

# City of Prescott

## General Plan Review Committee



January 31, 2024 | 2:00 PM  
201 N. Montezuma Street  
Council Chambers, 3rd Floor  
Prescott, AZ 86301

### AGENDA

The following Agenda will be considered by the **General Plan Review Committee** at their meeting to be held **January 31, 2024**. Notice of this meeting is given pursuant to Arizona Revised Statutes, Section 38-431.02.

**1. CALL TO ORDER**

**2. ROLL CALL**

**3. OPEN CALL TO THE PUBLIC**

The City of Prescott welcomes public engagement and residents may comment & address the Committee on matters NOT included on the Agenda during the Call to the Public. Please complete a speaker card and submit it to the City Staff prior to the meeting being convened. Speakers are limited to four (4) minutes, and the Call to the Public will be limited to forty (40) minutes in total. Citizens are limited to addressing the Committee four (4) times regarding the same topic.

Please Note: Pursuant to A.R.S. §38-431.01(H), members of the Committee may NOT discuss items that are not specifically identified on the Agenda and, therefore, interaction will be limited to the following:

- 1) Responding to criticism
- 2) Requests to staff to investigate & report on the matter
- 3) Request that the matter be scheduled on a future agenda

**4. DISCUSSION & ACTION ITEMS**

- A. Approval of November 29, 2023 General Plan Committee Meeting Minutes.  
**Recommended Action: MOVE to approve meeting minutes as presented**
- B. Presentation from the Workforce Housing Committee Regarding the New Housing Section in the General Plan.  
**Recommended Action: This item is for discussion only. No formal action will be taken.**
- C. Discussion, Review & Comment Regarding the Community Quality Chapter of the General Plan.  
**Recommended Action: This item is for discussion only. No formal action will be taken.**

**5. STAFF UPDATES**

**6. ADJOURNMENT**

Upon a public majority vote of a quorum of the Board, the Board may hold an executive session, which will not be open to the public, regarding any item listed on the agenda but only for the following purposes:

- (1) Discussion or consideration of personnel matters (A.R.S. §38-431.03(A)(1));
- (2) Discussion or consideration of records exempt by law (A.R.S. §38-431.03(A)(2));
- (3) Discussion or consultation for legal advice with the city's attorneys (A.R.S. §38-431.03(A)(3));
- (4) Discussion or consultation with the city's attorneys regarding the city's position regarding contracts that are the subject of negotiations, in pending or contemplated litigation, or in settlement discussions conducted in order to avoid litigation (A.R.S. § 38-431.03(A)(4));
- (5) Discussion or consultation with designated representatives of the city to consider its position and instruct its representatives regarding negotiations with employee organizations (A.R.S. §38-431.03(A)(5));
- (6) Discussion, consultation or consideration for negotiations by the city or its designated representatives with members of a tribal council, or its designated representatives, of an Indian reservation located within or adjacent to the city (A.R.S. §38-431.03(A)(6));
- (7) Discussion or consultation with designated representatives of the city to consider its position and instruct its representatives regarding negotiations for the purchase, sale or lease of real property (A.R.S. §38-431.03(A)(7)).

#### **CERTIFICATION OF POSTING OF NOTICE**

The undersigned hereby certifies that a copy of the foregoing notice was duly posted at Prescott City Hall on 1/26/24 at 10:00 a.m. in accordance with the statement filed by the Prescott City Council with the City Clerk.

*Sarah M. Siep*

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Sarah M. Siep, City Clerk



TO: MAYOR AND CITY COUNCIL  
AGENDA: January 31 General Plan Committee Meeting  
DATE: January 31, 2024  
DEPT: Community Development  
ITEM #: 4.A  
SUBJECT: Approval of November 29, 2023 General Plan Committee Meeting Minutes.

## ITEM SUMMARY

Attached for approval are the General Plan Committee minutes for the November 29, 2023 meeting. Staff recommend approving the minutes as presented.

## BACKGROUND

None.

## FINANCIAL IMPACT

There is no fiscal impact at this time.

## RECOMMENDED ACTION

MOVE to approve meeting minutes as presented

## ATTACHMENTS

1. General Plan Committee Minutes 11.29.23

# City of Prescott

## General Plan Review Committee



November 29, 2023 | 2:00 PM  
201 N. Montezuma Street  
Council Chambers, 3rd Floor  
Prescott, AZ 86301

### MINUTES

#### 1. CALL TO ORDER

Chair Sapio called the meeting to order at 2:00 pm.

#### 2. ROLL CALL

Terry Sapio, Chair  
Don Michelman, Vice-Chair  
Andre Carman - Arrived at 2:21 pm  
Mary Frederickson  
Ralph Hess - Excused  
Jim Huffman  
Thomas Hutchison  
James McCarver  
Rod Moyer  
Gary Worob

#### 3. OPEN CALL TO THE PUBLIC

A. Member of the public, JD Greenburg, spoke to request a session on open space and wildlife issues in the General Plan, citing past concerns and potential mitigation strategies. She would like to address wildlife corridors and land use issues, including an underpass on State Route 69.

Member Worob responded that he is working on that element of the General Plan since that is also of interest to him.

#### 4. DISCUSSION & ACTION ITEMS

- A. Approval of the October 25, 2023 General Plan Committee Meeting Minutes.

**MOTION BY MEMBER HUFFMAN TO APPROVE THE MINUTES AS PRESENTED;  
SECONDED BY MEMBER WOROB: PASSED (7 - 0) NEW MEMBER HUTCHISON  
RECUSED HIMSELF.**

- B. Presentation of a Work Session from the City Planning Department Regarding a Review of the Community Vision in the General Plan.

Planner, Tammy DeWitt, presented and discussed the importance of presenting the General Plan in a way that fits Prescott's unique needs and goals, rather than following a generic approach. The group is considering renaming elements and reorganizing them to better align with Prescott's vision and priorities. From the community open house learned that Prescott residents prioritize water quality, traffic management, and housing development over the next 10 years. The General Plan could also highlight the importance of resiliency and sustainability in Prescott, including fire-adapted communities, environmental planning, and historic preservation.

Chair Sapio commented that he liked the example of Gilbert's General Plan, which was easy to read and navigate, showed how citizens helped form the plan and pointed out what would trigger a plan change.

Member Hutchison emphasized the importance of a useful and readable General Plan.

Ms. DeWitt advised the goal is to have two versions: a long version with all the details and a summarized version.

Member McCarver commented that the 2015 General Plan has a nice summary regarding history showing chronologically where we came from and asked if the format they are looking at contains the required elements for a population of fifty thousand or more.

Ms. DeWitt confirmed that the format does contain the required elements for a fifty thousand plus population.

Vice Chair Michelman asked if the plan will prioritize certain items for City Council to help them decide what they may want to do.

Ms. DeWitt advised that those will be shown via short-term and long-term goals.

Planning Manager George Worley commented that the committee will have the advantage to learn from the City Council's Strategic Plan that will be developed in early 2024 to see what is deemed important and a priority from the Council's perspective.

Member Huffman asked if the summary version of the plan will have references to the full version for ease of navigation from one to the other.

Ms. DeWitt responded they are working on that and would like to have that feature.

Member Hutchison asked if there should be a portion in the plan regarding the cost of the elements being proposed.

Mr. Worley advised that is not the role of the General Plan, that role would fall to the City Council.

Member Worob commented that it could also be a good idea to not include price expectations.

Councilman Gambogi commented on the need for actionability in the General Plan and noted, based on the 2015 General Plan, it seems that developers make decisions from what is in the General Plan.

Mr. Worley suggested that when developing the implementation element, the language used should mirror the format established by the council in their Strategic Plan. This similarity in language would facilitate a smooth transition and translation between the two documents.

Member Michelman asked if the General Plan should have anything regarding the airport.

Ms. DeWitt responded the airport will be covered in the land use element.

Member Moyer commented that he likes this approach to putting the plan together.

Member McCarver asked about elements of public service and public buildings, what area would those fall under.

Ms. DeWitt responded that those would be topics like schools, police, fire, library, community center and would fall under Community Quality.

Member Hutchison asked who the General Plan is for.

Mr. Worley responded that it needs to be stated in the beginning of the General Plan that it is for the residents of Prescott, and it is for the City Council to implement.

Member Michelman asked what happens if the Committee does not agree with what the departments have proposed for the General Plan.

Mr. Worley advised that the department can be invited to a meeting with the Committee, and they can discuss it together.

Member Frederickson commented on the need to examine and clarify the major vs. minor amendment distinction and the ability for the average person to understand what triggers an amendment.

Ms. DeWitt responded that the topic will be brought forward at a future meeting where examples of what other municipalities have done will be reviewed and then the Committee will discuss how they would like that addressed in the plan.

Chair Sapio spoke in favor of including the airport as its own element in the General Plan, noting that Prescott citizens have gotten a taste of air service and overwhelmingly love and are proud of their airport now.

Ms. DeWitt suggested that the airport could be included under economic competitiveness in the General Plan, since it is an economic driver for Prescott.

Member Moyer provided an option regarding accessibility in the General Plan, he suggested possibly using appendices for finding detailed information.

Ms. DeWitt replied that is one of the things they would like a consultant to help with.

Member Frederickson praised the use of visuals, including maps and pictures, to enhance the readability and interest of the plan.

Member Hutchison recommended taking time to research what sustainability really means.

Councilwoman Fruhwirth spoke to the importance of holding regular Council meetings to review progress, ensuring accountability, and involving the public in decision-making through elections. She also highlighted the need for more frequent discussions, perhaps quarterly, to track progress against established goals. She expressed concerns about not just focusing on essential services like police and fire but also on cultural assets, downtown events, and community quality and believes in the value of creating a vibrant and enjoyable community, mentioning events like music on the plaza and food festivals as integral to community quality.

Mr. Worley responded that they could include pictures of those specific events in the plan to help show that feature.

Member of the public, Tana Karen, spoke regarding the need to enforce a plan effectively, expressing concerns about it being just a blueprint. She mentioned addressing issues related to noise ordinance and advised she had researched best practices from other cities regarding noise regulations, including those related to

vehicles, and had shared them with the mayor. She believes in turning the general plan into an ordinance and that the goal is to establish codes that future councils must follow, ensuring effective enforcement.

Chair Sapio asked for clarification on what the General Plan can and cannot do.

Mr. Worley responded that recommendations from a General Plan can be acted upon by the Council and rendered into ordinances.

Member Worob commented that the plan should include the points of what Prescott does with what they have and how well they do that with importance placed on how well.

Chair Sapio suggested providing General Plan presentations to the Council during Study Sessions, and stated that the presenter should have a copy of the General Plan and explain how the presented information aligns or deviates from the plan. This aims to keep the Council informed about the ongoing actions and their alignment with the General Plan.

Member Hutchison added that he sees the General Plan as a road map rather than a blueprint.

Member Frederickson stated the importance of including ambulance services since it has been a big issue.

Member Huffman commented that he is highly encouraged on the path the 2025 General Plan is heading.

***This item was for discussion only, no formal action was taken.***

## **5. ADJOURNMENT**

There being no further business to discuss Chair Sapio adjourned the meeting at 3:21 pm.

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Terry Sapio, Chair

ATTEST:

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Board Secretary



TO: MAYOR AND CITY COUNCIL  
AGENDA: January 31 General Plan Committee Meeting  
DATE: January 31, 2024  
DEPT: Community Development  
ITEM #: 4.B  
SUBJECT: Presentation from the Workforce Housing Committee Regarding the New Housing Section in the General Plan.

## ITEM SUMMARY

Representatives from the Workforce Housing Committee will provide a presentation to the General Plan Committee regarding the proposed language with goals and strategies for the housing section of the General Plan.

## BACKGROUND

The current 2015 General Plan has information about housing throughout the document. Staff pulled out the housing information from the document to consolidate it and create a new section that will be under the Economic Competitiveness and Prosperity "Theme".

On January 17, 2024, the Workforce Housing Committee had a joint meeting with the City Council and reviewed the proposed short-term and long range goals for input and support.

## FINANCIAL IMPACT

There is no fiscal impact at this time.

## RECOMMENDED ACTION

This item is for discussion only. No formal action will be taken.

## ATTACHMENTS

1. 2025 General Plan - Draft Housing Element - (1-22-2024)

## HOUSING ELEMENT

### **Introduction**

Over the past decade, the City of Prescott experienced population growth, especially among the retiree demographic, as well as gradual job growth. Unfortunately, housing affordability and availability for the local workforce did not keep pace with this growth and has become an increasingly pressing issue. Though Prescott prides itself as "Everyone's Hometown," the housing supply skews heavily towards low-density, large square footage, suburban-style single-family homes, with limited workforce housing options.

If unaddressed, lack of workforce housing could constrain future economic growth and undermine quality services as workers face rising housing costs. Recruitment and retention of a strong and stable workforce will continue to erode. Prescott residents will experience longer wait times, reduced service levels and, in some cases, must go outside of the area for services. There may also be an overall increased cost of services locally. Prescott may experience less diversity in population, and service providers will be disconnected from the community.

This plan provides a high-level analysis of trends and issues in the local housing market. It sets out strategic goals to increase housing stock of all varieties, incentivize workforce housing production, provide recommendations for policies and programs promoting workforce housing, and educate the community, especially where opposition to any new development might exist. These strategies aim to facilitate mixed-income, mixed-density housing development; increase rental and ownership options; reduce cost barriers to housing; and align supply with the needs of current and future residents. Only by taking proactive steps towards a more balanced housing supply can Prescott maintain its longstanding vision as a welcoming and sustainable hometown for all.

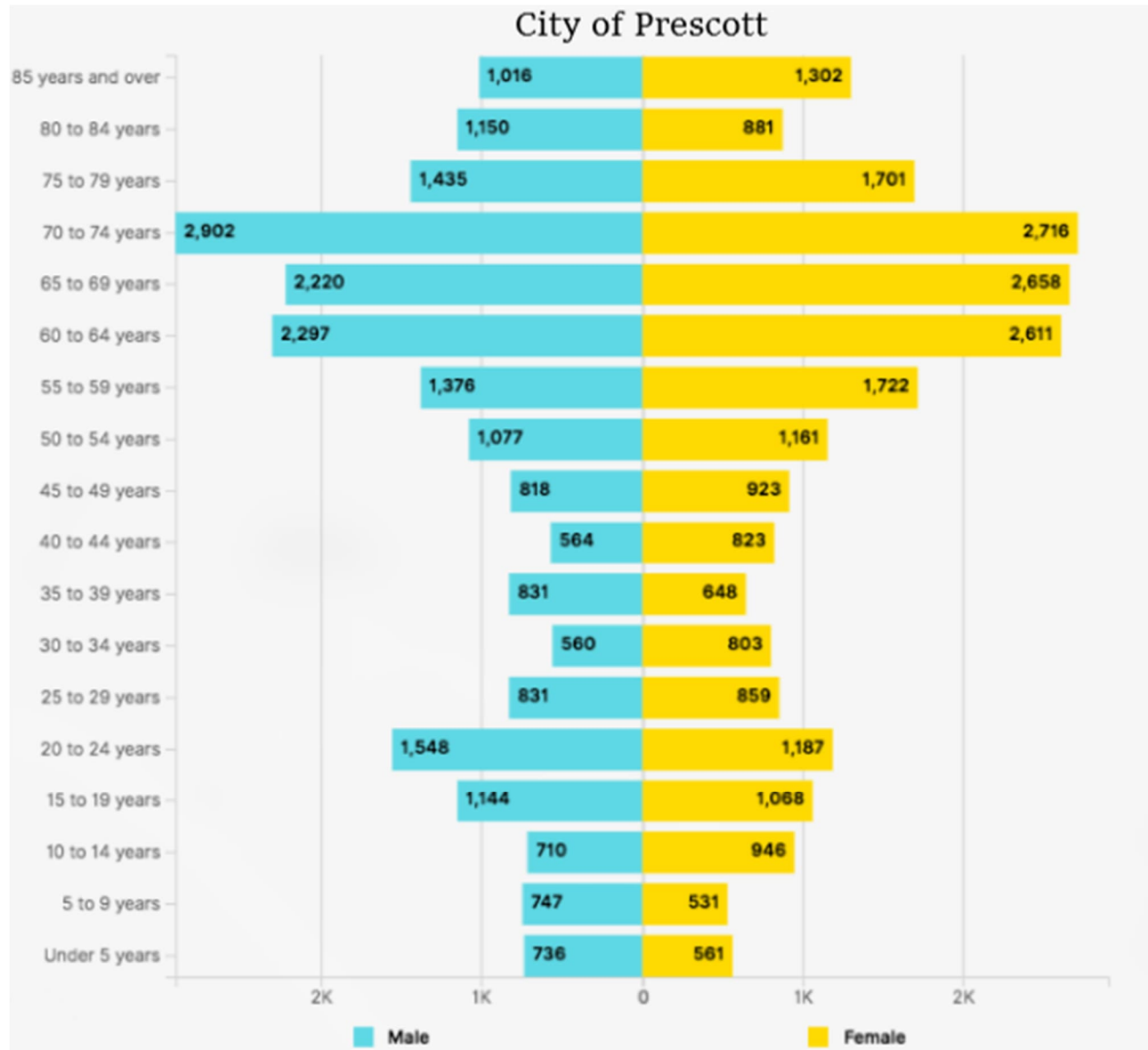
### **Generational and Lifestyle Diversity**

To achieve a sustainable community, Prescott strives to offer a balanced mix of homes for all types of households. Our community needs residents that can support a healthy, thriving economy through service jobs, professionals of all types, as well as retirees. The median age in Prescott is now 60.5 (median age in Arizona is 38.8). 40% of the Prescott community is above 65 years of age. That represents a significant increase from retirees making up 30% of the community in 2010, and 27% of the community in 2000.

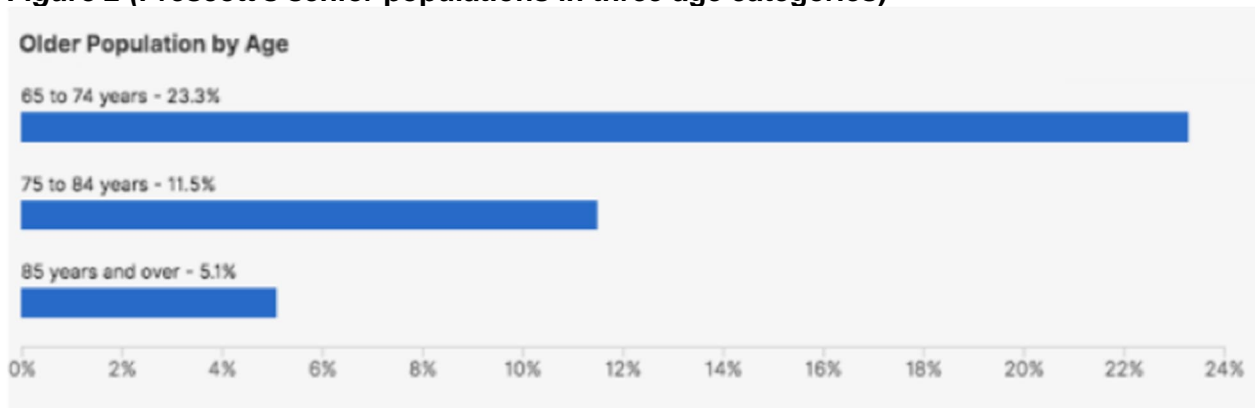
The average number of persons per household declined from 2.11 in 2000 to 2.03 in 2010 and seems to have leveled out at 2.02 in 2020. The numbers of families actively raising children within Prescott are in decline, while the percentage of people living alone is on the rise. Only 12% of the Prescott population includes the under-18 demographic. With the decreasing school aged population, two elementary schools have forever closed their doors: Washinton Traditional

Elementary closed in 2015 and Miller Valley Elementary in 2017. These conditions are the result in part from the aging baby-boomer (post World War II era) generation, as well as from large numbers of retirees who have relocated to Prescott. Figure 1 shows the population dispersed through age ranges.

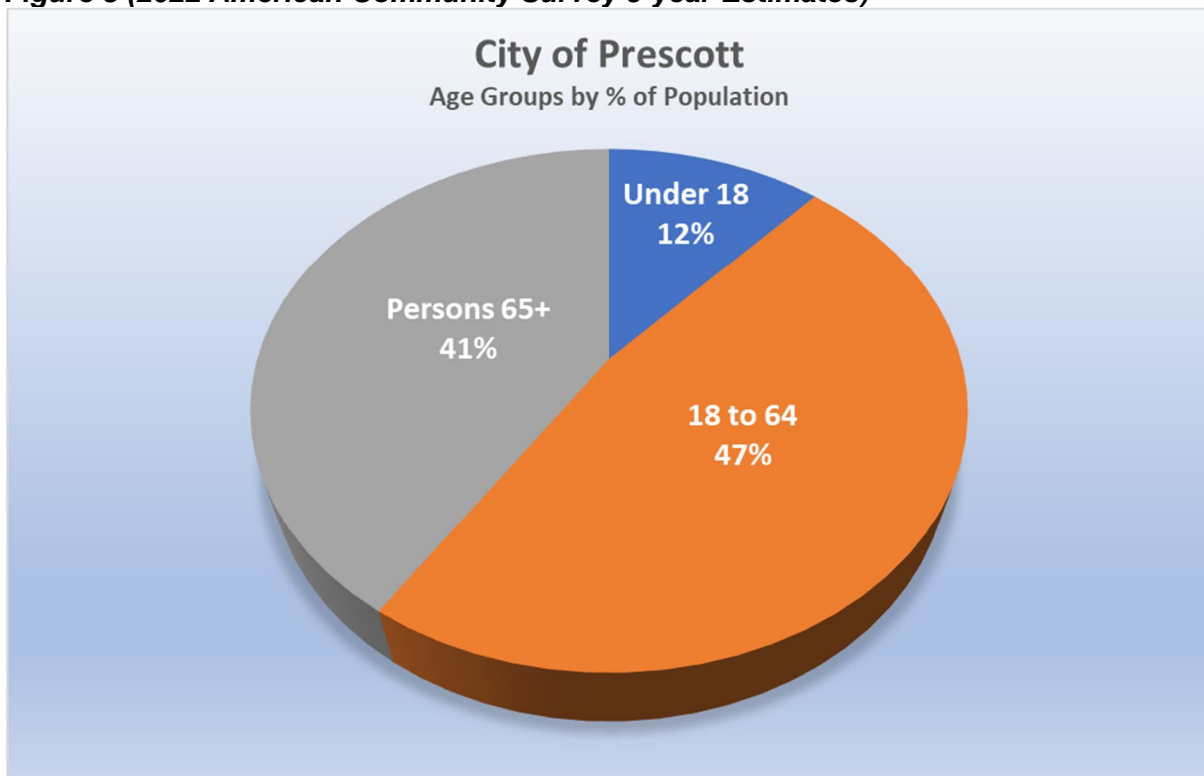
**Figure 1 (2022 American Community Survey 5-year Estimates)**



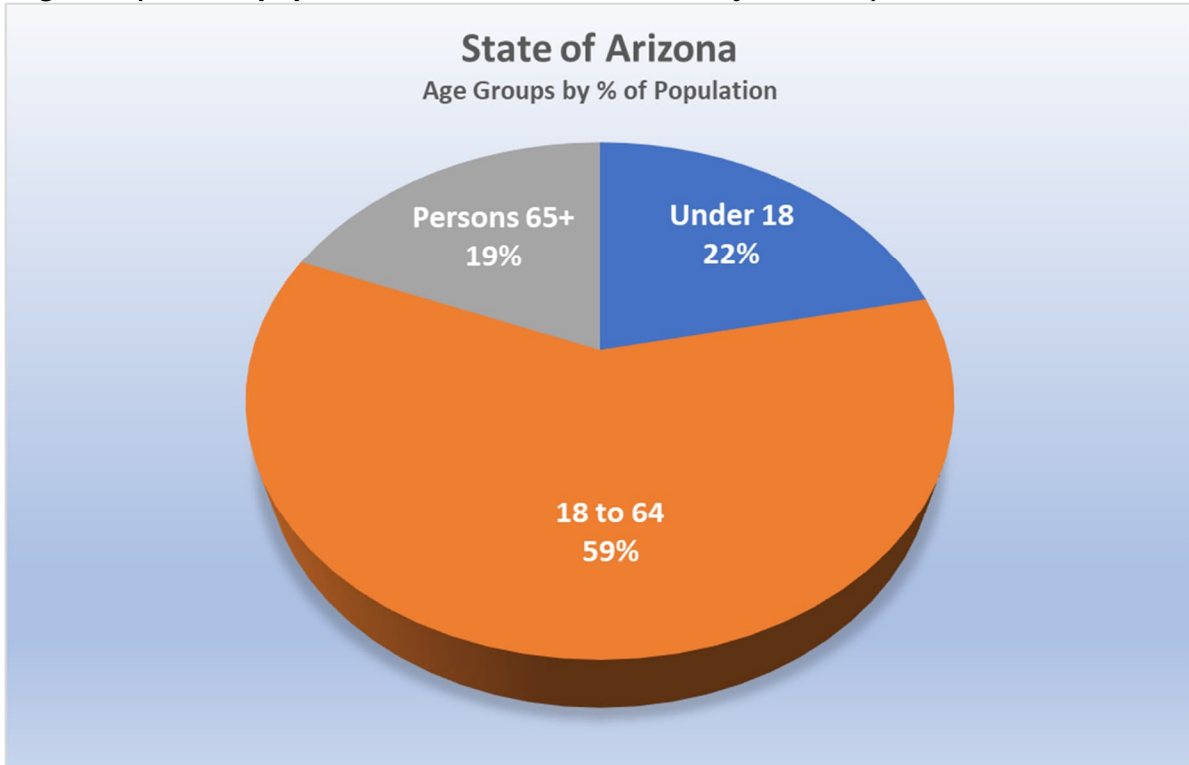
**Figure 2 (Prescott's senior populations in three age categories)**



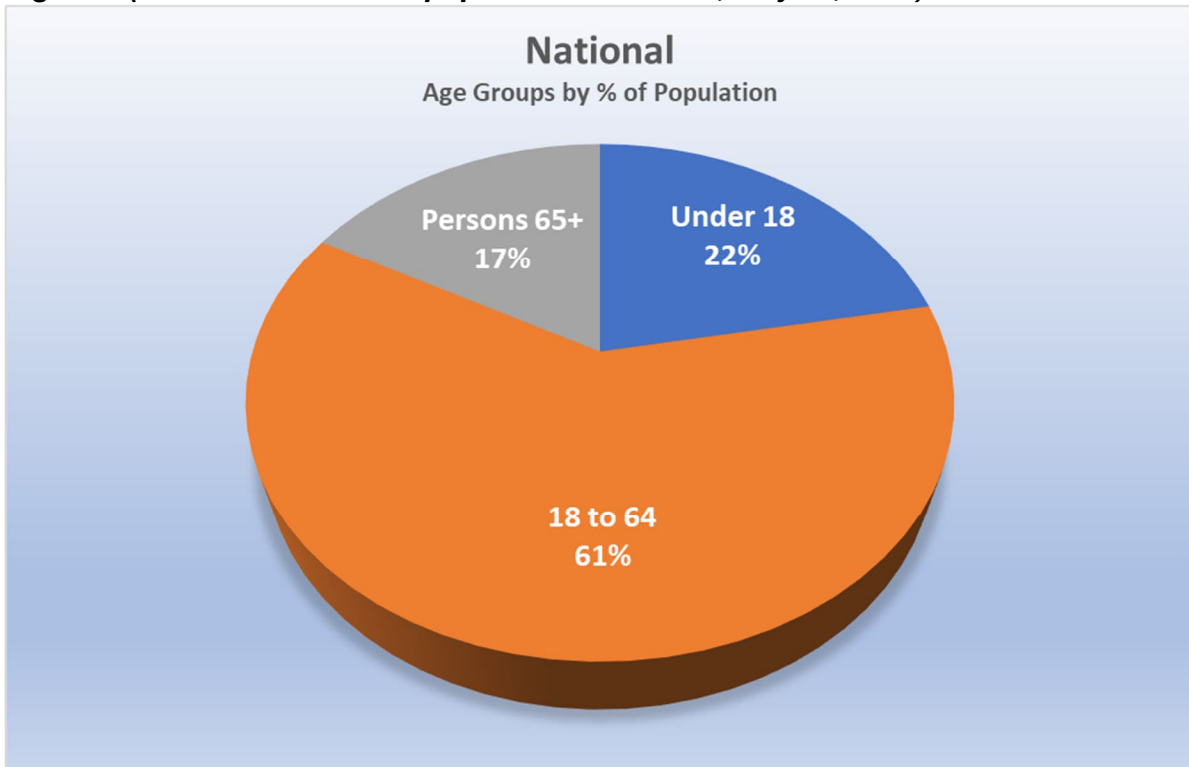
**Figure 3 (2022 American Community Survey 5-year Estimates)**



**Figure 4 (Census population estimates, Arizona, July 1<sup>st</sup>, 2023)**



**Figure 5 (National US Census population estimates, July 1<sup>st</sup>, 2023)**



### **Working age individuals makes up 47% of total Prescott population**

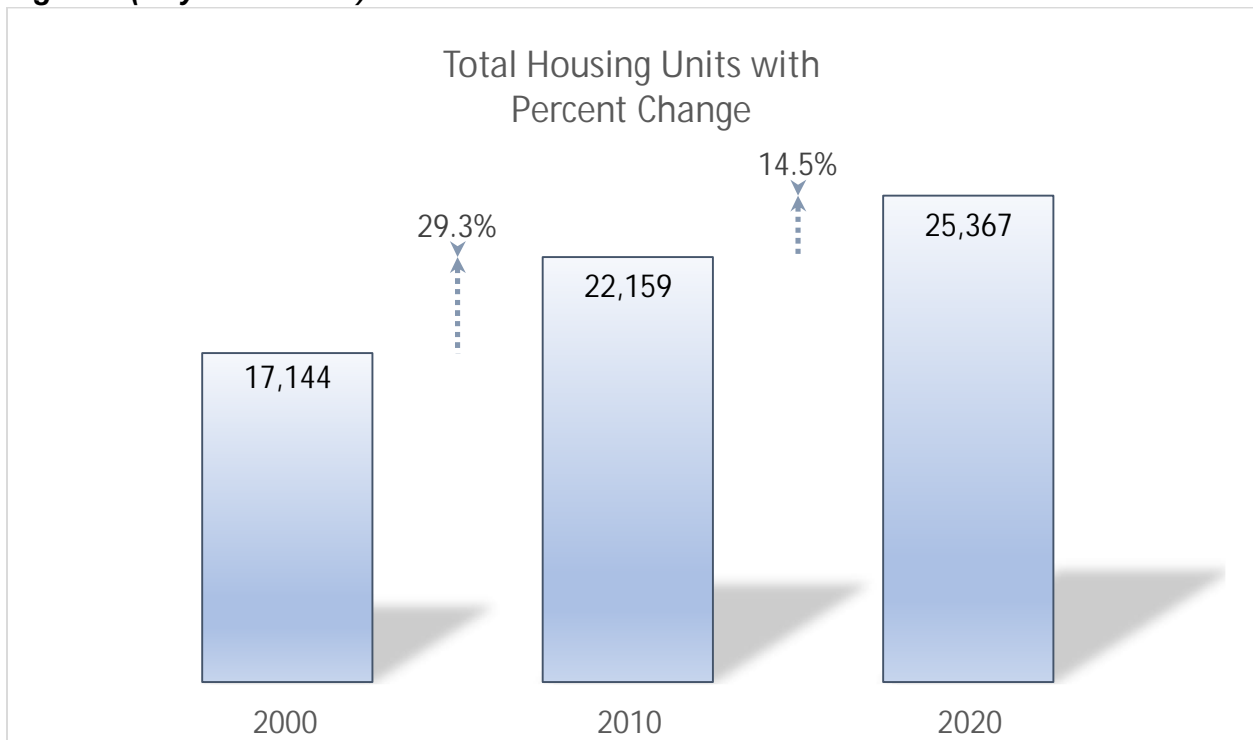
Another contributing factor to declining age diversity has been a growing lack of low to moderate income housing options available in the community. These concerns are noted in the 1990, 1997 and 2003 General Plans. Providing for the housing needs of a balanced community has been and remains a particular challenge in Prescott due to the growing percentage of the retiree population. Balanced housing needs require the promotion and availability of a variety of housing types and encouraging sufficient numbers of housing units to all income groups. This is a direct result of the aging demographic trends.

In the last decade, market-based housing development in Prescott consistently favored large single-family home in large lot subdivisions. However, with Prescott remaining a retirement destination, smaller houses on smaller lots may occupy a greater share of the market in the next decade. This is a trend that has continued and must be met with strategic planning and action in order to ameliorate the impacts to the community.

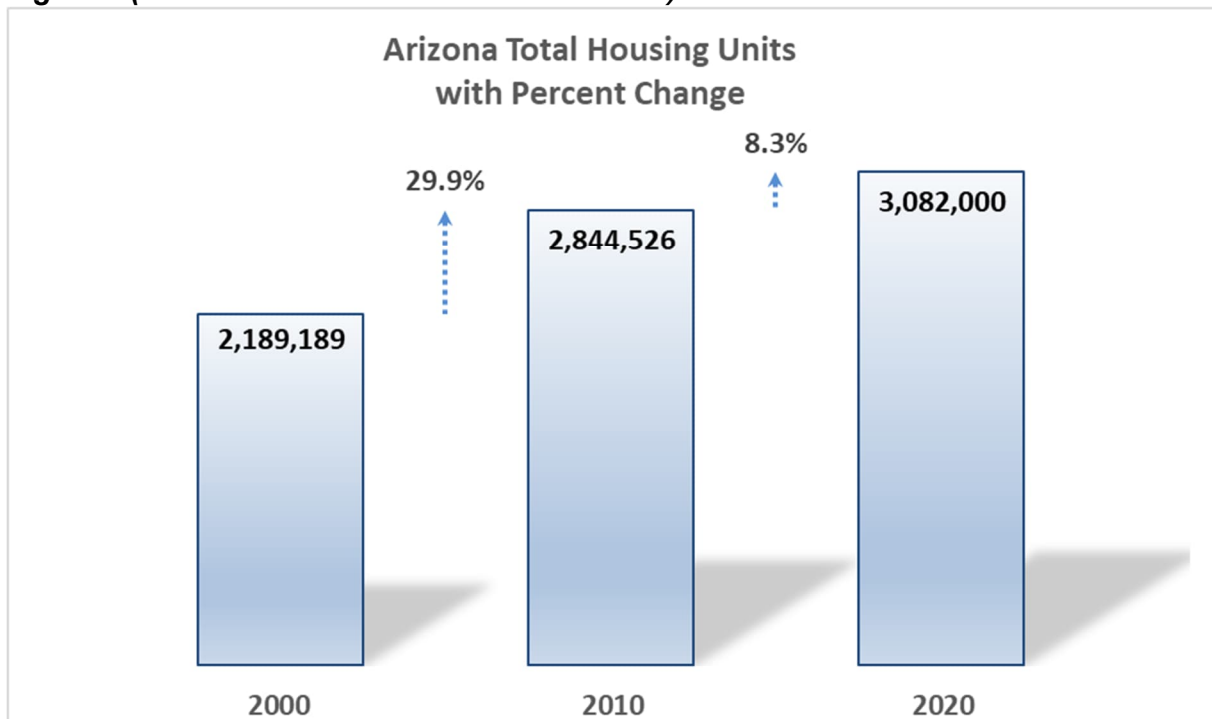
### **Housing trends: variety, affordability and quality**

Prescott's housing stock varies in price, style, and quality depending on the neighborhood's age and location within the city. The earliest neighborhoods near downtown were built on a compact grid of small lots with modest-sized homes, many with access to mixed-use corridors - a pattern still seen today in the city's core. However, starting in the late 1970s, suburban-style subdivisions on larger lots emerged on the outskirts and rapidly expanded through the 1980s/1990s economic boom, providing new single-family housing stock. This lower-density suburban growth continued until constrained by the 2007 economic downturn. According to Census data, total housing units grew from 17,144 in 2000 to 22,159 in 2010, an increase of 29.3%. Growth slowed to 14.5% between 2010 and 2020, from 22,159 units to 25,367 units.

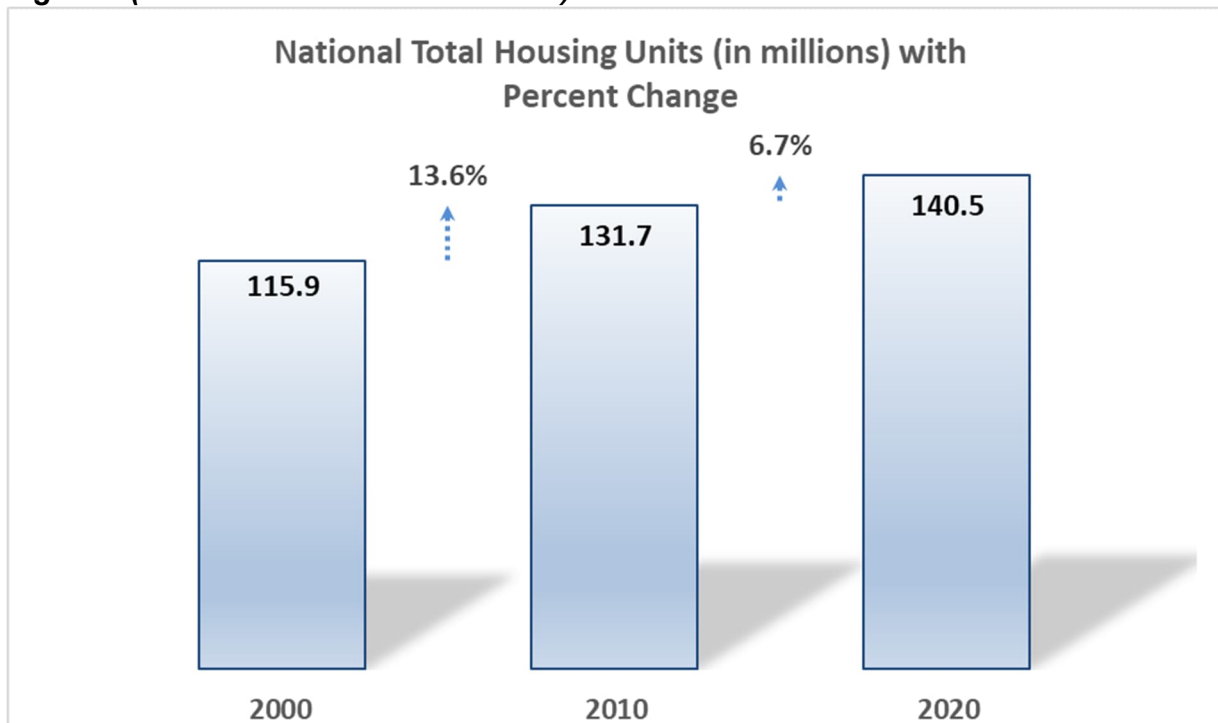
**Figure 6 (City of Prescott)**



**Figure 7 (State of Arizona data from US Census)**

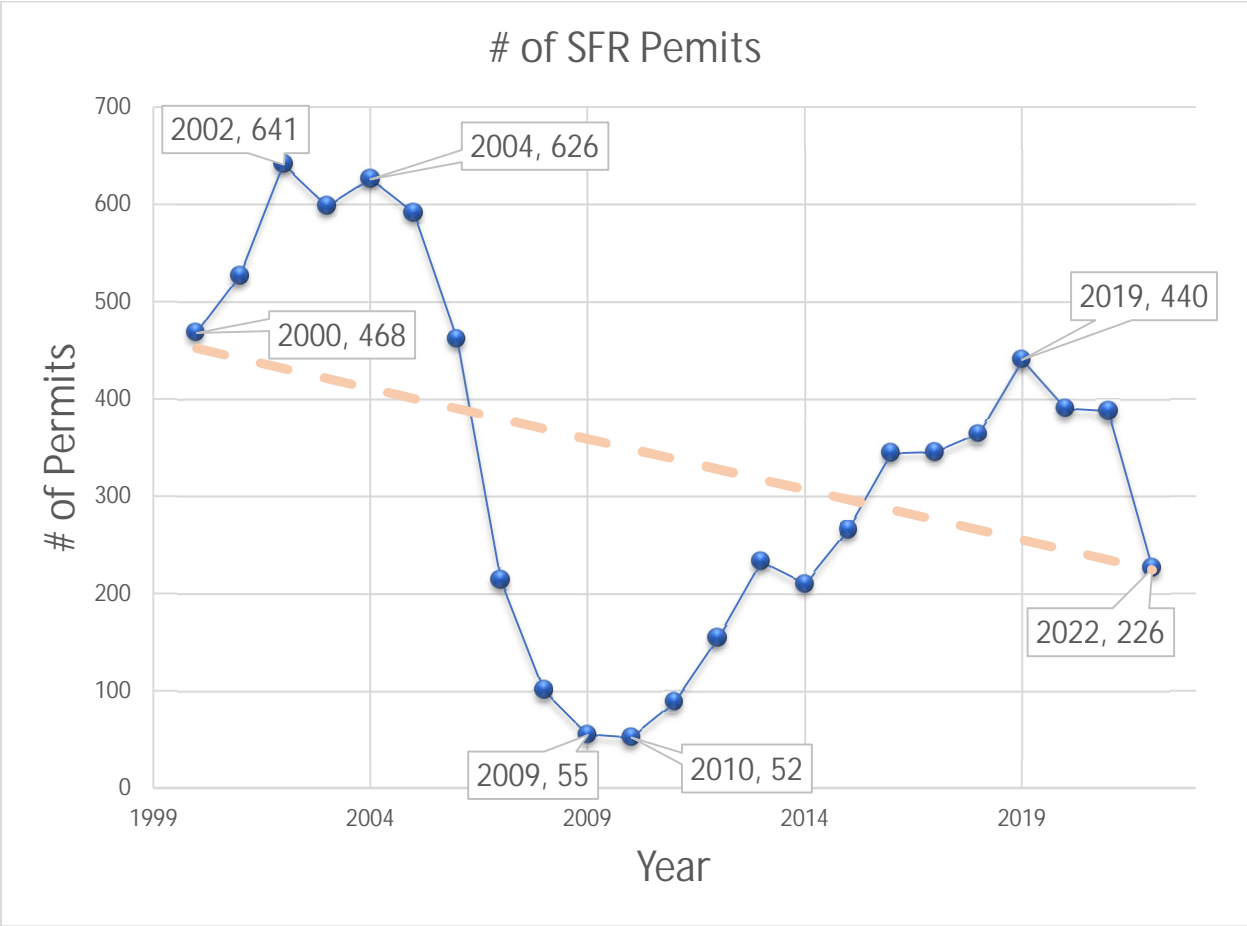


**Figure 8 (National data from US Census)**



In the early 2000s, Prescott saw record numbers of single-family housing permits, with totals peaking at 641 in 2002, 598 in 2003, and 626 in 2004. However, permits dropped dramatically during the Great Recession, hitting a bottom of just 52 single-family resident (SFR) permits issued in 2010, reflecting the housing crisis severe impact on new construction. Though single-family permits rebounded to 233 issued by 2014 as home building resumed post-recession, they peaked again in 2019 with 440 SFR permits issued that year. However, most likely due to the COVID-19 pandemic, housing permits issued once again dropped rapidly. In 2022, only 226 SFR permits were issued. (See Figure 9).

**Figure 9 (City of Prescott Building Department)**

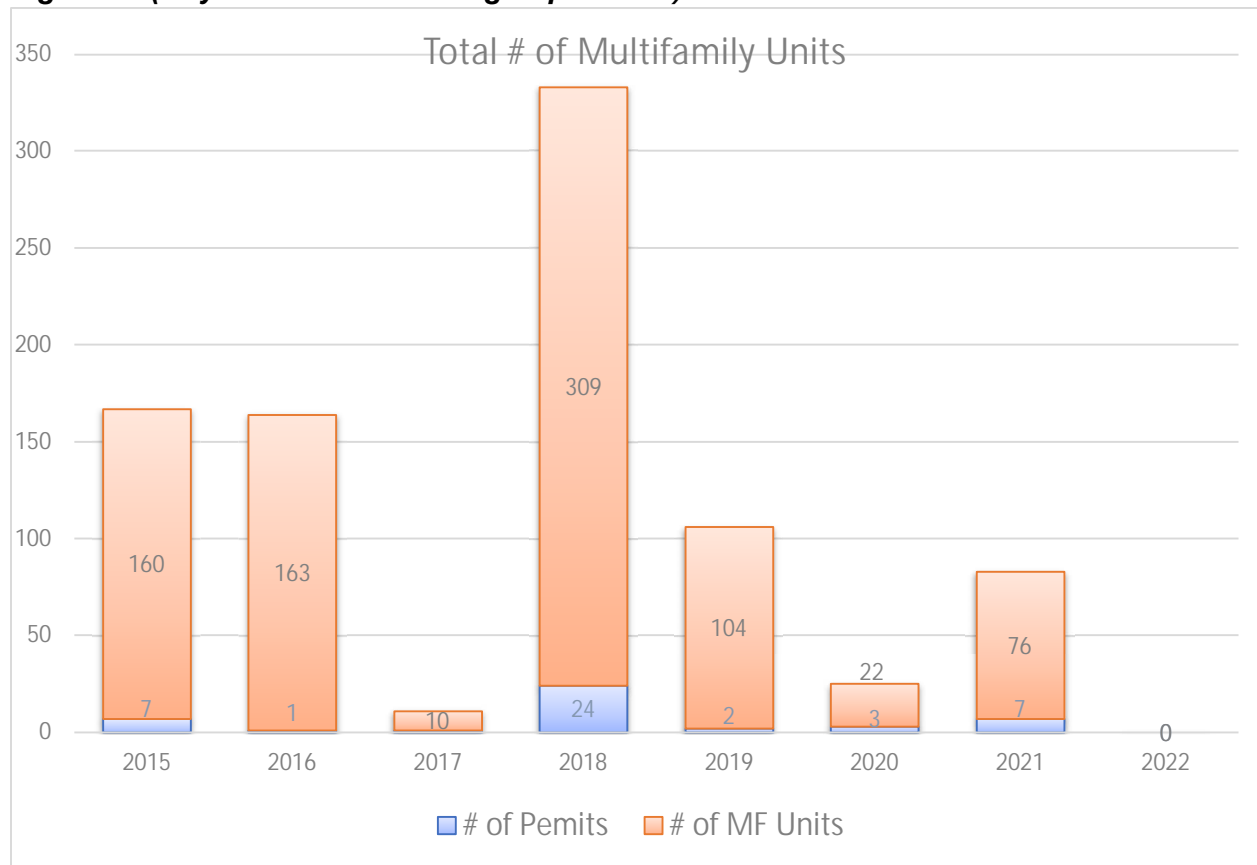


Compared to single family residential construction, there was limited multi-family residential development from 2000 to 2014 in Prescott. According to building permit data, many years saw zero multi-family permits issued, reflecting a lack of focus on this type of housing during this period. With so little multi-family housing construction, Prescott's housing availability was negatively impacted. There were major zoning issues, including lack of appropriately zoned multi-family sites and difficulties rezoning to higher densities. Impact fees and other costs that substantially increased on a per unit basis also discouraged multi-family projects. Additionally, community opposition to proposed multi-family housing was significant during this period. Of primary concern were higher densities, traffic impacts, effects on neighborhood aesthetics, property values, possible loss of open space, potential increased crime and threats to existing neighborhood character. While these are concerns, they are not all necessarily based in fact. Education on the true impact of development of low- and moderate-income housing should be a focus to build community consensus and steward future healthy, balanced growth.

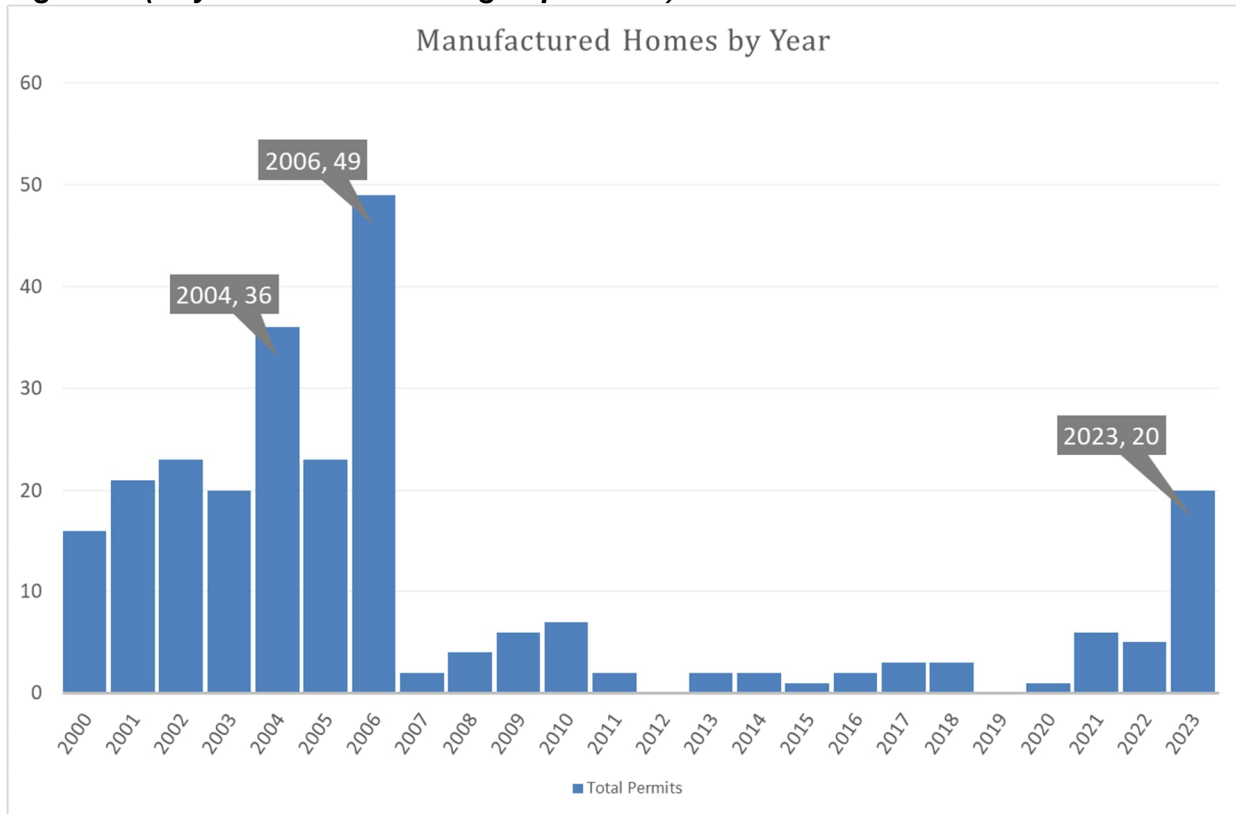
From 2015 to 2021 there was an encouraging uptick in multi-family permits issued in Prescott. However, in 2022 no new multi-family construction permits were issued (see Figure 10). The demand for multi-family housing significantly outweighs the limited supply. There have been a few

higher-end multi-family projects, senior care complexes, and built-to-rent projects constructed in recent years. A recent development in Prescott is the built-to-rent product. Currently, two built-to-rent projects are built to rent projects moving through the approval and construction process. These units are intentionally built as a rental product that is small and detached with a single-family, cottage-like feel. As the name implies, these built-to-rent projects are constructed on a single large parcel and, instead of being stacked vertically, the units are nestled closely together to maximize density.

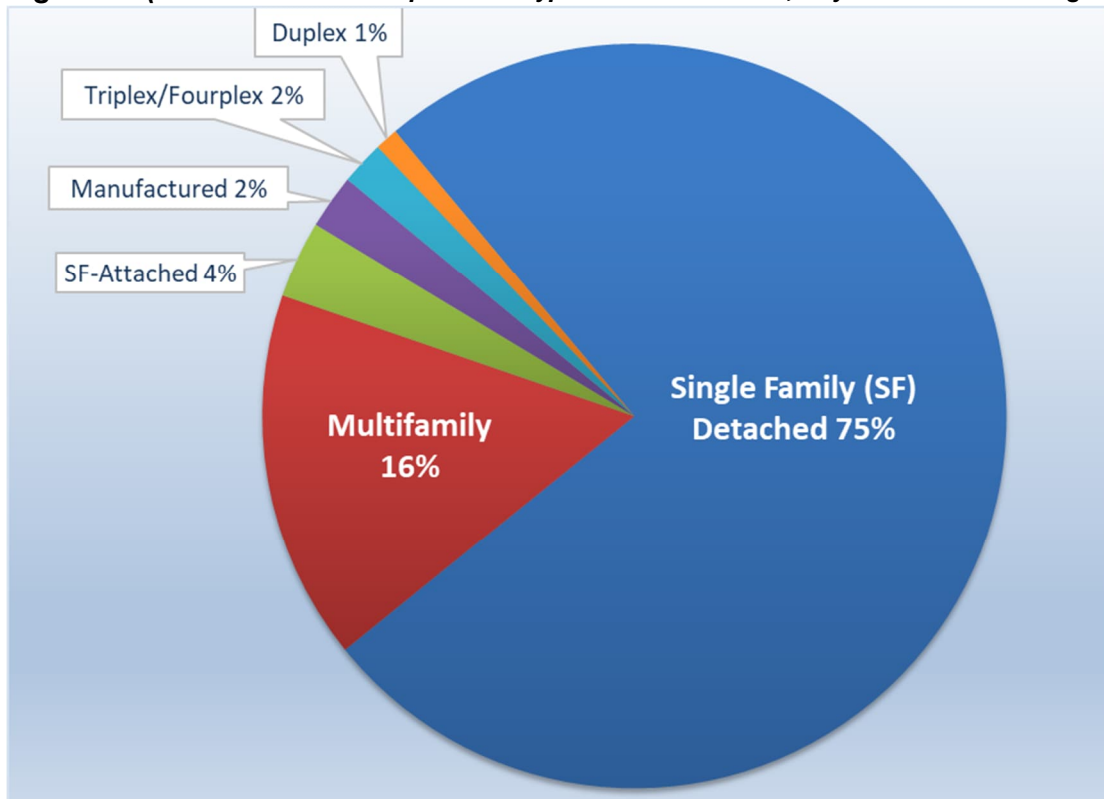
**Figure 10 (City of Prescott Building Department)**



**Figure 11 (City of Prescott Building Department)**



**Figure 12 (Percent of Total Units per Build-Type from 2000 to 2023; City of Prescott Building Department)**



However, overcoming remaining barriers such as zoning issues, extended timelines for current Water Management Policy processes, development costs, and community opposition will be key to further expanding multi-family and other housing options moving forward.

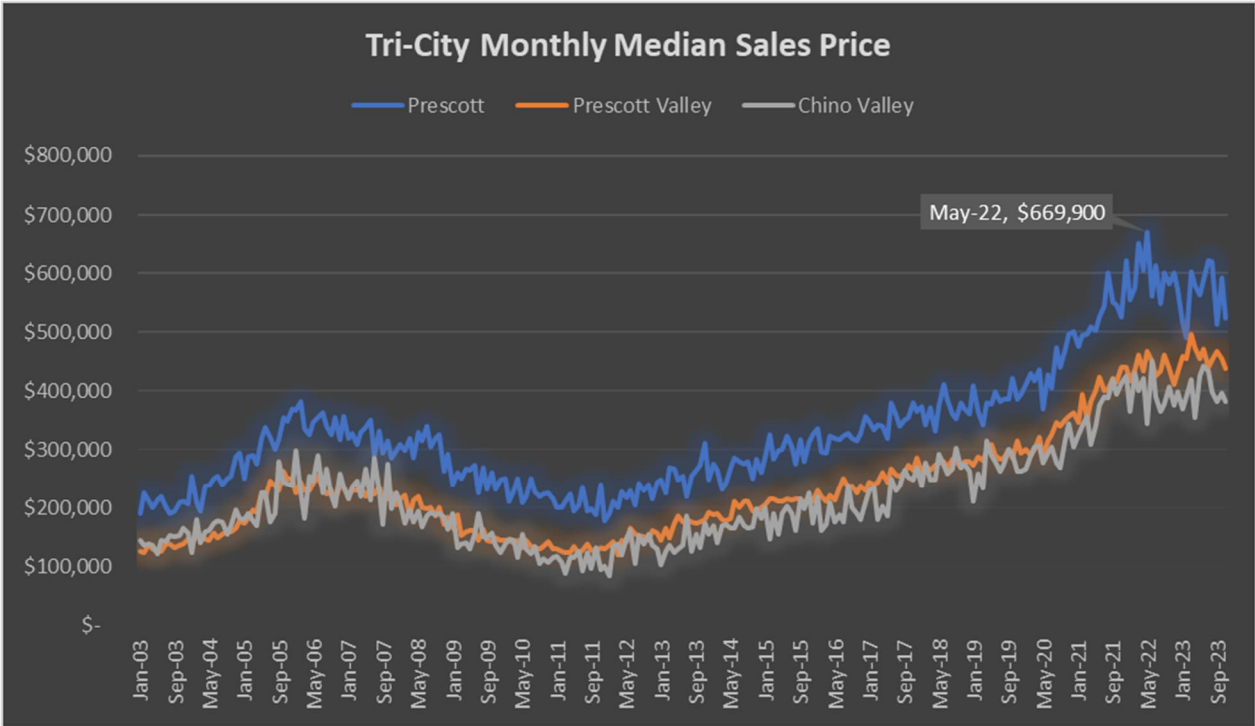
### **The Issue of Housing Affordability in Prescott**

The issue of housing affordability began decades ago, but there have been no real sustainable solutions offered as many communities, including Prescott, continue to grapple with this. As of December 2022, the Arizona Department of Housing estimates that Arizona alone is nearly 270,000 units short of the current demand for housing (Simplot, 2022).

In the Fall of 2022, the City of Prescott's Human Resources Department conducted a city employee survey focused on housing. Out of the 235 employees taking the survey, 41% stated they live in the City of Prescott. The majority of employees living outside the city limits desired to reside in Prescott but find it an impossibility due to high housing costs. Of those surveyed, 76% stated difficulty finding housing. As of January 2024, the City of Prescott's Workforce Housing Committee estimates a housing deficit for workforce housing of 1,200 to 1,500 units.

According to the Prescott Area Association of Realtors (PAAR) the median price of a home sold in Prescott is \$523,000 (November 2023). Prescott Valley's median sales price is \$437,000 for the same period. According to the National Association of Realtors (NAR), the national median sales price is \$391,800. The below figure (Figure 13) shows the median home sales price in the Tri-City area dating back to 2003.

**Figure 13 (Prescott Area Association of Realtors)**



Homeowners and renters in Prescott are spending a greater portion of their income on housing compared to the state average. It is common knowledge that the surrounding towns of Dewey, Prescott Valley, and Chino Valley have acted as ‘bedroom communities’ for the workforce that supports the services within the City of Prescott. However, with high mortgage loan interest rates and high average home sales prices, even these communities have virtually no housing options to offer the average working family. Without housing to support the workforce in an area, recruiting that workforce becomes more difficult especially when potential workers are from out of the area and need to relocate. As with recruitment, retention may also become an issue that impacts service levels for all industries by the lack of a quality workforce as these workers will become displaced to areas with a lower cost of living and more housing options. Therefore, it is vitally important to establish policies that support the construction of housing that is conducive to the workforce, reduces any regulatory hurdles that discourage the potential for workforce housing, and investigates alternative construction methods or materials that ultimately decreases the cost for the homebuyer.

**Formulating Workforce Housing Solutions for the City of Prescott**

This issue requires the implementation of various strategies to begin moving the needle on the workforce housing crisis. It cannot be solved by just Prescott, neighboring jurisdictions, nor the private developers and builders. It requires both a regional public effort and private stakeholders to come together with the community to push these types of projects forward.

As housing costs outpaced incomes over recent years, Prescott recognized the growing challenge for teachers, healthcare workers, public safety officers, hospitality staff, construction crews, and other working residents hoping to live near their jobs. To promote a healthy and vibrant community accessible to this vital workforce, the City assembled the Workforce Housing Committee. Their vision is to plan and preserve workforce housing solutions meeting the needs of Prescott. The committee aims to complete a housing needs assessment for key stakeholders, plus outline goals and tangible strategies to expand workforce housing locally.

There are various strategies that should be employed to ameliorate this issue ranging from underlying zoning flexibility, prioritization for these projects within adopted code and policies, to site layout and design approaches, to working with builders to investigate new technologies in construction techniques and methods. Production strategies may be helpful, such as developer incentives targeted to increase the supply of housing for potential workforce households at or below the median income.

Council could consider a Workforce Housing Policy. This policy could propose a recommendation that new developments and commercial facilities include a percentage of workforce housing units, or a fee-in-lieu of units, per project. The policy could also encourage the prioritization of annexations that present higher-density workforce housing development, and encourage housing products of all types including single-family, manufactured or factory-built, townhomes, other multifamily housing products.

To further incentivize workforce housing, the current Water Management Policy could be revised to include prioritizing workforce housing projects. Developers, builders, and lenders are hesitant to move forward on projects that do not yet have all entitlements, in this case water. By prioritizing the approval of water for workforce housing projects, this will greatly encourage these developments to move forward.

The City of Prescott can improve its housing stock, which will in turn benefit workforce housing, in an expeditious manner by amending its code regarding accessory dwelling units (ADUs). An accessory dwelling unit (ADU) is a smaller, independent residential dwelling unit located on the same lot as a stand-alone (i.e., detached) single-family home. Other terms for ADUs include: guest quarters, granny flats, and in-law units. At this time, ADUs are prohibited from being long term rentals in all residential zoning districts within the City of Prescott. A long-term rental is defined as a tenancy of greater than 30 days at a time for the purpose of adhering to regulations set forth for short term and vacation rentals by ARS 9-500.39. A recommendation is to amend the code to allow for long-term rental ADUs.

Additionally, as was stated in the 2015 General Plan, a county-wide housing authority may be an effective way to influence the balance and affordability of housing. However, there are other organizational frameworks that could pull many regional stakeholders together, such as forming a community land trust, or partnering with a housing counseling agency. Regardless of the type of organization to be formed, Prescott should support the creation of a regional housing organization.

Economic development and the creation of better paying jobs in the community will raise the average household incomes and could afford families access to a greater range of housing choices. Various strategies to promote higher density development and more compact forms may reduce housing production costs and consumer prices. The rehabilitation, restoration and

preservation of existing housing stock will support a greater diversity of housing options, price ranges, maintain the quality of housing stock, and maximize existing infrastructure investments.

Other challenges to the integrity and character of residential areas must be monitored and addressed as needed. Business uses infiltrating into established residential areas can have adverse effects on the peace and quiet of neighborhoods. Uses that operate in a manner significantly different than traditional single-family homes may require regulation and enforcement to a higher degree than typical residential uses.

### **Urban development issues**

Until the 1980s, most residential subdivisions in Prescott were designed using a 7,500 to 9,000 square foot lot size. A median lot size of 22,000 or more square feet has been typical in recent years. Likewise, typical dwelling size has undergone a transformation from an average of 1,760 square feet during the '70s and early '80s to an average of more than 2,800 square feet by 2000. In late 2007, the economic slowdown caused the construction of new housing to cease. However, new residential development appears to be resuming this pattern in Prescott of high-end single family residential, in low density, large lot subdivisions located predominately away from the City center.

A lower density form of development can also increase the community's dependence on the private automobile as a means of transportation, with the corresponding increases in traffic volumes and demand on the road network.

This continuing preference for large lot, low-density subdivisions, is a pattern typical of suburban development which has been termed "sprawl." The lower density, combined with the trend to locate these neighborhoods at the urban fringe (as opposed to infill development) places greater demands on water, sewer and road infrastructure with more main-lines, longer main-lines and more lane miles of roads. Most of the initial costs are passed on to the home buyer and result in higher housing costs. However, all City residents inherit the costs for maintenance in perpetuity of this infrastructure.

While recent residential growth has followed this suburban pattern, new policies should aim to diversify housing options moving forward by promoting higher-density and multi-family development. As is the case with many multi-family developments, higher-density, or clustered single-family, developments can reduce costs on infrastructure improvements overall.

Successful clustered housing developments in Prescott include the following:

Tanglewood Estates: - Recommend the Consultant firm help us with pictures – perhaps like a nice one of the monument sign, if they have one





Cottages at Prescott Lakes:





Manzanita Village:





Reducing impediments to in-fill by clustered or other compact development types can encourage a wider variety of housing types to be built and improve the balance of housing available in the community. There are many vacant lots scattered throughout Prescott that offer opportunity for smaller scaled developments. Many of these in-fill lots offer existing water, sewer and road infrastructure that reduce the costs of development. However, there are many large parcels left vacant due to infrastructure design or construction challenges.

### **Effects of Zoning**

Generally, zoning is used to separate industrial, commercial and residential uses and assumes that these use categories are incompatible with one another. Traditional zoning will control development density through parameters such as floor-area ratio, dwellings per acre, setbacks, parking ratios and automotive traffic flow.

Rezoning applications to increase density, allowing more homes per acre, are often met with opposition from neighboring residents. Decreased density encourages sprawl and discourages

sustainable compact developments such as high-density single-family subdivisions, clustered homes, manufactured or factory-built homes or multi-family housing. There is a diminishing supply of developable land zoned for these housing types. Planned Area Development (PAD) provisions of the Land Development Code encourage the production of townhouse, clustered and patio lot housing units, however, relatively few of these housing types are available in Prescott. Housing affordability and workforce housing will require a change in zoning in most areas to allow the addition of high-density housing choices.

### Goals and Strategies:

Proposed Short Term Goals (1-3 years) [NOTE: May need to modify content once Council approval is received – in case there are any changes they desire].

1. Pursue Match Funding for a Full-Time Workforce Housing Facilitator Position OR Engage a Third Party to act in this role.
2. Formalize a Third-Party Stakeholder Organization Group
3. General Plan Housing Element Draft
4. Create Two Separate Incentive Packets: One to Encourage Developers/Builders and the other to Help the Workforce Know What Options (i.e. Financial Programs, Housing Programs, etc.) Are Available
5. Research the Best Financial Program Solutions for the City and Stakeholders
6. Accessory Dwelling Unit (“ADU”) Code Revision: Work with Planning Staff to Propose Code Modification that Encourages and Incentivizes ADU Construction to Increase Supply for Long-Term Rentals that can Serve Workforce Housing
7. Create a Workforce Housing Policy for Council Consideration: Research Ways to Prioritize Workforce Housing Projects within Current City Policies (i.e. Water Management Policy), as well as in Current City Codes (i.e. Building and Wildland Urban Interface Codes), and Research Voluntary Contributions from New Commercial and Other Development Projects (i.e. Housing Projects include percentage of Workforce Housing, Hotels include Housing Options for Employees, or other Contribution)
8. Create a City Program similar to the Yavapai County Home of My Own Program
9. Community Outreach: create a communications plan
10. Set Up a Fund Account for Workforce Housing: Similar to “Change for the Better;” recommend that Council Direct Staff to Create Account and Explore Ways to Seek Out Funding such as Donations

### Long Term Goals (3-5 years) :

1. Facilitate or Partner in Creating a Tangible Product

Objective 1: Identify Partners and Project Specifics (i.e. Land, Product Type, etc.)

2. Create a Regional Workforce Housing Strategic Plan

Objective 1: Using Formalized Third-Party Stakeholder Group, Create Draft

3. Identify the Number of Units Needed

Objective 1: Use Data Already Collected to Inform Current Need and Research Future Need

Objective 2: Identify Regional Partners and Solicit Feedback on Housing Units Needed Now and Into the Future

Cited Sources

Journal Record Staff. (2023, August 29). Company plans affordable housing complex in OKC. Journal Record [Oklahoma City, OK], NA. <https://journalrecord.com/2023/08/company-plans-affordable-housing-complex-in-okc/>.

Simplot, T. (2022, December 8). 2022 Annual report. 2022 Annual Report | Arizona Department of Housing. Retrieved from <https://housing.az.gov/2022-annual-report>

**Editor Notes for additional changes:**

- Incorporate general plan open house/survey responses on this issue. Excerpt from 2015 General Plan on this matter:

General Plan survey respondents indicated support for accommodating the housing needs of all income levels and family types in the community and support compact development types, mixed use areas and transit friendly development to accomplish this goal. However, market development trends indicate a continuing preference for low density, large lot single-family home subdivisions in Prescott. The conflict between General Plan goals of providing housing for all incomes, ages, and special needs groups and the continuing direction of current market trends suggest that housing affordability will continue to be an issue in Prescott. Housing needs and affordability are discussed further in the Land Use, Growth Area and Economic Development elements.



TO: MAYOR AND CITY COUNCIL  
AGENDA: January 31 General Plan Committee Meeting  
DATE: January 31, 2024  
DEPT: Community Development  
ITEM #: 4.C  
SUBJECT: Discussion, Review & Comment Regarding the  
Community Quality Chapter of the General Plan.

## ITEM SUMMARY

Staff will review the Community Quality Chapter draft with the Committee in order to seek feedback and comment regarding the draft plan. This chapter consists of Police, Education, Library, Community Center, Healthcare, and Arts & Culture.

## BACKGROUND

None.

## FINANCIAL IMPACT

There is no financial impact.

## RECOMMENDED ACTION

This item is for discussion only. No formal action will be taken.

## ATTACHMENTS

1. Community Quality



## Community Quality

Prescott is a desirable place where people want to live, work and play. Contributing to the quality of the community is an environment with high-quality air and potable water, health care and education systems, as well as unique historic character and diverse cultural amenities. This element addresses the importance of each of these contributing factors in keeping Prescott a place where families and neighborhoods flourish. Also addressed is the quality of local government and its relationship with its citizens.

### **THE PRESCOTT POLICE DEPARTMENT**

The Police Department strives to serve the citizens of Prescott with respect, fairness, and sensitivity. The Department provides quality police service in partnership with other members of the community through innovative police practices and pro-active problem solving techniques. The Police Department is committed to the prevention of crime; preservation of peace, order & safety; enforcement of laws & ordinances; safeguarding constitutional rights and strives to attain the highest degree of ethical behavior and professional conduct at all times.

Police Officers are committed to an aggressive response to criminal activity throughout the City in a manner consistent with safeguarding the rights of all citizens. In order to provide an effective visible presence; criminal identification, apprehension & prosecution; and the effective movement of vehicular and pedestrian traffic within the department's jurisdiction, the Prescott Police Department embraces Directed Patrol Activities, Problem Solving Policing Strategies and Community Policing Concepts.

Directed Patrol Activities is a police management strategy designed to increase the productivity of patrol officers through the analysis and evaluation of patrol techniques. Officers are directed to patrol targeted areas and focus on specific activities. Problem Solving Policing Strategies combine multiple strategies for a comprehensive community policing approach. Community Policing consists of two core components, community partnership and problem solving. The Prescott Police Department is committed to providing the best service in the region.

Education opportunities for the community and the fostering of informational exchange are performed through programs such as Business and Block Watch, Security Surveys, Shop with a Cop, The Role Model Scholarship (Prescott High School) and Crime Prevention through Environmental Design. These programs lead to partnerships which result in a team approach to the problems that adversely affect our community.

The Community Services Section of the Police Department is a work group dedicated to community policing and actively works with community members to solve issues and problems in our city. Through the efforts from both community members and officers, a team approach is taken to form ideas resulting in a process where both officers and community members take ownership of the problem. The

Prescott Police Department will continue to build relationships and partner with its community members in order to fulfill its mission to protect life, property and the rights of those in our City.

**Prescott Police Department Goals and Strategies**

**Goal 1 Safe Community-** Provide superior level public safety service through data informed response to crime and community needs with a focus on quality of life and crime reduction.

**Strategy 1.1** Analyze trends in criminal activity and community needs to ensure an effective police response.

**Strategy 1.2** Create and maintain recruiting and retention plans based on 3-year projection of future needs.

**Goal 2 Organizational Excellence-** Be an industry leader through innovation and cooperative organizational leadership.

**Strategy 2.1** Obtain and maintain appropriate levels of staffing to reduce crime and provide the highest level of public safety service in our region.

**Strategy 2.2** Training

Strategy 2.3 Equipment

Strategy 2.4 Quality of work life

**Goal 3 Communication with internal and external partners.**

**Strategy 3.1** Outreach programs- citizen academy, Coffee with a Cop, National Night Out

**Strategy 3.2** Internal Communication- quarterly supervisor meetings, Chief updates, consistent communication

**Strategy 3.3** Online- maintain police department website, improve citizen reporting, provide annual report to community, methods to provide feedback online.

**Goal 4 Effective Partnerships.**

**Strategy 4.1** Mental Health and Wellness- Resources for both citizens and employees

**Strategy 4.2** Law Enforcement Partnerships- Surrounding law enforcement agencies, State and Federal

**Strategy 4.3** Professional Partners- YRMC, probation, schools, businesses

**Goal 5 Upgrade facilities, infrastructure, and technology:**

- Strategy 5.1** Reorganization and remodeling of current police facility to create new workspaces based on the need of a new station and sub-station.
- Strategy 5.2** Identify a new communication center location and building to move from the downtown area.
- Strategy 5.3** Full evaluation of current RMS/CAD system and look for enhancements and/or other systems for improved efficiencies.
- Strategy 5.4** New police station co-located with the Yavapai County Sheriff’s Office and the Prescott Fire Department on land located on Prescott Lakes Parkway.

**Education**

There are three campus-based institutions of higher learning located in Prescott - Embry-Riddle Aeronautical University, Yavapai College and Prescott College. Local colleges can draw high-end economic development to Prescott by providing an educated workforce. In some cases, providing for the needs of a specific industry, such as Embry-Riddle’s aeronautics curriculum, which is a benefit to the Prescott airport. Yavapai College provides workforce development through a trade school curriculum catered to the Prescott area. This provides a connection to Prescott’s economic vitality. Yavapai College creates a \$131.2M economic impact on Yavapai County per an independent study conducted in August 2011. Prescott College contributes to a balanced workforce by providing higher level education and training through a Liberal Arts curriculum, which includes a limited residency Ph.D. program in Sustainability Education.

Educational hubs attract students from inside and outside of the area, bringing money into the community. Education, quality job training and skill development lead to high paying and diverse jobs with an improved standard of living. According to the National Center for Educational Statistics, the 2009 average annual earnings for a worker with a high school education or with a GED is \$30,000 while a two-year associate degree earns \$36,000. The median wage for holders of a bachelor’s degree is \$45,000. A well trained, well compensated, and diversified labor force contributes to a balanced and sustainable local economy. A positive community image will assist in attracting new job opportunities. Statistically, education directly benefits the community with reduced absenteeism, smoking, alcohol abuse, welfare, unemployment, and crime.

Coordinating the personnel needs of new and existing business with skills training programs creates a stable workforce. Demand-based training programs respond to the changing needs of the business’s community, transfer technology from education centers and will encourage the development of new businesses.

JTED is an acronym for Joint Technical Education District. Currently, there are twelve other JTEDs throughout the state of Arizona. The JTED functions as an independent school district with its own elected governing board. In Prescott, our JTED is known as the Mountain Institute, which also serves Ash Fork, Bagdad, Chino Valley, Humboldt, Mayer, Prescott Valley and Seligman school districts.

Mountain Institute has access to additional funding as part of the JTED. This funding provides students access to career and technical education courses significantly greater than any individual district can

provide. Charter school and home school students may also participate in JTED programs. The Mountain Institute JTED was approved by voters in the November 2008 general election and began classes in August for the 2009-2010 school year. Mountain Institute entered its fourth year of operation in July 2012.

### **Education and the Workforce Goals & Strategies**

**Goal 1** Collaborate with local schools, government agencies, businesses and colleges to improve the basic workforce skill level of their students and the workforce.

**Strategy 1.1** Work closely with Prescott Unified School District, private schools and colleges to support vocational and career counseling programs to improve the basic work skills of students and the workforce needs of the community.

**Strategy 1.2** Support closer working relationships with the Yavapai College Small Business Development Center, the Service Corporation of Retired Executives (SCORE), Office of Workforce Development and the Small Business Development Center to assist in the encouragement of entrepreneurial business development.

**Strategy 1.3** Work with the Yavapai County Workforce Investment Board to take advantage of their workforce development programs.

**Goal 2** Work with all public and private educational institutions to attract and retain commerce and industry with higher level jobs with higher salaries.

**Strategy 2.1** Explore the formation of a committee with representatives from the City, businesses and educational institutions to study opportunities and strategies to improve the job base.

**Strategy 2.2** Develop a business retention policy tied to Small Business and Work Force Development programs sponsored by local agencies and higher education institutions.

**Strategy 2.3** Participate in periodic business retention/expansion surveys to determine existing employers needs for increased or re-trained workforce.

## **Library**

The Library serves as a cultural, informational, educational and recreational center for the city and surrounding areas. The library was one of the founding members of the Yavapai Library Network serving more than 50 public, school, academic, and special libraries through technological connections.

The library provides free access to print and electronic library resources, programming for citizens of all ages, regional information, significant business-related resources, and special services to the handicapped population. Library staff also provide group instruction and one-to-one instruction on using personal devices and accessing electronic information from the library webpage. In addition, the Community Specialist Librarian provides assistance in navigating and providing information relevant to changes in life circumstances.

Although the book and traditional library functions remain the core of library services in Prescott, offsite access is provided to patrons and visitors through a combination of electronic resources, wireless connectivity, downloadable audio and e-books and dispersed book drops.

The Library serves as an anchor for downtown Prescott, daily bringing well over a thousand people to the center of Prescott. The current library provides services and spaces to meet the public’s need for books and periodicals, quiet reading areas, Internet access, and public meeting spaces, as well as expanded cultural opportunities.

### **Library Goals and Strategies**

#### **Goal 1 Resources and Opportunities**

- Strategy 1.1            Diversify and strengthen program offerings to better connect with all segments of the community.
- Strategy 1.2            Diversify and strengthen outreach offerings to better connect with all segments of the community.
- Strategy 1.3            Reassess and build collections and online resources to better meet community needs.

#### **Goal 2 Space and Sustainability**

- Strategy 2.1            Create purposeful, flexible, and accessible spaces to meet the diverse needs of our community.
- Strategy 2.2            Reimagine internal and external spaces to promote social interaction and the library as a community hub.
- Strategy 2.3            Build community support for the library through marketing and speaking engagements.

#### **Goal 3 Service and Connections**

- Strategy 3.1            Communicate effectively with community members about library programs and services.
- Strategy 3.2            Increase educational opportunities for staff and maximize staff time and expertise to better serve patrons.
- Strategy 3.3            Continue to develop community partnerships to better serve community members.

### **COMMUNITY CENTER**

The Rowle P. Simmons Community Center, 1280 E. Rosser Street, is owned by the City of Prescott, and is home to two non-profit organizations; Adult Center of Prescott, Inc., and Prescott Meals-on-Wheels, Golden Age Nutrition.

It is the mission of the Adult Center of Prescott, Inc. to provide opportunities and facilities for social interaction, recreation, education, information and entertainment to the adult population of the greater Prescott area. Services are delivered by staff and volunteers under the direction of an executive director.

The programs offered are varied and change from time to time. Activities and classes include bingo, card games, dance, exercise, billiards and fitness rooms, arts and crafts, computers, cooking, free concerts and seminars, as well as a Thrift Store. The Adult Center also offers rental spaces which include a ballroom and meeting rooms for weddings, receptions, celebrations, parties, conferences, workshops and vendor expositions.

### **Art, Culture, and Museums**

For a town our size, there are a number of cultural and artistic attractions to attract visitors from all over to visit year-round. The City is filled with talented artists, galleries, and museums. Downtown has many galleries that are part of the emerging art scene and four separate Arts and Craft Shows on the Courthouse Plaza.

Three Museums:

- Sharlot Hall
- Museum of Indigenous People
- Phippen Museum

Four Centers:

- Prescott Western Heritage Center
- Granite Mountain Interagency Hotshot Crew Learning and Tribute Center
- Natural History Institute
- Highland Center for Natural History

Yavapai Community College Performance Hall

### **Healthcare**

Community Health Center of Yavapai (CHCY) is a Federally Qualified Health Center with locations in Prescott, Prescott Valley and Cottonwood. The CHCY provides primary medical care, gynecology/prenatal, dental services and limited mental health services. CHCY accepts patients with private insurance, Medicare, AHCCCS and no insurance. Patients who are uninsured and low-income pay for services on a sliding fee scale based on their income. CHCY is a partnership of the Prescott Free Clinic, Inc. and Yavapai County Government.

The Yavapai Regional Medical Center Prescott campus, known as YRMC West, is a 137-bed facility which is the cornerstone of the hospital's growing healthcare presence in western Yavapai County. YRMC West provides state-of-the-art technology and offers area residents the skills of more than 265 physicians, whose practices cover multiple specialties to benefit people of all ages. Hundreds of professional nurses, therapists, technicians, support personnel and volunteers play

an equally important role in the hospital's Mission to provide comprehensive, high-quality healthcare consistent with the needs of surrounding communities.

YRMC is home to a full selection of cutting-edge services, including The James Family Heart Center and the very latest imaging technology. These services complement a full spectrum of healthcare programs ranging from preventive medicine and advanced wound care, to cardiac rehabilitation, to infusion therapy and advanced respiratory care. A 24-hour Emergency Department, inpatient and outpatient surgical services and our highly respected Pendleton Centers all contribute to YRMC's growing reputation for excellence in healthcare.

At the forefront of every YRMC activity is an ongoing commitment to a Total Healing Environment ... "an environment in which the people of YRMC work with patients and their families to provide peace of mind and peace of heart, as well as physical cure or comfort, because we understand the indivisible relationship that exists between body, mind and the human spirit." This commitment has repeatedly earned national recognition for Yavapai Regional Medical Center.

### **Healthcare Existing Conditions**

An important aspect of the quality of life in any community is related to the quality and the availability of healthcare services, as well as the opportunity to maintain good health. In the Prescott area, healthcare encompasses a wide range of services and options, beginning with acute-care hospital services and experienced and capable physicians. Health care services also encompass "Rehab" and "Recovery" services. They are a part of the overall healthcare system, just as nursing homes & assisted living facilities are.

The many healthcare services and options offered through YRMC and the members of its Medical Staff are complemented by the programs and services offered by the Northern Arizona VA Health Care System, which is headquartered in Prescott. The VA provides a continuum of primary and secondary level medical, rehabilitative and long-term care to veterans residing throughout northern Arizona.

Healthcare in the Prescott area also encompasses a wide range of other specialists and services, including optometrists, dentists, natural medicine practitioners, and outpatient testing and treatment at every level of need. There is a strong selection of mental health services - both private and government-funded - along with programs and services to benefit developmentally disabled and physically challenged citizens of every age group and ability.

The City of Prescott is home to a growing number of retirees and senior citizens, and it supports this segment of the population with a comprehensive selection of services specifically tailored to senior needs. Exercise and wellness programs keep the elder population mentally and physically fit. A variety of assisted living facilities offer housing and lifestyle choices to meet a wide range of financial and personal preferences. Nursing home care is readily available to seniors who require specialized and/or around-the-clock medical attention.

For the younger and middle-aged generations, the Prescott healthcare community provides outreach services and programs which focus on everything from parenting skills and osteoporosis prevention, to anger management and diabetes care and prevention. Prevention, in fact, is taking on new meaning here and elsewhere as healthcare costs continue to rise across the board. Prescott is a leader in the prevention arena by virtue of offering the comprehensive options allowing individuals to play a key role in managing their own health and that of their families.

Prescott's healthcare providers provide an extremely strong foundation for Prescott's economy. Given the overall aging of America, healthcare dollars continue to play an important role in the local economy for years to come, just as Prescott's high-quality healthcare providers and the high level of healthcare services will play an important and crucial role in the community's continued prosperity and well-being.

### **Healthcare Concerns**

With about 50% of the City population being over 60 years old, the need for Healthcare is a concern for many residents in the community. In doing outreach and communicating with the residents, the ability to get into specialty doctors is becoming more difficult. Many residents stated that they have to go out of town in order to get a visit with a specialty doctor within a reasonable timeframe.

The Workforce Housing Committee has had communications with the Healthcare Industry in regard to housing and the ability to bring nurses and doctors to the area to fill the needs of the residents. With the cost of housing in Prescott and the lack of transit to bring employees in to Prescott from the surrounding areas, there is little incentive for perspective nurses and doctors to come to the area.