town is smaller than the peer communities as a result of the population being made up of mostly retirees and do not have children living with them in their homes.

Table 1: Population and Households					
Population Housing Units Households Avg. Household Size					
Town of Payson	16,632	9,758	7,475	2.13	
Gila County	53,211	32,452	22,306	2.34	
State of Arizona	7,079,203	3,082,000	2,817,723	2.53	

Source: United States Census Bureau American Community Survey 2021 (5-Year Estimates)

# **Population Demographics**

#### **Race and Ethnicity**

Table 2 shows the distribution of the population by race and ethnicity for Payson, Gila County, and the state. As shown below, 84.3% of Payson's population is white and has significantly less racial diversity than Gila County and the state as a whole.

Table 2: Population by Race and Ethnicity				
Race	Payson	Gila County	Arizona	
White	84.3%	70.8%	70.4%	
Black or African American	0.5%	0.8%	4.5%	
American Indian and Alaska Native	2.0%	16.6%	4.2%	
Asian	0.9%	0.8%	3.3%	
Native Hawaiian and Other Pacific Islander	0.1%	0.0%	0.2%	
Some Other Race	3.3%	3.8%	6.9%	
Two or More Races	8.9%	7.1%	10.4%	

Source: Esri; United States Census Bureau American Community Survey 2021 (5-Year Estimates)

In Payson 11.7% of residents self-identify their ethnicity as Hispanic or Latino. While in Gila County 17.4% of their residents have a Hispanic or Latino ethnicity. Over 30% of Arizona's residents (30.7%) self-identify their ethnicity as Hispanic or Latino.

#### **Poverty**

In 2021, approximately 9.4% of the population in Payson were living below the poverty line, according to U.S. Census Bureau. The Town had a lower percentage of its population living below the poverty line when compared to the County and State poverty levels. The statewide population below the poverty line was



reported at 12.8% and the County population below the poverty line accounted for 19.8%. Table 3 provides perspective of the percentage of population living in poverty among different age groups for the Town, Gila County, and the State as a whole.

Table 3: Percent of Population Experiencing Poverty					
Age Group	Town of Payson	Gila County	State of Arizona		
Person Below Poverty	9.4%	19.8%	12.8%		
Persons Under 18 in Poverty	10.7%	32.2%	17.3%		
Persons Aged 18 to 64 in Poverty	9.9%	21.1%	12.0%		
Person Over 64 in Poverty	8.2%	9.1%	9.6%		

Source: United States Census Bureau American Community Survey 2021 (5-Year Estimates)

#### **Educational Attainment**

Overall, the residents of Payson are more educated in comparison to Gila County. However, when compared to the State of Arizona, Payson has a disadvantage of having a lower percentage of the population that holds a bachelor degrees or higher.

Approximately 24.4% of the population, 25 years and above, living in Payson had attained a bachelor's degree as of 2021. In Gila County 18.8% of those 25 and above had a bachelor's degree. This can be compared to the statewide population, 25 years and above, who obtained a bachelor's at 32.4%. Table 4 below provides the percentage of the populations with each educational attainment level for Payson, Gila County, and Arizona.

Table 4: Educational Attainment Level for Payson Gila County and Arizona					
Payson Gila County Arizona					
High School Graduate	26.3%	28.5%	23.5%		
Some College, No Degree 31.5%		30.2%	23.7%		
Associate's Degree	10.5%	9.5%	9.4%		
Bachelor Degree or Higher	24.4%	18.8%	32.4%		

Source: United States Census Bureau; American Community Survey 2021 (5-Year Estimates)

#### **Employed Population**

In Payson, 44.5% of the population 16 years and over is in the labor force, according to the United States Census Bureau data from 2021. Table 5 demonstrates the broad distribution of occupations held by the employed civilians of the Town. The largest share of employment in Payson was the occupations in management, professional, and related occupations. Service and sales and office occupations employed the next largest shares of the workforce.

Table 5: Occupation Distribution for the Town of Payson				
Occupations	Percent of Employed Civilians			
Management, Professional, and Related	40.6%			
Service	21.7%			
Sales and Office	20.3%			
Construction, Extraction, Maintenance and Repair	11.1%			
Production, Transportation, and Material Moving	6.3%			

Source: United States Census Bureau; American Community Survey 2021 (5-Year Estimates)



# **Housing Demographics**

#### **Household Income**

The median household income for those living in the Town was \$58,109 in 2021 according to the U.S. Census Bureau. This was 15.9% below the statewide median household income of \$69,056, but above the median household income of \$51,406 for Gila County as a whole.

#### **Home Construction**

Analysis of the historical development of housing units reveals that the period of rapid housing construction in Payson closely followed the trends observed in the State and County. The majority of housing units were built between 1960 and 2009. The significant increase in residential construction, which began in the 1960s, maintained its strength even beyond 2000, except when the national housing market experienced a downturn.

Table 6: Construction of Housing Units						
	Town of Payson Gila County		County	Arizona		
	Count	Percent	Count	Percent	Count	Percent
<b>Total Housing Units</b>	7,475	100%	22,306	100%	2,683,557	100%
Built 2020 or Later	*	*	*	*	6,750	0.3%
Built 2010 to 2019	494	6.6%	1,264	5.7%	232,559	8.7%
Built 2000 to 2009	1,617	21.6%	4,153	18.6%	626,584	23.3%
Built 1980 to 1999	3,364	45.0%	7,871	35.3%	981,324	36.6%
Built 1960 to 1979	1,775	23.7%	6,171	27.7%	621,514	23.2%
Built 1940 to 1959	206	2.8%	1,719	7.7%	179,772	6.7%
Built 1939 or Earlier	19	0.3%	1,128	5.1%	35,054	1.3%

Source: U.S. Census Bureau; American Community Survey 2021 (5-Year Estimates)

#### **Home Sales Prices**

The median sales price of a home in Payson was \$459,000 in June 2023, according to estimates from Redfin. This was a 3.7% increase from the previous year. The median sales price of a home in Gila County for the same period was below Payson's (at \$442,250). The statewide median sales price of a home was also behind the Town's (at \$442,700). In June 2023, homes for sale in Payson were on the market for a median of 30 days, about 4 days less than the year before. There were a total of 442 homes sold in the Town of Payson from June 2022 to June 2023.

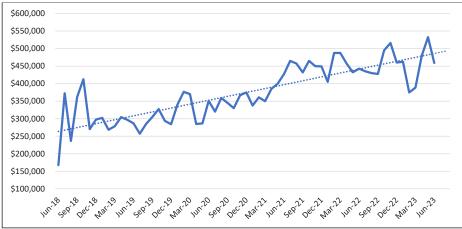
Figure 4 provides perspective into how the median sales price for a home in Payson has increased significantly over the past five years. The increased cost of housing has deterred new residents from moving to the area due to the lack of affordability. It has also pushed away parts of the population in search of affordable housing and workforce opportunities elsewhere.

Note: The price of a home is what a ready, willing, and able buyer will pay for a home that is in the open market based on current market conditions. The median sales price is the price where half of the homes



in an area sell above it and half sell below it. Whereas the average adds up all of the sales prices and divides them by the total number of sales. The sale of unusally expensive or extremely low homes can significantly skew the average price more than the median price, so median price is generally regarded as the more useful of the two ways of looking at home prices.

Figure 4: Payson Median Sales Price of All Home Types (2018-2023)



Source: Redfir

#### **Home Values**

The U.S. Census Bureau collects data on existing homes in a given area to determine the median home value for that area. The median home value in Payson was \$272,500 in 2021, according to the U.S. Census Bureau. Gila County's median home value was lower than Payson's at \$190,700. Arizona's statewide median home value surpassed both the Town's and the County's at \$336,300.

Note: Home values represent the value of all existing homes. The median value is the halfway point where half of the homes in an area are worth less than it and half of the homes in an area are worth more than

#### **Housing Stock by Type**

The United States Census Bureau data as of 2021, identified that there was a total of 9,758 housing units in Payson - of those, 7,475 were occupied and 2,283 were vacant. Payson has a vacancy rate of 23% throughout the Town.

Table 7 below demonstrates a breakdown of the occupied housing units in the Town by the type of home. Most of Payson's housing stock is comprised of single-family homes which account for 74.9% of the homes. There is a very limited supply of multi-family (10.9%) housing options for those in the region. For context, 20.2% of homes in Arizona are multi-family.

<sup>\*</sup>Limited or no data available



Efforts should focus on increasing the density and supply of housing to include more affordable options for the community through multi-family housing. Multi-family rental homes serve as entry-level and workforce housing, and is typically a step towards homeownership. Increasing affordable housing will strengthen the Town's economic stability and growth.

Table 7: Payson's Occupied Housing Stock by Type of Home				
Single-Family	5,601	74.9%		
Multi-Family	813	10.9%		
Mobile Home or Other	1,061	14.2%		
Total	7,475	100%		

Source: U.S. Census Bureau American Community Survey 2021 (5-Year Estimates)

#### **Housing Affordability**

In order to measure housing affordability, the U.S. Census Bureau calculates the relationship between gross household income and monthly housing expenses. Data collected in the American Community Survey reports monthly housing costs as a percentage of household income for three different categories of households: owner occupied with a mortgage, owner occupied without a mortgage, and renter occupied with monthly rent.

A household that spends 30 percent or more of their income towards housing will find it difficult to afford other basic life essentials (i.e., food, healthcare, fuel, and other household goods) and is considered cost burdened. Table 8 data shows that 60.5% of households with a mortgage and 86.2% of households without a mortgage pay less than 30 percent of their income on monthly housing costs. Leaving the remaining 39.5% of households with a mortgage and 13.8% of households without a mortgage living in Payson paying 30 percent or more of their income on monthly housing costs.

Table 8: Monthly Housing Costs as a Percentage of Household Income					
	Occupied Housing Units - Households				
Percent of Household Gross Income	Monthly C	Monthly Owner Costs			
	Monthly Rent				
Total Occupied Units	3,046	2,694	1,735		
Units in Sample	3,019	2,694	1525		
Less Than 20 Percent	30.0%	76.3%	26.8%		
20 to 29.9 Percent	30.5%	9.9%	39.4%		
30 Percent or More	39.5%	13.8%	33.8%		

Source: U.S. Census Bureau American Community Survey 2021 (5-Year Estimates)

#### **Payson Rental Affordability**

There was a total of 1,735 renter occupied households in the Town of Payson, according to the 2021 American Community Survey. As shown in Table 7, 66.2% of monthly renters spent less than 30 percent of their income on monthly housing costs. While 33.8% of monthly renters had to spend 30 percent or more of their income on their monthly rent for the unit leaving them cost burdened.



# **Industry and Occupation Employment**

The following information will focus on the industries, occupations, and the workforce present in Payson. It is important to note that the United States Bureau of Labor Statistics calculates Payson's workforce from the micropolitan statistical area, therefore the level of employment is greater than the actual employment in the Town of Payson. The data collected from the U.S. Census Bureau and Esri estimate the actual employment levels for Payson. The purpose of reviewing the employment in the region will help to identify Payson's economic strengths and identify possible opportunities for growth in the future.

#### **Local Area Employment**

According to data from the Arizona Office of Economic Opportunity (the "OEO"), there were approximately 6,162 people (16 years and older) employed in Payson as of June 2023. The number of employed persons in the Town grew by 14.3% from 2011 (earliest available data from the OEO) to 2023, an annual growth rate of 1.0% per year.

This can be compared to the County's employment growth of 3.7% over the same time period (i.e., 2011 to 2023), growing at an annual rate of 0.3%. The state employment experienced growth of 30.0% over the same period, with the annual growth rate of 1.7%, according to estimates from the OEO.

Retail employed the largest share of the workforce with 15.6% employed in the industry in 2023, according to estimates derived from Esri (see Figure 6). Healthcare and social assistance employed the next largest share of the workforce at 11.4%. The major employers in Payson include the Banner Payson Medical Center, Payson Unified School District, Mazatzal Casino, Walmart, and the Town of Payson.

Figure 5: Payson Employment History - Non-Seasonally Adjusted (2011-2023)

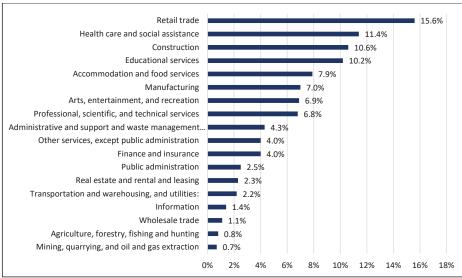


Source: Arizona Office of Economic Opportunity

Note: Data through June 2023.



Figure 6: Payson's Total Share of Employment by Industry (2023)



Source: United States Census Bureau American Community Survey 2021 (5-Year Estimates) and Esri

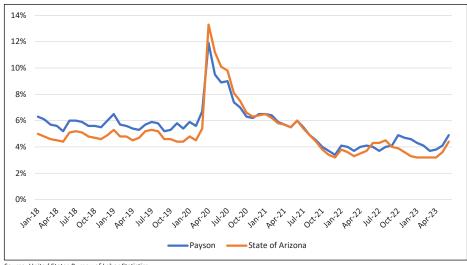
#### **Local Area Unemployment**

Unemployment in Payson was reported at 4.9%, according to the most recent data (June 2023). As mentioned before, the unemployment is derived from the micropolitan number which also represents Gila County as a whole. For comparison, the statewide unemployment was at a rate of 4.4% according to the most recent U.S. BLS data.

Figure 7 shows the unemployment rates for Payson and the State of Arizona over the past five years. During the pandemic unemployment in Payson fell below the statewide unemployment and kept very close to it until about October of 2022. Since September of 2022, the unemployment rate in the region has been experiencing higher unemployment levels than Arizona as a whole.



Figure 7: Unemployment Rates for Payson and Arizona



Source: United States Bureau of Labor Statistics

#### Inflow and Outflow of Employment

It is important to take note of the inflow and outflow of employment that takes place in the Town, this provides a prospective of the region's employment efficiency. According to available data, in 2020 there was a total of 3,745 individuals employed in the Town. A total of 1,724 individuals lived and worked in Payson (or 46%), while 2,021 individuals were employed in the Town but lived outside of it (or 54%).

Finding workers in Payson has become a challenge due to the unaffordability of housing. There have been cases where individuals have been offered a position for work but have had to reject the employment offer because of the lack of available and affordable housing in the Town.

# Travel and Tourism Industry

At 5,000 feet in elevation, Payson is close by to the Mogollon Rim and is covered in forest and grassland. The outdoor recreation activities available in Payson are limitless. The activities include sightseeing, hiking, camping, biking, lakes, fishing, kayaking, stargazing, hunting, natural landmarks and wildlife watching among others. Payson's elevation provides the perfect weather for people to escape from the desert heat in the summertime.

Payson is filled with western heritage and has a rustic charm to the Town. They host events including the World's Oldest Continuous Rodeo, Hashknife Pony Express, along with other rodeos each year. There is also a museum where residents and visitors can visit to learn the intriguing history of the Town.



The travel and tourism of Payson is promoted by Adventure Payson, they created the Adventure Where We Live campaign for the Town. Their website gives information regarding all of the different possible activities in or near Payson for people who visit the area, and includes a full calendar line up of events that will take place in the Town.

# **Retail Industry**

The retail industry is the leading industry in the Town of Payson. The merchants that operate in the Town offer a unique and diverse set of shops. There are stores for antiques, crafts, specialty items, and handcrafted pieces made by local artisans available in small shops around the area. There are currently six different antique stores, three different art galleries, and one boutique to visit throughout Payson.

The Payson farmer's market is held every Saturday morning where residents and visitors can go to purchase different local goods from fifty different local vendors. The market offers fresh, local, and organically grown food, locally made baked goods and foods, plants, hand-crafted pieces, and more.

# Stakeholder Focus Group Feedback

RCG held an economic development discussion with the members of the Economic Development Advisory Committee of Payson and conducted various interviews to solicit feedback from key stakeholders. The Committee includes various major employers, real estate developers, business leaders, and community stakeholders. The goal of this stakeholder focus group engagement was to gain a comprehensive understanding of the Town's economic landscape as well as identify potential growth opportunities and constraints that could influence future economic and real estate development.

The expertise and local knowledge of the focus group stakeholders was key to accurately representing the community and help create the population and development projections. The discussion provided our team with beneficial input and perspectives on the future demand for commercial and residential development.

The following is a brief summary of the key findings of the discussion.

- Numerous years have passed by without any projects that contribute to affordable housing in the Town. With affordable housing being an issue statewide, rural areas like Payson should focus efforts on creating affordable housing opportunities for its residents because their mean wages are lower than mean wages in bigger cities.
- The young workforce has created a trend of moving out of Payson in order to go to school, or to find affordable housing and job opportunities. If Payson is able to have a wider higher education presence, more affordable housing available, and more workforce opportunities then the young workforce would not leave at such a high rate.
- Employers are having difficulty attracting employees due to the limited supply of housing options. There have been cases where individuals have been offered a position for work but have had to reject the employment offer due to the lack of available and affordable housing in the Town.



- The conditions of the current supply of houses and office, retail, and industrial space that can be infilled throughout Payson are in poor condition and will require major renovations to be usable.
- · Developers trying to build projects in Payson have been withdrawn or rejected by the Town's council due to community push back from a very small group of people, strict zoning codes/regulations, time consuming processes, limited infrastructure, and difficulty working with Town staff. This has added significant costs to the potential development and has deterred developers from building in Payson.
- If Payson were to attract light-manufacturing businesses, the area would benefit over time from the higher-wage jobs that they offer. There is land that is zoned for industrial, but the sites require significant infrastructure improvements, such as road access, to be viable for developers to build.
- The current supply of hotels in Payson typically are either 2- or 3 stars. If the Town were to bring in a few higher-class hotels, this would attract higher income individuals and groups to the Town where they will spend their money.
- A convention center would also be beneficial in the area, it could be used for business conference meetings as well as offer a place to go for those in the Town who work remotely or take classes online. Conventions would also bring people into Town to spend money.
- · Payson would benefit if the area offered a community center and other community amenities like a pool, splash pad, additional hiking trails, and other recreational features. It was also mentioned that there should be more senior facilities available because of the population consisting of mostly

In conclusion, the Committee feedback indicated that economic development has been limited due to a shortage of workers, the high cost of development, and aging infrastructure. However, the prevailing factor affecting economic growth is a lack of affordable and workforce housing.



# **10-Year Forecasts**

Forecasting population and employment is a critical component in assessing the future demand for residential, commercial, industrial, and office development. A comprehensive econometric forecasting model was developed to project the Town's population and employment over the next 10 years.

The model combines moving average and exponential smoothing forecasting techniques utilizing both quantitative and qualitative information. Quantitative forecasting methods rely heavily on the available data and historical trends. Various federal and state government and private sector data was collected and analyzed as part of the quantitative research.

Qualitative forecasting is based on expert judgments or speculations about the trends in the factors that affect the projections. RCG has distinguished expertise and has been advising public and private entities on matters of economic forecasting for over 40 years. Furthermore, RCG engaged in interviews with key stakeholders including Town staff, business professionals, local business owners, and realtors, among others, to collect and formulate the qualitative information used for the forecasts.

A summary of the model's methodology and findings follows.

#### **Model Methodology and Approach**

In order to prepare the 10-year forecasts, RCG utilized a custom-built econometric forecasting model. The model employs both moving average and exponential smoothing forecasting techniques.

These specific techniques rely on the assumption that patterns seen in historical data will continue in the future but are adjusted based on expert knowledge. The patterns are generally characterized as a) part of a trend; b) seasonal; c) cyclical, which refers to the population and employment changes being affected by the business cycle; or d) a random component.

Each of these patterns, combined with current community development, unique economic conditions, or other interventions, can impact future population and different forecast techniques account for these variances with differing degrees of accuracy. Identifying which patterns impact population and employment statistics is critical in providing a thorough forecast.

Three forecast scenarios (i.e., a low, baseline, and high) were developed to account for uncertainty, measure the sensitivity of the projections, and capture different possible combinations of the factors. This provides a range of potential outcomes and their associated probabilities.

The three forecast scenarios are defined as:

1) Low Forecast: The low forecast represents a scenario where economic conditions or factors are expected to be less favorable or challenging. It assumes that certain negative events or limitations might occur, leading to less-than-optimal outcomes.

The low forecast scenario assumes a minor economic contraction (i.e., a recession similar to the early 2000s recession) starting in 2024 followed by a prolonged recovery. The scenario also



assumes that the high cost of development and current inefficiencies in construction continue to dampen economic growth in the area.

Baseline Forecast: The baseline forecast represents the most likely or expected scenario. It assumes that conditions will unfold as anticipated without significant deviations or major disruptions. The baseline forecast serves as the reference point for other scenarios and is often considered the most probable outcome.

The baseline scenario assumes a minor recession starting in 2024 followed by a quick recovery. The scenario assumes that issues affecting growth such as high inflation, worker shortages, affordability, and inefficient development processes in the Town are eased over time.

3) High Forecast: The high forecast represents a scenario where conditions or factors are expected to be more favorable or advantageous. It assumes that positive events or developments might occur, leading to better-than-expected outcomes. The high forecast is the most optimistic scenario and reflects the best-case situation among the possible outcomes.

The high forecast scenario assumes a minor economic downturn in 2024 followed by a quick recovery; and the current development restrictions affecting economic growth are remedied with a short period of time.

The following is a brief description of the econometric modeling techniques used to analyze patterns and produce population and employment forecasts.

#### **Moving Average Technique**

A moving average technique is a very common and reliable method of forecasting. It is often used as a baseline on which to compare other forecasting techniques. The moving average technique smooths any outliers in the data in order to isolate a reliable trend by averaging observed data points in the period being considered.

For example, a 3-year moving average for a dataset would consist of the average of years one, two and three. The next point in the trend would be the average of the values in years two, three and four. This process continues until the trend is established.

This historical trend is then assumed to continue into the future, following a similar pattern. The forecast is then made based on the trend. Additionally, the accuracy of the forecast can be enhanced by assigning weights to the various data points observed. For example, if the trend suggests a smooth and continued growth pattern, then a greater weight can be assigned to the most recent observations. The moving average can be defined by the following equation. Where  $x_t$  is defined as the population estimate being forecasted,  $w_i$  is the set of weights assigned, f is the number of future periods, and p is the number of past periods.

$$M_{x,t} = \frac{\sum_{i=-p}^{f} w_i x_{t+i}}{\sum_{i=-p}^{f} w_i}$$



#### **Exponential Smoothing Technique**

Exponential smoothing is a popular method of leveling a data series when there is not an easily identified trend but has a mean that changes over time. This technique is similar to the moving average technique in the sense that varying weights are given to different observations in the time series. In this case, however, the weight applied to past observations declines automatically. An exponential smoothing model can be defined by the following equation.

$$S_1 = (1 - \alpha)^t S_0 + \alpha \sum_{k=0}^{k=t-1} (1 - \alpha)^k + x_{t-k}$$

In this case,  $\alpha$  is the smoothing parameter that has a value between 0 and 1. This can be thought of as a weight or probability that removes the uncertainty or "noise" from the estimate  $x_t$ . The value for  $\alpha$  is chosen by the forecaster after consideration of various factors such as national, regional, or local economic conditions, world events, etc.

#### **Population Forecasts**

The following table and chart summarize the three forecast scenarios (i.e., low, baseline, and high) for population forecasts. These projections provide valuable insights into the potential population trajectories under varying circumstances, aiding in strategic planning and informed decision-making.

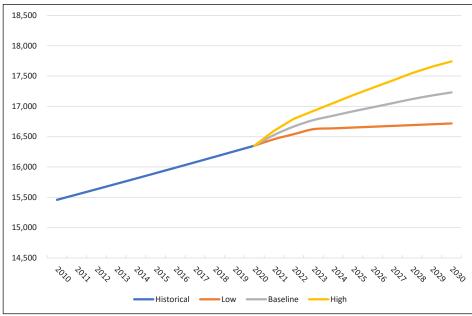
Under the Low Forecast Scenario, the population of Payson is projected to increase by 2.2% from 2020 to 2030 for a net increase of 367, or an annual rate of 0.2%. Under the Baseline Forecast Scenario, the population of the Town is expected to increase at an annual rate of 0.5% from 2020 to 2030 – increasing by 879 additional residents and a 10-year growth rate of 5.4%. Under the High Forecast Scenario, the population of Payson is projected to increase 8.5% from 2020 to 2030 for a net increase of 1,390, or an annual rate of 0.8%.

Note: Although the forecasts utilize the 2020 U.S. Census Bureau counts as the base year, the forecasts are adjusted to include the population data released by the OEO from 2000 to 2022, which indicate an above average growth rate from 2020 to 2022.

Table 9: Town of Payson Population Projections					
Scenario	2020	2030	Net Change	% Change	
Low Scenario	16,351	16,718	367	2.2%	
Baseline Scenario	16,351	17,230	879	5.4%	
High Scenario	16,351	17,741	1,390	8.5%	

Source: U.S. Census Bureau: Arizona Office of Economic Opportunity: Rounds Consulting Group, Inc.

**Figure 8: Town of Payson Population Forecasts** 



Source: U.S. Bureau: Arizona Office of Economic Opportunity: Rounds Consulting Group, Inc.

#### **Employment Forecasts**

The following table and chart summarize the three forecast scenarios (i.e., low, baseline, and high) for employment projections. These projections provide valuable insights into the potential employment trajectories under varying circumstances, aiding in strategic planning and informed decision-making.

Note: It is advisable to exercise caution when considering employment projections, as the complete impact of the COVID-19 pandemic on the job market is still unfolding and the 2020 figure is based on abnormal employment situation. The dynamic and evolving nature of the situation warrants a careful approach to forecasting, recognizing that unforeseen variables could continue to influence employment trends.

Under the Low Forecast Scenario, the employment of Payson is projected to increase by 3.9% from 2020 to 2030 for a net increase of 223, or an annual rate of 0.4%. Under the Baseline Forecast Scenario, the employment of the Town is expected to increase at an annual rate of 0.7% from 2020 to 2030 – increasing by 405 additional jobs and a 10-year growth rate of 7.0%. Under the High Forecast Scenario, the employment of Payson is projected to increase 10.8% from 2020 to 2030 for a net increase of 627, or an annual rate of 1.0%.

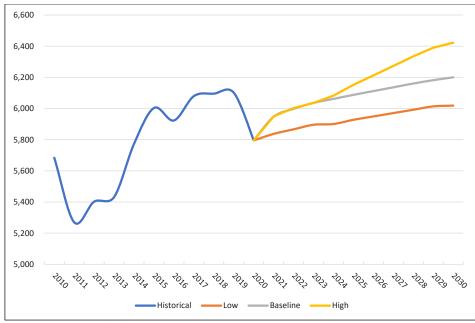
Although the forecasts utilize the 2020 U.S. Census Bureau counts as the baseyear, the forecasts are adjusted to include the employment data released by the OEO from 2011 through June 2023.



Table 10: Town of Payson Employment Projections							
Scenario	2020	2030	Net Change	% Change			
Low Scenario	5,795	6,019	223	3.9%			
Baseline Scenario	5,795	6,200	405	7.0%			
High Scenario	5,795	6,422	627	10.8%			

Source: U.S. Census Bureau; Arizona Office of Economic Opportunity; Rounds Consulting Group, Inc.

Figure 9: Town of Payson Employment Forecasts



Source: U.S. Bureau; Arizona Office of Economic Opportunity; Rounds Consulting Group, Inc.



## **Future Demand for Real Estate**

The future real estate demand estimates have been derived from the population and employment projections. Similarly, three forecast scenarios are provided (i.e., a low, baseline, and high forecast). These projections provide valuable insights into the potential real estate development under varying circumstances.

Note: It is important to note that the forecasted real estate projections are subject to a degree of uncertainty due to the prevailing underlying problems and conditions within the economy. Factors such as ongoing economic fluctuations, regulatory changes, interest rate changes, inflation, and other unforeseen external events can significantly impact real estate trends and outcomes. As a result, while these forecasts provide valuable insights, they should be interpreted with caution, and adjustments may be necessary as the economic landscape continues to evolve.

Under the Low Scenario, the anticipated population growth of Payson is expected to demand an additional 167 housing units by 2030. Additionally, under the Low Scenario, the anticipated employment growth of the Town is expected to demand an additional 19,547 square feet of industrial space, 14,121 square feet of office space, and 23,610 square feet of retail space by 2030.

Under the Baseline Scenario, the anticipated population growth of Payson is expected to demand an additional 397 housing units by 2030. Additionally, under the Baseline Scenario, the anticipated employment growth of the Town is expected to demand an additional 35,442 square feet of industrial space, 25,605 square feet of office space, and 42,810 square feet of retail space by 2030.

Under the High Scenario, the anticipated population growth of Payson is expected to demand an additional 626 housing units by 2030. Additionally, under the High Scenario, the anticipated employment growth of the Town is expected to demand an additional 54,908 square feet of industrial space, 39,668 square feet of office space, and 66,322 square feet of retail space by 2030.

Table 11: Future Demand for Real Estate						
Туре	Low Scenario	Baseline Scenario	High Scenario			
Residential Units	167	397	626			
Industrial Sq. Ft.	19,547	35,442	54,908			
Office Sq. Ft.	14,121	25,605	39,668			
Retail Sq. Ft.	23,610	42,810	66,322			

Source: U.S. Census Bureau; Arizona Office of Economic Opportunity; Rounds Consulting Group, Inc.



# Development/Redevelopment Opportunities

From an economic development perspective, there are several key factors that should be considered when identifying opportunities for development/redevelopment.

The following summarizes the key considerations and general opportunity areas (in no particular order). The considerations and opportunities are based on basic economic development fundamentals coupled with feedback from community stakeholders during the Payson General Plan update process.

#### Downtown/Central Business Districts:

- Underutilized, vacant, or dilapidated central business districts (such as the Main Street district)
  often provide prime opportunities for redevelopment. Redevelopment focused on mixed-use
  development that preserves the local culture could help to attract the desired retail,
  restaurant, entertainment, and multi-family residential options desired by residents, as well
  as help attract visitors to the Town.
- Creating a vibrant and walkable core within the existing business districts will support a sustainable business ecosystem and promote the desired lifestyle that is attractive to younger households, helping to resolve the issue of young residents leaving Payson.
- Developing new central business districts with community centers, coworking spaces, and public areas to host various events (such as festivals, conferences, community markets, etc.) will enhance business development.

#### Employment/Industrial Areas:

- The airport area presents a prime opportunity for industrial or mixed-use developments and will contribute to the diversification of the local economy.
- In order to maximize the opportunities and attract industrial and business development, properly queuing and investing in necessary infrastructure improvements such as roads, broadband, water/sewage connectivity, etc. will need to be made.
- Incentivizing business development may be an opportunity to revitalize underutilized commercial areas and create new employment districts. This includes exploring public-private partnerships, land leases, workforce development programs, fee waivers, and creating special tax jurisdictions (e.g., foreign trade zones).

#### • Residential Neighborhoods:

 By far the primary use of residential land within Payson is utilized for low-density single family residential use. Creating residential neighborhoods that focus on med- to high-density housing with a mix of affordable and market rate housing will provide opportunities for improving the housing stock.



#### • Tourism/Open Space:

- Preserving outdoor recreation and historical buildings will contribute to the cultural identity of the Town while attracting tourism, businesses, and residents.
- Investments in improving the accessibility of outdoor recreation presents an opportunity to improve tourism.



**APPENDIX C** 

# **Public Participation** Summary

A general plan should never be made for a community, but by the community. Through a series of online and in-person engagement opportunities, the planning team collaborated with the community on the thoughts, ideas, and comments that became the recommendations put forth in this Plan. Appendix C summarizes both that process and its outcomes.

# **Public Participation Overview**

The following section summarizes the stakeholder and public engagement opportunities that were conducted to collect valuable input from the community to help guide this planning process. Stakeholder and public engagement are a critical component of any public planning process as it capitalizes on the knowledge and desires of those who know the community best.

To guide the project, the planning team and the Town of Payson worked together to create a General Plan Stakeholder Committee (GPSC) and Technical Committee (TC). The GPSC supplied an "boots on the ground" perspective to the planning process, providing valuable insight and information and assisting the planning team in the direction and recommendations of the Plan. The TC was made up of Town leadership and department representatives that acted as technical advisors throughout the project.

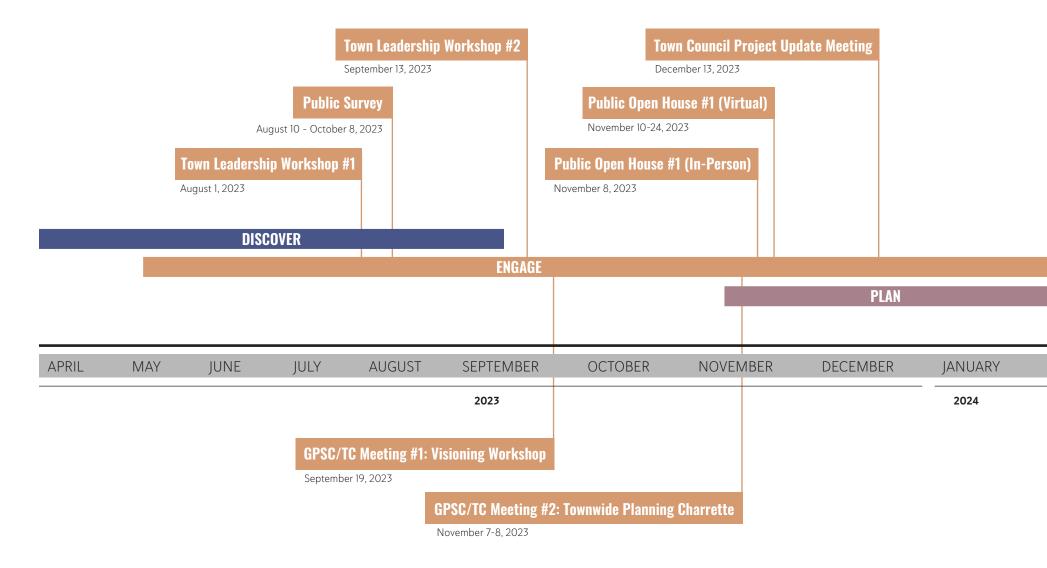






# **Public Participation Timeline**

Figure C.1 Public Participation Timeline



# **GPSC/TC Meeting #3: Draft Plan Review (Virtual)** January 30, 2024 Planning and Zoning Commission Meeting (Public Hearing) **Town Leadership Workshop #3** June 10, 2024 February 6, 2024 **Election/Public Ratification Public Open House #2 (Virtual) Town Council Meeting (Public Hearing)** November 5, 2024 February 12-19, 2024 June 26, 2024 ENGAGE

#### REFINE AND IMPLEMENT **FEBRUARY MARCH APRIL** MAY JUNE JULY **AUGUST** SEPTEMBER **OCTOBER NOVEMBER**

2024

# **DISCOVER**

Assessed existing physical, economic, demographic, regulatory, and operational conditions citywide. Reference **Appendix** A, Appendix D, and Appendix E for more information.

# **ENGAGE**

Identified issues and opportunities facing Payson and formulated a clear vision for the future. This appendix provides a summary on public and stakeholder engagement throughout the planning process.

# **PLAN**

Created alternative plans, strategies, and programs and prepared draft plan recommendations in the form of this document.

# REFINE AND IMPLEMENT

Presented the Plan to the public, stakeholders, and city leadership for revisions and consensus building. Developed specific strategies and tasks to ensure the Plan is achieved day-by-day and step-by-step.

# **Key Public Participation Findings**

# **Visioning Phase Key Findings**

The visioning phase of the engagement process provides valuable input from stakeholders, Town staff members, and the public. While the planning team considers the existing conditions of the Town and 'what is,' the primary purpose of this phase is to ask members of the community what they see as their concerns for the Town and to start dreaming about 'what could be.' These responses and aspirations tend to occur organically as the planning team leads members of Town leadership and stakeholders through various visioning exercises at leadership and stakeholder work sessions and the Visioning Workshop. These responses also arise through meaningful discussions at various events and throughout the engagement process.

Main Street. Main Street was consistently brought up as an area in desperate need of planning and development. There was a sense that there is no real 'downtown' or walkable corridor for shopping and social gatherings. There was a strong desire to see Main Street grow and develop into a walkable corridor with plenty for residents and visitors to explore and do.

**Housing.** Payson desperately needs a variety of additional housing options, primarily workforce and affordable housing. This was a strong theme throughout the visioning phase process.

**Event/Aquatic Center.** Community members indicated that an event center would be widely used, especially if it had an aquatic component. Others called for a localized spot for Town youth to gather.

**Destination Focused.** Stakeholders established that since Payson is wellknown for its location and natural environment, it should therefore prioritize creating new destinations or emphasizing established ones. Multiple suggestions called for more bike paths and active recreation opportunities and additional trail access points within the Town.

**Education.** A fair number of suggestions called for an improvement of local trade school programs and an integration of educational programs within the local economy.

Traffic. Traffic was continually brought up throughout the visioning phase as a major concern for the future of Payson. Current traffic patterns severely inconvenience locals and cause distress during the weekend.

**Landlocked.** Due to the Town's boundary and inclusion within the Tonto National Forest, Payson is firmly landlocked with little to no opportunity to annex additional within their borders. Additionally, the topography and lay of the land makes it difficult for additional usage.

Misinformation. Stakeholders expressed concern over the level and prevalence of misinformation in the Town. There was also some conversation about the influence of national media on Town culture.

Aging Population and Medical Needs. While not as prevalent as other concerns, some stakeholders indicated that the elderly population within the community will need further support in terms of their medical needs and living situations.

These themes gathered throughout the visioning phase will help the planning team create more pointed questions as engagement continues during the planning process.

# **Planning Phase Key Findings**

While visioning looks at the big picture, the planning phase begins to narrow the focus on specific areas to be addressed in the Plan. During this phase of the engagement process, more specific questions were asked about everyday life within Payson to explore the issues and opportunities that exist in the following topic areas: Land Use, Development, and Growth Areas; Mobility and Connectivity; Community Placemaking and Aesthetics; and Economic Development and Town Culture.

The planning phase included the Townwide Planning Charrette, an inperson public open house, and a virtual public open house. Themes that emerged during the visioning phase were further elaborated in responses to the topical questions, giving the planning team more details and ideas of how to address each area of concern. A summary of responses for each topic area is provided below.

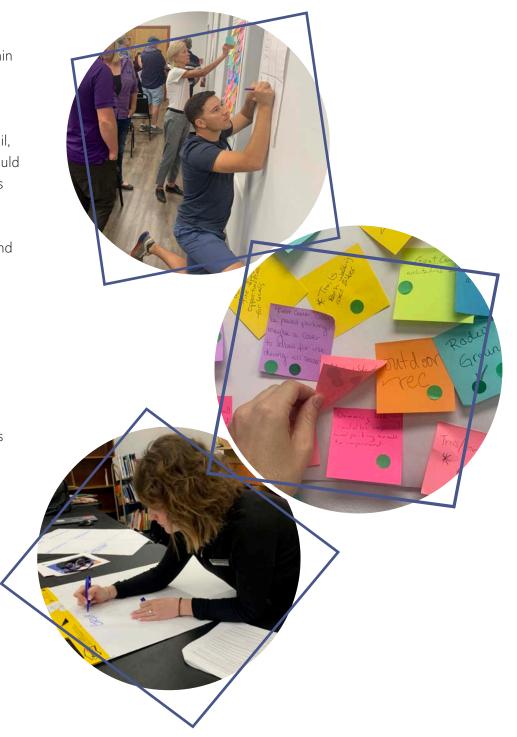
Land Use, Development, and Growth Areas. Stakeholders overwhelmingly supported the development of Main Street, emphasizing the corridor as a key location for future retail growth. Suggestions for Main Street included improving connectivity from Main Street to side streets, utilizing the American Gulch and Rumsey Park as nearby destinations. As heard in the Visioning Phase of the engagement process, there were multiple calls for more affordable and multifamily workforce housing options, proving to be a key land use that should appear within the Plan. In terms of land use development, there were calls for addressing deferred maintenance and improving the quality of roads and infrastructure.

Economic Development and Town Culture. Stakeholders shared their desire to see an arts and entertainment district develop along Main Street, creating a place for events and a principal place for the community to gather. Stakeholders also included additional calls for workforce and affordable housing within this topic area, indicating that they found this to be essential for economic development and the Town's culture. Some comments also suggested lowering impact and review fees to spur and promote development, allowing for more flexibility within the development community.

Mobility and Connectivity. Stakeholders indicated their desire for additional bike lanes, walking paths, and paths and trails throughout the Town, emphasizing non-vehicular transportation options. Several comments declared support for transit services, and some called for enhancements to the Beeline Service. The largest concern for this topic area was traffic mitigation. Congestion along State Routes 287 and 260 throughout the Town at the weekend continues to be a major point of frustration for the community. Some suggestions included traffic calming measures and enforcement and connecting vital roadways.

Placemaking and Aesthetics. In terms of creating a sense of place within the Town, stakeholders expressed a strong desire to see a town center, or a cultural center develop. This sentiment was in line with other calls for Main Street to become a destination for residents and tourists. Ideas included a brewery and unique sit-down dining opportunities, more retail, space for concerts, local and regional arts, and nightlife. Main Street should also include a visually appealing streetscape that focuses on pedestrians and bike usage rather than vehicles. Stakeholders indicated their pride and appreciation for Payson's western culture and heritage. Multiple suggestions emphasize the importance of keeping the "mountain" feel and capitalizing on the local rodeo culture. There also appeared to be wide support for a large-scale beautification effort along the main corridors, including additional code enforcement throughout the Town to improve 'curb appeal.'

Overall, stakeholders felt pride in their community and the Town's western culture and history. These findings will be heavily relied upon as recommendations for goals and strategies are crafted. The engagement process is critical for gathering direct input from stakeholders as policies are developed, ensuring that this Plan is built for the community by the community.



# **Outreach and Marketing**

The planning team used multiple forms of media to ensure Payson residents and stakeholders could participate in outreach events and provide feedback during the planning process. These communication methods included a dedicated, interactive project website; a project kickoff interview video; a postcard mailer; posts on the town's social media platforms; press releases: and email and text blasts.

# **Project Kickoff Interview Video**

Doni Wilbanks, the Community Development Director for the Town of Payson, introduced the kickoff of the Town of Payson's General Plan through a video interview. She provided context for the planning process-citing the need to abide by the Arizona State Statutes-and an overview of the new General Plan. She encouraged viewers to visit the project website to sign up to receive project updates and take the public survey.

#### **Postcard Mailer**

A postcard mailer was developed and sent to all Payson residents. This mailer included a project overview, a link to the project website, and a list of ways to get involved in the project.

# **Interactive Project Website**

A website (www.paysongeneralplan.com) was created by the planning team to provide information on a variety of topics relating to the Plan, including:

- A project overview, which detailed the purpose of the Plan and the goal of the planning process;
- A project timeline that showed the different phases of the project;
- A list of ways to engage in the planning process as a member of the public (e.g., public survey, in-person open house, virtual open house, etc.);
- Project downloads that summarize findings at engagement events and the Plan drafts:
- And an opportunity to ask questions or provide comments to the Town.

Members of the public could also sign up for email notifications and text alerts about ongoing efforts and events. This website was regularly updated throughout the planning process as the primary platform for project-related information.

#### Social Media

Members of the planning team developed social media graphics for the Town's existing Facebook page. The Town's staff members posted these graphics to provide updates on the project, solicit participation in public participation events, and invite residents to take the public survey.

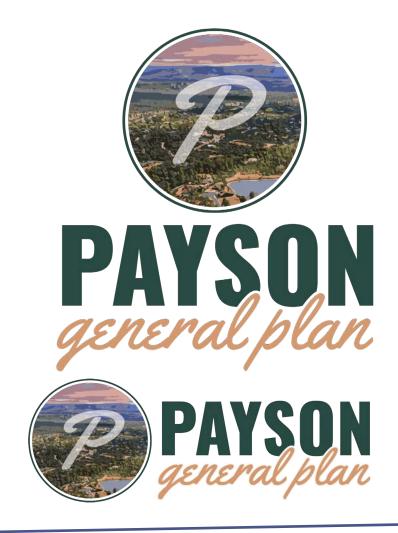
#### **Email and Text Blasts**

The planning team sent regular project alerts/updates via email and text message to those that signed up for that form of notification. Eleven email and text blasts were sent over the project's lifetime. 915 people received email alerts. 67 people received text alerts.

#### **Press Releases**

The planning team created five press releases to advertise the planning process and to gain a higher attendance at both in-person and virtual engagement events. These press releases announced milestones in the planning process, basic project information, and directed readers to the project website. The press releases focused on the following topics:

- · Press Release 1: Project kickoff and website launch
- · Press Release 2: Public survey launch
- · Press Release 3: Public open house #1 (in-person and virtual) alert
- · Press Release 4: Public open house #2 (virtual) alert
- Press Release 5: Final draft Plan up for review by Planning and Zoning Commission and Town Council



A unified brand (above) was created for the Plan, including set colors, fonts, and logo. The brand standardized the visual identity of materials related to the planning process, so that outreach efforts could be easily attributed to the Plan.







# Help us plan Payson's future!

Payson's new general plan is under development and we need your help to determine the town's priorities for the next 10 years.



## Take the Public Survey

website, to help the planning team

# Sign Up for **Project Alerts**

PaysonGP to 888.521.3871.

# grows, the General Plan will be used as a guide when deciding what residents want for the town.

A general plan is a long-range planning document that addresses a community's goals and policies

over a 10-year time frame. This plan informs ordinances, housing decisions, investment plans,

and guides development decisions. As Payson

What is a general plan,

and why should it

matter to me?

## Participate in an **Open House**

# www.paysongeneralplan.com

The graphics to the left are examples of the marketing and outreach materials designed and distributed for the planning process.

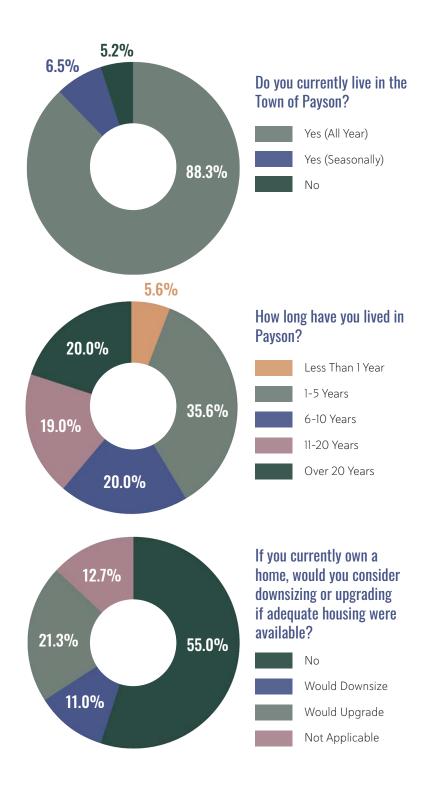
The postcard (above) was mailed to Payson residents and businesses. The mailer was designed to encourage residents to join the email list, attend the open house, and participate in the virtual public survey.

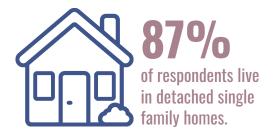
# **Public Survey**

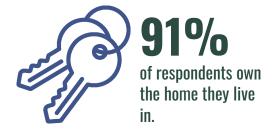
As part of the public participation process, a public survey was distributed to residents and stakeholders. This survey focused on residents' and stakeholders' preferences for Payson's future. The results were used to identify areas of focus for the planning process.

The survey was available from August 10 to October 8, 2023, via the project website. The survey was completed by 1,213 respondents.

The results of the survey are detailed briefly with the following graphics.







Would you consider living in Payson if more quality, affordable housing was available?

Yes: **46%** No: **54%** 

# On a typical weekday...

of respondents reside in/travel to Payson.

# Top weekday destinations within Payson:

**Shopping** 83.7%



**Dining/Nightlife** 65.6%

**Outdoor Recreation** 61.3%

# On a typical weekend...

of respondents reside in/travel to Payson.

## **Top weekend destinations within Payson:**

**Shopping** 73.6%



**Outdoor Recreation** 67.0%

# What do you think could be **improved** in Payson?



**Housing Options:** Payson does not have a diverse array of housing options. There needs to be a larger variety in the housing market, including type, size, cost, and amenities. (43.9%)



**Economic Development:** Payson is not a very attractive place for businesses to relocate and thrive. It needs to strive to become a business-friendly environment. (43.0%)



**Design and Appearance:** Payson does not provide a good first impression. It needs to support aesthetic improvements and new developments, the reuse and redevelopment of vacant buildings, the enhancement of public spaces and corridors, and the maintenance of landscapes. (37.5%)

# **Town Leadership Work Session #1**

The Town Leadership Work Session #1 took place on August 1, 2023, from 3:00 p.m. to 4:00 p.m. It was a virtual zoom meeting in which the planning team introduced the planning process, the project schedule, the project's goals, and the official public participation plan. The focus of the work session was to review the draft public participation plan and gain Town Council's and Planning and Zoning Commission's approval of the public participation plan, before major participation efforts began.

# Town Leadership Work Session #2

The Town Leadership Work Session #2 took place on September 13, 2023, from 3:00 p.m. to 5:00 p.m. at the Payson Public Library (328 North McLane Road, Payson, Arizona 85541). The planning team, various Town staff members, the Planning and Zoning Commission, and Town Council attended. The planning team presented a project overview, detailed the public participation plan and engagement efforts to date, and confirmed elements of the project's schedule. The planning team also presented the initial findings from the existing conditions analysis and the economic and market analysis. The planning team split members of the Planning and Zoning Commission and Town Council into different groups and led them through an exercise to start identifying their needs, wants, desires, barriers, obstacles, and annoyances for the Town. Afterwards, each group was asked to pare down their ideas, prioritizing two of their responses for each category. Prioritized group responses can be seen on the following page in Table C.1. A full list of the group's responses is included in Full Documentation of Responses.

# What are Needs, Wants, Desires, Barriers, Obstacles, and Annoyances?

This exercise is used to start brainstorming things that currently are and are not working in the Town. Both Town Leadership and the GPSC/TC groups completed the exercise during in-person meetings. Individual thoughts in the following categories are anonymously recorded onto sticky notes, then collectively reviewed and prioritized in small groups, then presented out to the entire group. The following definititions were given for each category:

- **Needs:** We need to address this critical issue.
- Wants: If we had the choice, we would choose to have this...
- **Desires:** Wouldn't it be nice if..., but if we don't get it, that's okay.
- **Barriers:** Immovable objects or obstructions that we must go around. (We cannot simply eliminate them; we must define a path that minimizes or mitigates them.)
- **Obstacles:** Things that can be surmounted or changed (hopefully in our best interest); get in the way of what we want to accomplish (but not just a nuisance). (We can go over, through or around them, but we must engage directly with them.)
- Annoyances: Things we just do not like; tend to be nuisances and personal; do not prevent you from achieving your goals.

 
 Table C.1 Town Leadership Work Session #2
 **GROUP PRIORITIZATION EXERCISE RESULTS** 

	Needs	Wants	Desires	Barriers	Obstacles	Annoyances
Group 1	Work force housing and aquatic + rec center	Covered + improved event center and improved trail heads + access points (parking!)	Tech/trade schools and improved traffic circulation/flow	Gift clause and landlocked	NIMBYism and limited funds	Misinformation/ rumors and resistance to change
Group 2	More higher density land/workforce housing and economic and demographic diversity	Create destinations, bike paths, trails, rec center (for locals and visitors) and cost- effective future infrastructure	Higher education opportunities (university, tech school, cultural center) and ARNG BASE Army National Guard Post	Landlocked and gift clause	Money and NIMBY	Media (traditional and digital) and rise of negative culture
Group 3	Catch up on deferred maintenance and projects in the works and attract industry	Higher density	Community youth center and college dorms	Landlocked and traffic limited access in and out	Money and NIMBY	Misinformation/ communication and lack of civility

# **GPSC/TC** Meeting #1: Visioning Workshop

The first GPSC and TC meeting took place on September 19, 2023, from 5:30 p.m. to 8:30 p.m. at the Payson Public Library (328 North McLane Road, Payson, Arizona 85541). As the first stakeholder meeting, the planning team introduced themselves and presented a project overview, detailing the general plan's purpose, the project timeline, key public participation events, and the role of the members of the GPSC and TC. The planning team also presented the initial findings from the existing conditions analysis and the economic and market analysis.

The rest of the presentation and the meeting focused on gathering and understanding the group's thoughts and opinions. The planning team led the GPSC and TC through a series of exercises to better characterize these ideas.

# Individual Exercises: Word Clouds

The first exercise asked attendees the following questions:

- What are three things that make you **PROUD** of Payson?
- What are three **CHALLENGES** we face in or about Payson?

Attendees were able to provide their feedback via Mentimeter, a real-time audience participation platform software. The responses generated two digital word clouds. The larger the word size in a word cloud, the more times it was repeated as a response to the question. Word clouds are helpful in finding similar trains of thought between respondents.

The responses were varied by the overall trends, but the groups' appreciation for Payson's community, history, and people emerged. The three most identified challenges were housing, growth, and traffic. *Figures* **C.3 and C.3** on the following page show the word clouds.

# Group Exercise: Needs, Wants, Desires, Barriers, Obstacles, and Annoyances

After the word cloud exercise, the planning team split the members into ten groups. Each group was asked to provide their own input by recording their needs, wants, desires, barriers, obstacles, and annoyances for the Town.

# **Group Prioritization**

After the groups came up with their initial ideas, they were asked to review other groups' responses and evaluate their own, prioritizing their top three choices for each section. These prioritizations are listed in *Tables* C.2 through C.4. A full list of the groups' responses can be found in Full **Documentation of Responses.** Following the prioritization exercise, each group elected a spokesperson to provide a verbal summary of their group's priorities to the entire GSPC and TC.

**Figure C.2** Word Cloud: What are three things that make you proud of Payson?



Figure C.3 Word Cloud: What are three challenges we face in/about Payson?



# **GROUP PRIORITIZATION EXERCISE RESULTS (GROUPS 1-3)**

	Needs	Wants	Desires	Barriers	Obstacles	Annoyances
Group 1	<ul> <li>Creative mindset</li> <li>Deferred         maintenance         of town assets         remedied, roads,         emergency,         police, facilities</li> <li>Economic         development         including         workforce         housing</li> </ul>	<ul> <li>Increased education trade schools 4 years</li> <li>Community center with pool</li> <li>Planned growth</li> </ul>	<ul> <li>Tourism and walkable main street</li> <li>In-town trail heads</li> <li>Arts center</li> </ul>	<ul> <li>Land borders</li> <li>NIMBY</li> <li>Impact fees and regulations</li> </ul>	<ul> <li>Lack of creativity in regulations</li> <li>Money</li> <li>Lack of execution or implementation</li> </ul>	<ul> <li>Weekend traffic flow congestion</li> <li>Lack of vision</li> <li>Negative attitudes</li> </ul>
Group 2	<ul> <li>Work force housing</li> <li>Economic development</li> <li>Improve traffic circulation</li> </ul>	<ul><li>Aquatics/rec centers</li><li>Brewery and dining</li><li>Trails</li></ul>	<ul> <li>Event center</li> <li>Main street improvement with American Gulch</li> <li>Town center</li> </ul>	<ul><li>Landlocked</li><li>Cost of building/ development</li><li>Nimby</li></ul>	<ul><li>Daycare lacking</li><li>Flood planes</li><li>Funding</li></ul>	<ul> <li>Traffic on the weekends</li> <li>Lack of visual quality</li> <li>Misinformation</li> </ul>
Group 3	<ul> <li>Housing</li> <li>Digital infrastructure and services</li> <li>Manufacture and industrial</li> </ul>	<ul> <li>Tourist         destination, retail,         arts, concerts</li> <li>Trade schools/         education</li> <li>Trails</li> </ul>	<ul> <li>Training and education opportunities</li> <li>Parks and trails</li> <li>Beautification redevelopment code enforcement</li> </ul>	<ul> <li>Adequate funding</li> <li>Aging population</li> <li>Lack of arterial and collector street</li> </ul>	<ul><li>Funding \$</li><li>Cost of development</li><li>Maintenance</li></ul>	<ul> <li>Misinformation</li> <li>Short term rentals</li> <li>Traffic</li> </ul>

# **GROUP PRIORITIZATION EXERCISE RESULTS (GROUPS 4-7)**

	Needs	Wants	Desires	Barriers	Obstacles	Annoyances
Group 4	<ul> <li>Workforce housing</li> <li>Budgeted maintenance for emergency services</li> <li>Medical specialists</li> </ul>	<ul> <li>Child care services</li> <li>Aquatic/ community center</li> <li>Trade school tied to Payson industry</li> </ul>	<ul> <li>Increased post-secondary education opportunities</li> <li>Expanded and connected trails system</li> <li>Covered arena</li> </ul>	<ul><li>Landlocked</li><li>ADOT roads</li><li>Cost of living/ inflation</li></ul>	<ul><li>NIMBY</li><li>Flood Zones</li><li>Funding</li></ul>	<ul><li>Traffic</li><li>Misinformation</li><li>Street Solicitors</li></ul>
Group 5	<ul> <li>Housing;         Affordable         housing options</li> <li>Infrastructure,         roads, internet</li> </ul>	<ul> <li>Community center w/ aquatic</li> <li>Enhance main street make it a destination</li> <li>Higher ed options</li> </ul>	<ul><li>Covered event center</li><li>Social media, centralized info</li></ul>	· Landlocked	<ul><li>Cost</li><li>Zoning options</li><li>Dev. Impact fees.</li></ul>	· Traffic
Group 6	<ul> <li>Public safety         (staff levels/         coverage)</li> <li>Housing,         affordable,         duplex, apts</li> <li>Transportation         (multi-mode +         infrastructure)</li> </ul>	<ul> <li>Continuing and higher education</li> <li>Industry (jobs)</li> <li>Community center and pool</li> </ul>	<ul> <li>Covered event center</li> <li>Trails expansion/maintenance</li> <li>Entertainment/recreation</li> </ul>	<ul> <li>Workforce</li> <li>Cost of development</li> <li>Lack of public funding, need more money</li> </ul>	<ul> <li>Nimbys!</li> <li>IT infrastructure, internet/cell service</li> <li>Lack of land</li> </ul>	<ul><li>Traffic</li><li>Misinformation</li><li>Lack of unity and shared vision</li></ul>
Group 7	<ul> <li>Workforce         housing</li> <li>Workforce         development/         higher education</li> <li>Economic         development</li> </ul>	<ul> <li>Swimming facility         +/- rec center</li> <li>Road         infrastructure +         sidewalks</li> <li>Firewise</li> </ul>	<ul> <li>Covered event center</li> <li>Trails</li> <li>Better maintenance of facilities</li> </ul>	<ul> <li>Landlocked</li> <li>Topography + flood plains</li> <li>Young municipality inc. 1973 planning 1990's</li> </ul>	<ul> <li>UDC changes         to encourage         development</li> <li>Obstructive         administration</li> <li>Lack of change         management         from top to         community</li> </ul>	NIMBYs     Traffic flow     Top Leadership     not following     through with the     Gen. Plan.

 Table C.4 GPSC/TC Visioning Workshop

# **GROUP PRIORITIZATION EXERCISE RESULTS (GROUPS 8-10)**

	Needs	Wants	Desires	Barriers	Obstacles	Annoyances
Group 8	Affordable housing     Community center (senior/stadium/venue)     Economic Development (workforce)	<ul> <li>Recreational leagues</li> <li>Infrastructure (main street)</li> <li>Hiking biking trails (close to town)</li> </ul>	<ul> <li>Reasons to stay (events/bars/nightlife) *Mainstreet</li> <li>Main street destination</li> <li>Event parking</li> </ul>	<ul> <li>Land locked (typography)</li> <li>Age of population</li> <li>Certain infrastructure (resources for development)</li> </ul>	<ul> <li>Pass through town</li> <li>Code enforcement</li> <li>Unity and communication</li> </ul>	<ul> <li>Traffic</li> <li>Misinformation</li> <li>Vacation rentals VRBO/AirBnb</li> </ul>
Group 9	<ul> <li>Housing</li> <li>Economic development/main street development</li> <li>Community</li> </ul>	<ul> <li>Improved event center with more events.</li> <li>Trails and sidewalks</li> <li>Industry</li> </ul>	<ul> <li>Recycling</li> <li>Town         beautification</li> <li>Park         improvements         and development</li> </ul>	<ul> <li>Landlocked</li> <li>Cost of living</li> <li>Cost of land/ construction</li> </ul>	<ul> <li>Lack of vision and imagination</li> <li>Educational options</li> <li>Lack of focus on younger generation(s)</li> </ul>	<ul> <li>Code enforcement (beautification)</li> <li>Pass through town</li> <li>Misinformation</li> </ul>
Group 10	<ul> <li>Affordable housing</li> <li>Increased variety of medical providers</li> <li>Better road system, and drainage</li> </ul>	<ul> <li>Revitalize main street</li> <li>Post secondary education opportunities</li> <li>Community center that is multi-functional and multi-seasonal</li> </ul>	<ul> <li>Community         events that         generate revenue</li> <li>Improve event         center</li> <li>Increased         community-         based after         school kids         activities</li> </ul>	<ul> <li>Landlocked</li> <li>Cost of living/ inflation</li> <li>Availability of property</li> </ul>	<ul> <li>NIMBY attitude</li> <li>State regulations</li> <li>Limited workforce</li> </ul>	Weekend traffic     Improper interaction w/ wildlife     AirBnb/weekend owners

# **GPSC/TC Meeting #2: Townwide Planning Charrette**

The Townwide Planning Charrette took place at the Payson Public Library (328 North McLane Rd, Payson, Arizona 85541) on November 7-8, 2023.

# **Day One**

On day one of the townwide planning charrette, members of the GPSC and TC met with the planning team to review existing conditions and the economic and market conditions. The planning team also provided updates regarding the completed public and stakeholder participation events and the public survey. Participants were then asked to work their way through different topic stations and provide their comments in response to written questions created by the planning team. The different topic stations included:

- Land Use, Development, and Growth Areas: Determination of preferred and appropriate land uses and development and redevelopment areas throughout the Town
- Mobility and Connectivity: Examination of transportation routes and types, alternative transportation modes, and the need for additional or different connectivity between land uses/destinations
- Community Placemaking and Aesthetics: Evaluation of existing community spaces throughout the Town and a determination of needed amenities or branding and aesthetic updates
- **Economic Development and Town Culture:** Analysis of the present economic state of the Town and how to strengthen the local economy (business attraction, retention, etc.)

The planning team then met in a closed studio to draft initial design concepts and ideas for the Plan based on participant feedback.

# **Day Two**

On Wednesday, the planning team continued to work on their ideas during an open studio. This allowed members of the public and members of the GPSC and TC the chance to interact with the planning team as they worked on design and policy concepts. Later that day, there was a formal review session with the GPSC and TC. This review session was a chance for the GPSC and TC to review and provide specific feedback on draft ideas prior to the in-person public open house later that evening.

At 5:30 p.m., there was a public open house, allowing members of the public to view the initial ideas generated during the charrette process, answer the same questions that the GPSC and TC previously answered, and converse with the planning team. All comments from the charrette process were gathered and incorporated into Full Documentation of Responses.

# **Public Open House #1 (In-Person and Virtual)**

The first in-person public open house took place on November 8, 2023, from 5:30 p.m. to 7:30 p.m. at the Payson Public Library (328 North McLane Road, Payson, Arizona 85541). Members of the community were invited to the in-person open house where they could review initial ideas for the Town's future, as well as answer the same questions that GPSC and TC answered the day prior.

Approximately 55 individuals attended this event. Attendees were able to move around freely within the space and engage with the featured materials; no formal presentation was given by the planning team. They also had the chance to add their own responses to these materials, allowing them to agree, disagree, or provide additional feedback. Supplies to record their responses were provided. These comments were gathered and incorporated into Full Documentation of Responses.

The stations at the in-person open house included:

- **Welcome and Sign In.** Thank you for taking the time to plan for Payson's Future! Please sign in.
- About the General Plan. Learn more about the planning process and the project!
- Our Questions for You: Vision and Guiding Principles. Consolidation of the community's values and a guiding vision for the future. Essential for the Plan's organization and overall purpose.
- Our Questions for You: Land Use, Development, and Growth.
   Determination of preferred and appropriate land uses and development and redevelopment areas throughout the Town.

- Our Questions for You: Mobility and Connectivity. Examination of transportation routes and types, alternative transportation modes, and the need for additional or different connectivity between land uses/ destinations.
- Our Questions for You: Community Placemaking and Aesthetics.

  Evaluation of existing community spaces in the Town and a
  determination of needed amenities or branding and aesthetic updates.
- Our Questions for You: Economic Development and Town Culture.

  Analysis of the present economic state of the Town and how to strengthen the local economy (business attraction, retention, etc.)
- **Initial Ideas.** The following posters present initial ideas that could be considered for Payson's General Plan. Please review the following ideas and leave your comments via sticky notes.
- Thank you! Did We Miss Anything? Let us know if the planning team missed anything that you feel should be addressed. Share your comments via sticky note.

For those that were unable to make the in-person public open house, a virtual public open house was available via the project website from November 10-24, 2023. Like the in-person public open house, the virtual option was divided into different stations, allowing participants to navigate between the stations by scrolling through the PDFs. As they followed the questions through the virtual open house, participants pinned their comments to the virtual stations' pages. The virtual open house was viewed 859 times and received 349 comments. These comments were gathered and incorporated into *Full Documentation of Responses*.

# Town Council Project Update Meeting

On December 13, 2023, the planning team presented a brief presentation to the Town Council to update the body on the planning process status and overview key findings from the public participation process thus far.

# **GPSC/TC Meeting #3: Draft Plan Review Meeting**

The final GPSC and Technical Committee meeting was held virtually on Tuesday, January 30, 2024, from 5:30 p.m. to 7:00 p.m. via Zoom. Participants were presented with a draft version of the Plan's vision statement, element purpose statements, as well as spatial recommendations, which included the Future Land Use, Growth Areas, Circulation, Open Space and Recreation, Community Design framework plans. Participants were able to voice their thoughts and concerns in breakout groups, providing constructive feedback to the planning team by making virtual comments on Konveio, an online public engagement tool. The documentation of the participants' comments can be found in *Full* Documentation of Responses.

# Town Leadership Work Session #3

The Town Leadership Work Session #3 took place on February 6, 2024, from 3:00 p.m. to 5:00 p.m. at Payson Town Hall (303 North Beeline Highway, Payson, AZ 85541). The planning team, Town staff members, the Planning and Zoning Commission, and Town Council attended. The planning team recapped the completed public engagement events, relevant survey and engagement findings, and presented components of the draft Plan. These components included the Plan's vision statement, element purpose statements, each element's goals, and the spatial recommendations, which included the framework plans for Future Land Use, Growth Areas, Circulation, Open Space and Recreation, and Community Design. After the presentation, the planning team asked members of the Planning and Zoning Commission and Town Council to provide their feedback on the vision statement, the element purpose statements, and each of the framework plans. Afterwards, the planning led the group through a short discussion, taking notes on feedback provided by members of the Town leadership. A full list of the event's responses is included in *Full Documentation of* Responses.

# **Public Open House #2 (Virtual)**

The second virtual public open house was available online from Monday, February 12 to Monday, February 19, 2024. This virtual option served as a draft plan review period where members of the community were able to review a draft to the PaTson General Plan via the website and provide their direct feedback. As participants read through each section of draft Plan, they were able to pin their comments to the online document. The virtual open house was viewed 1777 times and received a total of 383 comments. These comments were gathered and incorporated into the Full Documentation of Responses.

# **Project Website Contact Form Submissions**

The planning team consistently responded to all comments and questions submitted through the project website's contact form. The following is a listing of the comments and questions received.

- Doni, I understand the Payson golf course is looking at changing to a 12 hole course, Unfortunately this is the only public course we have, I do not know if you play, but a 12 hole course will make sure no one from any other town will come a ply it. Handicaps can not be used or carried, revenue will go down and then we will be looking at the course closing, Just an option, thanks for listening,,,
- I would be interested in participating in the committee for the GP and would like additional information on who to contact for that ...
- I'd like to see something that encourages the growth of Payson's adult education sector, specifically addressing HS dropout rates and the needs of adult education (GED) students. We lose 50% of our students due to a lack of childcare, lack of transportation, and conflicting work hours. People want to earn their GEDs, but they need a little help. We desperately need additional funding (we're currently operating on a very small grant), volunteer advocates to help keep students motivated, and buy-in for potential internships/apprenticeships from local employers. By earning a GED and participating in work/study programs, students are assured of a viable career path, more stable employment, and a better quality of life for their families as well as themselves (less unemployment and homelessness). Providing support and advocacy for our county/ Payson-based Adult Education program would have a lasting effect on present and future generations, to the advantage of the town. When I think of Payson's future I think of growth potential - economic, personal, academic, and leisure opportunities. I wish you resilience, fortitude, and energy in your upcoming task!
- To begin with, Payson needs to strongly enforce its zoning codes. This needs to start on Concord street between Main St. and highway 260 just south of Beeline highway. The residential home appearance is atrocious. Violations of zoning should be strongly enforced in all areas of Payson through fines and other enforcement measures. This should be number one priority to beautify Payson. Would love to hear your comments. Thank you
- Today your questionaire was flawed, would not go past #10. I hope that theis does not portend the future. I am aware that the last "10 year general plan" took 12 -13 years. Then I am not guite sure if it accomplished anything since this town is realtor driven. It would be nice if the rest of us actually felt as if our opinions mattered.
- Where do we see the current plan?

- Hello, I did the whole form but can't really see if it sent, sure hope it did as it took a bit of thought and time!!
- Please take a good look at Cottonwood. It is a perfect example of a revitalization of a downtown. It takes advantage of the traffic coming through by generating revenue through great attractions such as food, music, breweries, wine tasting and art stores to name a few. We lived in Sedona 4 years but left that for the tourists as we always ventured to where the great restaurants, and happening day and night life were. We always brought family and friends who came to visit to Cottonwood.
- Is it possible for a resident to become part of the committee or body in charge of the plan?
- I would be interested in participating in the next General Plan planning committee meeting. I have been a resident of Payson for 32 years now.
- I'm interested in being on the committee.
- Why isn't the present general plan on this site to review???
- Hyway 87 North/South and 260 East/West need to be rerouted to by pass Payson which should have a business loop hwy exit to access the downtown businesses. The increase of travelers in the last 5 years through Payson business district from these state hyways have reach a critical state of over taxing the towns existing infrastructure. The proposed McLane bypass to green valley parkway is not sufficient to alleviate the dangerous over flow of hwy traffic which is heaviest 6 months out of the year. This problem will get worse quickly if a solution for a by pass is not initiated now. Thank you
- I would like to be involved
- Any GPSC openings for residents? Timeline from the kickoff slide deck show the GPSC getting set pretty quickly. Thanks
- Would love to see Payson, with a beautiful landscaping and hanging flowers on the
- Light poles. We have a ideal place to put park benches along the street in front of shopping. A few outdoor eateries would be wonderful. Yes I am from the valley, yes I moved here recently but I remember Tempe, Chandler and Gilbert we all small towns too. You have to start somewhere in order to get anywhere.
- Why isn't the present general plan available for review??

# **Full Documentation of Responses**

# Town Leadership Work Session #2 (In-Person)

#### Needs

- Workforce housing
- More higher density land
- Aquatic and rec center
  - Yes!
- Increased and continued fuel reduction
- Continue and expand events (tourism)
- More professional jobs (better paying)
- Catch up on deferred maintenance
- Improve internet services
- Covered/improved event center
- Budget increase, revenue increase, excise tax, general bond
- Economic and demographic diversity
- Fix drainage issues
- EV charging stations
- Annex star valley
- Continue to keep the community safe and protect employees. Better facilities.
- Signage
- More athletic fields
- Employees to fill current and future positions along with workforce multifamily housing
- Complete project and maintain current infrastructure.

#### Wants

- Smaller lots for workforce housing
- Employees to fill positions for current and future employment
- Higher density housing
- Higher density
- Thought out future development for cost effective future infrastructure
- For residential land use designations, split the current "LDL" into four designations #1-5 units/ AC-1 /AC #2 2 / 1AC +
- Invite star valley annex
- More and improved sidewalks
- Tech school
- Improved traffic flow and circulation
- Continue to expand youth programs
- Flood plain mitigation
- Create destinations for locals and visitors
- More bike lanes and paths
- Comprehensive bike and hiking paths like Sedona
- Improved trail heads and access points (parking!)
- Recreation center, indoor basketball, volleyball, game room, arts-crafts, meeting rooms

#### **Desires**

- Star valley annex
- Youth events center
- University
- AZ Nat Guard base and university property
- Mesa Del Beaver Valley other outskirt communities
- Community center

- · Cultural center art show music hall plays
- · Lower sewer impact fees
- · College to provide housing so our students would stay here and get out of the family house
- · Tech/ trade schools
- · Green valley water as a potable resource
- · Reduce/eliminate septic systems within Payson
- More hangers
- · Exercise stations in parks.
- · Length of airport runway/ soil conditions

#### **Barriers**

- · Short-term thinking voter base
- · Gift clause
- · Land locked, island in the forest
- · Factional thinking
- · Traffic limited access in and out
- · So much forest service land surrounding us and limited growth and in town limits.
- · Existing road infrastructure that prohibits sidewalks and drainage
- Land locked
- · Topography (limited land use and cost)
- · Topography Flat's useable lands

#### Obstacles

- Nimbyism
- · Chronic nimbyism
- · Money
- Money \$\$\$

- · Forest service
- Drainage issues
- · Development costs
- Traffic
- · U.S/ADOT Dept. of Transportation, Proto Interstate
- · 260/87 Traffic Money \$
- NIMBYism
- Tax aversion
- Limited Funds
- Limited Work Force

### **Annoyances**

- Misinformation
- · Rumors
- Media roundup
  - · KMOG- yes!!!
- · That's the way it's always been mindset
- Increasing "valley" behavior
- Decreasing respect for other
- Self-centeredness
- Nimby negativity
- · Not looking at the future and plan long term.
- Not willing to take risks
- · Traffic/community communication
- Increase of lack of civility or tolerance
- People
- "Other" people are always against "change"

# **GPSC/TC Meeting #1: Visioning Workshop**

#### Group 1: Needs

- Foresight! Like John Wilson.
- Water
- Town Government
- Fire
- Workforce housing
- Creative/visionary leadership
- Police
- Economic development
- Well-paying jobs
- Housing
- Updated transportation study 2016
- Better streets including maintenance
- Solution needed: garbage dump is too full
- Better rated K-12 education
- Better focus on economic development
- Camping in Payson project drive through
- Arts center
- Dense housing in secret areas
- Destination attraction
- Employment opportunities for our graduates
- Public pool
- Community marketing
- Conference center hotel

- Public pool
- More open space and parks
- Defined community culture
- Trails turn open space into economic resource
- Parkway loop
- "How can we" mindset to improvement and growth
- Broadband to the door
- Better mental healthcare
- Escape route roads in case of forest fire.

# Group 1 - Wants

- More teachers
- Brewery
- Positive majority
- 4 yr college
- Arts center w/ theatre
- More weekend cultural entertainment
- Recycling
- Cultural area on main street
- Less homelessness
- Sidewalks
- Walkable main street
- Year-round swimming pools
- Vibrant main street
- More care for homeless
- Control tower for sports event
- Additional fields (youth demand)

- · Shop local first culture and mentality
- · In-town trailheads
- · Toilets for the sports fields
- · Recreation sports for young adults (parks and rec)
- · Trees planted
- · Volunteer opportunities/community engagement opportunities

### Group 1 - Desires

- · Carriage rides
- Pocket parks
- · More ballfields and park space
- More on annual festivals on weekends
- · Covered event center
- · More hiking trails
- · Pool hall billiards
- Mountain bike rental
- · Continuing education

#### **Group 1 - Barriers**

- Low TT
- · Cost construction or housing
- · Planning not implementing
- · Simplify, town codes for building
- · Low wages
- · Lack of internal circulation rather than Hwy 260 + 87
- · Layers of regulations
- · Impact fees for development

- · Lack of focus on younger generation
- Community divisiveness
- · Cost of land development and building
- Retail and medical, \$ leakage
- Fear and negative attitudes to growth
- Inflationary costs
- · NIMBYs
- Lack of middle class
- Code enforcement
- · "Why we can't" mentality

# Group 1 - Obstacles

- Tax base
- Code enforcement
- Lack of imagination
- · Very few grant opportunities
- · Town itself doesn't own enough land
- · Need to ongoing maintenance of community assets
- Asset inventory and promotion (alignment and awareness)
- Insurance costs and availability
- Lack of town-owned property in key areas
- Out of town complex and property owners (commercial)
- · No property tax to the town
- Citizen opposition
- · Need to restrict the number of B + R's.

#### Group 1 - Annoyances

- Negative people
- No industry to handle recycling
- Litter and people not respecting
- Traffic on the weekends
- **Potholes**

# Group 2 - Needs

- Workforce affordable housing
- Childcare
- Hotel and conference center
- Transportation
- Green valley parkway extension
- Infrastructure development
- Destination (7-day business activity), not pass through
- Tourist destination
- Develop local econ
- American gulch and Rumsey Park floodplain reclamation
- Continued fuels reduction
- Truck route bypass
- ARR western rodeo towns, events, main street, stagecoach, gun fights, threats

#### Group 2 - Wants

- Community pool
- Town cleanup beautify
- Trails
- Beeline (north) beautification

- Cover event center
- Outlet for artists
- Transite R.V. Park
- 4 lanes to diamond Pollst and star valley
- Trade school

# Group 2 - Desires

- Community center
- Improve relationship with Tanto Apache Tribe
- Improve communications Gila Community College
- Variety of restaurants "not fast food"
- Brewery
- Breweries and distilleries
- Historic center

#### Group 2 - Barriers

- Mindset (not in my backyard)
- My way or the highway mindsets
- Mismanagement of town resources
- Economic loss due to bypass
- Town landlocked by forest dept.
- Not having a lot of work force housing
- Stop talking about 4-year colleges

# Group 2 - Obstacles

- Cost of land and building
- Obstacles with town code reg. ADOT.
- Tradesman availability

- · Subsides for workforce housing
- · Tech develop.
- · Flood zones
- · Approval on land use

#### Group 2 - Annoyances

- · Cost of development
- · Site plan approval
- · Limit of million without a vote!
- · Weekend traffic
- · Site plan approval
- · Traffic congestion weekends
- · Public wildlife education and ignorance

#### Group 3 - Needs

- $\cdot$  Keep, sewer treatment plant, library, green valley park, event center
- · Affordable housing
- · Digital infrastructure and services
- Infrastructure internet
- · Aquatic center and recreation center
- · Town identity, grounded in our history and culture
- · Bypass for out of towners
- Workers
- Doctors
- · Business friendly
- · Traffic (improved flow)

- Housing
- · Higher education/trade schools
- First responders
- Maintenance
- Bypass
- Attract and retain 21-55-year-olds
- Workforce housing
- Traffic improvement
- Attract and retain business
- · Middle income residents (young families)
- Employment
- · Fire safety
- · Senior services (transport, food)
- · Constraints on rampant Airbnb and VRBO
- Tech help for seniors
- Long-Term freeway \$

# Group 3 - Wants

- Youth
- Actual event center "not just rodeo"
- · Entertainment venue
- · Unification of Payson and start valley into a single town
- Shopping
- Local quality doctors
- Social security office
- Bypass around Town 260

- · Trade schools
- · Breweries and distilleries
- · Lower taxes
- · 3-4 large industries for job diversity
- · More restaurants
- Town identity grounded in western heritage (Zane licoy) see Leavenworth WA for example
- · Main St as a destination
- · Steady slow growth (economic and population)
- · Shoe store
- · Fewer weekend visitors in campgrounds, river
- · Alternate road options for traffic and evacuations not impacting town revenues
- · Volunteer workforce

#### Group 3 - Desires

- · Shaded benches @ green valley park
- No land swaps
- Swimming pool
- · Streets conditions assessment
- · Five stations on main
- · Clean trash from yards
- · New construction design standards
- · Energy sustainability

# Group 3 - Barriers

- · Median age is 60, 59.8, 57
- · Phoenix
- · Perception of Payson just being SR-87, SR-260, and McDonald's on the corner

- · Small groups drown out others
- · Antibond crew
- Maintenance not done
- · Antitax crew
- · Perception (or reality) of not being a business friendly town
- Opioid crisis
- · Flood plains restrict land use
- · Impact development fees too high

### Group 3 - Obstacles

- · Limited land to develop
- Growth in surrounding areas impacting Payson services
- Low wages for workforce
- Employment employees
- Cost of land
- Racism
- No building code for fire safety
- Part-time owners don't care
- Dog Park aggressive dogs
- Government trust
- · VRBO
- · Saturation of short-term rentals vs. Full-time residents
- Availability of property
- Funding
- Social media

# Group 3 - Annoyances

- Traffic
- Misinformed transplants
- · Weekend owners
- · Seniors who need hearing aids and don't have them
- · Homeless
- Bad drivers
- No by-pass
- · Misinformed and antagonistic media KMOG roundup
- · No signage to places
- · Affordable housing either section 8 or 55+

# Group 4 - Needs

- · Higher density
- · Drainage issues x2
- · More multi-family housing
- Firewise
- · Youth programs
- · Homeless services
- · Housing workforce
- Roads
- Dialysis clinic
- · Affordable housing
- · New land exchanges
- · Main street development

- · Funding for emergency services/ emergency response
- More jobs with a livable wage
- More specialize medical services
- Education
- Infrastructure

# Group 4 - Wants

- · Indoor aquatic center
- · Event center (cover it)
- · Knowledge of Payson's history
- Developed marked trails
- · Education housing (housing for students)
- Road maintenance
- Our own community college x2
- In-fill housing
- · Hi speed internet x2
- More ballfields, soccer fields
- More senior support
- Medical specialists
- · Trades programs x2
- Covered arena x2
- · Limiting short-term rentals

# Group 4 - Desires

- · Connected trails system
- More splash pads
- Clean industry besides the hospital and schools

- Pool
- Tech school
- More business opportunities
- More trails

# Group 4 - Barriers

- Fixing Gulch
- 2 land interstate roads
- Land locked
- Land within Payson for housing

# Group 4 - Obstacles

- Funding x2
- Workforce housing
- Misinformation
- Employment
- NIMBY
- Develop industrial property by airport
- Changing the county seat x2
- Resistance to change x2
- One system to communicate to all residents
- Uncertain future GCC
- Lack of industry in Payson
- Topography
- Abandoned properties

#### Group 4 - Annoyances

NIMBY x3

- Understanding how/why Payson is as it is currently
- Beggers in the streets
- Rumors misinformation
- Lack of civility
- **KMOG**

# Group 5 - Needs

- Workforce
- Controlled growth
- Re-zoning for high density housing
- Higher density housing
- Roads maintenance
- Finish proposed roadways

# Group 5 - Wants

- Rezone for hotels
- Incentive programs for redev. /dev
- Aquatic center
- Community center
- Focus area: Tyler Pkwy
- Green Valley Parkway

# Group 5 - Desires

- Convention center
- Cover event center
- Town center "downtown"
- Enhance Mainstreet \$\$\$

# Group 5 - Barriers

Land locked

### Group 5 - Obstacles

- · Current zoning
- · Costs
- · Workforce
- · Roads for new developments
- Utilities
- · Different family / refined goals of age groups
- · Pass through town

# Group 5 - Annoyances

· Traffic

# Group 6 - Needs

- · Good paying jobs
- · Workforce housing
- · Transportation, infrastructure (digital)
- · Affordable housing
- · Industries (more)
- · Pool
- · Community center
- Event center (like Tim's Toyota Center)
- · Police
- · Trail system

- · Daycare childcare
- Higher density zoning
- Street maintenance
- Entertainment districts
- Housing variety
- · Better internet technology
- · Non-motorized transportation network (i.e., sidewalks)
- · Trade skills partnerships

# Group 6 - Wants

- · Expansion navit (k-12), institute of technology
- Drones, fire prevention
- · Recreational opportunities
- · Tree platform "adventure park" (see flagstaff outdoor park)
- · Further airport commercialization/-passenger service, class D airspace
- Specialized healthcare
- Historic/creative district on main street
- Main St. Redevelopment
- More gymnasiums
- Diverse shopping opportunities
- · More athletic fields

# Group 6 - Desires

- · Ability to disagree and still get along
- · Community ART, public art
- Decorations for town
- Recognize history gifts to public from town founding families

- Capitalize on our history
- Additional land exchanges
- Street trees

#### Group 6 - Barriers

- Base town IT infrastructure
- Cost of living
- Lack of contractors (all skilled trades)
- Aging population
- **NIMBYs**
- Topography
- Lack of public funding insufficient tax revenue
- Landlocked

#### Group 6 - Obstacles

- Adequate drainage infrastructure
- Modernize 87/ main storefronts
- Elected leaders who listen to vocal minority
- Lack of workforce
- **NIMBYs**
- Isolated, lack of private land and neighboring communities to pool resources
- Apathy
- Cost of development

# Group 6 - Annoyances

- Traffic
- Anti-growth sentiment

# Group 7 - Needs

- Land expansion
- Land-trade
- Workforce housing x 3
- "Can-do will-do town staff"
- Economic development
- Infrastructure improvement, rodeo grounds
- Fire risk remediation/prevention
- Reasonable building code requirements (avoid expansion add on above state code)
- Street repairs
- UDC modification to encourage development
- Low-income assistance
- Town flow through
- Town grant acquisition
- Community center or YMCA
- Development friendly attitude
- Town leadership engage and lobbying at the state level for our community

# Group 7 - Wants

- Swimming facility
- Public swimming pool
- Indoor year pool
- Clean up community trash/clutter
- Uniform standards for aesthetic and quality (i.e., curb and gutter) "curb appeal"
- Industry/factory
- Highly trained professional workers

- Facilities
- Maintenance
- · Contributions to town and surrounding area by Gila County
- · Open and clear communication of Town initiatives (prevent criticism and misunderstanding)

### Group 7 - Desires

- · Lower cost water
- · Town by-pass loop road
- · Picturesque town 50%
- Tiny homes
- · Chick-fil-a

#### Group 7 - Barriers

- · Unreasonable building codes adding unnecessary expense to build, (above state)
- Lack of land
- · Topographical difficulties to development
- · Adequate funding

#### Group 7 - Obstacles

- Lack of change management from top to community
- · "No new taxes" and "nimby" naysayer attitude in community
- · Grant writers
- · Community disagreement
- · Lack of unity and shared vision
- · Poor customer service in engineering and comm. Dev.
- · Town management
- · Town permitting

- Town engineering
- "No" mindset regarding development
- Town wants business, to pay!
- · Poor reputation within the state
- Bureaucratic economic development guidelines (not business friendly) not "concierge"
- · Town follow through

### Group 7 - Annoyances

- · Government restrictions
- · Too much focus on private complaints not focus on actual issues
- · No communication from town engineering
- · Lack of follow through by the town
- Marijuana/cannabis stores

#### Group 8 - Needs

- Senior center
- · Activity aquatic venues all as, concert's football/gym
- · Community center
- Public safety police and fire
- Housing
- Small industry
- Higher education
- Medical/vet. Care emergency care

#### Group 8 - Wants

- · Active recreation younger
- League sports recreational sports more fields more variety staffing

- Passive recreation seniors
- Sustainable/population and economy
- Covered arena
- More trin systems (and access)
- Not looking like every other town
- Evacuation plans safe zones

# Group 8 - Desires

- Cultural center w/ art studio and community theater
- Drive tourism to Main Street restaurant/bars arts/district, parking, American gulch

#### **Group 8 - Barriers**

- \$\$\$
- Inequitable density/dev. For future population
- Unavailable resources for growth
- Underdeveloped infrastructure (bike lane) walk lanes
- Passing bonds and overrides hard
- With fixed income community
- Limited ability to change existing roads
- Handicapped accessibility

# Group 8 - Obstacles

- Promotion promotion
- Limited or landlocked
- Increase density towards city center
- \$ design stands
- Lack of private investment on Main St

- More places for car shows club
- Lack of incentives for advanced medical care

#### Group 8 - Annoyances

- Traffic flow
- No target store, panda express
- Young adult clothing

# Group 9 - Needs

- Higher density
- Senior services
- Community center
- Youth medical resources, indoor resources, childcare
- Lower development costs
- Younger families, housing
- Streets repair
- More people
- Drainage improvements

# Group 9 - Wants

- Aquatic center
- More events
- Cover event center
- American Gulch
- Trails

#### Group 9 - Desires

Improve Rumsey Park

- · Clean up houses "curb appeal"
- · Pocket parks
- Daycare
- · Sidewalks
- · Improved signage (beautification)

# Group 9 - Barriers

- · Inflation
- · Forest services (landlocked)

#### Group 9 - Obstacles

- Nimbyism
- · Only one school option
- · Historical conservative decision making
- No major industry
- Infrastructure
- · Workforce development

#### Group 9 - Annoyances

- Traffic
- · Media

#### Group 10 - Needs

- · Affordable housing x4
- · Better road system x4
- · College extension program for full spectrum workforce
- Childcare/preschool programs
- · Mental health services

- · A way to expand out
- Attract new business and industry
- Infrastructure drainage, fire, police, etc.

# Group 10 - Wants

- Revitalize main street
- · Honor our community history
- · Community center \*(all seasons)
- Indoor pool
- · Required, one garbage service
- · Garbage collection sites outside forest access
- · Events center rehabilitation
- Better/varied healthcare system, including EMS

#### Group 10 - Desires

- Dog park grass
- · Greater variety of shopping options
- Competitive youth sports options
- Bike trails accessible from town
- Reliable internet choices

#### **Group 10 - Barriers**

Landlocked

#### **Group 10 - Obstacles**

- County and state support
- Forest fires
- · Money (to fulfill plan)
- NIMBY someone needs to give.

#### **Group 10 - Annoyances**

We are impacted by communities that impact the town that the town has not control over.

# Townwide Planning Charrette and Public Open House #1

# **Group Prioritizations**

# **Group 1 - Vision and Guiding Principles**

- Opportunities for people of all ages
- Promote our friendly community
- Promote quality growth and develop.

#### Group 1 - Land Use, Development, and Growth Areas

- Use American Gulch to support Main Street culture
- Land Use Dev., Flood and Envt. Mitigation on American Gulch and Rumsey Park
- Workforce & affordable housing in Central Arizona

#### **Group 1 - Mobility and Connectivity**

- Mobility more bike lanes and walking paths
- Fix Dangerous intersections e.g., McLane and Airport, Safeway and Granite Dells
- Support and enhance transit (bus)

#### **Group 1 - Placemaking and Aesthetics**

- Develop a culture center on Main St. to Green Valley Pk
- Develop concept of a town center to promote culture
- Plan should reflect Payson History and culture (present day)

#### Group 1 - Economic Development and Town Culture

- Economic Develop., City wide multi-use arts and entertainment center
- Affordable workforce housing

Good land use mix to promote Econ. Develop.

#### **Group 2 - Vision and Guiding Principles**

- Gateway to western culture
- Safe and friendly community
- Cool mountain town

#### Group 2 - Land Use, Development, and Growth Areas

- Main Street and American Gulch
- Workforce housing
- Airport and light industrial

### Group 2 - Mobility and Connectivity

- Increase traffic enforcement and leverage technology enforcement
- Increase sidewalks and bike paths
- Reduce traffic impact of SR 87 and SR260 on weekends

### Group 2 - Placemaking and Aesthetics

- Increased code enforcement
- Main St. and American Gulch
- Community center

#### Group 2 - Economic Development and Town Culture

- Digital Business
- Workforce education
- Fix community college mess

# Group 3 - Vision and Guiding Principles

Build an aquatic/community center in town!

- · Our money into roads and infrastructure
- · More flexibility with developers to allow for more multi-family housing

#### Group 3 - Land Use, Development, and Growth Areas

- Mixed use development on main street to address business and residential needs like Galena, IL
- · Targeted retail growth on Main Street. Go for specific businesses to work with vision.
- · Industrial use development around airport

#### Group 3 - Mobility and Connectivity

- · Address the intersection of 260 and 87... possible pedestrian bridge.
- · Prioritize the development of multi-modal paths to address pedestrians and bicyclists
- · Make Payson more pedestrian and bicycle friendly encourage non-motorized trans.

#### Group 3 - Placemaking and Aesthetics

- Embrace a beautification effort, especially along main corridors to improve the look of the town pressure businesses/schools
- Create a downtown destination by promoting and supporting businesses that would attract residents and tourists
- Move the visitor center to the event center developing a tribal education piece and channeling visitors to the town, eventually to Main Street via Gurdy.

#### Group 3 - Economic Development and Town Culture

- More housing options
- $\cdot$   $\;$  Improve the event center to become an entertainment district.
- With GVP as the current <3 of the community, develop Main Street to become a district, expanding on what we already have.

### Group 4 - Vision and Guiding Principles

- $\cdot$   $\;$  Capitalize on cowboy and Indian heritage, rodeo type events Indian dance and art
- · Mountain forest community (keep this character!)

· Create prosperity through economic development

### Group 4 - Land Use, Development, and Growth Areas

- · Development of area between Main Street south to Beeline Hwy Quad/land swap.
- Improved connectivity on Main Street to side streets
- Encourage land swap or land exchange of land behind rodeo grounds.

# Group 4 - Mobility and Connectivity

- · Bike: walking combined paths throughout town
- Consider use of round abouts on 87 to encourage traffic flow and calming

#### Group 4 - Placemaking and Aesthetics

- · Clean up commercial and residential areas, code enforcement throughout town; curb appeal.
- · Revitalize Main Street to include art and culture and entertainment
- · Beautify Payson by preserving Ponderosa Pines currently living and planting new ones.

### Group 4 - Economic Development and Town Culture

- Main Street as social center: surrounded by commerce create event center/central place to meet
- Affordable/ work force housing
- Lower impact/review fees promote development, lower building permits.

# Group 5 - Vision and Guiding Principles

- Town collaboration on public improvements to offset cost of development
- Prioritize and fund goals and strategies of GP to ensure Vision is met with follow through.
- · Ensure that new development continue to improve quality/life.

#### Group 5 - Land Use, Development, and Growth Areas

- Land exchanges!!!
- Arts District American Gulch area
- Infill development throughout town for multifamily housing

#### **Group 5 - Mobility and Connectivity**

- Connection of vital roadways: Goodfellow, W. Rumsey, Mudsprings -> 260
- Sidewalk/bike lane connections
- Trails! Trailheads: connections to traverse all town

### Group 5 - Placemaking and Aesthetics

- Main Street/ American Gulch need most aesthetic improvements
- Commercial ROW Beautification and maintenance
- Trail access and connections are vital to the community. Trails are a part of the entire community and should be supported and highlighted even throughout neighborhoods.

#### Group 5 - Economic Development and Town Culture

- Housing options other than detached single family high density
- Main Street Area, Entertainment District, music, arts, events, dining, corrections to event center
- Streamlined process and program for events (non town)

# **Economic Development and Town Culture Questions**

What's missing from the Town's current business and employment environment that needs to be added? What would make the Town more competitive for business recruitment? Be specific. Tell us with a sticky note.

- Affordable housing, stop catering for rich retirees only
- Arts are the industry that brings culture, which brings businesses such as restaurants, beauty, and shops and make us unique and competitive: think Scottsdale and Sedona
- Personal businesses are non-existent, gutter repair, shoe repair, saddle maker, small motor repair, if these businesses exist, they're invisible

- Educating skilled and professional workers
- Town Development Code. Too many roadblocks to profitability.
- Incentives for businesses to employ interns from high school level
- Affordable housing and technical education
- Workforce housing
- Affordable housing that's actually affordable...
- Define what is "affordable housing"
- Definitely enhance water and other services to accommodate business.
- Lack of smooth recruitment and onboarding processes
- Proactive recruitment process.
- Visionary leadership and recruitment
- Attract clean energy in coordination with school programs to grow and enterprise in Payson - creating jobs and related education
- Entering into development agreements w/ new businesses
- Strong middle class jobs/career
- Access to attainable housing
- Digital business, services, infrastructure and community
- Be more proactive to develop workforce housing
- Brew pubs
- Improve broadband for business develop.
- Payson needs a college ad more diverse business's
- Garden-style apartments
- Modified UDC
- RV Park x 2
- Winco
- Adjusted to be in favor of businesses not against

- Internet broadband
- · Adjusted codes to be IN favor of businesses not against
- · Assistance w/infrastructure for new businesses or expansion and improvement
- · Brewery
- · Lower impact fees and start up costs. Provide incentives to new businesses
- · Increase the minimum wage requirements
- · Development fund for infrastructure and improvements
- Mtg space. Maybe tax incentives
- · Support service employment house and lifestyle
- · Welcome/onboard process (introductions renderings, tours, why Payson is great)
- · Access to affordable housing
- · Housing for lower paid employees
- Chain store like Costco
- Low income housing
- · 7 days a week 360 day a year attractions
- Industry more open to different industries
- · Job training, education on specific type jobs
- · Large meeting locations for conferences
- · Seek funding to rebuild airport rd.
- Housing
- · Remove restrictions on the reconstructions of airport road
- It would be ideal to move activity areas off of the state highway but the town is too restricted and lacks infrastructure
- · Housing available store front property
- Workforce housing
- · Affordable housing that's actually affordable...

- Define what is "affordable housing"
- Need recycling events and infrastructure.
- Complex and restrictive rules and permits for new businesses, such as water connection costs, impair startups. Note the growing use of mobile vendors as workarounds.
- Engineering department is a nightmare to work with. Housing development is great! No time frame for permits, reviews, communication or returned calls. No. Too much cost escalation!
- Higher education
- Almost all local job opportunities are fast food or minimum wage paying jobs that offer part time. If we had more employers offer full-time local people would not need 2 or 3 jobs a piece to get by. Inflation is so high. Our young people and new families are severely struggling and needing government assistance to survive.
- We desperately need a trade school here, preferably on the acreage that MHA bought on the cheap from the USFS "for educational purposes". No university will build there.
- Higher income earning careers.
- · Hire a Community Development tour guide. The Town's code is unfathomable.

# What is missing from the Town's current retail and entertainment environment? What could be added? Be specific. Tell us with a sticky note.

- · Museums. Western/Cowboy Indian
- An arts center
- · Clothing natural heath vegan friendly restaurants
- Supporting all ages
- · Theatre concerts, conventions, multi-use gatherings
- · Have a "open bus" tour to show interesting feature and places
- Event center coved venue for concert and conventions
- Fill the hotels and restaurants
- · Tax dollars roll in!
- Proper mountain biking/bike store
- Brew pubs, etc. and live music everywhere! (culture)

- Creative/entertainment district (Main St.)
- A real place for concerts or other events an event center
- No employees for additional retail, need workforce housing
- Cultural and senior community centers co-located
- Attract live music acts
- Clothing, nightlife with quality atmosphere, sporting goods, shoe stores
- Attractive storefronts, signage entrances
- An entertainment district
- Destination businesses to same region e.g. Target, Costco
- Dancing hall for youngsters without alcohol or drugs
- Healthy dining/fast
- Ropes and challenge course
- Brewery/distillery/tap room
- Brewery (w/pedal bike tours), outdoor entertainment
- Cover over rodeo grounds
- Concentrated retail areas
- Healthy grocery, trader joes, natural grocers, etc.
- American Gulch become Beatifical park with parking
- Live entertainment
- Brew Pub
- Everyday rodeo-type events
- Miniature golf fun center
- Main Stet should be more developed so people can hop from place to place, restaurants, entertainment and ships
- Covered event center
- Car rental at airport or taxi depot

- Community theater
- Need something for kids to do indoor
- Arts center
- Family entertainment center (arcade, mini-golf, go-karts)
- Swim pool, for exercise, competitions
- Food truck court, food, music, beer/wine. Kids playground area
- Whole food options
- More patios
- Destination region "downtown"
- Another muk like bar, muk
- Family activities- family theater, pools, miniature golf
- More healthy food options
- I believe that having some more clothing stores would allow people in town to shop for things like the new school year without having to travel to the valley. I also believe that having an Aldi as a middle ground grocery store would aid those who cannot afford increased name brand food prices while keeping the quality of the food similar. Some sort of hobby/craft store would be nice as well, as I hear of a lot of people having to order their supplies online to get them here.
- Bakery
- Trader Joe's
- We need a concentrated entertainment/arts district that's easy to navigate for pedestrians.
- Payson really needs an aquatic center, a good clothing store, an arts/craft supply store, and miniature golf would be cool.
- Trader Joes
- Chick-fil-a
- https://www.playmill.com/

Which parts of Payson do you consider to be the "heart" or central gathering area of the Town? Use BLUE dots to show us where and your sticky notes to tell us why. If you do not believe one exists, please tell us where you think one should be. Use your PINK dots to tell us where and your sticky notes to tell us why.

- Safe: (1) main street, (2) Swiss Village, (3) Green Valley underutilized, Rumsey
- · Devt. main street as cultural historic district
- · Payson is 87/260 intersection, clean it up.
- · Main St.
- · The current event (rodeo grounds) center is not part of main St.
- · High school auditorium dome, stadium
- Parks? Event Center \*
- · Main St. (South Side), Gulch, Sawmill Land
- · Common Grounds, lots of meeting there
- · Green Valley can bring sporting events
- · Green Valley Park, Casino
- Event center
- · Event center rodeos large gathering event
- · Parkway extension infill, camp, housing
- · Common grounds + Dutch Bros are gathering spots
- Event center
- I feel the "heart" of Payson is Green Valley Park. I would like to see it extended down Main Street with shops, food, drinks + entertainment
- · Need some easier access gathering space
- · Payson has the longest running rodeo. Show it/prove it.
- · Park area by event center
- · Add a fountain + plantings at Dening park
- · And make it a small amphitheater

- Main street gulch development
- Arts Centre + affordable house + walking
- Bike paths with bridges etc. Shops + walkways
- And small outdoor amphitheater
- · Affordable housing on the upper stores
- · And galleries + housing
- · Main St. and Green Valley Park
- · The parks
- Events at airport
- This Area in general should be the central hub. Green Valley Lake, Main Street, Rodeo Grounds. Three main economic drivers.
- This Area but it definitely needs work.
- Arena/event center
- This is the central heart of Payson.
- The parks
- Main Street
- Sporting events
- Main street once revisioned
- Most business/traffic
- · Local Christian church participation and community.
- Our infamous choke point made worse by our not having routes for town residents to use that get around it.
- If current plans come to fruition the rodeo grounds will be a major destination for Payson that can connect main street and green valley park into a major hub for our community.

What attractions and events would you like to see in Payson that do not currently exist (i.e., festivals, programming, sports teams, parades)? Tell us with a sticky note.

Praying days in a park for rain/safety etc.

- Water slides
- Stage ride
- Off road race
- In house putt-putt and maybe an ice rink
- More arts and music festival center
- More festivals
- Drone race
- Street dance
- Art festivals, not craft shows
- Live stage shows other than the high school
- Covered event center
- Outdoor art festival
- Western festival with parade and competitions
- Create a town hall or courthouse in an attraction area.
- Sports teams, running/biking events
- Running events 1/2 + full marathons
- More music festival arts and culture
- Western festival with parade and competitions
- Trail runs
- Soap box derby
- Actual place for swap meet or art festivals
- All sorts of art installations
- More festivals
- Murals are comparatively cheap (no construction)
- More reenactment of hash knife pony express
- Balloon launch at green valley park

- Football training, spring training teams
- Old town atmosphere on main St.
- Arts festivals all week long
- Corn hole tournament at green valley, poker runs by bike or side by side
- Outdoor expo
- Economic development summit
- Daily Native American dances
- Bring back the mudda
- Move live entertainment for different ages
- More runs 10k, half marathon
- Flea market
- Triathlon
- Crash derby
- Economic development summit
- More softball tournaments
- Large music festival
- Mainstreet events!
- Ropes course, ziplines and similar
- Amphitheater
- Indoor auditorium stage larger nicer than school
- Drone race
- Motorsports events/competition
- Outdoor concerts, adult dance venues, youth events for teens, video game venue, miniature golf, bike/walking trail along W. Main St. greenbelt to Green Valley Park. Add seating areas along creek.
- A standard function of a Town should be to provide its residents with basic need's the recently announced Aquitic center and community is a huge step in the right direction.

- · Year-round swimming, year-round rodeo, year-round events.
- Pool, community center, rodeo grounds, event center, hiking, camping, downtown western vibe, main street, green valley lake expanded, river walk,
- · Huge splash pad for kids
- Huge farm for apple picking, pumpkin patch, walking, sitting and watching, picnicking, strolling.
- Events that have to do with outdoor activities seem to be what people seek out when they come here. IE. Rodeo or equestrian events, Automobile events. Endurance events like the Mudder event that was a large success.
- Big Barn venue for country dances, native American culture, and festivals for the community to come together to celebrate various events throughout year.
- · Family performing arts theater
- · Pools with lazy river, splash playground, and water slides.

# What can the Town do to build a stronger sense of community? Tell us with a sticky note.

- · Events for community not just tourists
- · Photo competitions, garden competitions, short story with essay competitions spell bees
- Senior services
- · Engage the residents provide a vision that makes sense
- · Local event marketing
- · Plant a ponderosa day
- · Hold more events at Green Valley Park
- · Public senior events not only through senior center
- · More pocket parks
- · Celebrate earth day as a community clean up Payson
- · Town center on plaza main street
- · Ask tea party to be kind
- More senior oriented activities

- Festivals, festivals, festivals
- Build the story of our history and use the community spirit that has always existed as our prime asset to build the future. Each citizen is important to participate in the fun.
- · Festivals, pocket parks, walking and biking paths
- · Robust website e (single one) to promote all activities/events.
- · Regular community meetups
- Encourage neighborhoods through neighborhood events, clean up, meet n greet, etc.
- Advertise events better!
- More pride in appearance
- Develop main street
- Large community events
- Better system of communicating events not dependent on KMOG, Roundup, or Social media.
- Trails through town
- There is no obvious town center. Retail is dispersed along arterial routes. Emphasize historical areas.
- Monthly events that invite participation of the community. Family, values, fun, timely
  music, great a special ambiance and memories/ traditions to be remembered and
  made.
- · More athletic events- both indoors and outdoors
- Main street is a good start but traffic on 87 does not know that this is MAIN street as most small towns have as a central hub. An entrance beautification project such as an archway announcing that it is historical main street would be a good start and develop main street as an antique hub that people would spend time wandering and using the few resteraunts that are there. More would be better especially the smaller specialty ones like Ice Cream, Coffee, Candy and others.
- · Invite local churches to hold community events or be part of helping with activities.
- Build an in-town trails network. It's creating community in Flagstaff.
- Picnic events, community competitions, community service/enhancement events for public to be part of in serving community.
- · Rally around local sport teams to build community events and camaraderie.

More parades

# Land Use, Development, and Growth Areas Questions

Following the legend, indicate on the map where each type of land use is appropriate. Add as many dots as you'd like.

- Commercial Red Dots (x34)
- Public/Government Blue Dots (x17)
- Flex/Industrial Purple Dots (x20)
- Single Family Residential Yellow Dots (x12)
- Multi-family Residential Orange Dots (x43)
- Mixed Use Pink Dots (x30)
- Parks and Recreation/Open Space Green Dots (x32)
- Recreation use
- flex/industrial
- Large lot single family use
- flex/industrial/commercial
- Single-family residential or open space
- Commercial- Aircraft only- Avaiation- Light Industrial
- Flex/Industrial. Commercial. mixed use
- Airport only- Light industrial. Build more aircraft hangars
- Multifamily residential
- New Aguitic center and community center- Tie this into the Rodeo Grounds and hiking trails - Possible overflow parking and enhance access to the historic monument. The views are amazing and tie into the main entrance of Payson. You could also enhance Mclane to main street and connect to our downtown and green valley.
- Commercial
- Recreational indoor/pool facilities
- Flex industrial

- Commercial
- Commercial
- multi-family residential
- multi-family residential
- multi-family residential
- public/education/recreation
- Commercial
- flex/commercial/industrial
- multi-family residential
- Flex commercial/government/public
- Multifamily housing is critical for affordable housing for workers, needed to support our many retirees. Many police and fire personnel can't afford housing here and must commute from Phoenix. This lack of housing limits growth and staffing, thus business development and tax base. Also teacher availability, medical staffing, retail workers.
- multi-family residential
- Education/recreation
- flex/industrial/commercial
- This area was rezoned to allow for the "university that never happened" (another Field of Dream boondoggle) and now sits vacant. Payson should exercise Eminent Domain to reclaim the land, then rezone it BACK to whatever the General Plan might call out
- Multifamily residential
- Tyler Pkwy needs new zoning to allow more density.
- It's too late-Tyler Parkway is already developed, except the west end
- Large-lot, single family residences like the surrounding area
- Large lot single family residential similar to surrounding area
- large-lot single family residences
- Open Space

# Which areas of the Town should be considered for new development? Use PINK dots to show us where and your sticky notes to tell us why.

- · Optimize airport area
- · Airport needs to be expanded
- · What happens if in the next 10 years Payson and Star Valley unify as one town?
- Remainder of sawmill and to help create start of entertainment and creative district on main.
- Mainstreet Arts center needed to provide employment and culture and attract tourism, build housing there so the population has it as a part of the culture include little kid parks, pocket parks upstairs living, downstairs galleries, workshops, bars, restaurants, ability to rent for competitions, outdoor and indoor public use spaces, afterschool programs and many employment ops.
- Main street
- · Between green valley and green valley water treatment
- · Main St, mixed use (max) historic arts oriented
- · 87 south of Tyler pkwy, commercial
- Behind nashes
- · Tyler parkway residential
- Main street
- · Behind and beside Walmart
- · Multifamily housing by ponderosa church
- Maytag meadow
- · End of mud springs (north)
- Airport industrial
- · Forest trade by event center
- · Multi use family near the airport
- · Reduce the construction restrictions on airport road
- · Nimbys on Tyler pkwy need neighbors

- · Flood drainage mi.
- Dev
- · Dev
- Dev north of Tyler Pkway.
- DEV
- · Dev
- Dev
- Tyler pkwy. Dev
- · Affordable housing here or near airport.
- Keep an eye towards a land swap with the land between the Event Center and Main Street. Turn this into sustainable, attainable housing and consider removing cars from the development. Focus on solar energy and building with fire adaptive materials. Along Main Street, develop an arts and entertainment center as an economic driver.
- This area should be the main focus of our community for economic development. Its the main entrance to our community Historic Rodeo Grounds, Historic site, Tribal Gaming, planned commercial development by the Tonto Apache. Now Payson needs to improve rodeo Grounds buy the adjacent hillside and develop the area into a economic engine. then tie everything together with main street and green valley.
- · Improved Facilities
- This area needs to be the main focus of our Town for the next ten years. We need to rebuild the rodeo Grounds and build livestock buildings with running water and sewer.
   The town should buy and develop adjacent land for expansion and annex USFS land if possible.

Which areas of the Town need to be redeveloped or are available for infill development? Use YELLOW dots to show us where and your sticky notes to tell us why.

- · Behind Walmart should be high density
- Multifamily housing
- · Flood mitigation on American Gulch to build bridges, housing, arts center.
- Infill around older neighborhoods near 260/87 intersection and high school
- · Behind town hall should be high density

- Chaotic hodgepodge of residential development in most of town south of 260 needs remedy
- Airport rd. attractive housing w/ views and industry
- Reminder of sawmill land and all open lots on main.
- American gulch
- Main street
- Main str and American gulch path
- Airport road
- Rumsey Park swimming pool upgrade and reopen.
- Main street tourist attractions
- Need more land base from forest service land trades.
- (too many storage places), The industrial area needs upgrades to attract real business
- Affordable housing here or near airport.
- Keep an eye towards a land swap with the land between the Event Center and Main Street. Turn this into sustainable, attainable housing and consider removing cars from the development. Focus on solar energy and building with fire adaptive materials. Along Main Street, develop an arts and entertainment center as an economic driver.
- This area should be the main focus of our community for economic development. Its the main entrance to our community - Historic Rodeo Grounds, Historic site, Tribal Gaming, planned commercial development by the Tonto Apache. Now Payson needs to improve rodeo Grounds buy the adjacent hillside and develop the area into a economic engine. then tie everything together with main street and green valley.
- Improved Facilities
- This area needs to be the main focus of our Town for the next ten years. We need to rebuild the rodeo Grounds and build livestock buildings with running water and sewer. The town should buy and develop adjacent land for expansion and annex USFS land if possible.
- Redev
- Redev
- Redev
- Redev

- Redev
- This area was rezoned in another "Field of Dreams" boondoggle and placed under the control of a defunct University organization; Payson should use Eminent Domain to reclaim this area and use it as a General Plan guides rather than let it set vacant for decades. likely centuries

### Are there existing land uses that are no longer appropriate or misplaced? Use PURPLE dots to show us where and your sticky notes to tell us why.

- Granite Dells park is a shown as underdeveloped, If ADOT yard was moved out of Town the land can be used for high density residential
- Main street land use needs to move towards a destination rather than commercial
- Land north of home depot could be put to use as residential or commercial
- Batting cages not sure what to put there/redo a fun center
- Main St. should be a small biz/commerce destination
- Behind Walmart should be high density or multifamily lower income housing
- Town office to south side of town, open existing location for housing or commercial
- Vacant land south of main St. should be bought by town and developed
- Need more multi-service senior living communities
- Limit residential development near trails and Envt. Sensitive areas
- R.S. property n/ of airport on Hwy 87 could be used for HD housing
- W/ land swap
- Main street needs connectors to side streets and more parking
- Again industrial area either be placed differently or have preference over the residents by the airport. Conflict.

Housing diversity is a primary consideration for Payson's future. Show us where you think different kinds of housing are appropriate. Use as many dots as you'd like, following the legend below.

- Detached Single-Family Homes Red Dots (x13)
- Townhomes/Duplexes Bue Dots (x14)
- Bungalows/Garden Style Apartments Purple Dots (x5)

- Apartments Yellow Dots (x32)
- · Age-Restrict or Senior-Oriented Communities Orange Dots (x3)
- · Accessory Dwelling Units Pink Dots (x5)
- Mixed Use Residential Green Dots (x15)
- · SLE Separate Legal Entity
- · Townhouses or duplex
- · Affordable housing here or anywhere near airport.
- Consider mixed use up here. With housing atop shops, locals can reduce car use and those seniors who can no longer driver can remain independent. There is a lot of land up here, but its far away from the commercial district.
- Single room apartments anywhere- There are no affordable apartments for single people that are not age-restricted.
- Honestly I don't know where or what land is available but any development should prioritize single family AFFORDABLE housing. Apartments, duplexes, town homes. We are fast becoming a community where the workforce cannot afford to live here! We need police officers, teachers, nurses, doctors, service industry housing. Customer service people; waiters, waitresses, salesclerks, cooks. If these people cannot afford to live here, how is the town going to survive? We need schools, hospitals, doctors, teachers, nurses......
- · Growth area- Economic development
- · Re develop this area. Commerical- Economic engine for Payson. Connect to Main Street improve McLane expand green valley lake. I'll donate to make this happen.
- · Growth Area
- Can we start a Rodeo Grounds Master Plan like Prescott has? We have one for Goat Camp Ruins already, which could be updated.
- A Community Development Department needs to be formed to address many of the
  issues with housing in Payson. Stick houses are fine but they are costly to build now and
  causes the prices to be to high for many that need housing. Smaller houses are the way
  of the future for workforce housing.
- Tyler
- · large-lot single family residences like the surrounding area
- · large-lot single family residences like the surrounding area

# **Mobility and Connectivity Questions**

Where do you notice transportation safety issues within the Town (i.e., traffic, speeding, dangerous turns, low visibility)? Show us where by placing a YELLOW dot on the map and use your sticky notes to describe the issue.

- · We have broken and disconnected internal circulation
- · The 260 traffic calming mini round abouts @ intersection
- All residential speed limits in town reduced to 20 mph unless other wise posted and enforced
- Fix connect Mansalita granite dells to Bonita
- · Connect malibu to Payson parkway at McLane
- · Drivers not using turn signals
- McLane and airport rd. need to reconsider the 2 way step sign maybe change to 4-way or round-about
- Mud spring should connect
- · 260 w merging and turn lanes are dangerous
- Rebuild airport road
- More places to cross or highways
- Crosswalk needed
- Yellow travel through golden frontier to frontier
- Mainstreet/87 inter light too long to get access 87.
- Tyler parkway- dangerous to walkers and bikers
- Sherwood connection mo lane to Colard
- Leaving Payson to Star Valley is bad for speeding
- · Low visibility on country club near golf course due to hill
- · Payson and McLay is dangerous
- Connect McLean through bootleg alley
- Lot of accidents at Safeway intersection

- Connect s. McLane to beeline through multi event center
- Open bootleg alley
- Lack of digital message for traffic signs coming into and out of Payson without town too
- Traffic speed is dangerous leaving from an 260 from culver's to Tyler pkwy. Locals trying to turn into 60 mph traffic
- Visibility turning into round-a-bouts is limited treacherous
- Low visibility on Sutter at crests of hills
- Forest Mcl ane -> beeline needs sidewalks
- Colcord as a path through is busy intersection on main Colcord, Colcord, longhorn
- Traffic speeds down granite dells, especially beyond paved roads
- Connect mud springs to SR 260.
- The urn is pure
- Bypass would not be beneficial
- The south of main to the north near BBO?
- A crosswalk needs to be made near the county building (previous Wolfe property)
- So people can cross safety from
- Bypass for out of towners
- Bypass will have negative economic impact
- A bypass for 87-260 traffic is needed
- Bypass!
- This area was rezoned and placed under the control of a defunct "university" organization in another "Field of Dreams" boondoggle ... Payson should use Eminent Domain to regain control of the land and then zone according to the General Plan
- large-lot single family residences like the surrounding area
- large-lot single family residences like the surrounding area
- Proposed hotel on Arrow St. will worsen access to Beeline, already almost impossible to cross Thur. - Sunday. Traffic light needed. Signage needed on E. Phoenix St. at Beeline to avoid usage by big trucks, especially tankers, on residential street.

- Fix the roads we have before spending Millions on Extending South Green Valley Parkway. South Mclane Road and West Aero Drive can both connect to Hwy 87. We have too many business, restaurant's, etc. in town already. We don't need more in this area.
- Why make new roads when u can't take care of the ones we have now. Yes. both S McLane and W Aero can and should connect to the 87. Also, need to clean up and redevelop those 2 streets as they r so trashy and guite the eyesore.
- Need an escape route in this area.
- This roadway needs to be built and mclane should be incorporated.
- Oh my word!!! This is the very first place that needs to be addressed like NOW as the traffic speed here is atrocious! Entering Payson from the Casino light going downhill I've seen folks drive like maniacs doing 60 mph at the Circle K, instead of 35, and continuing. I've contacted Payson Police several times about it to either have an officer sit there and actually write up tickets, which they don't in this town, or install a flashing control sign. Of course, nothing has been done. So dangerous going into and out of Circle K and all the side streets in that area.
- There is not enough parking on Main Street for the number of small businesses on it.
- Need an escape route for this area.
- There is a lot of people who cross over 87 where there is no crosswalk due to the long distances between them, with people speeding through the area in vehicles, sometimes at dangerous speeds.
- WE NEED A HIGHWAY BYPASS AROUND THE CITY OF PAYSON
- Another horrible and extremely dangerous sections are both round-abouts on the 87 as no one knows how to properly drive in them and then u get the idiots that just don't care and crosses over(not staying in their own lane) at will so that they don't have to turn their steering wheel much in order to go along with the curves of the circle. And the city wants to install more of these round-abouts?!
- We need a highway bypass around Payson. That will eliminate a lot of the traffic problems here but they won't because they think Payson will "shut down" if they did.
- As your heading east on E. Park dr. in front of the police station and your in the number 2 lane, the lane abruptly ends just past the police station drive approach and any vehicle that is driving is directed up the handicap access ramp and off the curb as you go into the roundabout. There is an easy fix though. A painted chevron pattern transition with a lane ends sign as you make the turn from the 87 in the # 2 lane going into the roundabout would take care of this.
- This is the worst intersection in town due to the Safeway entrance. The entrance should

either be closed or blocked off for right turns only.

- Ur so very right about this area. The space from that Safeway exit to the light is way too short to make a left out of the parking lot so either close it off entirely or make it a right hand turn only, period!!
- · This street and Phoenix Street should have bike lanes and sidewalks
- This is the worst intersection in town due to the entrance to Safeway; this entrance should be blocked or modified to only allow for right turns. I can't tell you how many times I have been close to getting hit here by folks trying to get in or out of Safeway parking lot making left turns.
- Desperately need to extend Mud Springs Rd to provide an escape route for this sector of town. Plus it will alleviate the congestion at the terrible Safeway intersection.

Where is it difficult to walk in Payson? Where are there missing connections (i.e., sidewalks, safe crossings, etc.)? Use GREEN dots to show us where and use a sticky note to give us details.

- · Airport road sidewalk missing in large parts and changes die of road
- · Walkway needed on easy St. Payson north
- · Airport rd. and McLane crossing
- · Sidewalks needed through-out
- The 87 and 260. However I will make main St. the more pedestrian friendly
- · Missing sidewalk on mud springs between frontier and cedar
- Clark rd. Pineview manor housing residents need sidewalk
- · W. forest curves and no sidewalk difficult to walk/bike safely
- · Add benches for resting with small pocket parks and surprising art installations
- No sidewalks
- · Summit St. on skeet parking
- Lack of sidewalk on McLane north of airport inter.
- · Pedestrian bridges on the 260 and 87?
- · Colcord rd. needs sidewalks for kids safety

- · Continental in golden frontier
- No sidewalk on McClure
- Residents would walk along Tyler Pkwy if footing was better
- · Neighborhoods w/ narrow roads and no sidewalks
- I had a horrible experience walking from my car repair shop on Main Street to my hairdresser in the Swiss Village. I found this adorable out of the way road called Bootleg Alley that I have never found before. It's Old Payson! I hoped it would take me over the hill so I didn't have to walk next to the traffic on McLane, but no luck. In fact, a neighbor chased me down to ask why I was walking on Bootleg Alley. Then, as I passed the High School on the sidewalk, a guy from the neighborhood across the street gave me the stink eye, even though I cheerfully waved. Payson is NOT a walking town, but my little foray showed me there is much potential to get off the roadways. They're terrible for walking. Loud and stinky.
- This road too narrow for people walking; needs to be widened or at least a side-walk on one side.
- Traffic light needed at Beeline and Aero to enable pedestrian crossing, currently highly risky. Will enable access to Beeline restaurants by Hilton hotel residents.
- This trail head is a joke hidden behind junk needs to be tied back into mclane and made attractive.

Where is additional biking infrastructure needed in Payson (i.e., off-road trails, road shoulder, painted bike lanes, etc.)? Show us where by placing a YELLOW dot on the map and use a sticky note to give us details.

- · Multi-modal lane on airport
- · Need bike lane on Granite Dells between S.R. 260
- Bike trail/park by event calendar
- Rumsey Park
- · Maybe 8' to 10' multi use paths in some areas rather than 4' on both sides
- Multi-modal lane on Tyler (x2)
- · Bike lane all along McLane
- Would love to see a dirt-bike track that has designated days for bikes
- Bike lanes: McLane Airport Rd after the airport

- Better bike lanes not as arrow safer areas to ride
- Off road by the airport skills trails
- New developments need sidewalks and bike lanes for a safer community and active lifestyle.
- Traffic light needed at Beeline and Aero to enable pedestrian crossing, currently highly risky. Will enable access to Beeline restaurants by Hilton hotel residents.
- This needs bike lanes and sidewalks
- Consider NOT hiring more consultants as we have a Town Manager & a Town Lawyer.
- The real developement should be along Main St. as a shopping/restaurant venue. Give incentives to new business to locate along Main St.
- No more cutting down trees in hopes a business or college will build there. Make applicants post a bond of 1/3 construction costs before clearing land. "
- The PATS system need kiosks to show map of trail and rules etc. It is difficult for out of town guests to find some of the trails. Especially in the Houston Mesa trail system off Tyler Pkwy.

# What would make walking or biking around Payson more enjoyable for you? Tell us with a sticky note.

- An EV Bike
- Safe lanes
- Move away from bike lanes toward multi-modal paths
- Sidewalks accessible trails
- Walking areas accessible to senior
- Mini-bus or bus system
- Wider sidewalk and paths
- Maintained trails through town
- More bike lanes (x2)
- Creating a "trail or path" for road biking/walking that is multiple miles of a safe path
- Use drainage ways for walk paths and infrastructure
- Better signage, trail signs

- More sidewalks and streetlights
- Dark sky compliant, safety lighting
- Less homeless people -safter areas to walk
- Full routes around town-not disjointed
- Separate lanes for biking
- More trailheads
- Prioritize improvement to ped/bike in the areas near the schools
- More/better visible pedestrian signage
- More sidewalks
- Improve road conditions
- Build ped/bike path (hard surface spongy?) around the entirety of Rumsey park
- Yes! Dads and Mothers and strollers on sidewalks
- Benches and pocket parks
- More hike lanes
- Clearly define walking paths, biking paths along collector streets
- For safety reasons more sidewalks, bike lanes.
- Encouraging and enforcing PATS
- More desirable places/ambiance around retail to walk around and where traffic is not a concern.
- Spending money to build sidewalks in neighborhoods not designed for them would be a huge waste of money better spent elsewhere.
- Increased cross walks or walking only paths in between businesses/various parts of town. There are a lot of paths that people have made throughout town that could be paved or flattened for increased safety
- More trail heads and trails.

Should the Town of Payson encourage transit use and options within the community? If so, how? Please be specific. Tell us with a sticky note.

Yes! When your car fails, the Beeline Bus is critical for an active person. Advertise give

free tokens a clubs, gyms. Have a free travel day to toy

- · Yes
- · Transit system MUST include routes to valley i.e., Sky Harbor Airport Scottsdale etc.
- · Tourist Hub, hop on bus/trolley to events and specific hot spots sawmill?
- · Event Transit incorporate special event stops into regular routes
- Develop a transit system that includes trail access (x5)
- · Yes senior services expanding!
- · Website listing local tax drivers/service, clearly marked bus stops
- · Yes for workers and seniors
- · Public transit could make safer travel and less congestion
- · Need routes that are closer to business drop offs and pick ups
- · Busses (mini busses) especially with events.
- · Scooter rental on Main Street, bus on Main St (x2)
- · Horse and carriage rides on Main St (x3)
- · It can be encouraged, but what does that mean? Spending money on more busses? Don't be purposely vague here.
- · Yes! There are a few bus/transportation systems in town that people do not know about and would utilize if they had exposure to them.
- Yes

# **Community Placemaking and Aesthetics**

What aesthetic and/or cultural aspects of the Town do you think should be preserved or enhanced? Tell us with a sticky note.

- Ponderosa Pine Forest! Don't Lose!
- · Ponderosa pine trees preserve
- · The feel of an old western town.

- · Commercial dist. Facelifts featuring western historic aesthetic see Leavenworth, WA
- · Community of service
- · To enhance living garden competitions and incentives
- Intercultural exchange native American community
- · Main street activities art galleries, street cafes etc.
- · Embrace the wild and not in feeding hem
- Museum at Green Valley (x2)
- · More pines in town
- · Prescence and enhance natural (biking) areas boulders, etc.
- · Knowledge of the town's rich heritage, starting in schools
- · Preserve Tyler parkway open areas
- Native American
- Trees
- · Enhance the natural environment
- Small town atmosphere
- · Our heritage
- Rodeo town
- Wild west
- · Cowboy and Indiana
- Need an "entertainment district" with options for adults and kids family friendly
- · Western heritage
- Enhance more streetscape
- · Need to improve the aesthetics of the town entries beautification
- Small town feel
- History of town
- Native Americans on our town

- Pioneer cemetery
- Old town main street (X2)
- Cowboys and Indians
- Public art displays
- Need an "Entertainment District" with options for adults and kids family friendly
- Entrance to town (southern) could be enhanced
- More fine art opportunities for local
- Public art displays
- Outdoor rec
- Trails, both walking and bikes
- "Event Center" could be paved parking maybe a cover to allow for use during all seasons
- Native Americans both present land past
- Save the views
- Ponderosa trees
- Western aesthetic emphasizing Zane Grey/Western historic roots of area
- Rodeo grounds (x2)
- Trees/greenery (x2)
- Demming Park could be improved and parking needs to improved.
- Pioneer family heritage
- Native and pioneer and forestry ranching history, the community values affect our present future
- Swiss village updated, lot paved signage upgrade building
- More arts and music events
- Main street arts district
- History (main) to be told in historic creative district (x3)
- Pioneers of all backgrounds (art!)

- Embrace youth suggestions
- More western heritage emphasis
- Music venue near so-called Events Center (really rodeo grounds) on proposed Green Valley Parkway, facing SW for sound attenuation, would bring visitors and provide local entertainment venue, currently limited to HS auditorium.
- Payson rodeo Grounds should be enhanced Improved and expanded. Rodeo Grounds should be a central hub for economic development and connected to main street and areen vallev.
- The trees. The wild animals like the elk and all of the wonderful natural elements of Payson everyone comes here to enjoy.
- More music events at Green Valley
- More quaint areas to stroll and sit and enjoy the rural atmosphere. Increase lakes to walk around/by to attack more birds

# Are there areas the Town should focus on code enforcement and/or maintenance concerns? Tell us with a sticky note.

- All entries into town need cleaned and maintained
- Road surfaces
- Entire business community! Keep community standards high (Pride)
- Include maintenance for all new projects and for existing needs
- Bike lanes
- Junk yards storing old RV's and trucks/cars clean up
- Park restrooms
- Trash companies and wear and tear on roads
- Enforce code's relating to parking and trailers or MH in public right of way's. If you can't fit it on your property store it.
- Someone needs to ride another town and address issues and not just be compliant. Dirven; be proactive
- All dr. business
- Commercial properties along 87 main St (x2)
- Post office boxes needing maintenance/painting

- · Too many needs
- · Industrial area so zoned should be so healed with respect
- · Landscaping fire issues in Payson North
- More active environment against junky property
- · In my opinion the Town should enforce a fire wise even on vacant property
- · Needs landscape expectations
- · Town curb appeal standards
- · Clean up debris on streets or yards
- · Manicured areas take dirt street w/ manicured grounds
- · All parks multiple housing on single family lots
- · Code enforcement lacking throughout town
- · Clean up town some place are very hunky
- · Stover clean up from ups south
- Streets
- Phoenix street access to forest
- · Clean up eyesores on private property
- · Businesses on the 87 (clean, aesthetics, etc.)
- · Green Valley wakes treatment to handle small industries
- Many yard and business are violating code needs to be enforced (not just based on complaints).
- · Business on Main
- · Payson Rancho
- Storytelling is very important through audio tidbits and through writing and performance for home audience and tourists. Past and present stores build a sense of belonging and affirm positive community values, work where tribe on our future story.
- · Parking lots, Swiss village, bonanza square
- · All open areas. Too many weeds.

- Weeds landscape expectations
- · Multiple streets need repair, such as E. Phoenix.
- Repave roads, 80% are terrible.
- Longhorn is desperately needed a face lift. It is Avery heavy traveled road and it is showing the signs of needing repairs
- Just the roads.
- McLane is a disaster with one business continuing to dump trash everywhere. Enforcement needs to be done in this area. Redevelopment is a must.
- All roads need repaving.
- Speeding on the 260 east of town is horrendous and a huge money-making opportunity with traffic enforcement
- Yes on cleaning up overgrown and trashy lots.
- Speeding on Tyler Parkway is out of control especially in the summer when the out of towners use Tyler Parkway to go to the Beeline to then head South to get out of the traffic backups at the Safeway light on the days when traffic is moving very slowly thru town as they head home to the Valley.

# What sort of revitalization efforts should be focused on downtown Payson? Be specific. Tell us with a sticky note.

- Main street! Parking on Main Street (x3)
- · Building shopping, dining and night life within walking distance
- Main St. parking (x2)
- Businesses that people have interest in no more 2nd hand stores (X2)
- Truck route around town
- · Main St. and surrounding area
- · Preserve old buildings
- Improve descend housing duality in older areas
- Downtown?
- · American Gulch (x2)
- · Channel he Gulch to increase developable land

- Revitalized mariposa, ponderosa wade
- Overall landscaping plan trees/flowers, etc.
- Art district
- Mural
- Where is Downtown Payson?
- Wayfinding signage
- Art galleries, breweries, street coffees, musicians, artists, pedestrian traffic friendly
- Downtown/main street, we had shops, restaurants, may a theme?
- Parking by (east side) hurricane e society thrift store
- Where is downtown Payson
- Historical main street has a reputation as "hysterical" main street
- More retail
- Main street arts Centre, will bring tourism and beauty, when people see beauty and create it they are happy with opens us up to creatively and property within induvial and the community as a whole!
- Arts and music low cost! High impact!
- Historic creative district (Main)
- Make it an interesting walk/bike path w/ historic emphasis (x2)
- Brewery (x2)
- Make it walkable from 87 to GVD
- Hospital campus appearance improved
- More retail
- More retail, more night life options for younger to middle age adults
- Increase the street connectivity on Main St. (more connections) to aero and frontier from main St.
- We need either an "old" main St. or "downtown" main street to attract younger people
- Small businesses, clock shop, health food store, senior clothing store, shoe store, baby

#### store, KFC

- Growing traffic on W. Main St. causes backup at Beeline. Need a traffic light at McLane to partition flow.
- Build a multi-purpose community center with pool and indoor rec-facilities for all ages.
- Main Street is a historical joke, an embarrassment to this town. Need to clean up, dress up, and add markets, boutiques, restaurants, meeting places, entertainment, etc. etc.
- Main Street will never be a destination it should be a support hub for a master planned event center at the rodeo grounds that has an improved access through McLane. If possible give incentives for new business and existing business to improve current and future structures.
- A Highway bypass loop will revitalize all of Payson's downtown businesses as it will improve accessibility to local businesses and services.
- American Gulch
- Main Street has incredible potential to be a beautiful, vibrant and thriving area for locals and visitors. There needs to be cohesive aesthetics, beautiful landscape, shops, boutiques, indoor-outdoor meeting places/ restaurants and entertainment. (I can dream can't I?)
- Clean up Main Street. It's a historical embarrassment.
- Finish the American Gulch flood control and zone the area for dense multi-use high density housing from Green Valley Park to the Sawmill Theater.
- Improve Main Street to make it a "go to" place for walking and strolling from shop to shop (restaurants, boutiques, bakeries, etc.) between the Beeline and Green Valley Park. Town Council needs to work better with individuals wanting to invest in this aspect. Too many people are stymied by ridiculous requirements.
- Theater for children to perform/professionals and attract wholesome family entertainment.
- Clean up Main Street and change zoning for Western theme facades.
- Plant a large Christmas tree at Green Valley Park, lighted seasonally. The one on AZ 260 near McDonald's is spectacular in the holidays.
- No way to do so in any economically viable way without some big risk taking from huge restaurant/bar chains or free state/federal money giveaways

# What additional aesthetic aspects would you like to see in Payson that do not currently exist? Tell us with a sticky note.

- · South entry (x3)
- · Middle school neighborhoods
- · Grounds clean up
- · All along Highway 87 landscape improvement and maintenance
- · People need to park personal property on their property
- · Main Street make it a walking experience
- · Improve appeal of main street
- Mid-town monetary incentive competitions for gardens and decorations and clean yards
- Main and 87
- · Photo competitions winners in paper and may be on public wall @ Walmart?
- Entry points curb appeal some type of aesthetic throughout town uniform
- · Pocket parks, arts center and murals sculptures
- · Main St. more landscape
- · Signage rules! (x2)
- · Artwalk along Main. Lots of walks and open space
- · Weed removal
- · More color vegetation fall leaves, better town driver for holidays
- Payson really needs to have a beautiful WELCOME TO PAYSON sign with landscaping when u enter the town from the south end of town. Only thing I see is an elevation and population sign.
- Encouraging the reuse and revitalization of old buildings within town would increase business opportunities while also keeping new construction costs and time lower
- · When are we going to get the Beeline Hwy thru our town paved
- Landscaping

# What areas of the Town most need aesthetic improvements? What types of enhancements would you like to see in these areas? Use PINK dots to show us where and your sticky notes to describe the types of desired enhancements.

- · 260 entrance star valley also digital news boards
- Coming into town from the south. Make it the gateway to the Town.
- · Casino great news boards to encourage young to achieve.
- · South Entry!
- · Parking on Main Street
- · South entrance on Beeline North on Beeline and 260 E and West
- Monument sign
- · Event center signage
- Digital Payson boards income opportunity local business advertisements
- In front of event center
- Coming up 87 from pine
- Extend N. Vista St. to W. Airport Rd. to avoid traffic flow into residential area. Beautify Vista's paving and roadside as a scenic byway. Add guardrail on west side downhill.
- Put an archway at the entrance of Main Street at Hwy. 87. Make it grand to invite people to the magic of Green Valley Park, trails, restaurants, etc. Guaranteed it will increase traffic.
- · I believe this is the main entrance to Payson and needs to be Enhanced.
- This is the main entrance to Payson We need to enhance this area and make it a main focal point the ties into main street.
- · Gateway
- Need to have a beautiful welcome, or Payson sign with a beautiful landscaped area as a focal point at entrance.
- Enhance
- Desperately need to clean up, enhance/beautify Main Street first then maybe add a large sign, statue or archway at 87 and Main entrance.
- Enhance

- Enhance
- Change the codes so that new businesses have to plant mature trees that are consistent with our forest, and encourage existing businesses to do so.
- The numerous large and ugly signs along the Beeline in town make the town look trashy.
- Enhance
- Enhance
- Enhance... building at Quality Inn has been empty for quite awhile... could be great sight for a nice restaurant like a Cracker Barrel!
- Enhance by repainting store fronts to lighter more natural color is stead of the darker gray look it is now.
- Enhance

# Vision and Guiding Principles

Which parts of the vision statement from the General Plan Update in 2014 do you think still hold true for this General Plan? Use GREEN dots to indicate the phrases/words you like and RED dots to indicate the phrases/words you dislike. Provide your comments via sticky note.

- What are we sustaining
- Need to expand recreation opportunities in near town to get away from the "Gateway Community" rut.
- Need to include that Payson is a gateway community for the Arizona Trail.
- Cool waters vibrant destination feels temporary
  - Don't like
- Recreation destination
- Need to somehow include elderly community
- Recreation destination
- Keep all as-is.
- Tall pines are what people like Payson about
- Cool waters not actually in Payson. Lends to just a gateway

- Community doesn't seem to actually support education and culture
- Known for friendly community
- Tall pines
- Not doing a good job?
- Green Dots (x65)
- Red Dots (x25)

Are there any other words or phrases that should be used in the vision statement? If yes, please tell us via sticky note.

- Payson is a vibrant outdoor recreation community
- Soul food
- Cool weather 4 seasons
- Need to emphasized quality growth
- Growing digital community
- Cool waters. Misleading, rim country cool not Payson
- Open for digital business
- Payson should remain small
- Friendly to the homeless
- Arts destination
- Development friendly
- Generous community needed non-profits
- 1st sentence change admits to "nestled amidst"
- Install access creativity to in Payson's citizens
- Development friendly

The following statements are the seven guiding principles from the General Plan Update in 2014. They guide each of the Plan's separate elements to help focus the strategies and goals by topic. Please use a GREEN dot if you think the statement should be used in the new Plan and a RED dot if you think the statement shouldn't be used in the new Plan. Use sticky notes to tell us why you like or dislike each statement. Also use your sticky notes to suggest specific changes to each statement.

#### **Environmental Element**

- · More outdoors walk out parks obstacles courses
- · Define environmental innovations
- · Charge "continue" to engage
- Meh
- Final stage pre-treatment of storm water before entering GVP. I.E. setting park for servicing
- · What environmental innovations do we have?
- · Green valley water effluent treated to potable
- · What does this mean? "Environmental element"
- · Use water from GVW as potable use
- Incentives for "cleanest" communities
- Too vague
- · Replace innovations
- Expanded solar opportunities
- · Remove strengthen
- This has no business being a stated core element of our plan. This is a tenet of Sustainable Cities (UN goal by 2030)
- · Sounds good
- Trails do all this
- · Intentionally care for and maintain forests and coexistence of the wildlife.
- · Green dots (x18)

Red dots (x2)

#### Water Resources Element

- · Encourage sustainable use
- Stormwater containment for all Town Street Retro-fit
- · Well kept trails will draw cyclists, hikers -? More income
- Need a serious water conservation provision
- · Prudent implies just enough, not us responsible
- Remove economic dev. The allocation plan is enough
- Sustainable water source
- · Need recycling events and infrastructure.
- · Do it where it makes sense, not just to promote growth.
- The town engineering department should focus on upgrading current assets and stop burdening local builders with huge flood protection measures. The engineering department is redirecting water where it never flowed before that is having a tremendous impact on home builder and its residents.
- · Slow down development and keep the small town charm Alive.
- Green dots (x16)
- Red dots (x1)

# Open Space, Parks, and Recreation Element

- Pool community center
- · If you built it they will come
- Pool and rec center
- Need a place for all to enjoy pool rec. center
- · Support the development of a community center
- · Walkabouts tours night tours
- What's the difference?
- Community center pool year round activities

- New skate park, bike park, or pump track
- Encourage programs for Teens
- Art installations everywhere use students
- Use of a "different" system to promote activities (i.e. what the school uses)
- Encourage students by perpetual in arts development
- Encourage w/ granite dells park
- Travels in town
- It would be nice if you were able to provide this service but I seems like everyone gets in the way of a good idea. I like one Idea of the pool and community center at the rodeo grounds site. It would be amazing to have a year round pool that over looks the rim and Payson if you were to build something like Sedona's pool sign me up 100%
- Sounds good:)
- Sure, why not, if MHA pays for it (using the community funds it manages)
- Preserve what's left of the National Forest within town boundaries
- Green dots (x20)
- Red dots (x2)

#### Land Use Element

- Western cultured village with booths to sell local arts/goods
- Less red tape for development
- Change zoning to include multiuse housing
- Use arts in all building and development plans.
- Build a state of the art
- More public art
- And access to public lands including forest
- Seatbelts?
- More diverse housing -higher density
- Strong solid land use plan needs to be created for all of Payson

- More employment base property
- More diverse higher density
- Bike skills park to teach safe mountain biking. Pump track.
- Pattern
- The Town's zoning ordinance is not applied uniformly." Says who? And what would the people pushing for all this suggest we do about it? Just because many might answer "Yes" doesn't mean they would support the social engineering that comes out of that.
- Higher education campus and options can be greatly enhanced.
- "Increased diversity of uses for ... needs is needed." Say what? Does this mean promoting the philosophy being pushed by Green Sustainable City theorists to change zoning laws in order to promote forcing high-density housing into existing housing areas with large lots and large single-family homes? Explain diversity
- The higher education campus is not fully incorporated into the Town's culture...
- No kidding. That's because ASU never agreed to build a campus here, but MHA bought the land on a dime from USFS based on that promise. Such a false assumption could never be incorporated into our culture. But a trade school could be.
- The whole university thing is absolutely astounding ... in any other city on the planet, there would have been a construction bond posted by the developer, payable to the city for any infrastructure costs in case development never happened and there would have been a sunset clause where if development was not completed by a certain date REGARDLESS of the reasons then the land would have been deeded back to the city. The whole idea that someone could show up and say "we will build it, they will come" and get a significant plot of land essentially in perpetuity as amazing. A perfect example of "Field of Dreams" planning ...
- The town's zoning ordinance is not applied uniformly starts with the Council doing spot zoning (like with Rhythmia development on Tyler) ... as long as the Council does this then the entire zoning ordinance is meaningless
- Green dots (x16)
- Red dots (x0)

#### **Growth Element**

- Need quality commercial development, not just housing
- Town need to be more inviting to new economic opportunities
- Consider art in all new buildings and developments

- · Polices too strict for growth
- · Potential new businesses should feel welcomed and through every step of the process
- · Growth will provide funding to raise the quality of living for all
- Encourage infill
- · Define growth management
- · Growth is the opposite of death. We do not want to become globe
- · Draw educated people by offering more
- · Policies have not been enacted and sustainable
- · Promote growth not limit it
- Flexibility w/ policies too restricted
- · Make a green arts center on main St.
- · So that we can get Federal and state financing
- · Like this idea, but also to do this we need to foster/support for small businesses to start up and continue.
- · Payson small time character. Than slow down development.
- If "smart" means following the principles of demand-driven, free market (not socialistic philosophy) expansion of services and products, then Yes.
- Right now, I've heard several stories from large businesses to individuals who feel the town prefers to make their project more difficult to impossible. A large developer has waited MONTHS for a response from the town on permits. An individual getting a permit for a wood stove was told one price four times on the phone, only to be quote a price three times as high when at the town with a checkbook. Another business was told how to pour the concrete, when the inspector came they told the business they would have to redo the pour because it wasn't at the correct angle for the driveway. Yet another business said they had to rip out and spend thousands of extra dollars when one part of the town told them to install one size of pipe, but the inspector said that wasn't up to code. Somewhere in town communication is breaking down and developers and businesses foot the bill. Not very growth friendly.
- I completely agree and would add that the Town engineering staff are incompetent, as a wife who's husband work's in the construction field I have heard the horror stories like numerous cost changes to time delays that go on for months. They even make requirements that go against town code. I've worked with some of the regular staff and they are scared to report leadership. Its not a good working environment.

- · Green dots (x13)
- Red dots (x3)

#### Circulation/Transportation Element

- · Maintenance and corridor, development requires public investment
- · Regular traffic a concern or only holidays?
- · Support more transit
- · Improve bike and pedestrian access
- · Use what we have and improve not recreate alt. routes
- · Improve roads with traffic light signaling times. Police to do more point duty.
- · Better walkways, better bike trails and lanes, better traffic mgt. no more round abouts
- · Roundabouts are dangerous and frivolous
- More routes on bus line closer to businesses
- · Bike lanes fun rides to encourage biking less driving fitness health
- · No bypass
- Truck route, connecting 87 to 269 by paso!
- Fix the granite dells/safe way/260 intersection dangerous
- Definitions? Alternative? What is it?
- Horse drawn carriages on Main St.
- · This would add more congestion this is a very small town.
- Pedestrian and biking safety for new developments.
- Sounds good
- · Having busses for old people is all we need.
- · The issues being addressed seem reasonable.
- · Need to think of creating alternate routes to cut down on huge weekend traffic.
- · A trail system throughout town would relive traffic concerns for locals. Increase buses.

- Green dots (x15)
- Red dots (x1)

#### Cost of Development Element

- Open involvement will encourage town participation involve the community junior town council schools
- Address ways for smaller non. Profits to join forces to \$\$ back projects
- We need development fund to contribute to lettered infstr. And improve.
- Town should develop after housing. Stop waiting for contractors
- Town should prioritize capital projects to support smart growth
- What incentive?!
- Art installations are relatively cheap
- Town is too demanding of potential developers to the effect of repelling private investments
- Get grants for a green arts Centre
- Town government should be proactive and investing in well planned development
- What tools mitigate cost of development? Huh?
- What does this mean red? Green?
- Reduce time for permits, coos, inspections, and other town processes which increase time and costs.
- Modify "well planned developments" to include both initial build and flexible long term
- The Purpose Statement is vague happy speak. "Using tools to mitigate the cost of development". Would those shovels or taxes?
- Development costs, residential and commercial, are driven entirely by the availability of building materials and building workers, neither of which Payson has locally ... as a result it's \$410/sq ft for houses, \$305/sq ft for apartments. There is absolutely no planning that will have the slightest impact of these realities of development
- This all sounds like a highly veiled reference to needing more tax revenue.
- Green dots (x12)
- Red dots (x5)

#### Initial Ideas

Proposed Multimodal Facilities, Connections, and Trailheads. The map to the right identifies proposed multimodal facilities, including trails and trailheads. What do you think? Tell us by placing a comment in the box below.

- Sounds great! Go for it, but using mostly volunteers to expand the trail system, as we used to do. No more spending large amounts of tax payer 'revenue' to do so.
- I'd like to see more in-town trails built away from traffic.
- Expanding the walking/biking areas like this would be a great start for increased town walkability.
- Bike/multi modal lane/ Trail along Tyler Pkwy
- Trail heads NEED improved policing and amenities
- Improved trail heads & parking to hiking trails
- Add house trails around west part of town start at W/Graft trail head
- Bike lanes to shopping areas important future transportation
- Bikes area not just for recreation they are important future transportation
- Need a vision for Multi-Trailhead Hub (ex. Pine Trail Head
- Trails to be in open space not near yards of homes. When I hike I do not care to see

# Existing Core Transportation Network + New Connection Recommendations

- Traffic light @ Mud Springs Proposed Connection
- Pedestrian only children going to school Forest Park Drive (No Sidewalks)
- Malibu --> Forest Park connection should be improved Pedestrian Path
- We need more connections between Main St. to Aero + Frontier
- MS Lane should be pushed through to Rodeo Grounds
- Push Through Goodfellow
- Stop the depending on SR 260 & 87 Develop our own local circulation
- Push through directly to Payson Parrwing not only to Rumsey Dr.

- · Connections should avoid going through gated communities
- Houston Desa Rd should not be used detour traffic around 37 thru town traffic and speeding are unsafe currently
- Re: suggested road through to foothills East Foothills East is a private road, gated.
   Town wouldn't want to maintain it, LOL
- · What will Rodeo Grounds Be? Figure this out before building Green ValleyP Pkwy
- · TOP FINISH MUD SPRINGS FROM GRANITE DELLS TO 260
- · Push to 87 from McClaue the road is already paved. NOT GV PKWY
- The proposed connection between Foothills East Circle and Graham Ranch Rd cuts thru a gated community. The road is not Town owned or maintained. So, are you planning to use eminent domain? Seems pretty hard to justify when there are two exits already: one heading north to the Beeline Hwy, and one heading south to State Route 260. Please reconsider.
- A general plan is to allow & provide a community plan of a vision for the future. It does not interfere with private property rights nor does it rezone a plan. It should provide a plan for improvements of the town for the future. Trying to connect two privately maintained roads is not a good plan. I'm thinking the person that initiated this plan has never driven the two roads mentioned that want to be connected. The topography alone on North Foothills East Road would show this would be a huge undertaking and how unnecessary it would be. N Foothills East Road is privately maintained road by the residents that own the 11 lots on the street and love living in a gated community. One reason they live there is because there is minimal traffic and it is gated. Opening up two private roads will tend to bring people to think this is a shortcut and will cause many traffic problems. It will cause cars to speed, possibly cause accidents on two narrow roads, pedestrians will be in danger and the feel of a small gated community will be ruined. Not only would it have to have major road improvements, it would have to cut through 3 property owners that are not wanting a major thorough way next to their homes. This plan should not be implemented!
- It is readily apparent that whomever proposed the connection between N Foothills East Circle and Graham Road has not traveled by or on these two roads, the space between them, or has topographical understanding of this area of Payson. First, N. Foothills East Circle is a gated HOA community road that is privately maintained and inaccessible from Tyler parkway unless you reside in the community with gate access. Second, the space between N Foothills East Circle and Graham Road traverses multiple private properties. Third, the area between N. Foothills East Circle and Graham Road, as it traverses multiple private properties, occurs at perhaps the steepest portion of the hill and perpendicular to the natural water drainage of the hill. I see no benefit to this connection to anyone whatsoever. In fact, I can only see a significant legal, environmental, and financial investment for no real return. Respectfully, Remus Repta.

- This suggested connection does not make sense. N. Foothills East Circle is a private, HOA maintained roadway in a gated community, NOT part of an existing Core Roadway Network as depicted in the Proposed Transportation Connections diagram. The proposed connection from the cul de sac at the end of N. Foothills East Circle up to N. Graham Ranch Road is a very steep, rugged, Ponderosa pine covered hill and requires crossing thru a number of privately owned lots. The connection at N. Graham Ranch Road is at a point that is NOT maintained by the Town of Payson, but is a privately maintained, very narrow roadway. In addition to the issues of trying to utilize privately maintained, gated roadways, there will be imminent domain situations with a multitude of privately owned properties. Whoever developed this proposal had no knowledge of the area or difficulties associated with trying to connect N. Foothills East Circle to N. Graham Ranch Road. This connection is not practical and should never be implemented. Why is this even being considered?
- Proposed Green Valley Parkway Extension is a huge waste of Millions of dollars. At least 8-15 Million, could be better spent on existing roads or other priorities. Very difficult road to build because of terrain and big rocks, will exceed a lot more time and money than original planned."
- · First priority should be completing the SW quadrant escape route near the event center (and some of its feeder routes), extending the road behind Walmart for an additional escape road for the NW quadrant, and extending Mud Springs Rd to allow those in the SE quadrant to escape a fire threat. Safety should first over nice-to-have Wants."
- 1. Planning for High Density and Low Density areas should be carefully considered. Greenbelt areas should be intentionally preserved, otherwise, Payson will lose its unique beauty and appeal. I believe that most of its residents don't want to be "just another town" that did poor planning. 2. Keep density concepts in mind when considering "proposed road connections" through existing residential areas. It only makes sense that Higher Density residential areas require more road connections to accommodate the flow of that traffic. Likewise, Lower Density residential areas do not necessitate additional connections. 3. Adequate turning lanes, traffic lights, vehicle idle times, and appropriate traffic movement all need to be part of the planning process for any proposed road "connections". In essence, a thorough Traffic Study prepared by qualified engineers and analysts to determine the impact of traffic patterns is crucial. (Studies range between \$3,500 to \$5,000 cost per intersection. This doesn't count the cost of engineering, designing, and building the actual road and drainage plans. There is also road maintenance for all future years on every road connection.) 4. There is also the "Eminent Domain" issue in acquiring private residential property for road easements. The Town needs to assess and justify the "public use and necessity" for eminent domain. The Town will be required to pay 'current market value' for the property to the affected property owners; property values are high. This ED endeavor can result in messy and time-consuming eminent domain lawsuits by each and every resident affected by the action. 5. Specifically, the proposed connection between N Foothills Circle and Graham Road should be removed from the Payson 10-year General Plan for the following reasons: 6. Both of those roads are currently only accessible via gated HOA communities which are also Low Density residential areas (Ref #1 & #2 above). 7.

Building a connection road between the two HOA communities would be expensive for a number of reasons, not to mention the added challenge of the difficult hilly terrain for that particular road and drainage plan scenario. Taxpayers have the right to question costs and the Town has the responsibility to conduct and justify a Cost/Benefit analysis. (Ref #2, #3 & #4 above) 8. The traffic on Tyler Pkwy currently flows very well because there are no traffic lights along the route. Almost immediately across from the N Foothills Circle entrance (currently gated) is the Chapparal Pines gated Community entrance. Opening up the private N Foothills Circle road could result in major congestion at that location. A traffic light would likely need to be installed at some point and traffic would no longer flow along Tyler Pkwy as it does now. (Ref #2 & #3 above). 9. SUGGESTIONS: Consider potential road connections that are already in Higher Density neighborhoods, where they are actually needed. Several Options to investigate are as follows: a) Connect Woodbridge Lane to Tyler Parkwa b) Connect E. Heather Ct to Woodbridge Lan c) Connect N. Easy St to N Conifer Circle to Tyler Pkwy d) Connect N. Alpine Hts to N. Conifer Circle (to Tyler Pkwy) e) Extend N. Fairview Dr to N. Conifer Circle (to Tyler Pkwy) f) Connect (NE) E. Luke Drive to (no name) Road that is SW of St. Paul's Episcopal Church Any of these best possible road connections would alleviate the traffic congestion in that higher density residential area. A traffic light there would slow the traffic prior to the Tyler/N 260 (Walmart) intersection while not affecting the majority of traffic flow along lower Tyler Pkwy/W 260 (Star Valley). (Ref #3 above)

- Please help me understand something......you propose to build a road from within an existing gated private HOA on Tyler Parkway up to one of the highest elevation points on Graham Ranch Road? Why? No one would divert from Tyler Parkway to take an extremely steep road up the ridge to an almost single lane road on Graham Ranch Road only to merge with evacuees similar to what they would encounter had they stayed on Tyler Parkway. Likewise for the few dozen residents up on Graham Ranch Road which wouldn't take it down the steep grade to Tyler Parkway for evacuation to wait there as well; especially given the fact that many would be trailering their livestock which would make it extremely dangerous for them. May I also ask why the Town Of Payson is willing to accept the additional financial responsibility to properly maintain the roads in both areas which are currently the resident's responsibility to maintain instead of burdening the taxpayers? Has the author of this document walked or driven the areas to see the physical landscape and disadvantages of this plan that others have pointed out in their comments or was this done from behind a computer looking at Google Earth for the shortest route? There is absolutely no economic value or sense to this portion of the proposed 10 Year General Plan.
- 1. Planning for High Density and Low Density areas should be carefully considered. Greenbelt areas should be intentionally preserved, otherwise, Payson will lose its unique beauty and appeal. I believe that most of its residents don't want to be "just another town" that did poor planning. 2. Keep density concepts in mind when considering "proposed road connections" through existing residential areas. It only makes sense that Higher Density residential areas require more road connections to accommodate the flow of that traffic. Likewise, Lower Density residential areas do not necessitate additional connections. 3. Adequate turning lanes, traffic lights, vehicle idle times, and appropriate traffic movement all need to be part of the planning process for

any proposed road "connections". In essence, a thorough Traffic Study prepared by qualified engineers and analysts to determine the impact of traffic patterns is crucial. (Studies range between \$3,500 to \$5,000 cost per intersection. This doesn't count the cost of engineering, designing, and building the actual road and drainage plans. There is also road maintenance for all future years on every road connection.) 4. There is also the "Eminent Domain" issue in acquiring private residential property for road easements. The Town needs to assess and justify the "public use and necessity" for eminent domain. The Town will be required to pay 'current market value' for the property to the affected property owners; property values are high. This ED endeavor can result in messy and time-consuming eminent domain lawsuits by each and every resident affected by the action. 5. Specifically, the proposed connection between N Foothills Circle and Graham Road should be removed from the Payson 10-year General Plan for the following reasons: 6. Both of those roads are currently only accessible via gated HOA communities which are also Low Density residential areas (Ref #1 &#2 above). 7. Building a connection road between the two HOA communities would be expensive for a number of reasons, not to mention the added challenge of the difficult hilly terrain for that particular road and drainage plan scenario. Taxpayers have the right to guestion costs and the Town has the responsibility to conduct and justify a Cost/Benefit analysis. (Ref #2, #3 & #4 above) 8. The traffic on Tyler Pkwy currently flows very well because there are no traffic lights along the route. Almost immediately across from the N Foothills Circle entrance (currently gated) is the Chapparal Pines gated Community entrance. Opening up the private N Foothills Circle road could result in major congestion at that location. A traffic light would likely need to be installed at some point and traffic would no longer flow along Tyler Pkwy as it does now. (Ref #2 & #3 above). 9. SUGGESTIONS: Consider potential road connections that are already in Higher Density neighborhoods, where they are actually needed. Several Options to investigate are as follows: a) Connect Woodbridge Lane to Tyler Parkway b) Connect E. Heather Ct to Woodbridge Lane c) Connect N. Easy St to N Conifer Circle to Tyler Pkwy d)Connect N. Alpine Hts to N. Conifer Circle (to Tyler Pkwy) e) Extend N. Fairview Dr to N. Conifer Circle (to Tyler Pkwy) f) Connect (NE) E. Luke Drive to (no name) Road that is SW of St. Paul's Episcopal Church Any of these best possible road connections would alleviate the traffic congestion in that higher density residential area. A traffic light there would slow the traffic prior to the Tyler/N 260 (Walmart) intersection while not affecting the majority of traffic flow along lower Tyler Pkwy/W 260 (Star Valley). (Ref #3 above) \*\*Focus on the Town's priorities and develop the most viable and cost effective options.\*\* "

- This suggestion covers two different private property roads and acreage for a connection plus construction over very steep terrain. What is the purpose of this recommendation. Implementing this would require a very difficult imminent domain situation with multiple private properties. This should not be implemented.
- This connection does not make any sense. There are four major problems with the map and proposed connection road as it is drawn from N. Foothills East Circle to N. Graham Ranch Road: 1. N. Foothills East Circle Street serves a gated HOA community with a cul de sac at the end of the street. To label it as an Existing Core Roadway Network is wrong as only members of the HOA can enter the community, no Existing Core Roadway

Network traffic is able to pass through the HOA gate. And the proposed connection road drawn from the cul de sac at the end of N. Foothills East Circle to N. Graham Ranch Road goes up a very steep hill through three privately owned HOA 4-acre lots. To label N. Foothills East Circle as an Existing Core Roadway Network Road is simply wrong and it shows ignorance on the part of the author of the map of the actual existing use of the street and traffic permitted. Why would this connection be helpful to residents on either end of the proposed connection road? The author of this proposed connection road clearly does not understand the current use of N. Foothills East Circle Street as an HOA residential street serving 11 lots with a cul de sac at the end of the street. 2. The end of N. Graham Ranch Road where the proposed connection road from N. Foothills East Circle cul de sac is connected onto a portion of N. Graham Ranch Road that is NOT maintained by the Town of Payson currently. It is privately maintained by the residents along the road. And it is not wide enough to allow two cars to pass by one another without one pulling onto the shoulder in places. How can you designate Graham Ranch Road as a Core Existing Roadway Network Road when the last 3/10 of a mile of it is a privately maintained street and is not wide enough for two cars to pass by one another? Again, the author of this proposed connection does not have local knowledge of the street maintenance responsibilities and width limitations. 3. The grey line showing North Mud Springs Road as it leaves the Alpine Heights residential area as an Existing Core Roadway Network does not make any sense at all. There is an HOA gate on E. Alpine Drive that prohibits traffic from exiting the Alpine Heights residential area to go South down N. Mud Springs Road towards Highway 260. How can you designate this route to be a Core Existing Road Network Road with a privately owned gate in the route as it heads towards Highway 260? This shows ignorance on the part of the author as to the existing use of the streets. 4. The last 5/10 of a mile of N. Mud Springs Road and the portion of E. Alpine Drive that it connects to are both privately maintained roads by the residents of the area and not the Town of Payson. This is the portion of E. Alpine Drive that has the HOA gate across it mentioned in point 3. And the last 3/10 of a mile that connects N. Briarwood Road to E. Alpine Road is also a privately maintained street by the local residents. How can this be designated as an Existing Core Roadway Network if portions of the route are privately owned, and it has a gate across one of the streets that is privately maintained? In summary, the author of this map clearly just used a topographical map to draw the Existing Core Roadway Network without any local knowledge of the street's ownership/maintenance and traffic flows in this area of town given these four facts stated above. Does this make any sense to propose this road connection and put it in the Payson General Plan given these four facts?

This proposed roadway connection should be deleted. N. Foothills East Circle Street
is a privately owned street and serves a gated HOA community with a cul de sac at
the west end of the street and a gate at the east end of the street. Public traffic would
not be allowed through a gated community. Therefore, this connections is simply not
possible and should be deleted.

# **Existing Points of Interest**

· Ruins site when completed needs to be connected and protected. National Monument

#### Status?

· Nice to have where economically (and safety) justified.

#### **Character and Aesthetics**

- · Main Street Enhancement? Old Down Town Rival
- Additional or improved access for Swill Village is need.
- Develop Agreement to be used Granite Dells Park
- · An "Overlook Park" south of the airport attached to the USFS and town water tank properties would prove a remarkable park location
- We need pocket parks & benches
- Please don't lose our little museum & Zane Grey cabin @ Green Valley, A Treasure
- Where is Granite Dells Parks
- "Granite Dells Park" should NOT become a taxpayer burden. It has constructed privately without oversite and NEEDS to stay private.
- The main entrance to Payson is from Phoenix, the first thing you see is the rim an ugly casino and a dirt playground. The rodeo Grounds area needs to be a destination with commerce where someone would want to stop and stay. This area needs massive help and needs to attract people!
- Better sign ordinances along the 87, requirement for planting mature trees along the 87 and the 260 businesses.

#### **Growth Areas**

- · Where is Granite Park Dells
- · Need an air installation master plan
- Make crossroads (260 & 87) a node for higher intensity/business &commerce (&govt.)
   Node #2
- Node #1 has had node development & growth since the Green Valley Development Board Finally Built it
- · Eastern Hub is a great aspiration
- · Growth areas should be incentivized by top for development reimbursements
- · There is too much dependence on SR 260 & 87

- Make this area lower intensity cultural entertainment Node #
- There are also residential opportunities (Airport area) Node #5
- Town Needs to Obtain Funds to Build Airport Rd & Vista (Grants??)
- This area should be possibly gateway commercial. Some #D housing Node #3
- Tyler Parkway is a "Growth Corridore"
- Limit growth uncontrolled growth means more police and fire resources strains on existing medical, wear & tear on roadways
- Need a plan for debt & funding \$ for Eicent Ctr. (Rodeo Grounds) Before bldg. Green Valley Pkwy
- More open space gathering place with art public
- Growth areas should include high density residential. Midsized resin-/commercial apartments means major roads and commercial businesses are especially important
- Main Street & The Event Center (Rodeo grounds) are not related. "Growth area no #1 should be a primary focus on upgraded infrastructure with green valley lake, main street, rodeo grounds as a primary focus for improvements- Waterfront- Aquatic centercommunity center - year-round event center. No#2 General commerce- No change No#3 No change No#4 High end housing- High end retail- Education No#5 More focus on industrial and airport expansion"
- Again, show us your specific ideas by "Growth Area". Do you intend mixing high-density housing or commercial operations into or very near low-density housing? What about the impact (and cost of) on traffic? Not until you build some local-only bypasses?
- This location is planned to be spot zoned I/F at an upcoming council meeting, update the map accordingly
- Update: this is not an agenda item, only a discussion item so the map is correct
- Making the end of Sherwood Drive into "Flexible Industrial" is a horrible idea! You would send home prices tumbling in the Woodhill subdivision!!! The town is not using common sense!!! If you want to bring a little more residential at the end of the street fine, but really, use your heads and think about the current residents and their quality of life. Keep industrial out of residential!!!
- Agreed!
- This could be the best thing for Payson this area is the heart and sole of our community.
- I think everyone see's it and the town has announced it, now we the voting public finally need to get behind it and pay for it. We built the water infrastructure to sustain our

- town now we need to build the economic engine.
- Excited to see what's possible here.

#### **Future Land Use**

- Rural Residential here!
- Horse properties here!
- Please keep this quadrant R1
- No way on F1 at end of Sherwood should TR
- Old llama farm floods constantly when it rains
- Thank you for keeping this TR for the community aesthic and especially fire safety
- Thank you for keeping TR for safety reasons IE Forest Fire. The repress is a windy street & street is narrow
- Rual Horse Properties
- Area #1 Mixed Use Green architecture forward thinking sustainable buildings get arants
- Make sure art is incorporated in each new development large or small
- Tax credit for art public such as murals + sculpture all over town or public areas
- MR boundary along Tyler Parkway is mis-placed. Traditional Residential is already established. Pls move east boundary back westward. On both sides of the road.
- Put I/I north of airport Rd not in residential area between sherwood & new road
- Identify areas for potential pocket park
- Change rodeo to allow 3 stories for housing
- Concerned about loss of Industrial areas
- Open Spaces area's on southwest & west of town should not be open space w/plans for future land trades
- Should we consider use of potential land trade areas
- The MU at Tyler & 87 (55 acres) should go back to commercial
- University is property is zoned educational, Not MU

- · Make a walking/bike path from Rumsey to Green Valley Park
- · Mixed use main st area need more definition
- · Not enough multi-family need condos & apartments
- · Need neighborhood commercial
- KEEP NFS OPEN SPACE
- DEFINE MAIN STREET AS A "CULTURAL & ARTS CORRIDOR"
- · Do not recommend and more NFS land exchanges. Leave us green!
- Only a few small lots are recommended for multi-family (MF) We need a A LOT MORE land for MF
- NO MORE NEW HOME DEVELOPMENT IN FOREST
- Work Force house can go on outskirts of town. Cheaper land & lower cost homes Keep what's left of National Forest preserved in town limits of Payson.
- Why is this not more widely spelled out that the nomenclature from the last plan to this year has changed as well as density increased from 5 homes per acre to 7 homes per acre in the traditional residential category. TR, in some areas, provides too many homes per acre as it is compared to current use. Seems to be a deceitful move to make this change without clearly spelling out that this change is being made and the only way residents would know is to have studied the previous plan realizing that the LDR (Low Density Residential) plan has been removed/replaced with the TR. Shame on you for trying to pull a fast one on the community. Whose idea is this to make such a broad change without clearly noting this to the public?
- Cannot tell much of anything from this poor-quality map. One thing I did glean was the huge block of land shown as Mixed Use for the large acreage that MHA bought from USFS on the dime for "educational purposes". Might they be planning a more profitable use of residential and commercial? If so, does MHA get the profits? Or would the Town, given that MHA has the charter to manage the community funds on our behalf?
- The nomenclature from the last plan to this year has changed as well as density increased from 5 homes per acre to 7 homes per acre in the traditional residential category. TR, in some areas, provides too many homes per acre as it is compared to current use. Changes like this should be clearly pointed out when changed from prior plans. Why don't we stick with the same classification as was used in prior plans?
- This location will be spot zoned into F/I at an upcoming council meeting, please update the zoning map to reflect this
- Update: the change in zoning is not an agenda item, only a discussion item ... so the map is correct

- · Again, I reiterate, "Flexible Industrial" at the end of Sherwood Drive is a HORRIBLE idea! If you want to add some residential fine but keep industrial out of residential neighborhoods!!!
  - Your general plan map on this website is a joke. Very blurry. The proposed intention to change the current dead-end section of West Sherwood Drive into a Mixed/Flexible industrial zone is outrageous. The Woodhill residential community would be adversely impacted along with home values. Keep this area strictly single family homes.
  - · Agree with Deborah and Donald 100%!!!
- Being new residents to Payson and specifically Woodhill, we fell in love with the area. When we were looking at our future house on Sherwood Dr our realtor pointed out that the area past the barricade could potentially be developed for new residential housing. That possibility did not deter us from buying. When we heard that this land is being considered for industrial/mixed use or whatever other than residential we were floored. We strongly oppose any type of construction other than residential for this undeveloped area.
- This location is already zoned for MR due to spot zoning by council a few months ago; update the map to reflect this
- The area along Tyler Parkway near N. Foothills E. Circle should be designated Rural Residential to buffer the large lot developments in the area.
- TR or MR
- This whole area where the "university" boondoggle continues to keep this land vacant in perpetuity needs to have Payson exercise Eminent Domain to regain control, then zone as the General Plan might lay out

#### What Did We Miss?

- Fire evacuations could be facilitated by wider roadways, crisis-adjustable traffic light timing, and reversable lanes on AZ 260 and 87 during emergencies. Their junction is a point of congestion and hazard to trucking that needs redesign.
- Don't want to be the next Prescott or Flagstaff. Want to maintain a sense of simpleness (yet amenities are available) and rural community atmosphere (with a lot of heart and care for one another) where the surrounding natural wonders can be experienced and people feel they can "be away from it all."
- Let us all focus on what we Need to be Safe, and then on what we would Like to have. And then let us spell out what the true estimated costs are and specify the desired sources of 'revenue'. Overall, the Town's citizens should be aware that a great deal of the wording in this survey comes right of the United Nations 2030 Agenda for Sustainable Development for "transforming our world." Copy this link and check it out for yourself: https://sdgs.un.org/2030agenda#:~:text=We%20resolve%2C%20between%20

now%20and,protection%20of%20the%20planet%20and"

- Need plan for financing these ideas. People want to see improvements, but at the same time cannot afford to have cost increases.... Utilize more community volunteers, donors,
- This is not a user-friendly web site. Maps are way too small, very blurry, and details are lacking.
- You did not inform the public on page 26 of the broad change in Land Use by calling out that you replaced the LDR (Low Density Residential) land use found in the last General Plan use with the TR designation that allows for 7 homes per acre over the old 5 homes per acre that was allowed under the LDR designation.
- We need to open the door for more energy sources so that APS and Alliant propane do not have the monopoly on this town. Is there a franchise agreement? Any reason we are not looking to other providers that can drive cost effectiveness? If you look at other places like Spring, Texas or other cities that have open market their energy prices are far lower.
- Keep Payson a small town. It will serve its residence better.
- Better public health meeting with guestions & answers heard by everyone.
- It would be helpful to identify key landmarks on the maps to assist in making areas of concern: i.e.: Safeway/Home Depot Rumsey & Green Valley Parks Hospital/Casino/ Event Center Walmart/ Comm College High school & Elementary Schools.

# GPSC/TC Meeting #3: Draft Plan Review Meeting

#### **Draft Vision Statement**

- I don't understand the part about the education of its residents. What does that mean?
- Strategic instead of "smart" growth
- Maybe instead of "safe" use something like "where residents and visitors enjoy a lifestyle that's a throwback to the past" or something along those lines.
- Replace "nestled among the tall pines" that is the gateway to the largest ponderosa pine forest in the world.
- Will others reading this understand exactly what "smart growth principles" are?
- I think this is a very accurate statement. I don't have any recommended changes for this.

- I like this statement
- Embraces education
- ·Remove "of its residents"
- Welcome to Payson, a thriving community harmoniously nestled among the majestic tall pines of Arizona's Rim Country. Known for its rich western heritage and warm-hearted residents, our town is a haven of safety that cherishes the education of its people, celebrates its unique local culture, and diligently pursues economic prosperity through the thoughtful application of quality smart growth principles. Together, we envision a vibrant and sustainable future, where the beauty of our natural surroundings is preserved, and the spirit of community and progress intertwine seamlessly.
- Sounds like a great place to live!
- I don't agree with the use of "Safe Place" in the vision statement.
- We may want affordable housing and the city counsel may want it but it take a developer to do it and for them that isn't where the money is.
- The 'Safe Place' wording is troubling. Take this out.
- Overall good I could do without nestled
- What does embraces the education of its residents mean?
- Conveys Payson well
- I find the vision to be very optimistic and positive, but the adjectives at the end of the last sentence need to be separated with commas.
- Outdoor recreation in addition to western heritage
- I am not sure if everyone will understand what "quality smart growth principles" are, and how they foster economic prosperity.
- Add Renowned for its western heritage and "natural beauty"
- I agree with taking out "Safe Place"
- I think it fully supports our vision, including the newly discovered needs and wants during the GP public information phase.
- replace words after embraces with: education, local culture, and economic prosperity through strategic growth principles.

#### **Element Purpose Statements**

- "Monumentation"? Why not just use "monuments"? Both are nouns.
- · Small-town culture vs. atmosphere, or perhaps both
- It might help to visualize "a well maintained transportation system in the circulation Element Purpose Statement
- What does "smart growth principles mean, as it relates to the Growth Area Element Purpose Statement?
- · What does "diversity in land uses" look like?
- There should be some intention to mention that the Town should encourage land development.
- · Housing options and
- I would rather see the Town "Promote" effective growth, than "Enact Growth Management"
- · "Creative land use" instead of diverse?
- · Again, what are "smart growth principles"?
- · Please make sure that residences are in the mixed use areas -- go vertical!
- YES
- \* "Empowering Connectivity, Enriching Lives: A Vision for Our Digital Community"
- · In our envisioned future, our community thrives as a digitally connected ecosystem where innovation, inclusivity, and collaboration are paramount. We aspire to create a dynamic and resilient digital community that leverages cutting-edge technologies to enhance the quality of life for all residents. By fostering a culture of digital empowerment, we aim to bridge divides, unlock opportunities, and create a vibrant, sustainable environment where
- · Everyone can prosper.
- The cost to the community can make it sound like the costs will only be put on outside developers. I don't think that was the intent but maybe a little confusing. Maybe a different word than incentive. Maybe how the town supports, encourages, etc.
- Digital Connectivity and Innovation Element Purpose: The purpose of the Digital Connectivity and Innovation Element is to guide the integration of advanced technologies and digital infrastructure within our community, fostering innovation, inclusivity, and economic growth. This element seeks to establish a comprehensive

- framework that embraces the digital age, ensuring equitable access to technological resources, promoting smart and sustainable development, and positioning our community as
- a leader in the digital landscape. Through strategic planning and collaboration, we aim
  to harness the power of digital connectivity to enhance civic engagement, improve
  services, and create an environment that adapts and thrives in an ever-evolving digital
  world.
- · What are "smart growth" principles and who determines them?
- · Overall I think the purpose statements reinforce the vision statement.
- · Current building codes add excess to development cost ie earth quake standards
- · Cost of development has nothing mentioned about commercial
- · Ye
- · Improving "and maintaining"
- · Improving "and maintaining" facilities.
- Again, I think it would be helpful to use an example of "smart growth principles" unless they are clarified somewhere else. So far, in these statements, this term is used twice. How is it being defined?

#### **Future Land Use Framework**

- This specifically should not be industrial. too close to residential and land use (platted restrictions)
- Need to add multi-family in the other residential areas
- · Modify the circulation comment to say, "promoting and improving alternative transportation"...
- · This could be a connecting park area
- We want to make sure that we have the residential component to Main Street (above or behind commercial). I don't see a specific definition for mixed use.
  - Particularly since the flood plain issue should be mitigated. This would be a great area for higher density housing.
- Does this include industrial use along Aero? It currently has some industrial type uses in this area?
- Should a portion of the land around Aero be designated as industrial or commercial?

- Excellent Vision Statement. Like the comment about education and smart growth.
- Why change this to mixed use from Commerical
- This area should remain commercial (Red) because it is the last of the undeveloped commercial designated land (from the existing General Plan) and shouldn't be wasted.
- This area (southwest corner of SR-260 & Tyler Pkwy) is a Separate Legal Entity (SLE) formed by the Rim Country Educational Alliance (RCEA).
- Multifamily residential
- This is currently undeveloped land; however, commercial, mixed use, or residential make sense here (even though topography is challenging)
- Noticed the removal of some industrial areas. Even though this will not change current zoning it could affect industrial opportunities? However; the addition of industrial entirely around the airport makes sense, there are certain land restrictions in place that would make rezoning or industrial uses not work
- How will the area near S. McLane and Aero remain industrial if designated as mixed use?
- Not much of an industrial area. Where are you going to go next?
- What type of industrial areas will we allow?
- Such as Heavy Industrial Zone, Light Industrial Zone, Technology/Research Park, Business/Industrial Park, Special Economic Zone, Agro-Industrial Zone, Logistics and Distribution Center, Renewable Energy Industrial Zone, Industrial Redevelopment Zone
- What can be allowed? Would industries petition for certain requirements/allowances?
- I don't see enough Industrial Zoned Land to accomodate even half of those suggested uses. We need more employment based property.
- The map does not correctly show the Separate Legal Entity (SLE) land on the southwest corner of SR-260 & Tyler Pkwy
- We need something for people traveling with RV's to use over night or for a week at most. We have family come into town and there is no where for them to park or stay.
- Is there or has there been any discussion on this?
- I also agree with this comment.
- Should we have more Multi-family Residential land use allocated?
- What is the definition of mixed use?

- Concerns about reduction of industrial areas, or the potential to have them rather. There are a lot of business opportunities that include more intense and exterior uses, which we are already limited in area to do so. Possibility of looking at areas that already have these uses, even if they are currently non conforming.
- What, exactly, does "Mixed Use" allow? Can it combine commercial with industrial and residential? It would be helpful to have those three categories better explained... somewhere.
- It doesn't appear to be enough Industrial Land to promote long term economic viability for Payson to be self sustaining.
- If we are to have workforce housing, it will require higher density and alternative housing models, rather than a general plan that relates to so much "traditional housing"
- The Bashas Shopping Center is commercial and should remain commercial (red), not mixed use (pink). Hwy 87 to Manzanita on north side of 260.

#### **Growth Areas Framework**

- Since the town is going to fix the American gulch area, there will be the potential for development in the area.
- This is a condominium project (Longhorn Village), not USFS land.
- Area between Main Street / Aero / American Gulch growth are is actually more passive residential and professional offices and shouldn't be part of the growth area... unless in a redevelopment concept. The rodeo grounds and casino area are part of a major Gateway from the south.
- This is the high school, not USFS land.
- Will such narrow "Corridor Enhancement Growth Areas" provide any growth opportunities beyond the existing Highway Frontage Businesses? I might suggest more depth to encourage some off street commercial centers.
- Another good addition, very well represented/accurate growth area
- This area (southwest corner of SR-260 & Tyler Pkwy) is a Separate Legal Entity (SLE) formed by the Rim Country Educational Alliance (RCEA).
- Good addition of the Eastern Hub
- Can we classify areas for growth that are currently USFS? This could be needed to help with potential land exchanges?
- All areas seen very accurate spatially/mapping
- Yes, reasonable

- How can we offer recreational activities to out of town travelers with out a place for them to park an RV and enjoy the area?
- The downtown and community entry growth area could include the Green Valley Extension for enhancement...as something to consider in the next 10 years.

#### Circulation Framework

- · Complete a direct connection for Vista to Airport road in the future rather than winding through the neighborhood.
- · Is this roadway necessary? Improve the connection of Vista to the Airport Road instead.
- · Connection makes sense for existing and future residential development
- · This would make an amazingly great vehicle corridor also.
- Who is supposed to use the road and why? A shortcut to Green Valley Park? Again, why?
   It would make more sense to improve McLean from the rodeo grounds to Main Street.
  - Evacuation route
- · It would be great to have McLane connect to Green Valley Parkway!
- There really needs to be more cross connections with Main Street and side streets like Frontier St and Aero Dr.
- If there could be a nexs established between Malibu Rd and Paysopn Parkway at McLane Road, this corridor would then eventually connect Green Valley Parkway all the way East to the Community College.
- I meant to type "nexus" or crossroad connection., not the proposed dog leg, using Mcl ane
- Another very important connection; connects from highway to public park and library and traffic to and from Walmart. as well as alleviates the traffic on Forest and Longhorn.
- This should have been completed ages ago. It will take some local traffic off of 87/270 especially on weekends.
- This should also be for vehicular traffic. There needs to be more connectivity on the Twon Streets aside from the State Highways.
- $\cdot$   $\;$  This intersection has to be repaired, it will take Twon Resources committed to accomplish
- · Very important connection. South East quadrant of Town has very limited access to north and highway except for one existing road through a undersized road (Bentley)

- · Sutton to Cedar not a practical connection based on existing terrain in this area.
- · This would be highly controversial
- This connection will promote safety!
- The existing bike lanes throughout town are dangerous. We should consider all future lanes to be mixed use paths, separated from the roadway by at least four feet, and not necessarily concrete. This would make our town much more pedestrian and bike friendly.
- Traffic will only increase on the 87 and 260 having additional routes for local residents will help reduce the impacts of congestion.
- · Does multi-modal include non motorized e-bikes?
- · Additional connections are important for emergency reasons
- · Where has escape and evacuation routes (fires and such) been included? Has the USFS, Payson Fire, and others contributed to it?
- I agree with vision statement
- · If "off-street multi-modal" refers to multi-use paths, separating traffic from path users whether bikers or pedestrians, then, moving forward, I recommend that any delineation for traffic other than vehicular is "off-street multi-modal." Get rid of the "on-street multi-modal" option for the safety of the users.

## Open Space and Recreation Framework

- · American Gulch Loop Trail South?
- · I like this connection a lot
- I think there is a park being built on this property.
- I would like to see that the recommended trail access points align with the current initiative underway with the Payson Area Trail System recommendations, which I do not believe are final yet.
- This trailhead has created tension among hikers and the owners in the area. The trailhead is not the issue but parking is. Can a parking area be placed further up the road, in a proper location, instead of having hikers park in front of driveways, etc.?
- This is being addressed by another committee with a draft plan to be presented to Parks and Rec at our February 7th meeting.
- · Important to keep this trailhead. It is one of the best trails close to town and well-used.

- Again, I'd like to recommend that the town move away from traditional bike lanes with bike traffic moving alongside vehicular traffic.
- Some of these trail heads are being addressed by a plan that will be presented at the February 7th meeting of Parks and Rec.
- Better use of Tyler Pky for transportation and housing.
- Any potential sites to add parks or open space in areas that do not have them, making them more accessible and walkable to serve the community as a whole.

# **Community Design Framework**

- Should there be something (signage) to distinguish/show the entrance to the Main Street District/area?
- This is where the commercial density starts; however, Town is planning on installing "entryway" signs further east at the Town Boundary.
- In response to the evac route. Not so much a meteor as a homeless encampment starting a forest fire.
- Would like to add that I sit and watch them light camp fires every day about 500 yards from my back yard, If the forest goes up in flames our house will be one of the first to burn.
- Secondary Gateway could be moved further east.
- The corridor enhancement should include a potential Green Valley Extension from the rodeo grounds to Main Street.
- Fantastic, identifies the areas heard in feedback

# Town Leadership Work Session #3

# **Draft Vision and Element Purpose Statements**

How accurately does the Vision Statement capture the collective needs, wants, and desires of the community? Would you make any changes; if so, what?

Changes on Draft Vision and elements purpose statement

Do you feel that the Purpose Statements can be used to reinforce the Vision Statement? Is there anything missing?

Payson is a vibrant welcoming comm, nestle in the beautiful all pine trees of AZ's Rim Country. Renowned for its historic western heritage and friendly community, Payson is a safe place the embraces and pursues economic prosperity through the quality Smart Growth principles. A place that embraces education, of its residents upholds its culture and character

#### **Draft Future Land Use Framework**

# Are there land uses that seem misplaced? Tell us where by placing a comment on the map and why, below.

- Regional jet service, Payson to Santa Barbara?
- Should this be mixed residential so it would all be used for housing? Instead of commercial option?
- MIXED USE? INDUSTRIAL
- MIX USE
- Shared living History site? Aboriginal use, Ranching, Timber
- SHOULD THERE BE PARK DESIGNATION ALONG A. GULCH SAWMILL TO G.V. LAKES LINEAR PARK
- MUCH IMPROVED LAND USE FRAMEOWRK COMPARED TO 2014 PLAN

#### **Draft Growth Area Framework**

#### Do the proposed growth areas seem reasonable/correct? Why or why not?

- Expand airport Growth Area to the north
- Community crossroads
- W. Event Cetner, Airport south of Ranchos
- Expand Growth Area west of Green Vally Pkwy Extension
- Event Center Road continue to Main Street. As passed by TOP Council.
- Green Valley Pkwy
- Entering Payson/r on Easter Border of town.

#### **Draft Circulation Framework**

# Are there misplaced recommendations? Tell us where, what, and why. Are there any opportunities that are missing on the map? Tell us where, what, and why.

- Off road bike path on 87 doesn't make sense. There is no room for it.
- Green Valley Parkway extension needs to happen and will help promote Main St.
- Connecting Horse Trails
- Not Technically or Financially Feasible NO ROW
- NEEDS TO BE CONNECTED. (CURRENTLY DOES NOT EXIST) (MUDSPRINGS RD).
- (Does not yet exist) NEEDS TO HAPPEN! Minimal AC EVAL FOR SOUTHEAST

# **Draft Open Space and Recreation Framework**

#### Are there misplaced recommendations? Tell us where, what, and why.

- Incorporate something w/ the Gulch (trail system)
- Coordinate w/ (draft) PATS Plan contact Town Engineer
- Makes sense to continue bike lane from where it stops, why not continue it down vista?
- DESIGNATED LINEAR PARK OPEN AREA ALONG MAIN ST SAWMILL TO LAKES
- Love all the recommended Trail access Points

#### **Draft Community Design Framework**

#### Are there misplaced recommendations? Tell us where, what, and why.

- Entering Payson/ Gateway to Payson on Easter Border of town.
- East Gateway location?
- SECONDARY GATEWAYS: 1, LONGHORN LEADING TO SCHOOLS 2, MAIN ST

# Public Open House #2 (Virtual)

#### Title, Acknowledgements, Table of Contents

- This photo is very nice but is it actually in Payson? Foliage of that color is rare in Town. Perhaps I am incorrect but please use another photo if this is not from within Payson.
- The past Plan was essentially preserve the rural, your is much more commercial, and everything you propose will cost money that's not yours it's somebody else's. Probably 60 years ago Aspen Colorado had similar qualities to Payson now, then this thinking crept in and now people that work in Aspen can't afford to live there, they commute back and forth each day to Glenwood Springs (84 mile R/T). Why can't the elected take on a minimalist approach, a stance of mostly preservation. Entertainer Cher wasn't satisfied with what was, and people with your thinking helped her with Botox and other treatments to do a make-over and the outcome for Cher is there for everyone to see, pitiful. You should adopt a ""leave it alone priority"" or else we'll end up like Aspen, or worse yet like California, which is where your kind of thinking infiltrates from. There's no altruism coursing through your veins, it's vanity, lust for power, and greed that is your underpinnings. You have the roles of caretaker (which is your elected role) and makeover confused. Your plan lacks any benefit/ROI for the money you plan to spend and the quality of life you will mess with. We don't need another Aspen. Other than yourselves, the beneficiaries you are thinking of aren't seeking this anymore than the towns in New Hampshire Biden gave electric heated sidewalks to. Your spending someone else's money to line some other persons pockets, and your are bold because you don't even hide it.
- Please do not rip into our National Forest boarders here in Payson for more housing. This is not ok. We are to protect our forest. This will cause eco problems with our wildlife and those who hike. Please do not rip Mother Earth apart for the greedy. If you do this, all of those who are allowing and making this happen to the workers who actually get paid to rip it apart will be breaking what we know to be Natural law. That is bad karma... so to speak for being ignorant. Ignorance has consequences. So be wise.
- First of all, I'm typing this comment for the second time because I checked out your Terms & Conditions and was then unable to return to this page to submit my comment. Glitch? My comment is this: I see that this document is 116 pages long, and there is not yet an executive summary. I don't have time to read all of this and would like to be notified when there is an exec summary. Also, I find it hard to read such a long document on a computer screen. Thank you.
- Please, absolutely no building homes on Tonto National Forest land!!!
- Interesting Digital Payson was not listed for the "Technical Committee"...
- Please sort the names of the Stakeholder Committee members for ease of viewing.

- High priority to review STAKEHOLDER backgrounds and affiliations. This will greatly impact the town now and going forward. Define STAKEHOLDER.
- Where are the Appendix pages? I scrolled to the bottom of the document and did not see them. Shouldn't these pages be attached for reference?
- I'm concerned that surrounding Forest land will be developed. Most of us who have moved here - moved to the cool small mountain town not to a hip city. Please don't trade our beautiful trees and open spaces for more houses.

#### Section 1 - Introduction

- Where is this scene? If it's not within Payson, it should be.
- Not at this time
- Ditch this and all that follows on this page. (Keep the first paragraph.) insert, "Under current AZ statutes, OUR general plan must minimally contain the following elements: -land use -circulation (transportation)-open space Etc.
- Specific verbiage: In Arizona, the requirement for a city and town general plan is outlined in state law under Title 9, Chapter 4, Article 1 of the Arizona Revised Statutes (A.R.S.). Specifically, the statutes pertaining to general plans can be found in A.R.S. § 9-461 et seq. These statutes set forth the legal framework and requirements for cities and towns in Arizona to create, adopt, and maintain comprehensive general plans to guide their physical development and land use decisions. A.R.S. § 9-461 lays out the legislative intent behind general plans and establishes the authority for cities and towns to adopt such plans. Subsequent sections within Chapter 4, Article 1 provide further details regarding the contents of general plans, the process for adoption and amendment, requirements for public participation, and the relationship between general plans and zoning ordinances. Additionally, municipalities may have their own local ordinances and regulations that complement state law and provide more detailed quidance on the preparation and implementation of general plans. However, the overarching legal authority for city and town general plans in Arizona is derived from the Arizona Revised Statutes."
- I think to promote the idea that the General Plan is intended to be changeable is sending the wrong message. The whole concept of encouraging residents to participate in the formulation of an updated General Plan carries with it the obligation that the final product will be a reflection of the desires, goals and visions solicited. Why then would we encourage change to the final product? That's not to say there shouldn't be a public process to make amendments during the ensuing 10 year period. However, the goal should be to follow the guidelines laid out in the plan. It should not be too easy to deviate from the plan and certainly not at all without a stringent public process. That would be the antithesis of having an effective and efficient plan.
  - This section is confusing, while it opens with what the general plan is NOT then the bullet points, some folks may not connect the dots.

- I have lived here over 30 years and never heard the expression "Heart of Arizona." Take it out
  - It's Gila County that referred to as the heart of Arizona, according to the .gov website. Payson is called the heart of Arizona on Wikipedia.
  - Both are well documented and in use. It is acceptable for Gila County and the Town of Payson to use the same "Heart of Arizona" tagline. One is from a county perspective; the other is from a Town perspective.
- In numerous publications I've seen Payson referred to as the heart of Arizona for the reason stated in the sentence. It's appropriate to leave in.
- I heard this term "Heart of AZ" a lot on KMOG and read it in tourist information. It is a very nice and warm description of a small town that lies really pretty much in the center of AZ and I like to pass this term on to persons that are not from AZ.
- Preserve all National Forest Land in the town of Payson!
- Repave all roads in Payson, they are a disgrace!
- Preserve all National Forest Lands in town of Payson!
- "After decades," you mean "two decades." Take it out.
- Who or what is Andover?
- I agree with this statement. That's why the Appendices should be viewable during this public process.
- This fragment makes no sense-I haven't figured out what the sentence should be
- Is it the Town's (public officials and staff) desires that should be the guiding vision or the Residents? Maybe both? But probably not the Town alone.

# Section 2 - Vision and Guiding Principles

- Why not add "residents of" in addition to "Town of Payson".
- I would remove this comment. Why would we want to encourage "compact design"? Compact design sounds to me like higher density and while that may happen to some degree, I would not want to have that be a guiding principle for growth. It may only serve to make neighborhoods less attractive over time. Growth versus desirability is a delicate balance not to be taken lightly.
- All new developments be required to have sidewalks on both side of the street and bicycle lanes on both sides of the street. This is common sense for safe streets and quality of living life.

- With all the work completed and planned, shouldn't there be some digital aspect within the "10-Year Vision"?
- Additional verbiage for consideration: "Smart growth" is a term used to describe urban planning and development strategies that aim to create more sustainable, equitable, and livable communities. It emphasizes compact, mixed-use development, efficient land use, and transportation options that reduce sprawl, minimize environmental impact, and enhance quality of life. Smart growth principles prioritize the following key components:\*\*Compact Development\*\*: Encouraging development patterns that utilize land more efficiently by concentrating growth in existing urban areas or designated centers rather than sprawling outward into undeveloped or rural areas. This involves promoting higher-density, mixed-use development that maximizes the efficient use of infrastructure and resources.\*\*Mixed Land Uses\*\*: Integrating a mix of residential, commercial, retail, and recreational land uses within neighborhoods and districts to create vibrant, walkable communities where residents can live, work, shop, and play within close proximity. Mixed land uses reduce the need for long commutes and promote a sense of place and community.\*\*Walkability and Accessibility\*\*: Designing neighborhoods and urban areas to prioritize pedestrian-friendly environments with well-connected streets, sidewalks, bike lanes, and public transit options. Enhancing walkability and accessibility improves mobility, reduces reliance on cars, and fosters a sense of social interaction and connectedness.\*\*Transit-Oriented Development (TOD)\*\*: Concentrating development around public transportation hubs, such as bus stops, train stations, and light rail lines, to encourage transit ridership and reduce automobile dependency. TOD facilitates convenient access to jobs, services, and amenities for residents and supports sustainable transportation options.\*\*Preservation of Open Space\*\*: Protecting natural landscapes, green spaces, agricultural lands, and environmentally sensitive areas from development to maintain ecological balance, preserve biodiversity, and provide recreational opportunities for residents. Open space preservation contributes to the overall quality of life and environmental sustainability of communities.\*\*Environmental Sustainability\*\*: Incorporating green building practices, energy-efficient design, renewable energy sources, and sustainable water management strategies into development projects to minimize environmental impact, conserve resources, and mitigate climate change. Sustainable development practices promote energy and resource efficiency, reduce greenhouse gas emissions, and enhance resilience to environmental hazards.\*\*Community Engagement and Collaboration\*\*: Engaging residents, stakeholders, and community organizations in the planning and decision-making process to ensure that development projects reflect the needs, preferences, and aspirations of the local community. Collaboration among government agencies, developers, businesses, and nonprofit organizations fosters consensusbuilding, promotes transparency, and strengthens social cohesion. Smart growth principles are guided by the overarching goal of creating healthy, inclusive, and resilient communities that offer a high quality of life for residents while preserving natural resources and protecting the environment for future generations. By adopting smart growth strategies, cities and regions can promote sustainable development, economic vitality, and social equity."
- · Verbiage for consideration: Creating a vision statement for the digital aspect of a town's

- general plan involves articulating the desired future state of digital infrastructure, connectivity, services, and innovation within the community. Here are some sample vision statements for a 10-year town general plan focusing on the digital domain: 1. Our town embraces a digitally empowered future, where cutting-edge technology enhances the quality of life for all residents, fosters economic growth, and promotes inclusivity and accessibility. 2. We envision a connected community where advanced digital infrastructure seamlessly integrates into everyday life, providing residents with high-speed internet access, innovative smart city services, and enhanced opportunities for education, commerce, and recreation. 3. Our town strives to be a leader in digital innovation and sustainability, leveraging technology to address environmental challenges, improve resource management, and create a more resilient and environmentally conscious community. 4. We aspire to cultivate a thriving digital ecosystem that nurtures entrepreneurship, creativity, and collaboration, fostering a dynamic environment where startups flourish, businesses thrive, and innovation drives economic prosperity. 5. In our town, digital equity and inclusivity are fundamental principles, ensuring that all residents have access to affordable, reliable internet connectivity, digital skills training, and online resources to fully participate in the digital economy and society. 6. We envision a future where data-driven decision-making enhances the effectiveness and efficiency of municipal services, enabling proactive planning, responsive governance, and citizen-centric policymaking that meets the evolving needs of our diverse community. 7. Our town embraces digital transformation as a catalyst for social cohesion and community engagement, leveraging digital platforms and tools to facilitate dialogue, collaboration, and civic participation among residents, businesses, and local government. 8. We are committed to building a secure and resilient digital infrastructure that protects the privacy and security of our residents' data, safeguards against cyber threats, and ensures the integrity and reliability of digital services and systems. 9. Our town aims to be a model for digital sustainability and environmental stewardship, leveraging technology to reduce carbon emissions, conserve natural resources, and promote sustainable development practices that enhance the resilience and livability of our community. 10. We envision a future where technology serves as an enabler of social justice and equity, bridging digital divides, empowering marginalized communities, and fostering a culture of inclusivity, diversity, and belonging for all residents. These vision statements can serve as inspiration for articulating the long-term goals and aspirations for the digital aspect of a town's general plan, guiding strategic planning efforts and policy decisions to realize a more digitally inclusive, innovative, and sustainable community over the next decade.
- Explain public/stakeholder collaboration
- · Explain SMART GROWTH principles.
- There was some discussion at the recent Board meeting about the organization of the following paragraph. If, ""pursues economic prosperity through quality smart growth principles"" is the key thought as a Board member suggested, I would recommend leaving it as the last part of the statement as people tend to remember final phrases more than those left in the middle of a paragraph. Payson is a vibrant and welcoming community nestled among the tall pines of Arizona's Rim Country. Renowned for its

western heritage and friendly residents, the Town is a safe place that embraces the education of its residents, upholds its local culture and character, and pursues economic prosperity through quality smart growth principles.

- The Town is a recreation destination for many visitors and residents. It seems like the word "recreation" should be in the vision statement somewhere. It is also consistent with the "adventure where we live" promotion.
- I agree with Joel Mona Payson has always embraced our recreational opportunities. More importantly, the council has asked the residents to invest up to \$50 million in recreation. I strongly suggest returning this word to the vision statement - which drives how resources are spent. Seems important to keep recreation at the core of Payson's values. Otherwise, this vision statement sounds like it belongs to Sun City. Will this be addressed?
- "...smart growth principles that retain Payson's natural beauty and small town charm"
- I really don't get the purpose of "embracing the education of its residents". We have the community college and we can grow that asset but I don't see any reason for this portion of the vision statement. It makes us sound like a bunch of uneducated hicks which is not the case. I agree the insertion of "recreational activities" is applicable and more relevant to our area.
- It would be so nice to be able to stroll up and down Main Street going into shops, restaurants and ice cream shop. It's an attraction in a lot of towns.
- As for recreational space Payson has addressed that in my opinion. The issue is making sure this space is kept cleaned up all the time. It's a picture out of towners don't forget if they find dirty restrooms and over filled trash cans.
- I want to to make sure that development is for the benefit of Payson and it's citizens not the advancement of a group wanting control.

#### Section 3 - Land Use Element

- WOW. This suggested plan is over 100 pages. It is poorly written (errors in grammar, spelling, clarity). Did anyone edit this document prior to releasing it? Is it actually original or perhaps a cut-and- paste from a plan from some other town? A good portion of the content does not seem to even apply to Payson. The time frame for public review is far too short at "one week review period". The wording says to review "at your leisure". Really? It's over 100 pages. How many free hours does the average person have to devote to this? The review period needs to be EXTENDED. It would help to amend it as well... far less wordy, more professionally written, focused on Payson (our town is like no other, believe that). Thank you.
- "Quality of place"-what does this mean? I suggest removing it
- Explain "green infrastructure"

- I think the next few sentences do explain it pretty well. And, more green/natural spaces will make our town a more beautiful place to live. They can also be strategic fire barriers if done carefully. Beautiful natural features improve quality of place.
- Maybe define this a little better -- are you thinking new and existing parks can be focal points for surrounding neighborhoods to get together for community events? Or that the parks with walking trails between them physically tie neighborhoods together? Both are cool ideas.
- What do you mean? Who says tying the neighborhoods together is important? And it's not clear if that's what you mean, or just what.
- \*for (in order for)\* Payson to be a well designed community.
- Some digital aspects to consider: Digital technologies can significantly impact land use determining factors in a town general plan by influencing how land is utilized. developed, and managed. Here are several ways in which digital technologies can impact land use determining factors: 1. \*\*Smart Growth and Mixed-Use Development\*\*: Digital technologies can support smart growth principles by facilitating mixed-use development, where residential, commercial, and recreational spaces are integrated within neighborhoods and districts. Digital tools such as Geographic Information Systems (GIS), urban planning software, and data analytics can help identify suitable locations for mixed-use development, optimize land use patterns, and support zoning decisions that promote compact, walkable communities. 2. \*\*Urban Redevelopment and Revitalization\*\*: Digital technologies can play a key role in urban redevelopment and revitalization efforts by providing tools for assessing blighted or underutilized areas, identifying opportunities for infill development, and facilitating brownfield redevelopment. Through spatial analysis, predictive modeling, and visualization techniques, planners can identify areas with redevelopment potential and create strategies to repurpose vacant or abandoned properties for new uses. 3. \*\*Transit-Oriented Development (TOD)\*\*: Digital technologies can inform transit-oriented development strategies by analyzing transportation patterns, evaluating accessibility to transit services, and identifying suitable locations for TOD projects near transit hubs. GIS-based transit analysis tools can help planners assess the potential impact of new development on transit ridership, traffic congestion, and pedestrian access, guiding decisions on land use and transportation infrastructure investments. 4. \*\*Smart Infrastructure Planning\*\*: Digital technologies enable planners to integrate smart infrastructure solutions into land use planning decisions, such as smart grids, intelligent transportation systems, and connected utilities. By incorporating data from IoT sensors, real-time monitoring systems, and predictive analytics, planners can optimize infrastructure investments, improve service delivery, and enhance the efficiency and sustainability of urban infrastructure networks. 5. \*\*Digital Inclusion and Equity\*\*: Digital technologies can influence land use determining factors by addressing issues of digital inclusion and equity. Planners can use digital tools to assess broadband access, digital literacy rates, and disparities in digital infrastructure across different neighborhoods and demographic groups. This information can inform policies and programs to bridge the digital divide, expand access to digital resources, and

ensure that all residents benefit from advancements in technology and connectivity. 6.
\*\*Economic Development and Innovation Districts\*\*: Digital technologies can support
the creation of innovation districts and economic development zones by identifying
areas with a concentration of technology firms, startups, and research institutions.
Planners can use data analytics and visualization tools to map innovation ecosystems,
identify clusters of innovation activity, and support the development of collaborative
spaces and infrastructure to foster entrepreneurship and innovation. Overall, digital
technologies have the potential to transform land use planning processes and outcomes
by providing planners with valuable data, analysis tools, and decision support systems
to inform land use determining factors and create more sustainable, resilient, and
inclusive communities. By leveraging digital tools and strategies, towns can optimize
land use patterns, enhance urban quality of life, and promote economic prosperity and
social equity.

- · Looks like this was pulled from WEF!
- Should we mention the need for trade schools? Trade schools, also known as vocational schools, technical schools, or career colleges, offer specialized training programs that prepare students for careers in specific skilled trades or professions. These programs typically focus on hands-on training and practical skills development, providing students with the knowledge and expertise needed to enter the workforce guickly and pursue careers in high-demand industries. Here are some common types of trade schools and the programs they offer: 1. \*\*Construction Trades\*\*: Trade schools specializing in construction trades offer programs in areas such as carpentry, plumbing, electrical work, HVAC (heating, ventilation, and air conditioning), welding, masonry, and construction management. These programs prepare students for careers in residential, commercial, and industrial construction. 2. \*\*Automotive Technology\*\*: Trade schools offering automotive technology programs train students in automotive repair, maintenance, and service. Programs may cover topics such as automotive diagnostics, engine repair, brake systems, electrical systems, and computerized vehicle systems. Graduates may pursue careers as automotive technicians, mechanics, or service advisors. 3. \*\*Healthcare Professions\*\*: Trade schools offering healthcare programs provide training for careers in fields such as medical assisting, dental assisting, pharmacy technology, medical billing and coding, surgical technology, and veterinary assisting. These programs prepare students for entry-level positions in healthcare settings such as hospitals, clinics, and medical offices. 4. \*\*Information Technology (IT)\*\*: Trade schools offering IT programs train students in areas such as computer networking, cybersecurity, software development, IT support, and web development. These programs provide hands-on training with industry-standard technologies and prepare students for careers in IT departments, tech companies, or as freelance IT professionals. 5. \*\*Culinary Arts and Hospitality\*\*: Trade schools offering culinary arts and hospitality programs provide training in areas such as culinary techniques, food safety, menu planning, kitchen management, and hospitality management. Graduates may pursue careers as chefs, cooks, restaurant managers, caterers, or hotel managers. 6. \*\*Cosmetology and Esthetics\*\*: Trade schools offering cosmetology and esthetics programs provide training in hair styling, makeup application, skincare, nail care, and salon management. These programs prepare students for careers as cosmetologists,
- estheticians, nail technicians, or salon owners. 7. \*\*Electronics and Electrical Technology\*\*: Trade schools offering electronics and electrical technology programs train students in areas such as electronics repair, electrical wiring, circuit design, and renewable energy systems. Graduates may pursue careers as electronics technicians, electricians, or renewable energy technicians. 8.\*\*Welding and Metal Fabrication\*\*: Trade schools offering welding and metal fabrication programs provide training in welding techniques, metal cutting, blueprint reading, and welding inspection. Graduates may pursue careers in industries such as manufacturing, construction, aerospace, or automotive fabrication. These are just a few examples of the types of trade schools and programs available. Trade schools offer a wide range of programs tailored to meet the needs of specific industries and provide students with the skills and credentials needed to succeed in their chosen careers."
- The majority of Payson's residents are retired over the age of 50 ... they typically stay at home during the evening and do not have a "nightlife", certainly not driving at dark to other locations. Similarly, shopping is centered around local stores for the same mobility reasons
- Developing the Main Street and American Gulch area has been a dream for many years. As the past 30 years of commercial development has proven, however, businesses (especially service industries) want to be on the main highways where they can capture drive-through traffic. Why not, therefore, bring people to Main Street so that businesses can be supported. Perhaps the Town should consider rezoning the western end of main street (west of South McLane and south of Main) as higher-density housing. Doing so would better protect any future residential developments from mixed use encroachment (thereby more readily attracting investors), allow for lower income housing near schools and recreational facilities, protect Green Valley Park and any future park that may be developed on Event Center property and the proposed Green Valley Parkway from commercial encroachment, and provide easy access without major infrastructure changes or by routing additional traffic over Payson's already inadequate neighborhood roads.
- · Where is the data for the market analysis? Was it ever updated to include the impact of our new and expanding internet infrastructure and services, which enables both community and economic growth?
- · Should read: "Payson's population tends to leave Payson to seek out entertainment..."
- The community college off of 260 is the only higher education facility; the University Way open space region has no possibility ever of being used by any organization in Arizona for anything ... it can be turned into parkland as with the Granite Dells park, but again there will be no higher education campus at that location ever
- What is the identity of Payson (not vision per se)? For example, Prescott is steeped in Western history and known for its charming downtown area, historic buildings, and outdoor recreational opportunities. It has a strong sense of community and hosts events like the World's Oldest Rodeo and the Prescott Frontier Days Parade. Prescott's

small-town charm, outdoor festivals, and rich history contribute to its identity as a quintessential Western town.

- Main street has many longstanding buildings which I would be loathe to lose or relocate, however, creating a new commerce hub in the American Gulch area would be beneficial. The parking at Sawmill could be utilized for parking and a walking complex could be created (Boulder, CO and Tempe, AZ are two examples of this being successfully created). This would minimize the space needed while maximizing income.
- A focus on growing more medical R&D firms in Payson would yield economic prosperity and diversity, a clean industry suitable for the environment, medical training and institutions (maybe even a magnet school as part of Payson Highschool), local employment, and more local medical support. Evolution from the "Heart of Arizona" to the "Healthy Heart of Arizona"....
- Clearly define what "diversity" means in this context. For example, does diversity mean by age group (0-21, 21-54, 55+) or other factors?
- Missing one key critical issue ... we need to manage our fire risk much better. Our community is at greater risk than Paradise, CA. We are not immune to fire, and going forward, we need to not only plan for this in new development (so that it actually is done in a way that protects the town rather than adding to risk), but also have a smart plan in place for full evacuation if needed.
- Create a central boardwalk with several blocks of "western-style" storefronts, a small park that can also convert to a seasonal skating rink, and nearby multi-level parking structures. Get folks out of their cars and walking, riding, wheeling, etc.
- Please, please consider a skating rink. Indoor, outdoor, ice or roller makes no difference to me. And no, the skateboard park is not adequate.
- Getting the cars parked and people walking is a neat idea. One reason why Main Street isn't really a walking area is the pollution from cars on the street. Have you ever tried to walk it? I have, and it's not much fun, unless you like to breathe exhaust. Also, there are no places where people can stop and sit and enjoy a natural space. As for a skating rink, that's okay as long as it's something the town can afford to maintain (outdoor seasonal, as Bart mentions, might be more affordable, and also allows the space to be used for other things too.
- This whole "get people out of their cars" should be viewed critically
- I find it sad and wasteful that the law prohibits RVs from being lived-in. I personally have two RV hook-ups on my property... both are entirely useless, as the law prohibits me from living inside an RV on my own property. I want to rent those spaces now, but can not due to regulation.
- I would love to see these laws changed. Let people live on their land, let them live in RVs on their land, let them rent RV spaces to others on their land.

- All that needs to be done is to change the law, and it is a small tweak.
- Currently an ""RV rental"" property is considered to be defined as such when a SINGLE RV is being lived in on the land. Simply redefine the law such that RV rental properties can only be defined as such if 1) they are zoned as commercial property, and 2) they rent more than 4+ spaces (this would easily exclude most the residential properties owned privately).
- Whatever needs to happen, it would be absolutely fantastic to be allowed to use my land, and the two dormant RV hookups I have that I am unable to use.
- What are the definitions of "affordable housing" and "workforce housing"?
- I agree. Some age ranges have more options available to them but others have nothing or next to nothing that might truly interest them.
- A community center! Might help address this issue, if adequately managed. By this I do not mean the people in charge of the community center deciding what they think everyone wants, but instead a age stratified (?) Voting system to plan activities for all ages, at times and on days those people are able to attend.
- There will be an inevitable tension between goals 3.1.2 and 3.1.3. Given Payson's essentially rigid horizontal boundaries, the only way to achieve expanded workforce housing will be to build upward (i.e., multi-story). Such "high rise" development will necessarily be restricted to low-lying areas of the Town, where scenic lines-of-sight to the Rim will therefore be impeded.
- Include work from home with "home businesses."
- Home businesses should not be such that residential traffic patterns are greatly impacted nor such that on-street parking becomes an issue. Many Payson homes have only single-car garages and residents already have to park their second car on the street.
- Renting a home to others is also a business. Create a Measure to capture a nominal annual business tax to rent homes.
- Airbnb would be a home business that should be very closely watched and made restrictions to not more than a certain percentage all over town as well as restrictions to how many allowed per part of town.
- No high traffic businesses that would impede parking or access, or ones that require unsightly equipment that is visible to the street (like auto repair etc)
- Ensure City maintains adequate staffing to facilitate efficient design review process. If the process takes too long, developers take their money elsewhere and generally don't come back
- Consider clean medical R&D and biomedical commercial (light industry) businesses.

- Study the desired space, water supply, energy supply, sewage, etc. for this (and any) desired business before claiming "shovel ready.
- Should we not include the digital infrastructure (internet and cellular) to support home based businesses and those working from home?
- Have Banner Medical partner with the School District to develop a medical "magnet school" for local students to pursue a medical career or sports medicine.
- Here is how digital can support this: Digital technologies can play a significant role in supporting efforts to enhance a town's arts and culture scene by providing innovative platforms for artistic expression, cultural preservation, community engagement, and economic development. Here are several ways that digital support can be leveraged to enrich a town's arts and culture scene: 1. \*\*Online Arts and Culture Platforms\*\*: Create digital platforms, such as websites or mobile apps, to showcase local artists, performers, galleries, museums, theaters, and cultural events. These platforms can serve as virtual hubs for the arts community, providing information on upcoming events, exhibitions, and performances, as well as opportunities for artists to promote their work and connect with audiences. 2. \*\*Virtual Exhibitions and Tours\*\*: Develop virtual exhibitions and tours that allow visitors to explore local museums, galleries, public art installations, and historic sites from the comfort of their own homes. Utilize technologies such as 360-degree photography, virtual reality (VR), or augmented reality (AR) to create immersive digital experiences that capture the essence of the town's arts and culture scene. 3. \*\*Digital Artwork and Installations\*\*: Commission or create digital artwork and installations that integrate technology and interactivity to engage audiences in new and innovative ways. Examples include digital projections, interactive light displays, and multimedia installations that respond to audience input or environmental stimuli. 4. \*\*Online Arts Education and Workshops\*\*: Offer online arts education programs, workshops, and classes that provide opportunities for skill development, creative expression, and cultural enrichment. Utilize video conferencing platforms, webinars, and digital learning resources to facilitate remote learning and foster community participation in the arts. 5. \*\*Digital Collaboration and Networking\*\*: Facilitate digital collaboration and networking opportunities for artists, performers, cultural organizations, and community members. Create online forums, social media groups, or digital communities where individuals can share ideas, collaborate on projects, and connect with like-minded creatives. 6. \*\*Crowdfunding and Patronage Platforms\*\*: Utilize crowdfunding and patronage platforms to support local artists, performers, and cultural organizations. Encourage community members to contribute financially to artistic projects, exhibitions, performances, or cultural initiatives through online fundraising campaigns. 7. \*\*Digital Arts Funding and Grants\*\*: Provide funding opportunities and grants for digital arts projects, innovative cultural initiatives, and creative placemaking efforts. Establish digital arts councils or funding programs that support the development, production, and presentation of digital artworks and cultural events in the community. 8. \*\*Social Media and Digital Marketing\*\*: Harness the power of social media and digital marketing to promote local arts and culture events, attract visitors, and engage with audiences. Use platforms such as Facebook, Instagram, Twitter, and TikTok to share behind-the-scenes content, artist profiles, event highlights,
- and interactive experiences that showcase the town's vibrant arts scene. 9. \*\*Cultural Mapping and Digital Archives\*\*: Develop digital mapping and archival projects to document and preserve the town's cultural heritage, artistic legacy, and historical landmarks. Create online databases, digital archives, and multimedia storytelling platforms that celebrate the town's cultural identity and showcase its rich history and heritage. 10. \*\*Digital Arts Festivals and Events\*\*: Organize virtual arts festivals, digital exhibitions, and online cultural events that bring together artists, performers, and audiences from around the world. Utilize livestreaming technology, virtual event platforms, and interactive digital experiences to create memorable and immersive arts experiences that transcend physical boundaries.
- By embracing digital support strategies, towns can harness the transformative power of technology to elevate their arts and culture scene, foster creativity and innovation, and cultivate a vibrant and inclusive cultural ecosystem that enriches the lives of residents and visitors alike.
- · With our digital infrastructure need to include expanded worldwide Business to Business (B2B), Business to Consumer (B2C), and Direct to Consumer (D2C) opportunities.
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- With our digital infrastructure need to include expanded worldwide Business to Business (B2B), Business to Consumer (B2C), and Direct to Consumer (D2C) opportunities.
- I suggest that the Town enter back into robust and strategic working relationships with the Payson Chamber of Commerce, Payson Pro Rodeo Committee and other civic and educational organizations to organize, facilitate, fund and promote community events. From the outside, it appears that the Town is only interested in the events that it coordinates. Small towns need their civic organizations and volunteers to be successful. Since current staff seem to be overwhelmed with current duties, perhaps we need an event liaison that simply helps other event coordinators be successful.
- All good ideas -- there is a wealth of talent and experience here, in all of the arts. Bring
  in local artists, musicians, and businesses to help develop ideas that will help the town
  grow an environment where the arts can thrive. One thing the town does well is market
  large town events -- perhaps as another person suggested, also networking smaller
  events, like art shows or classes, or musical events hosted by local businesses and
  nonprofits.
- Before this can occur, Payson needs to decide what the purpose of a Main Street / American Gulch district will be. Will it be to create a destination tourist area (e.g., Sedona)? Will it be to develop additional shopping, recreational, or entertainment venues for local residents? Or will it "just grow" like the hodge-podge that Main Street is currently?

- Verbiage for consideration: From a digital perspective, towns can encourage the growth of local businesses by leveraging digital technologies and online platforms to enhance visibility, accessibility, and connectivity for entrepreneurs and consumers. Here are several strategies that towns can implement to support the growth of local businesses digitally: 1. \*\*Digital Marketing and Branding\*\*: Provide support and resources for local businesses to establish a strong online presence through websites, social media platforms, and digital advertising. Offer workshops, seminars, or training programs on digital marketing strategies, branding, and online reputation management. 2.\*\*E-commerce Enablement\*\*: Help local businesses set up e-commerce websites or online storefronts to sell products and services to a wider audience beyond the local community. Offer guidance on selecting e-commerce platforms, payment processing solutions, and order fulfillment logistics. 3. \*\*Local Business Directories and Online Marketplaces\*\*: Create or promote local business directories and online marketplaces that showcase products and services offered by businesses in the community. These platforms can help increase visibility for local businesses and make it easier for consumers to discover and support them. 4. \*\*Digital Networking and Collaboration\*\*: Facilitate digital networking opportunities for local businesses to connect with each other, share resources, and collaborate on projects or initiatives. Create online forums, social media groups, or networking events where entrepreneurs can exchange ideas, seek advice, and build partnerships. 5. \*\*Online Business Support Services\*\*: Provide online resources and support services for local businesses, such as access to business counseling, mentorship programs, financial assistance, and regulatory guidance. Offer virtual workshops, webinars, or tutorials on topics relevant to business growth and development. 6. \*\*Digital Payment Solutions\*\*: Encourage the adoption of digital payment solutions among local businesses to streamline transactions and improve convenience for customers. Promote mobile payment apps, contactless payment methods, and online invoicing tools to facilitate seamless transactions both in-store and online. 7. \*\*Data Analytics and Insights\*\*: Collect and analyze data on consumer behavior, market trends, and business performance to provide insights and recommendations for local businesses. Offer access to analytics tools, market research reports, and customer feedback mechanisms to help businesses make informed decisions and adapt to changing market conditions. 8. \*\*Support for Digital Innovation and Technology Adoption\*\*: Provide incentives or grants for local businesses to invest in digital innovation and technology adoption. Support initiatives such as digital transformation projects, technology upgrades, and digital skills training programs to enhance competitiveness and resilience in the digital economy. 9. \*\*Digital Tourism Promotion\*\*: Promote local businesses to visitors and tourists through digital tourism promotion initiatives, such as online travel guides, interactive maps, and virtual tours. Encourage partnerships between local businesses and tourism organizations to create immersive digital experiences and attract visitors to the area. 10. \*\*Collaboration with Educational Institutions\*\*: Partner with local educational institutions, such as colleges, universities, and vocational schools, to offer digital skills training programs, internships, and experiential learning opportunities for students. Foster collaboration between academia and industry to support talent development and innovation in the local business community. By implementing these digital strategies, towns can create a supportive ecosystem that empowers local businesses to thrive in the digital age, drive
- economic growth, and contribute to the overall prosperity of the community."
- The First Friday's event put on by the Mogollon Moose a few years ago was incredibly successful. Would it be possible for the town to implement something along these lines? Maybe utilize one of the parks? We could put together a committee to seek out artists -- create something impartial and culture growing.
- This was more than just the Moose -- many Main Street businesses participated, including, for example, the Community Presbyterian Church, who had music from local bands and food.
- Partnership with local arts and music programs at Payson Highschool with help from nearby artists and Phoenix/Flagstaff university arts and music programs.
- Agreed! What is the vision? Historical western pioneer ambiance? Southwestern adobe and terra cotta? Boardwalk, stone, or concrete walkways? Bicycle paths? Central museum? Annual chili (or rib or whatever) cook-off with promotion by media stars? Annual casino with profits benefiting local causes?
- From what I can see, Payson already has a decent medical industry foundation to build on. Develop medical R&D, pharmaceutical, specialty, and other medical services. The doctors, medical services, and more senior care for the locals will guickly follow.
- Ideas and verbiage for consideration (note digital aspects): Modernizing the land use regulatory process for a town involves adopting innovative approaches, leveraging technology, and streamlining procedures to make the process more efficient, transparent, and responsive to the needs of the community. Here are steps to modernize the land use regulatory process: 1. \*\*Comprehensive Review and Update\*\*: Conduct a comprehensive review of existing land use regulations, zoning ordinances, and development codes to identify outdated provisions, inconsistencies, and areas for improvement. Update regulations to reflect current planning principles, best practices, and community priorities. 2. \*\*Digital Transformation\*\*: Invest in digital tools and technologies to digitize and automate the land use regulatory process. Implement online permitting systems, electronic plan review platforms, and interactive zoning maps to streamline application submission, review, and approval processes. Provide online access to planning documents, zoning regulations, and development standards to enhance transparency and accessibility for residents and stakeholders. 3. \*\*Streamlined Procedures\*\*: Simplify and standardize land use procedures to reduce bureaucratic red tape and streamline the regulatory process. Develop clear and user-friendly guidelines, checklists, and templates for permit applications, site plans, and development proposals. Implement expedited review procedures for minor projects and routine permit applications to accelerate approvals and reduce processing times. 4. \*\*Performance Metrics and Accountability\*\*: Establish performance metrics and benchmarks to monitor and evaluate the efficiency and effectiveness of the land use regulatory process. Track key indicators such as application processing times, permit issuance rates, customer satisfaction levels, and compliance with regulatory requirements. Use data analytics and dashboards to identify bottlenecks, measure progress, and drive

continuous improvement efforts. 5. \*\*Community Engagement and Collaboration\*\*: Foster greater community engagement and collaboration in the land use regulatory process. Implement participatory planning methods, such as charrettes, workshops, and public forums, to involve residents, businesses, and stakeholders in the decision-making process. Solicit feedback and input from diverse perspectives to ensure that land use regulations reflect the values, aspirations, and needs of the community, 6.\*\*Flexible and Adaptive Regulations\*\*: Adopt flexible and adaptive regulations that accommodate changing market conditions, emerging trends, and evolving community preferences. Incorporate innovative zoning techniques, such as form-based codes, performancebased standards, and overlay districts, to encourage creative placemaking, mixeduse development, and sustainable growth. 7. \*\*Interagency Coordination\*\*: Enhance coordination and collaboration among town departments, agencies, and external partners involved in the land use regulatory process. Establish interagency task forces, joint review committees, and cross-departmental teams to streamline decision-making, resolve conflicts, and improve interdepartmental communication and cooperation. 8. \*\*Capacity Building and Training\*\*: Invest in capacity building and professional development opportunities for planning staff, regulatory officials, and decision-makers involved in the land use regulatory process. Provide training on relevant planning principles, legal requirements, technical skills, and emerging trends to ensure that staff are equipped to effectively administer and enforce land use regulations. 9. \*\*Continuous Monitoring and Adaptation\*\*: Regularly monitor and evaluate the effectiveness of modernization efforts and adapt strategies as needed to address evolving challenges and opportunities. Solicit feedback from stakeholders, conduct periodic reviews of regulatory processes, and update procedures in response to changing needs and circumstances. By modernizing the land use regulatory process through these strategies, towns can improve efficiency, transparency, and effectiveness in managing growth and development, while enhancing community engagement and collaboration in shaping the built environment."

Consider using journey mapping and ""day in the life of..." exercises are valuable tools for understanding the experiences, challenges, and needs of residents in a town, which can inform investments in education, advancement, and training opportunities tailored to meet those needs. Here's how these approaches can help: 1. \*\*Identifying Pain Points and Opportunities\*\*: Journey mapping involves visualizing the various stages and touchpoints of a resident's experience, such as accessing education, training, or advancement opportunities. By mapping out these journeys, town officials and policymakers can identify pain points, gaps, and areas for improvement in the current education and training landscape. Similarly, conducting "day in the life of..." exercises allows stakeholders to gain firsthand insights into the daily experiences, routines, and challenges faced by residents in accessing educational and training resources. 2. \*\*Personalizing Support Services\*\*: By understanding the diverse needs and preferences of residents, journey mapping and ""day in the life of..."" exercises enable towns to personalize support services and resources to better meet the individual needs of each resident. For example, insights gained from these exercises can inform the development of tailored education and training programs that address specific skill gaps, career aspirations, and learning styles of residents. 3. \*\*Improving

Access and Accessibility\*\*: Journey mapping and ""day in the life of..." exercises highlight barriers and obstacles that residents may encounter in accessing education, advancement, and training opportunities. This insight can guide investments in initiatives aimed at improving access and accessibility, such as expanding transportation options, enhancing digital literacy programs, or providing childcare support for adult learners. 4. \*\*Enhancing Collaboration and Coordination\*\*: Engaging residents, community organizations, educational institutions, and employers in journey mapping and ""day in the life of..." exercises fosters collaboration and coordination among stakeholders. By bringing together diverse perspectives and expertise, towns can develop comprehensive strategies and partnerships to address the multifaceted needs of residents and create a more integrated education and training ecosystem. 5. \*\*Empowering Resident Voice and Participation\*\*: Journey mapping and ""day in the life of..."" exercises empower residents to share their experiences, insights, and aspirations for education, advancement, and training opportunities. By actively involving residents in the planning and decision-making process, towns can ensure that investments in education and training align with the priorities and preferences of the community, leading to more inclusive and equitable outcomes. 6. \*\*Measuring Impact and Continuous Improvement\*\*: Journey mapping and ""day in the life of..." exercises provide a baseline for measuring the impact of investments in education, advancement, and training opportunities over time. By regularly collecting feedback and monitoring progress, towns can identify successes, areas for improvement, and emerging needs, allowing for continuous adaptation and refinement of support services to better serve residents. Overall, journey mapping and ""day in the life of..."" exercises serve as powerful tools for gaining insights into the lived experiences of residents and informing strategic investments in education, advancement, and training opportunities that are responsive to the unique needs and aspirations of each individual in a town."

- · What ever happened to the Senior community that was being planned at the end of Doll Baby?
- Town staff should all be familiarized with the UDC and its provisions and what staff
  members are responsible for enforcement. The UDC and enforcement staff should also
  work together to protect the quality of life of homeowners as well as the value of their
  properties. Getting rid of regulations due to the inability of staff to enforce the Code
  defeats the purpose(s) of the Code itself.
- We need a retirement development in which a husband or wife can live in an apartment independently and the spouse can be transferred into a care unit (physical or mental) in the same facility.
- Totally agree. Senior citizens need to be able to transition from the challenges and complexities of their homes to a caring, mobility-friendly, facility with senior apartments, services, and trained staff. Possibly "court" a private venture with favorable terms to plug this into the development plan?
- This is Payson's greatest challenge. There is a severe shortage of affordable workforce housing. As I have already stated and will continue to state in my comments, given

Payson's rigid horizontal boundaries, the only possibility for significantly expanded housing will be to build upward. Infill, single-family development can only do so much.

- Developers have already come to you in the past for affordable housing. ie tiny homes or nice cargo container homes. They keep getting shot down. You have got to change your mind set in the planning and zoning department. I recommend lots over 1/2 acre be allowed to put a small studio or tiny home on their property to answer the needs of the the single, elderly and service workers to be able to afford living here. It is a win win for town, individuals and income for the property owners.
- I'll add to the comments to allow tiny housing. I understand last time it was shot down by the town was because of greed and abuse of land (i.e. someone wanted to CRAM way too many tiny houses into one area). However, our country in general is hostile to tiny houses, homesteading, or off-grid living, and this needs to stop. We should welcome tiny houses, off-grid living, and homesteading, and other forms of alternative housing and structures. I am with many when I hear loudly the needs of the community regarding housing, and the town seems to just put their fingers in their ears and ignore every viable path forward, because of HOA concerns, the ""visual"" aspect of the town, or any other rhubarb excuse they invent. Say it for what it is: you want more taxes because greed is never satiated, and tiny houses and alternative developments prevent those taxes. Point is, you can't forever ignore the fact that the area of the town is only so large. You MUST eventually get over your whiny ignorant complaints that don't hold any value regarding alternative (and healthier) living situations, and allow alternative developments, or high-rises as other's have pointed out. I personally would embrace a community of engineers, hippies, and ""nature freaks"" who build on their land, create tiny homes, contribute to nature and the walkability of our town, to support happy healthy lives, community, and integration with nature--instead of high-rises, more regulation, higher taxes, and the dumpster fire that is most other ""larger"" towns in this country. Ditch the HOA mentality, which is corrupt, wasteful, pointless, and ignorant, and instead start supporting people and community."
- The towns biggest problem is the fact that everyone sees the need of affordable workforce housing, but the answer is then "not in my neighborhood". This way nothing will ever happen.
- The answer is "not in the national forest". We ALL agree that more affordable housing is needed here and in every city in the USA. Destroying our natural and protected resources is not the way.
- Inclusionary zoning is banned by the Arizona state legislature but other similar methods around the state are being researched by the Rim Country Housing Coalition in hopes of providing various types of affordable housing units in perpetuity, and mixed identically within developments.
- A home is an investment, whether it is a condominium in a relatively high-density development or a 4,000 sf home on multiple acres. As Payson discusses infilling and repurposing, it should always be done with an eye to protecting each resident's

- investment. As one person mentioned, Payson's population is aging. This aging population (of which I am one) are also on fixed incomes with their home being their largest investment. That home may be the only source of funding should they be forced to eventually live in a nursing home. Even the talk of tiny homes can reduce values if they result in additional traffic or crowded streets because of a multitude of parked vehicles.
- With residential and commercial growth comes garbage. The City needs to be forward thinking in garbage containment, enclosures, collection routes capable of withstanding truck weights, a nearby materials recovery facility of suitable capacity + growth potential to capture recycle and manage organics. Planning for this now will prevent a future nightmare.
- Good stuff!
- Develop "magnet schools" within the School District that focus on medical, liberal arts, law, and engineering. Grade 11-12 curriculum infused with studies in these disciplines and in partnership with visiting lecturers, nearby professional businesses and facilities, law enforcement and military, etc.
  - Please tell me you don't have children in school. There is not to my knowledge, enough of a student population to create new schools. I like the idea of "magnet" programs, however. I might suggest, to anyone reading this with the ability to make it possible, that electives in certain areas (those most needed in the county/state/ nation?) Be offered at the middle school level. Then a more specialized track can be offered in high school by way of electives and/or community college credits/coenrollment. I partook of two of these types of "magnet" programs in high school in a much larger city. I believe it would work in any high school system with significant construction. I'm familiar with magnet schools located within an existing high school campus (with experienced teachers and guest lecturers) and another located at a building at a Kaiser Medical campus with the same. Pretty amazing results that depend more on a partnership between good faculty and business leaders.
- Maintain sustainable growth and don't overwhelm the utilities and required services.
- Here are digital aspects supporting this: Digital technologies can empower neighborhoods and encourage reinvestment in alignment with the principles of smart growth by providing tools and platforms that facilitate community engagement, foster economic development, enhance quality of life, and promote sustainable urban revitalization. Here are several ways that digital empowerment can support smart growth principles and encourage reinvestment in neighborhoods: 1. \*\*Online Community Platforms\*\*: Create digital platforms, such as neighborhood websites, social media groups, or mobile apps, to facilitate communication, collaboration, and engagement among residents, businesses, and community organizations. These platforms can serve as virtual hubs for sharing information, organizing events. and coordinating community initiatives, fostering a sense of belonging and civic participation. 2. \*\*Crowdsourced Planning and Design\*\*: Use digital tools and

crowdsourcing techniques to involve residents in the planning and design process for neighborhood redevelopment projects. Conduct online surveys, interactive mapping exercises, and virtual workshops to gather input, ideas, and feedback from community members on issues such as land use, transportation, green space, and public amenities. 3. \*\*Digital Mapping and Visualization\*\*: Utilize Geographic Information Systems (GIS) and digital mapping technologies to visualize neighborhood assets, identify redevelopment opportunities, and prioritize investments in infrastructure and public services. Create interactive maps that highlight key destinations, development sites, transportation corridors, and green spaces, helping stakeholders make informed decisions about neighborhood revitalization. 4. \*\*Open Data and Transparency\*\*: Promote open data initiatives that provide access to valuable information and resources related to neighborhood demographics, land use, economic indicators, and public services. Make data publicly available through online portals, dashboards, or APIs, empowering residents, businesses, and policymakers to analyze trends, track progress, and advocate for targeted reinvestment strategies. 5. \*\*Digital Placemaking and Activation\*\*: Engage residents in digital placemaking initiatives that activate underutilized spaces, promote community interaction, and enhance the vibrancy of neighborhood streets and public places. Encourage the creation of digital art installations, interactive displays, or augmented reality experiences that celebrate local culture, history, and identity, attracting visitors and fostering a sense of pride in the community. 6. \*\*Virtual Tours and Experiences\*\*: Develop virtual tours and immersive digital experiences that showcase the unique character and attractions of neighborhoods, highlighting local businesses, cultural institutions, parks, and historic landmarks. Use virtual reality (VR), 360-degree photography, or augmented reality (AR) to create engaging storytelling experiences that encourage exploration and discovery, driving tourism and economic activity. 7. \*\*Economic Development and Small Business Support\*\*: Support local economic development and small business growth through digital empowerment initiatives, such as online business incubators, e-commerce training programs, and digital marketing workshops. Provide resources and technical assistance to help entrepreneurs launch and scale their ventures, access funding opportunities, and connect with customers both locally and globally. 8. \*\*Smart Mobility and Transportation\*\*: Promote smart mobility solutions that improve accessibility, connectivity, and sustainability within neighborhoods, reducing reliance on cars and promoting alternative modes of transportation. Develop digital platforms for ridesharing, bike-sharing, and public transit information, as well as tools for trip planning, wayfinding, and real-time transportation updates, encouraging residents to embrace more sustainable and efficient travel options. 9. \*\*Environmental Sustainability and Resilience\*\*: Harness digital technologies to advance environmental sustainability and resilience in neighborhoods, promoting green infrastructure, energy efficiency, and climate adaptation strategies. Implement smart grid systems, sensor networks, and data analytics to optimize resource management, monitor environmental quality, and mitigate risks from natural hazards, enhancing the livability and resilience of neighborhoods over the long term. By empowering neighborhoods with digital tools and resources, towns can leverage the principles of smart growth to catalyze reinvestment, foster community resilience, and create vibrant, equitable, and sustainable places where residents can thrive."

- High-Density housing is a great idea as long as it's affordable. Luxury apartments is not a solution but perpetuates the cycle.
- Citizen of the Year...Lifetime Achievement Award...Develop an Education Foundation that recognizes excellence in teaching with modest \$ grants to their classrooms (Heaven knows that there are so many good teachers paying out of pocket for classroom items to augment their classes!...
- It is more than just "broadband", for example cellular infrastructure.
- Understanding Smart City history and goals is critical going forward. Research smart city infrastructure
- Possibly look at the Town building building its own broadband network. Supposedly dozens of communities nationwide have developed networks, "as a direct reflection of the country's growing frustration with sub-par broadband speeds, high prices, and poor customer service."
- The time to develop a fiber network is now, while growth is occurring. Make sure that all City and public buildings are designed and constructed with fiber growth in mind. Get fiber conduit with pull strings into the ground as public and private underground construction is being performed. Consider identifying a good, future hub/headend location to boost the signal if fiber comes to town. Negotiate with all potential fiber and Telco's for enhanced, discounted City service in return for access to our market.
- Replace all "Smart City" with "Smart Town" to align with the Town of Payson.
- While the term "smart city" is more commonly used to describe larger urban areas, a smart town typically refers to smaller urban centers, rural communities, or suburban areas that implement smart technologies tailored to their specific needs and characteristics.
- Content for consideration to include in 3.12 A smart town is a community or municipality that utilizes digital technologies and data-driven solutions to improve the quality of life for its residents, enhance sustainability, optimize resource management, and promote economic development. While the term "smart city" is more commonly used to describe larger urban areas, a smart town typically refers to smaller urban centers, rural communities, or suburban areas that implement smart technologies tailored to their specific needs and characteristics. Key features of a smart town may include: 1. \*\*Digital Infrastructure\*\*: Establishment of high-speed broadband networks, wireless connectivity, and other digital infrastructure to support the deployment of smart technologies and enable seamless communication between devices, systems, and residents. 2. \*\*IoT Sensors and Data Analytics\*\*: Deployment of sensors and data collection systems to gather real-time information on various aspects of the town, such as traffic flow, air quality, energy consumption, water usage, waste management, and public safety. Advanced analytics platforms process and analyze this data to

provide insights for informed decision-making and resource allocation. 3. \*\*Smart Transportation\*\*: Implementation of intelligent transportation systems (ITS) to optimize traffic flow, reduce congestion, improve public transit services, and enhance mobility options for residents. This may include features such as smart traffic lights, real-time transit information, ride-sharing services, and bike-sharing programs. 4. \*\*Energy Efficiency and Sustainability\*\*: Adoption of renewable energy sources, energyefficient technologies, and smart grid systems to enhance energy sustainability, reduce greenhouse gas emissions, and promote environmental stewardship. Smart energy management solutions enable efficient distribution and consumption of electricity. integrating renewable energy sources and optimizing energy use. 5. \*\*Community Engagement and Participation\*\*: Development of digital platforms, mobile apps, and online portals to facilitate communication between local governments, residents, businesses, and community organizations. These platforms enable feedback collection, service requests, civic engagement, and participatory decision-making processes. 6. \*\*Healthcare and Wellness Initiatives\*\*: Utilization of telemedicine, wearable health devices, and digital health platforms to improve access to healthcare services, promote wellness initiatives, and support community health and wellness programs. Smart technologies enhance healthcare delivery and empower residents to monitor and manage their health more effectively. 7. \*\*Economic Development and Tourism\*\*: Leveraging digital marketing strategies, e-commerce platforms, and tourism promotion initiatives to attract businesses, investors, and tourists to the town. Smart town initiatives showcase local attractions, cultural heritage, and economic opportunities, stimulating economic growth and diversification. 8. \*\*Education and Lifelong Learning\*\*: Integration of technology into education systems, including digital learning platforms, online resources, and interactive educational tools. Smart town initiatives support lifelong learning opportunities, skill development, and access to educational resources for residents of all ages. Overall, a smart town aims to harness the power of technology and innovation to create more livable, sustainable, and resilient communities, fostering economic prosperity, social inclusion, and environmental stewardship."

- Aligning with the FCC and NTIA (National Telecommunication and Information Administration) definition of unserved (no service available at home) and underserved (service is available, however is below the FCC minimum of 100 Mbps download and 20 Mbps upload), ensure all Payson homes have access as to not be classified as either unserved or underserve.
- Verbiage for consideration: The Town of Payson is working to close the digital divide and link communities to affordable, high-speed internet access. In our increasingly digital world, tasks are made easier by a fast, reliable, and affordable connection, but not all people have equal access to the internet. This unequal access creates gaps that disconnect people. We are working to close these gaps with Digital Payson via the Town Digital Strategic Plan, including the Digital Infrastructure & Inclusion Action Plan.
- The boundaries shown for this "mixed residential" area incorporate several traditional, single family homes. Please check on Zillow, where you can see each home. There is one 8-or-more acre parcel in this specific block that hasn't been developed. Not much available for mixed residential

- Does Payson really anticipate many more industrial uses being added to this area? This is an area that is flat and could be used for some industrial purposes, some affordable housing/multi-family residential and some traditional residential. This is 39 acreas that in my opinion is not being utilized to its highest and best use. It is currently zoned for M-2 which means it can be split into 2 acre parcels, are there really 10-15 industrial businesses willing to move to Payson? If the developer is willing, should this area be further looked at for future land use and help ease the current affordable housing shortage?
- Be careful of zoning residential the areas off both ends of the Payson Airport runways. The Airport is very important to the Town today and in the future. Residential encroachment into takeoff and landing patterns historically lead to complaints, lawsuits, and invariably the loss of the airport as a contributor to the community.
- This would be a good place for a small park for the kids to play.
- Is there a conversation about removing the golf course?
- This area is forested. Are you saying that you will remove the trees and add retail "mixed use"? Please consider the impact that has on the existing neighborhood. Our neighborhood is guiet and we have beautiful views. It's what is great about Payson.
- The tax paying residents of the beautiful forest community of Payson should be alarmed at the bold move by the city planning committee to just announce their intention to rezone the largest portion of our forest surrounding to a dense 14 unit per acre housing planned unit development zone. This classification might be a financial victory for a few prominent developers but devastating to the entire community. This zoning designation is to be expected in dense metro areas such as Phoenix or Tucson but will completely destroy the appeal that Payson provides to both full time residents and second home buyers from around the region. Thankfully there is a process for land acquisition from the US Forest Service regulated by congress and participation is key in preventing the destruction of our beautiful forest land. Follow the link provided to the USDA site for an explanation on how you can participate in the process. Concerned citizens will be filing the appropriate FOIA requests so the residents and prospective buyers in Payson know the real reason the city planning committee want to turn our beautiful view of Mazatzal Peak into a glowing industrial park.
- USDA.Gov link: https://www.fs.usda.gov/Internet/FSE\_DOCUMENTS/fseprd508232. pdfl. "
- I see that I am not alone in commenting on this proposed land-use change. I have a question and a "reality check" here. Question: Have ANY of the town planners, land use consultants, and City Council members actually climbed up to this area to view it? The terrain makes Portal 4 look like Green Valley Park! Reality Check: At the present time, efforts are underway to convert unused USFS land in Young to a Veteran's Center. It is requiring an Act of Congress. This legislative process began in early 2022 and the necessary legislation was just reported out of committee in the House, 2 years later. An effort to convert this property from USFS ownership to Town ownership (as a bridge to

- private development) will take a long time. One additional difficulty road entry and water / sewer infrastructure will be enormously expensive.
- · Why would the town pick this area when there are so many flatter and uglier areas to choose especially out near Home Depot. We need housing but ruining this portion of beautiful land is a bad move. Choose an ugly, flatter spot.
- The street on Lakeview and Whelan Drive is narrow and has a sharp turn. It cannot handle mixed residential. Please drive up here. Should be kept as Traditional. The Planning Dept and Town Council voted it down due to narrow roads and sharp turn. Thank you
- Has anyone in this group been to this section of land? Mixed residential would be a disaster here. It's extremely rugged and steep terrain. How is someone planning on putting any kind of condos or apartments here? Have the hands already been greased? This is so disappointing that the town is even considering taking this national forest land to make this into homes of any kind let alone 14 units per acre. There is no way that it will be affordable housing because of what it will cost to develop it. These are extremely steep hills, and again, FOREST LAND. Why are we taking away what makes this area so very special? We don't need to build to our outermost limits and take away the forest. Yes, we need workforce housing. The cost to develop this land will only line the pockets of some developers for EXTREMELY high end homes because of what it will cost to prepare it, and will not solve the immediate need for housing middle class and even town employed workers. Do not build on our forest land. Make it into trails like the last General Plan called out.
- This area does not fit as mixed residental for any number of reasons, cost to develop, terrain, currently belongs to the USFS etc. It should be left as is.
- Please look at the topography map here https://geodata-asu.hub.arcgis.com/apps/87fc2d9a45b4442lbbbfbd833ad6fabe/explore to see that no area in all of Payson appears to be as steep and treacherous as the Tonto National Forest area behind Green Valley Park / Western / Gold Nugget. There are areas with hills in town where there are homes but nothing like this area which is hard to even hike. There is no way that anyone is going to build on it. It's incomprehensible that it's being suggested that anything be build there let alone 14 units per acre. It's clear that whomever put this together has either never been out there or has special private interests. Leave it alone. Finish the proposed trails.
- What does the '1' mean on the map. Is this not Federal land? I am opposed to destroying federally protected land. If we cannot count on federal land remaining untouched, where does such stop? Shall we develop the Grand Canyon? Great view lots!
- Changing the zoning of this mountainous and forested area to Mixed Residential
  would be a travesty. The amount of grading and deforestation that hold occur to allow
  multi-unit dwellings including apartment buildings would destroy this beautiful and
  undisturbed area.

- Don't decimate the very thing that makes Payson special in the quest for development.
   Find less precious locations to build upon."
- I strongly disagree with adding Mixed Residential in the USFS area near Rodeo Ranches behind Western/Gold Nugget. We purposely purchased our land attached to this Forest because we were told that it was Tonto National Forest and would not be developed. We met with the town and asked about it before making our purchase. There is so much land that is flatter and easier to develop than that area. That area should be developed into hiking trails not housing. How likely is it that this will happen and in what time frame?
- We too bought our house near Green Valley Park with the understanding that this would remain national forest; it was the primary reason for our decision to purchase in Southwest Payson. That being said, there are plenty of places within the Town's current boundaries to establish mixed-use residential WITHOUT a) annexing national forest b) adding and maintaining costly infrastructure, or c) destroying the Town's character and natural resources. Additionally, these hills mark some of the first opportunities for tourists to slow down, go for a hike, do some mountain biking, and enjoy our community. I suggest we lean into those opportunities where we can and allow the forest to remain in place as much as possible. It also makes more sense to place mixed-use residential usage in parts of the town that are relatively flat and that already have adequate roads and infrastructure in place.
- It's unthinkable for the mayor or any member of the council to seriously consider rezoning this area. It's US Forest land and should remain so in perpetuity. These forested hillsides are the essence of what it means to live in a small mountainous community where unspoiled views of surrounding hills is what defines Payson. It's what attracts visitors as well as future residents to Payson. It would be a grave mistake to denude surrounding forest land not to mention the cost of developing this type of area would be prohibitive and certainly not feaseable for the addition of affordable housing. Multiuse development is highly inappropriate for this area. There are far more appropriate areas for higher density or mixed use development. Also, I don't know what defines smart growth principles. I would argue that development that changes the character of charming hillside single family home residential areas and unspoiled views is not smart growth at all. As well, the fact that Payson's water supply may support growth should not be taken to mean uncontrolled growth at any cost, but rather limited growth so our enviable water supply remains sustainable and our hillside vistas remain visually appealing.
- Changing the rolling hills of trees of the Tonto US Forest into Mixed Residential is a TERRIBLE idea. If this porition of forest is torn up, the houses that get upt in there will not be workforce housing. It will be so expensive to build that it will only benefit developers. This would be a money grab move and does not solve the workforce housing issue at all. Additionally, it ruins the previously agreed to Payson general plan where the Payson area trails system is supposed to be developed in that gorgeous area. There are approximately 8 other parcels of land that can house WAY more people more affordably which is what our town desperately needs. Please focus on what is best for

the residents of our town (affordable housing), especially those in the local workforce, and not the greed of developers and mismanagement of our beautiful forest areas. Please stick to the previously agreed upon general plan!

- W Main Street and W Country Club Dr appear not to connect on plan.
- I think this area would be better designated as Mixed use. We could use a fancy resort hotel overlooking the town and with views to the Rim. I think flexibility is the key.
- Mr Hershberger, I agree with many of the points that you have made throughout this document. I strongly disagree with taking US Forest Service land and making it into anything but land that the public can enjoy. Turning it into development defeats the reason that nearly every resident in that area chose to build or buy over there. We were all promised that "nothing would ever be done there" but all also wholeheartedly supported developing hiking trails for the enjoyment of the general public. Taking that stunning, rugged, steep and forested area and turning it into "ANYWHERE, USA" will hurt the beauty of Payson, hurt the property values of everyone near there, will destroy our diminishing forest land. If you have walked the area (I encourage you to do so at your earliest convenience)....you'll see that the only way to build there would be to completely tear the hills apart. Taking the Tonto National Forest and making it Mixed Residential is heartbreaking.
- We live close to this area and we were told, prior to purchasing the property, that it is part of the national forest and it will remain that way. That's why we bought and built our final home here. This area should NOT even be a consideration for any development as the terrain is too rugged and would end up too costly. I thought you were looking for an area to build affordable housing? This is NOT the area for that. And please, guit looking to destroy the beautiful forest on the outer banks of the city. That's why we have so many folks coming here to get away from the heat and city life. Don't take away why most folks live and visit here. God Bless
- Mark, we were told the same thing. Prior to making our purchase, we went to the town offices and discussed the USFS land at length. We talked to the county. Plat maps were pulled. Our decision to spend money on the last house we intended to ever buy were based off of the information provided to us in person: that the forest land belonged to the USFS and that although that section of land behind Western/Gold Nugget was inside of the city limits, that merely meant that city services (police/fire) went out that far but that the land would be completely undisturbed forevermore. We made our buying decision based on the information provided to us. We did our due diligence and are beside ourselves about this document and the possibility that this area will be destroyed.
- I absolutely disagree with the proposed development of this area of land. Primarily, it is National Forest, and no need exists to destroy it. Other options are certainly available for desired growth. I am guite disappointed in our community leaders for considering such destruction of our surrounding Forest lands. This land should continue to be preserved and utilized as intended by the National Forest Service. It should be

- accessible to all persons for recreation, enjoying the wilderness and for its great views of the Town of Payson.
- The Town of Payson should continue to be surrounded by these types of lush green hills and natural forest. When I look to the reaches of Payson, I do not wish to see a wall of homes. I want to distinguish where the community ends, and the open forest begins. One of Payson's best attributes is its commodity of hills and natural vegetation. The surrounding views solidify the benefits of living within a mountainous community and all of its natural beauty. Please take time to review the City and County of Los Angles and all of their surrounding hill sides. Today they are spotted with an overgrowth of homes that has destroyed their natural appearance from every angle. They have been decimated by development that did not know where to stop. I hope our community leaders can appreciate the attraction which still exist within Payson and know when to stop! Please consider what you want the community to look like in the near and distant future and control our growth before it exceeds reason.
- This is beautifully stated, Richard: "When I look to the reaches of Payson, I do not wish to see a wall of homes. I want to distinguish where the community ends, and the open forest begins."
- On the 3.1 map the area south of Wagon Trail and east of Vista which is currently Tonto National Forest, is listed as mixed use. How could that happen as it is national forest and not owned by the city. I am opposed to developing our national forest land.
- Mixed Use adjacent to Main Street and the 87 is understandable; but it appears to be overreach when it includes South of Aero and West of Pine all the way to Green Valley Pkway +/-. If Payson needs mixed use residential; three-story garden homes, triplexes, etc... consider moving it here - closer to the Mixed Use and OUT of the National Forest.
- This area should remain National Forest Land! We don't want Payson to become Big like Prescott. There are better sites in town for housing. Also let's fix ALL the roads in town, it's a disgrace the way they are!!!
- Please don't build on this National Forest Land and create Mixed Use near the unfinished Green Valley Parkway connector. The big new orange and pink blocks you're trying to create take away the green forest for all of us. We don't need to fill in every area that makes living on the forest so special. This is a terrible idea to take what little visible forest we have a making it into a bigger city. Dark sky and green won't exist if we keep going. If you build in these areas, there will be zero visible forest from inside the city limits for the current residents. Same with our by the airport. The forest needs to be left forest. It's the reason many of us are here in this town with few services.
- We do not currently have a really walkable commercial center where people can walk, sit, talk, dine outdoors in a pleasant environment. We just have single restaurants, bars, coffee houses scattered throughout the community. This does not support a sense of community where friends can accidentally meet and enjoy being part of the Payson community. The vacant property the town just purchased on the south side of main is the logical place to locate such a walkable commercial center.

- I support the development of American Gulch as a park with a stream running through it. If another lake could be included like at the Indian Bend Park in Scottsdale, it could provide a flood control area where only the low lying grassy areas would be inundated during a flood and leave much of the existing old commercial along Main out of the flood plain. It was a travesty when the town required a new cabin floor level be three feet higher than the adjacent three old cabins. It looks ridiculous and destroyed the existing character of the other cabins, mud house, and main house on the property. If we want to maintain the character of old Main Street we can't allow new development that destroys the old character. Similarly in parts of the town with existing Ponderosa Pines, we can't allow new commercial development to cut down all or most of the trees for parking....like happened at both shopping centers, Walmart, Factory Supply and the like. We are losing the Mountain Forest character of our town."
- The proposed Payson Municipal Airport Master Plan is suggesting that the eastern end of the airport runway may be eventually lengthened and that there may be an abundance of hangars constructed at that end on the south side just above three current residential areas. While the noise from the airport is currently tolerable, housing the majority of planes at the eastern end would greatly increase noise. I would suggest taking another look at the Payson Municipal Airport Master Plan Update to see if the majority of hangars can be moved to the west closer to the commercial developments. If that cannot be accommodated, the Payson Municipal Airport Master Plan should be updated to insure that noise abatement is addressed.
- · Seems to be a strange place for "rural residential" development.
- The replacement of Rural Residential with Traditional Residential over most all of Payson needs to be brought to the publics attention. This seems like an attempt to make this change without educating the public (existing homeowers especially) of the ramifications when it comes to zoning change requests in existing subdivisions/ neighborhoods.
- This area here and around the backside of Walmart would be a great place for any type of affordable housing. Location is great, close to everything u need.
- · Perfect area for housing. Why these areas are being ignored is beyond me!
- Another good area for housing but instead the city approved a La Quinta, which is something we DONT need. Why so many hotels when they're not being used (for example, the Quality Inn)?
- This land is mis-labeled as Parks and Rec, but has no infrastructure. It is Open Space, according to your descriptions.
- · Is this a mistake? You want multifamily right in the middle of an existing residential area? This is definitely not a high traffic corridor or growth area!
- Because of the amount of existing housing for families with children, I think an all weather swimming pool is needed in this southeast quadrant of the town if the Aquatic

- complex is located elsewhere. Young children should be able to walk to the pool without crossing 87 or 260.
- I like the use of "mixed use" in large areas of currently undeveloped land...allowing for low, medium and high density residential (including affordable workforce and retirement housing development.
- The area surrounding Chaperal Pines and along Tyler Pkwy has always been Rural Residential with homes already built meeting the rural criteria written here. The area does not meet the criteria for mixed residential and never has. The area in question should be colored to meet the rural residential in the legend. Zoning on much of this area would need to completely change in order to make it mixed residential and with properties already established with high end housing and large lots would probably not happen.
- This map is still incorrectly showing the SLE (Separate Legal Entity) land in which the Rim Country Education Alliance (RCEA) is responsible for. http://www.rimcountryeducationalalliance.org/"
- General map comment (applicable mostly to the legend): the color for "multi-family residential" needs to be enhanced to be more visible. On the map it is very difficult to distinguish between the "commercial" and the "multi-family residential" land uses. Given Payson's needs for more high-density housing, the distinction should be made more obvious, and I suspect the "multi-family" areas will need to be enlarged.
- · I still see only a few small parcels coded as Multi-family Residential. Given the strong need and emphasis on higher density affordable housing elsewhere in this section, I would expect to see more land designated for the multi-family category on this map.
- · I would not like to see these 4 and 5 acre parcels be zoned for anything less than they are. I believe they fit the description of Rural Residential and should remain in that designation not Traditional Residential. This is a dead end area that does not need any more traffic or homes than are already there. Thank you
- · I don't see any Rural Residential on your map. Will it be going away?
- It would be beneficial to the town, residents and county if a bio-mass plantwas built... land could be cleared for development, and the sale and use of the refuge could pay for it. Recycle needs to restart....filling the dump with recyable items is ridiculous. Now we are paying to enlarge the dump instead of having a recycle program.
- There is recycling available (not contracted to the city). Just so people are aware. It is called Recyclops.
- Recyclops is terrible. They refuse almost all types of material, are not reliable, and cost way too much. We used them for about a year before cancelling.
- · There is nothing wrong with competition :). Identifying a company that would recycle

organics (bioreactor and/or composting), establish a MRF for plastics/metal recycle, open a public transfer station for the residents to use, open a C&D recycle operation for construction and demolition debris, and maybe even a Reuse Center where perfectly good furniture, bicycles, appliances, etc. could find a new home with those in need, would be ideal. Based on my experiences around the world, a company that isn't allowed to operate a landfill will have the highest recycling recovery rate and the bioreactor/composting operation will take care of the leftovers. The City needs to find that company and start negotiating.

- I had used Recyclops because I believe in recycling, but I had to drop it because it became simply too expensive for a 2 person household. It would make sense if it was used as an organized group-use. Also it is fact that they do take only certain materials and you sit on the rest of it and have to put it in the trash.
- Says what expert? I don't believe very many of Payson's neighborhoods are connected to a park trail or open space. It's a bit late to go fr that as a goal
- Changing the land use definitions between this plan and the last is adding greater density without pointing it out to the voters. Low Density Residential in present plan is 5 homes per acre. Now, the nomenclature changes to Traditional Residential with a density of 7 homes per acre. That is an increase in density of 40%. At a minimum, if we want to change the description, the density should remain at the five homes per acre and not seven.
- Agreed. I believe that the definition should also address street width, onsite parking as well as street parking. Seven units per acre almost requires that there will be a lot of street parking.
- I thought this document is customized for us! Why have the swimming pool in at all?
- PLEASE PLEASE PLEASE more sidewalks! Payson is the worst town EVER when it comes to (lacking) sidewalks!
- Is the comment about sidewalks like a ding? Our "Traditional Residential" neighborhoods rarely have sidewalks. Yes, it'd be great, but to put that as part of the description of Traditional isn't useful or accurate
- Would love sidewalks, but how would the town pay for them in existing neighborhoods?
- I'm not confident that your description of Mixed Residential applies to rural communities. I don't think we have row homes or garden homes. Can't we define Mixed Residential for OUR rural community, to fit what we actually have?
- You're supposed to be writing what we residents want-this isn't it. We like our rural town, and moved here because of the character it had. We're not trying to change the character. This sounds like someone else's plan.

- "Somehow" is a very appropriate word, when referring to the 200+ acre area south of Gold Nugget and Rodeo Ranches that this Plan is proposing to convert from USFS ownership to private devel3-opment. While the eastern third to half of this acreage appears to be relatively flat (and, along the proposed alignment of the artery connecting Green Vallely Park to the Event Center), the western half to two-thirds is exceedingly rugged, and wholly unsuitable for "14 dwelling per acre" development. Any housing in that western portion would need to be on 3- to 5-acre lots with kamikaze driveways and houses largely supported on stilts.
- It certainly doesn't seem the property to the south of Goldnugget Ln (noted with 1) conforms to the description of 'Mixed-use'. It 'appears' this land is part of Tonto National
- Lots facing arterials and collectors are not preferred." What is the purpose of including this in the General Plan?
- I don't think 3-story anything is appropriate in Payson. There's density, and then there's ridiculous. Maybe right along Beeline. Maybe, if carefully done. I know of one elevator I; town, and it's in a private residence. This Plan seems like it's not written for us, but for some other, more populated city.
- Now, you are including retail shops in "Mixed Residential?" Shame on you
- Maybe you should not include "swimming pools," as we don't have any
- Numbered comments: (1) The color for this land use on Map 3.1 is too easily confused with the "commercial" land use color. (2) I suspect that too little of the area shown on Map 3.1 is designated for this land use. Many of my wife's co-workers at her place of work (in the commercial core) have to walk or bicycle to work, and there is a chronic employee shortage owing to unaffordable housing. (3) Multi-story housing is required, but there will need to be impact fees to allow the Fire Department to acquire the equipment for fire-fighting in higher-rise structures. Alternatively, Payson will have to determine whether "subsidizing" multi-family housing should be done by the Town is in the best interest of workforce growth.
- Same comment as previous. Why are you I'll shops into our neighborhoods?
- This appears to be the "Wild West" of land-use designations. Large areas of Payson are designated "mixed use" and existing land uses already in this category include such diverse activities as open pit mining (the rock quarry at the NE corner of Tyler Parkway and Highway 260), the Payson Golf Course (on West Country Club), and the large open space accessed by the stubbed-out University Parkway. Great care will need to be exercised to govern future development, so that incompatible land uses do now find themselves on adjacent properties.
- Mixed is missing the "i".
- National Forest Land should stay National Forest Land!

- · If you must develop it, please put in a big beautiful park with a Lake."
- Mixed use, pink We live in the Northwoods community We have deep concerns in regard to the development of the land just north of our community. We understand the current developer will be conducting blasting to remove granite from the building site. We are concerned about our homes foundation and structural damage due to the blasting. What will the town do to assure this does not happen to our existing structures? I would also like to mention that we want any lighting within this development to be dark sky compliant so as not to cause light pollution near our homes
- Waste management, whether it is sorting recyclables or just parking garbage trucks, generates a foul odor. Pay attention to wind direction and surrounding sensitive receptors or simply create a comprehensive, suitable recycling park. Avoid creating a landfill! This forces high recycle recovery rates because any items being landfilled will be an operator expense. The City can manage this recycling park with a competent Director or enter into a Franchise Agreement.
- There is one "industrial" area shown on Map 3.1, the existing industrial park adjoining and encompassing the airport. It is bounded by Airport Road on the south, while "Traditional Residential" is the land-use shown right up to Airport Road from the south side. Thought should be given to a "buffer" between the Traditional Residential south of Airport and the Industrial to the north of Airport Road, perhaps a strip of "Mixed Use."
- The development of infrastructure for the industrial park, treasuring of existing
  manufacturers and supporting them, should be the highest priority in this area. These
  are the companies that can offer a better economic development, and more job
  opportunities for Payson, if supported and not resisted. Prioritize infrastructure in the
  industrial park, and ensure the future of businesses. Keep the zoning industrial and
  development around it industry friendly and not industry opposing.
- The development of infrastructure for the industrial park, treasuring of existing manufacturers and supporting them, should be the highest priority in this area. These are the companies that can offer a better economic development, and more job opportunities for Payson, if supported and not resisted. Prioritize infrastructure in the industrial park, and ensure the future of businesses. Keep the zoning industrial and development around it industry friendly and not industry opposing.
- · I note that the Fire Station on Main Street has not been afforded this color. Why not?
- I note that the MHA Foundation park being developed at Mud Springs Road and Granite Dells Road is not shown with this designation. I surmise that is since the MHA park is still under construction. My suggestion is that thought could be given to showing the outline of the property with cross-hatching of colors to illustrate its future
- The Town Development Codes and Standards should allow churches with extra property to develop workforce or low income housing on the church property, regardless of the zoning adjacent to the church property.

- Our multi-event center has a dedicated staff but lacks funding to make necessary improvements such as bathrooms for spectators or hookups for contestants. It's one of the only developed arenas in Arizona without these resources. It's a large facility and can be a great source for events for our town but is grossly underutilized and overpriced. It would do the town well to take a closer look at other similar facilities in Arizona to understand its price point. I held events in 2020 and 2021 and was able to trim most of the costs by waiving unnecessary or frivouls services. It is also generally inaccessible to locals on a regular basis. The Buckeye Equestrian Center just underwent large scale improvements and it is fully booked with ticket paying events.
- · Here's the conflict.
- · This conflicts with your later statement, in this section

### Section 4 - Growth Area Element

- I don't see anything in the growth plan about a community fire suppression plan or community escape routes if the town faces a concerning firel know this is a detail meant for a more specific town policy, but, What about fire suppression measures on a construction site? Can we have a town policy to limit the hours for a construction site activity from 9 to 5? If we are talking about building and infiling that means construction will be within existing communities
- · This is not a proper sentence; there are grammatical error components.
- You need to add the word "Suitable" in front of the word "Sufficient". Not all sufficient land is suitable for Mixed Use.
- · Effect change
- AirBnb listings are typically 1000+ during the winter, 2500+ during the summer which starves local hotels of occupancy, creates neighborhood traffic and parking congestion and increases the load on infrastructure in unplanned ways ... these listings should managed through a policy of listing fees paid to the city, inspections for each new listing and enforcement of Gila county short term rental regulations
  - I believe, according to state law, towns and cities are limited in how and what can be done to regulate such listings, and it would be extremely difficult to enforce adherance to something like landlords paying fees for short term rentals without specially trained near-police workers (would they need search warrants? Would they be considered tresspassing on private property? Would the landlords deny short term rental listings?). I am not opposed to the idea, just trying to mention logistical difficulties.
- Streets are perfect spaces for developing 'identity of place'. One of the easiest, least expensive and fast methods of creating identity is landscaping the right-of-way of a street with a selected tree species. Whether it be a commercial, residential, or mixed use neighborhood such landscaping could include donated benches, volunteer flower

beds, covered or protected bus stops, and other land and hard-scape that will invite pedestrian use where appropriate. "

- Payson will never be Sedona, and Payson should never try to become "Son of Sedona."
- There is a nationwide 25% commercial RE vacancy rate. It is caused by online shopping. big box ""discount"" retail, as well as remote work. Small towns and large cities alike have been experiencing a unique shift in economic land uses. Therefore, I agree with the following statement below that the ""Generic economic development"" approach will not work in small-towns such as Payson."
- Rumsey Park currently has an abundance of Ponderosa Pines. Any development must keep these pines in order to keep its mountain forest character. This was not the case for the rejected urban park like development proposed a few years ago that the community rejected. Most people that use the park like this existing character and do not want int destroyed!
- Payson's current character along most of highways 87 is that of a low class commercial strip development. It probably is not unique, but it is not desirable. Maybe requiring planting of Ponderosa Pines where possible could help. Maybe some material and paint color standards could improve the appearance.
- Witness the Feb. 13 Roundup story on the extortion imposed on the MHA Foundation by the Town as an "oh by the way" surprise, 11th hour cost of getting the permits to open its park, being built at no cost to the taxpayers.
- If the town provides an old west themed commercial development on Main Street, perhaps many of the scattered, unique, mom and pop, restaurants and stores would want to relocate in the new commercial development and to take over nearby under utilized or vacant spaces along the street. A walkable commercial center will spawn new development adjacent to it and eventually all along Main Street
- THIS is a serious issue, and one the Town Council must address sooner rather than later. The Comprehensive Plan is a poor vehicle for making this apparent to the Council; it has been a self-evident problem for years. Its remedy can (and should) precede adoption of this new Plan
- Isn't this true. Just look at the surprise development requirements thrust upon the MHA Foundation at the Granite Dells Park.
- Evaluated and ADJUSTED
- "Too strict of requirements" –poor grammar
- It would be nice if the town could routinely clean up the sidewalks between the Airpark round-about and Tyler Parkway on both sides of 87. There are so many rocks on the sidewalks you cannot use them.

- One thing that I enjoy every year is the Christmas light decorations on the streetlights of the 87. Could that be expanded to include Main Street and the 260? Would it be possible to commission solar powered display boxes that could be changed to reflect more holidays and events?? Rodeos, 4th of July, etc
- This sale/acquisition of this land was completed in 2014. Rim Country Education Alliance now owns the property.
- This does not have to wait until the new Plan is adopted!
- This is essential!
- What are our community anchors? I hope they're identified later: Green Valley Park, Event Center, Rumsey Park, er, um, that's all I can think of. The Post Office? The high school?
- The first step should be an inventory of every parcel along Main Street to evaluate the following: (1) Existing occupancy and its compatibility with future aspirations, (2) Existing architecture and its compatibility with future aspirations [scale of 1 to 10, with a score of "1" meaning demolition required prior to compatible redevelopment and "10" being "wholly compatible with aspirational goals"].
- Good idea if you hire someone that respects the character of the old buildings, like the Oxbow Inn, and creates something that towns people and visitors would like to enjoy. Payson could become Arizona's (new) Most Western City and replace Scottsdale in this
- Painted crosswalks with flashing lights on major roads. It's deadly to cross without walking a mile (exaggeration) to the next traffic signal.
- Yes, please seek out adding a Fry's grocery store for our community. Encourage Bashas to update and modernize their grocery store, that place is a dump. When visitors to our town go in that store it gives an impression of lack of pride of ownership and lack of respect for the community members that shop there. That store needs to be updated.
- SIDEWALKS!
- These are really good and important ideas.
- How many "thrift stores" are there along Main Street? Six, seven? Not to denigrate thrift stores; they are a valuable source for workforce shopping needs. BUT, nobody is going to travel from the Valley to Payson to visit a thrift store.
- Perhaps we follow the example of Aurora Oregon that has become a Mecca for antique collectors. I don't know the licensing requirements of the town nor the cost of facility rental, but maybe we become a similar antique Mecca by making it affordable for new shops. The thrift stores would just be a part of the mix. We do have some pretty great thrift stores.

- The town should provide new parking all along the American Gulch for access not only to the park, stream and, hopefully, small lake in the gulch, but more importantly to provide parking for the commercial uses along Main Street. This will allow room for street trees along the corridor. There needs to be adequate distance between moving vehicles and pedestrians.
- I bought and restored the historical building at 500 W Main. It housed my day spa for 17 years and was open for tours. I had to compy with town requirements for signage and weed control. It was beautiful. NOW the new owner has created it as a parking dump lot and destroyed the beauty of the 1910 building. It is an eyesore. The town has purchased the vacant lot across the street to be the entry to the american gulch. WHAT will the town do to enforce this property to be presentable???
- How can a landscape buffer be added without stopping or congesting traffic for months??
- · Huh? This sentence makes no sense to me. What is "... Safe Routes to Transportation improvements and programming?" I simply don't know what you are talking about.
- It's unfortunate that The Town did not have the foresight years ago to purchase the Payson Golf Course. Payson will no longer have a municipal 18 hole golf course once the developer moves forward with his plans to split up the course and build lots of expensive condos. So much for preserving what little "green space" we have and providing "affordable workforce housing!" Let's make well thought out, informed decisions in the future!
- The area north of the airport could be included in the airport growth area and with a new use designated on the land use plan. Mixed use could be most appropriate.
- This map is still incorrectly showing the SLE (Separate Legal Entity) land in which the Rim Country Education Alliance (RCEA) is responsible for. http://www. rimcountryeducationalalliance.org/
- The Airport Master Plan does not address any land use or planning for land outside the airport boundaries. The Town Master Plan should consider and balance the needs and desires of the community with the requirements of a community airport that is important to current and future Town economy and development. Establishing and maintaining an "Airport Growth Area" helps the Town identify this area's unique characteristics and develop the area effectively.
- Central "Downtown
- · First, it is SR 260 East that should be diverted around the south of Payson, not SR 87.
- SR 260 East ruins any possibility for a successful small town image for Payson, Especially for any redevelopment anywhere near the current intersection of SR 260 East with SR 87.

- SR 260 East is an extremely noisy, highly polluting, 6-8 lane wide, anti-pedestrian highway as it cuts through the heart of the so-called ""downtown"" of Payson. SR 260 East accommodates the vast majority of highly dangerous vehicles through the town's center by allowing the vast majority of semis, tractor trailers, 5th wheel RV's (with additional trailers) and travel trailers also pulling trailers with ATV's and camping gear. This extreme type of traffic cuts through and divides the heart of this town of only 16,000 people.
- The large intersection of SR 260 East with SR 87 divides the central land use and any opportunity for future redevelopment to create a safe pedestrian or safe vehicular ""downtown"". Further, the noise of those huge semi trucks can be heard over a mile into the residential areas surrounding SR-260 East and south through Payson now. Trying to redevelop the shopping centers flanking that intersection with any residential is poor adjacent land use planning.
- SR 260 combined with SR 87 north to Pine/Strawberry has minimal semi traffic because both quickly become a winding, narrow 2-lane road.
- The Town should seriously reconsider working with ADOT for a solution to divert those semi tractor trailers and other large vehicles wishing to use SR 260 East that currently cut through the heart of Payson.
- A modern truck stop that can accommodate semis and large 5th wheels and trailers, on a diverted roadway around the south east quadrant of town, would benefit everyone to a much greater extent. It would also allow for a true, centrally located, pedestrian friendly, mixed use redevelopment where the current intersection with SR 260 East now destroys any possibility of a quality redevelopment of the Town Center.
- Considering the theoretical ""loss of business" by moving SR 260 East around the town rather than through it is antiquated land use thinking. The tractor trailers DO NOT stop and shop in the central ""downtown"" shopping centers or the south route through the town. Plus only a very small percentage of the large RV's stop to shop for food precisely because it is too inconvenient and dangerous for their large vehicles to maneuver in retail parking lots. With a bypass in place travelers wishing to access the central town would still have that option.
- Any "bypass" would cripple the "pass through" oriented businesses that line both 87 and 260. They intentionally paid to position their business on those routes to take advantage of the volume of traffic. Take the traffic (potential customers) away and more businesses go away. We have enough empty, deteriorating buildings. I suppose it might help with the need for more "workplace housing" though since more jobs would be lost and people would have to move somewhere else for work.
- Downtown?? Meaning what? 15 story buildings? Clubs? Museums?
- Perhaps it is time to rethink this strategy. The land around the airport has some of the most beautiful views - either for upscale homes or for a luxury fly-in resort. When the land west of the airport was opened for residential development, it did not take long

for homes to be built. The airport plan currently being reviewed by the council seems to indicate that the airport will likely NOT grow much in the future. Why keep trying to force an idea if there is a better use of the land around it.

- The airport is a valuable asset in this community both from visitors and residents. It's interests should be protected against encroachment of any kind incompatible with its use.
- This area is an important growth area for economic growth. However, development will be extremely challenging/near impossible until Airport Road is realigned/constructed. Most parcels will not be able to make their project "pencil" until something done differently.
- When considering improvements to the eastern hub, please consider adding a pedestrian bridge and decreasing the speed limit because 260 has semi trucks that barrel through the area at high speed making it dangerous for pedestrians & cyclists to cross. A wide sidewalk is also needed.
- Is there a reason that at least part of this section could not be used for student housing? Or is student housing adequate? Do students come from other areas? Maybe not?
- I think the intersection of 87 and Tyler Parkway IS attractive and welcoming. "Everyone" loves the bronze elk and the bench. What do you mean by welcoming?
- Please explain "concealed street side parking." (And, elsewhere you state that parking should be Behind buildings-Not street side.) How is parking to be concealed? By landscaping? Walls? An access road paralleling SR87, with personal garages built under apartments?
- The idea of redeveloping the shopping centers parking areas with any type of residential land use near the noisy, highly polluted, unsafe intersection of the two highways, is poor land use planning. The current type of vehicular traffic on SR 260 East and South is highly inconsistent with residential and use.
- "plan" not "play"
- I agree, and would like to see the Town purchase this property and develop it.
- Continuing to get rid of businesses without adequate new locations and assistance moving to those locations just exacerbates the poor economic development environment already prevalent. The 1% sales tax increase has the potential to make the Chapman property available and more jobs to be lost.
- I do support this idea. It would require relocating ADOT Offices and facilities on this sight. Entering into discussions with the State would be a suitable goal of this plan.
- And who pays for all these "enhancements? The local businesses? The same businesses that have a hard time keeping their doors open. The same businesses that justified the

- purchase/lease of properties based on market valuations, traffic flows, available access and profit potential. Being and becoming more business friendly should include some consideration for how to keep existing businesses around, not just incentives for new businesses.
- OK Folks: you can't have it both ways. In previous sections, this document provided very pointed comments on the cumbersome bureaucracy of the Building Department and its regulations. But here you begin 8 pages of suggestions that will only exacerbate the problems with the Building Department bureaucrats. How about it, City Council? Resolving this issue is part of why you ran for office!
- In an ideal world, all of these would be great but impractical when the property owner barely has room for the establishment and customer parking. Needs to be a lot of flexibility when considering each application.
- You do realize that we have active elk herds who consume perennials as well as annuals?
- Be careful concerning what street trees are selected. Bushy overgrowth generates falling branches during weather events and root masses have no mercy on nearby sewer laterals and mains.
- Must be all drip system. Sprinkler systems constantly fail flooding the streets and sidewalks and are higher maintenance.
- This photo says "image to be added" on top of it.
- "Encourage" vs "require?" We are proud to be Dark Sky Compliant, and all of us abide by the lighting restrictions, at our residences.
- So why does the Casino not have to comply with this? Their lights on the building are extremely bright and takes away from the dark sky. This is the first site people are hit with on entereing Payson. Also at the event center. Why is the town leaving a blaring light on every night? Never did this before. Turn it off!
- This is a good idea -- a lot of the astrophotographers in the valley come to the Payson area to shoot.
- This is great! It's also shown to save a lot of money on energy costs see flagstaff dark sky website for more info if business push back on replacement costs.
- Either we're a Dark Sky community or we're not. If we are, then the requirements for that designation should be consistently applied across the board.

#### Section 5 - Circulation Element

- This isn't a sentence. "Town's "vs "Town has" would be one fix
- More like non-existent.
- · Effect change
- Public bus services (and rail services) are underused in almost every community across North America. I wouldn't place a great deal of funding and focus on a public bus system with multiple stops placed along every roadway. I would create a strategic "spoke and hub" model where modernized buses for all (including handicap and senior riders) load at specific peripheral locations in our community and deliver to a downtown hub.
- Does this mean the City should start looking at a by-pass roadway system for vehicle traffic not purposefully destined to the Payson city center? Does the benefit of reduced traffic outweigh the decrease in spending on local businesses?
- Perhaps start with a trolley on Main Street, going down to the park and back up to Beeline. See how that goes.
  - · Good idea
- Trolley system??? Why? Personally, I think supporting and expanding the bus system would be easier and better suited to the town's needs and current usage. Adding a trolley system would only be feasible along major roads with an incredible amount of investment capital. I lived in the valley during lightrail construction and it caused longterm congestion in areas that were already highly congested. I do not see that Payson has the population to necessitate a trolley system, first of all, nor to sustain it.
- · Or pedestrian overpasses?
- I could only envision a seasonal open trolley bus-type system (i.e., on wheels, no rails) if lane #1 on the major arterial roadways in the City center are cross-hatched, restricted to normal vehicles, and dedicated to the trollies, bicycles, segways, etc. Or there are dedicated "cut-outs" along the routes where the trolley bus could pull off. Otherwise, expecting folks to get on and off an open bus trolley into traffic is a non-starter. The seasonality and the amount of additional space required for this idea seems nonrealistic. Might be better off with an overhead chairlift system like you see at Disney:)
- It gets me when landscaping areas are mentioned because who's going to maintain the landscaping, the city??!! That's a joke. Can't maintain the so called landscaped areas we have now (ie. all in front of Swiss Village shops along the 87).
- A trolley system??? U r joking, right?! Definitely won't work in Payson. Crazy idea!
- · What do you mean by "differentiate?" Do you mean, a separate lane for "just traveling

- through?" Or do you mean, in conversation appreciate those that are stopping to gas up, eat, buy a tent?
- There are a number of erros in the legend on the map stating that existing core roadways in place on the East side of Payson that are either factually incorrect in that the road doees not exist today or is a private road that is eityher single lane, dirt or both and are not maintained by the town of Payson that need to be corrected before the plan is put up for voter ratification.
- The town need to ask the state to construct a bypass to eliminate the traffic problem we are experiencing. This will do more than anything to correct the traffic problem. The town needs to start listing to the citizens. It is a safety issue as well as a congestion problem with the trucks coming through with hazardous materials.
- Opening Wagon Trail westward to a new artery will only encourage additional traffic through a quiet residential area, especially when the route would create a shortcut from developments west of the airport to Rumsey Park. The southern extension of Fawn Drive might not have as bad an effect, however, it will definitely create a faster access for additional traffic to the western end of the Woodhill subdivision. Driving down Airport to McClane and then to the park is not that far and does not involve driving through established subdivisions.
- Extending Sherwood to connect with Airport Road would only serve to exacerbate traffic issues along Sherwood. The homes on the eastern end of Sherwood already have to deal with cars from neighboring subdivisions traveling at high speeds. Given the terrain at the western end of Sherwood, I would think that a cul-de-sac at the end of Sherwood or one off of Airport to access future residential development would be more appropriate. Airport Road already serves as a through street for the subdivisions west of the airport.
- Error in the diagram: Mud Springs Road does not connect to Highway 260 North of the Granite Dells roundabout. Past General Plans/IDOT road plans have recommended Mud Springs road be constructed to connect to Highway 260 but it DOES not exist today as depicted.
- This section of East Alpine Drive is a priavte road that is not maintained by the town of Payson. It also has a gate that only allows members of the community to pass through it. Having a connection road to route traffic from Tyler Parkway to this area does not make sense.
- This part of Graham Ranch Road is privately owned and not maintained by the town of Payson. It is also only a single lane wide. Having a connection road to route traffic from Tyler Parkway to this area does not make sense.
- I think she means "alleviate"
- Recommend a connecting road from 260 to Mudd springs Road going south (by the new Granite Dells Park), to elevate traffic at the Safeway entrance.

- This part of S Sutton Road is a privately owned road that is not owned by Payson and is a one lane dirt road. This is not an Existing Core Roadway Network Road and should not be represented as such on this map.
- The suggestion for a bypass around Payson would solve the need for additional routes through town to ease the 87/260 intersection traffic. In addition, I could leave my house between Thursday evening and Sunday evening without fighting through the horrible traffic from the valley. As for a comment that businesses wouldn't get the visability of people driving through town, I believe Safeway and Walmart would quickly open locations on the bypass.
- They'll never go for a bypass, which as you state makes a lot of sense. The deciders are don't share your sensibilities! I've been in meetings with some of those people, their incentive would be to drive MORE business into Payson, and to offer even more retail commerce here. They have confused their role (which is caretaker) to (developer), and they are not driven by what any of us want. The like spending other people's money, it's their drug of choice.
- The suggestion for a bypass around Payson would solve the need for additional routes through town to ease the 87/260 intersection traffic. In addition, I could leave my house between Thursday evening and Sunday evening without fighting through the horrible traffic from the valley. As for a comment that businesses wouldn't get the visability of people driving through town, I believe Safeway and Walmart would quickly open locations on the bypass.
- Dunno where you are trying to move people . At some point, most of us still need to turn on to either the Beeline or the 260.
- Did any stakeholders complain about there bein only two main roads in town? Many of us like our rural town, moved here because it Isn't all connected, and don't appreciate people outsiders with weird, expensive ideas. This isn't a pedestrian town, with a few exceptions. 1) Tourists and relatives who stay in motels along the Beeline often walk to Denny's for breakfast, or to a bank or Walgreens. 2) High school students often walk to town on their lunch period."
- We don't have a network. We have the Beeline and the 260, Main Street, maybe Bonita, Phoenix St. Airport Rd and McClane. Where would someone want to come out, leaving Tyler Parkway? There's no connection to any of these neighborhoods, except thru our two highways. But most trips aren't to neighborhoods, are they? They're to work (schools, restaurants, doctors offices, etc.) we are all trying to get to the two areterials.
- Could be? This comment is unacceptable to this resident. The potential for such a road should not be in the General Plan unless substantial research is completed as to cost and effectiveness given the steep grades and terrain of the area. I am not comfortable leaving a "TBD" clause here in such an important document.
- The case for the need of a costly connector road from Tyler Parkway through Alpine Heights over steep terrain and private property isn't clear. If the key is emergency,

- Tyler Parkway gives access in two directions. If the key is to provide access for Alpine Heights, it seems doubtful that residences there would exit toward Tyler. Chapparal Pines has exits to the 260 and Tyler. Unless the need could be presented more succinctly and proven needed, we suggest its removal from the plan.
- Again, I have to agree 100% with the comment "This whole section/statement lacks proper foresight and knowledge of the roads in the area and therefore should be disregarded as poor planning and withdrawn from the final plan draft to be presented to the public for ratification."
- This is a mistake. Tyler Parkway is NOT an arterial, but a collector street.
- This comment makes no sense given the topography and the intent of the statement of the need for a connection from Tyler Parkway to the East to the Alpine Heights area and ridge above Tyler Parkway. First, some of the roads on the hill/ridge above Tyler Parkway are not all owned by Payson, and as such are privately owned/ maintained. Second, some of the roads in this area are only one lane wide and could not accommodate a large overflow of traffic in the case of some kind of evacuation from traffic off Tyler Parkway. And depending on where the ""connection road"" is made in this area, there is a gated area on a privately owned part of the road that will not allow traffic to pass through that area. And why would you redirect traffic off Tyler Parkway up to the Alpine Heights if there was a closure at the intersection of Tyler Parkway and Highway 260 when that traffic could just go North on Tyler Parkway to come out on the Beeline (Highway 87) at the junction with Tyler Parkway by Home Depot? Why would you make a connection road just for the possible closure of Tyler Parkway and Highway 260 when the traffic may get back up on the "connection road" from Tyler Parkway when it reaches the crest of the hill given the limitations outlined above. My thought is that the person who has proposed this statement about the need to plan some type of ""connection road"" to the East of Tyler Parkway up towards the Alpine Heights and ridge area above Tyler Parkway has never driven the roads in these areas and is not aware of the limitations of the road width, road ownership, and gated community in that area as stated above. Finally, what about the people who live in the Alpine Heights area and their limited options to evacuate their neighborhoods in case of an emergency like a fire? Would they then have to compete with traffic coming up from the Tyler Parkway connector road to evacuate their area? This whole section/statement lacks proper foresight and knowledge of the roads in the area and therefore should be disregarded as poor planning and withdrawn from the final plan draft to be presented to the public for ratification. If you are going to make such a major proposal with its associated costs and traffic issues, you need to at least have firsthand knowledge of the area and not make the proposal by looking solely at a street map.
- This is a partial scenario. If the 260/Tyler Parkway intersection is closed, emergency vehicles will come from the station on Rancho Rd, north on Beeline, and east on Tyler. I don't know if it's 5 miles, but it's literally 5 minutes!"
- I agree 100% about this comment "This whole section/statement lacks proper foresight and knowledge of the roads in the area and therefore should be disregarded as poor

planning and withdrawn from the final plan draft to be presented to the public for ratification"

- Do you mean like the "road" that runs past Basha's, all the way down to Big Lots? It's an interesting idea, limiting turn ins and turn ons. They are already limited along that same stretch of 260, with few places to turn in to the shopping centers. When you propose a road "north of 250," where do you mean? Do you mean Immediately north, as in the businesses would have to move back further from the road? Or do you mean a road through the parking lots? We have one, but it could be improved. Please clarify this idea; it might be a good one, for this folks headed to shopping.
- The suggestion for a bypass around Payson would solve the need for additional routes through town to ease the 87/260 intersection traffic. In addition, I could leave my house between Thursday evening and Sunday evening without fighting through the horrible traffic from the valley. As for a comment that businesses wouldn't get the visability of people driving through town, I believe Safeway and Walmart would quickly open locations on the bypass.
  - Every business that has spent money to access the flow through traffic would go out of business. Walmart and Safeway (or other businesses) can't just pick up and move their businesses. They have long-term lease/loan obligations and/or inflated construction costs that would prohibit this. Payson would look just like most towns that lost a highway connection. More empty buildings rotting away while people drive around the town. And not to be ignored, the Town just increased the sales tax 1% in order to issue over \$50MM of Bonds. If traffic stops flowing through Payson, the ability to repay those bonds is in serious question.
- These directions don't make sense, and I believe are backward. It should say, "East from SR87, then north to 260.
- · Huh? Sidewalks = storm water systems?
- How many stake holders or community comments referred to sidewalks? This was not a big deal in my group, and in fact there's nowhere I want to walk to, other than "going for a walk," which doesn't require sidewalks
- · We don't have a pedestrian network. Adding sidewalks would START, not finish
- · I think this comment belongs with some other Town

### Section 6 - Community Design Element

- · Do you mean "concerts?"
- I think the Mogollon Rim is as beautiful as it gets. And, coming in from the south, hey, there's sidewalks! We want to showcase our character, not technology. No digital welcome signs, please"

- · It's the forest character we are looking to preserve, not a city character.
- Are you saying that people can't find their way to our Event Center? We absolutely need more concerts, events, activities, recreational opportunities. I don't know what "way finding" is, and I don't see how it's a problem with cell phones navigating for us. If that's what wayfinding refers to.
- Starting by the Casino driving north especially the left side (west) is not very attractive: Multiple short wall-pieces (8-10 ft. high and 3-4 ft. wide (like flat pillars) with engraved native motives and motives of AZ animals could give a nice welcoming into town.
- · Huh? Dunno what you are trying to say here
- Excuse me, do you know what Dark Sky Compliant means? You should. We are proud to be Dark Sky Compliant, and all lighting must comply with strict published requirements
- · Watch for hungry elk, devouring the lovely landscaping
- · Please don't.
- · Remove "and"?
- · "That" instead of the?
- · ...paying attention to previously addressed dark sky guidelines.

### Section 7 - Open Space and Recreation Element

- · This land is currently open space, and can only be utilized for parks
- ? Shouldn't taxes be used for this purpose rather than new projects? Why are we abandoning our current parks
- This should be completed prior to construction of swimming or event facilities provided for by the passing of the sales tax increase.
- · What makes you say this?
- Perhaps 7.1.8 Actively identify and secure funding for recreational improvements from governmental and private sources.
  - · Sorry didn't catch this below.
- $\cdot$  THIS plan should show all available land  $\,$  available for recreation. Doesn't it?
- · I repeat, this should be completed prior to construction of swimming or event facilities provided for by the passing of the sales tax increase.
  - · Other items also included in the recent tax increase that should be included in this

Plan prior to funding are Rumsey Park Drainage/improvements and the PATS system fundina.

- This plan should also look at available volunteer resources. Many previous plans were solely staff driven and no one with the city was equipped to use volunteer labor and inkind donations to help reduce construction and operational costs. The current situation with the MHA Foundation is a good illustration of a volunteer organization doing its best to help facilitate community recreational improvements only to be taken advantage of to make other improvements that the Town should have already completed itself.
- Appoint a financial oversight committee comprised of community experts in financial management to insure that the plan is implemented using sound financial policies and procedures and to insure that new tax funds are used as intended. There is a clause in the tax increase resolution passed by the town council that appears to provide an open discretionary clause that could see funds being used in ways not intended by the Council.
- I suspect this Master Plan already exists. Do you have knowledge indicating otherwise?
- Why do you think this isn't already in place?
- I think we've got one
- 7.2.3: would be ideal to involve all households in the community.
- I've seen a combined library-community center complexes with rooms that can be reserved, indoor-outdoor basketball courts, seasonal vaccination centers, and more be highly successful. Almost able to sustain itself financially with little outside assistance with revenue from sporting leagues and private function reservations.
- The maximum residential density in the category of Traditional Residential needs to be fewer homes per acre. The reason many of us purchased and live in the areas outside of downtown Payson is because of the trees and bushes that abound. 7 houses per acre would result in clear-cutting trees and bushes and denuding the landscape. We have already seen that happen in our neighborhood. These perameters need to reflect the Rural Residential guidelines.
- How does this fit with zoning? Wouldn't it require zoning changes to decrease allowable lot sizes? Wouldn't it also impact already assumed traffic volumes? Is it just an excuse to allow more planned developments that fit with this definition?
- Why is this in the document when the Council just passed a sales tax increase to provide bond funding for this specific purpose?
- We already have a Senior Center-have you been there and checked it out? Maybe it could move to a new, larger, planned facility...
- It's a shame if the one existing public golf course is allowed to change its use. It was

- designed as an amenity for the community and is a consideration for new residents. Removing it or reducing it to less than an 18 hole course undermines the Town's goal of offering recreational activities for both residents and visitors. It should have been deed restricted years ago so any owner or prospective owner would have had no choice but to invest in keeping the course attractive and in good repair in order to stay relevant and profitable. I see alot of folks who support the club and feel their concerns are not being addressed.
- PATS runs through here. Are we omitting this because of the new idea to put residential in???
- This is shown as an Existing Active Transportation Connection. Yes, there is a gate and a service road but access from North Bavarian Way to the existing trail on the North side of Rumsey Park or to the library is sketchy at best. Improving this as a trail would make it much easier for folks in Alpine Village to get to facilities within the Park
- This map is still incorrectly showing the SLE (Separate Legal Entity) land in which the Rim Country Education Alliance (RCEA) is responsible for. http://www. rimcountryeducationalalliance.org/

### Section 8 - Environmental Planning Element

- Research clean, low-impact, commercial and light industrial businesses for future growth.
- Start the sustainability "conversation" and environmental plan by first taking control of the resident/commercial waste streams (garbage and water treatment). Enhancing those recycling rates above 90% while minimizing energy consumption through biogas recovery, solar, geothermal, or other techniques would make Payson a world-class environmental center.
- Ensure best management practices are being applied at new construction sites. Increasing the stormwater runoff sediment load is never good.
- This section is not consistent with efforts to Firewise and fuel reduction goals. Preservation of vegetation to the extent it is still in line with fuel reduction goals is fine but at the moment the fuel on many properties in Town is too high and will need to be reduced.
- How are tree canopies compatible with Firewise requirements?
- Something to consider as the City seeks to promote in-fill construction in the downtown area?
- Start by purchasing and installing solar panel parking structures over all City and school parking lots. I'm sure that grant funding can be sourced for this.
- How will this be tested? Will it be in-house, or third party? How often will testing take

place? Will we be utilizing multiple testing sites?

- · Require that all new commercial construction achieve LEED standard.
  - This is a good aspiration but the cost of achieving a LEED certification is very high

     particularly in Payson. Achieving LEED goals in larger urban communities doe not
     add as much cost per square foot as it does in Payson just due to the way the Green
     Building Council assigns points.
- · I suggest we adopt policies that encourage electric vehicle charging stations.
- Consider a waste transfer Station that would allow shipping of waste to a valley landfill that also offers recycling services.
- · If the volume of the waste stream is low, I agree that a transload operation would be perfect. However, if the volume is greater and the trucking costs impact this model, a small MRF with transfer station (and possibly C&D and organics operation) would be a better option. Good for local employment and future controlled growth.
- Or, have a full-time, dedicated drop-off at a local Transfer Station where the wastes are properly labeled and contained until picked up by a licensed hauler.
- You need a Director with vision for this quickly evolving profession who can drive decision-making with all City staff, not an advisor. The City of Payson should attempt to become SWEEP-certified by identifying/calculating the City service carbon footprint and develop sustainable actions every year going forward.
- · Apply LEEDS to all new commercial building construction.
- This is a requirement for any organization(s) seeking to achieve sustainability goals documented in their annual Sustainability Report.
- Establish a transfer station operation where larger appliances can be transported for recycle or repaired for a small Reuse Center where they can be repurposed.
- Ha! Ha! This means more dumpsters to differentiate and larger waste enclosures to accommodate in the downtown area. Because of spatial constraints, sorting may need to be performed at a dedicated waste site (i.e., transload operation or a MRF).
- · Done

### Section 9 - Water Resources Element

- Get companies or operations that use large volumes of water in their processes to reduce and recycle.
- · It's 10:30pm on the last Review day. This where I got. Of course, you know that one week is a ridiculous amount of time for a public review of over 100 pages. There aren't many comments here, not because we're not interested, but because the allotted

- time was too short. Can't tell you how disappointed I am. Clearly no one was tasked with proofreading. This draft has many grammar errors, and many other errors. Not a professional project. And, we have retired English teachers on the Stakeholder list.
- The amount is not 3000 acre ft, the actual number is 2400 acre ft (2700 acre ft allotment less 200 acre ft allocated for Chaparral/ Rim, less 100 acre ft for backflush operations)
- · While trenching in the City streets for storm water conveyance, install additional conduit with pull strings for future fiber installation. It beats coming back and cutting up the streets again.

### Section 10 - Cost of Development Element

- "Fair and proportionate" by who's definition? Define or change the phrasing. Too ambiguous and subjective.
- · How does this fit with existing zoning?

### Section 11 - Implementation Plan

- In general, I believe this is a compresence and well thought out plan, just a few comments, while I know there has been a lot of affordable housing comments lately (tiny houses etc) keep in mind that that police, fireman, doctors nurses, (professionals) will have families, they will want a nice place to live, I think high density is fine, just nice high density...light industrial is a MUST if the town has any chance of reaching its goals, we have to have jobs, not just service work and retirees,
- · Thanks for all your hard work
- I did not see anything in the plan about improving availability of access to quality healthcare. We also need a Sprouts Market and a Ross. We don't need more fast food but we do need quality restaurants



APPENDIX D

# **Relevant Plans** and Studies Summary

Appendix D summarizes existing plans that are related to this document. A critical component of any planning process is examining what has already been planned and/or implemented. By reviewing the recommendations of recent plans, the work of this Plan is more focused and tailored to the specific needs that have yet to be addressed. The evaluation of other plans also allows for continuity on a broader scale instead of multiple plans for the same general area that have an individualistic approach. Recent planning efforts, documents, and recommendations thus serve as an integral starting point for this Plan.

### Payson Airport Master Plan (2024)

The Payson Airport Master Plan is an update to the former Master Plan, completed in 2009. It was prepared by Coffman Associates, Inc. in association with Martinez Geospatial for GIS assistance and SWCA Environmental Consultants. This plan follows the Federal Aviation Administration's (FAA) approach of identifying airport needs in advance of the actual need for improvements to ensure that the Town can coordinate environmental reviews, project approvals, design, financing, construction, and mitigate inadequacies with the facility.

The primary goals for this planning effort were to develop and maintain a financially feasible, long-term development program to satisfy aviation demand of the region; be compatible with community development, other modes of transportation, and the local environment; and to enhance employment and revenue to the local area. This plan also provides recommendations for future developments by reserving sufficient area for future facility needs and a master plan concept that sets forth recommendations for specific needs and improvements to the existing facility. A subsequent chapter provides a detailed capital improvement program (CIP) that determines a schedule for these improvements and estimates costs. The CIP breaks projects into three time frames: short-term (2024–2028); intermediate term (2029–2033); and long-term (2034–2043) and follows guidelines set forth by the FAA and ADOT.

## Town of Payson, Technical Assistance Panel Report (2018)

Payson's Technical Assistance Panel Report sought to outline strategies for the Town to lay the groundwork for a vibrant downtown area that would attract a new generation of residents. Payson had become a tourist destination for those that own second homes, and the Town had primarily been seen as a pass-through community. Moving forward, the top priorities listed in this plan are Main Street, American Gulch, and Communication

Since Main Street has a rooted history in the community, it was important to establish a sense of defined vision for downtown by creating gateways, increasing density, and developing design standards. American Gulch, a community asset, needed to be reassessed to draw districts in the area, and a realistic timelines infrastructure that was cost effective was created. Additionally, the Town needed to find a way to convey excitement towards developments and communicate the vision of the future.

## **Greater Payson Area Economic Development Strategic Plan (2016)**

The Greater Payson Area Economic Development Strategic Plan was published to study the economic opportunities within Payson and to provide a framework for future economic growth. Payson had included economic development in their plans since Focused Future II was adopted, but Payson has seen a decline in population and employment since 2010. Most of the employment was primarily in one industry sector, and there was a lack of small business opportunities. According to the U.S. Census Bureau, research indicated Payson had 28.6 percent of people within the workforce age, and people within the workforce commute outside of Payson for work. After analyzing challenges against Payson, the plan indicated six initiatives and goals for the town:

- Diversify the economy and create higher wage jobs,
- Create vibrant town center that becomes the neighborhood shared by all.
- Be the home to competitive educational and workforce development,
- Create an entrepreneurial culture that stimulates the creation of new business.
- Deliver the basic framework for a health and sustainable economy, and
- Create a robust economic development and tourism marketing program.

Payson had the opportunity to take advantage of sectors including tourism, business and financial services, healthcare, software, and niche manufacturing. The plan indicated prime locations for development based on labor, costs, and accessibility. Payson indicated that the Town Center, American Gulch, Agritourism, and Higher Educational were areas with the most potential. These development opportunities were given strategic action plans for implementation over a one-to-five-year period.

## **Town of Payson General Plan Update (2014-2024)**

The 2014-2024 General Plan update was served as a guide for policies and development opportunities over a ten-year period. A previous update was made in 2003 due to population growth that exceeded 10,000 people. The General Plan was divided into seven chapters, referred to as Elements. These include Environment Planning; Water Resources; Open Space, Parks, and Recreation; Land Use; Growth Area; Circulation/Transportation; and Cost of Development.

Payson serves as a population and commercial hub in the region mainly due to travel, tourism, and retail opportunities. The Town is on the Mogollon Rim, and the population has increased over the years because of the proximity to amenities such as Tonto National Forest. As Payson continues to grow, traffic will continue to flow towards the identified growth areas such as Main Street, Payson Airport, State Route 260, and Beeline Highway. The plan highlights interest in "District Centered Development" to achieve the Town's vision of residential diversity, commercial vibrancy, and open space preservation. The 2014 General Plan identified double the number of acres for commercial activity than the 2003 General Plan, and the town encourages investments made for infill developments. To accommodate this growth, Payson is taking a proactive role in calming traffic along arterials with high crash rates, introducing multimodal systems, and proposing road connections to increase circulation.

## **Payson Transportation Study (2011)**

The Payson Transportation Study was funded by the Federal Highway Administration State Planning and Research Program to create a long-range multimodal transportation plan to address growth, economic development, and increased traffic within Payson. After consideration of existing infrastructure and challenges among Payson, the plan introduced these improvement objectives:

- · Reduce collisions among all modes of transportation,
- · Reduce congestion,
- · Improve linkages between transportation modes,
- · Promote transportation choices that support economic growth,
- Protect and enhance the environment by minimizing impacts of transportation developments,
- · Maintain existing infrastructure,
- · Lower capital costs of transportation facilities,
- · Enhance connectivity of Payson to nearby communities, and
- · Promote multimodal transportation.

As the average age of the Payson resident increases, the demand for transit dependent persons may also increase. To increase the integration of transportation modes, new bicycle and pedestrian facilities were identified within the roadway system.

The plan includes a draft of the Multimodal Transportation Plan which includes several projects proposed based on a deficiency analysis. These project improvements were organized into short-, mid-, and long-term lengths listed with costs and the agency responsible.

# American Gulch Watercourse and Drainage Concept (2005)

The American Gulch Watercourse and Drainage Concept was published to establish guidelines for developers and landowners to follow and illustrates how possible developments might occur. The area is partly open recreational space and pastureland, but the conceptual plan recommended that the area to be graded to become a riparian corridor. This area is in a major floodplain, so there were three concepts proposed for drainage: North, Central, or South.

Town of Payson staff members favored the north concept as it established more control over the space between Main Street and the American Gulch. After consideration, the development proposal included commercial, office, open space, and floodways. This plan lists several development guidelines and definitions for items such as lighting, heights, bicycles, and floodplains to encourage pedestrian activity among the regional neighborhoods. The application process for land use application included the Town of Payson staff members, Green Valley Redevelopment Committee, and the Town Council to ensure that the project's objectives are being followed.

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