

City of Prescott

General Plan Review Committee



March 27, 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 **March 27, 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 the February 28, 2024 General Plan Committee Minutes.
Recommended Action: MOVE to approve the minutes as presented
- B. Presentation & Discussion Regarding the Economic Competitiveness and Prosperity Chapter.
Recommended Action: This item is for discussion only. No formal action will be taken.

5. **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 3/22/24 at 3:00 p.m. in accordance with the statement filed by the Prescott City Council with the City Clerk.

Sarah M. Siep

Sarah M. Siep, City Clerk



TO: MAYOR AND CITY COUNCIL
AGENDA: March 27 General Plan Committee Meeting
DATE: March 27, 2024
DEPT: Community Development
ITEM #: 4.A
SUBJECT: Approval of the February 28, 2024 General Plan Committee Minutes.

ITEM SUMMARY

This item is for the approval of the February 28, 2024 General Plan Committee meeting minutes. Staff recommends approval of the minutes as presented.

BACKGROUND

None.

FINANCIAL IMPACT

There is no fiscal impact regarding this item.

RECOMMENDED ACTION

MOVE to approve the minutes as presented

ATTACHMENTS

1. February 28, 2024 General Plan Committee Minutes



City of Prescott

General Plan Review Committee

February 28, 2024 | 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 p.m.

2. ROLL CALL

Terry Sapio, Chair
Don Michelman, Vice-Chair
Andre Carman
Mary Frederickson - Absent
Ralph Hess
Jim Huffman
Thomas Hutchison
James McCarver
Rod Moyer
Tom Reilly
Gary Worob

3. OPEN CALL TO THE PUBLIC

Member of the public JD Greenberg addressed the Committee regarding the need for public awareness of existing open space and its protection. She feels there needs to be more public involvement in the General Plan process and meetings, and thanked the Committee for their work on the General Plan.

4. DISCUSSION & ACTION ITEMS

- A. Approval of the January 31, 2024 General Plan Committee Meeting Minutes.
MOTION BY MEMBER REILLY TO APPROVE THE JANUARY 31, 2024, MINUTES WITH A SPELLING CORRECTION; SECONDED BY MEMBER MICHELMAN: PASSED (9 - 0) MEMBER CARMAN ABSTAINED.
- B. Presentation & Discussion from the City Planning Division Regarding the Land Use Section with Land Use Map.

Planning Manager George Worley introduced the goals and strategies for the Land Use Section. He reminded the Committee that the General Plan is a 10,000-foot view and more detailed plans can follow.

Chair Sapio asked if the plan will take into account what was discussed at the City Council Strategic Planning sessions.

Mr. Worley responded that it will be taken into consideration, the Council should

also take into consideration how the citizens vote regarding the General Plan for their future Strategic Plans.

Member Worob asked what the time frame is for the \$93,000 grant received for land use, especially climate and water. It is crucial to the vision and future for Prescott.

Mr. Worley replied that they are not sure yet, but believe it is still in the early stages.

Member Huffman commented that the zoning map and the land use map do not agree with each other.

Mr. Worley confirmed, the zoning map indicates the actual zoning of the property and the land use map indicates what is anticipated for the future.

Member Reilly asked for a description of the difference between a land use map and a zoning map.

Mr. Worley responded that a land use map is a determination of where the city wants something to go, it is future planning for land uses. The zoning map shows the current designations of the land use and controls land use through regulation.

Chair Sapio commented that the council is placing priority on land protection near the airport, and asked if that will change the maps.

Mr. Worley responded yes, he does likely see changes to keep planning for the future. The Planning Commission can recommend changes and the council can approve changes to the maps.

Member McCarver asked if the maps will contain area outside of the current city limits.

Mr. Worley responded that the city does look outside of its current boundaries.

Member Huffman asked how planning maps work with neighboring communities.

Mr. Worley replied they share their plans with the neighboring towns and the county and work together to make them match in land uses where their borders meet.

Member Reilly asked if the General Plan Committee should be making recommendations for the agricultural areas.

Mr. Worley responded that staff can bring the Committee options for the areas.

Member Hess commented that he believes it is ultimately up to the City Council on map change decisions. How often has it been required to change the land use map and what should be considered to prevent that from happening in the future.

Mr. Worley responded that when changes are requested they often do not require

a rezoning, it is something else like a subdivision plat change. Rezonings that do require a map amendment occur about one in five times, typically involving a transition from low-intensity use, such as single-family residential, to something offering more usage options, or an upzoning. The changes from higher to lower intensity are usually permitted by existing district definitions and allowed uses.

Member Worob commented about healthy communities, what are healthy communities, who is funding them, sounds like grants are made available to areas that promote a healthy community especially with open spaces. Feels Prescott is missing out on a lot of opportunities due to no full time grant writer, departments are left on their own with no support. Prescott is in the dark ages in this area.

Member Michelman added that Prescott Valley has completed their General Plan, is there anything from their plan that they are proposing that Prescott needs to take into account.

Mr. Worley responded, yes, they have looked at their planning maps to make sure opposing zonings are not placed next to each other in the neighboring communities.

Member Huffman requested an online series of maps that can be overlaid with the different map options.

Ms. DeWitt responded they will have the maps available online but will have to look into the interactive options.

Mr. Worley commented that they are looking for any ways to make the plan more interactive for the public.

Mr. Hutchison asked about zoning changes and the effect on property values.

Mr. Worley responded that the future land use map does not override existing zoning or property rights. If the map designates an area for a different use (e.g., commercial or high-density residential) than its current single-family zoning, property owners retain their rights. Changing these rights could require compensation if it diminishes property value, though such cases are rare.

Mr. Reilly asked if the Committee should be making recommendations today on suggested use for the vacant areas on the land use map, and if the topic could be placed on a future agenda so members can gather their thoughts on the topic and discuss at the future meeting.

Mr. Worley responded they can plan the topic for a future agenda, would like the Committee members comments either in person at the meetings or via email.

Mr. Reilly commented on the resiliency and sustainability land use segment, how are we addressing the topic with our neighboring communities since we are not in this effort alone.

Member Michelman asked how specific do we want to get in the General Plan.

Mr. Worley responded the General Plan is meant to be general.

Member Michelman commented that he thinks the city needs more commercial to support all the residential.

Ms. DeWitt introduced the section of Community Connectiveness.

Chair Sapio added he would like to include a goal for cellular connectivity to plan for locations for cell towers.

Mr. Worley suggested adding descriptions for areas instead of specific locations on a map.

Councilwoman Fruhwirth commented that a huge part is to protect property values. It is important to plan for cell towers so prospective property owners can purchase knowing there eventually will be a cell tower nearby.

Ms. DeWitt responded they can add that as a goal in the General Plan.

Member Worob commented that a strategy can be to evaluate and map out future areas for cellular technology connectivity.

Councilman Gambogi added that recent proposals to the Planning Commission or City Council often meet opposition, despite representing the entire city of Prescott. Though dissenting voices may seem prominent, they often represent a minority. The challenge is to enforce plans legally, as attempted by Member Hess, despite widespread support from voters who may not fully grasp all details, such as provisions for housing. Deviations from these plans, like rezoning for commercial use, can lead to disputes. Hence, detailed plans are necessary to prioritize community needs, such as safety, ensuring clear understanding and alignment.

Member Hess suggested aligning the goals and strategies with the content referenced in the proposal, such as ensuring pedestrian access to existing open spaces. Even if the details are covered in another section, it's essential for consistency and continuity to reflect referenced content in the goals and strategies. This may involve cross-referencing or expanding on details in separate sections while maintaining coherence throughout the proposal.

Member Reilly suggested including multimodal connectiveness in this section to address interconnectedness between neighborhoods considering access to trails and emergency access and exit points.

D. Presentation & Discussion Regarding Potential Charter Amendments Related to Open Space.

Recreation Services Director Joe Baynes presented the open space topic. He worked with Member Hess to map out open space that the city currently owns. He added that Pioneer Park is leased from BLM (Bureau of Land Management)

and therefore not owned by the city of Prescott. A total of 3,686 acres of open space is owned by the city.

Member Hess advised he would like to protect the open space from being sold in perpetuity.

Chair Sapio asked if the properties were purchased with the intention of selling in the future or keeping them as open spaces.

Mr. Baynes confirmed they were acquired with the idea that they would remain open space.

Member Worob commented that it's crucial to incorporate provisions in the General Plan regarding the maintenance of open spaces, trails, and wildlife corridors. This includes defining responsibilities for maintenance and ensuring a well-thought-out plan for future upkeep. Without proper consideration, there's a risk of neglecting these vital natural assets despite their inclusion in the plan.

Member Reilly added that there needs to be strong language included that specifically addresses what the land can only be used for and makes it difficult for the city to sell.

Member Moyer added that the principle process here is making sure the city does not sell the property especially at a time when they may need money and could deem open space not as important.

Mr. Worley commented that there are other ways with city control to protect the use of specific land such as deed restrictions.

Mr. Baynes suggested other optional wording, like open space or for public purposes and benefits.

Member McCarver commented that the open space should be left as is, since that was the intent of the taxation that acquired the money to buy the designated open spaces.

Mr. Hess advised the input is valuable to have for use at the Charter Review meeting.

Member Carman agreed with the flexibility that land should be protected for open space or other public purposes.

C. Presentation & Discussion from the City Planning Division Regarding Review of Major Plan Amendments.

Ms. DeWitt presented the topic of major plan amendments. She asked if the Committee would like to make it harder or easier to trigger a major plan amendment or leave the criteria as is.

Chair Sapio asked if it has ever been necessary to do a major change to the

General Plan Map.

Mr. Worley stated that it has not.

Member Moyer asked if the reason a major plan amendment has never happened is due to it being too difficult or it just hasn't happened.

Mr. Worley responded that it has been either smaller pieces of land or the larger properties were far enough away from existing residences.

Member Hess confirmed that the 40 acre rule was not in state statute. Feels that any time there is a change in the land use map or the guiding principles, goals or strategies change should trigger a major plan amendment.

Member Michelman commented that he respectfully disagrees, the size is not important, it is the situation that should be looked at. Wants to avoid possibilities of small changes or manipulations to avoid consequences.

Mr. Worley commented that these can cost lots of time and money, time for both staff and Committee members so want to be careful to not make changes that have unintended consequences.

Chair Sapio asked from a planners perspective, what are the thoughts of the current set of rules.

Mr. Worley responded it is difficult to say since there has not yet been a major plan amendment in the City of Prescott. The way it is set up works, maybe change the trigger criteria.

Chair Sapio asked if there has been any projects that they feel should have caused a major plan amendment.

Mr. Worley responded there have been several that the changes were impactful enough to a number of residential properties that a major amendment process may have served the public better.

Chair Sapio asked what the Committee members think of changing criteria to half mile instead of a quarter mile radius.

Member Reilly commented he does not have a problem changing the trigger criteria to a half mile.

Member Hutchison commented what do we expect is going to happen and what gives the city the best opportunity to address those changes.

Member Carman responded that he likes more flexibility and agrees with the half mile suggestion.

Member McCarver asked what are the consequences of going outside the rules of a major amendment.

Mr. Worley commented they apply to the city and if the rules are not met then they do not get processed or they can make changes to fit within the rules.

Member McCarver advised he is on board with the half mile radius.

Member Huffman understands the geometric application but it bothers him to rely on a geometric assessment, would like more details of projects considered and reviewed. He is okay with the half mile.

Member Worob commented that he thinks they need more time to come up with a better rational.

Mr. Worley advised they can bring the Committee some examples of scenarios and see how they feel those fit within the current guidelines or if changes may be a better move going forward.

Member Reilly commented that need to get the definition of substantial down which requires more thought.

Councilman Gambogi commented that they need to get the word out to the citizens that they need to be aware of what is in the General Plan so they know what they are voting for and the majority of citizens are represented in the guiding documents and plans.

Member Huffman commented that he likes the Scottsdale example of their major plan amendment criteria matrix, it is easier to follow.

5. UPDATES

Ms. DeWitt advised next meeting will be on March 27th and cover the topic of Economic Competitiveness and Prosperity which includes Economic Development, Tourism, and growth and development.

6. ADJOURNMENT

There being no further business to discuss, Chair Sapio adjourned the meeting at 4:35 pm.

Terry Sapio, Chair

Board Secretary



TO: MAYOR AND CITY COUNCIL
AGENDA: March 27 General Plan Committee Meeting
DATE: March 27, 2024
DEPT: Community Development
ITEM #: 4.B
SUBJECT: Presentation & Discussion Regarding the Economic Competitiveness and Prosperity Chapter.

ITEM SUMMARY

The new Economic Competitiveness and Prosperity Chapter consists of information for Economic Development, Growth Management, Cost of Development, Housing, and the Airport. This information is being brought forward for the Committee to review and provide comments on.

BACKGROUND

None.

FINANCIAL IMPACT

There is no financial impact regarding this item.

RECOMMENDED ACTION

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

ATTACHMENTS

1. Economic Competitiveness and Prosperity



Economic Competitiveness and Prosperity

LAND USE

Business, commercial, and industrial development, produce employment opportunities and income for City residents. However, successful income producing strategies are not based only on the quantity of these areas, but rather having the right size and types of business ventures in the right locations with available infrastructure and energy.

Downtown accounts for a significant amount of the City's sales tax base. It remains a primary visitor attraction for Prescott, supporting vibrant tourist and retail uses featuring arts, entertainment, hotels, restaurants, coffee shops, bookstores and museums. The downtown supports an important historic residential area as well as continuing uses for Federal, County and City government. The Downtown vision is the preservation of the physical, historic and visitor-friendly attributes so it may continue to be a major economic force and tourist draw for the City. The goals and policies of the Downtown Specific Area Action Plan (adopted by the City in May 1997) are reinforced in this General Plan.

Currently, the largest areas set aside for industrial uses are in the vicinity of the airport and in the Sundog Ranch/Industrial Way area. Smaller industrial areas are located in Sandretto Hills, Miller Valley Rd. and the Sixth Street area north of Sheldon St. Additional commercial and industrial areas may be created through annexation. It is important to expand opportunities for commercial, industrial and business uses in order to attract higher paying jobs and to promote Prescott as competitive in the regional marketplace. A balanced income producing area will have a mix of housing and ensure that future site development is carefully managed to avoid negative impacts.

Airport land-use protection must be addressed to assure the continued economic vitality of the airport. Residential subdivisions are south and east of the airport. Additional subdivisions, both within the City and in unincorporated areas, are possible near the airport. Development issues raise the need for regional cooperation to address airport land use, airport noise and other concerns to ensure that further residential or other incompatible land use infringement on the airport does not occur.

Goal 1. Improve the City's income base by ensuring the availability of business sites and buildings.

Strategy 1.1 Assure that the annexation of land will reinforce and support a beneficial mix of residential, commercial and industrial development.

Strategy 1.2 Maintain policies using both incentives and flexible development standards to encourage expansion and retention of targeted business and industry and to establish, relocate or expand major commercial and industrial employers.

- Strategy 1.3** Support a balanced variety of commercial centers in Prescott, both existing and new, including some sites small enough to be affordable to smaller local firms and Village Center concepts to encourage a mix of residential and light business uses.
- Goal 2.** Increase the ratio of land for commercial and industrial uses to protect and enhance the city's tax base.
- Strategy 2.1** Encourage higher percentages of commercial and industrial land uses within the city through the update and implementation of adopted Specific Area Plans.
- Strategy 2.2** Encourage the update, creation and implementation of Specific Area Plans to guide the development of areas where such plans do not already exist.
- Strategy 2.3** Encourage increased research and development to promote more diverse employment opportunities and higher wages.
- Goal 3.** Facilitate location of major commercial development accessible to major road corridors when such uses achieve targeted city economic development goals, provided that historic preservation, open space requirements and environmental and quality of life issues are carefully considered and protected.
- Strategy 3.1** Ensure appropriate access and circulation are planned for business/commercial sites.
- Strategy 3.2** Ensure adequate buffers and screening for adjacent existing neighborhoods when siting commercial uses, especially major commercial centers.
- Strategy 3.3** Allow flexible screening and buffering options which adequately mitigate noise, light or other negative impacts.
- Goal 4.** Increase available sites with appropriate commercial land uses and zoning.
- Strategy 4.1** Support business development consistent with the City's adopted Economic Development Incentive Policy.
- Strategy 4.2** Annually review targeted industry list and the effectiveness of incentive and recruitment activities.
- Strategy 4.3** Encourage public/private partnerships to promote business activities and economic development within the city.
- Strategy 4.4** Establish partnerships for business development and retention in a manner similar to the Prescott Downtown Partnership.
- Strategy 4.5** Explore partnerships with property owners to deliver shovel ready parcels.

Economic Development and Tourism

Prescott's economic development mission is to: Facilitate the establishment of a balanced local economy, creating quality jobs and enhancing the local tax base through quality industrial and commercial development, targeted business attraction and redevelopment of target areas, effect expansion and retention efforts, and provide tourism support.

Prescott's economy includes retail sales, tourism, education, health care, professional services, real estate, light industrial, manufacturing, construction, federal, state, county and municipal government. Top non-governmental employment sectors include hospitality, health care, higher education, retail, manufacturing and construction. The historic downtown, airport, industrial parks and regional commercial developments along the Highway 69 Corridor are recognized as economic centers for the City.

However, sales tax remains the primary source of City income. Since the 1990s, economic development has been emphasized in the City, including partnerships with the private sector to expand the availability of commercial & industrial space and fund associated infrastructure improvements. Manufacturing and industrial employment, as well as professional services, technology, warehousing and logistics are important to the economy and aid in the retention of younger working class families.

EXISTING CONDITIONS, TRENDS & CHALLENGES

Industrial, commercial and residential development must be balanced to maintain a healthy growing economy, while avoiding undesirable impacts on nearby residential neighborhoods and the natural environment. Commercial retail development must keep pace with population growth, especially in the north Prescott area.

Downtown

A Downtown Specific Area Action Plan was adopted in 1997. The Plan called for a partnership between the City and downtown businesses resulting in the formation of the Prescott Downtown Partnership, Inc., which acts as an advocate for downtown merchants, downtown business prosperity and also functions as a liaison between the City and the private sector. A downtown renovation project was initiated in 1998 to enhance the visitor experience by replacing sidewalks, adding pavers to crosswalks, landscape planters, lampposts, benches and waste receptacles as pedestrian friendly amenities. There is ongoing coordination with Yavapai County when scheduling events on the Yavapai County Courthouse Plaza. With the completion of the Granite Street Parking Garage in 2005, the City has invested more than \$8.5 million in the downtown's infrastructure and assets. In 2018, a Granite Creek Area Master Plan was developed, addressing revitalization of the Granite Creek trail, and encouraging infill development along the corridor. In 2023 the Granite Creek trail improvement was completed, but other elements of the master plan are still in progress.

Between 2019 and 2023 beautifications improvements were made to the Whiskey Row Alley: elements such as a unique Prescott mural, string lights, new traffic striping, and updated waste receptacles.

A Historic Preservation District continues to protect the historic integrity of the buildings surrounding the Yavapai County Courthouse Plaza. Downtown Prescott remains a significant visitor attraction for the

community with its combination of historic structures, cultural amenities, community events and varied mixture of businesses. Other historic districts exist near the downtown providing residential and commercial cultural benefits.

In 2018, the City adopted a downtown Entertainment District surrounding the Courthouse Plaza, to allow more flexibility for City Council to approve businesses and projects in the area.

In 2000, the City purchased the portion of the Elks Building at 117 East Gurley Street which housed the Elks Opera House and has been the home of live performances, movies, and meetings since 1905. The City and the Elks Opera House Foundation completed restoration of this theatre with city, state and national grants, and, with gifts and considerable contributions from private foundations, individuals, and businessmen. The restored theatre space was dedicated on July 24, 2010.

In 2012, the City sold the Elks Opera House to the Elks Theatre and Performing Arts Center, an Arizona non-profit which also purchased the remainder of the building from a private party. As a condition of the sale of the Elks Opera House, the Center is required to maintain the restored space and manage the property as a community asset open to the public. The Elks Building is listed in the National Register of Historic Places and is a City of Prescott- registered historic building.

Workforce

Development has moved commercial centers and employment to major arterial corridors. Suitable sites for industrial development have been created in the airport area with promotional efforts to attract employers. Other commercial corridors have been designated along arterial roadways within Specific Area Plans identifying those areas for commerce and industrial growth. These areas include the North Prescott Area. Granite Dells Parkway area, Commerce Drive, Hwy 89 and James Lane, and Hwy 89 south of Prescott Lakes Parkway. (better description?)

To maintain a sustainable economy, a diverse retail/commercial presence is needed at locations throughout the City to provide employment, goods and services near neighborhoods. The redevelopment of vacant sites, left by the relocation of retailers, offices and other employers, is needed to attract new businesses back into residential neighborhood areas.

Underemployment, meaning workers education and skills are not being fully utilized, can be mitigated through business attraction, retention, and expansion, providing jobs requiring higher education and skills. Training for desirable skills, can be addressed by educational institutions and employers working together to improve workforce development and providing skill preparation programs.

Educational partners including Embry Riddle Aeronautical University, Yavapai College and Prescott College provide employment and training. The CTEC facility at Yavapai College provides technical training, including both general curriculums and customized training for employers.

The Arizona At Work Office operated by Northern Arizona Council of Governments provides basic skills training and assistance to business recruiting workers.

SUSTAINING A BUSINESS- FRIENDLY ENVIRONMENT

Commerce and Industry

Large scale commercial development trends have resulted in the creation of regional commercial areas such as the Gateway Mall and the Highway 69 corridor. The downtown commercial area includes restaurants, banks, boutiques, professional offices and tourist related businesses which form the core of the City. Other commercial areas include the Depot Market Place, Lakeview Plaza, Prescott Commerce Center, Costco & Trader Joe's shopping center, Village at the Boulders, Willow Creek Shopping Center and the Sandretto District auto dealerships.

In the past 10 years, Prescott's downtown has thrived, benefiting from steadily increasing visitation, a robust special events calendar and support from local citizens. Prescott Gateway Mall has new ownership, and investment in outbuildings such as the former Sears have revitalized the area with strong plans for the future.

It's important to attract, maintain and support small businesses in neighborhood commerce areas. Smaller roadway corridors support businesses and provide interconnectivity to regional areas. Less intense, neighborhood-oriented commercial is a more sustainable form of development, providing goods and services to areas of the community without requiring long consumer travel times. . Redevelopment has potential in areas such as Miller Valley/Grove, Montezuma/Whipple, Montezuma/White Spar and along Iron Springs road. Area Plans and the Land Development Code support and encourage this pattern of development through the designation of smaller scale, less intense commercial areas.

Industrially zoned land is readily available in Prescott. Prescott has sites available and ready for the construction of industrial and business parks. The oldest industrial parks in the city are the Sundog Road industrial park off Highway 89 and the Sixth Street industrial area near downtown. These parks are nearly built out with little vacant land and boundaries which encroach nearby neighborhoods. New industrial parks are located in and around the airport. In 2019, the City built the Corsair Connector in the airpark area, significantly reducing travel time from one end of the air park to the other, and encouraging more development. Since 2020, several dozen properties, mainly 1-4 acres parcels around the air park have been acquired and developed, primarily by small and medium-sized light manufacturing companies. Existing companies are expanding in the same area as well.

Most industrial commercial opportunities require new construction, as there remains low inventory of existing buildings for sale or lease. This has led to limited speculative development of commercial industrial buildings in the area.

Geographical groupings encourage the clustering of interdependent and/or complementary businesses within the same area. To some extent, this was the traditional commercial development style until the road and rail networks allowed dispersion of interdependent businesses. Building upon the interdependency concept allows local communities to focus economic development efforts more efficiently by recognizing how business groupings interrelate.

The Prescott airport is both a transportation asset and an economic focal point for the City and the region. This is in part because of the close proximity and use by Embry-Riddle Aeronautical University and other aviation related business. As demand for new pilots continues, the City is working with ERAU to develop a new flight training facility on the northwest side of the airport, called the SAFE complex.

The economic importance to the City stems from direct airport operations such as the large number of hangar tenants, general aviation services, flight training operations, cargo services, the Forest Service fire-fighting operations and the FAA tower. Much of the land near the airport is designated for industrial and intense commercial uses related to the airport and includes a significant number of the region's manufacturing and technology jobs.

Commerce and Industry Goals & Strategies

Goal 1. Ensure the continuation of the industrial and commercial character of the airport vicinity.

Strategy 1.1 Support and maintain the land uses established in the Airport Specific Area Plan and the Land Use Element of this General Plan, and amendments thereto, which may be adopted from time to time.

Strategy 1.2 Coordinate with adjacent jurisdictions to assist in the implementation of the Airport Specific Area Plan land uses within their corporate limits or anticipated to be within their jurisdictional limits based upon mutual boundary agreements.

Strategy 1.3 Actively recruit industrial, airport-related or airport dependent businesses to occupy available commercial and industrial space in proximity to the airport.

Strategy 1.4 Periodically review and update the Airport Business Plan and the Airport Specific Area Plan to ensure these plans are current.

Goal 2. Encourage development of suitable sites for commerce and industry at locations specifically targeted for commercial development, employment centers and neighborhood-oriented business.

Strategy 2.1 Support appropriately sized and placed commercial and industrial development areas through the implementation of adopted Area Plans and the Land Use Element of this Plan.

Strategy 2.2 Should conflicts occur between residential and non-residential uses, community-wide interests should take precedence. When community wide interest is not at stake, then neighborhood interests should prevail in resolving conflicts.

Strategy 2.3 Pursue the development of more robust broadband services in partnership with service providers, working with the Arizona Commerce Authority, Yavapai County and other agencies to seek and obtain funding.

Strategy 2.4 Actively market Prescott as business and technologically friendly to businesses with telecommuting components in their business models.

Goal 3. Actively recruit commerce and appropriate industry.

Strategy 3.1 Utilize state of the art technology to produce data such as demographics, workforce statistics, customers patterns and gap analyses to show businesses the opportunity of locating or expanding in Prescott.

Strategy 3.2 Work with existing and prospective healthcare providers to make sure they are providing consistent, quality health care, in a robust competitive health care marketplace.

Strategy 3.3 Continually refine commerce and industry targets, marketing campaigns and economic development strategies that emphasize Prescott’s quality of life and business friendly environment.

Strategy 3.4 Encourage industrial, light manufacturing, warehousing, distribution, research & development, financial services, and other clean industry such as information technology, health care and education which improve the variety of employment opportunities and bring higher paying jobs into the community.

Goal 4. Incentivize, where possible commerce and industry, including small businesses, to locate, remain and/or expand in Prescott while remaining within the confines of the Gift Clause ruling.

Strategy 4.1 Eliminate unnecessary regulations and streamline development permitting procedures.

Strategy 4.2 Investigate financial and grant opportunities to assist in relocation or start-up of commerce and industry.

Strategy 4.3 Incentivize and encourage communities to form self-help economic groups such as Community Development Corporations.

Strategy 4.4 Creating an Economic Development Incentives policy that is in line with Gift Clause court ruling.

Goal 5 Create an Economic Development Strategic Plan

Strategy 5.1 Engage a professional firm to provide a full strategic planning process, developed in part by involving City leadership, elected officials, local stakeholders, and citizens.

In 2023 a scope of work was written to attract and hire a firm to conduct the strategic plan process. A RSOQ (Request for Statement of Qualifications) will be published in 2024.

ENSURING A STRONG TAX BASE

Due to state law, the City relies primarily on the transaction privilege sales tax, and state shared revenue, with only about 4% of revenue derived from property tax, for providing services such as police, fire, building safety, parks, and recreation.

Retail, Industrial and Commercial development

Business development in Arizona has never been stronger. Billions of dollars are being invested in major manufacturing operations primarily in metro Phoenix and southern Arizona. These major companies will bring hundreds of supply chain partner companies to the state, and Northern Arizona is well positioned to compete for those companies. As the regional business market continues to grow over the next 10 years, major business location and/or relocation decisions will be made. To maintain income, Prescott must position itself to strategically capture a reasonable share of future regional development. Part of the economic development strategy must include retail recruitment as part of a healthy mix of new and expanding businesses.

Tourism Promotion through Destination Marketing

Tourism is an important sector of the local economy. The City of Prescott Tourism Office began as a Destination Marketing Organization (DMO/DMOs). DMOs are organizations charged with representing a specific destination and helping the long-term development of communities through a travel and tourism strategy that targets potential visitors with certain demographic, geographic and sociological profiles. Tourist development and promotion is a competitive activity.

While the City of Prescott's Tourism Office began as a Destination Marketing Organization, recent years have indicated the need to transition to a Destination Management Organization. Destination marketing will still be an approach implemented as part of the destination management plan, however there are also seven guiding principles that will work to promote the destination, support the growth of the tourism industry, and enhance the quality of life for residents.

The seven guiding principles are:

- (1) Engage resident and industry stakeholders.
- (2) Enhance, enrich, and simplify the visitor experience.
- (3) Emphasize the quality of visitors over the quantity of tourists.
- (4) Consider the impact of our work on existing infrastructure and community resources.
- (5) Support the responsible use of our natural resources and assets.
- (6) Seek to enhance our quality of life and increase economic opportunity.
- (7) Preserve our community's exceptional hospitality and create an environment that is welcoming to all.

The transient occupancy (bed) tax is being used for the promotion of tourism and development of recreational uses. As of 2022, the economic impact of tourism visitor trends has been consistent and steadily increasing since 2017. Travelers to Prescott spent an annual average of \$205 million on lodging, food, beverage, retail, entertainment, and local transportation. The \$205 million in estimated spending at local establishments created an economic impact of \$300 million statewide in 2022. Tourism dollars generate \$101 million in labor income or payroll at hotels, restaurants, retailers, and other service businesses in Prescott, as well as local businesses that are suppliers to the hospitality industry. These travelers generated an estimated \$17 million in state and local tax revenues in 2022, including \$6 million in city sales and transient occupancy taxes, and an additional \$11 million in county and state sales taxes.

The City of Prescott Tourism Office is known to visitors as *Experience Prescott* (<https://www.experienceprescott.com/>).

The vision of Experience Prescott is "Prescott is a welcoming and year-round destination attracting visitors seeking to experience authentic Western heritage and unparalleled natural beauty."

The mission is "We attract visitors to Prescott and enhance our community's quality of life by inspiring a love and respect for our natural beauty, rich history, and hometown atmosphere."

The City's cultural heritage is an important draw for tourists along with recreational opportunities offered by area golf courses, parks, lakes, trails and the Prescott National Forest. It is also known for its events which are put on mainly by community groups keeping Prescott a center for entertainment and

culture in Yavapai County. Visitor attractor events include signature long-time and year-round events. Prescott offers a variety of event venues for public and private events.

Historic Downtown

Through concerted efforts by the City, Chamber of Commerce, and the Prescott Downtown Partnership, and citizen historic preservation supporters, the downtown area continues to be the focal point exhibiting the character of Prescott.

The Downtown Business District is a priority economic development and re-development area. Downtown is characterized by a traditional mixed use development pattern typical of many small-town centers, with retail, hospitality, light industrial, professional offices, government and residential activities. Retail in the downtown is largely tourism-oriented businesses. The mix also includes arts, culture, entertainment and hospitality services.

Preservation of the downtown as an historic and economic asset requires continuous attention. The growth and diversification of Prescott's economy will continue to create competitive challenges for downtown businesses. Challenges in the coming years include responding to changes in ownership of key properties downtown and providing for adequate circulation, consistent parking management and maintaining downtown vitality.

Efforts to enhance the character of downtown are needed to retain its historic attraction as a tourist destination, to retain the mix of businesses to support that tourism and to support local citizen shopping and service needs. The ongoing efforts of the Prescott Downtown Partnership have positively affected the economic viability of the downtown. The City's Historic Preservation Master Plan guides preservation efforts for historic sites throughout the City, many of which are located in or near downtown. These efforts have yielded good results such as in the restoration of historic buildings and maintaining a low vacancy rate downtown, demonstrating that keeping pace with economic climate and protection of historic character are not mutually exclusive.

Preserving historic assets, identifying new business potential, adding to the arts/cultural amenities and promoting the enhancement of buildings and streetscapes are recommended to increase the economic capacity of the downtown area.

Retail, Tourism and Downtown Destination Marketing Goals & Strategies

Goal 1 Expand Prescott's taxable sales base.

Strategy 1.1 Solicit, recruit and encourage new regional retail/commercial development at targeted locations.

Strategy 1.2 Encourage retention and expansion of neighborhood-oriented business.

Goal 2 Continue to position Prescott as a year-round tourist destination.

Strategy 2.1 Using Transient Occupancy (bed tax) dollars, enhance the City's efforts through Destination Marketing, to advertise and promote Prescott as a tourist destination with excellent historic, cultural, recreational and arts amenities.

Strategy 2.2 Periodically review and monitor other like-communities' commitment to their own tourism and Destination Marketing and Management that are competing for the same tourist dollars, with the purpose of ensuring Prescott's competitiveness for this valuable monetary resource.

Strategy 2.3 Investigate and identify further sources of revenue

Strategy 2.4 Maintain and continually develop a comprehensive tourism marketing plan directed to travel consumers, media and the travel trade using a mix of traditional and emerging marketing technologies supplemented by direct sales efforts.

Strategy 2.5 Promote Prescott as a desirable location for film and advertising productions.

Strategy 2.6 Develop strategies to encourage longer stays and more purchases by visitors to Prescott through expanded attractions and enhancing their experience.

Strategy 2.7 Encourage the development of a resort and/or conference center. Market and promote destination for weekday and mid-week travel whether leisure, business meetings, and/or small meeting market

Strategy 2.8 Enhance and promote Prescott's recreational opportunities.

Goal 3 Preserve and continually vitalize the downtown business community.

Strategy 3.1 Create public/private partnerships to re-establish and sustain a mix of uses in Downtown including residential, government, professional, institutions, entertainment and retail.

Strategy 3.2 Encourage retention of current government functions (City, county, state and federal), including courts and law enforcement administration agencies.

Strategy 3.3 Support and expand cultural and leisure facilities and activities within the Plaza and Downtown area to notably include the Elks Opera House.

Strategy 3.4 Develop and maintain a method to ascertain the status (or) inventory of the downtown business mix on an on-going basis.

Goal 4 Enhance the character and ambiance of the downtown.

Strategy 4.1 Develop and implement additional functional and aesthetic improvements within the downtown rights-of-ways. Such improvements should include the continuation of landscaping, streetscape improvements and pedestrian circulation improvements.

Strategy 4.2 Encourage downtown businesses to renovate and maintain building facades to enhance the historic character of downtown structures.

Strategy 4.3 Enforce the 1998 Courthouse Plaza Historic Preservation District ordinance to maintain the character of the downtown.

Strategy 4.4 Update the Downtown Master Plan with an emphasis to the City and downtown property owners to maintain and enhance infrastructure and preserve the downtown as a destination for tourists and residents.

Strategy 4.5 Finish the update of the Historic Preservation Master Plan to guide preservation efforts throughout the city and downtown while keeping pace with economic development and the protection of historic character.

QUALITY JOBS: MAINTAINING A STRONG EMPLOYMENT SECTOR

Sales tax revenues support City services such as street maintenance, police and fire protection. Growth in retail service employment should be balanced with efforts to increase higher paying jobs in the manufacturing and professional sector. This will provide employment opportunities for working class individuals and assist in maintaining a suitable workforce for business attraction and retention in Prescott. Job marketing to young families should include housing opportunities, excellent schools and other inducements.

Employment sectors

The strategies in business attraction, retention and expansion are targeted at growing the economy through the creation of well-paying jobs that provide a career track. Current areas of focus for new and expanding business include light manufacturing, aerospace and defense, cyber security, warehousing, and distribution, medical, retail and hospitality. Prescott could benefit from increased home-based employment in technical fields such as software development or other computer-based occupation.

Business recruitment in the research/development field is beneficial. This business type tends to pay higher wages with less environmental impacts than other types of businesses. Existing companies in the area, especially small businesses, generate most new jobs. Focus on retention and expansion efforts for existing businesses should be proactive, as well as the development of new small businesses.

According to Northern Arizona Council of Governments 2020-2025 CEDS, top non-governmental employment includes:

Accommodation and Hospitality	Healthcare and Social Assistance	Retail Trade	Manufacturing	Construction	Education
Professional & Technical Services	Arts, Entertainment and Recreation	Wholesale Trade	Transportation and Warehousing	Real Estate and Rental Leasing	Finance and Insurance
	Mining, Quarrying and Energy Exploration	Information	Agriculture and Forestry	Utilities	

Management Source: <https://nacog.org/wp-content/uploads/2021/07/2020-2025-NACOG-CEDS.pdf>

Incentive Programs

The State offers incentive programs to provide benefits to companies which invest in creating jobs. The Arizona Job Training Program is a reimbursable grant program which supports training plans for employers who create new jobs or increase the skill and wage levels of current employees. The Quality Jobs Tax Credit program encourages business investment and the creation of high-quality employment by providing tax credits to employers. Both programs are well matched to the types of employers suggested by Focused Future II.

Workforce Characteristics

In Prescott, 38.8% of the population is older than 65. This compares to approximately 17.6% in Arizona. The working age population earns 52.2% of Prescott's aggregated City income, compared with 75.9% for the state. In 2020, the median household income, counting all sources, wages, pensions, investment income, etc., was \$58,562 compared to \$61,529 for the state.

According to the U.S. Bureau of Labor Statistics, in November 2023 the national rate and the state rate of unemployment was 4.3% with Prescott at an unemployment rate of 3.9%. Prescott has a high retirement age population. This creates a demand for service level workers who may be commuting from the surrounding area into the City. Therefore, unemployment in the surrounding area affects the available workforce within Prescott.

The latest Quad-City Arizona Area Labor Availability Report was completed in 2020 to determine the availability of workers in the area. The Quad-City area is referred to as the "labor shed" and has a total population of 154,185. The labor shed contains a civilian labor force of approximately 49,973 with a pool of about 2,000 unemployed persons who are actively seeking work. Prescott has a better educated labor force overall when compared to the state. The 2020 U.S. Census indicates that 95.3% of persons age 25+ in the City of Prescott are high school graduates compared to 87.9% for the state. Also, 37.7% of persons age 25+ have a Bachelor's degree or higher compared to 30.3% for the state.

Employment Sector Goals and Strategies

Goal 1 Create quality job opportunities within employment sectors which complement Prescott's demographics, labor force, available sites and quality of life.

Strategy 1.1 Leverage federal and state economic development grants, low interest loans and job training programs to attract employers in targeted sectors.

Strategy 1.2 Facilitate industrial development bond financing.

Strategy 1.3 Promote relocation / expansion of business in Prescott to create professional employment positions.

Housing Affordability and the Workforce Goals & Policies (May move to housing section)

Goal 1 Promote rehabilitation and preservation of existing housing stock to maximize longevity of those units and encourage a diversity of housing options.

Strategy 1.1 Implement or continue, under city sponsorship or in partnership with community agencies, programs such as Community Development Block Grants (CDBG) to provide housing rehabilitation funds and grants for owner occupied dwellings.

Strategy 1.2 Make CDBG or other appropriate funds under city control, available for direct housing assistance (either directly or through public/private partnerships).

Strategy 1.3 Investigate feasibility of establishing (under city sponsorship or in partnership with community agencies) revolving loan funds for housing rehabilitation.

Strategy 1.4 Promote greater public understanding, through the City website and other media, of the positive aspects of higher density, more compact development forms, including mixed use neighborhoods, multi-family housing, cluster housing and manufactured homes.

Strategy 1.5 Provide public education to address misconceptions about the appearance and quality of more affordable housing types.

Strategy 1.6 Support the creation of a county-wide housing authority tasked with improving the availability of affordable housing for the regional workforce.

Regional Competition and Cooperation

Due to the Arizona tax structure and state law, sales tax, also known as the transaction privilege tax, is the primary source of revenue for counties, cities, and towns. Communities therefore compete with one another in attracting retail within their city limits to maximize revenue streams, which in turn supports city services. Tourism is an effective way to boost sales tax revenue. On a regional basis, out-of-state and foreign tourism will boost regional sales tax revenue.

Competition for retail business will continue. However, economic development strategies in other areas offer opportunities for cooperation among neighboring jurisdictions. Cooperation is necessary when fostering a regional transportation network, collaborating to address workforce development and promote regional assets for businesses seeking to relocate.

There is growing recognition among the communities of Greater Prescott that we share a common economic future. While a company is located in a particular community, workers commute from throughout the region and bring income back to their place of residence. This reality contributed to the creation of the Greater Prescott Regional Economic Partnership (GPREP) and Prescott's participation in the organization. As an economic development partnership of the public and private sector, GPREP works to leverage regional assets, maximize financial resources, conduct research on the marketplace, and strengthen the region's ability to compete for new jobs and capital investment. The operational focus of GPREP is to market and sell the region to out-of-state businesses.

Regional Competition and Cooperation Goals & Policies

Goal 1 Work with other jurisdictions to promote mutually beneficial cooperation.

Strategy 1.1 Join with adjacent jurisdictions to finance and promote regional tourism advertisement and projects designed to draw in large groups of out-of-town visitors who boost regional sales tax revenues.

Strategy 1.2 Encourage and participate in regional planning forums to address transportation and housing for regional tourists and regional projects.

Strategy 1.3 Join with adjacent jurisdictions to research, finance and promote regional economic development tactics and promotion.

Strategy 1.4 Continue to participate in regional transportation discussions addressing public transit.

GROWTH MANAGEMENT (This may be addressed in Economic Development and Land Use?)**Water**

The City's adopted Water Policy and the Land Development Code (LDC) are the tools for guiding and managing growth in Prescott. Water resource availability is administered by the Arizona Department of Water Resources. As discussed in the Resiliency and Sustainability Chapter; the supply of water is limited both physically and legally.

Transitional Areas

The Land Development Code (LDC) has several zoning districts well suited to transitioning areas. Residential Office, Neighborhood Oriented Business, and Mixed-Use zoning districts will accommodate both residential and low intensity commercial uses as an area transitions from single-family homes to multi-family homes and businesses. As listed in the Land Use Element, several transitional areas are subject to commercial development or re-development. Effective land-use planning for these areas is a tool for mitigating potential adverse impacts, such as traffic, buffering adjacent residential land uses and for future infrastructure needs.

Also presented in the Land Use Element, the LDC has provisions for Specific Area Plans, Neighborhood Plans and Overlay Districts, which are also useful planning tools for transitional areas and areas with unique circumstances. The plans and districts contain recommendations regarding mitigation strategies and identify special concerns, such as airport avigation easements, which are addressed as development occurs. Neighborhood plans offer existing residents an opportunity to influence the pattern of development and re-development occurring in their area. These plans often go beyond land use and density consideration, also addressing issues affecting the character and quality of life in the neighborhood. The use of Overlay Districts, such as the 1997 Historic Preservation Master Plan, addresses special concerns with unique land uses, and developments which span geographic areas or multiple zoning districts.

Open Space and Wildlife

Prescott's citizens value views, greenways, trails, parks, and wildlife corridors in development designs. Growth management plans adopted by the City Council should require open space and trail components to be included in new development. Regional cooperation allows Prescott and its neighbors to work together to protect sensitive open space areas and to link internal trails and open spaces together to provide regional access and interconnectivity of all trail systems.

To promote and conserve wildlife corridors, greenways and parks, growth management requires participation by both the City and developers when considering subdivision plats and Planned Area Developments. New developments which promote sustainability by discouraging urban sprawl, considering open space, wildlife corridor connectivity and jurisdictional boundaries should be encouraged.

Growth Management Goals and Strategies

Goal 1 Promote a balance of land uses to preserve and enhance neighborhoods, encourage compatible re-development, include housing that is affordable at various income levels, and to protect environmentally sensitive areas.

- Strategy 1.1** Periodically review, update or create Specific Area Plans, Neighborhood Plans, Overlay Districts and Redevelopment Districts as needed.
- Strategy 1.2** In cooperation with property owners, preserve and connect green belts, riparian areas, wildlife corridors and continue acquisition of targeted open space parcels.
- Goal 2** Pursue strategies to preserve and enhance the unique historic and pedestrian character of downtown.

 - Strategy 2.1** Promote higher density, mixed uses, multi-modal connectivity, and pedestrian amenities in the downtown and surrounding areas.
 - Strategy 2.2** Revise traffic circulation pattern, on-street parking, pedestrian paths, landscaping, and outdoor commercial areas to enhance visitor experience.
- Goal 3** Promote sustainable planning concepts for growth, new development, areas transitioning to new uses and include active citizen participation.

 - Strategy 3.1** Encourage the creation of Specific Area Plans for all large undeveloped parcels, including newly annexed areas, which are currently under development pressures or anticipated to be under development pressures in the near future. These Area Plans should be reviewed and amended periodically as changing conditions and opportunities arise.
 - Strategy 3.2** Encourage the use of Residential Office, Neighborhood Oriented Business, Mixed Use and Special Planned Community zoning districts as tools to redevelop transitioning areas.
 - Strategy 3.3** Work with residents and businesses to produce neighborhood and/or specific area plans to guide development in areas transitioning to new uses.
- Goal 4** Encourage infill development on parcels with adequate infrastructure

 - Strategy 4.1** Promote compact development and higher density development where feasible and appropriate.
 - Strategy 4.2** Encourage water allocations for new developments which propose compact design such as multi-family housing, clustered homes, smaller lot sizes, smaller unit sizes, shared driveways and clustered parking.
 - Strategy 4.3** Create an administrative approval process for review of new developments which maximize efficient use of existing and planned infrastructure and encourage options for all modes of transportation and Complete Streets designs.

- Strategy 4.4** Encourage location and clustering of government facilities at designated urban nodes to reduce traffic impacts, support all modes of transportation with Complete Streets designs and encourage pedestrian friendly public spaces.
- Goal 5** Promote effective management and mitigation of negative growth impacts such as light pollution, loss of landscaping, site disturbance, erosion, construction on hilltops, ridgelines, and the loss of open space.
 - Strategy 5.1** Encourage development of multi-modal transportation.
 - Strategy 5.2** Conduct neighborhood planning processes to address the impacts of growth in development and re-development projects within or adjacent to existing neighborhoods.
 - Strategy 5.3** Encourage the donation of scenic easement by private property owners and identify scenic viewsheds worthy of protection.
- Goal 6** Develop strong community support for active growth management through sustainable development practices such as compact development and pedestrian connectivity.
 - Strategy 6.1** Conduct an on-going public outreach program addressing the benefits of sustainable growth practices through available media resources such as the local public television channel Access 13, the City’s website and the various local news organizations.
 - Strategy 6.2** Promote compact development options by adopting alternative development and subdivision code options. Promote the use of such alternatives by providing incentives in the form of density bonuses, reduced limitations on allowable uses and reduced parking requirements.

COST OF DEVELOPMENT

The levels of service a community wants and the ability to finance those services are often out of balance. Reducing or eliminating services can risk the health, safety and welfare of a community. Cities must balance these risks against the desire of the public for new or more services because of the limited ability to generate additional revenue. In Arizona there are five primary revenue sources: sales tax, local property tax, state shared revenue, user fees, and development impact fees.

Sales Tax

Sales tax, also known as a privilege tax, is usually paid by the consumer at the point of sale. It is itemized separately from the base price for certain goods and services, including all construction. The tax amount is calculated by applying a percentage rate to the taxable price of a sale. Most sales taxes are collected from the buyer by the seller, who remits the tax to the City. An advantage of sales tax over other forms of taxation is that it is simple to calculate and collect. The 2024 City sales tax rate is 2% and the combined tax rate (State, County and City) is 8.35%.

City Property Tax

Primary property tax is a tax levied on real or personal property and is not a viable long-term revenue source for the operation and maintenance of City services due to state constitutional limitations. These restrictions limit annual primary property tax levy increases to 2% plus an allowance for new construction. Without a voter approved state constitutional amendment, the community is not able to use primary property tax to generate substantial funds which would decrease reliance on sales taxes.

Secondary property taxes must be approved by voters and are used for bonded debt on capital projects.

Intergovernmental Revenues

Intergovernmental revenues are funds received from other governmental entities (state, federal, county, tribal, and other cities). They take the form of shared revenues, contributions for specific projects, grants and funds for joint projects. Prescott has several sources of shared revenues which are used for general operating costs, streets projects, drainage projects, library services, and numerous grant projects ranging from the airport to public safety.

User Fees

User fees are charged by enterprise funds for services such as water service, sewer service and recreation fees. It is beneficial to regularly update and maintain user fees to accurately represent costs of services.

Development Impact Fees

Impact fees are intended for growth to pay its proportional share rather than placing the entire burden for infrastructure demands created by growth on existing citizens. Examples are police, fire, water, and wastewater fees. Prescott implemented residential impact fees in 1979. A review of the costs to service new residential development must be made periodically and the fees adjusted accordingly. Consideration must also be given to the potential negative effect of impact fees on development. Prescott impact fees were last reviewed and revised downward in **August 2014**.

Along with impact fees, building permit fees and planning application fees are charged to pay planning and inspection costs for the development of new buildings. A review of building permit fees is made regularly. A periodic review of the costs of new residential construction should also be made regularly.

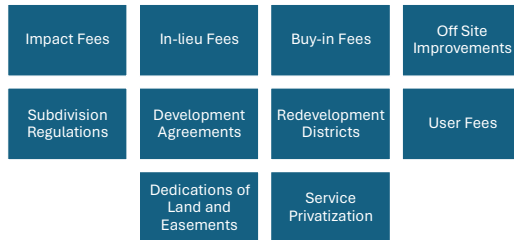
Annexations with Existing Infrastructure

Existing residential areas seeking annexation should bear the cost of bringing infrastructure, such as streets, water and sewer system, up to City standards. This is done so that current City residents do not have to bear the cost of bringing infrastructure up to standard for areas initially developed outside of the City. The exception to this policy would be where an overriding public benefit is involved, justifying a tax payer investment in infrastructure upgrades.

Cost Allocation Mechanisms Applied to New Development.

These are the mechanisms, allowed by state law, to assess and apportion the costs associated with new growth and development:

Mechanisms to access and apportion costs



Financing Options for Capital Improvement Projects



In cases of an overriding public benefit, it may be appropriate for the City to absorb some or all of the cost of new infrastructure or services necessary to accommodate new development or upgrade essential city services. An example might be to establish or extend a major transportation link considered critical to the City’s strategic goals. Funding sources could be general fund revenues, primary and secondary property taxes, transaction privilege (sales) taxes, bed taxes, excise taxes, voter approved bonds, Revenue bonds, and Municipal Corporation bonds.

Cost of Development Goals and Strategies

Goal 1 Continue to require development to pay its fair share using impact fees, buy-in fees, off site improvement charges, and other legal means.

Strategy 1.1 Require developed areas seeking annexation to bear the costs of bringing infrastructure up to existing city standards unless a clear public benefit is demonstrated justifying a waiver of standards.

Strategy 1.2 Review and update primary revenue sources and cost allocation mechanisms to assess and apportion the costs associated with new growth and development paying for itself.

Strategy 2.2 Consider the use of bonding options for major Capital Improvements such as the airport expansion, development of a convention center, or transportation related improvements.

WORKFORCE HOUSING

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 school 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.

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)

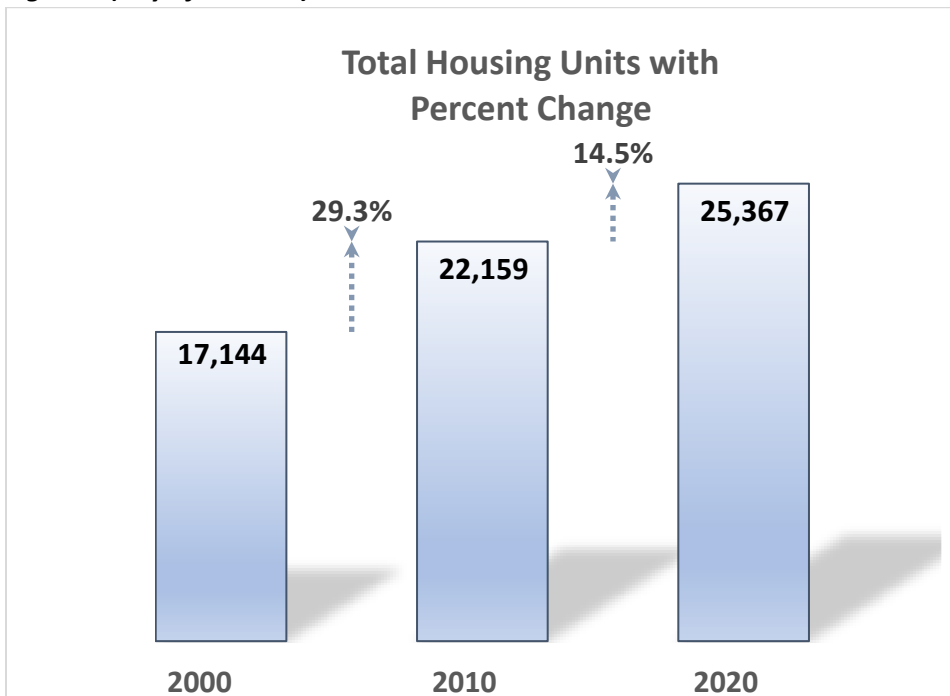


Figure 7 (State of Arizona data from US Census)

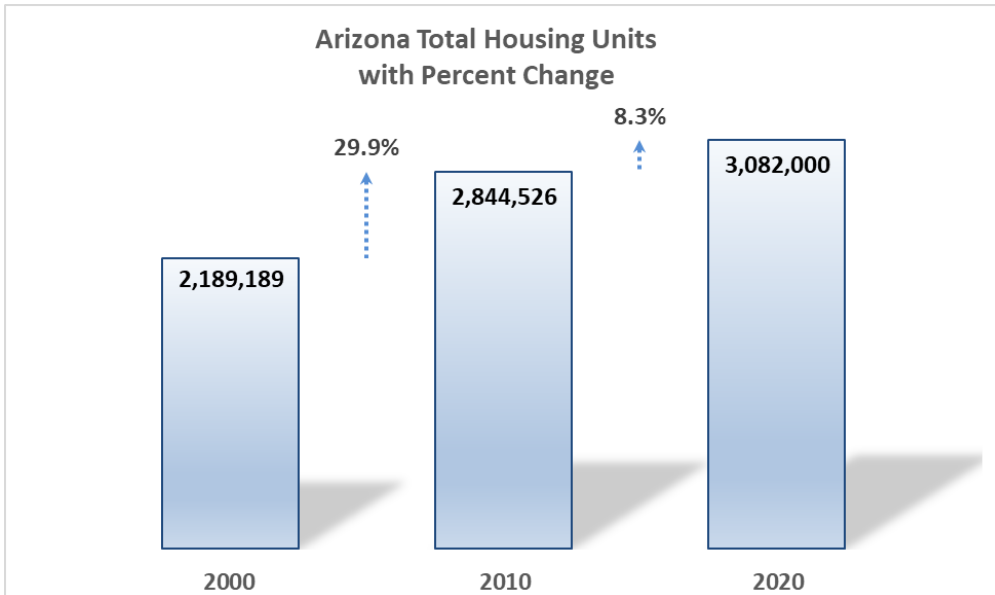
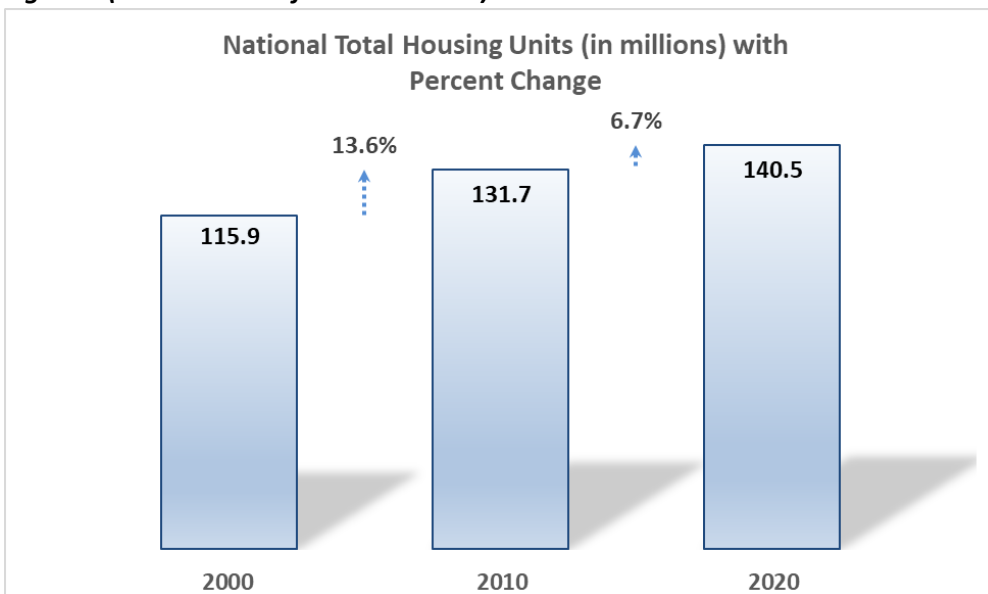
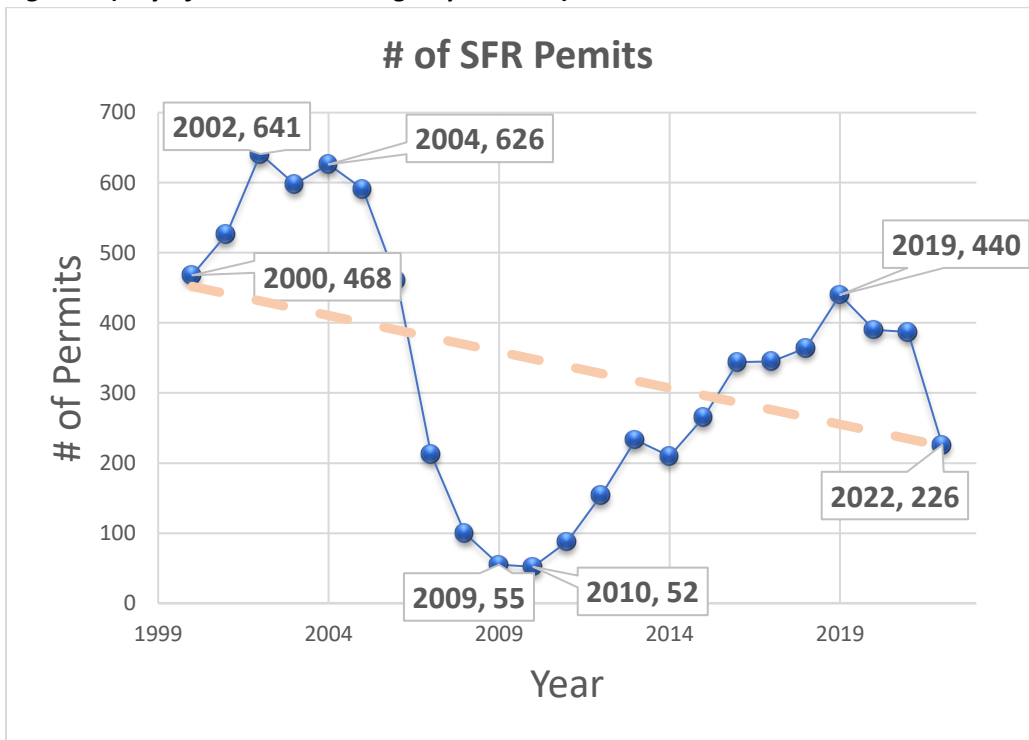


Figure 8 (National data from US Census)



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)

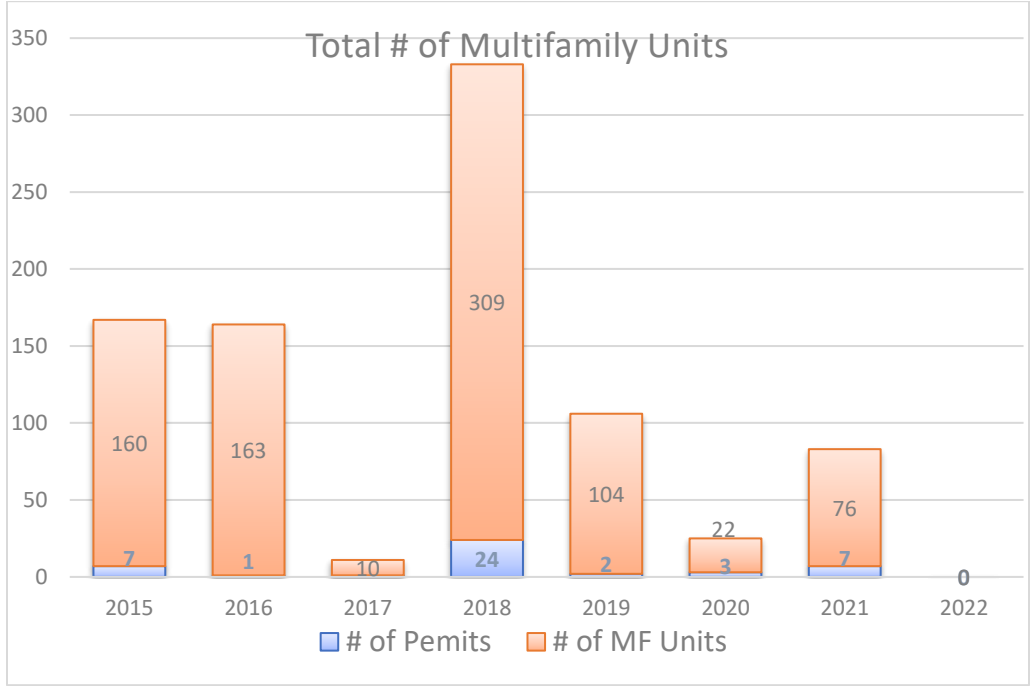


Figure 11 (City of Prescott Building Department)

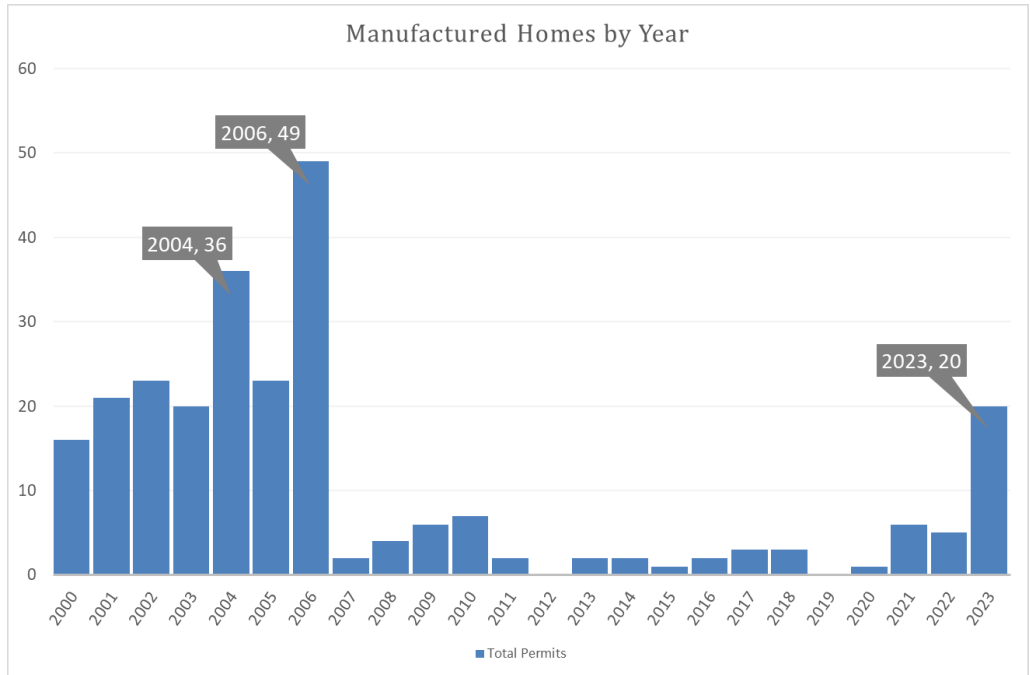
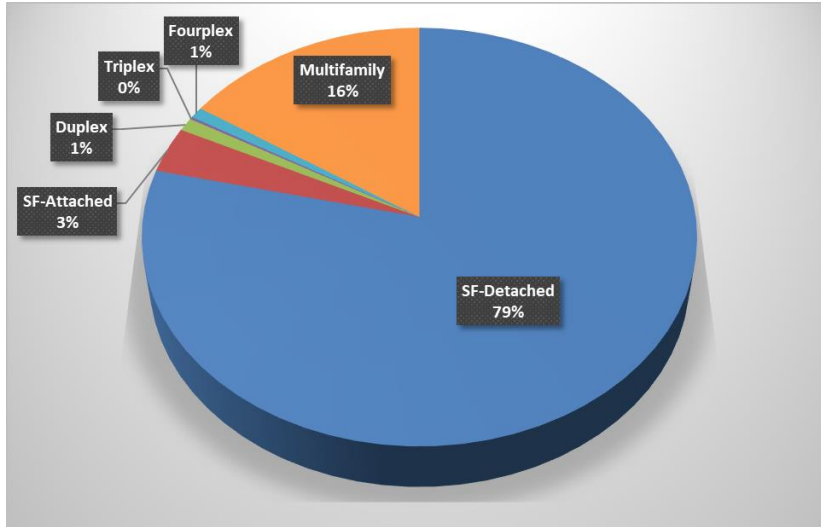


Figure 12 (Percent of Total Units per Build-Type from 2000 to 2022; City of Prescott Building Department)



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.

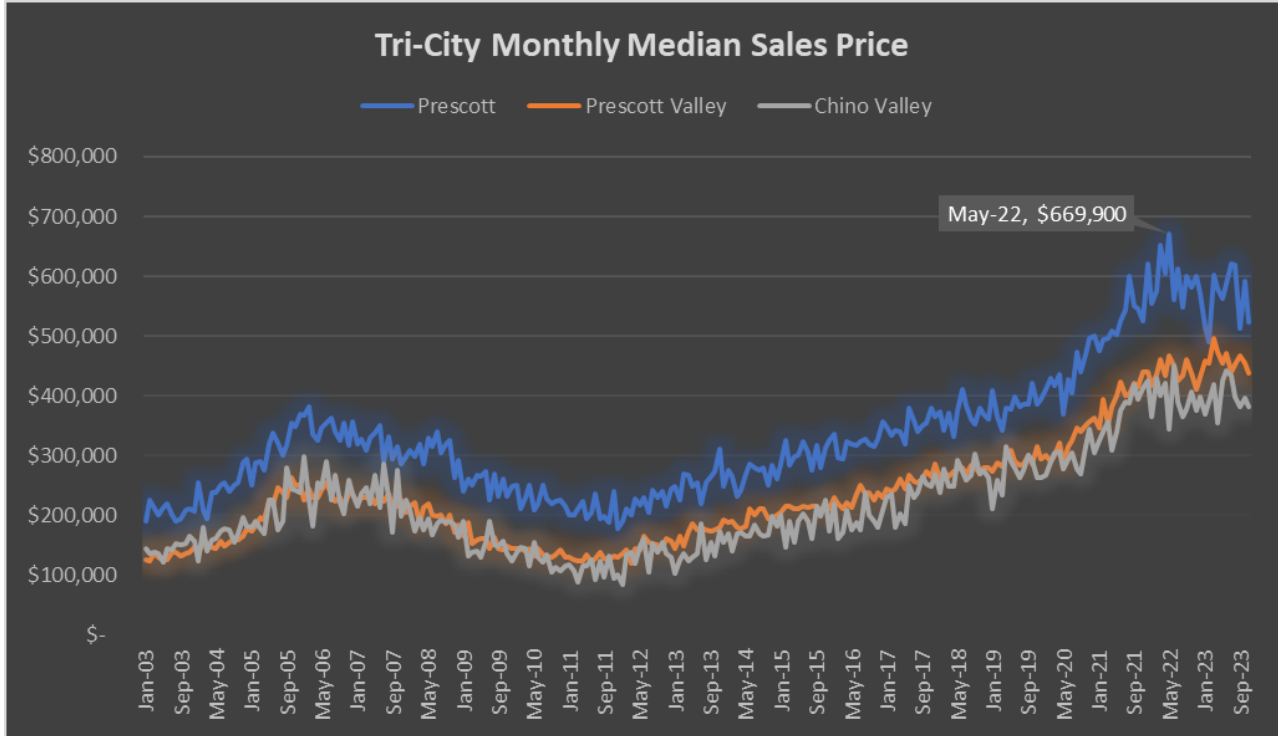
The Issue of Housing Affordability in Prescott

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. 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.

The City of Prescott’s Workforce Housing Committee is currently working on a housing needs assessment for participating stakeholders, as well as several specific goals and objectives related to the general strategies recommended in this section. It is anticipated that many of these goals will be put into place

within 3 years with notable improvements to the workforce housing situation in Prescott by the next General Plan update.

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:

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>

PRESCOTT REGIONAL AIRPORT (PRC), ERNEST A. LOVE FIELD

The Prescott Regional Airport (PRC) Ernest A. Love Field serves the entire Northern Arizona region and is owned and managed by the City of Prescott. This General Plan recognizes the airport as both a transportation asset and an economic engine for the city and the region. PRC is one of the nation's busiest airports in terms of total aircraft operations due to heavy flight training activity and is open for public use 24/7. For 2023, PRC will exceed 320,000 (877 flights per day) total operations, with increased flight operations/training expected in future years. In 2021 PRC was ranked as the 18th busiest US airport, reaching 1000-1500 operations daily (150 flights/hour).

Currently SkyWest Airlines provides daily flights to Las Angeles (LAX) and Denver (DEN). In 2022 PRC had 24,058 total enplanements with increased boardings anticipated in the future. Cutter is PRC's Fixed Base Operator (FBO). Cutter provides charter airflight accommodations along with aircraft fueling. There are seven (7) aviation flight training schools within the airport. Embry-Riddle Aeronautical University is the nation's largest, oldest, and most comprehensive aeronautical university with over 45 fixed wing aircraft and 18 helicopters and is a major partner with their campus in the City of Prescott. The United States Forest Service (USFS) Northern Arizona Prescott Fire Center, **Granite Mountain Hotshots** and the Henry Y.H. Kime Aviation Facility operations are based at the airport. Its importance to the city stems from direct airport operations such as the large number of hangar tenants, general aviation services, flight training operations, cargo services, the forest service fire-fighting operations, the FAA tower and the fueling station. In addition, much of the land at and near the airport is designated for industrial uses as well as other more intense commercial operations related to the airport and includes a significant number of the region's manufacturing and technology business opportunities.

The 2009 Airport Master Plan, the 1997 Airport Business Plan and the 2001 Airport Specific Area Plan (ASAP) were adopted to address Airport land-use protection and to assure the continued economic vitality and modernization of the airport infrastructure. The Town of Prescott Valley and Yavapai County each informally agreed to accept ASAP as the basis of their future land use decisions for lands near the Airport but has not been maintained due to changes in staffing. Regional cooperation in land use is required to maintain positive inter-jurisdictional efforts to protect regional assets and will be needed in order to update the plans.

Airport land-use protection must be addressed to assure the continued economic vitality of the airport. Residential subdivisions are south and east of the airport. Additional subdivisions, both within the city and in unincorporated areas, are possible near the airport. Development issues raise the need for regional cooperation to address airport land use, airport noise and other concerns to ensure that further residential or other incompatible land use infringement on the airport does not occur.

The airport is a substantial transportation and economic asset to Prescott and the surrounding areas and is owned and operated by the City of Prescott. The airport is a key for economic growth and can be further developed in this regard by enhancing air transportation for the region. The 2009 Airport Master Plan, adopted by Council in 2011, provides a 20 year plan for quality facilities and services to accommodate the needs of many different aviation interests such as Embry-Riddle Aeronautical University, flight-training

schools, airlines, airport dependent businesses, general aviation uses, repair shops, fuel services and recreational and governmental uses.

Airport operations rely heavily on federal and state-grant funding for major capital improvements and runway maintenance. Future sharing of funding, operations, oversight and benefits of the airport with neighboring jurisdictions may achieve greater expansion and economic vitality.

The Airport Master Plan, the Airport Business Plan and the 2001 Airport Specific Area Plan (ASAP) have each been adopted to address Airport land-use protection and to assure the continued economic vitality of the airport. This General Plan recommends that the Land Development Code and ASAP be amended to reflect FAA guidelines reflected in the current Airport Master Plan to ensure the future viability of the airport and surrounding airspace. Furthermore it is recommended that the Airport Business Plan be updated to assure the continued vitality of the airport as an economic engine.

Airport Goals and Strategies

Goal 1 Enhance the regional transportation role of the airport.

- Strategy 1.1 Create a new Airport Business Plan to guide the operation and development of the airport.
- Strategy 1.2 Update the 2009 Airport Master Plan and the 2001 Airport Specific Area Plan (ASAP) to address Airport Land-use protection with cooperation from surrounding jurisdictions.
- Strategy 1.3 Actively pursue research, marketing and development of the airport as a regional transportation hub.

Goal 2 Apply compatible land uses within the airport impact zones and airport area which permit continued responsible development and protect the viability and operation of the airport as a public use facility.

- Strategy 2.1** Protect the airport from encroachment of incompatible land uses through amendments to the Land Development Code and Airport Specific Area Plan to reflect Federal Aviation Administration guidelines and enforcement of land use designations and policies, and zoning designations.
- Strategy 2.2** Establish an airport area commercial/employment zoning district, which does not permit residential uses, to assure commercial land availability in close proximity to the airport.
- Strategy 2.3** Create a new Airport Business Plan to bolster economic vitality of the airport area.

Goal 3 Support existing and future employment centers given the need for well paying jobs, and the area's suitable terrain and anticipated road system.

Strategy 3.1 Inventory the needs and contributions of area employers to ascertain expansion goals, adequacy of infrastructure, and desired support services.

Strategy 3.2 Evaluate sites suitable for new employment centers that concurrently capitalize on access availability and airport buffering.

Goal 4 Support residential development to the degree compatible with airport overflights, terrain, and the planned road system.

Strategy 4.1 Assess appropriate locations and densities of residential development within the greater airport influence area, taking into consideration airport activities, surrounding land uses, access, community plans, zoning, and other input from applicable surrounding jurisdictions, property owners, and other interested parties.