

Exhibit A

Goal and Strategy	Primary Stakeholder	Completion Timeframe	Implementation Comments
Environmental Planning Element			
Implement a modified version of the American Gulch Study	Public Works		The planning department has received funding to construct the American Gulch Loop Trail and Viewing Area through an Arizona Game and Fish Heritage Grant. The initial grant amount awarded was \$28,200 and a second application for additional funds through the same grant was submitted for the 2016 cycle.
Seek funding for Gulch improvements and work with land owners to implement		Short	
Improve stormwater management facilities and practices for treatment quantity and quality	Public Works		Continuous via development reviews, provided for in current code
Ensure adequate construction planning to protect natural vegetation and minimize changes to ground topography		Short	
Encourage natural stormwater control methods that retain natural systems and minimize potential damage to private property		Short	
Develop and implement an Urban Forestry and Native Species Protection Plan	Community Development		A model program in another municipality has been identified to be emulated – requires funding
Reduce heat island effects by encouraging green roofs, tree canopies, and permeable surfaces		Medium	Continuous via development reviews
Actively protect native trees currently in the Town’s commercial areas		Short	Continuous via development reviews & tree permits
Ensure any urban forestry lost is replaced tree for tree		Short	A model program in another municipality has been identified to be emulated – requires funding
Preserve and augment existing native vegetation within commercial development and rights-of-way through predevelopment plant inventories and conservation/replacement incentives		Short	Continuous via development reviews & tree permits
Require “Ponderosa Pine” protection/replacement town-wide		Short	Continuous via development reviews & tree permits
Protect air quality	Community Development		
Enforce clean air standards and regulations		Medium	Continuous via development reviews
Work with Gila Community College and other higher education providers to develop a workforce prepared for clean energy jobs of		Short	

the future			
Encourage development which reduces vehicle miles traveled through multi-modal transportation connectivity		Short	
Develop and adopt a comprehensive energy policy	Community Development		Adopted 2012 Building Codes and Energy Provisions, which increase building efficiency Staff met with several energy performance contracting companies to explore their energy-saving services and audits
Support the solar energy initiative by developing specific incentives and actions for implementation on at least five percent of all structures		Short	The Sustainability Advisor has made contact and performed outreach with community sustainability groups in hopes of creating support and finding incentives
Establish fleet management and fuel usage standards for Town vehicles		Short	Staff met with several energy performance contracting companies to explore their energy-saving services and audits
Identify a "green roof" demonstration project		Medium	
Create development incentives to encourage use of solar and other alternative energy sources		Short	
Provide alternative energy incentives for improvements to residential and nonresidential structures		Short	
Encourage geothermal energy as well as solar options		Short	Anticipated for 2016
Benchmark other communities that require new single-family homes to meet minimum solar system requirements and modify local regulations as appropriate		Short	Anticipated for 2016
Negotiate development agreements to encourage infill, less impervious surface, and economically viable commercial activity	Community Development		Continuous via development reviews
Develop a model shared parking agreement to incentivize development by alleviating parking standards		Short	
Work with property owners to maintain vacant commercial space and market it for infill		Medium	Continuous via Economic Development
Identify and conserve natural wildlife corridors	Community Development		Continuous via development reviews
Incorporate natural wildlife habitats and corridors into developments		Short	
Proactively address solid waste management and illegal dumping	Public Works		October "Dump Your Junk" Event held, 2 event dates planned for

			2016
Develop and implement a municipal recycling program in partnership with local waste management companies		Short	Waste Management and Waste Matters provide recycling (mining) of household waste collected prior to transfer, Waste Management also provides recycling bin pickup for public and private commercial locations
Work with state and private partners to provide semi-annual large appliance and electronics collections		Short	Electronics recycling event, APS still collecting refrigerators
Organize hazardous waste collection events		Short	"Dump Your Junk" Event, 2 event dates planned for 2016
Promote sustainability initiatives	Administration		
Train staff to encourage and promote sustainable building practices including reducing environmental impacts and integrating alternative building materials		Short	Continuous and ongoing
Create a Sustainability Advisor position (possibly within existing planning staff) to develop an Environmental Plan to provide guidance for redevelopment and new development		Short	Filled via existing planning staff
Create a Sustainability Advisory group comprised of staff, citizens, and businesses to advise the Town on environmental sustainability issues		Short	Anticipated for 2016, exploring options to create an interactive on-line group
Water Resources Element			
Continue to promote Safe Yield and conservation of water resources through policies and practices	Water		
Continue to develop wise use policies and programs through the Water Departments		Short	<ul style="list-style-type: none"> •Annual Project Wet festival to teach water conservation •Recently updated the water educational slides at Sawmill Crossing Theater
Produce and distribute high quality educational materials to promote best practices		Short	<ul style="list-style-type: none"> •Updated the brochures and website
Complete the C.C. Cragin Reservoir pipeline	Water		<ul style="list-style-type: none"> •Overall project scheduled for completion in summer of 2018 •Line C: completed •Line A: 50% complete •Phase 1 Penstock: first 6 miles 30% complete •Phase 2 Penstock: out to bid in spring •Nearing completion of the treatment plant design
Manage the reservoir in partnership with the Salt River Project to serve as the Town's permanent water supply resource		Medium	Under our Memorandum of Understanding with the United States Forest Service, National Forest Foundation, SRP, and Bureau of Reclamation, we are

			collectively pursuing the C.C. Cragin Watershed Project
Optimize opportunities to partner with other agencies and localities for service		Medium	We have intergovernmental agreements with the Tonto Apache Tribe for water service and with Star Valley for emergency water use. We also have an agreement with Payson Water Company to supply bulk water for their needs.
Retire the pipeline debt through the responsible sale of water	Administration		We have established an increasing water rate structure, by Council Resolution 2808, to retire the C.C. Cragin WIFA loans
Sell water to the golf course(s) when reclaimed effluent water supplies are not adequate, when excess potable water is available		Short	We have an approved service agreement for the Chaparral Pines and Rim Golf courses to supply water through Resolutions 2724 and 2725. We have supplied the Chaparral Pines and Rim Golf communities with water of the last few summers when needed.
Regularly evaluate water connection and usage rates		Short	We regularly evaluate water connection and usage rates in conformance with the study completed for Resolution 2808 and our annual fee approvals by council
Establish a rate schedule to efficiently and responsibly maintain and operate the system		Short	Completed by Resolution 2808
Maximize the use of reclaimed wastewater whenever it is safe and economical	Water		We are upgrading the Green Valley Park irrigation controller to maximize reclaimed wastewater sprinkler efficiency.
Work with the Sanitary District to utilize reclaimed effluent wherever possible		Short	We regularly coordinate with the Sanitary District – currently the reclaimed effluent is utilized to its maximum capabilities
Continue to educate the public on grey water applications and its safe use		Short	Informational brochures and attentive staff at the Water Department
Incentivize the use of grey water plumbing in all new construction		Medium	
Coordinate with the Sanitary District to provide water and sewer to new development	Water		We regularly coordinate with the Sanitary District to provide water and sewer to new development and attend the Development Services meeting every Wednesday
Work with developers in the southeast area of Town to provide water/sewer		Medium	We are currently working with the RLB and the ALA to provide water and sewer

Require applicants to work with Sanitary District to ensure capacity prior to development approval		Short	We regularly require applicants to work with the Sanitary District to ensure capacity prior to development approval by utilizing the Development Services meetings
Open Space, Parks, and Recreation Element			
Develop, adopt, and implement a Parks, Recreation, and Tourism Master Plan	Parks, Recreation, and Tourism		At the current time there have been no funds allocated to a Parks and Recreation Master Plan. However the Town is moving forward with planning & development of certain projects; new lighting on K-East and K-West Softball Fields, New turf on the South Soccer Field, plans for a Control/Snack Bar Building on the K-E and K-West Softball field. The Town is also working with Payson Little League and AZ Diamondbacks in pursuing their Diamondbacks Build a Field Grant Program which would facilitate upgrades to the K-East/K-West Softball Field Complex.
Develop, adopt, and implement site master plans for each parks category		Medium	
Ensure adequate east-side parkland		Medium	
Identify locations for passive recreational activities (e.g., hiking, biking, and other individual-oriented activities)		Short	
Identify locations for active recreational activities (e.g., basketball, baseball, soccer, and other team-oriented activities)		Short	
Plan appropriate facilities for both indoor and outdoor programs and activities		Medium	
Provide a year-round, multi-use recreation facility	Parks, Recreation, and Tourism		<ul style="list-style-type: none"> •Currently working with a 3rd party cash donor who would like to donate money to building a new Recreation Center •Currently locating grant funding •Currently designing fundraising plans to help raise the money to construct this facility
Develop a greater variety of youth programs		Medium	Increased the number of Youth and Adult Programs from 70 to 80 in the past year
Provide affordable programs to low and moderate income families		Medium	Collaboration with the Friends of Payson Parks and Recreation to provide Scholarships for low

			income families
Expand the amount of programs for all user groups		Medium	Continuous and ongoing
Ensure adequate park land to serve residential development	Community Development		
Negotiate greater residential density in exchange for neighborhood parkland		Medium	
Continue plans to develop Overlook Park south of Airport Road in the northwest section of Town		Short	
Design and implement a wayfinding system that enhances tourism	Parks, Recreation, and Tourism		Funding needed
Develop sign standards		Short	
Actively recruit recreational tourism	Parks, Recreation, and Tourism		
Work with state athletic associations to draw regional and state tournaments to Payson		Medium	<ul style="list-style-type: none"> •Created an annual tournament called the End of Summer Madness Softball Tournament •Secured the State "B" Girls Softball Tournament that will come to Payson in July of 2016 •Secured the annual Senior Softball Tournament through ASA
Continue to build on Payson's strong rodeo and events reputation		Short	<ul style="list-style-type: none"> •Continually promote and build the many existing events held in Payson •Created several new events like the Glow in the Bowl Family Fun Run and the ASU Pep Rally
Integrate the development of multipurpose trails in conjunction with the transportation/circulation system	Parks, Recreation, and Tourism		Funding needed
Develop a trails master plan to plan and finance an integrated trail network		Short	
Incorporate trail elements of the transportation plan into the Parks Master Plan		Short	Funding needed
Develop an urban trail system that parallels roadways where there are no sidewalks or bicycle lanes		Short	Continuous through review of new development proposals in areas reflected in the PATS plan
Work with federal partners for the protection and continued use of National Forest land	Parks, Recreation, and Tourism		
Preserve trail access to regional points of interest		Medium	Continually maintain and preserve trailheads and trails with help from volunteers and the Forest Service
More effectively promote trail access points for public use		Medium	Promotion of the PATS through brochures, ads, Facebook and the website. All access points are clearly marked
Establish protection areas for natural resources and watersheds		Medium	Currently working with the Forest Service to identify these types of

			areas
Identify public and private funding opportunities for recreational facilities and programs	Administration		<ul style="list-style-type: none"> •Currently working with a 3rd party cash donor who would like to donate money to building a new Recreation Center •Currently locating grant funding •Currently designing fundraising plans to help raise the money to construct this facility
Fund the acquisition of additional park land as set forth in the <u>General Plan</u> or subsequent Parks, recreation, and Tourism Master Plan		Medium	
Target funding sources for increased park infrastructure improvements and maintenance		Medium	
Land Use Element			
Adopt proactive growth management policies to direct development spatially and aesthetically	Community Development		
Facilitate development where infrastructure exists with excess capacity		Short	Continuous via the Economic Development Department
Preserve and protect scenic line-of-sight views of the Mogollon Rim through consideration of building height in low-lying areas of the Town		Short	Continuous via development reviews
Encourage infill development/redevelopment to avoid sprawl and protect open space		Medium	Continuous via the Economic Development and Planning Divisions
Pursue avenues to eliminate unsightly or dilapidated structures		Long	<ul style="list-style-type: none"> •Attendance of Brownfield redevelopment workshops and webinars •Budgeted for Code Enforcement to have the ability to pursue cleanups •Researching ways to use Community Development Block Grant (CDBG) funds for Code Enforcement •Continuous abatement as part of daily Code Enforcement actions
Incorporate green infrastructure throughout Town including the growth areas	Community Development		
Encourage the development of neighborhood parks in each new development		Medium	<p>Continuous via development reviews</p> <p>Timber Ridge Subdivision (currently in review) is platted with park space</p>
Plan bicycle, pedestrian, and trail links between each new development and		Medium	Acquired funding to develop the American Gulch Loop Trail and

commercial centers of Town			Viewing Area
Encourage and facilitate negotiations between land owners to share parking and costs associated with providing parking to patrons of businesses		Medium	
Preserve and augment existing vegetation, especially ponderosa pines, to create or enhance a streetscape		Short	Continuous via development reviews
Incorporate sustainable development standards into zoning regulations		Medium	
Improve sign standards, particularly along commercial corridors, to compliment Payson’s small-town character	Parks, Recreation, and Tourism		This item is included in the CIP, it will continue to be presented during the annual budget process to ensure progress over time
Identify Payson gateway(s) and install wayfinding elements at each		Short	
Consider wayfinding design variations to help define commercial areas of the Town		Medium	
Modernize the land use regulatory process	Community Development		
Consistently apply and enforce regulations on all properties		Short	Continuous via development reviews and code enforcement
Consistently apply requirements on all proposals for development		Short	Continuous via development reviews
Provide sufficient resources to enforce current codes		Short	Hired full-time Code Enforcement Officer
Eliminate regulations that are not uniformly enforced		Short	Having a full-time Code Enforcement Officer has helped to eliminate the perception that regulations are not uniformly enforced, as staff can focus on proactive enforcement in addition to reacting to complaints that have been received.
Proactively engage the development community by hosting periodic “roundtable” topic discussions		Short	Development Services Meetings
Evaluate catalysts for development including fee waivers, streamlined development reviews, and other strategies		Short	Design Review Board was consolidated into Planning and Zoning Commission
Work with the development community to design and implement cost effective strategies to manage capital costs incurred by new growth		Medium	
Establish administrative review and approval procedures for applications meeting clearly defined criteria		Short	The consolidation of the Design Review Board now allows for more streamlined approval
Work with the Design Review Board to establish standards for commercial development, which if met can be approved		Short	Design Review Manual was completed and is in effect

quickly by Town administration			
Incorporate a variety of housing options in all mixed-use residential developments	Community Development		
Incentivize the inclusion of affordable housing in new developments		Long	
Adopt a recommended ratio of affordable, workforce, and market housing		Long	
Provide safe, modern communication infrastructure	Administration		The Rim Country Broadband Consortium was created to address the area's communication infrastructure issues
Encourage new development to provide up-to-date technology and communications infrastructure		Short	
Promote both wireless and wired infrastructure as appropriate		Short	
Growth Area Element			
Participate in land management decisions inside and outside the Town	Administration		
Work with the U.S. Forest Service to identify special recreation areas on USFS open space land within town to identify areas of protection versus base exchange property for possible future development		Short	Town Manager has met with USFS staff concerning Trailhead development on FS trails within Town limits within the past 24 months, exchange process is currently on hold
Continue the open dialogue with the entity acquiring the forest service site along SR260 to ensure it is developed in a manner consistent with the Town's goals		Medium	Zoning designation of the property was changed to "Educational Foundation" (EF), SLE creation included guidelines for T.O.P. appointments to the SLE Board, SLE presents General Plan to T.O.P
Create a Main Street District	Community Development		
Designate Main Street as a district for mixed-use development		Short	
Promote a strong community identity with a Main Street District and Event Plan		Short	
Encourage mixed use buildings with residential units above first floor commercial space		Short	Continuous via development reviews residential above commercial uses are expressly encouraged within the zoning code
Provide protected and shaded sidewalks throughout the Main Street Growth Area		Long	
Attract dining, small retail, and entertainment business to increase the time spent by each visitor to the district		Long	
Facilitate infill investments in the district		Short	Continuous, incentives are offered relative to expedited plan review, exceptions to various zoning standards, Council adopted 2012 International Existing Buildings

			Code making re-use of vacant storefronts easier
Provide and implement a clear vision for the growth areas	Community Development		
Proactively refine the development and building codes and approval processes to promote the growth area vision		Medium	The Planning Department purchased design software to prepare 3D models of preferred development to potential developers presently working with several property owners on future projects
Design mixed-use districts that encourage development within a quarter-mile walkable radius from a community gathering anchor		Long	
Provide affordable, workforce housing with higher density, mixed-use, mixed-income development		Medium	
Ensure adequate public safety personnel and facilities to serve projected growth		Short	Public Safety Divisions are represented within the Development Services Committee and are included in distribution/review process for all new development proposals
Strengthen green and technology infrastructure		Long	
Work with the development community to promote Payson as a model for low-energy, sustainable building practices		Medium	
Concentrate uses to promote infill development and preserve open space	Public Works		
Invest in public infrastructure to meet the current and future needs of development while protecting the community's natural resources		Medium	
Encourage pedestrian or bicycle movement between commercial destinations to reduce the number of pass-by trip ends per establishment		Medium	
Encourage development at Town gateways that welcome visitors, with the goal to extend time spent in the Town by pass-through travelers		medium	
Work with the Sustainability Advisory Group and local developers to develop a method of evaluating the potential environmental impacts of proposed development		Medium	
Create a vibrant and diverse economy with appropriately scaled businesses	Administration		The Economic Development Specialist acquired funding from APS for an economic development strategic plan which will address these goals
Conduct a market feasibility study to identify needs and opportunities		Short	
Recruit a sustainable, vibrant and diverse		Medium	

retail market			
Target clean, light or medium intensity industrial development		Medium	
Work with the Chamber of Commerce to promote, strengthen and recruit small independent shops		Short	
Capture a greater share of retail expenditures by encouraging pass-through traffic to stop and frequent local business		Medium	
Encourage infill opportunities for vacant or underutilized parcels		Medium	
Circulation/Transportation Element			
Adopt and implement an annual Capital Improvements Plan	Administration		
Incorporate highest local transportation priorities into the CIP		Short	Funding required
Use CIP process to educate the public on transportation, and other Town priorities		Short	
Continue to be involved in ADOT's efforts to develop an alternate route to alleviate traffic congestion and infrastructure demands	Administration		
Differentiate between Payson's visitor traffic stopping in Town on the way to natural resource recreation areas, and commercial traffic passing through		Long	
Work with ADOT and U.S. Forest Service to design an alternative route that maximized the use of federal land to prevent new commercial interchanges or strip development along the proposed route		Long	
Design and implement a gateway vision that encourages pass-through traffic to visit	Public Works		
Support the design of a trolley system to improve in-Town connections		Medium	
Transform existing commercial corridors to be pedestrian friendly		Long	
Reduce traffic speed through better design		Medium	
Develop guidelines for landscaping major arterials and collector streets		Short	Completed as part of an Admin Policy for private use of ROW for signage
Encourage non-motorized movement around town	Public Works		
Develop a town-wide network of trails and sidewalks, with the first priority to connect residential neighborhoods to commercial centers		Long	
Mitigate excessive vehicle miles traveled during peak visitor times with new infrastructure for connectivity and mobility		Medium	

for non-motorized transport			
Identify and implement traffic calming design standards for all collector roads		Short	Continual utilizing existing traffic calming manual
Work with existing development to reduce the number of sidewalk curb-cuts		Short	Ongoing as development proposals are presented to Development Services and/or as part of street improvement projects funded (Bonita St grant)
Provide additional signalized crosswalks along busy commercial corridors		Short	Worked with ADOT to improve pedestrian mobility at 87/260 intersection
Create a more unified look and feel to state-owned commercial corridors	Community Development		
Work with State and commercial stakeholders		Medium	
Adopt a corridor overlay focused on building form, style, orientation, and massing		Medium	The Planning Department purchased design software to prepare 3D models of preferred development to potential developers
Ensure effective sign regulations adjacent to state-owned rights-of-way and in commercially zoned corridors		Short	Completed as part of an Admin Policy for private use of ROW for signage, updated EMC provisions, extended temporary sign guidelines
Provide transit service in town	Administration		
Negotiate agreements with large employers to support a shuttle system		Medium	
Partner with a higher education administration to provide Town-wide transit service		Medium	
Increase pedestrian and bicyclist safety	Public Works		
Identify traffic calming improvements and develop a phased implementation plan		Short	Require bike lanes on all new collector or arterial roadways, bike lanes to be constructed along Rumsey within Timber Ridge and new section of Manzanita to be completed in 2016
Identify specific off-road options and develop a funding plan		Medium	
Implement previously adopted plans to improve the Town's transportation system	Administration		
Develop a phasing and funding strategy to implement the 2009 Payson Airport Master Plan		Short	Working with FAA and ADOT multi-modal planning to secure grant funding. Four of the projects are completed
Prioritize and incorporate the 2011 Payson Transportation Study recommendations into the annual CIP to implement the projects in a fiscally responsible manner		Short	Have incorporated recommended projects into the CIP, requires new funding, Gila Transportation sales tax approved will help create opportunities to complete top

			ranked projects
Cost of Development			
Utilize the annual Capital Improvements Plan to implement General Plan strategies	Administration		
Maintain public facilities and services to provide current levels of service to new development		Medium	Ongoing
Maintain or improve necessary public services		Short	Ongoing
Plan for joint school/recreation facilities		Medium	Pre-development meetings for the use of the EF site on SR260 have begun
Ensure the long-term financial stability of the Town with fiscally responsible policies and actions	Administration		
Explore opportunities for economics of scale. Create service efficiency through regional partnerships		Medium	
Consider opportunities to share costs for public safety infrastructure		Short	Continually being considered and negotiated
Support quality education opportunities		Medium	
Encourage high-quality infill development in the designated growth areas where existing infrastructure has the capacity to absorb growth	Community Development		
Encourage more dense development to increase market feasibility		Short	Front setbacks in commercial and industrial zones were reduced to 0'
Form an economic development strategy that identifies target industries	Administration		Economic Development Strategic Plan
Work with Gila Community College to design training programs to provide the workforce for identified target industry employers		Short	
Examine and implement fiscal tools and incentivize development while offsetting its cost to the community	Administration		Incorporated in Town Code and continuous via development reviews
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	