City of Prescott

Council Subcommittee on General Plan Review

February 11, 2026 | 2:00 PM
201 N Montezuma Street
Council Chambers, 1st Floor
Prescott, AZ 86301

AGENDA

The following Agenda will be considered by the **Prescott Council Subcommittee on General Plan Review at a Regular Subcommittee Meeting** pursuant to the Prescott City Charter, Article II, Section 13. Notice of the meeting is given pursuant to Arizona Revised Statutes, Section 38-431.02. One or more members of the Council may be attending the meeting through the use of a technological device.

Viewing & Participation

This meeting may be viewed on Channel 64, Facebook Live or on the City's website: City of Prescott Live Meeting Feed
Public comments for Council may be submitted through the City website: Public Comment Form

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **DISCUSSION & ACTION ITEMS**
   - A. Discussion & Possible Action Regarding Appointment of Chair and Vice-Chair for the Subcommittee.
     Recommended Action: 1) MOVE to appoint a Chair; and 2) MOVE to appoint a Vice-Chair
   - B. Presentation & Discussion Regarding the General Plan and Desired Next Steps for Adoption Process.
     Recommended Action: MOVE to establish either : A. 2015 General Plan; B. March 25, 2025 General Plan; OR C. June 24, 2025 General Plan as the baseline document for Subcommittee review and discussion moving forward
4. **GENERAL ANNOUNCEMENTS FROM STAFF**
5. **ADJOURNMENT**

Upon a public majority vote of a quorum of the City Council, the Council 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 2/5/26 at 11:00 a.m. in accordance with the statement filed by the Prescott City Council with the City Clerk.

Sarah M. Thornhill

Sarah M. Thornhill, City Clerk

TO:	MAYOR AND CITY COUNCIL
AGENDA:	February 11 General Plan Subcommittee
DATE:	February 11, 2026
DEPT:	Community Development
ITEM #:	3.A
SUBJECT:	Discussion & Possible Action Regarding Appointment of Chair and Vice-Chair for the Subcommittee.

ITEM SUMMARY

This agenda item is to appoint the General Plan Subcommittee Chair and Vice-Chair.

BACKGROUND

None.

FINANCIAL IMPACT

There is no fiscal impact associated with this item.

RECOMMENDED ACTION

1) MOVE to appoint a Chair; and 2) MOVE to appoint a Vice-Chair

ATTACHMENTS

None

TO:	MAYOR AND CITY COUNCIL
AGENDA:	February 11 General Plan Subcommittee
DATE:	February 11, 2026
DEPT:	Community Development
ITEM #:	3.B
SUBJECT:	Presentation & Discussion Regarding the General Plan and Desired Next Steps for Adoption Process.

ITEM SUMMARY

This item is for discussion related to the proposed 2025 Prescott General Plan. Arizona Revised Statutes Section 9-461.06 states that a governing body must either readopt the existing General Plan or propose and adopt a new General Plan every ten (10) years. Adopted or readopted plans must also be ratified by the voters. Prescott's current General Plan was adopted and ratified in 2015. The General Plan is the public document that guides future land use decisions. Zoning, re-zoning and new developments must be consistent with, and conform to, the City's adopted General Plan.

BACKGROUND

During the January 13, 2026 City Council Voting Meeting, Council voted to adopt Resolution No. 2026-1963 establishing the General Plan Subcommittee. The Subcommittee will be meeting regularly to assist in the review and drafting of the 2025 Prescott General Plan. Staff recommends that the Subcommittee generally meet on the second and fourth Wednesday of each month.

Before moving forward, the Subcommittee needs to decide and provide direction to staff regarding the following:

- Council has previously indicated that it wants to engage a consultant. If this is still the case, does the Subcommittee want to review the document with the consultant? This will inform the drafting of the request for proposal (RFP) scope.
- Which plan does the Subcommittee want to use as the baseline document:
    - 2015 Prescott General Plan
    - March 25, 2025 General Plan
    - June 24, 2025 General Plan

Based on the outcome of this meeting, staff will outline a plan for discussion during the February 25 Subcommittee meeting.

Additionally, Arizona Revised Statutes (ARS) 9-461.06.C.1 requires the governing body to adopt written procedures to provide effective, early and continuous public participation in the development and major amendment of general plans from all geographic, ethnic and economic areas of the municipality. The procedures shall provide for:
(a) The broad dissemination of proposals and alternatives.
(b) The opportunity for written comments.
(c) Public hearings after effective notice.
(d) Open discussions, communications programs and information services.
(c) Consideration of public comments.

Staff will update the draft public participation plan based on the outcome of this meeting and have it ready for discussion during the February 25 Subcommittee meeting.

FINANCIAL IMPACT

There are no financial impacts of this item at this time.

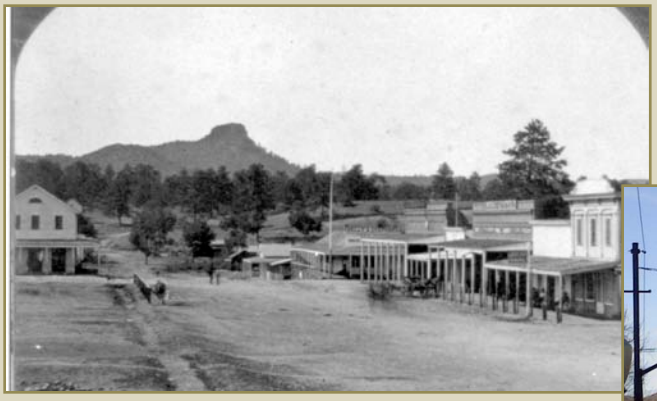
RECOMMENDED ACTION

MOVE to establish either : A. 2015 General Plan; B. March 25, 2025 General Plan; **OR** C. June 24, 2025 General Plan as the baseline document for Subcommittee review and discussion moving forward

ATTACHMENTS

1. 2015 General Plan Version
2. 3.25.25 General Plan Version
3. 6.24.25 General Plan Version
4. Adoption Timeline - Major Amendments

2015 Prescott General Plan
A Community Vision



Adopted 4/14/2015
Resolution No. 4923-1502

The General Plan Committee

Miriam Haubrich	-	Committee Co-Chair, Executive Director of Prescott Habitat for Humanity
Terry Marshall	-	Committee Co-Chair, Prescott Planning & Zoning Commission Member, Commercial Real Estate and Construction
Brad Devries	-	Yavapai College Event Marketing Specialist
Dave Fisher	-	Local Residential and Commercial Contractor
Glenn Gooding	-	Performance Planning Specialist, Adjunct Professor Embry Riddle Aeronautical Institute
Zena Mitchell	-	Tucson Precinct Committeeman, Political Activist, Current Precinct Committeeman – 201 Eagle
Roxane Nielsen	-	Local Business Owner – Prescott Brewing Company, Prescott Chamber of Commerce
David Quinn	-	Author, Telecommunications Specialist, Big Brothers/Big Sisters Volunteer
Elisabeth Ruffner	-	Businesswoman, Yavapai Heritage Foundation, Open Space Alliance, National Trust for Historic Preservation.
George Sheats	-	Prescott Planning & Zoning Commission Member, Product Development, Operational Efficiency, Organizational Re-Engineering, Introduction of New Technologies
Gary Worob	-	Administrator, Grant Proposal Writer, Economic Development Specialist

City Council Members (Ex-Officio)

Marlin Kuykendall	**-**	Mayor
Charles Arnold	**-**	City Council Member
Steve Blair	**-**	City Council Member
Alan Carlow	**-**	City Council Member
John Hanna	**-**	City Council Member
Jim Lamerson	**-**	City Council Member
Greg Lazzell	**-**	City Council Member
Len Scamardo	**-**	City Council Member
Chris Kuknyo	**-**	City Council Member
Jean Wilcox	**-**	City Council Member

Planning Commissioners

Tom Menser	-	Chairman
Ken Mabarak	-	Vice Chairman
Joe Gardner	-	Commissioner
Terry Marshall	-	Commissioner
Len Scamardo	-	Commissioner
George Sheats	-	Commissioner
David Stringer	-	Commissioner

Planning Staff

Tom Guice	**-**	Community Development Director
George Worley	**-**	Planning Manager
Frank Hall	**-**	Community Planner
Suzanne Derryberry	**-**	Administrative Specialist

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THE PRESCOTT GENERAL PLAN

1.0 INTRODUCTION

The General Plan does not have the effect of law. Simply stated, the General Plan is an expression of a community's preferred future. It is a road map describing the destination and the paths to be taken to reach it. The General Plan is made up of elements, and each element interacts with every other element. In more practical terms, the General Plan is the guide for land use decisions in the City. Rezoning and new development proposals involving use permits, as well as decisions about public infrastructure, transportation corridors, annexations, and economic development, must be consistent with and conform to the adopted General Plan.

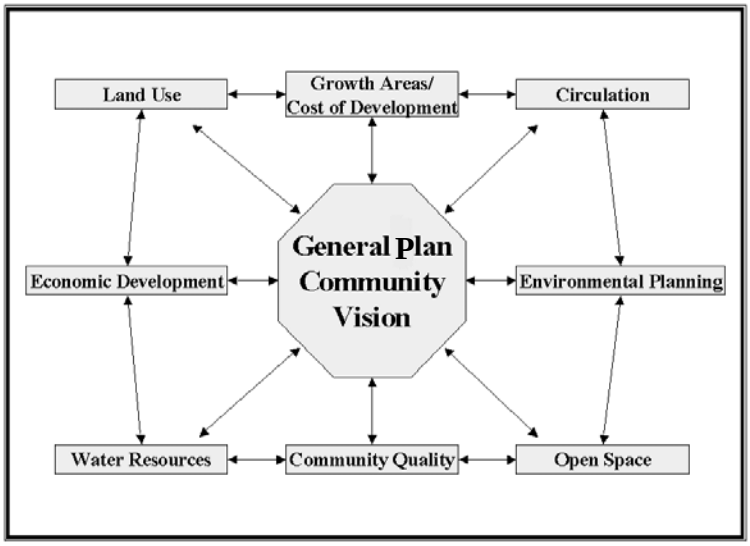
The City of Prescott General Plan complies with the "Growing Smarter/Growing Smarter Plus" legislation adopted by the state in 1998 and amended in 2000 and 2002 (A.R.S. 9-461.05 - 07). The following elements are required:

- LAND USE
- CIRCULATION
- OPEN SPACE
- GROWTH AREA
- ENVIRONMENTAL PLANNING
- COST OF DEVELOPMENT *(combined with the Growth Area Element)*
- WATER RESOURCES

In addition to required elements, this General Plan includes the following voluntary elements:

- ECONOMIC DEVELOPMENT
- COMMUNITY QUALITY

All elements of this plan, required and voluntary, interact and relate to each other to comprehensively address the challenges Prescott faces.



1.1 Public Participation

The Growing Smarter legislation requires that a Public Participation Plan be created and adopted by municipalities adopting or updating their General Plans. The Prescott City Council set procedures ensuring the broad dissemination of plan element proposals and alternatives by adopting a Public Participation Plan in 2011. This effort emphasized the opportunity for the public to provide verbal and written comments and set the stage for public meetings during the process, plus the required Public Hearings during the Planning and Zoning Commission and City Council reviews. Public meetings were held during the update process, as well as TV, radio and newspaper coverage. Information was published on the City website with a public input

survey that returned more than 180 questionnaires. Questions such as overall quality of life, housing type preferences, preferred types of commercial development, shopping and services availability, transit preferences, satisfaction with type and amount of open space and similar questions were asked.

In 2011, the Prescott City Council chose not to rewrite the General Plan, but to instead update the 2003 Plan. To begin the update process, the City Council created the General Plan Update Committee. This 13 member citizen committee was made up of 11 interested and active local citizens to guide the participation process and to ensure maximum public involvement in the update of the plan. The Committee included two (2) non-voting Council members to provide background information and report on progress to the City Council. The Committee held numerous advertised public participation meetings throughout the plan drafting process. Public responses and suggestions were reviewed and considered by the Committee for integration into the draft plan.

1.2 Elements

The following is a brief discussion of each of the Elements included in the General Plan. Where possible, the 2003 General Plan elements were revised and updated with current information.

Land Use. This element reflects the general distribution and extent of residential, business, industrial, recreation, open space and other land use categories. A map indicating the general locations of established uses accompanies this element. Allowable densities and intensities are described for each land use category. This element also sets out goals and strategies promoting in-fill development and other compact development patterns. In addition, this element addresses air quality issues and access to alternative energy in the general land use categories. This element also contains goals and strategies to maintain and enhance a broad variety of land uses throughout the City.

Growth Areas & Cost of Development. This element identifies the areas suitable for infrastructure expansion, multi-modal transportation and other improvements intended to support a variety of land uses including recreational opportunities and tourism. This element contains goals and strategies to make circulation more efficient and economical in growth areas to conserve natural resources and to require the sustainability of development activity with the construction of appropriate public and private infrastructure. Also addressed in this element, are Specific Area Plans which provide more specific development criteria for some areas. This element addresses the goals and strategies needed to assure that development pays its fair share of public service and infrastructure needs. A reasonable financing structure to support the provision of essential City services is fundamental. This element identifies the mechanisms established or recommended to collect fees such as development impact fees, special taxing districts, and the installation and dedication of required infrastructure improvements. Goals are included to ensure that fees reasonably allocate the costs of services to the development.

Circulation. This element addresses transportation circulation routes existing and proposed streets and highways, as well as bicycle routes, pedestrian ways and public transit issues are discussed. This element contains maps displaying existing streets, proposed circulation routes and alternative transportation routes. This element also includes information from other agencies, such as the Central Yavapai Metropolitan Planning Organization and the Arizona Department of Transportation, relating to planned transportation, rails-to-trails and other greenway projects within the region, including within Prescott.

Open Space. This element includes an inventory of open space and recreation resources in the City of Prescott. It contains an analysis of future open space goals with strategies for managing and protecting these resources, open space acquisition, and establishing new recreational opportunities. It promotes the integration of open space and recreational resources within both existing and proposed regional systems.

Environmental Planning. This element addresses the impacts of the other plan elements on air and water quality, the night sky and natural resources. Demands placed on these resources by new development, new infrastructure and new circulation patterns are identified. Where adverse impacts appear possible, alternative strategies are offered.

Water Resources. This element addresses the availability of surface, ground and effluent water supplies. It includes an analysis of how the anticipated growth of various land uses will be served by available water supplies and identifies the means by which additional water supplies may be obtained.

Economic Development. This voluntary element addresses the strong emphasis placed upon the City's economic well being by the citizens and elected officials of Prescott. The health and vitality of Prescott's economy is a key factor in sustainability and the community's quality of life.

Community Quality. This element is a voluntary element highlighting the many factors in Prescott which enhance the quality of life of our residents and visitors.

1.3 Implementation Process

The General Plan provides a long range vision for the community with goals and strategies for managing growth. The implementation of the goals and strategies contained in this Plan may be accomplished through the development of a strategic plan for the City and through the creation of Specific Area Plans for geographic areas in need of specific planning consideration.

A strategic plan is implemented through the City Council annual budget process. The General Plan's goals and strategies are used to assist the City Council in prioritizing budget and capital fund allocations and in measuring the direction of development trends in the community.

THE PRESCOTT VISION

Living, Working and Enjoying Quality Recreation

Prescott 's Vision is about the future - a future well founded on Prescott's pioneering days, historic architecture and small town qualities. Prescott's Vision maintains its unique image as a deeply rooted city, but one moving dynamically into the future.

This vision of Prescott is based on the following fundamental values endorsed by the community:

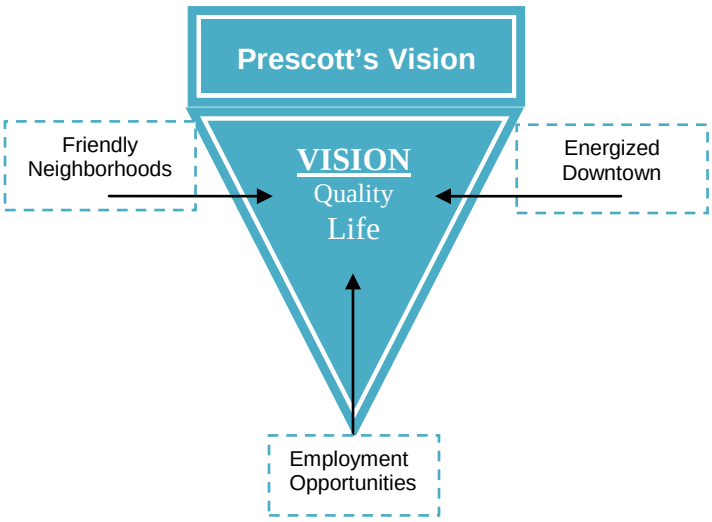
- Balance: between developed and undeveloped areas; between types of land uses including diversity of housing options; between young and old residents, current families and future families; between private property, neighborhood and community-wide interests.

- Sustainability: of the economic foundations of the community; of the neighborhoods within the community; of the community's infrastructure; of government services at acceptable levels; of water supplies and natural resources.

- Preservation of community character including environmental, economic, cultural and historic community assets.

- Moderate growth and quality development.
- Citizen empowerment and involvement in government and community activities.
- Ethic of equity and respect for all community members.

Prescott's Vision also reflects a dynamic city. Prescott is a place where young and old, working families and retirees find wisely managed City services and good accommodations geared to all lifestyles and levels of income. The population and business growth result in a variety of housing types and prices in people-focused **Neighborhoods,** integrated with the Prescott Community; the **Downtown** energized by a mixture of arts, entertainment, government, business, and residential uses; and an abundance of differing **Employment Opportunities**, encouraging a full complement of population age groups and lifestyles.



Throughout the growth periods, Prescott retains its environmental qualities of clean air and water, extensive open spaces and greater trail connectivity in the surrounding Prescott National Forest, riparian areas and significant vistas. Water is conserved through active education of residents and visitors, and conservation is practiced and coordinated among regional governments. Clean air is preserved through concentrating varied uses within short distances, thereby encouraging walking and bicycling, and through regional planning for public transit and shared-auto usage.

The underlying theme of the Prescott Vision is similar to the words of Lewis Mumford in his essay, The Essence of the City: *"…the greatest function of the city is to… encourage the greatest possible number of meetings, encounters, challenges, between varied persons and groups….to bring people together…till in the end all men will take part in the conversation."*

The **Neighborhoods**, the **Downtown** and the **Employment Opportunities** are vital to provide for living, working and enjoying a quality life in the **Prescott Vision**.

Neighborhoods are characterized by:

- Mixtures of small to large lots, modest to expensive homes, attached, semi-attached and detached housing
- Streets shared by vehicular traffic, pedestrians, bicyclists and landscaping
- People-gathering/activity focus areas, combining recreation areas (e.g. parks, school yards); civic and public services (e.g. schools, churches, civic clubs, fire and police substations); and small business (e.g. sundries, eateries, household service shops, daycare, medical/professional offices) – oriented to low traffic and modest parking needs
- Homes and lots designed for resource efficiencies

Prescott Downtown is characterized by:

- Historic buildings and compatible infill
- County Courthouse Plaza; other people-gathering areas (e.g. Granite Creek Park, school activity areas; "pocket parks")
- Interwoven mixture of:
    - Government offices (local, regional, State and Federal); professional and general offices
    - Specialty shops and general retailing (including grocery, drug, clothing, variety stores)
    - Eateries, fine restaurants, bars, lounges, hotels, beds-and-breakfast and other visitor lodging
    - Theatres, galleries, museums, concert halls, amphitheatres, parks, trails
    - Residences – multi- or single-storied attached, semi-attached and detached, (e.g. apartments, condominiums, townhouses, patio homes, duplexes, tri-plexes, cottages, historic homes)
    - Live-work structures – studios, professional offices, small shops, eateries, etc. shared with residential living spaces
- Streets accommodating pedestrian and bicycle travel; clean, wide sidewalks; landscaping, benches, human-scaled street lighting
- Most employment, entertainment and daily needs of Downtown residents are met within very short distances
- There's always something going on

Employment Opportunities are characterized by:

- Diverse Employment Types (e.g. retail, hospitality services, professional and general services, research and development, assembling and manufacturing, education, government services, arts/culture/recreation/entertainment venues)
- Employment Development Focus Areas:
    - Arts/Culture
    - Education
    - Recreation/Entertainment
    - Aviation/Aerospace Research
    - Hospitality: lodging/food and beverage
    - Specialty and Regional Retail
    - Health Care
    - Research and Development
    - Manufacturing
- Interspersed Employment Area Locations - offices and services individually or grouped throughout the City, convenient to residents of Neighborhoods and the Downtown

The Prescott Downtown and Neighborhoods are intertwined in a variety of housing and people-gathering places and activities; diversity of employment opportunities enable the young and working families, as well as the retirees, to live in Prescott where they work, shop, worship, attend school, enjoy cultural and recreational activities ; and where they interact in civic forums. All "take part in the conversation" of the Prescott Vision, enjoying quality living.

To promote Prescott's Vision of the future and to address the various growth management challenges outlined in this General Plan, the following planning principles and values are set out as the Smart Growth philosophies held by Prescott:

- **Well planned, moderate growth rate.** Prescott desires to promote a moderate rate of growth to preserve and protect critical areas of open space, environmental assets, significant natural, prehistoric and historic resources while accommodating new growth in a manner which encourages multi-modal transportation opportunities, maximizes

existing infrastructure and creates housing and job opportunities for residents of all ages and income levels.

- **Sustainability** is an overriding theme for the General Plan and is the subject of many of the goals, objectives and implementation strategies recommended throughout the elements of the Plan.

- **Compact forms** including high density, infill development and mixed uses, where appropriate, as the preferred model for new growth maximizing use and longevity of existing infrastructure as well as encouraging multi-modal transportation opportunities.

- **Balance** is important to growth management in much the same way as it is a guiding principle for other elements of the General Plan; in growth management, we seek a balance of land uses, a balance among residential types, between residential and non-residential uses and between developed and undeveloped land uses.

- **Support for a vibrant city center**. Prescott citizens value the downtown area and desire to give preference to the redevelopment and reuse of downtown, retaining the mixed uses, business vitality, historic resources, human scale development and pedestrian friendly character of the city center. This concept includes support for other urban nodes along existing and planned transportation corridors to achieve a similar village center anchor with compact forms and mixed uses including housing and multi-modal connectivity within developing areas.

- **Integrated planning** as a method of determining land use and circulation patterns is essential. Coordinated planning for regional impacts is also practiced because the way we grow affects our neighbors and vice versa. Prescott seeks to make development decisions consistent, fair and cost effective.

- **Connectivity** of streets and neighborhoods as a basic planning principle. Interconnectivity of road corridors, bikeways and pedestrian walkways to accommodate multi-modal transportation promotes efficient, effective, and sustainable circulation options while addressing traffic impacts.

- **Development which helps pay for itself**. The City is committed to maintaining an effective impact fee system for all development consistent with state statutes. The cost to the City of monitoring and regulating residential and commercial building and development must also be addressed and recovered in a fair and equitable manner through user fees.

- **Reasonable and equitable finance structure**. The community supports the establishment and maintenance of a secure, balanced and diverse local revenue base necessary to provide a full range of municipal services and infrastructure at levels desired by the citizens. This includes strategies to maximize existing infrastructure, emphasize joint use of facilities, and encourage creative partnerships which stretch City revenues and promote good fiscal management and a highly efficient tax and revenue structure.

- **Citizen involvement and participation** as an essential element for achieving Prescott's vision and facilitating community-based decision making for the choices and trade-offs which must be made to accommodate and manage growth. Community and stakeholder collaboration is fostered in all City plans and decisions.

2.0 PHYSICAL SETTING AND HISTORY

Located in a basin in the mountains of north central Arizona, the City is bordered and most influenced on the south and west by the Prescott National Forest. The natural environment is rich with rock outcroppings, unique topographical features, abundant natural vegetation, wildlife, riparian areas and archaeological resources. The average elevation is 5,400 feet above sea level. The area enjoys four definite seasons with few extremes of temperature or precipitation. The climate is generally temperate and mild, with average high temperatures ranging from 50 degrees to 90 degrees. Rainfall continues to be below average, with drought conditions being reported by various scientific institutions. Average annual precipitation prior to drought conditions was 18.8 inches per year, with the period from 2000 to 2013, reporting 13.5 inches per year.

A unique historic atmosphere is the essence of Prescott's character, setting it apart from other Arizona cities. Examples of Prescott's human-scale environment are found in the City's architecture, parking and circulation, land-use policies and opportunities for social interaction.

Current archeological cultural resource investigations reveal occupation patterns of pre-historic Indian peoples as early as AD 700. Documentation of the nature of the prehistoric excavations around Willow and Watson Lakes will continue with the artifacts related to the Prescott Culture AD 700 – 1100 ultimately to be preserved in place as a public viewing park and artifacts archived at Sharlot Hall Museum, a state museum on West Gurley Street in Prescott.

More urban historic archeological sites located in the lowest elevations of Prescott basin along Granite Creek have revealed artifacts of later settlement associated with the current population of non-indigenous residents. These objects and interpretation of the locations where they were found will also be available for public display at Sharlot Hall museum, interpreting The Central Arizona Highlands.

The region was once part of a vast area occupied by hunting and gathering American Indian people. The local inhabitants were not exclusively hunters and gatherers and lived in the greater Prescott area in seasonal camps. This group was one of three geographically divided Yavapai groups and later became known as the Yavapai-Prescott Indian Tribe. They were allocated approximately 1,400 acres of land by the federal government, forming the Yavapai-Prescott Indian Reservation which is now encompassed by the City of Prescott on three sides.

Although initial European contact occurred in the late 1500s, it was not until the 1860s that significant non-native populations began permanently settling the Prescott area. Prescott was established as a town and became the Territorial Capital of Arizona in 1864. Prescott was a planned community from the beginning with the original townsite laid out in a grid pattern surrounding a central courthouse plaza. The capital was moved briefly to Tucson and eventually to Phoenix, but during the late 1800s, Prescott again served as the state's territorial capital. The original Governor's Mansion is now preserved at Sharlot Hall Museum near downtown Prescott on the original site.

The early economy of the area centered on mining, cattle ranching and government, making Prescott the economic and political center of north central Arizona. Supporting commercial enterprises continued to expand in the late 19th Century. In July of 1900, a fire destroyed much of Prescott's commercial district. Following the fire, most buildings in the downtown area were reconstructed of brick and masonry, providing today's rich architectural heritage. Some 800 city structures are listed individually or as part of fourteen historic districts in the National Register of Historic Places. One archeological district on city owned land is included in the register of thirteen city designated historic preservation districts.

During the 20th Century, Prescott developed as an important location for health services and facilities. For many years, Prescott's clean air and temperate climate drew tubercular and other respiratory patients to the area for treatment. Fort Whipple, originally established as a military outpost to protect the territorial capital and the many miners in the area, is today the Northern Arizona Veteran's Administration Health Care Center.

Also during the 20th century, the arts, cultural and educational assets of Prescott have flourished along with health care. Sharlot Hall Museum was founded in 1929 by state historian, Sharlot M. Hall and other local influential Prescott businessmen to preserve and restore the territorial governor's mansion. The museum campus and the collections, exhibits, educational and performing arts programs have been expanded over the years with a major regional archive focusing on Central Arizona material and natural history. The Elks Opera House has welcomed audiences to performances since 1905. Performing arts theatres are owned and operated by the Prescott Center for the Arts, Yavapai College and the Prescott Unified School District. The Phippen Museum of Western Art and the Smoki Museum: American Indian Art and Culture contribute to the current cultural scene.

The Yavapai-Prescott Indian Tribe will be constructing a 44,000-square-foot Yavapai Indian Cultural Center below its Prescott Resort and Conference Center near the intersection of highways 69 and 89. The center will be open to the public. It will feature a museum, cultural education center and indoor auditorium. The cultural education center will include classroom and multi-purpose space where tribal members can learn about Yavapai-Prescott arts, traditions and language.

The presence of public and private post-secondary education constitutes an important force in the Prescott economy and cultural surroundings. Prescott College, a private liberal arts college, was established in the 1960s. The late 1960s also saw the founding of Yavapai Community College. In 1978, Embry Riddle Aeronautical University established a large campus in the community. Northern Arizona University has a presence in Prescott, as does North Central University, an on-line educational institution, and Old Dominion University which is located on the Yavapai College campus. Prescott continues to be an economic, cultural, educational and political center of Yavapai County and the seat of the county government.

3.0 EXISTING CONDITIONS AND TRENDS

3.1 POPULATION AND DEMOGRAPHIC TRENDS

3.1.1 Population Forecast

From 1960 to 1990, the City's population grew at an average annual rate of 3.9% per year, inclusive of annexations. Since 1990, the growth rate has slowed. From 1990 to 1995, the population grew at an average annual rate of slightly below 3% per year, without any major annexations of existing residential areas, and inclusive of a growth spurt in 1993. Beginning in 1995 and continuing through 2010, the population growth slowed to below 2%.

For the purpose of this General plan, we use the 2010 Census and assume a moderate growth rate of 2% resulting in a population of approximately 48,500 by the year 2020. Changes in economic conditions and annexation of significant tracts of flat, more easily developed ranch land could drive that number higher. However, other factors such as availability of water, market trends toward large lot, low density development, and finite growth boundaries can be expected to play a role in limiting growth over the next ten years. Consistent with articulated community values, Prescott seeks to maintain a sustainable moderate growth rate which will accommodate residents of all ages and economic status, while preserving the community's character now and into the future.

3.1.2 Changing demographics: household size, aging population and diversity

Census data from 1980, 1990, 1995, 2000, and 2010, show that there have not been significant changes in the percentage of Prescott's population comprised of individuals between the ages of 20 and 64. The more dramatic shifts have occurred at the two ends of the population age range. Youth aged 0 to 19 declined as a percentage of total population from 26.1% in 1980 to 16.8% by 2010, while adults aged 65 and over increased from 21.4% to 30.8%. These changes have significant impacts on local school district enrollment, on the labor force, and on the balance of family types and sizes in the area.

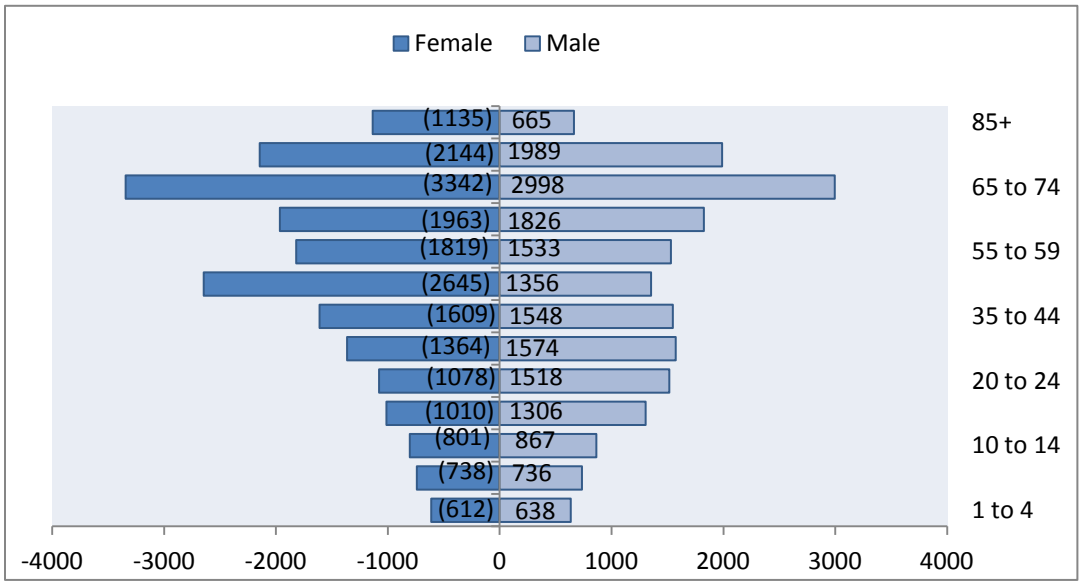
Figure 3-1 Prescott Population by Age Group

	1980		2000		2010	
Population	#	%	#	%	#	%
Ages:						
0 to 19 years	5,247	26%	6,505	20%	6,708	17%
20 to 64 years	10,503	53%	18,248	54%	20,862	52%
65+ years	4,305	21%	9,085	26%	12,273	31%
Total:	20,055	100%	33,938	100%	39,843	100%

Prescott's median age increased to 54.1 years of age in 2010, accompanied by an increase in households with one or more persons aged 65 and over (from 34.8% in 1980 to 44.8% in 2010). With the aging of Baby Boomers (those born in the high birth rate years of the 1950s and 1960s), an increase in older populations is a national trend, as is an overall reduction in birth rates. Prescott reflects this trend, but is different from many other communities in that we also have a continuing in-migration of seniors approaching retirement or already retired. Prescott is, and will continue to be a retirement destination because of its natural environment and cultural amenities. The out-migration of young people at the upper end of the 0-19 age range for educational or employment opportunities elsewhere is also a contributing factor in this trend. Telecommunication based on improved internet connectivity affect demographics as younger families seeking Prescott's quality of life are able to bring their jobs with them.

There has also been a continual decline in the average number of persons per household. In 1980, the City's average household size was 2.52 persons. By 2000, the average household size had decreased to 2.11 persons. It dropped further, to 2.03 persons in the 2010 Census. This is a predictable result of the aging population trend discussed here.

Figure 3-2 Prescott Population Distribution by Age and Gender.



Taken from 2010 Census data

In terms of diversity, Prescott's population was 95% Caucasian in 1980. By 2010, Caucasians accounted for 92.1% of the population and Hispanics/Latino constituted 8.6% (note: there were changes in the way race was defined by the Census). The percentage of African-American residents in Prescott remained the same at 0.7% in both 1980 and in 2010. The percentage of American Indian residents dropped from 1.2% to 1.1% and Asian residents increased from 0.6% to 1.2% between 1990 and 2010.

Just as significant in terms of changing diversity are the trends in family types: the proportion of households with a wage earner (working families) compared to retiree households; and the proportion of families actively raising children to "empty nesters" are decreasing. Based on the 2010 Census, among City residents there are 16,891 persons age 16 and older who are employed, or put another way, approximately 42% of the total population participated in the workforce. In 2010, families made up 56% of Prescott's households compared to 59% in 2000. In 2010, households with a member aged 65 or older comprise 44.8% in Prescott compared to 39.4% in 2000, an increase of 5.4%. Also of note are trends for working families with younger children. In 1990, 50% of families with children under 6 years of age had both parents in the household working. By 2010 that number has risen to 64%. This may indicate that working families with young children increasingly require more than one income to meet rising living and housing costs in the community.

These trends suggest that the median age will continue to rise, Prescott's youth population percentage will continue to decline and, similar to national trends, seniors and elderly will make up an increasing proportion of the total Prescott population. All of these demographic trends, if unchanged, will further alter the community balance in terms of age groups, family types, household sizes and ratios of retirees to working residents.

3.1.3 Household income

The median household income for Prescott in 1990 was $22,517, with the largest single concentration (24%) of incomes in the $5,000 to $15,000 range. The 2010 Census indicated that the median household income was $44,224 with the largest concentration in the $35,000 to $50,000 range. While Prescott's median income remains slightly higher than Yavapai County as a whole, it continues to be below the statewide median income of $50,448 in 2010.

3.1.4 Regional population trends

The City of Prescott is very much affected by the growth trends and development patterns of neighboring communities and unincorporated areas of Yavapai County. Between 1990 and 2010, the neighboring communities of Prescott Valley and Chino Valley have experienced much higher rates of growth than Prescott. The unincorporated portions of Yavapai County have also grown rapidly. The population changes for Prescott, the county and neighboring communities are shown in the table below. If the rates of growth in the region continue, Prescott's proportion of the regional population will continue to decline.

Figure 3-3 Population Counts by Jurisdiction

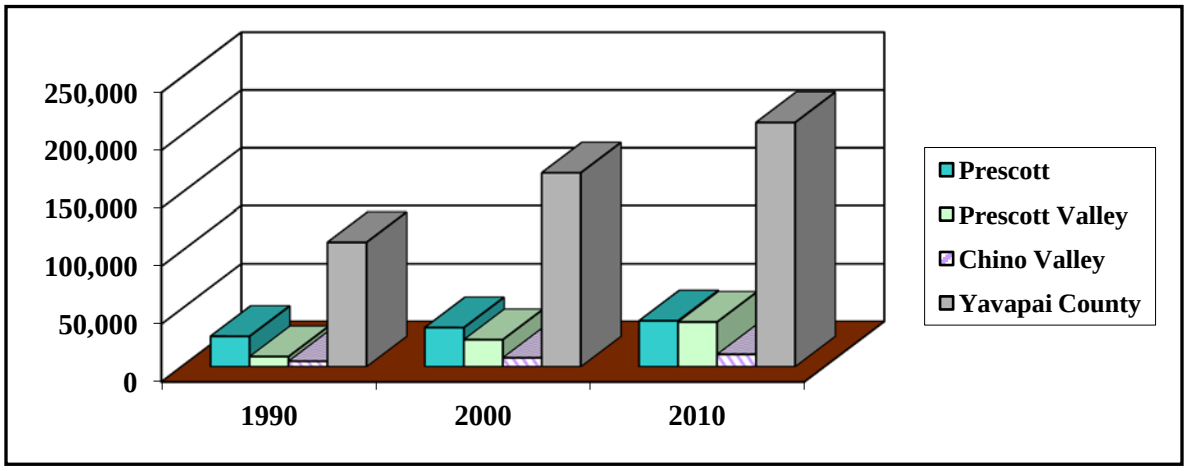


Figure 3-4 Population Percentages by Jurisdiction

Jurisdiction	1990 Population	1990 Portion Of County Population	2010 Population	2010 Portion Of County Population
City of Prescott	26,455	25.6%	39,843	18.9%
Town of Prescott Valley	8,858	8.2%	38,822	18.4%
Town of Chino Valley	4,837	4.5%	10,817	5.1%
Yavapai County	107,714		211,033	

3.2 TRAFFIC CIRCULATION & MANAGEMENT ISSUES

3.2.1 Metropolitan Planning Organization

Jurisdictions in the region, City of Prescott, Yavapai County, Town of Chino Valley, Town of Prescott Valley and the Yavapai-Prescott Tribe, have cooperated in regional transportation planning for nearly two decades through a voluntarily created planning group, the Central Yavapai Transportation Planning Organization. This group had provided a regional forum to conduct studies, coordinate transportation planning, secure transportation funds, prioritize transportation projects, and partner with the Arizona Department of Transportation in implementing a regional transportation network. With the 2000 Census, the combined

population of the Prescott/Prescott Valley area reached more than 50,000, a population threshold which triggered the establishment of a metropolitan planning organization to coordinate regional transportation planning and administer federal and state transportation funding. The Central Yavapai Metropolitan Planning Organization (CYMPO) is now the designated regional transportation planning authority with Prescott as an active participant.

3.2.2 Traffic Impacts and traffic management issues

The 1995 Central Yavapai Regional Transportation Study established that growth within Prescott and throughout the region would create long-term traffic management problems. The study included traffic projections for all of the major highways and arterials throughout the region, and proposed a number of strategies for addressing the long-term traffic management problems inherent in this fast growing region. This study, updated approximately every three years, is serving as the blueprint for long term regional transportation planning and improvements.

Projected traffic counts have been revised with each study update. The 1998 update assumed a regional population growth from approximately 81,000 in 1998 to 220,000 by the year 2018. CYMPO estimated the 2012 population within the CYMPO planning boundary was 121,783 with Prescott and Prescott Valley being 84,744 of that total. The 2006 Study update factors in the impacts of the Gateway Mall and other development along the Highway 69 corridor as well as measures the traffic relief provided by then recently constructed arterial roadways.

3.2.3 Regional Transportation Improvements

The Central Yavapai Regional Transportation study calls for a phased approach to regional transportation planning and improvements. Phase I sets forth improvements which needed to be in place when the regional population reached 100,000 in the year 2000. The majority of these improvements have been achieved. Major improvements to regional links have included Pioneer Parkway, Airport Connector, Glassford Hill Road and the widening of Highways 69 and 89. Within the City of Prescott, enhanced transportation corridors have included Prescott Lakes Parkway, the extension of Smoketree Lane, the widening of Willow Creek Road and Iron Springs Road. Regional phases included the extension of Fain Road, the 69/89 intersection, connecting Rosser between Prescott Heights and Cliff Rose, and widening of Copper Basin Road. The 1998 update recommended additional regional transportation corridors including a Prescott East Loop (Sundog Connector currently being studied) connecting State Road 69 and State Road 89 north of Yavapai Hills and a SR 69/89 connector across the Yavapai-Prescott Indian Reservation completed in early 2013.

The original 1995 Study indicated that projected traffic demand in the region could not be addressed solely by improving or building roads. In addition to recommending new transportation corridors and road enhancements to address traffic management, the study recommended significant alternative transportation components. Suggestions included carpooling, some form of public transit and the further development of multi-use trail systems region wide. The study forecasts that investments in these alternatives, along with assumptions that up to 5% of person-trips would be by some form of alternate transit and that vehicle occupancy rates would increase, could reduce projected travel counts by up to 20%, thereby extending the longevity of the road network and reducing the need to widen some transportation corridors in sensitive environmental areas (e.g. Granite Dells). Subsequent study updates continue to support these alternative transportation recommendations.

3.3 CURRENT LAND USE POLICY ISSUES

3.3.1 Annexations

As of October 15, 2013, Prescott's land area covers 42.6 square miles. An annexation policy was adopted by the City Council in 1994 with the objective to "utilize annexation as a means to help ensure cost effective and orderly service delivery, provide for a balance of land uses and tax base, protect against incompatible development adjoining the City and plan for the long term interests of Prescott". Spurred by the 1994 Strategic Plan and concerns over insufficient availability of commercial sites within Prescott, the policy also established priorities for annexations with the main priority being to annex "property with actual or potential commercial or industrial uses". Since adoption of the policy, a limited number of existing residential neighborhoods have been annexed into the City. Interest in controlling development in key areas (e.g. near the airport) as well as concerns about alternative water supplies and the recovery of effluent have contributed to the established annexation priorities.

From time to time, the City's annexation policies and priorities are reviewed, and this has been the case with land near the airport. The airport and the manufacturing, industrial and commercial uses associated with it have long been recognized as an important economic engine for the city. Based on this recognition, the City developed and adopted several plans (the Airport Master Plan, the Airport Business Plan and the Airport Specific Area Plan) to ensure the continued economic vitality of the airport, and to establish appropriate land use designations for the surrounding acreage.

Recent annexations of lands west and north of the airport, as well as, previous annexations east of the airport on both sides of SR89A have given the city jurisdiction over these prime development areas. These annexations occurred in cooperation with the land owners and with mutually agreed master development plans in place which helped assure compliance with airport protections efforts.

In addition to the requirements of State law and City Code, the annexation process for areas that are greater than 250 acres is also subject to the provisions of Proposition 400. Adopted in 2006 by the citizens of Prescott, Proposition 400 requires Council approval by a three-fourths majority, a 60 day public comment period beginning at the time of a formal recommendation by the Planning & Zoning Commission, and that all effluent generated by a project must be reserved for permanent aquifer recharge.

The Proposition 400 annexation process is divided into three parts. Step 1 is to meet with City staff to determine the feasibility of the project and identify any major issues. Step 2 is the entire annexation process including a cost benefit analysis, master plan and development agreement. Step 3 may include General Plan amendments, rezoning and a preliminary plat for the project.

In 2007, Granite Dells Estates was the first Proposition 400 annexation. The project consists of a residential, commercial and industrial subdivision totaling 1142 acres located south of the airport and Highway 89A. The project included a rezoning, preliminary plat and a master plan approval. In 2009, Granite Dells Ranch was annexed as a commercial and industrial subdivision. The annexation encompassed various properties totaling 387 acres located southeast of the airport in proximity to Side Road/Highway 89A. The project included a minor General Plan Land Use Map amendment, Airport Specific Area Plan Map amendment, rezoning and a master plan approval.

3.3.2 Land use mix and trends

The City of Prescott currently encompasses 42.6 square miles or about 27,264 acres. Residential development comprises an increasing proportion of the land uses within the city. The proportion of land use dedicated to conserving open space also increased significantly over

the last decades, reflecting a shift in public sentiment regarding the importance of open space as well as implementation of the voter approved open space initiative of 2000. In contrast, commercial and industrial uses represented a declining percentage of the total land mass of the City of Prescott. The significance of this is demonstrated in national data which indicate that, on average, residential uses require more in services per $1.00 in taxes paid, than commercial/industrial uses which require less in services per $1.00 in taxes paid. A balance between land uses is critical to maintaining the economic base of the community by assuring an adequate revenue stream to support City services, providing sufficient jobs and housing for City residents.

3.3.3 Housing trends: variety, affordability and quality

Prescott's housing stock varies by price, style and quality, depending upon location and age. The 2010 Census indicated that 22,159 total housing units were available in the City. Prescott's first neighborhoods were designed in a grid pattern on small lots with generally modest home sizes and were often located in or adjacent to mixed-use areas. This type of development still exists in the downtown area. A new pattern of residential development began to appear in the late 1970s and developed rapidly during the 1980s and early 1990s in the form of larger lot, single-family home subdivisions located away from commercial or mixed-use areas. This suburban pattern of development continued until the economic slowdown in 2007. Single family building permit applications are increasing, indicating that suburban home building is resuming in Prescott in 2014.

With the exception of triplexes and four-plexes built primarily as infill development in older neighborhoods, there has been limited multi-family residential development over the last 30 years. This has eased somewhat in recent years with several high end multi-family residential developments and complexes for special populations (e.g. elderly, persons with serious mental illness) being built. Zoning issues such as lack of appropriately zoned sites or difficulties in rezoning to multi-family densities, plus changes in development fees combine to create disincentives for multi-family projects. Impact fees applicable to each new housing unit were adopted in 1994 and have been adjusted several times. These increased costs, along with water and sewer buy-in fees based on the number of fixtures, have raised the per unit development cost for new multi-family housing. The *1996 Prescott Housing Needs Study* identified these issues as limiting factors in the production of less costly, more compact housing types. The study further noted "there is little vacant land zoned for multi-family housing development. In addition, the planned residential development provisions of the zoning ordinance do not lead to the production of townhouse, or clustered or compact lot housing units." Recent reductions in impact fees may encourage development of more multifamily dwellings in the future. Prescott's aging population may also provide market pressures to support senior focused multifamily housing production.

Another important factor in discouraging multi-family housing is the community perception of higher density development in general and of multi-family housing in particular. Many multi-family housing projects proposed in past years, especially those requiring rezoning, have faced opposition from opponents raising concerns about higher densities, traffic impacts, effects on neighborhood aesthetics, property values, possible loss of open space, potential increased crime and threats to existing neighborhood character.

The 1996 Prescott Housing study indicated that while the total number of new housing units produced each year was about equal to the total demand for new housing units, the production of units available within certain price ranges did not match the demand for units within those ranges. The Study identified a significant demand for units in the low to medium price range, which was not being met. The Land Use, Growth Area and Economic Development Elements of this plan encourage review and consideration of a number of means to encourage production of housing more affordable to working families. This General Plan also strongly encourages an

update of the 1996 Housing Needs Study to identify current need and establish multiple strategies to address those needs.

The 2003 *Arizona Affordable Housing Profile* included a methodology to estimate the "affordability gap" in each Arizona community, including Prescott. This gap is defined as the number of households which cannot afford, or which pay too much for, housing (either rental or purchase) at various income levels. Based on that analysis, there continues to be an inadequate supply of housing units in Prescott for households at or below the Prescott median income. This study and the need for housing balance are explained further in the Land Use and Growth Area Elements.

3.3.4 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.

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.

A lower density form of development also increases 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. 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. In many cases, these in-fill lots offer existing water, sewer and road infrastructure that reduce the costs of development.

3.3.5 Code and Regulatory issues

During the 1990s there was an increasing perception that the parameters of the existing zoning code, adopted in 1951 and substantially updated in 1980, were no longer sufficient to meet the demands of current planning and development issues. To address these concerns, a major re-write of the zoning code was initiated in 2001. The resulting Land Development Code was adopted in July 2003 with an effective date of December 31, 2004.

The new Land Development Code (LDC) incorporates previous changes in zoning and regulatory mechanisms and builds upon the experience of other jurisdictions. The LDC creates several low, medium and high intensity residential, business and employment districts. Transitional zoning classifications and stronger buffering and screening, lighting, landscaping and access management standards help integrate various uses within neighborhoods and improve compatibility between uses.

Adoption of the LDC has created opportunities for some limited proactive Zoning Map changes as the City moves to bring the zoning map into conformance with the LDC and adopted specific area, neighborhood and historic preservation plans. In addition, recognized development trends in transition areas can be addressed.

3.3.6 Development process: planning and procedural issues

In an attempt to assure fairness and equity to all participants in a planning process, Prescott has increasingly encouraged greater public participation in the planning and development process through area meetings, mailings and citizen planning groups.

Specific area plans can be developed for large, undeveloped areas of the City. These plans, usually undertaken with broad citizen and property owner participation, designate land uses for the area within the planning boundaries and also stipulate major transportation corridors along with alternative transportation objectives. These plans also address environmental concerns such as riparian areas or open space which should be protected and/or preserved as well as designating locations for mixed use village centers suitable for civic or public uses, business and commercial services and higher density or multi-family housing. Three specific area plans have been created to date: *the 1998 Prescott East Area Plan (PEAP), the 1999 Willow Lake South Area Plan (WLSAP) and the 2001 Airport Specific Area Plan (ASAP).* These plans now provide the planning basis for development within those areas, thus removing much of the uncertainty over what may be proposed or what will be approved for development. Any major departure from the approved plan requires an amendment to the specific area plan prior to submission of a re-zoning or other development request. This General Plan anticipates that a specific area plan will be developed for any future large undeveloped tracts as they are annexed into the City, and must be initiated by the city as a responsible method for balanced community planning.

The neighborhood planning process, undertaken with the residents, property and business owners in a neighborhood, goes beyond land use questions and considers issues of importance and significance to that particular neighborhood. The process allows the community within the neighborhood to partner with the City in addressing such concerns as traffic or crime in the area, neighborhood clean-up or property maintenance issues, and preservation of neighborhood character in addition to addressing land use, zoning or development pressures. To date, six neighborhood plans have been written and adopted by the City. The establishment of neighborhood plans, initiated by property owners for their neighborhoods within the City, continues to be encouraged.

3.3.7 Water Availability

Under a law enacted in 1980, the State of Arizona established five Active Management Areas to ensure that groundwater would not be depleted beyond the level being recharged, a condition known as “safe yield.” The City of Prescott water service area is located within (and draws water from) one of these active water management areas. In addition to the City of Prescott, the Prescott Active Management Area (AMA) includes Prescott Valley, Chino Valley, the Yavapai-Prescott Indian Reservation as well as some surrounding county areas. Communities within the AMA draw groundwater based on rights, goals and policies established by the groundwater law and are further obligated to demonstrate a 100 year assured water supply. Beyond the statutory requirements, Prescott’s policy is to create a sustainable water supply. The Water Element contains a more detailed analysis of water related issues.

In 1998, the Arizona Department of Water Resources (ADWR) determined that the Prescott AMA was no longer in a state of safe yield. This determination effectively capped the amount of groundwater which could be used by the jurisdictions within the AMA as a source of assured water for new development.

Since the water policies pursued by an individual jurisdiction affect all jurisdictions in the AMA, water policies are a topic of major regional interest. Regional coordination will be necessary to maintain an assured water supply for the City's and the region's anticipated population growth. The Water Resources Element of this plan addresses the goals and strategies for water resource management. The City of Prescott alone cannot achieve safe-yield within the AMA since its neighboring jurisdictions must cooperate to resolve water issues. There is currently no plan which will assure achievement of safe-yield within the AMA, therefore, safe-yield is identified as a future challenge in Prescott.

3.3.8 Environmental Commitments

The Prescott community remains committed to the conservation of environmentally significant lands and features. This commitment is reflected in community and regional partnerships with groups such as the Open Space Alliance of Central Yavapai County, the Central Arizona Land Trust, Prescott Creeks and the Town of Prescott Valley, the City's partner in efforts to protect the scenic Glassford Hill from development. Additional efforts and resources are being directed at open space acquisition, parks and recreation opportunities, public trails, air and water-quality management and protection of the national forest surrounding the City. Policies and strategies are addressed in the Open Space and Environmental Planning Elements of this plan.

3.3.9 Firewise Management Principles

Prescott is located in an environment susceptible to wildfire. Some neighborhoods, especially those along the south and west boundaries of the City are more at risk than other areas. At-risk neighborhoods and other new construction are required, by the adopted City of Prescott Wildland/Urban Interface Code, to implement vegetation management plans and to use more fire resistant building materials. This code implements much needed safety measures within the most at-risk areas of the City. Because wildfire is the most significant natural threat to Prescott, it will remain an important factor in all aspects of planning for the City.

Prescott Fire Department leadership is committed to aggressively addressing the threat of wildfire to our community and promotes Firewise Community strategies. This proactive approach to fuel mitigation and education of our citizens regarding wildfires has promoted effective public/private partnership in fire management.

3.3.10 Airport

The Prescott Airport serves the entire region, but is supported 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. In 2012, Ernest A. Love Field was the 3rd busiest Arizona airport in tower operations after Phoenix Sky Harbor and Phoenix Deer Valley airports. It is also one of the busiest regional airports in the country, ranking 37 out of 513 airports with control towers. This in part, is due to the close proximity and use by Embry-Riddle Aeronautical University. 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 jobs.

The 2009 Airport Master Plan, the 1997 Airport Business Plan and the 2001 Airport Specific Area Plan (ASAP) have been 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 have each informally agreed to accept ASAP as the basis of their future land use decisions for lands near the Airport but within their jurisdictions and planning areas. This regional cooperation in land uses is a positive example of inter-jurisdictional efforts

to protect regional assets. The Prescott Municipal Airport's regional significance and future needs are further discussed in the circulation and economic development elements of this plan.

3.4 TAX AND REVENUE ISSUES

Due to state law, the City relies primarily on the transaction privilege (sales) tax and state shared revenue, and to a much lesser degree property tax, to generate revenue necessary for providing services such as police, fire, upgrading infrastructure, building safety**,** parks and recreation. Sales tax is subject to economic fluctuations and primary property tax 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 percent plus an allowance for new construction. Without a voter approved state constitutional amendment, the community isn't able to use primary property tax as a means to generate more stable funding.

3.4.1 Revenue structure

There is a critical relationship between what the community wants to accomplish and how to finance those goals. There are four primary areas for financing City services which are subject to community control: local sales tax rate; other transaction tax rates such as transient occupancy (bed) tax; primary and secondary property tax rates; and user fees. Each of these sources of City revenue is discussed in detail in the Growth and Cost of Development Element of this plan.

The major source of revenue subject to community control is the sales tax. Under current city charter, voter approval is required for any increase in current transaction tax rates such as the retail sales or transient occupancy tax. Likewise, voter approval is needed to implement any new transaction taxes. The tax base to which those rates are applied, and sustaining growth over time, is critical. Several of the City's economic development strategies are specifically designed to ensure a reasonable, steady growth in this tax base.

Changes in the area retail market and regional economic competition for retail business are an important reason Prescott did not maintain the 8% sales tax growth rate in the early 1990s it had enjoyed in the late 1980s. In response, the City has worked aggressively to retain and expand the local sales tax base and has particularly targeted the Highway 69 corridor and the Prescott downtown for these efforts. The Gateway Mall, the largest commercial project in the City's history, opened in 2002. This project not only ensured that four of the City's top 20 sales tax producers (Sears, J. C. Penney, Lamb Auto and York Motors) would stay within the city limits for years to come, but also served to attract major retailers to the City, such as the Wal-Mart Supercenter, Lowes, and Trader Joe's. With the addition of these retail anchors, the Highway 69 area has grown into a substantial commercial corridor. These retailers expand upon the existing large businesses along the corridor to form a vital part of the City's sales tax generation which provides funding for basic City services.

In recognition of downtown's importance to the sales tax base, the City Council approved a Downtown Specific Area Action Plan in 1997. The plan's five major action items have been accomplished. The Downtown Enhancement Program was completed in June 2000 and was designed to enhance the shopper / visitor experience and make the downtown more pedestrian friendly by adding new sidewalks, landscape planters, lampposts, and benches. The Downtown Enhancement project included an investment of 3.5 million dollars in the downtown, the largest public works project ever in the City center. Perhaps one of the most important accomplishments was the formation of the private non-profit Prescott Downtown Partnership which provides leadership in the management of downtown and functions as a liaison to the City Council on downtown issues. In 1998, with property owner participation, a Historic Preservation District was formed around the Courthouse Plaza which serves to protect the historic integrity of the buildings which are so important to the City's fabric and character.

The adoption of the 2003 Land Development Code created the Downtown Business Zoning District to preserve the Downtown mixed use character. The activities listed above ensure that downtown will remain a viable business, retail, government and cultural center as well as a strong segment of the local sales tax base.

Regional competition between the various jurisdictions to attract new retail development has generated suggestions that regional cooperation may be beneficial to all parties involved. The towns of Prescott Valley, and Chino Valley and the Yavapai-Prescott Indian Tribe, facing the same economic pressures, may also be concerned about how the continuing regional economic competition will affect their respective economic growth. The Economic Development Element discusses these issues further.

3.4.2 Economic Development strategies

Maintaining the balance, quality, character and sustainability of the community are all intertwined with the health and vitality of Prescott's economy. Every community needs a healthy economic sector and a strong tax base to achieve these goals. Local availability of goods and services contribute to a self sustaining, independent community. Likewise, a solid and diverse employment base provides jobs for the workforce, contributes to a higher standard of living for all residents and supports a diversity of households. As Arizona municipalities are highly dependent on sales tax as a source of revenue to support city services, the retail sector of the economy is particularly important.

Thirty years ago, if a person went out for a pizza, chances are they ate in Prescott. In 2012, residents have many more choices about where to buy groceries or where to pick up their next restaurant meal. This process and the way it affects the ability of Prescott to provide services to its residents should be viewed as part of the region's natural growth cycle and must be treated as another challenge in the community's efforts to attract, expand and retain local business and enhance the tax base.

Important sectors of the Prescott economy include retail trade and hospitality services (including tourism), educational services, health services, construction, finance, insurance and real estate services, institutions of higher learning and government services (federal, state, county and municipal). The Prescott downtown, notable as a tourist destination, the Prescott airport, the City's industrial parks and the regional commercial development along the Highway 69 corridor are particularly recognized as economic drivers for the City.

Manufacturing and industrial jobs have become a more important segment of the local economy due in large part to the City's emphasis on attracting these employers who provide higher paying jobs and good benefits. As noted in previous General Plans as well as the 1994 Strategic Plan, a barrier to the expansion of this sector had been the lack of suitable sites for such businesses to locate. Since the mid 1990s, the City has placed a particular emphasis on quality industrial and commercial development, and has partnered with the private sector to expand commercial space and fund associated infrastructure improvements. This plan also contains goals and strategies to encourage creation of a greater percentage of industrial land available for development.

Over the last two decades, the City has sought to diversify the employment sector and expand the sales tax base. These efforts have been successful in garnering a substantial share of the retail, manufacturing and business development locating within the region over the past few years and in placing an emphasis on research and development businesses. Growth projected for the region will create additional demand for businesses and services to serve the growing population. In addition to the availability of goods and services, that population will need quality, higher paying jobs to sustain a higher standard of living. Since municipal service delivery is

highly dependent on sales tax revenues, where new businesses locate and where people shop will continue to be of tremendous importance to Prescott's future.

Destination Marketing Organizations are charged with representing a specific destination and helping the long-term development of communities through a travel and tourism strategy. Tourist development and promotion is a complex issue. To attract visitors, Prescott must develop and maintain amenities and attractions. 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. Community groups work with the City to create events to keep Prescott a center for entertainment and culture in Yavapai County. Visitor attractions have included new events such as the Whiskey Off-Road bicycle race, Prescott Film Festival, New Year's Eve Boot Drop, Chaparral Music Fest and Ghost Talk. Signature long-time events and venues include Elks Opera House productions, Sharlot Hall Museum, Prescott Frontier Days, Acker Night, the Bluegrass Festival, Phippen Memorial Art Show and the Cowboy Poets gathering.

4.0 GENERAL PLAN SUMMARY

4.1 POPULATION: ACHIEVING A BALANCED COMMUNITY

Achieving and maintaining a balanced community requires that we influence existing market trends, as well as sustaining and building an environment which welcomes and supports families with children. If Prescott is to be balanced demographically and remain a viable community for both young working families and retirees, it will be necessary to pursue strategies to accomplish that vision. Strategies would include efforts to address community housing needs, expand transportation/telecommunication options, attract jobs which produce family supporting income, and promote youth activities and educational opportunities. To serve those in need, local churches and non-profits collaborate through various programs as limited finances allow.

4.2 BALANCED MIX OF LAND USES

The proportion of City land uses dedicated to open space has increased significantly in recent years. Residential land uses often require more in services than they contribute to revenues and commercial/industrial properties contribute more in revenue than they require in services. Therefore, the mix of land uses must be given serious consideration in future area plans, development agreements and annexations. Providing areas for commercial and industrial uses is especially important to not only provide a revenue stream to support services, but to also attract additional employers with competitive compensation.

The challenge for the community is: to ensure the continued vitality and longevity of existing commercial and industrial areas; to create additional sites suitable for business, commercial and industrial development; and to do so without sacrificing the historic and cultural resources and open space valued by the community or cause undue negative impacts on existing neighborhoods. Currently undeveloped areas represent the best opportunities to improve and maintain a sustainable balance between these types of land uses. The Land Use Element addresses this topic in greater detail.

4.3 MEETING HOUSING NEEDS

The 2010 American Community Survey figures show the median housing price in Prescott remains significantly higher than prices in surrounding communities and the state. Also, home owners and renters in Prescott are spending a greater portion of their income on housing compared to the state average. The housing market has corrected itself in recent years, which may assist moderate and low income households in buying into housing that already exists. However, marginal income households are still not able to buy into the housing market, possibly due to a tightened credit and financing market.

A variety of land uses exist within the City of Prescott typical of most towns and cities. Community growth based on permit activity in the 10 year period between January 1, 2003, and January 1, 2013 indicates that 86% of permits issued for new buildings were residential development, mostly for single-family homes in a subdivision. Multi-family and workforce housing permits have not kept pace with the rate of single-family development. In the last several decades, most new development occurred in outlying areas of the City with little infill.

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

and affordability are discussed further in the Land Use, Growth Area and Economic Development elements.

4.4 BALANCING COMMUNITY VALUES

The ability to sustain municipal facilities and services is affected by both the rate of growth and the balance between residential and non-residential uses. A secure local revenue base is necessary to establish and maintain essential City services. This requires that commercial and industrial zoning be available to complement residential zoning. Commercial and industrial areas provide a sales tax base, which in turn contribute revenue toward the City operating budget. Residential areas provide for a population base and also contribute, to a slight extent, toward the City operating budget through property taxes, which, in fiscal year 2013, provides only 5% of City general fund revenues.

Developments in the outlying areas and at a low density are less efficient uses of land. This causes a loss of natural open space as new areas are developed, and places a greater burden on water, sewer and road infrastructure. Longer utility supply lines and extended roads are more expensive to build, operate and maintain. This also increases dependence on the personal automobile for transportation and adds traffic demand on the road network. Public transportation is most efficient where a dense population exists in compact clusters. Suburban development tends to isolate neighborhoods from service centers and creates large districts with the opposite character of the pedestrian friendly, historic atmosphere which attracts new residents and is often used to describe the character of Prescott.

Business development, neighborhood and environmental protection efforts will at times conflict. The community must conscientiously make choices and tradeoffs when values conflict. In making these community choices and tradeoffs, community wide interests and benefits will be the primary criteria for resolving the conflict. When considering neighborhood conflicts not of a community wide impact, the concerns of the neighborhood will be the primary consideration.

4.5 MANAGING CURRENT AND PROJECTED TRAFFIC

Transportation planning within the City is integrated into the City's capital improvement budget and is coordinated with both land use planning and development review. Transportation needs are a required component in specific area plans where Transportation Services and the Police Department examine approaches to provide neighborhood safety which include traffic enforcement. In addition to new construction, retrofitting existing roadways with improvements is an important part of transportation planning requiring careful consideration of the potential impacts on neighborhoods.

The pending 2015 Central Yavapai Metropolitan Planning Organization (CYMPO) Regional Transportation Study forecasts that growth within Prescott and throughout the region will create long term traffic management problems. The study is the blueprint for long term regional transportation planning and improvements addressing the negative effects of traffic congestion while also ensuring adequate circulation, which continues to be a challenge. The CYMPO Study recommended alternative transportation components such as public transit, carpooling, bikeways, trails, etc. and forecasts that an investment in these systems could reduce projected traffic counts throughout the CYMPO planning area.

A "Complete Street" is defined as a street which safely accommodates all users including public transit vehicles, autos, pedestrians and bicyclists. Basic elements of Complete Streets include pullouts for public transit, sidewalks, bike lanes (or wide paved shoulders), pedestrian crossing opportunities, median islands and accessible pedestrian signals. Careful planning and development of Complete Streets infrastructure offers long-term cost savings for local and state government by reducing automotive travel.

Future development and implementation of a regional transit system is under the jurisdiction of CYMPO whose mission is to provide leadership in planning and promoting a comprehensive multi-modal transportation system that which provide for regional mobility and connectivity encouraging a positive investment climate and fostering development sensitive to the environment.

Prescott residents and visitors enjoy a growing network of sidewalks, bicycle routes, bicycle lanes, and multi-use paths. This network may be enhanced through the implementation of the city's capital improvement program. The Circulation Element provides further detail on these subjects.

4.6 PRESERVING AND PROTECTING THE ENVIRONMENT

The term Open Space is used in many forms and has different meanings in common usage. Typically, open space is used to describe undeveloped land. From a regulatory point of view, cities are composed of only two types of property, public ownership and private ownership. This critical distinction between public and private property has been the basis of urban design since the concept of land ownership emerged and the term "open space" first appeared.

The acquisition, dedication and stewardship of open space as a community amenity is also an economic development asset which supports the tourism industry. Maintaining the integrity of the natural environment, conserving and connecting open space and protecting significant natural features and public and privately owned ridges surrounding the Prescott basin from development are an ongoing challenge. Scarce resources require the community to carefully target and manage public investments in open space or natural landmarks and to search for innovative public and private conservation mechanisms. If economic, transportation or other specific needs of community-wide interest and importance necessitate impacts on natural features; the City is committed to feasible mitigation measures.

Contributing to the quality of the community is an environment with high-quality air, water and dark skies. As the City population increases, threats to air quality, water quality, noise and light pollution also increase. An acknowledgement that progress toward some community-wide interests such as adequate circulation and economic development opportunities will have some negative impact on the environment is important. Maintaining a balance to preserve the environment is in conflict with the impacts of population growth and the need for economic prosperity.

Dust, smoke, proliferation of non-native plant pollens and automobile emissions are sources of urban air pollution. Smoke is a problem during winter months from wood burning fireplaces & stoves, and at other times, seasonal prescribed burns affect air quality. In the warmer dry months, dust affects air quality due to dirt roads and construction activities. Poor air quality conditions are exacerbated by a continuing drought.

Storm water run-off delivers silt into the local surface waters along with known and emerging contaminants. Protecting surface waters and groundwater recharge areas help maintain the high quality of Prescott's drinking water and prevent degradation of recreational amenities such as the area lakes.

Prescott's clear dark night sky is a community asset. The Prescott Land Development Code primarily regulates commercial outdoor lighting by addressing light fixture types and light output. Residential lighting could be addressed to allow for adequate lighting that also reduces glare to neighbors. New energy efficient technologies, such as high intensity discharge (HID) and light emitting diode (LED) may also be addressed. The Open Space and Environmental Planning elements discuss these issues in greater detail.

4.7 HISTORIC PRESERVATION

Prescott's earliest neighborhoods are rich with different architectural styles, historic landscaping and structures significant to Prescott's heritage. These attributes define neighborhood character. Preservation with sensitivity to private property rights is important in maintaining the historic character of these resources. The first subdivisions were designed with traditional small lots in a grid pattern. These are the characteristics which also define walkable and sustainable neighborhood design.

Prescott's focal point, the Downtown, is not only the historic and economic center of the City, but also, the artistic and cultural center. Interest in cultural activities has been expanding in recent years as seen in the increasing numbers of tourists, resident artists, and participants.

Protecting and preserving historic and cultural resources in the form of commercial buildings, residences, neighborhoods, business districts and archeological sites is essential to maintaining and enhancing the City's character as well as to sustaining tourism and the quality of life for the residents. Partnerships involving the City, the State of Arizona, historic preservation advocacy groups, property owners, businesses and other state and national entities will ensure that tangible reminders of the City's rich heritage enlighten and educate future generations, as well as protect valuable business and housing stock. The Land Use and Community Quality elements discuss this topic.

4.8 ADEQUATE WATER RESOURCES FOR FUTURE NEEDS

In Arizona's arid climate, water availability is crucial to the City's economy and quality of life. A determination was made in 1998 by the Arizona Department of Water Resources (ADWR) that the groundwater aquifers which support the Prescott AMA are no longer in safe-yield, which means that groundwater depletion is beyond the level being recharged. This declaration imposed significant constraints to the pumping of groundwater to support growth and development. Recharge measures are continuing and importation of water from outside sources has been determined to be legal, but may not be feasible to supplement the local aquifer supply.

The City of Prescott water service area is located within the Prescott Active Management Area (AMA), along with Prescott Valley, Chino Valley, the Yavapai-Prescott Indian Tribe, Dewey-Humboldt and county areas. The City of Prescott water service area accounts for about 8.6% of the land within the Prescott AMA. The groundwater basin aquifers within the AMA are interconnected. Therefore, drawdown in other parts of the Prescott AMA can contribute toward decreased water tables in Prescott. Population growth and development anywhere within the AMA will affect the aquifers and the AMA goal of reaching safe-yield. A sustainable balance of water quality, water use, conservation, importation and groundwater recharge is desirable, but requires management strategies with consensus among various water stakeholders.

The legal, physical and economic availability of water from sources which are known or can be reasonably anticipated, including the costs of water rights and infrastructure to access and deliver water, will be an important factor in the future development of Prescott. Other issues such as emerging contaminants and the cost of treating our water supply for known contaminants, such as arsenic, drive up the costs for a safe water delivery system. Even with a strong market demand, the availability of water and capital will determine the long-term growth of the City. The Water Resources Element discusses these issues in detail.

4.9 STRONG ECONOMIC BASE

Demands for services grow along with population growth. Services must be provided within a reasonable revenue structure, which includes effective management of expenditures. Maintaining current service levels and making strategic enhancements for desired future services is a challenge. The cost of maintaining an aging infrastructure and to fund needed improvements is also an ongoing challenge.

Prescott's economy includes retail sales, tourism, education, health care, real estate, industry, construction, federal, state, county and municipal government. The historic downtown, airport, industrial parks, auto dealerships and regional commercial developments along the Highway 69 Corridor are recognized as economic centers for the City.

Few of the community's goals can be achieved without a strong economic base. For the City of Prescott and other Arizona municipalities, this means recognizing sales tax as the primary source of revenue and maintaining a strong, growing sales tax base within a highly competitive regional market. In order to achieve and maintain a strong economic base, it is necessary that Prescott:

- attract, retain and encourage expansion of a reasonable share of the regional scale retail business market
- attract, retain and encourage expansion of local or "neighborhood scale" business development sufficient to provide local goods and services within Prescott for City residents
- promote a strong tourism industry
- improve the quality of the regional job and employment market with an emphasis on higher wage positions such as provided by research and development and telecommunications
- provide housing opportunities for all segments of the community including moderate to low income residents
- promote health, education and cultural sectors as community assets which enhance quality of life as well as contribute to the viability of the economic base

Tourism is an important sector of the local economy. The 2009 Prescott Area Tourism Study, produced for the Arizona Office of Tourism by Northern Arizona University, indicated that visitors to the Prescott area spent an estimated $196.7 million that year. The merchants and service providers then provided paychecks to employees, bought supplies and made other business related expenditures resulting in an indirect economic impact of an additional $40 million. Indirect business taxes produced an additional $23 million. The total economic impact supported 4,761 direct and indirect jobs.

To attract visitors, Prescott must maintain and create amenities and attractions with the long-term development of a travel and tourism strategy. Destination Marketing or other means of advertising may be used to promote Prescott as a specific vacation destination with the City's cultural heritage as an important draw for tourists. The Economic Development Element further addresses these issues.

4.10 MAINTAINING COOPERATION ON REGIONAL ISSUES

Good working relationships with the other entities in the region must be maintained despite differing goals among the jurisdictions. Challenges which argue for a regional approach include coordination of regional automotive traffic; transportation and circulation; the Prescott Airport; water management issues; and acknowledgement of the economic cooperation between Yavapai County, Prescott, Prescott Valley, Chino Valley and the Yavapai-Prescott Indian Tribe. Increased regional cooperation is touched upon in every element of this plan. Some of the regional efforts by the City are described below.

The Prescott community remains committed to the conservation of significant lands and features. This commitment is reflected in community and regional partnerships with groups such as the Open Space Alliance of Central Yavapai County, the Central Arizona Land Trust, Prescott Creeks and the Town of Prescott Valley, the City's partner in efforts to protect scenic Glassford Hill from development. A relationship also exists with the Open Space Alliance on protection of Badger "P" Mountain Preserve.

The Town of Prescott Valley and Yavapai County have each informally agreed to accept the Airport Specific Area Plan as the basis of their future land use decisions for lands near the Airport, but within their jurisdictions and planning areas. This regional cooperation in land uses is a positive example of inter-jurisdictional efforts to protect regional assets.

Prescott, Yavapai County, Chino Valley, Prescott Valley, Yavapai-Prescott Indian Tribe, Dewey-Humboldt and the Arizona Department of Transportation are partners in the Central Yavapai Metropolitan Planning Organization (CYMPO), which is the designated transportation planning entity for our region. Their purpose is to conduct studies, coordinate transportation planning, secure state and federal transportation funds, and prioritize funded transportation projects.

The City participates with staff and financial resources, along with the Northern Arizona Municipal Water Users Association (NAMWUA) and Upper Verde River Watershed Protection Coalition. Additionally, as a community within the Prescott Active Management Area, the City remains engaged in the GUAC (Groundwater Users Advisory Group), which is a group defined by state statute and whose membership is appointed by the Governor.

Prescott's Historic Preservation Specialist works closely with the State Historic Preservation Office, Arizona State Museum (University of Arizona) and Sharlot Hall Museum. When specific projects are proposed, the City works with the Yavapai County Cultural Resources Management staff to preserve artifacts and historic features that preserve Prescott history, but are outside of Prescott.

Public safety is involved in several examples of regional cooperation, such as the Communications Center, which is the dispatch for 10 agencies, and the Partners Against Narcotics Trafficking (PANT). These are just a few of examples of regional cooperation.

5.0 LAND USE ELEMENT

5.1 INTRODUCTION

The purpose of this element is to identify the distribution of land uses within the City, define those areas suitable for each type of development, and serve as a policy guide for the City's future development regarding annexations, zoning decisions, subdivision review and changes in land use.

A.R.S. 9-461.05.

1. A land use element that:
(a) Designates the proposed general distribution and location and extent of such uses of the land for housing, business, industry, agriculture, recreation, education, public buildings and grounds, open space and other categories of public and private uses of land as may be appropriate to the municipality.
(b) Includes a statement of the standards of population density and building intensity recommended for the various land use categories covered by the plan.
(c) Identifies specific programs and policies that the municipality may use to promote infill or compact form development activity and locations where those development patterns should be encouraged.
(d) Includes consideration of air quality and access to incident solar energy for all general categories of land use.
(e) Includes policies that address maintaining a broad variety of land uses including the range of uses existing in the municipality when the plan is adopted, readopted or amended.
(f) Not applicable to Prescott - For cities in the vicinity of a military airport or ancillary military facility…..
(g) Includes sources of currently identified aggregates from maps that are available from state agencies, policies to preserve currently identified aggregates sufficient for future development and policies to avoid incompatible land uses, except that this subdivision shall not be construed to affect any permitted underground storage facility or limit any person's right to obtain a permit for an underground storage facility pursuant to title 45, chapter 3.1.

5.1.1 Population Forecast

For general planning purposes, the 2010 Census was used for the City of Prescott population of 39,843. A projected annual growth rate of 2% is used herein to project a population of 48,500 in 2020. The Prescott General Plan is based on these projections over the 10-year planning period. It should be noted that the annual average growth rate from 2000 to 2010 in Prescott was 1.74%. Changes in development patterns or economic factors may change the 2% rate.

Prescott is affected by the growth trends and development patterns of neighboring communities and unincorporated areas of Yavapai County. Using a growth rate of 2%, the region's total population could reach 320,000 by the year 2020. Prescott's proportional percentage of the regional population is declining, from 25% in 1990 to 20% in 2000, and is anticipated to be approximately 17.5% by the year 2020.

5.1.2 Prescott's land use base

Prescott has typical residential, commercial and industrial land use types. Also, there is a traditional downtown, historic districts, creeks, trails, lakes and an airport. Prescott's Land Development Code (LDC) encourages mixed use areas, which combine commercial and residential uses. There are also transitional areas within the City where the land use character is changing due to new development or redevelopment of existing buildings being adapted for different uses.

5.1.3 Annexation

Through annexation, Prescott's land area has steadily risen from 4.0 square miles in 1950 to 42.6 square miles in 2013. A City annexation policy was adopted in 1994 with the objective to "utilize annexation as a means to help ensure cost-effective and orderly service delivery, provide for a balance of land uses and tax base, protect against undesirable development adjoining the City and plan for the long term interests of Prescott." To increase revenue generated to the City, the policy establishes priorities to balance land uses which include residential uses and the main objective to annex "property with actual or potential commercial or industrial uses".

The City has a boundary agreement with the Town of Prescott Valley establishing Prescott's eastern growth boundary near the airport. The Airport Specific Area Plan (ASAP) is the basis for growth management in the airport area. Both the Prescott Valley Town Council and Yavapai County Board of Supervisors have informally agreed to observe the ASAP recommendations. These agreements have set the stage for annexations in the vicinity of the Prescott airport.

5.1.4 Planning Documents

Special purpose plans address specific concerns in certain areas. Specific area plans are prepared for large developing areas within the City. Neighborhood Plans are generally prepared for transitional subdivisions with special concerns. Plan development is undertaken with broad citizen and property owner participation, who then designate desired land uses and their locations within the plan boundaries. The plans establish major transportation corridors, alternative transportation routes and identify open space or other significant environmental and/or cultural features such as petroglyphs, which should be preserved or protected. Upon adoption of area, neighborhood or specialized plans, participating property owners and residents will have a better understanding of the types of development likely to be supported and approved. Residents may also have greater understanding of required screening and buffering between dissimilar uses, and how concerns regarding traffic, noise, light or visual impacts of development are addressed. The City has completed and adopted three specific area plans, six neighborhood plans and several special purpose plans.

The three area plans are as follows: the *Prescott East Area Plan (PEAP)* covers an eleven square mile area situated between State Roads 89 and 69; the *Willow Lake South Area Plan (WLSAP)* addresses approximately 3,850 acres south of Willow Lake road and west of SR 89 including the Prescott Lakes master planned community; and the *Airport Specific Area Plan (ASAP),* which designates appropriate land uses near the airport and addresses airport land use protection. Specific area plans represent the best opportunity to effectively integrate and achieve the General Plan goals of balancing land uses, promoting a diversity of residential choices and preserving significant open space. Once an area plan is adopted, the appropriate zoning and development standards may be put into place through owner-initiated rezoning and infrastructure improvements to assure that development occurs in conformance with the plan objectives. The General Plan supports the creation of additional specific area plans for any remaining large undeveloped/unplanned areas, any large tracts coming under re-development pressures, and any newly annexed undeveloped lands.

Neighborhood plans address specific concerns such as traffic impacts, pedestrian amenities, crime rates, park safety, and property maintenance, in addition to land use and circulation issues. A neighborhood plan approach can be used to establish the direction of future development and/or redevelopment in neighborhoods. Successes of previous neighborhood plans include addressing traffic concerns, creating historic districts, establishing pedestrian bridges over low water crossings, adding traffic lights and addressing the conversion of single-family homes into four-plexes which were out of character with existing neighborhoods. Continued use of this process will improve public participation and will help to integrate in-fill development sensitive to the existing character of our neighborhoods.

Specialized plans focus on particular concerns or purposes which include sensitive geographic areas of the City and/or affect multiple zoning districts. The *Willow Creek Corridor Plan* supports access controls, zoning changes, setbacks, buffering and landscaping requirements. The *Downtown Specific Area Action Plan* outlines a number of strategies designed to ensure the continued viability of the downtown as a mixed use, residential, business, retail, government, and cultural center. The *Historic Preservation Master Plan*, adopted in 1998, is a guide for the identification, protection and management of historic resources throughout the City. The *2008 City of Prescott Open Space Master Plan*, was formally adopted in 2009 and provides "direction and guidance in protecting and preserving open space in and around the City." These plans often affect land uses and they are considered in development and re-development activities.

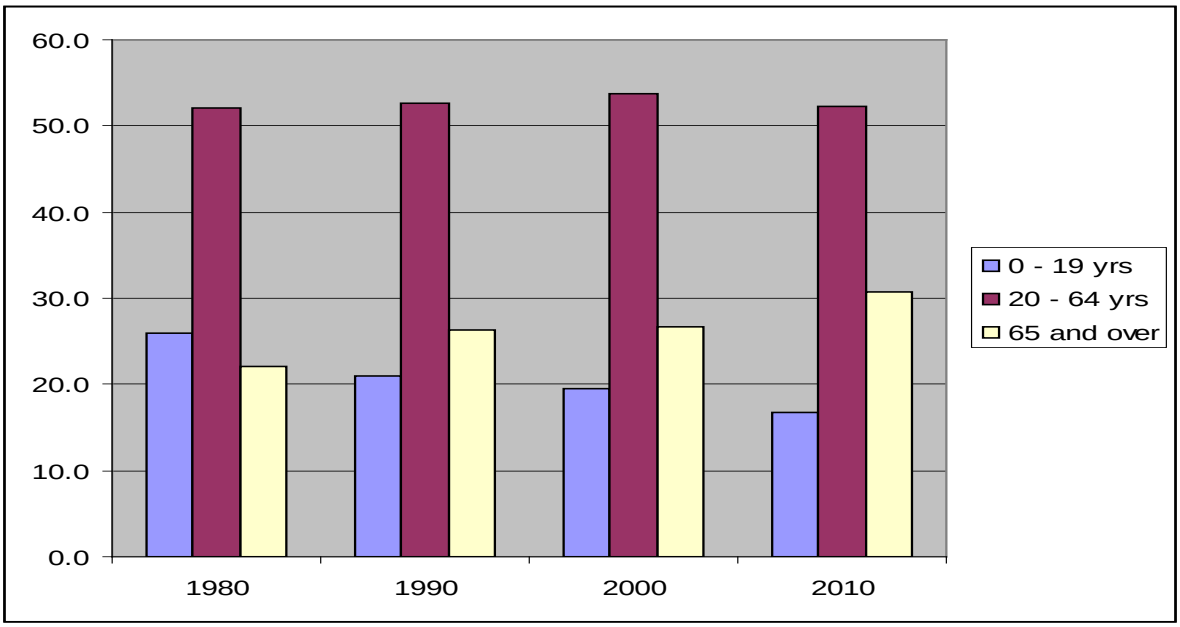
5.2 NEIGHBORHOODS AND HOUSING BALANCE

Prescott has a variety of mixed-use and historic neighborhoods, large-lot subdivisions, apartments, master-planned communities, clustered-housing, and gated communities. Many neighborhoods are completely built out with few opportunities for additional development. Other areas have vacant parcels, which may be suitable for infill development. Portions of some existing neighborhoods are transitioning from residential to commercial or from single-family to multi-family units. This often results in development conflicts. A neighborhood street can become congested if higher infill densities result in heavier traffic loads. Additional information on the topic of traffic and circulation may be found in the Circulation Element.

5.2.1 Generational and Lifestyle Diversity

Prescott strives to accommodate all types of households: individuals, families with children, empty nesters, retirees and residents at all socioeconomic levels. The demographic trends over the last three decades reveal the community to be moving away from this ideal. The median age is increasing and youth represent a decreasing proportional percentage of the population, while residents 65 and over represent an increasing proportion, up from 27% in 2000 to 31% in 2010. The average number of persons per household continues to decline, from 2.11 in 2000 to 2.03 in 2010. The numbers of families actively raising children are in decline, while the percentage of people living alone is on the rise. However, the percentage of the population age 20 – 64 has held at just above 50%. These conditions are a 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. Another contributing factor to declining diversity has been a growing lack of low to moderate income housing options available in the community.

Figure 5-2 Percent of Population by Age Group in Prescott



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 affordable to all income groups. 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.

5.2.2 Housing Stock and the Economy

The last several decades have seen home buying as an investment strategy. Homes were bought as rentals, renovated for profit or simply held in the hope they would appreciate in value. This created an increased demand for new houses and caused property prices to increase. The National Bureau of Economic Research states that the U.S. began a recession in December 2007. Due to the economic slowdown, investment strategies in homes subsided when property prices began to decline.

A 1996 Prescott Housing study showed that the total number of new housing units produced each year was equal to the total demand. However, the production of units within certain price ranges did not match the demand for units within those price ranges. The study identified a demand for units in the low to median income price range, which was 25% of the total demand. Almost no homes were offered in this price range. Subsequent studies indicate that those trends continued into the 2000s. The economic slowdown and subsequent correction in housing prices in 2007 began to alleviate this condition by making housing more affordable to medium and low income households.

The *2002 Arizona Affordable Housing Profile* can be found at http://www.azplanning.org/doc/April%202002%20Newsletter.pdf. This document establishes the methodology to quantify both the supply and demand for affordable housing within each Arizona community. The profile provides that "affordable" means a monthly rent or mortgage payment which is 28% of household income or less. The study correlates the number of Prescott households within each income range with the number of available housing units affordable to families within that income range. The calculations were done for household incomes from less than $5,000 to more than $75,000 annually, and included wages as well as other types of incomes (e.g. pensions, investment income). This analysis establishes an “affordability gap” which existed in the community, derived by subtracting the total number of households in an income group from the number of market dwelling units priced at that range.

Homes tend to be more expensive in Prescott than in nearby communities. Based on the 2010 American Community Survey figures, the median housing price in Prescott remains significantly higher than prices in surrounding communities and the state. Also, home owners and renters in Prescott are spending a greater portion of their income on housing as compared to the state average. The 2010 Census indicates that the median household income in Prescott was $44,224 with the largest concentration in the $35,000 to $50,000 range.

MEDIAN HOUSING PRICE OF OWNER-OCCUPIED UNITS

Housing Price	2000	2010	Percent Change
Prescott	$162,700	$284,200	75%
Yavapai County	$138,000	$217,400	58%
Arizona State	$121,300	$194,400	60%

(These data are derived from the American Community Survey and is averaged over 3 years)

As has been demonstrated in past years, Prescott is and has been a retirement destination. Based on the 2010 Census number of vacant homes of 16%, new housing construction may be slow until retirees begin relocating to Prescott once again and the population catches up to the supply of housing.

5.2.3 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 intensity 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 homes or multi-family housing. There is a diminishing supply of developable land zoned for these housing types, which are often more affordable to moderate and low income households. 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. Solutions to sprawl, housing affordability and workforce housing will require a change in zoning in most areas to allow the addition of high density housing choices.

5.2.4 Flexibility in planning and zoning regulations

The Land Development Code should be reviewed for possible modifications so that if and when a developer requests to use nontraditional concepts that the code can accommodate the requests. Modification of the existing Planned Area Development provisions may be the best way to meet such needs.

As an alternative to traditional zoning, form-based codes may be introduced to allow for more flexibility in neighborhood design. Form-based codes do not focus on uses, but instead focus on appearance and impact. Uses may be blended together as long as the outward appearance of buildings complement one-another. Traditional neighborhood design is an example of a form where commercial and residential uses are combined to promote walkability and functionality. Shops, offices and housing are not separated, but instead are allowed to be mixed together. Standards include architecture, project scale, walkable street design and landscaping. The regulations and standards in form-based codes are presented in narratives, diagrams and other visuals. They are keyed to a regulating plan that designates the appropriate form, scale and character of development. This approach contrasts with conventional zoning that focuses on separating uses.

Redevelopment Districts may be recommended in certain areas such as the 6th street industrial area and in other areas which may be in need. A redevelopment district is a way to build on an area's accomplishments, its assets and will clarify what is needed to succeed in the future. It also addresses the limitations and challenges of an area with a goal of engineering buildings which ensure continued livability, vitality and contribute to a memorable city identity. Form based codes maybe of use in areas where traditional zoning is in conflict with established uses particularly in a redevelopment scenario.

Sustainability in the form of multi-use walkable neighborhoods should be encouraged in any new development and redevelopment project. Alternatives to sprawl may include form based codes to design great neighborhoods.

5.2.5 Balanced housing opportunities

Achieving a mix of housing types and housing prices sufficient to meet the housing needs of all Prescott residents will require a multi-faceted approach. Conducting a housing needs assessment and developing a follow-up action plan could help establish housing priorities and create a framework for working with developers, builders and other housing providers to reduce impediments and meet those needs.

The housing market has corrected itself in recent years, which will assist moderate and low income households in buying into housing which already exists. However, marginal income households are still not able to buy in to the housing market due to strict financial and loan

requirements. Production strategies may be helpful, such as developer incentives to increase the supply of housing affordable to households at or below the median income.

Economic development and the creation of better paying jobs in the community will raise the average household incomes and could permit 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.

5.2.6 Neighborhoods Goals and Strategies

Goal 1 Maintain the integrity and character of existing neighborhoods.

Strategy 1.1 As development pressure occurs, initiate specific area plans, neighborhood plans and/or special purpose plans with the involvement of residents and property owners to guide future development and re-development within or adjacent to existing neighborhoods.

Strategy 1.2 Define areas where zoning overlay districts, including Historic Preservation Districts, or other tools for specific neighborhood protection are appropriate.

Strategy 1.3 Encourage in-fill development and re-development at densities compatible with the established neighborhood character and infrastructure.

Strategy 1.4 Keep abreast of social, business and cultural changes that affect the established character of residential neighborhoods and enact land use regulations, if needed, to protect the integrity and character of Prescott's neighborhoods.

Goal 2 Promote a balanced community with a diversity of neighborhoods, residential types and prices by encouraging in-fill development, higher density development and longevity of established neighborhoods.

Strategy 2.1 Seek opportunities for partnerships to create housing for a balanced community such as:

- City sponsorship of funding applications (e.g. Federal Community Development Block Grants)
- coordination between private property owners, developers, not for profit and non-profit organizations seeking to develop in-fill or rehabilitation of existing buildings to meet housing needs
- creation of Community Development Corporations

Strategy 2.2 Reduce production costs and promote production of workforce housing by:

- density bonuses
- greater flexibility in placement of manufactured housing
- reduction in parking requirements where appropriate
- increased allowable building footprint and/or decreased set back requirements
- relaxation of off-site improvements when feasible
- city contributions to off-site improvements which will benefit the public as well as the housing development

Strategy 2.3 Streamline the review and approval process for developments which provide units affordable to buyers at or below the median income.

Strategy 2.4 Provide a water allocation priority given to new owner occupied homes or developments to target a significant number of units affordable to people at or below median income.

Strategy 2.5 Encourage partnerships with housing advocates, developers and builders to address housing needs in the community.

Strategy 2.6 Promote the development of multi-family and other compact residential development through use of rezoning, Planned Area Developments (PAD), water allocations and other appropriate means.

Goal 3 Prepare a housing plan for the City of Prescott to include a needs assessment and to address at a minimum, housing availability and variety (number of units, types of units, size of units, etc); housing quality (sanitation, safety and amenities); and housing affordability.

Strategy 3.1 Conduct a new Prescott Housing Needs Assessment and regularly update it to keep an accurate inventory of both housing needs and housing availability by unit price and income level affordability.

Strategy 3.2 Work with non-profits, builders, and property owners to proactively identify and plan sites suitable for development of affordable housing (specific area plans in undeveloped areas, plans for newly annexed areas, neighborhood plans).

Strategy 3.3 Promote preservation, restoration and rehabilitation of existing housing stock which contributes to greater diversity of housing options (including price ranges) and which maximizes existing infrastructure investment.

Goal 4 Explore alternatives to traditional zoning to permit flexibility and to provide performance criteria encouraging sustainable communities and walkable neighborhoods.

Strategy 4.1 Adopt Form-Based Codes as a stand-alone zoning district and expand opportunities for the use of Planned Area Developments (PAD) and other alternative development options to expand the flexibility of the Land Development Code.

5.3 HISTORIC NEIGHBORHOODS

The City of Prescott participates in the Certified Local Government (CLG) program, which is a nationwide program of technical and financial assistance to preserve historic buildings. The program is administered through the State Historic Preservation Office (SHPO) and enables our local government to participate in the Federal Historic Preservation Program. A CLG must maintain a historic preservation commission, survey local historic properties, provide for public input and enforce state & local preservation laws. The City Council established the Prescott Preservation Commission in 1980. A Historic Preservation Master Plan was approved and adopted by the City Council in 1998. The primary resource for regulation is the Historic Preservation Code.

Prescott's earlier neighborhoods are rich with different architectural styles, historic landscaping and structures significant to Prescott's heritage. These attributes define neighborhood character. Preservation with sensitivity to private property rights is important in maintaining the historic character of these resources. The first subdivisions were designed with traditional small lots in a grid pattern. These are the characteristics which also define walkable and sustainable neighborhood design.

Infill construction and renovation in existing structures can provide medium density residential opportunities close to work and services in the downtown area. Later subdivisions on the fringes of the city core were also platted with small lots. In some areas, opportunities for moderately affordable housing exist in these neighborhoods and should be protected to help meet the housing needs of a balanced community.

The creation of Historic Preservation Overlay Districts initiated by the property owners help protect property values. An overlay district is not zoning, however, it creates a layer of design review to protect the visual integrity of a historic structure. Requests are made by property owners to create an overlay district, which must then be approved by the City Council by ordinance.

5.3.1 Historic Neighborhoods Goals and Strategies

Goal 1 Promote preservation and rehabilitation of historic buildings, landscapes and neighborhoods in a manner sensitive to property owners and in accordance with the Historic Preservation Master Plan.

- **Strategy 1.1** Identify historic resources and promote understanding of their significance.
- **Strategy 1.2** Support through appropriate processes, minor variations from the codes which allow preservation, restoration, rehabilitation and expansion of historic buildings and landscapes to improve their longevity and usefulness.
- **Strategy 1.3** Encourage adaptive re-use of historic buildings where the original use is no longer viable.

Goal 2 Assist property owners, public and private, in the use of national, state and local regulatory mechanisms for the protection of property values and for benefits available to owners of historic properties.

Strategy 2.1 Produce and distribute information packages detailing National Register listing advantages:

- state historic property tax reductions for residential property
- state historic property tax benefits for restoration of income producing properties
- tax incentive programs under federal law for renovation of income producing property

Strategy 2.2 Produce and distribute information detailing the advantages of listing in a Local Historic Preservation District:

- protection of historic integrity of the property and/or neighborhood property values
- availability of state and federal funding under the Certified Local Government Program for improvements
- offer assistance and advice on renovation and new construction per adopted guidelines to property owners

5.4 TRANSITION AREAS AND AREAS OF SPECIAL STUDY

As the community grows, land uses in some areas evolve to new uses and come under development or redevelopment pressures. These transitioning areas are often the locations where significant land-use conflicts occur. Some transitions are from single-family residential to multi-family, while other transitions are from residential uses to commercial uses. Although much less common, it is also possible for commercial use areas to transition to residential uses.

Consequences may result such as heavier traffic loads, too many driveway cuts, or inadequate intersection stacking distances. These can add to traffic management problems and impede connectivity as well as emergency access. Without a plan to meet a transition area's land use and circulation needs, opportunities to advance community goals can be lost.

There are several areas within the community in transition to a different land use pattern. Examples of such transition areas include:

- Gail Gardner Way corridor
- Willow Creek Road corridor
- Hospital/YMCA area
- Fair Street and Hillside Avenue area
- Whipple/Montezuma corridor
- Grove Avenue/Miller Valley Road, particularly from Prescott College vicinity to Fair Street/Hillside Avenue

Other areas undergoing transition represent opportunities for large scale intense regional economic development; existing plans may need to be updated. Examples of these special focus and/or transition areas are:

- Highway 69 corridor
- Prescott Lakes Parkway
- Highway 89 corridor from the 69/89 intersection to the 89/Willow Lake Road intersection, primarily on the northwest side of the highway
- Highway 89A corridor
- Willow Creek Road corridor
- Embry-Riddle Aeronautical University property on Willow Creek Road
- Airport business park and industrial area
- Village at the Boulders and surrounding area

Proactive land-use planning for these areas is essential to mitigate potential adverse impacts on existing residential areas, maintain good circulation, connectivity, ensure adequate buffering of adjacent land uses and plan for future infrastructure needs.

5.4.1 Transition and Special Study Areas Goals and Strategies

Goal 1 Involve the residents and property owners of the area in the planning process and policy development for their area.

Strategy 1.1 Encourage the use of development agreements to address unique circumstances, such as traffic safety and residential buffering, which arise out of Neighborhood Plans.

Strategy 1.2 Encourage the use of historic preservation overlay districts where appropriate.

Goal 2 Analyze transition and special study areas for their potential in helping to meet community challenges such as economic development, housing needs, historic preservation and open-space conservation and traffic connectivity.

Strategy 2.1 Develop incentives and modified development standards to better direct appropriate land uses in transition and special study areas while protecting nearby residential uses.

Goal 3 Support flexibility in setbacks, site coverage and height in return for acceptable development design, which maintains the character of transitioning areas, but also furthers implementation of neighborhood and land-use plans for the area.

Strategy 3.1 Initiate rezoning, where appropriate, to support the character, goals and uses identified in specific area plans or neighborhood plans adopted for transition areas.

Strategy 3.2 Encourage infill development in these areas while protecting the existing neighborhood.

5.5 DOWNTOWN

Since Robert Groom first surveyed Prescott in 1863, the Plaza and downtown have been utilized as governmental, commercial, residential and as public gathering places. Prescott has successfully retained a high level of historic identity. The Courthouse Plaza and the surrounding downtown contribute more to the heritage, early traditions and character of Prescott than any other area in the City. The layout of downtown and the various building styles provide insight to what life was like at the turn of the 20th century for early residents of Arizona's Territorial Capital.

The downtown, with historic buildings, mixed commercial and residential uses, pedestrian orientation, street landscaping and small-town flavor is recognized as the heart of the community. The Courthouse Plaza and downtown area are the focal point of the community and the most visible symbol of Prescott and its character as an historic city. Elements making up this character include zero setbacks, walkable streets, mature trees, lawn areas, human scale architecture and building size, as well as the open space of the Plaza with its mature landscaping, bandstand, fountain and statuary.

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.

Recent restoration efforts in the downtown core include an adaptive re-use renovation of the Knights of Pythias building, removal of "ski-jump" awnings on all buildings installed over the original horizontal awnings in the late 1960s, a façade restoration on the Otis building including restoration of the Goldwater's neon sign, the reunification of the Bashford-Burmister buildings under one ownership and a renovation of the Union Block building. These renovation efforts are a testament to the business owners recognizing the value of historic preservation within the downtown core, and to their working in partnership with the City through the permit process while maintaining building safety codes and American Disabilities Act requirements.

A challenge for all historic downtowns is the provision of parking for automobiles. Prescott's downtown parking garage is an important component of the downtown parking plan, but the City may need to seek other properties appropriate for public parking and work with private property owners who desire to offer their vacant properties for paid parking.

5.5.1 Downtown Land Use Goals and Strategies

Goal 1 Enhance public-private partnerships within the downtown.

Strategy 1.1 Continue the City's participation with all organizations which focus on the downtown to facilitate and coordinate public and private downtown projects.

Strategy 1.2 Continue to support downtown businesses and organizations in promoting and organizing events in the downtown.

Goal 2 Preserve the identity and image of downtown as a historic government, business, cultural and residential center by expanding cultural and leisure facilities and activities, and maintaining a mix of uses for the benefit of both visitors and residents.

Strategy 2.1 Maintain and encourage an expansion of the mix of commercial and residential uses in the downtown.

Strategy 2.2 Continue to encourage municipal, county, state and federal government services and facilities in the downtown.

Goal 3 Preserve and enhance historic downtown assets.

Strategy 3.1 Implement a policy to maintain downtown infrastructure and amenities.

Strategy 3.2 Emphasize adaptive re-use of historic buildings, including those outside of established preservation districts, to encourage their maintenance and preservation.

Strategy 3.3 Review and update the Prescott Historic Preservation Master Plan, the Downtown Action Plan and the Courthouse Plaza

Historic Preservation District ordinance regularly to maintain their usefulness and relevance.

Goal 4 Create and maintain safe multi-use open space areas within downtown.

Strategy 4.1 Develop and implement a landscaping inventory to protect, restore and expand the number of street trees and other landscaping in the public right-of-way in the downtown area.

Strategy 4.2 Improve and maintain pedestrian and bicycle accessibility and amenities.

Strategy 4.3 Seek potential locations for additional public and paid parking facilities on vacant parcels in and near the downtown.

5.6 BUSINESS, COMMERCIAL AND INDUSTRIAL LAND USES

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.

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. Expanding opportunities for commercial, industrial and business uses in order to attract higher paying jobs and to promote Prescott as competitive in the regional marketplace is important. A balanced income producing area will have a mix of housing and ensure that future site development is carefully managed to avoid negative impacts.

5.6.1 Aggregates

The City is required (per SB 1598 modifying ARS 9-461.05) to include information in the General Plan regarding sources of currently identified aggregates, policies to preserve aggregates sufficient for future development and policies to avoid incompatible land uses. “Aggregate” refers to cinder, crushed rock or stone, decomposed granite, gravel, pumice, pumicite and sand.

Currently a single source of aggregate exists within the city limits. Sand and gravel is mined from Granite Creek on the east side of the airport north of SR89A, for use in the manufacture of concrete. The Land Development Code allows mining of aggregates in industrially zoned areas with an approved Special Use Permit. Several conditions of approval must be met to protect adjacent land uses and remediate the site. However, federal and state laws allow mining of aggregates without local approvals.

5.6.2 Prescott Municipal Airport, Ernest A. Love Field

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.

To attract relocating and expanding businesses, transportation is needed to deliver people and goods. Given the distant access to the Interstate Highway system, the role of the airport as a transportation hub becomes apparent. The airport has the means and capability to attract regional air carriers, air cargo and aviation related businesses. The town limits of Chino Valley and Prescott Valley are very close to the airport. Coordination is needed with these municipalities and Yavapai County to develop the airport to serve the needs of the region. Implementation of the Airport Master Plan with additional intergovernmental cooperation will enhance the future economic benefit of the airport to the City and surrounding areas.

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.

5.6.3 Business, Commercial and Industrial Land Use Goals and Strategies

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 implementation of adopted Specific Area Plans.
- **Strategy 2.2** Encourage the 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.

Goal 5 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 5.1 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 5.2 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 5.3 Create a new Airport Business Plan to bolster economic vitality of the airport area.

5.7 THE LAND USE MAP

5.7.1 Explanation of Land Use Designations

To assist in guiding growth and development consistent with the community's vision, it is important to understand the intent of the different land use districts designated on the Land Use Map (LUM). The following definitions relate to the designations on the Land Use Map and should be used when interpreting the map uses. The residential land uses are characterized as a range of dwelling units per acre (DU/AC).

Please Note that where Specific Area Plans exist and where their Land Use designations differ or conflict with the Land Uses indicated on the LUM, the Specific Area Plans shall be deemed the more specific and shall control planning decisions.

Government/Institutional

This designation denotes areas dedicated for public or semi-public uses which may include government centers, police and fire substations, schools, libraries, community centers, water plants, wastewater treatment plants, as well as college or university campuses and related uses and activities, including student dormitories. In general, these areas are not intended for residential uses other than student housing.

Recreation/Open Space

This designation denotes areas which are to be precluded from development except for active and passive public recreational facilities or natural preserves. Open space areas are intended to be left in a natural state due to topographic, drainage, vegetative, and/or landform constraints or the need to provide buffers between incompatible land uses, or to protect viewsheds.

Agricultural/Ranching

The Agricultural/Ranching designation denotes areas intended to remain in agricultural or ranching production over the long-term. However, these areas are anticipated to transition to other land uses over time. Agricultural/Ranching land may allow residential development of up to one dwelling unit per acre depending upon zoning classification. Public service demands are not anticipated to be as great as in residential designations. No commercial or industrial development is anticipated.

Commercial/Recreation

The Commercial/Recreation designation is intended to allow a mix of retail commercial uses, but with an emphasis on recreation related uses such as resorts, campgrounds, equestrian facilities, lodges, hotels/motels, RV parks, fishing camps and swimming pools. This category may also include civic and office uses. Residential uses are not anticipated with this designation.

Mixed-Use

Mixed-Use areas are generally located at an existing or anticipated circulation nexus and/or placed between higher intensity uses and adjoining residential land uses. The Mixed-Use designation is intended to be compatible with the surrounding area while providing a mix of commercial, employment, public and residential uses. It is anticipated that these areas will support neighborhood oriented commercial uses and may include master-planned and developed mixed communities intended to replicate the traditional downtown mixture of commercial and residential uses of all density categories. Residential uses are permitted, but subject to density and buffering standards set out by the overlying zoning districts.

Commercial

The Commercial designation denotes typical community or regional commercial uses. Intended uses include office, retail, service, civic, lodges, health related and other similar uses as permitted by the appropriate zoning designations. Residential uses of all density categories are

permitted, but subject to density and buffering standards set out by the overlying zoning districts.

Commercial/Employment
The Commercial/Employment designation refers to areas where professional offices, tourism, recreation, service uses, warehousing, and light industrial uses are generally appropriate. This use requires appropriate buffering considerations from adjoining residential areas. The specific allowable uses are determined based upon the zoning of each particular site and will consider adjacent land uses, traffic impacts and the intensity of any proposed development. Residential uses are not anticipated in this designation.

Industrial
The Industrial designation is intended to include manufacturing, fabrication and processing of durable goods, wholesaling, warehousing, distributing, printing and publishing and freight terminals. This category may also include civic and office uses. Residential uses are not anticipated in this designation.

Very Low Density Residential (less than 1 DU/AC)
The Very Low Density Residential category is intended for large-lot single-family housing in a rural setting. Development in these areas will consist mainly of detached single-family homes on 2-acre minimum sized lots or larger. The basic character of development is rural, with most natural features of the land retained. Typically, keeping of horses or other livestock is permitted, possibly in association with pre-existing and ongoing farming or ranching. Public services demands are not as great as in higher density, more urban development. No commercial or industrial development is anticipated.

Low-Medium Density Residential (1-7 DU/AC)
The Low-Medium Density Residential category is intended for predominantly single-family detached residential development. Residential densities of up to seven dwelling units per acre are typical of this category. In general these areas are quiet residential single-family neighborhoods but in some areas a mix of single-family, duplexes and townhouses would also be appropriate. This designation may also include such supporting land uses as neighborhood shops and services, parks and recreation areas, religious institutions, and schools. A full range of urban services and infrastructure is required. The Low-Medium Density Residential category would also allow residential development as described for the Very Low Density Residential category.

Medium-High Density Residential (8-32 DU/AC)
The Medium-High Density Residential category may include duplexes, manufactured and modular homes, apartments, town homes, and other forms of attached or detached housing on smaller lots. The density range for this category is 8 to 32 dwelling units per acre. This category may also include such supporting land uses as neighborhood shops and services, parks and recreation areas, religious institutions, and schools. A full range of urban services and infrastructure is required. The Medium-High Density Residential category would also allow residential development as described for the Low-Medium Density and Very Low Density Residential categories.

6.0 GROWTH MANAGEMENT AND COST OF DEVELOPMENT

Two state mandated General Plan elements, Growth Management and Cost of Development, have been combined since they are closely related. The Growth Management section addresses planned growth, construction of necessary infrastructure and promoting the design of efficient multi-modal transportation. The Cost of Development section identifies the requirement for new development to pay the fair share of the demand for public services created, including street maintenance, trash pickup, water, sewer, parks, recreation, library, police and fire protection.

The ability to sustain municipal facilities and services is affected by the rate of growth the balance between residential and non-residential uses, and the financial tools available to the City. A secure local revenue base is necessary to establish and maintain essential City services. This requires that commercial and industrial zoning be available to complement residential zoning. Retail businesses in commercial and industrial areas provide a sales tax base, which in turn contribute revenue toward the City operating budget. Residential areas provide for a population base and also contribute to the operating budget through property taxes, which in 2012 provided 4.5% of City General Fund revenues.

6.1 EXISTING CONDITIONS & SPECIAL CHALLENGES

6.1.1 Land use mix and trends

A variety of land uses exist within the City of Prescott typical of most towns and cities. Community growth based on permit activity in the 5 year period between January 1, 2007, and December 31, 2011, indicates that 83% of permits for new buildings were residential development, mostly single-family. Multi-family and workforce housing have not kept pace with the rate of single-family development. In the last several decades, most new development occurred in the outlying areas of the City with little infill.

Development in the outlying areas and low density uses are less efficient uses of land. This causes a loss of natural viewshed as new areas are developed, and places a greater burden on water, sewer and road infrastructure. Longer utility supply lines and extended roads are more expensive to build, operate and maintain. This also increases dependence on the personal automobile for transportation and adds traffic demand on the road network. Public transit, such as bus service, is most efficient where a dense population exists in compact clusters. Suburban development tends to isolate neighborhoods from service centers and creates the opposite of the pedestrian friendly, historic atmosphere which attracts new residents and is often used to describe the character of Prescott.

6.1.2 Transition Areas and Areas of Special Study

In older areas of Prescott, uses are transitioning to higher density residential or commercial uses. Preservation of historic properties in these areas is essential to the protection of the City's culture. Land use zoning and community planning for smart growth are the principal cultural resource preservation tools in Prescott. Growth regulations, cultural/natural resource management, historic districts and neighborhood preservation are established practices here. The use and change-of-use of existing structures capitalizes on the investments of the past and will save the costs of demolition, reconstruction, maintaining historic character, and extending infrastructure. In all cases, the community will expect that new development be sensitive and compatible with existing development.

6.1.3 Wildland/Urban Interface

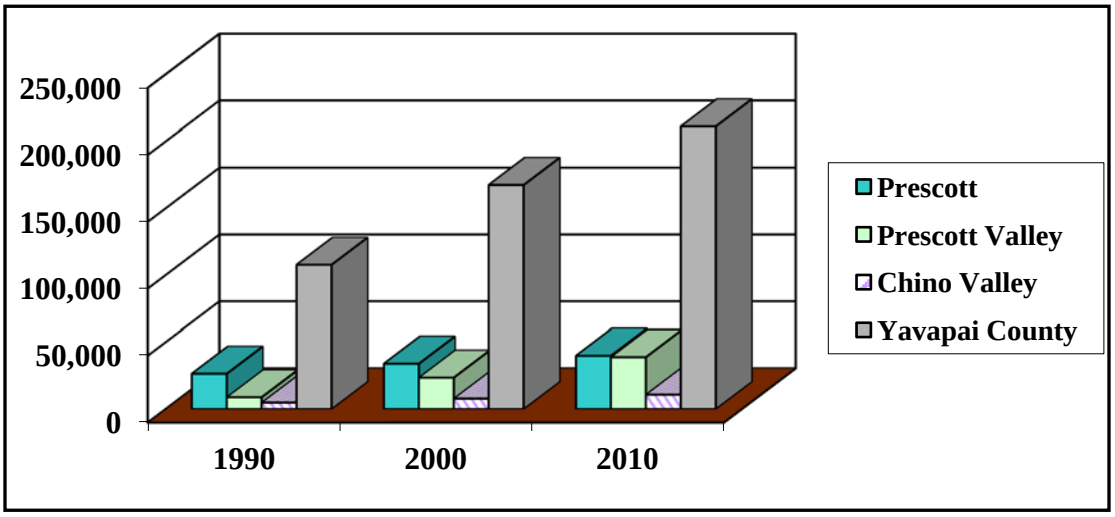
Prescott is located in the foothills of the Bradshaw Mountains, with the Prescott National Forest to the south and west. Given the proximity of the pine forests, Prescott has a high potential for wildfire and conflicts with wildlife. In 2002, the City adopted a Wildland/Urban Interface Code to address these issues and to reduce the fire danger close to the forest by requiring residents to clear brush away from all structures. The City is a member of the Prescott Area Wildland/Urban Interface Commission (PAWUIC), which was created to foster a cooperative effort among local communities to face challenges posed by development of the wildland areas in the Prescott basin. More information about the PAWUIC may be found at http://www.pawuic.org.

6.1.4 Regional Issues related to sustainability

Prescott and the neighboring communities of Chino Valley, Prescott Valley, Yavapai-Prescott Indian Reservation, Dewey-Humboldt and areas of Yavapai County are economically interconnected. Adjacent municipalities which see significant regional commercial development may draw away crucial sales tax revenue from Prescott.

The growth of neighboring areas also affects traffic in Prescott. In the ten years between 2000 and 2010, Prescott's population grew 15%. During the same time period, Prescott Valley and Chino Valley grew 39% and 28% respectively. Growth of the surrounding area will continue to create long-term traffic management and infrastructure challenges as residents commute throughout the region for work, housing, services and recreation.

Figure 6-1 Population by jurisdiction 1990 - 2010



6.2 GROWTH MANAGEMENT

6.2.1 Water

The City's water allocation process 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 Water Element; the supply of water is limited both physically and legally.

A.R.S. **9-461.05.**

2. A growth area element, specifically identifying those areas, if any, that are particularly suitable for planned multimodal transportation and infrastructure expansion and improvements designed to support a planned concentration of a variety of uses, such as residential, office, commercial, tourism and industrial uses. This element shall include policies and implementation strategies that are designed to:
(a) Make automobile, transit and other multimodal circulation more efficient, make infrastructure expansion more economical and provide for a rational pattern of land development.
(b) Conserve significant natural resources and open space areas in the growth area and coordinate their location to similar areas outside the growth area's boundaries.
(c) Promote the public and private construction of timely and financially sound infrastructure expansion through the use of infrastructure funding and financing planning that is coordinated with development activity.

6.2.2 Transitional Areas

The 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.

6.2.3 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.

6.2.5 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, revise 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.

6.3 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.

6.3.1 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 2013 City sales tax rate is 2%; the 2013 tax simplification legislation will have undetermined consequences.

6.3.2 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 percent plus

an allowance for new construction. Without a voter approved state constitutional amendment, the community is not able to use primary property tax as a means to generate substantial funds which would decrease reliance on sales taxes. In 2012, the primary property tax in Prescott was 0.2984 per $100 assessed value. This equates to $59.68 for a $200,000 home.

Secondary property taxes must be approved by voters and are used for bonded debt on capital projects. In late 2012, outstanding bond issues for the 1992 purchase of Willow and Watson Lakes were paid in full. Secondary property taxes in 2012, prior to the payment of the lake bonds, were 25 cents per $100 assessed valuation. In comparison, 2003 secondary property taxes were 41 cents per $100 assessed valuation.

6.3.3 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.

6.3.4 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.

6.3.5 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. These fees were reviewed and revised in 2001 and became effective in March 2002. A review of building permit fees is made regularly. Periodic review of the costs of new residential construction should also be made regularly.

6.3.6 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.

6.3.7 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:

Impact fees: State statutes require impact fees must be paid, and also provide for establishing or increasing the cost of impact fees. The State mandated a reduction in the impact fees Cities may charge by rolling the fee amount back to 2009 levels and eliminating both the Recreation and Public Buildings fees. These fees are intended for growth to pay for itself.

In-lieu fees enable new development to pay a fee for its fair share of additional public infrastructure, rather than requiring actual construction by the developer. For example, a developer required to build half of a planned future traffic intersection, may instead pay a fee for that portion to be used when the intersection is actually built.

Buy-in fees are similar to impact fees and will recover the cost of increased capacity in a utility system. Prescott has buy-in fees for sewer which are based on the number of fixtures being installed in a new structure.

Off Site Improvements are assessments to cover the cost of maintenance and improvements to streets, sidewalks, curb and gutter and other improvements adjacent to or accessed by a new development.

Subdivision regulations include a one-time per lot maintenance and repair fee for streets accessing a subdivision.

Development Agreements are legal contracts between the City and a developer/land owner generally requiring that specific actions must be completed, such as paying infrastructure costs or submittal of permits/applications, within a specified timeframe. These contracts are for private development which can be demonstrated to have a public benefit such as tax retention or increase, enhancements to tax base, job creation, etc.

Redevelopment Districts are used to allow the city to designate specific geographic areas where public/private partnerships create or improve public infrastructure intended to benefit that specific area based on health, welfare or economic purposes.

User fees are a direct fee paid by the users of a particular public service or benefit. Examples include recreation fees, registration fees for city events and inspection fees.

Dedications of land and easements are the legal deeding of land to the City for public purposes.

Service privatization is the private financing of capital development, operation, and/or maintenance of infrastructure or services such as private roads in a subdivision which are maintained by a homeowners association.

Financing options for capital improvement projects:

Municipal Improvement Districts are voted on by property owners who will be assessed for the cost of a capital improvement project such as for paving roads or providing utilities. It requires an agreement by 50% or more of the affected landowners to establish a district. The City may issue bonds to fund the project, which are then retired by assessments placed on property owners. Assessments may be per lot or based on a formula such as dollars per linear foot or lot area.

Community Facilities Districts provide a private funding source for public infrastructure. Similar to a municipal improvement district, bonds are issued by the City based on the value of the project and retired by assessments on property owners. This mechanism is best suited for large capital projects, such as a wastewater treatment plant, which will be dedicated to the City upon completion. The process may be more complicated when multiple owners are involved.

Reimbursement Districts are a bonding mechanism in which the city builds the infrastructure and then is paid back by the developers as the area develops over a 10-15 year period. These districts are often used for water/sewer infrastructure and may be used to build streets.

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.

6.3.8 Cost of Development Goals and Strategies

Goal 1 Continue to require development to pay its fair share by the use of 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.

6.4 SUSTAINABILITY OF GOVERNMENT SERVICES & INFRASTRUCTURE

Recognizing that new development impacts existing public services and facilities, the community expects new development to bear the cost of those impacts. The City will periodically establish level of service standards to be used to determine whether existing capacities will support new demands on public services and facilities. As an example, public safety (police and fire), recreation and government administration are services provided by General Fund revenues which are primarily funded by sales tax and state-shared revenue.

A feasible financial structure is maintained to support essential City services. However, the City constantly seeks to enhance productivity, efficiency, cost reduction, cost avoidance, investments and partnering. Joint projects and regional cooperation planning for growth and development, especially related to traffic circulation, open space, annexation issues and water policy, will assist Prescott in achieving a sustainable growth pattern.

The City of Prescott has faced multiple challenges in the recent economic environment. The period has been characterized by static population growth, reduced receipts from the City sales tax, reduced revenue sharing from the State of Arizona, and increased operating and capital costs. The City has weathered the worst of the recessionary period. A number of initiatives have been undertaken to access lower cost of capital, federal grants, etc.

Compared to neighboring communities, the City of Prescott has been in existence for a longer time period and has an older infrastructure network in place. This includes water and sewer distribution networks, wastewater treatment facilities and City streets. These assets require repairs, expansions, and replacements. Other factors impacting the City's financial burden are the potential costs of water importation, state imposed restrictions upon impact fees, debt loads, taxation decisions, etc. Therefore, the requisite financial obligations to provide services will be a challenge the City must meet with careful and creative revenue and cost planning.

6.4.1 Government Sustainability Goals and Strategies

Goal 1 Emphasize joint use of government facilities.

Strategy 1.1 Continue City/county joint projects and seek new opportunities for such partnerships and intergovernmental agreements.

Strategy 1.2 Continue City/educational institutions joint projects and seek new opportunities for such partnerships in facilities and services.

Strategy 1.3 Continue public/private partnerships and seek new opportunities for such partnerships.

Goal 2 Improve regional cooperation and coordination of planning for regional growth.

Strategy 2.1 Pursue joint planning for regional circulation, traffic management, and other projects.

Strategy 2.2 Participate in regional planning forums such as the Central Yavapai Metropolitan Planning Organization, , the Northern Arizona Council of Governments, and the Greater Prescott Regional Economic Partnership.

Goal 3 Apply compatible land uses within the airport influence area which permit continued development while protecting the operation of the airport.

Strategy 3.1 Encourage the implementation by adjoining jurisdictions of the land use plan adopted within the Airport Specific Area Plan.

Goal 4 Reduce dependency on sales tax over the long term.

Strategy 4.1 Pursue other more stable sources of revenue, including property taxes and user fees to supplement sales tax revenue.

Strategy 4.2 Consider the use of bonding options for major Capital Improvements.

Goal 5 Reduce the potential for incompatible development where jurisdictional boundaries occur.

Strategy 5.1 Coordinate infrastructure standards, development regulations and fees with neighboring jurisdictions, including Yavapai County.

Strategy 5.2 Periodically review and update annexation policies, especially where coordination with nearby jurisdictions is conducted.

7.0 CIRCULATION ELEMENT

7.1 INTRODUCTION

The Circulation Element of the General Plan is oriented toward enabling the efficient movement of people, goods and services. The Prescott transportation network also provides connectivity to the immediate region.

> **A.R.S. 9-461.05.**
>
> **2. A circulation element** consisting of the general location and extent of existing and proposed freeways, arterial and collector streets, bicycle routes and any other modes of transportation as may be appropriate, all correlated with the land use element of the plan.

7.1.1 Arizona Revised Statutes

Arizona Revised Statutes (ARS) identifies the rights of bicyclists (§28-812) and pedestrians as traffic (§28-792), and establishes legislative intent that people of all ages using all types of mobility devices are able to travel the highways and local streets. Bicyclists, pedestrians, and non-motorized traffic are expected to be on all highways and streets, unless specifically prohibited (§28-733). The Arizona Department of Transportation and local agencies have the responsibility to provide for the safety and accessibility needs of all who have legal access to the transportation system.

7.1.2 Central Yavapai Regional Transportation Plan

The 2006 Central Yavapai Regional Transportation Plan and other studies show that the widening of roads alone cannot address long term transportation and traffic management issues. Prescott seeks to effectively manage traffic and circulation in a manner consistent with community character and historic values. The future challenge to Prescott is to safely incorporate vehicular traffic, bikeways, and pedestrian amenities into a well functioning integrated transportation network.

If employment and service centers locate in reasonable proximity to residential areas, roadway demands and traffic congestion are decreased. Higher density development supports efficient alternative mobility options including public transportation, bikeways and pedestrian amenities - extending the longevity of existing infrastructure, while expanding transportation choices.

Prescott strives to pursue a comprehensive, integrated, multi-modal approach to transportation planning by integrating land-use and capital improvement planning, and recognizing the long term benefits of alternative transportation means. This includes planning regional and local road networks in coordination with ADOT and neighboring jurisdictions.

Connectivity of streets and alternative transportation options enhances public safety, shortens travel times and reduces congestion during peak hours. Effective traffic management occurs with good overall connectivity and traffic dispersion - balancing the overall circulation needs of the community with impacts on neighborhoods.

7.1.3 Traffic Management

Traffic management tools include creation of new roads providing alternate routes as well as integrating access points, traffic calming and other circulation features into roadway designs. To reduce traffic and increase the number of passengers per vehicle, pedestrian amenities, bikeways and convenient parking for commuters should be provided. These can be retrofitted into existing street systems and can have ancillary effectiveness in reducing speed and cut-through traffic.

The Prescott Bicycle and Pedestrian Plan, adopted in 2003, is being updated by a committee of volunteers from the bicycling community and City staff. The goal of the plan is to enhance transportation choices and improving driver and cyclist safety on the roadway. The plan will recommend improvements to existing routes and development of new routes to provide better connectivity for non motorized transportation throughout town.

An increasing percentage of the population is unable to drive due to cost, age or ability. With rising automobile costs and increased awareness of greenhouse gases, drivers may choose to use alternate transportation modes if they are available, safe, efficient and affordable. The Prescott Bicycle and Pedestrian Plan was adopted in 2003, with a goal of enhancing transportation choices and improving safety with the addition of bicycle routes/lanes and the extension of sidewalks. Some neighborhoods include traffic calming to enhance street safety while maintaining connectivity with other neighborhoods. Prescott's Downtown is enhanced with the addition of planters in intersections to improve safety and the aesthetics of the streetscape which encourage pedestrian use.

7.2 TRANSPORTATION MODES AND LIMITS

Autos and alternate modes of transportation each have merit. All require different time expenditures, taxpayer funded infrastructure and physical abilities of the user. Each vehicular trip begins and ends with one or more pedestrian trips. Walking is the most commonly used form of non-motorized transportation. Research shows that the average person will walk 5 to 10 minutes to reach shopping or other destinations, excluding walking and hiking for recreation. Downtown Prescott is well suited to this parameter.

Walking to work, school, shopping, parks or other recreational sites is limited within some areas of Prescott due to the lack of a satisfactory sidewalk network. The second most common means of non-motorized travel is bicycling, which enables a greater distance range and better access to some locations than walking. Prescott presently encourages bicycle trips with a combination of wider pavement, striped bike lanes and signed bike routes. Auto travel allows for longer trips in most weather conditions but is also the more costly means of travel. The public has traditionally accepted these costs. However, some individuals do not have access to an automobile.

Prescott's greenways and off-road trails offer pedestrian and bicycle commuters a transportation system separate from the roadway network. This reduces the need for new road infrastructure by separating autos from other modes. Fewer conflicts occur on greenway and off-road trails. There are also benefits to public health and the environment.

Prescott has become a destination for mountain and roadway bicyclists, adding to the economic vitality of the community. Consideration of access to off-road trails via city streets is important to Prescott's economy.

7.3 TRAFFIC IMPACTS, TRAFFIC SAFETY AND TRAFFIC MANANAGEMENT ISSUES

The 2006 Central Yavapai Metropolitan Planning Organization (CYMPO) Regional Transportation Study establishes that growth within Prescott and throughout the region will create long term traffic management problems. The study, updated approximately every five years, is the blueprint for long term regional transportation planning and improvements.

The study suggests a three phased approach to regional transportation planning with improvements grouped by years; 2006 to 2011, 2012 to 2020 and 2021 to 2030. Most first phase regional improvements have been achieved or are near completion including the widening of State Route 89 in Chino Valley, Side Road improvements, Williamson Valley Road widening, Tribal road connector, Fain Road widening and State Route 89 interchanges. Later

phases will include an extension of Glassford Hill Road and a Side Road Connector, both of which may relieve traffic on Highway 89. The 2006 study recommends new regional transportation corridors such as Great Western Blvd (formerly the Tri-City Parkway), Chino Valley Bypass, Santa Fe Loop, Sundog Connector between Prescott Lakes Parkway and State Route 69, and the Airport Loop Road.

The study also recommends alternative transportation components (public transit, carpooling, bikeways, trails, etc.) and forecasts that an investment in these systems could reduce projected traffic counts throughout the CYMPO planning area. Subsequent study updates will continue to support alternative transportation. However, the absence of an adequate assured funding source for public transit is a significant challenge to implementation.

7.4 TRANSPORTATION PLANNING

On a voluntary basis, Prescott, Yavapai County, Chino Valley, Prescott Valley, Yavapai-Prescott Indian Tribe, Dewey-Humboldt and the Arizona Department of Transportation are partners in the Central Yavapai Metropolitan Planning Organization (CYMPO), which is the designated regional transportation planning authority. CYMPO's purpose is to conduct studies, secure state and federal transportation funds, coordinate transportation planning, and prioritize funded transportation projects.

Transportation planning within the City is integrated into the City's capital improvement budget and is coordinated with both land use planning and development review. Transportation needs are a required component in specific area plans where Transportation Services and the Police Department examine traffic calming approaches to provide neighborhood safety and emphasize traffic enforcement. Retrofitting existing roadways with improvements is an important part of transportation planning requiring careful consideration of the potential impacts on neighborhoods.

7.5 TRANSPORTATION NETWORK: ROADWAYS, BICYCLE AND PEDESTRIAN, TRANSIT FACILITIES

7.5.1 Roadway Network

Roads are classified into five functional categories: major arterials, minor arterials, major collectors, minor collectors, and local streets. The Highway Capacity Manual and American Association of State Highway and Transportation Officials (AASHTO) Geometric Design of Highways and Streets ("Green Book") list the following levels of service to describe traffic flow:

A= Free flow
B= reasonably free flow
C= stable flow
D= approaching unstable flow
E= unstable flow
F = forced or breakdown flow

7.5.1.1 Arterials Goals and Strategies

Arterials: *principally for longer distance travel between two points. Direct access to property is a subordinate function. In order to maximize a satisfactory operating level of service without requiring additional lanes, traffic management must concentrate on moving traffic quickly through controlled intersections.*

Goal 1 Establish and maintain a system of arterial streets to provide a satisfactory level of service at level "C" or better according to AASHTO. During morning and evening peak hours, support alternative transportation such as walking and

bicycling, which are compatible with land use, grading, slope stabilization, drainage and environmental goals including aesthetics.

Strategy 1.1 Complete the 2012 update of the Central Yavapai County Regional Transportation Study, by coordinating with ADOT and regional stakeholders, to guide the future planning efforts of the Central Yavapai Metropolitan Planning Organization.

Strategy 1.2 Develop a City of Prescott Transportation Plan by 2016 for adoption and implementation of recommended goals and strategies to improve arterial traffic movement and safety.

Strategy 1.3 Support improvements of arterial streets by maintaining pavement quality.

Strategy 1.4 Apply traditional and emerging technologies to extend physical and operational service to the life of roadway networks through the use of innovative design, maintenance practices, efficient signal timing and planning for improvement in levels of service.

Strategy 1.5 Balance the needs of pedestrian, bicycle and future public transit modes when expanding intersections.

Strategy 1.6 Enhance the aesthetics of street corridors.

Strategy 1.7 Promote interconnectivity of transportation networks to improve circulation efficiency, disperse traffic and reduce impacts on individual streets.

Strategy 1.8 Minimize and reduce, where feasible, direct driveway access to arterials.

7.5.1.2 Collectors Goals and Strategies

Collectors: *generally serve a dual purpose of moving vehicles and individuals from place to place and to accessing fronting property. Commercial collector streets facilitate travel between high traffic generators. Access locations are often controlled or shared.*

Goal 1 Adapt, design or retrofit residential collector streets as feasible to facilitate travel from local streets to parks, schools and arterial streets while maintaining a safe and attractive neighborhood environment.

Strategy 1.1 Implement strategies to prevent local streets from becoming de-facto collectors where pursuit of a connectivity goal may negatively impact the quality of life for the residents on the local street, and increase demands for police enforcement and traffic calming.

Strategy 1.2 Minimize direct access to collectors for new residential lots.

Strategy 1.3 Design residential collectors to facilitate efficient circulation within the neighborhood while discouraging through or speeding traffic, especially from arterial to arterial.

Strategy 1.4 Design collector streets and adjacent sidewalks to facilitate use by low-speed traffic, bicycles, pedestrians, and to include trails as shown in adopted plans.

Goal 2 Require adequate vehicular and pedestrian access and connectivity within and between residential neighborhoods and adjoining commercial areas by promoting street interconnectivity and identifying minor collector streets.

Strategy 2.1 Design streets to meet the needs of emergency vehicles in a neighborhood friendly way while allowing safe on-street parking and safe pedestrian access.

Strategy 2.2 Locate new connector road alignments to facilitate access for business and commercial purposes in a cost-effective manner.

7.5.1.3 Locals Goals and Strategies

Locals: *local streets in aggregate comprise the highest total mileage of city streets and have the primary purpose of providing direct access to adjoining properties. These streets range from short cul-de-sacs to the traditional grid system in the downtown. Most residential lots will have at least one entrance onto the local street.*

Goal 1 Local street designs should provide access for residential, commercial properties and emergency vehicles. Safety should be maintained for residents, pedestrians and bicyclists while enhancing of the neighborhood environment.

Strategy 1.1 Develop a Traffic Calming Design Guide to be applied to new residential street construction.

Strategy 1.2 Continue to utilize the adopted policy for traffic calming to retrofit residential streets.

Strategy 1.3 Create and allow the use of a variety of appropriate local street cross sections to provide flexibility during design in order to promote diversity of design and neighborhood character.

Strategy 1.4 Encourage the retrofit of existing local streets to enhance safety with attention to appearance reflecting the character of neighborhoods and to reduce four-way intersections where feasible.

7.5.2 PEDESTRIAN AND BICYCLE CIRCULATION

Prescott residents and visitors enjoy a growing network of sidewalks, bicycle routes, bicycle lanes, and multi-use paths.

The on-street system is comprised mainly of striped bike lanes, signed bike routes and sidewalks. The striped bike lanes are primarily located on existing arterials and Major Collectors. Sidewalks are typically provided on new local, collector and arterial streets; however, a cohesive pedestrian movement network from neighborhoods, business areas, schools and other destinations remains to be developed. Some progress has been made through the Safe Route to Schools program and the Bicycle and Pedestrian Master Plan, which includes specific policies and locations for recommended projects while addressing related on-going maintenance needs.

The mountain biking community embraces Prescott due to the high quality of its off-street trail network. This is reflected in the annual Whiskey Off-Road race, which had 1750 registrants in 2012. Many visitors come to Prescott specifically to experience our mountain bike trail system. Biking tourists stay in downtown hotels and ride, not drive, to Prescott's world class mountain biking trails. Safety measures are encouraged while cyclists are traveling to the existing trails to the west off of Copper Basin Road, off West Gurley Street/Thumb Butte Road, and south off White Spar Road (State Route 89).

West Gurley Street and Thumb Butte Road may be made safer with paint applications to the road and bicycle route signage until such time as the planned Butte Creek trail is completed. Due to budget considerations, the recent Copper Basin Road project did not include a bike lane. However, other enhancements, such as bicycle route signage, may be used to provide greater safety to the cycling community.

There is a designated bicycle route between the Mike Fann Community Skate Park and the newly built Granite Creek Park Pump Track due to an increase in bicycle traffic between these two parks. As an example of safety improvements which may be made to this designated bike route, additional signage to notify motorists of bicycles on the roadway may be added, along with the addition of shared lane markings on Pleasant Street & Willis Street and upgrading the traffic light at the intersection of Sheldon Street & Pleasant Street to detect bicycles.

7.5.2.1 Complete Streets

Complete Streets is a nationally recognized term referencing the design and operation of highways and streets to enable all users, including bicyclists, pedestrians, transit riders and motorists, to safely move along and across the roadway. Complete Streets is an approach to interdependent, multimodal transportation facilities planned, designed, operated, and maintained to provide safe mobility. Designing streets to the function and context of the neighborhood, whether residential or commercial, and the surrounding environ is appropriate. Each highway or street is unique and dependent upon the context of the street design and neighborhood.

A "Complete Street" is defined as a street which safely accommodates all users including vehicles, pedestrians, and bicyclists. Basic elements of complete streets include sidewalks, bike lanes (or wide paved shoulders), pedestrian crossing opportunities, median islands, and accessible pedestrian signals. Careful planning and development of Complete Streets infrastructure offers long-term cost savings for local and state government by reducing automotive travel. Additional information may be found in the Circulation Element.

Basic elements of Complete Streets include sidewalks, bike lanes (or wide paved shoulders), pedestrian crossing opportunities, median islands, bus pullouts and accessible pedestrian signals. A Complete Street in a rural area will look quite different from a Complete Street in a highly urbanized area, but both are designed to balance safety and convenience for everyone using the street.

Careful planning and development of Complete Streets infrastructure offers long-term cost savings for local and state government by reducing automotive travel. By designing for the safety of all users, fewer collisions occur between autos and other forms of transit, reducing the need for emergency services. There are also benefits to public health, the environment and financial benefits to property owners and businesses through increased foot traffic.

A committee may be formed to advance this concept and help Prescott attain a League of American Bicyclists' Bicycle Friendly Community status. Bicycle Friendly Community status has been awarded to both Flagstaff and Sedona, and may be a contributing factor to tourism in those areas. Much of the groundwork for this coveted designation has been included in the Bicycle and Pedestrian Master Plan.

Additional information regarding the off-street trail system may be found in the Open Space Element.

7.5.2.2 Pedestrian and Bicycle Goals and Strategies

Goal 1 Ensure that new pedestrian and bicycle circulation facilities are designed and constructed to encourage bicyclists to use them by creating logical connections between residential neighborhoods and destinations such as commercial centers, employment centers, medical facilities, etc.

Strategy 1.1 Update the 2003 Bicycle and Pedestrian Master Plan to reflect current conditions.

Strategy 1.2 Implement the Bicycle and Pedestrian Master Plan for the City of Prescott through inclusion of projects in the Capital Improvements Plan with emphasis on design and development which increase the number of short trips connecting residential areas with schools and business areas.

Strategy 1.3 Strengthen partnerships directed toward enhancing pedestrian and bicycle access to local schools.

Strategy 1.4 Develop programs which educate bicyclists, pedestrians, and motorists about sharing roadways, and promote walking and bicycling.

Strategy 1.5 Continue acquisitions and development, consistent with the Bicycle and Pedestrian Plan, of separate and multi-use pathways, where feasible, for pedestrians and bicyclists designed to connect popular origins and destinations.

Strategy 1.6 Support placement of schools, employment centers and retail in proximity to residential areas to encourage walking, bicycling and transit use.

Strategy 1.7 Assure adequate maintenance of bicycle and pedestrian facilities.

Strategy 1.8 Encourage bicycle safety through the application of road surface paint, bicycle route signage, and other means.

Strategy 1.9 Pursue League of American Bicyclists Bicycle Friendly Community status.

Strategy 1.10 Give higher priority to street reconstruction and repaving projects on existing or designated bicycle routes.

Goal 2 Accommodate multi-modal transportation options in new development.

Strategy 2.1 Design pedestrian facilities to provide safe access for children, the elderly and handicapped.

Strategy 2.2 Require the submittal of pedestrian and bicycle circulation plans as elements of Traffic Impact Analysis required for new

development. Assure that adequate bicycle parking facilities are included in designs for new development.

Strategy 2.3 Include bikeways and sidewalks in the design of all new roadways where feasible and are consistent with the Pedestrian and Bicycle Master Plan.

Strategy 2.4 Encourage the acquisition and development of off-street multi-use routes along creeks, drainages, utility easements, and through parks and open spaces.

Strategy 2.5 Where feasible, retrofit existing roadways to provide multi-modal facilities,

Strategy 2.6 Design new and reconstructed roadways using Complete Streets concepts where feasible.

7.5.3 PUBLIC TRANSIT

The Central Yavapai Metropolitan Planning Organization (CYMPO) is charged with the development and implementation of a regional transit system. The mission of CYMPO is to provide leadership in planning and promoting a comprehensive multi-modal transportation system for regional mobility and connectivity which encourages a positive investment climate and fosters development sensitive to the environment.

CYMPO is the designated Metropolitan Planning Organization (MPO) for the City of Prescott, Town of Prescott Valley, Town of Chino Valley, Town of Dewey-Humboldt, Yavapai County and Arizona Department of Transportation. As the regional MPO, CYMPO provides the forum for local elected officials and transportation experts to plan multimodal infrastructure within the CYMPO Planning Boundary area. CYMPO has completed studies regarding the feasibility of a regional public transit system. The Regional Transit Needs Study and the Transit Implementation Plan recommend a combination of basic fixed and flexible route transit service with a park-and-ride component. Yavapai Regional Transit Authority, a local nonprofit organization, is providing limited transit service between Prescott and Chino Valley. Should the Authority succeed in expanding its services, a portion of the regional transit needs could be met by this entity.

CYMPO pursues available state and federal funding for implementing a public transit system. The County has also provided limited funding for transit in other jurisdictions. Services may be contracted out to private providers; however, providers must be able to meet state and federal guidelines for publically funded transit. A limited private bus service operates within the City and is not currently subsidized with public funds, but the service is limited and does not fully meet the needs of the community. Other funding sources may be available for public entities or non-profit organizations that provide transit services. However, finding a capable provider and assured funding in an uncertain economy are important issues.

Efficient transit systems depend in part on cluster development where higher densities create a population base. The Growth and Cost of Development Element of this plan addresses the need for more opportunities for compact development. Prescott's aging population and the recent trend to develop higher density senior housing will only reinforce the need for transit to serve the population that no longer drives.

7.5.3.1 Transit Goals and Strategies

Goal 1. Support and participate in regional public transportation when such a system is financially feasible.

Strategy 1.1 Identify and seek fair share funding.

Strategy 1.2 Develop ancillary facilities such as park and ride lots and bus turn-outs, where feasible.

7.6 AIRPORT

Ernest A. Love Airport is operated solely by the City. However, there are regional benefits from economic activity enhanced by air transportation. The 2009 Airport Master Plan provides for facilities and services to accommodate the needs of aviation toward this end. The airport transportation hub attracts relocating and expanding businesses by the provisions to deliver people and goods.

In 2001 the City of Prescott, Prescott Valley and Chino Valley entered into annexation boundary agreements to set each municipality's future boundary limits. This is especially important near the airport where all three communities share boundaries. Prescott adopted the Airport Specific Area Plan (ASAP) in 2001 to protect the airport as a transportation hub from residential development of nearby vacant land.

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.

7.6.1 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 Enhance access to the airport referencing the Airport Specific Area Plan, Airport Master Plan, and the Airport Area Transportation Study.

Strategy 1.3 Actively pursue research, marketing and development of the airport as a regional transportation hub.

Strategy 1.4 Implement improvements to the Airport including, but not limited to, development of a new terminal, redevelopment of on-airport land uses, evaluation/ modification/ improvement of the main airport road entrance and circulation as may most beneficially serve the airport community needs in accordance with current industry standards and practices.

Strategy 1.5 Create safe multimodal and alternative transportation connections.

7.7 TRAFFIC SAFETY

Traffic safety is a shared responsibility among drivers, motorcyclists, bicyclists, pedestrians, public transit and other users such as skateboarders and wheelchairs. The majority of collisions

in Prescott occur on arterial and collector streets, primarily as rear end, angle and left turn collisions where driver error is involved.

The Public Works and Police Departments partner to improve traffic safety through engineering, education and enforcement. The Prescott Police Department utilizes the latest technologies and innovative techniques to fairly and uniformly enforce traffic laws, ordinances, and regulations.

7.7.1 Traffic Safety Programs Goals and Strategies

Goal 1 Enhance traffic safety through engineering, education and enforcement.

Strategy 1.1 Continue to maintain a comprehensive collision database and use it to develop annual reports to show number, analysis of type, cause/violation, and time of day for the crashes and injuries occurring on city streets, along with year-to-year comparisons of trends.

Strategy 1.2 Continue the existing program of monitoring, and adjusting where necessary, speed limits on arterials and collectors to assure limits are imposed in a uniform and reasonable manner using nationally accepted engineering standards.

Strategy 1.3 Identify a set of objectives for sight distance and other safety recommendations, including improvements and programs to allow evaluation of their effectiveness.

Strategy 1.4 Encourage educational programs directed to motorists, motorcyclists, bicyclists and pedestrians to raise public awareness of their joint responsibilities when using City transportation facilities. Encourage drivers' education in schools.

Strategy 1.5 Continue using the enforcement program employing selective enforcement of high collision locations and violations known to cause collisions.

Strategy 1.6 Improve communications among Public Works, Law Enforcement, and the courts in an effort to emphasize to the public the importance of traffic safety and compliance with traffic regulations.

Strategy 1.7 Continue the application of alternative designs such as roundabouts to improve the safety of existing high collision intersections and for planned high volume intersections.

7.8 TRANSPORTATION SYSTEM MANAGEMENT

Transportation System Management (TSM) is a means of reducing congestion, promoting traffic safety, and protecting the public investment in the existing street system. Techniques include:

- Traffic Management – improving vehicle movements and increasing the capacity and safety of existing streets by use of turn lanes, medians, bikeways, signal timing, synchronization, etc
- Demand Management – reducing trips and/or the number of vehicles on the roadway, includes ride-sharing programs; expanded bicycle, pedestrian and transit options; High Occupancy Vehicle (HOV) lanes; preferential carpool parking; telecommuting and staggered or flexible working hours

- Maintenance Management – managing maintenance necessary to protect the public investment in City streets, bikeways and sidewalks

7.8.1 Transportation System Management Goals and Strategies

Goal 1 Improve arterial vehicle efficiency by maximizing capacity and safety.

Strategy 1.1 Monitor and analyze traffic volumes and levels of service for major intersections as well as the links between major intersections.

Strategy 1.2 Continue to coordinate with Yavapai County, the Central Yavapai Metropolitan Planning Organization and the Arizona Department of Transportation in access management decisions on regional arterials.

Strategy 1.3 Perform a data analysis on the current travel habits of Prescott residents including the frequency, range, mode and duration of daily trips by dwelling unit types. Use the data to address pedestrian and bicycle infrastructure need.

Strategy 1.4 Synchronize traffic signals to accommodate and enhance traffic flow.

Goal 2. Establish a program to ensure that the public investment in the existing transportation system is protected.

Strategy 2.1 Continue the existing pavement management system to provide data relative to the projected useful life of the pavement, alternatives for maintenance, maintenance schedules, a five-year priority program for maintenance, and the associated costs.

Strategy 2.2 Use the previously completed inventory and priority program for pavement of the unpaved streets and alleys, to recommend funding strategies.

Strategy 2.3 Continue using the comprehensive Maintenance Management System for traffic signing, striping and sweeping on city streets to meet identified levels of service.

8.0 OPEN SPACE ELEMENT

8.1 INTRODUCTION

The City of Prescott and the immediate surroundings are rich in scenic and recreational assets enjoyed and valued by generations of our citizens. This Open Space Element embraces current and future efforts to protect and enhance this amazing portfolio to conserve natural beauty for the benefit of residents and visitors alike. Past favorable economic circumstances allowed a significant focus upon direct purchase land acquisitions. This was combined with donated parcels and easements, all of which are worthy of perpetual protection. Some of these conservation efforts date to the 1980s, and were then known as natural parkland conservation. As past, present and future lands come into City oversight, they provide opportunities to expand recreational destinations to complement the City's lakes, greenways, diverse park system, extensive recreational trails, and a nature center.

A.R.S. 9-461.05.

An open space element that includes:

(a) A comprehensive inventory of open space areas, recreational resources and designations of access points to open space areas and resources.
(b) An analysis of forecasted needs, policies for managing and protecting open space areas and resources and implementation strategies to acquire additional open space areas and further establish recreational resources.
(c) Policies and implementation strategies designed to promote a regional system of integrated open space and recreational resources and a consideration of any existing regional open space plans.

New tools have emerged towards maximizing the benefits nature affords us. Specifically these mechanisms are:

- Creatively utilizing long term leases, easements, licensing agreements, developer agreements, private donations, land exchanges, intergovernmental cooperation, and public/private partnerships in securing targeted land use, in addition to the purchase of property by the City

- Integrating the existing and desired recreational assets into a network physically connected and functionally related, rather than simply adding stand-alone parcels to our inventory

- Identifying and prioritizing our Open Space efforts based upon the pre-historic, historic, ecological, cultural, recreational, scenic, and economic values to be derived

- Planning, managing, and expanding the recreational assets of our community so as to attract visitors, boost our economy, and improve the quality of life for our own residents. This shall be a cooperative and partnering endeavor between the City, non-profit organizations and other government entities

The vast majority of undeveloped land, whether publicly or privately owned, is not officially designated as open space. These areas may be developed in the future. To conserve open space, Prescott encourages zoning these areas to a Natural Open Space district, which restricts uses and encourages land owners to maintain their land in a natural state. Other means of conserving open space exist through easements, deed restrictions and development agreements, which are recorded legal documents used to manage the use of a property. Several parks, lakes, trails and facilities have legal restrictions to conserve open space.

8.2 PUBLIC AND PRIVATE OPEN SPACE

The term Open Space is used in many forms and has different meanings in common usage. Typically, open space is used to describe undeveloped land with distinctions between public and private open space. From a regulatory point of view, cities are composed of only two types of property, public and private. This critical distinction between public and private property has

been the basis of urban design since land ownership emerged. In early cities, public streets gave access to private property.

Public open space:
City owned public lands include lakes, streams, undeveloped natural areas, parks, trails and greenways. Examples include Acker Park, portions of the Granite Dells, and Prescott's Greenways. These areas typically protect important viewsheds, natural resources or provide passive recreational opportunities for trails and other uses. Federally owned public open space is provided by the adjacent Prescott National Forest and the joint City-County leasing of Pioneer Park, from the U.S. Department of the Interior - Bureau of Land Management.

A more specific type of public open space is known as a preserve. These are lands set aside and protected from development by purchase, covenants, City charter clauses, and/or state or federal laws. Some existing preserves include the hill and areas east of Thumb Butte, Boyle-DeBusk Open Space Preserve, White Spar Creekside Park, Watson Woods Riparian Preserve, and portions of Watson and Willow Lakes.

Private open space:
Some of the most scenic and unique areas within Prescott are privately owned. Many landowners recognize the natural qualities of their lands and take voluntary steps to protect and conserve open space through rezoning, conservation easements, donation or sale of development rights. Areas set aside as privately owned protected open space may or may not be accessible to the public depending on the specific arrangements. The City strives to provide public access to privately held open space areas by entering into joint use agreements with private property owners.

As privately owned lands are developed, open space areas may be protected through the Planned Area Development (PAD) process, whereby a minimum of 25% of the PAD area is set aside as protected open space. Typically, PAD open space areas are steep slopes, ridgelines, drainages or parks. Previous City codes allowed golf courses as open space; however, the current code states new golf courses may not be considered open space.

State Trust Lands should be considered as eventually to be privately owned due to the mission of the Arizona State Land Department to maximize revenue by the sale or lease of these lands. Because they are likely to be privately owned and eventually developed, these lands are temporary and unprotected viewsheds unless steps are taken toward conservation. Several state referendums have been introduced in recent years, without success, to allow state lands to be more easily preserved as open space. For example, Proposition 110, if passed in the 2010 election, would have amended the Arizona Constitution to allow the exchange of state trust lands for other public lands for preserving open space. Citizen efforts to address open space concerns statewide affect Prescott due to the many acres of nearby Arizona State Trust lands.

8.3 OPEN SPACE, PARKS AND RECREATION INVENTORY

The City's park system began with City Park, now known as Ken Lindley Field. This was a Works Progress Administration project in the early 1930s employing local workers to combat the Great Depression. In the 1960s, the City aggressively pursued Federal Land & Water Conservation Funds for the acquisition and development of parks. The City began utilizing various State funding sources in the 1990s including the State Lake Improvement Fund, and the Heritage Fund provided for by State lottery revenues. Lands were specifically acquired for parklands or open space to be conserved in perpetuity. The Willow and Watson Lake reservoirs, purchased from the Chino Valley Irrigation District in 1998 through a voter approved initiative, are dual purpose: for water supply and recreation.

The Parks and Recreation Department currently provides recreational opportunities for all ages and demographics. Our parks and recreation portfolio includes:

- 5 Regional Parks (totaling 1,241 acres)
- 6 Community Parks (totaling 153 acres)
- 4 Neighborhood Parks (totaling 11 acres)
- 3 Mini-parks (totaling 2 acres)
- 46 miles of recreation trails
- 16 Open Space/Natural Parkland parcels (totaling 765 acres)
- One recreation center building
- Landscaped rights-of-way throughout the City
- Prescott Greenways
- Watson, Willow and Goldwater Lakes
- Antelope Hills Golf Course (225 acres)
- Rodeo Grounds (35 acres)

8.4 PARKS AND RECREATION ACTIVITIES

A variety of recreational activities occur in areas owned and/or managed by the City of Prescott including field and court sports, lakes, skateboarding, cycling, in-line hockey, hiking, horseback riding, bocce ball, horseshoes, camping, rappelling, birding, remote control aircraft, playgrounds, picnicking, dancing, living history, live music, orienteering, geocaching, yoga, races, archery, zoo, community garden, dog park, nature center, performing arts and special events. The Department has a role in providing programs, facilities, and services for these activities and features one of the highest per capita sports participation rates in Arizona.

The City maintains an ongoing dialog with the Arizona Game and Fish Department (AZGFD) regarding improving the lakes as fisheries. Discussions include slot limits for the bass population, removing crayfish to assist fish reproduction and other activities. AZGFD continues to stock trout in area lakes. The health of Prescott's lakes is a complicated and ongoing issue. Information about lakes and watersheds may be found in the Environmental Planning Element.

8.4.1 Parks and Recreation Goals and Strategies

Goal 1 Recognize greater recreation potentials and act on them to improve the quality of life for residents and visitors and make improvements, where needed, to current facilities.

Strategy 1.1 Seek financial support through the Capital Improvement Program and from the local community to upgrade aging facilities with outdated amenities. These upgrades should have benefits to energy conservation, safety, aesthetics, tourism, user experience, and increased function.

Strategy 1.2 Identify and evaluate appropriate available lands for acquisition, license agreements, or acquisition of easements, based upon an inventory of parklands, open space and recreation facilities. Trail connectivity should be a high priority.

Strategy 1.3 Establish plans and timelines for the development of targeted lands on a financially constrained basis.

Strategy 1.4 Update or amend the 2007 Parks and Recreation Master Plan to recognize new opportunities, changing recreation trends and facility needs.

Strategy 1.5 Continue and expand cooperative programs with the Prescott National Forest and with all entities to enhance trail connectivity and maintenance standards.

Strategy 1.6 Seek new partnerships with Yavapai County, other government entities, organizations or individuals to serve the parks and recreation needs of Prescott, as well as of the region.

Strategy 1.7 Continue coordination with the towns of Prescott Valley, Chino Valley and other entities to plan cross-jurisdictional trails, open space, and recreation opportunities.

Goal 2 Establish recreation strategies for Willow, Watson, and Goldwater Lakes to continually improve and enhance these assets for both residents and visitors.

Strategy 2.1 Budget for and implement measures to reduce the algae and weed growth in Willow and Watson Lakes.

Strategy 2.2 Work closely with the Arizona Game & Fish Department to continually improve the fishing conditions at Willow, Watson, & Goldwater Lakes.

Strategy 2.3 Remove dead and down trees at the south end of Watson Lake to potential fire and safety hazards.

Strategy 2.4 Continue to expand recreational opportunities and facilities at upper Goldwater Lake to fully utilize the area to better accommodate recreation demands and future recreation trends.

8.5 TRAILS AND GREENWAYS

City trails and greenways currently allow for non-motorized recreation and transportation. Trails and greenways connect destinations within Prescott including schools, businesses, neighborhoods, parks and other recreational sites. Prescott has received national recognition for the progressive approach to providing a high quality trail system. Completion of the 50-mile Prescott Circle Trail, Prescott Greenways, and Granite Dells trail expansion will further enhance the trail system.

8.5.1 Trails and Greenways Goals and Strategies

Goal 1 Expand and improve the connectivity of the trails and greenways system.

Strategy 1.1 Complete high priority trails within the following geographical priorities: 50-mile Prescott Circle Trail, Prescott's Greenways, Prescott Peavine Trail to Chino Valley, Willow Lake to Watson Lake via Granite Dells, multiple trails to Glassford Hill with connectivity to Prescott Valley, Recreation Pathways City-Wide, and Completion of Larger Interconnected Trail Networks.

Strategy 1.2 Establish a matrix using scoring criteria for proposed trails to define priorities for trail construction.

Strategy 1.3 Implement creative right-of-way acquisition strategies for trails, such as license agreements, leasing, donation, purchase and easements. This includes exploring feasibility of roadways, utility, and drainage corridors.

Goal 2 Encourage greater public participation in the planning, development and maintenance of trails and greenways.

Strategy 2.1 Continue to work with Prescott Creeks and other non-profit foundations to develop a community volunteer creek monitoring program to expand and support a creek watch project.

Strategy 2.2 Prepare information for the public regarding the importance of trails and greenways, detailing how they contribute to the value of developed land and the health of the community. Include information regarding state laws on landowner protection from liabilities, direct land purchases, license agreements, land donations and easement acquisitions, which also can be purchased or donated.

Goal 3 Support the linkage of public and private open space and trail systems to serve the community more efficiently.

Strategy 3.1 Encourage new developments to designate open space areas which adjoin and link to existing public or private open space areas.

Strategy 3.2 Require the creation of publicly accessible trails in new subdivisions where such trails can provide new or improved connectivity for existing trail networks.

8.6 OPEN SPACE POLICY

The Parks and Recreation Department is currently focused within the following geographical areas: 50-mile Prescott Circle Trail, Prescott Greenways, Prescott Peavine Trail to Chino Valley, Willow Lake to Watson Lake via Granite Dells, multiple trails to Glassford Hill with connectivity to Prescott Valley, recreation pathways City-wide, and completion of larger interconnected trail networks in order to benefit the Mile-High Trail system. The acquisition, dedication and stewardship of open space as a community amenity is also an economic development asset which supports the tourism industry.

The proportion of land dedicated to protect open space within the community had increased, reflecting a major shift in attitude regarding the importance of open space, essentially beginning with public and private actions regarding trails in the early 1990s. As pristine areas with trails and access to the national forest began to develop, the public requested that access points remain untouched. This was accomplished through agreements made between the City, developers and National Forest officials. Protecting significant geological pre-historic features, natural areas and viewsheds resulted in a number of private/public partnerships.

The City adopted a Master Trails Plan in 1996, a Bicycle-Pedestrian Plan in 2003, which has a trails component, and continues to pursue federal, state and private funding sources to secure trail acquisition. Prescott voters approved a sales tax initiative in 2000 setting aside revenues for acquisition of open space as provided for in the City's adopted Open Space Master Plan, which was updated in 2008.

Open space is acquired based on biologic, geologic, recreation, cultural, pre-historic, historic, scenic and riparian characteristics of the land, as well as, tourism and economic assets for the future. Open space includes areas of scenic beauty, recreation, preserves for riparian areas, wildlife, vegetation, and cultural resources. The character and function of open space differs on a case by case basis depending on the individual property as well as the purpose for the acquisition.

Annexations will often have an open space component and are required to meet standards for open space as provided for in the Prescott Land Development Code. New open space assets are identified during the annexation process and stewardship plans are adopted by the City Council. In adjoining areas, open space may be maintained through intergovernmental agreements.

8.6.1 Open Space Policy Goals and Strategies

Goal 1 Implement the adopted Open Space Master Plan.

Strategy 1.1 Place open space activities organizationally within the Parks and Recreation Department with participation from the related non-profits such as the Open Space Alliance, Granite Dells Foundation, Central Arizona Land Trust, Yavapai Trails Association, etc.

Strategy 1.2 Continue the use of the private property open space inventory and evaluation process provided by the former advisory committee.

Strategy 1.3 Develop and maintain a current list of potential open space properties based on strategic economic benefits to the community.

Strategy 1.4 Identify potential and probable approaches for each property. i.e. conservation easements, license agreements, leases, donations, parcel splits, outright purchases, etc.

Goal 2 Seek collaborative ventures between private, public, and non-profit sectors for expanding, improving, maintaining, and providing stewardship for open space.

Strategy 2.1 Encourage and support the private sector to bring forward open space ideas and proposals through the proper channels. i.e. Parks and Recreation management.

Strategy 2.2 Continue investigation of other potential funding mechanisms for the purchase, improvements, and maintenance of open space and trails.

Strategy 2.3 Maintain and upgrade existing open space and recreational facilities through designated use fees, tourism related income, grants, private donations, and other methods used by the City for General Fund revenues.

Goal 3 Maintain the biological, cultural, visual, and recreational integrity of protected and unprotected tracts of open space.

Strategy 3.1 Continue to provide stewardship for open space using City staff and supporting organizations and volunteers.

Strategy 3.2 Maintain conservation of habitats and ecosystems within existing open space including the lakes.

Strategy 3.3 Protect connectivity of existing open space and trails by requiring developing and existing areas to allow and provide appropriate access.

Strategy 3.4 Require and oversee re-vegetation of disturbed areas including removal and control of invasive and non-native vegetation.

Strategy 3.5 Work with various stakeholders to reduce the damages to open space and the lakes from soil erosion, storm water runoff, utilities, fertilizers and herbicides, and other impacts caused by the accumulation of debris and silt.

Strategy 3.6 Ensure that wildlife and desired trail corridors are conserved through development agreements should State Trust Lands change ownership.

9.0 ENVIRONMENTAL PLANNING ELEMENT

9.1 AIR QUALITY

During the early 20th century, Prescott's clean air and temperate climate drew many respiratory patients to the area for treatment. Today, good air quality remains an asset of the community, helping to draw tourists and those seeking lifestyles away from large urban areas with poorer air quality. Continued urbanization with its associated increase in traffic may degrade Prescott's air quality in the future, potentially having a negative effect on tourism, growth and the quality of life for residents.

A.R.S 9-461.05

3. An environmental planning element that contains analysis, policies and strategies to address anticipated effects, if any, of plan elements on air quality, water quality and natural resources associated with proposed development under the general plan. The policies and strategies to be developed under this element shall be designed to have community-wide applicability and shall not require the production of an additional environmental impact statement or similar analysis beyond the requirements of state and federal law.

9.1.1 Challenges

Although some air pollution is brought into the area by natural air movements, the community can improve air quality by discouraging local pollution. The Circulation Element addresses a reduction in automobile dependence through alternative transportation; however, the overall environment in Prescott is affected by individual auto use.

Dust, smoke, proliferation of non-native plant pollens and automobile emissions are sources of urban air pollution. Smoke is a problem during winter months from wood burning fireplaces and stoves, and at other times, seasonal prescribed burns affect air quality. In the warmer dry months, dust affects air quality due to dirt roads and construction activities. Poor air quality conditions are exacerbated by a continuing drought.

9.1.2 Air Quality Goals and Implementation Strategies

Goal 1 Maintain Prescott's existing good air quality by protecting it from degradation.

- **Strategy 1.1** Encourage EPA approved wood burning stoves and fireplaces within the City.
- **Strategy 1.2** Continue the current program of paving unpaved roads within the City. Apply new technologies and methods where appropriate.
- **Strategy 1.3** Maintain road sweeping with water filled street sweeping machines to reduce dust particulate air pollution, especially during dry periods.

Goal 2 Promote alternative transportation strategies in order to reduce vehicle emissions.

- **Strategy 2.1** Partner with Central Yavapai Metropolitan Planning Organization (CYMPO) and private industry to develop a transit system when funding is available and where service is feasible.
- **Strategy 2.2** Expand the scope and connectivity of the bicycle, pedestrian and trails circulation systems within the city by linking existing networks.

9.2 WATER QUALITY

Prescott enjoys good water quality from deep wells. The City is a water service provider operating a water supply, treatment and distribution system as well as a wastewater collection, treatment and effluent distribution system. These systems are operated in compliance with federal and state water quality regulations.

9.2.1 Challenges

A sustainable balance of water quality, water use, conservation, importation and groundwater recharge is desirable. City plans, water policies and adopted codes address water quality and supply issues. These plans, policies and codes should be periodically reevaluated and revised accordingly. More information regarding water may be found in the Water Resources Element.

9.2.2 Water Quality Goals and Implementation Strategies

Goal 1 Protect surface waters and groundwater recharge areas to maintain the high quality of Prescott's water.

Strategy 1.1 Strengthen requirements for building sites with steep grades to prevent erosion and pollution from stormwater runoff.

Strategy 1.2 Evaluate any industrial discharges that have the potential to pollute the Little Chino aquifer, other aquifers or surface waters.

9.3 LAKES

The City owns or leases land associated with four bodies of surface water: upper Goldwater Lake, lower Goldwater Lake, Watson Lake, and Willow Lake. All four water bodies are man-made reservoirs and historically have served as community water supplies either for City water customers or the agricultural industry in the region.

Upper and lower Goldwater Lake are the smallest of the four with historic legal documents stating the claimed combined capacity to be 620 acre-feet. At one time, lower Goldwater Lake was used to supply water to the City of Prescott by supplementing the water pumped from Del Rio Springs. Neither upper nor lower Goldwater Lake is presently used for City water supply. Upper Goldwater Lake is now a public recreational amenity maintained from the City's General Fund. This lake is upstream of the community which reduces the effects of the population center; however, it is subject to natural processes such as siltation.

Watson and Willow Lakes also have an extensive history and were originally built to store and release water from annual precipitation for the use of the downstream agricultural industry. The most current document (Sever and Transfer 98-001) for Watson and Willow states their legal claimed storage capacities to be 4,600 and 5,980 acre-feet respectively with the right to continuous fills and refills. Unlike Goldwater Lake, Watson and Willow Lakes are subject to not only natural processes, but also to the effects of the population center located upstream. It was not until 1998 that the City purchased these lakes from the Chino Valley Irrigation District in accordance with a voter approved bond measure for fifteen (15) million dollars. The official ballot language, associated City Resolution 3033, describes property and water rights for water resource and recreational purposes. Since purchase, operation of reservoirs have had a complete shift in their operation. Water is now stored from year to year for water supply, recreation, and fish spawning needs. Releases still occur pursuant to requirements regarding surface water right holders and for the storage and recovery of supplies to support City water customers. Due to the water storage and recreation uses of these lakes, they currently require both City General Fund and Enterprise Fund expenditures.

According to A.R.S. § 9-461.05 (D) (3), the Environmental Planning Element attempts to address the anticipated effects of the General Plan on air quality, water quality, and natural resources associated with proposed development. It's recognized that surface water bodies in the City's jurisdiction require continued operation and maintenance at standards which are federal, state, or locally imposed. Each reservoir is subject to varying influences from outside agencies, nature and effects from the nearby population. Since both Watson and Willow Lakes have no continuous flow-thru and are not drained on an annual basis, siltation and accumulated contaminants present challenges to their vitality. In 2004, the Environmental Protection Agency designated the Watson Lake reservoir as impaired for high levels of nitrogen, low dissolved oxygen, and high pH. The City, in consultation with state and federal agencies, will be seeking options for the effective management and remediation of these City maintained reservoirs.

9.3.1 Lakes Goals and Implementation Strategies

Goal 1 Promote water quality of publicly owned reservoirs.

- **Strategy 1.1** Protect the lakes from sources of pollution. Implement solutions using natural processes to reduce pollution.
- **Strategy 1.2** Provide community education to inform the population on ways to protect local surface waters.
- **Strategy 1.3** Maintain and preserve open space areas which complement the lakes and the surrounding environment, wherever possible, through zoning procedures, negotiations and the creation of codes for new and existing development.
- **Strategy 1.4** Develop recreational trails and park settings to promote low impact uses which will not negatively affect water quality.

Goal 2 Develop an up to date Lake Management Plan for each of Watson and Willow Lakes.

- **Strategy 2.1** Explore ways to balance human uses with flora and fauna at man-made reservoirs.
- **Strategy 2.2** Explore upstream improvements such as catch basins for filtration to address both the natural and population influences.
- **Strategy 2.3** Implement measures supporting achievement of prescribed federal Clean Water Act water quality requirements to include watershed management best practices.

9.4 WILDLIFE CORRIDORS

The conservation of wildlife habitats and wildlife corridors will benefit indigenous wildlife and migratory species impacted by human growth and development. There is a particular need in the Prescott area for wildlife corridors to interconnect pronghorn antelope herds and other wildlife. The Airport Specific Area Plan addresses this concern by providing a north/south open space corridor along Granite Creek. Augmentation of wildlife habitats and wildlife corridors through acquisition and conservation of open space during the subdivision platting process is an important step in this process.

9.4.1 Challenges

Growth of new subdivisions and other developments alter wildlife habitats. An evaluation of flora and fauna within development areas is a benefit when planning appropriate corridors to provide safe migration routes. These areas should connect with other open spaces such as parks, golf courses and trails and be designed so that they may be used by migrating wildlife as part of an interconnected cluster of corridors.

9.4.2 Wildlife Corridors Implementation Strategies

Goal 1 Improve protection of species through the interconnectivity of open spaces and wildlife corridors.

Strategy 1.1 Require developments to evaluate animal species within their development sites and create appropriate wildlife corridors through master plans and subdivision plats.

Strategy 1.2 Plan for connectivity of open spaces and wildlife corridors using Specific Area Plans, neighborhood plans, subdivision master plans, or other appropriate planning tools.

Strategy 1.3 Coordinate with federal and state agencies, and adjoining jurisdictions to assure regional connectivity of open space and wildlife corridors.

Strategy 1.4 Identify funding for the creation of new wildlife corridors.

9.5 DARK SKY, GLARE AND LIGHTING

Prescott's clear dark night sky is an environmental asset the community wishes to protect. The Land Development Code primarily regulates commercial outdoor lighting by addressing light fixture types and light output. In some cases light output is measured in watts, such as in residential lighting, recreational lighting and sites with internally lit signage. Parking lot lighting is required to be high pressure sodium. However, there have been requests to allow light emitting diode (LED) lighting. New energy efficient technologies, such as hi intensity discharge (HID) and LED make it difficult to regulate light output solely by energy consumption and to require specific existing technologies in some applications.

Residential lighting may be addressed in the lighting code, where an appropriate balance may be met between lighting which is both adequate for residents, yet preserves the nighttime sky. Exterior lighting provides safety, security, visual enjoyment of outdoor living spaces and requires careful consideration as to not infringe upon a neighbors enjoyment of the dark starlit sky.

9.5.1 Residential Lighting

New exterior residential lighting fixtures should match commercial lighting requirements to be "dark-sky" compliant. Light sources should not be visible across property lines. Safety lighting should be allowed to illuminate vehicular and pedestrian circulation areas.

9.5.2 Residential Landscape Lighting

Landscape lighting or low level path lighting should serve as the primary form of exterior lighting. Street, walkway, driveway and landscape lighting should be of low luminosity, low profile and be of a concealed light source meeting "dark-sky" requirements.

Minimal lighting within residential yards is encouraged. Except in the case of up-lighting key trees and plants, down-lighting is encouraged because it has less impact on the night sky. All yard lighting should utilize low luminosity sources. Landscape light fixtures should be non-

reflective, solidly mounted into the ground and provide indirect ambient light for visibility. Landscape and security lighting fixtures should be installed at a height not to exceed ten (10) feet above ground level. If wired systems are used, they may be installed on a timer to save energy and turn off when not needed for pedestrian or vehicular circulation.

9.5.3 Dark Sky Goals and Implementation Strategies

Goal 1 Adopt a lighting code to address new technologies and includes residential light sources to enhance the city's existing dark sky regulations.

Strategy 1.1 Adopt a lighting code to address lumination levels.

Strategy 1.2 Street illumination (street lights) in residential areas should occur only at intersections, to illuminate signage or when unusual safety concerns are present.

Strategy 1.3 Adopt a residential lighting code adequate for residents which reduces glare to adjoining properties and preserves the nighttime sky.

Strategy 1.4 Encourage lighting with a low luminosity output in both commercial and residential uses to save energy, reduce glare and reduce sky-glow.

Strategy 1.5 Retrofit city facilities with dark sky compliant lighting as renovations occur and subject to funding availability.

9.6 REGIONAL COOPERATION

A regional approach to growth management, wildlife corridors, open space, recreation, transportation and land planning is important to the protection of natural resources and effective, sustainable use of the land.

Regional coordination and cooperation can reduce incompatible land uses at jurisdictional and planning boundaries, and may also reduce infrastructure demands upon individual jurisdictions by allowing adjacent communities to provide complementary services. Providing complementary services rather than duplicated or competing services is more practical and cost effective. For example, one community may develop a park near a common planning boundary, while the adjacent community creates a hiking trail.

For regional roadway coordination, the Central Yavapai Metropolitan Planning Organization (CYMPO) is the principal forum for local government cooperation. Managing and improving the regional roadway network is important to all jurisdictions in the area. Prescott, as a primary economic driver in the region, must maintain an active role in CYMPO and should promote land use planning as an integral part of regional transportation planning.

9.6.1 Regional Cooperation Implementation Strategies

Goal 1 Coordinate with other regional entities to provide recreational, open space and transportation opportunities to the residents of Prescott.

Strategy 1.1 Actively participate in regional organizations to assure that the interests of Prescott are appropriately communicated and protected.

Strategy 1.2 Meet with each of Prescott's regional neighbors to coordinate projects having regional implications and to avoid duplication of services and amenities such as parks, trails and library facilities.

10.0 WATER RESOURCES ELEMENT

10.1 EXISTING CONDITIONS

Water availability is crucial to maintaining a strong economy and good quality of life. Precipitation supplies the water in the aquifer which serves as the primary source of water for the City of Prescott.

A.R.S. 9-461.05.
5. A water resources element that addresses:
(a) The known legally and physically available surface water, groundwater and effluent supplies.
(b) The demand for water that will result from future growth projected in the general plan, added to existing uses.
(c) An analysis of how the demand for water that will result from future growth projected in the general plan will be served by the water supplies identified in subdivision (a) of this paragraph or a plan to obtain additional necessary water supplies.

Under the Arizona Groundwater Management Code of 1980, the State of Arizona established five active water management areas to prevent groundwater depletion beyond the level being recharged, a condition defined as “safe-yield.” The City of Prescott water service area is located within the Prescott Active Management Area (AMA), along with Prescott Valley, Chino Valley, Dewey-Humboldt and the County. (Figure 10-1).

Communities within the AMA draw groundwater based on legal rights, goals and policies established by groundwater law and must demonstrate a 100-year assured water supply (AWS) through a program directed at new development. Management plans administered by the Arizona Department of Water Resources (ADWR) establish a water management strategy emphasizing conservation, replacement of existing groundwater, renewable supplies, recharge, and water quality management by all providers within the AMA. Safe-yield is the goal by the year 2025. Private domestic use wells are exempted from the 1980 Groundwater Code, which, due to the large number of such wells, poses significant impediment to reaching safe yield. According to the ADWR Prescott AMA Assessment, exempt wells have increased steadily from 4,560 in 1985 to 11,035 in 2006.

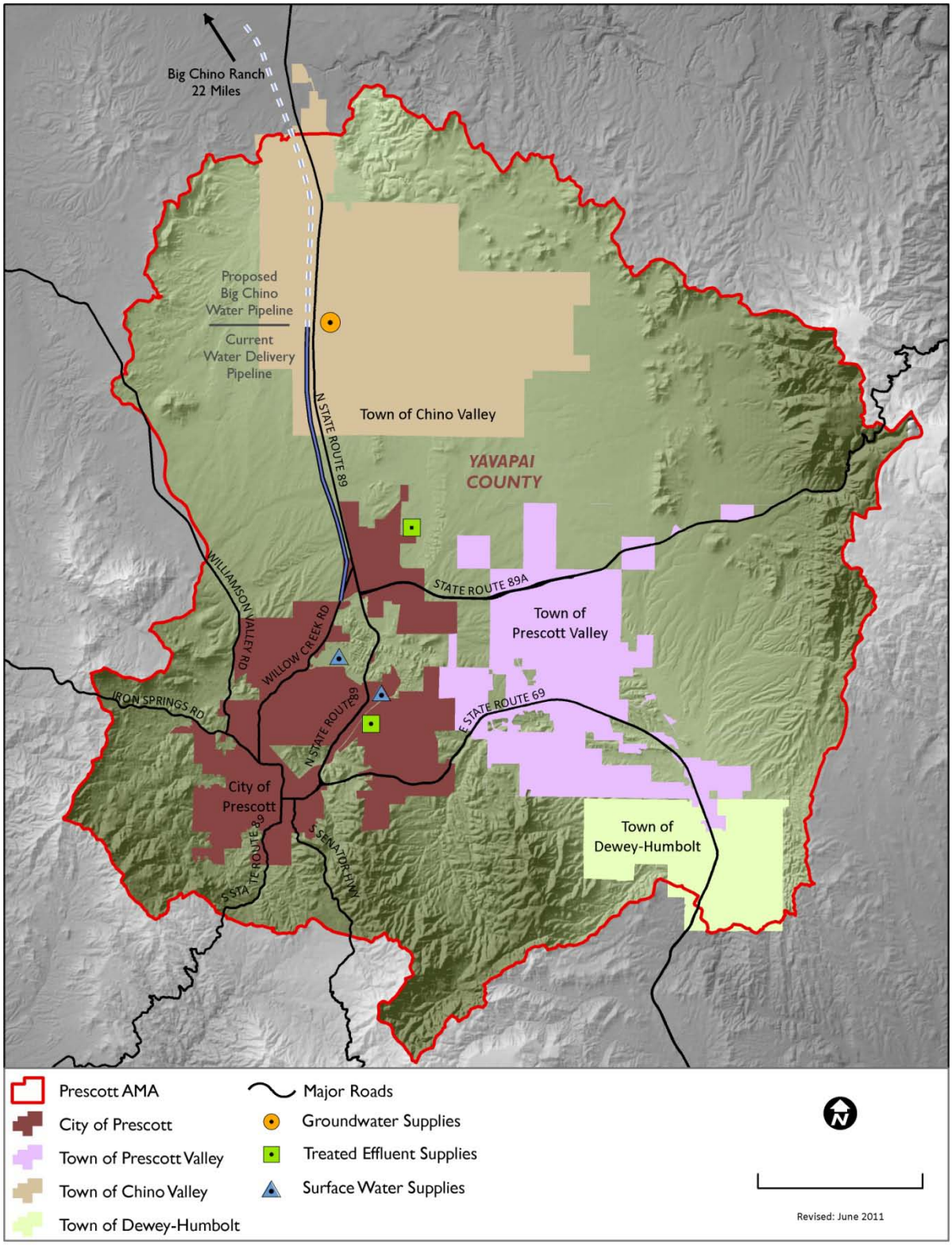
In 1998, the ADWR determined that the Prescott AMA was no longer in a state of safe yield. This determination capped the amount of groundwater which could be used by the respective jurisdictions within the AMA as a source of assured water for new development.

The City of Prescott water service area accounts for about 8.6% of the land within the Prescott AMA. The groundwater basin aquifers within the AMA are interconnected. Therefore, drawdown in other parts of the Prescott AMA will contribute toward decreased water tables in the Prescott water service area. Currently, there is no plan to achieve safe-yield within the AMA

Prescott is in a region of relatively moist cool upland slopes below timberline dominated by large coniferous trees. Other areas of the AMA are within the High Desert area of the state's Central Highlands region. Rainfall continues to be below average, with drought conditions being reported by various scientific institutions. A Drought Emergency Declaration has been in effect in Arizona since 1999. The current declaration, PCA 99006, issued by the Governor in June 1999 was continued by Executive Order 2007-10.

The State’s AMA safe-yield is a groundwater management goal, which attempts to achieve and maintain a long-term balance between the amount of groundwater withdrawn and the annual amount of natural and artificial recharge in the AMA (see ARS §45-561.12). The Prescott AMA has not achieved safe-yield, therefore, on the basis of ADWR projections, the current rate of net drawdown is not sustainable over the long term.

Figure 10-1 Prescott Active Management Area



10.2 WATER AVAILABLE TO PRESCOTT

Due to the restrictions imposed by the 1980 Groundwater Management Code and the 1998 ADWR declaration of water mining, communities within AMAs must demonstrate 100 year assured water supply (AWS) in order to approve new subdivisions. Additional water rights acquired for AWS must meet seven criteria as recognized by state water law. Water supply is available under State Law when legal documentation exists securing the rights to a specific amount and source of water. The most current ADWR authorization identifying water available to the City is the 2009 Decision and Order (D&O).

Water resources are dependent upon natural conditions such as the amount of precipitation, evaporation, recharge and geology. It is also dependent on the demand placed on the resource by all water users. Since the water policies pursued by an individual jurisdiction affect all jurisdictions in the PrAMA, water policies are a topic of regional interest. Regional cooperation and coordination will be necessary to maintain an assured water supply for the City and the region.

The City of Prescott has pursued an aggressive water management policy since 1985 and has invested in numerous strategies to secure an AWS for existing and projected water users within the City of Prescott water service area. These resources, as recognized in the City's D&O, include groundwater, surface water and treated effluent supplies used for recharge & recovery. Among the City's water portfolio is the legal right to import up to 8,068 acre-feet per year from the Big Chino sub basin (ARS §45-555E and F).

Figure 10-2 Current water supplies as allowed by the 2009 Decision & Order.

Groundwater	9,466 af/yr
Treated effluent (recharge and recovery and direct use)[1]	5,446 af/yr
Surface Water (recharge and recovery)	
Granite & Willow Creeks (net)	1,733 af/yr
Imported Groundwater[2]	8,068 af/yr
Total legally and physically available water supply	24,713 af/yr

[1]Treated effluent recharge volumes are not meeting 2009 D&O projections. Development using this type of resource will be subject to the actual volumes returning to the water reclamation facilities and subsequent recharge.

[2]Imported groundwater is subject to the initiation and completion of infrastructure. City Charter Article VI, Section 16, also requires voter approval for certain high value projects. Of this quantity of imported groundwater 45.9% is committed by intergovernmental agreement to the Town of Prescott Valley.

Note: The City holds additional groundwater rights and surface water claims recognized by the 2009 D&O which are held in reserve but not available for development..

Without tapping importation rights, the City's current legal and physical availability of groundwater and alternative water sources are sufficient for serving existing uses and projected allocations to all platted parcels in the water service area. This takes into consideration water demand that had been previously committed for preliminary subdivision plats approved prior to August 1998.

Since the declaration that the PrAMA is not in safe-yield, the City has taken a conservative approach to the allocation of water to new development through a "water budget" process

specifying quantities to be made available. This budget and the policies underpinning it are reviewed and updated by the City Council each year.

10.3 FUTURE GROWTH AND WATER DEMAND

Population growth and development anywhere within the PrAMA will affect the aquifers and the PrAMA goal of reaching safe-yield. There are specific challenges to attaining and maintaining safe-yield:

- population growth and resulting increases in aquifer draw-down
- drilling of new exempt wells within the Pr WastAMA

In addition, the aquifer has multiple jurisdictions drawing upon it, which complicates achieving coordinated water management policies and practices to collectively contribute to safe-yield for the entire PrAMA. Development patterns and policies in other jurisdictions within the PrAMA differ from those of the City of Prescott. The City anticipates the need to continue to work regionally to achieve and implement a successful management strategy.

Meeting the water needs of future residents will require that the City optimize existing groundwater supplies through conservation and maximize alternative water supplies such as reuse or recharge of treated effluent. To meet the demands of the growing population and contribute to the safe-yield goal for the PrAMA, the City of Prescott anticipates the need to develop additional water sources including importation. To this end, water rights have been secured and infrastructure has been designed for the importation of water from the Big Chino Sub-basin located north of the Pr AMA.

Significant factors bearing on the importation of water include monetary, social and environmental issues. Economic factors include the costs of infrastructure, methods of financing and legal issues over water rights. Social impacts include the effects on quality of life and public services caused by population growth made possible by imported water. Environmental considerations include the possibility of affecting surface water flows and increased urbanization, which may in turn affect land, habitats, and air quality.

10.3.1 Treated Wastewater Effluent Supplies

Treated wastewater effluent has been an important water resource for the City of Prescott; and can be used for reducing demand on groundwater supplies. The City has supplied effluent to golf courses and civil construction contractors within the municipal service area prior to and after it was required by the 1980 Groundwater Code. More importantly, treated wastewater effluent is also used to recharge the aquifer through infiltration basins, where the water percolates into the ground, to be further cleansed through natural processes. The City of Prescott has operated an effluent recharge facility near the airport since 1988. Between 2000 and 2010, the City has delivered an average of 2,500 acre feet per year to the recharge facility. In 2005, a voter initiated and approved proposition (Prop 400) requires all treated wastewater effluent generated by development in newly annexed areas equal to or exceeding 250 acres be used for permanent recharge. The recent expansion of the Airport Water Reclamation Facility has resulted in the production of renewable supplies that meet the A+ federal standards.

Class A+ water is an Arizona Department of Environmental Quality requirement for construction or reconstruction of plants of 0.25 mgd (million gallons per day) capacity or greater. Class A+ requires treatment to produce treated wastewater effluent with a total nitrogen concentration of less than 10 mg/l (milligrams per liter). Thiscategory of treated wastewater effluent will minimize concerns over nitrate contamination of groundwater beneath sites where treated wastewater effluent is applied. It will allow for effluent landscape irrigation of areas open to public access. (*Source: Sundog WWTP and Airport WRF Capacity and Technology Master Plan, October 2010, and ADEQ website*.)

Additional methods employed to optimize this resource include increasing the amount of treated effluent available for recharge by limiting the amount of new turf which must be irrigated, periodic review of effluent pricing, possible financial penalties to customers who exceed their allotment, and expanded collection of wastewater in areas currently on septic systems.

10.3.2 Surface Water Supplies

Watson and Willow Lake reservoirs and their associated water rights were purchased in 1998. These supplies are an important resource for the City's residents. As with treated effluent, lake water is diverted to the City recharge facility for storage and recovery purposes. This source is recognized in the 2009 Decision and Order (D&O) issued by the Arizona Department of Water Resources (ADWR). The water level of the lakes is contingent upon weather patterns; therefore an inherent uncertainty from year to year exists with this supply. All water supplies require careful management strategies; however, lake water supplies differ due to the need to balance their water supply with open space and recreation functions.

10.3.3 Water Conservation

The City's existing water conservation program encourages Water Smart practices. This program is currently posted on the City's website (www.prescott-az.gov). Conservation measures presently yielding water savings include limiting the sale of additional quantities and direct use of treated wastewater effluent primarily for irrigation purposes, reducing the amount of lost and unaccounted for potable water by increasing the integrity of the City's distribution system, maintaining financial incentives for conservation, and further public education. Proposed new policies will require careful formulation and subsequent adoption through a public process. Trends in water consumption show greater seasonal use in the summer. Continuing efforts are being made to reduce outdoor water use during the hotter months.

10.3.4 Additional Water Supplies

Serving the anticipated population growth with potable water has been considered and incorporated in the City's Alternative Water Budget and in ADWR Management Plans for the PrAMA. Importation could balance the overdraft and assist in meeting the goal of safe-yield, however, even with importation, a degree of uncertainty exists. The current drought and its potential duration is relevant in ongoing water resources management.

Drought could cause water sources to literally dry up or be challenged legally, placing the community and a larger future population relying upon imported resource in jeopardy of water supply shortfalls. Due to climate related factors and ongoing stream adjudication legal proceedings; our water supply cannot be completely controlled by the City of Prescott.

10.4 WATER RESOURCES LONG TERM MANAGEMENT PLAN

In 2011, litigation ended resulting in recognition of the City of Prescott 2009 Decision & Order (D&O) as the official document defining water availability from the ADWR, which enumerates the sources of water to which the City is entitled. The D&O is based on ADWR examination using seven criteria that include a determination of physical, legal and continuous water availablility for 100 years. Now that the City's current and future water rights have been determined, formulation of a long-term water management plan can occur to apply those resources to the City's needs. This plan will take into account all supplies recognized in the D&O, groundwater, surface water, treated effluent, and imported supplies, as well as conservation and an appropriate contribution by Prescott toward meeting safe yield in the AMA. All supplies will need to be assessed for their best use and to secure water for future generations.

10.4.1 Water Availability For Future Development

Water currently available for the City's future growth is defined by the 2009 Decision & Order (D&O), which designates 1,472 acre-feet of water which would serve 4,205 residential lots. This

additional volume of water, 1,472 acre-feet, is based on 2007 projections that were made related to population growth and the resulting return flows to treatment facilities. Actual volumes that are returning to the plants in 2014 are less, and determined to be 92 AF. Additionally, Big Chino Sub-basin imported supplies are recognized but not yet being physically delivered.. An earlier D&O from 2005 also allocated water available for future growth where an approximate 222 acre feet (AF) remains as of January 2015. This quantity would support 634 new homes. Specific reservations have already been made for residential subdivisions approved and unbuilt prior to 1998 and for tracts of vacant residentially zoned property within the current City limits. The following estimate quantifies future growth, within the City, constrained by water availability; for reference, the 2010 Census found 22,159 total existing housing units in Prescott:

Physically Available Water (2015)	Housing Units
2009 Decision and Order Alternative Water (92 AF)	263
Current Alternative Water Balance (2005 D&O 222 AF)	634
1998 Plats - Grandfathered Groundwater	
Final Plats	3,398
Preliminary Plats	3,456
Reservation for Residentially Zoned Unwatered Tracts	1,920
Subtotal	9,671
Imported Water (not currently physically available)	
City portion of Big Chino Project is 54.1% (4,365 AF)	12,471
Subtotal	12,471
TOTAL FUTURE HOUSING UNITS	22,142

The availability of water from sources which are known or can be reasonably anticipated, including the costs of water rights and infrastructure to access and deliver water, will be a limiting factor in the future development of Prescott. Even with a strong market demand, availability of water and capital will determine the long-term growth of the City.

10.5 EMERGING CONTAMINANTS

As defined by the United States Geological Survey and the Environmental Protection Agency, “emerging contaminants” are commonly derived from municipal, agricultural, and industrial wastewater sources and pathways. These newly recognized contaminants represent a shift in traditional thinking as many are produced industrially yet are dispersed to the environment from domestic, commercial, and industrial uses. Emerging contaminants can be broadly defined as any synthetic or naturally occurring chemical or any microorganism that is not commonly monitored in the environment but has the potential to enter the environment and cause known or suspected adverse ecological and/or human health effects. In some cases, the release of emerging chemical or microbial contaminants to the environment has likely occurred for a long time, but may not be recognized until new detection methods are developed. In other cases, synthesis of new chemicals or changes in use and disposal of existing chemicals can create new types of emerging contaminants. The EPA under Unregulated Contaminant Monitoring Rule 3 (UCMR 3) is requiring the monitoring for 30 contaminants using EPA and/or consensus organization analytical methods during the 2013 - 2015 timeframe. Public water systems such as the City’s will be participating in UCMR 3 and this points to stricter future federal requirements.

10.6 WATER RESOURCES GOALS AND STRATEGIES

Goal 1 Provide a water supply sufficient for the City to implement this General Plan.

Strategy 1.1 Develop a Long-Term Water Management Plan.

Strategy 1.2 Annually review the city water budget and balance new allocations with available resources in accordance with the City's water management plan.

Strategy 1.3 Reduce lost and unaccounted for water through monitoring, more accurate reporting, and system improvements.

Strategy 1.4 Continuously seek, evaluate, and implement additional measures for the City's Water Conservation Program.

Strategy 1.5 Maintain a water rate structure aligned to conservation.

Strategy 1.6 Comply with Federal mandates pertaining to emerging contaminants.

Goal 2 Optimize the use of the effluent resource component.

Strategy 2.1 Maximize recharge of renewable resources (treated effluent and surface water.)

Strategy 2.2 Seek extension of sanitary sewers into areas presently served by septic or other alternative disposal systems where feasible to increase return flow to water reclamation plants.

Goal 3 Augment City water supplies.

Strategy 3.1 Seek additional water resources to reduce depletion of local ground water reserves and contribute to the achievement of “safe-yield” in the AMA.

Strategy 3.2 Develop funding strategies to finance new water sources and technologies.

Strategy 3.3 Track literature and technologies that have resulted in proven methods to increase water supply.

Strategy 3.4 Operate City-owned lakes to balance storage for surface water recharge with recreational values.

Goal 4 Increase public information availability, awareness, and involvement in water management.

Strategy 4.1 Promote public participation in water policy and initiatives through media outreach and public informational dissemination.

Goal 5 Maintain participation in regional water resource and management efforts.

Strategy 5.1 Jointly formulate a plan to achieve safe yield within the Prescott AMA with other jurisdictions.

Strategy 5.2 Partner with other jurisdictions and contribute resources, where necessary, for development of feasible intergovernmental water management programs.

Strategy 5.3 Work with regional partners to influence and modify Arizona state water laws and regulations of significant importance to the City and AMA, when necessary.

11.0 ECONOMIC DEVELOPMENT ELEMENT

11.1 INTRODUCTION

As defined in Prescott's 2008 Focused Future II Strategic Plan for Community and Economic Development, "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."

The **Economic Development Element** is not mandated by Growing Smarter but is included in Prescott's General Plan in recognition of the vital part our economic health plays in the quality of life of this community.

Prescott's economy includes retail sales, tourism, education, health care, real estate, manufacturing, construction, federal, state, county and municipal government. 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 are important to the economy and aid in the retention of younger working class families.

11.2 EXISTING CONDITIONS, TRENDS & CHALLENGES

Industrial, commercial and residential development must be balanced between maintaining a healthy economy, and avoiding undesirable impacts on nearby residential neighborhoods and the natural environment.

11.2.1 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 a manager for downtown activities 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 the Prescott Downtown Partnership 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.

A Historic Preservation District was formed to protect the historic integrity of the buildings surrounding the Courthouse Plaza. Downtown Prescott remains the most significant tourist draw 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 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.

11.2.2 Housing

A state-commissioned study in 2001 by Elliott D. Pollack & Company identified a trend in Prescott indicating there were insufficient housing units to meet the demands of service level workers and other residents who are at or below the median income level. The recent economic downturn has changed this situation to an unknown degree and prior housing studies have not been updated. However, the Land Use Element provides additional information on the Pollack study and possible solutions to the challenge of providing housing for a balanced community. Housing issues cannot be entirely addressed within the City of Prescott. Understanding and accepting a regional workforce concept must be a part of any consideration of workforce housing needs.

A county-wide housing authority may be the most effective way to influence the balance and affordability of housing. Much of the workforce in Prescott lives in the surrounding jurisdictions. Prescott is unable to significantly influence housing availability and costs outside of the corporate limits. A county-wide authority would be able to seek grant funding and provide services to developers and residents throughout the region. Prescott should consider supporting the creation of a county-wide housing authority.

11.2.3 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.

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. Inadequate training, where the workforce lacks desirable skills, can be addressed by educational institutions and employers working together to improve workforce development and providing skill preparation programs.

11.3 SUSTAINING A BUSINESS- FRIENDLY ENVIRONMENT

Arizona Public Service, the Prescott Chamber of Commerce, City of Prescott and other local partners combined to develop the 2008 Focused Future II Action Plan for economic development. This plan provides information regarding business relocation, expansion and retention in Prescott. The Focused Future II plan was designed around four focus areas:

1. Business Attraction, Retention and Expansion. Support industries which are currently looking to relocate or are already within the community. Particular attention is given to industries which are growing, deliver high wages or provide high capital investments.
2. Community Image and Quality of Life. Cultivate a dynamic community which preserves Prescott's natural /historic environment, emphasizes art, culture, recreation, heritage

and ensures a quality way of life for residents of all ages. Expand excellent healthcare facilities and services to meet the area's future needs.

3. Prescott as the Regional Hub. Maintain Prescott's position as the regional economic hub. Be the leader in crafting unique and sustainable partnerships throughout the region. Maintain Prescott as the county seat.

4. Educational Excellence. Maintain the predominance of high-quality educational opportunities in Prescott, such as quality K-12 through post-secondary school, colleges and universities, and specialized job training.

These focus areas are important to sustaining a business-friendly environment and furthering opportunities for success in commerce and industry.

11.3.1 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, professional offices and tourist related businesses which form the core of the City. Other commercial areas include the Village at the Boulders, Willow Creek Shopping Center and the Sandretto District auto dealerships.

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. The Prescott East Area Plan and the Willow Lake South Area Plan designate areas suitable for neighborhood-oriented commercial development. 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.

Innovations in information technology and marketing over past decades have profoundly changed commerce and business models worldwide. Technology offers new opportunities to foster home-based businesses and telecommuting. Telecommuting, where a person does not physically commute to a work site, uses internet and networking technology to work from home or other convenient locations. Encouraging high speed/high bandwidth internet access in Prescott will allow us to market to technology companies, while promoting the advantages of a small town, exceptional climate, and award winning historic and natural assets available to Prescott.

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.

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. Ernest A. Love Field is the 3rd busiest Arizona airports in tower operations after Phoenix Sky Harbor and Phoenix Deer Valley airports. It is also one of the busiest regional

airports in the country: in 2012, it ranked 37 out of 513 airports with control towers. This in part because of the close proximity and use by Embry-Riddle Aeronautical University and other aviation related business. 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. The 2009 Airport Master Plan, the Airport Business Plan and the Airport Specific Area Plan (ASAP) have been adopted to address Airport land-use protection and to assure the continued economic vitality of the airport.

11.3.2 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.

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 industry.

Strategy 3.1 Encourage business and commercial development through market research and recruitment which augments the current business mix and introduces new retail and services while continuing to retain and expand existing local business.

Strategy 3.2 Engage and support the healthcare institutions within our community to assure adequate staffing.

Strategy 3.3 Continually refine commerce and industry targets, marketing campaigns and economic development strategies.

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. Locate and provide incentives, where possible, for commerce and industry, including small businesses, to locate, remain and/or expand in Prescott.

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 Update the city's Economic Development Incentives Policy. Attract and retain businesses within existing commercial areas.

11.4 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 5% of revenue derived from property tax, for providing services such as police, fire, building safety**,** parks and recreation.

11.4.1 Retail, Industrial and Commercial development

As the regional business market continues to grow over the next 10 years, major business location and/or relocation decisions will be made. Given that $10 million in sales within the City limits generates $200,000 in City revenue and $10 million in sales outside the City yields about $397 in City revenues (through state revenue sharing), where retail business locates and where people shop is of tremendous importance. To maintain income, Prescott must position itself to strategically capture a reasonable share of future regional development sufficient to achieve and maintain a 5% annual growth in sales tax revenues.

11.4.2 Tourism Promotion through Destination Marketing

Tourism is an important sector of the local economy. The 2009 Prescott Area Tourism Study, produced for the Arizona Office of Tourism by Northern Arizona University, indicated that visitors to the Prescott area spent an estimated $196.7 million that year. The merchants and service providers paid employees, bought supplies and made other business related expenditures resulting in an indirect economic impact of an additional $40 million. Indirect business taxes produced an additional $23 million. The total economic impact supported 4,761

direct and indirect jobs. These figures illustrate how tourism supports and stimulates a major portion of the City economy.

Destination marketing organizations (DMOs) are organizations charged with representing a specific destination and helping the long-term development of communities through a travel and tourism strategy. Tourist development and promotion is a competitive activity. To attract visitors, Prescott must develop and maintain amenities and attractions. 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. Community groups work with the City to create events to keep Prescott a center for entertainment and culture in Yavapai County. Visitor attractions have included new events such as the Whiskey Off-Road bicycle race, Prescott Film Festival, New Year's Eve Boot Drop, Chaparral Music Fest and Ghost Talk. Signature long-time events and venues include Elks Opera House productions, Sharlot Hall Museum, Prescott Frontier Days, Acker Night, the Bluegrass Festival, Phippen Memorial Art Show Cowboy Poets gathering and the unique events year round at the Smoki Museum.

There is a need to market and promote these attractions so that potential visitors are aware of local amenities. The transient occupancy (bed) tax is used toward destination marketing. The City created a Tourism Office in 2010 by hiring a fulltime Tourism Director. The function of this Office is to strategically promote Prescott in order to increase visitor spending. This is accomplished by developing and implementing a marketing plan targeting potential visitors with certain demographic, geographic and sociological profiles.

The development of a resort and conference center to help the City attract meetings and conferences will help to address the issue of underutilized hotel inventory midweek and off season. The addition of a "destination resort" within the city limits would help to raise the profile of Prescott as a leisure/conference/business meeting destination leading to higher hotel occupancy, rate growth and increased bed tax collections.

11.4.3 Historic Downtown

Through concerted efforts by the City, Chamber of Commerce, Prescott Downtown Partnership, Prescott Area Arts and Humanities Council 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.

11.4.4 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.

Strategy 1.3 Explore the use of License Agreements rather than Conditional Use Permits to allow for mobile food vending in pre-specified permanent locations in the downtown area.

Goal 2 Position Prescott as a 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 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 (other than Transient Occupancy Tax) specifically ear-marked for destination marketing.

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.

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 local residents.

Strategy 4.5 Update 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.

11.5 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.

11.5.1 Employment sectors

The strategies in business attraction, retention and expansion of the Focused Future II plan are targeted at growing the economy through the creation of well-paying jobs. The plan sets out four focus areas deemed to be appropriate for this community and represents existing local

commerce and industry: 1) Biomedical/Biosciences 2) Medical Services 3) Aviation-Related Businesses and 4) Advanced Technology & Manufacturing. Although the Focus Future Plan does not address telecommuting, 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 business, 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 the 2010 and 2011 Occupational Employment Statistics provided by the Arizona Department of Administration Office of Employment and Population Statistics (http://www.workforce.az.gov/occupational-employment-statistics.aspx), the top employment sector in the Prescott Metropolitan Statistical Area (MSA) is the food service and retail trade. Office and administrative support jobs accounts for 16.23% of employment. Fewer workers are employed in the high paying professional occupational groups such as business/financial, computer/mathematical, architecture/engineering and science. Less than 5% of the workforce in the MSA is employed in the top paying sectors of legal, healthcare practitioners and technical occupations.

Some of the major employers in Prescott include:

- City of Prescott (including the airport and Antelope Hills Golf Course)
- Cobham Aerospace Communications
- Embry Riddle Aeronautical University
- Prescott College
- Prescott Gateway Mall
- Prescott Unified School District
- Pure Wafer
- Sturm Ruger and Company
- Veteran's Affairs Medical Center
- West Yavapai Guidance Clinic
- Yavapai College
- Yavapai County
- Yavapai Regional Medical Center

11.5.2 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.

11.5.3 Workforce Characteristics

In Prescott, 30.8% of the population is older than 65. This compares to approximately 13% in Arizona. The working age population earns 52.5% of Prescott's aggregated City income, compared with 61.5% for the state. In 2010, the median household income, counting all sources, wages, pensions, investment income, etc., was $44,278 compared to $50,448 for the state.

The 2007 recession caused an increase in unemployment. According to the U.S. Bureau of Labor Statistics, in November 2012 the national rate and the state rate of unemployment was 7.8% with Prescott at an unemployment rate of 7.9%. 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 Quad-City Arizona Area Labor Availability Report was completed in 2010 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 133,400. The labor shed contains a civilian labor force of approximately 62,300 with a pool of about 6,600 unemployed persons who are actively seeking work. The study indicated that an additional 7,100 workers are considered to be underemployed, or working at jobs below their skill and qualification levels. Survey interviews with employers revealed that worker productivity and attitudes were rated good or excellent by major employers. However, those same employers expressed concerns about basic skill (reading/ writing/ calculations) competency among the local workforce. The study indicated that 1% of underemployed and 8% of unemployed individuals actively seeking work have less than a high school diploma. However, Prescott has a better educated labor force overall when compared to the state. The 2010 U.S. Census indicates that 91.9% of persons age 25+ in the City of Prescott are high school graduates compared to 85% for the state. Also, 33.9% of persons age 25+ have a Bachelor's degree or higher compared to 26.3% for the state (2012 information is not available at the time of this writing).

11.5.4 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.

11.5.5 Education and the Workforce

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

Educational hubs attract students from inside and outside of the area, bringing money into the community. Education, quality job training and skill development lead to high paying and diverse jobs with an improved standard of living. According to the National Center for Educational Statistics, the 2009 average annual earnings for a worker with a high school education or with a GED is $30,000 while a two-year associates degree earns $36,000. The median wage for

holders of a bachelors degree is $45,000. A well trained, well compensated and diversified labor force contributes to a balanced and sustainable local economy. A positive community image will assist in attracting new job opportunities. Statistically, education directly benefits the community with reduced absenteeism, smoking, alcohol abuse, welfare, unemployment and crime.

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

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

Mountain Institute has access to additional funding as part of the JTED. This funding provides students access to career and technical education courses significantly greater than any individual district can provide. Charter school and home school students may also participate in JTED programs. The Mountain Institute JTED was approved by voters in the November 2008 general election and began classes in August for the 2009-2010 school year. Mountain Institute entered its fourth year of operation in July 2012.

11.5.6 Education and the Workforce Goals & Strategies

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

- **Strategy 1.1** Work closely with Prescott Unified School District, private schools and colleges to support vocational and career counseling programs to improve the basic work skills of students and the workforce needs of the community.
- **Strategy 1.2** Support closer working relationships with the Yavapai College Small Business Development Center, the Service Corporation of Retired Executives (SCORE), Office of Workforce Development and the Small Business Development Center to assist in the encouragement of entrepreneurial business development.
- **Strategy 1.3** Work with the Yavapai County Workforce Investment Board to take advantage of their workforce development programs.

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

- **Strategy 2.1** Explore the formation of a committee with representatives from the City, businesses and educational institutions to study opportunities and strategies to improve the job base.
- **Strategy 2.2** Develop a business retention policy tied to Small Business and Work Force Development programs sponsored by local agencies and higher education institutions.

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

11.5.7 Housing Affordability and the Workforce Goals & Policies

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.

11.5.8 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 in order to maximize revenue streams, which in turn support 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 locates 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.

11.5.9 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.

12.0 COMMUNITY QUALITY

12.1 INTRODUCTION

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

12.2 THE NATURAL ENVIRONMENT

The natural environment provides the setting for the community. Prescott is located in a high, semi-arid zone where several vegetation types, climatic conditions, and geological formations meet. Granite Dells near the City's northeast boundary, Thumb Butte and Granite Mountain to the west and north, are extraordinary natural landmarks adding to Prescott's landscape as one of volcanic rock, valleys, mountains, chaparral and pines vegetation. As the City grows, it is important to maximize environmental quality and continued economic prosperity, as well as to manage the impacts of increased growth.

Preservation of open space within the City to protect this unique landscape is very important to the community. The proximity of the City to the thousands of acres in the Prescott National Forest creates a wildland/urban interface. The complexity of this environment demands careful planning to avoid serious environmental degradation in the future and to mitigate the potential for wildfire damage to neighborhoods. To this end Prescott adopted a Wildland/Urban Interface Code to better address fire protection standards, and is a partner in supporting a Wildland/Urban Interface Commission. Prescott continues to work in cooperation with Prescott National Forest to reduce the severity of the fire danger within this interface. The Prescott Fire Department continues to promote local neighborhood safety and identify high risk areas of the community, urging those areas to consider achieving the Firewise designation. Additionally, Prescott Fire Department is consistently assessing our strategic goals and objectives to maximize our emergency service delivery to our citizens.

12.3 CULTURAL ASSETS

Indigenous people lived in the area and had their own unique culture for thousands of years. Today, the rich diversity of Prescott's cultural resources continues with the heritage started nearly 150 years ago by the first European settlers and the government officials who brought a printing press and a library to the City. Prescott culturally enriches residents and visitors in the visual arts, performing arts, with musical programs, libraries, museums, and the Heritage Park Zoological Society (animal rescue sanctuary), all in an historic setting unmatched elsewhere in the state. Numerous artists, writers, scholars, historians, musicians and producers reside in Prescott. Excellent arts and humanities opportunities are available to residents of all ages.

There is strong volunteer support for various venues and organizations in our area. Volunteerism in Prescott is an asset of both monetary and qualitative importance. Prescott enjoys an extensive network of service organizations and a large volunteer force of retirees and others who give back to the community. The City would be immeasurably poorer without their contributions. Prospective employers and potential residents should be alerted to the benefit derived from the competence and generosity of these citizens.

Prescott has always been a place for cultural enlightenment and popular entertainment. The first cultural event in the area probably occurred hundreds of years ago, when an American Indian storyteller told winter tales around the village fire circle. Upon the arrival of the earliest white settlers in the 1860s, their pioneer belongings no doubt included books, the most effective

transmitters of culture, as well as fiddles, pianos, and that same predilection for storytelling, the most basic and human of cultural traits. From storytelling to piano tinkling, from petroglyphs to saloon dancers, Prescott's cultural inventory has evolved to include fine art galleries and sculpture gardens, history, anthropology and art museums, a symphony, rousing rock and roll on Whiskey Row, library systems, a nature center and an animal rescue sanctuary.

Prescott's focal point, the Downtown, discussed in the Land Use Element, is not only the historic and economic center but also, the artistic and cultural center of the City. Interest in cultural activities has been expanding in recent years as seen in the increasing numbers of tourists, resident artists, and participants. The Downtown is anchored by three outstanding historic structures: The Elks Opera House, The Sharlot Hall Museum, and The Prescott Center for the Arts.

These significant buildings provide diverse opportunities for many forms of culture and the arts, both visual and performing. This historic significance lends itself to the further development of the traditional arts; those used daily by the early settlers of the area. These include a vast array of traditional arts: blacksmithing, weaving, poetry, fiddling, ceramics, wood working, broom making, and history based theatre. This array of traditional arts can be easily blended with the contemporary arts.

Prescott's historic character is not just a backdrop for the arts but a vital working, living, playing environment. The Downtown should be recognized as the Culture, Arts, and Entertainment District of this community.

12.3.1 Cultural Assets Goals and Strategies

Goal 1 Support the cultural, historic and natural character which establishes this community as a leading cultural center in the state.

Strategy 1.1 Continue to use the Courthouse Plaza as a community activity focal point.

Strategy 1.2 Promote and advertise Prescott as an ideal community for cultural opportunities for residents of all ages using appropriate marketing strategies.

Strategy 1.3 Identify and inventory community assets to ensure that local facilities are well maintained, protected, preserved or enhanced and that program and facility development keeps pace with demand.

Strategy 1.4 Consider the creation of a Culture, Arts, and Entertainment District which encompasses historic venues in the Downtown. Implementation methods might include signage or pennants that symbolize the arts located along Downtown streets, connecting the art venues.

Strategy 1.5 Encourage the development of a Traditional Arts and Cultural Center. Implementation methods might include the reuse of upper stories of historic Downtown structures.

Goal 2 Support community performance spaces, art galleries, museums and libraries and cultural and arts organizations to enhance the variety of cultural activities for all age groups and interests, for visitors and residents.

Strategy 2.1 Continue to use Acker Trust assets for their stated cultural purposes to supplement public funding for parks and music for children.

Strategy 2.2 Continue to support the Prescott Area Arts and Humanities Council to assist in expansion of cultural and arts performances in various venues.

12.4 HISTORIC PRESERVATION

The mantra of the National Trust for Historic Preservation's MAIN STREET program could be "history is on our side". Since the inception of the program in the mid-1980s, Arizona and Prescott have been partners in the program which was originally established in Arizona by the Department of Commerce. Now housed within the Historic Preservation Office of Arizona State Parks, the Main Street program continues to be administered in Prescott by the Prescott Downtown Partnership, a non-profit business association.

The theme of the movement is centered on the commercial district as being essential to the success of a livable, thriving community. Prescott has been a model of this concept since the inception of the program. Maintenance and revitalization of historic properties in both commercial and residential neighborhoods has made Prescott a Main Street program leader, with many awards for both preservation and reconstruction/restoration.

Investment in historic properties listed in both the National Register of Historic Places and in Prescott's historic register by the public sector and from private sources, has resulted in Prescott's standing as an attractive place in which to live and to work, and as a premiere attraction for visitors.

The founding of Prescott in 1864 as the first Territorial capital of Arizona was a significant historic event. The many historic buildings, the layout of the original townsite and the level of preservation of the existing resources are unique in the state. The prehistoric and historic significance of Prescott goes well beyond the municipal boundaries.

A fire destroyed much of downtown Prescott in 1900 and an exhaustive re-building campaign was initiated immediately thereafter. Most of our existing significant historic buildings date from that post-fire construction period.

Interest in Prescott's historic preservation was evidenced by a City Council appointed citizens group in the 1960s which recommended making the entire corporate limits the boundaries of the area to be addressed for protection. The Prescott Centennial in 1964 was preceded by a year of planning by a City Council appointed commission and many citizens groups concerned with the quality of Prescott's past and the needs for public action to ensure the future of the appearance of the town.

Protection of property values, both for the owner (public and private) and for the community's benefit is an important reason for the historic preservation actions by the City. Overlay zoning for historic properties is treated the same as any other zoning, with changes generally requested by property owners and granted or denied through an application process.

The historic preservation movement was formalized by U.S. Congressional action in 1966 with the federal historic preservation act which provided planning assistance and funding throughout the country. The historic preservation movement became an integral part of Prescott's future in 1973 with the adoption by the City Council of an ordinance amending the Zoning Code to add an architectural overlay district provision including historic preservation design review

responsibilities. Yavapai Heritage Foundation was organized in 1975, following the demolition of several important buildings, primarily to conduct a survey and to assist in the acquisition and relocation of the Bashford House from one end of downtown to the other. In collaboration with Sharlot Hall Museum an American Revolutionary Bicentennial grant was obtained, and along with an historic preservation fund grant, the survey was completed. The Bashford House was moved and renovated, and a publication "The Territorial Architecture of Prescott, Arizona Territory" was produced by Yavapai Heritage Foundation. This document was adopted as the City's official historic register and a later ordinance allowed for additions.

In 1980 the City adopted an historic building code, the first in the state, and in successive acts in following years took action to permit and describe local historic preservation districts, to integrate the historic building code into the City building regulations, and to establish the City Council as the appeal authority for the historic preservation commission. The City Council also revised the subdivision regulations to include the requirement that plat submission include any site with the possibility of significant cultural/archeological/historical presence to be addressed in conjunction with the proposed development.

The City developed and adopted the Historic Preservation Master Plan in 1998. This award winning plan is a guide and outline for the identification, protection and management of historic resources. The plan is a proactive means of planning for the protection of Prescott's character and historic resources to enhance the quality of life and economic well-being of current and future generations.

The plan also provides a descriptive overview of preservation in general and the resources of Prescott. It also outlines the goals and recommendations for preservation to give property owners, builders, designers, the City Council and City staff a clear understanding of preservation issues affecting preservation, restoration, maintenance, repairs, remodeling and additions to historically significant buildings, objects, streetscapes and neighborhoods. It also provides recommendations for future documentation of historic resources and for creation of additional overlay zoning districts.

Historic and prehistoric preservation is an organizing force in Prescott's land use principles and is a catalyst which drives the community's economic engine. The historic town square and the surrounding historic neighborhoods, as well as prehistoric sites prepared and/or interpreted for public education, are a focus of the region's tourist economy, which is the highest source of income for all of Northern Arizona.

Preservation also plays an important role in putting housing within the reach of residents. By rehabilitating and renovating existing structures on smaller lots, the older, designated parts of town return to the more pedestrian friendly system of the past, making use of existing infrastructure and landscaping.

12.4.1 Historic Preservation Goals and Strategies

Goal 1 Reaffirm long standing relationship with The National Trust for Historic Preservation through and with The City of Prescott Historic Preservation Office.

- **Strategy 1.1** Apply for membership in the National Trust MAIN STREET PROGRAM
- **Strategy 1.2** Work closely with The Prescott Downtown Partnership in carrying out Main Street principles for residential and commercial opportunities with the private sector.

Goal 2 Continue the survey, documentation and listing in city, state and national registers of eligible properties.

Strategy 2.1 Produce updated information for property owners citing protection and tax benefits of listing their homes and businesses as historic properties.

Strategy 2.2 Cooperate with the state historic preservation office and associations and individuals to carry out continuing public awareness activities.

Goal 3 Confirm and update city ordinances dealing with historic and prehistoric resources.

Strategy 3.1 Review the applicable codes to ensure that irreplaceable prehistoric resources receive appropriate survey and mitigation procedures.

Strategy 3.2 Review the applicable codes to ensure that the historic preservation ordinances remain in compliance with the federal Certified Local Government program of the U.S. Historic Preservation Act of 1966, as amended.

Goal 4 Periodically review and update the Historic Preservation Master Plan.

Strategy 4.1 Encourage private property owners and require city departments to maintain sites and structures which serve as visible reminders of Prescott's past as well as the city's role in state and national history.

Strategy 4.2 Assist neighborhoods through area plans and register listing in preserving the character and livability of older parts of the city.

12.5 THE PRESCOTT POLICE DEPARTMENT

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

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

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

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

The Community Services Section of the Police Department is a work group dedicated to community policing and actively works with community members to solve issues and problems in our city. Through the efforts from both community members and officers, a team approach is taken to form ideas resulting in a process where both officers and community members take ownership of the problem. The Prescott Police Department will continue to build relationships and partner with its community members in order to fulfill its mission to protect life, property and the rights of those in our City.

12.5.1 Prescott Police Department Goals and Strategies

Goal 1 Continue on going partnerships with various community stakeholders to maintain the application of community policing principles.

Strategy 1.1 Keep open communication going with various community groups by attending and participating in meetings and events that are not organized by the police department.

Strategy 1.2 Maintain and support the community services unit function at the police department as the dedicated unit to carrying out the crime prevention awareness to the community efforts, establishment of specific community partnerships such as neighborhood watch groups, and assist in problem solving activities from all stakeholders.

Strategy 1.3 Assist in creating greater awareness that crime and disorder are a community responsibility and everyone has a part to play in preventing both.

Goal 2 Create an environment in the community of safety and security, where citizens and visitors alike can feel comfortable going about their desired activities.

Strategy 2.1 Use various patrol techniques, walking patrol, bicycle patrol, and marked police vehicles, to create a visible presence in the City of Prescott, especially in the those areas of highest people concentration.

Strategy 2.2 Assign police resources so as to provide the quickest possible professional response to a call for service in the community.

12.6 THE PRESCOTT FIRE DEPARTMENT

The Prescott Fire Department is the oldest fire department in the State of Arizona. It was established in 1885 and is today a modern and highly professional career fire department. The Fire Department has a wonderful history of fire fighting traditions and values a creative and proactive work place. It is involved in numerous joint partnerships to include automatic aid with the Central Yavapai Fire District, United States Forest Service, and Yavapai-Prescott Indian Tribe.

The Prescott Fire Department provides all risk services to our community. Fire personnel are the first responders to deal with epidemic disease, bio-terrorism, hazardous materials and other threats to safety. They are trained in emergency medical response, structural and wildland fire fighting tactics, confined space and high angle rescue, hazardous material mitigation, fire prevention techniques, and involved in large scale incident management at the Local, County, and State level.

The City of Prescott was the first community in the State of Arizona to adopt the Wildland Urban Interface Code with local amendments. Prescott Fire Department leadership is committed to aggressively addressing the threat of wildfire to our community and promotes firewise community strategies. This proactive approach to fuel mitigation and education of our citizens regarding wildfires has placed the City of Prescott in a leadership role locally and nationally.

12.6.1 Fire Department Goals and Strategies

Goal 1 Facilitate and promote the Prescott Fire Department as a vital component of Emergency Services.

Strategy 1.1 Continue to promote local neighborhoods and identified high risk areas of the community to consider achieving the Firewise designation.

Strategy 1.2 Consistently assess Prescott Fire Department strategic goals and objectives to maximize emergency service delivery to citizens.

Strategy 1.3 Continue dialog and partnerships with the Yavapai County Health Department, Police Department and other agencies to ensure 1st responder readiness to deal with impacts from epidemics or bio-terrorism.

Goal 2 Facilitate and promote sustainable communities and walkable street design.

Strategy 2.1 Explore the use of smaller fire apparatus to allow for narrower street widths which promote pedestrian friendly street design such as tree lined boulevards.

12.7 EDUCATIONAL ASSETS

The City of Prescott is fortunate to have a wide array of educational institutions which make significant social and economic contributions to the community. The Prescott Unified School District, charter and private schools, as well as extensive home-schooling serve the primary and secondary needs of the community.

12.7.1 PRESCOTT UNIFIED SCHOOL DISTRICT

The Prescott Unified School District (PUSD) is more than a century old and was the first school district in the state. PUSD a learning community built on a foundation of excellence. During 2013, 4,958 students are engaged in a wide range of programs spanning preschool, elementary school, middle school, alternative school and high school.

The District is distinguished for many qualities including test scores exceeding state and national averages, certified teachers who have received state and national awards, and the unique ability to provide services and programs to meet every child's needs. Whether a family is looking for traditional or alternative, college preparatory or vocational, gifted or special education, they will find it all in the PUSD's award-winning schools.

Students in the PUSD gain the basic tools needed to become strong citizens, valued employees, entrepreneurs and leaders of tomorrow. Most graduates go on to higher education with 42% attending 2-year colleges and 37% attending 4-year colleges. In 2012, students pursuing higher education received $57 million in athletic, special achievement and academic scholarships.

Over the years, the District has built strong bridges throughout the community, employing some 600 faculty and service staff making the PUSD one of the area's major employers. The District has an annual budget of over $34 million and an annual local payroll of $25 million. It strives to support Prescott businesses by purchasing from local vendors whenever possible.

12.7.2 YAVAPAI COLLEGE

The mission of Yavapai College is to provide high-quality, convenient and cost-effective learning opportunities for the diverse populations of Yavapai County. The Prescott Campus, which serves nearly half of the approximately 15,000 students who enroll each year, also includes residence halls for some 370 students. Participants in various conferences take advantage of the availability of on-campus housing during the summer months.

Students may select from 91 programs of study or enroll in individual classes for career development or personal enrichment. They can earn an associate of arts or associate of science degree, a certificate, or transfer credits to a four-year college or university. During the 2011-12 academic year, 2,619 courses were offered throughout the county with 1,539 taught on the Prescott Campus. The college prides itself in a small average class size of 18 students. Residents of all ages enroll each year with 55 percent under 30 years of age, 33 percent between the ages of 30 and 59, and 12 percent 60 years of age and older. Students who enroll at Yavapai College are 86 percent Yavapai County residents.

Residents enjoy the many cultural benefits provided through the Prescott Campus Performing Arts Center, which was constructed in 1990 and renovated in 2011. Approximately 41,080 people attended shows and other events, such as community forums, during the 2011-12 fiscal year. An art gallery, open to the public and showcasing the work of area artisans and students, is also housed within the building.

The Yavapai County economy annually receives roughly $28 million in net added income due to Yavapai College operations. This is a conservative figure adjusted to account for monies which leave the economy or are withdrawn from the economy in support of the college.

A recent study of economic impact revealed that Yavapai College provides a benefit/cost ratio of 10.5, meaning that every dollar of state and local tax money invested in the college today yields a cumulative of $10.50 in benefits which accrue to all Arizona residents, in terms of added taxable income and avoided social costs. Yavapai College students expand the state's economic base through their higher incomes, while the businesses which employ them also become more productive through the students' added skills. For every dollar students invest in Yavapai College, they receive a cumulative $4.80 in higher future income (discounted) over the course of their working careers. Arizona benefits from improved health and reduced welfare, unemployment, and crime, saving the public some $1.1 million per year. These benefits, together with the associated ripple effects, contribute an estimated $20.3 million in taxable income to the Arizona economy each year.

Some 540 businesses are assisted each year through the college's Small Business Development Center, and the college is one of the largest employers in Yavapai County with more than 1,500 people working in full-time, part-time and work-study positions.

12.7.3 EMBRY-RIDDLE AERONAUTICAL UNIVERSITY

Embry-Riddle Aeronautical University, the world's largest, fully accredited university specializing in aviation, engineering and aerospace, is a not-for-profit, independent institution offering more than 40 baccalaureate, master's and Ph.D. degree programs in its colleges of Arts and Sciences, Aviation, Business and Engineering. Embry-Riddle educates students at residential campuses in Daytona Beach, Fla., and Prescott, Ariz., and through the Worldwide Campus with more than 150 locations in the United States, Europe, Asia and the Middle East. The university

is a major research center, seeking solutions to real-world problems in partnership with the aerospace industry, other universities and government agencies.

The mile-high Prescott campus has an enrollment of about 1700 students offering 14 bachelor degrees and one master degree on a 539 acre campus featuring 83 buildings. New construction includes the Academic Complex, Visitors Center, Haas Chapel, Hazy Library, Dining Hall, Student Union, Robertson Safety Science building, Engineering Laboratory and athletic facilities. Future growth plans project a student enrollment of more than 2200 students by 2017.

Flight Training in both fixed wing and helicopter aircraft takes place at the Prescott Regional Airport. Helicopter training is sub-contracted to Universal Helicopter using Robinson R22 and R44 helicopters. Embry-Riddle's fixed wing training program features the latest in technology, including a fleet of 17 Cessna aircraft, one Decathlon, Frasca flight simulation and new Diamond DA42 twin engine aircraft. Embry-Riddle maintains and services their aircraft and purchases fuel and parts locally. Fuel for the flight operation in 2012 totaled $1.3 million.

Embry-Riddle's Prescott campus operates on a budget of $58.6 million for the 2012-2013 fiscal year. With 350 employees, including all faculty and staff, payroll totaled $22.1 million. A rather conservative estimate of Embry-Riddle's local impact on Prescott economy would be approximately $100 million per year.

12.7.4 PRESCOTT COLLEGE

Prescott College is one of the best and most recognized liberal arts colleges in the nation and western region. As a private, non-profit college, it serves students and the community without direct funding from federal, state, or local government, relying upon student tuition, other operating income, and charitable contributions to meet its mission. Through economic position and various academic and non-academic programs, Prescott College provides numerous social and economic benefits to the local community.

According to the Office of the Executive Vice President, current enrollment exceeds 1100 students between the College's Baccalaureate, Masters, and Doctoral programs. The College funded an annual budget of over $22.15 million in fiscal year 2009-10. This includes over $3 million in scholarships to students, a $9.8 million payroll for over 200 faculty and staff employees, and represents $9.3 million in local payroll. It is estimated that $4.5 million is spent locally by the College for basic goods and services, with the balance being spent statewide, nationally and internationally. Over 509 undergraduate students live within the Prescott community and contribute to the area economy over $4.8 million each year in basic living expenditures. The graduate and adult degree programs bring students to Prescott multiple times a year, where they stay in hotels, eat at restaurants, and shop, spending over $1.16 million locally each year. In total, the annual impact of Prescott College on the local economy is estimated at over $26,362,000 in direct economic contribution. This represents an indirect local economic impact of $79.1 million with 768 local jobs directly and indirectly attributable to the economic contributions of Prescott College.

Beyond economics and jobs, Prescott College is recognized as a national leader and innovator in liberal arts education, experiential education, and environmental education. Through this expertise and other activities, the College benefits Prescott and the local community through education, research, and collaboration. The College also adds value and provides benefits to the community through the arts, speaker programs, involvement in civic organizations, and through the many service projects undertaken by the College, its staff and students.

12.7.5 Educational Assets Goals and Strategies

Goal 1 Facilitate and promote the education industry as a vital component of economic development.

Strategy 1.1 Initiate a joint marketing plan with the educational institutions to prepare public relations information for distribution by various organizations such as the chamber of commerce, economic development and tourism.

Strategy 1.2 Work with the leaders of the educational institutions to create joint liaisons/committees which identify and facilitate areas of cooperation and collaboration.

Strategy 1.3 Facilitate discussions with the area's higher educational institutions to identify and pursue high wage industry/economic development opportunities.

Strategy 1.4 Recognizing that education is a critical factor in attracting and retaining quality jobs, the City will advocate on their behalf with respect to infrastructure, resources and community support.

Goal 2 Actively engage as a viable partner with the educational institution to improve the quality of life.

Strategy 2.1 The City and educational institutions will closely coordinate their planning efforts to provide additional opportunities for degree programs beyond a 2 year degree.

Strategy 2.2 The higher education institutions will provide and the City will recognize applied research and data provided in formulating policy related to education, the economy and quality of life factors such as air, water, transportation, growth, housing and the environment.

Strategy 2.3 Work cooperatively with Yavapai College, the Prescott Unified School District and other educational institutions who have intergovernmental agreements related to infrastructure and shared recreational facilities.

Strategy 2.4 Continue as a viable partner in working with the education institutions and other organizations in providing a rich cultural environment.

NOTE: The role of education in workforce development is included in the Economic Development Element.

12.8 LIBRARY

The Library serves as a cultural, informational, educational and recreational center for the city and surrounding areas. The library was one of the founding members of the Yavapai Library Network serving 42 public, school, academic and museum libraries through technological connections.

The library provides free access to print and electronic library resources, programming for citizens of all ages, regional information, significant business related resources and special services to the handicapped population.

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

The 2006 expansion and renovation of the downtown location has augmented the services and spaces to meet the public's need for books and periodicals, quiet reading areas, Internet access and public meeting spaces, as well as expanded cultural opportunities. The downtown building serves as an anchor for downtown Prescott, daily bringing well over a thousand people to the center of Prescott.

In 2013 a newly formulated library advisory board will begin to make recommendations to the City Council and City Manager on all matters pertaining to the library service needs of the citizens of Prescott. The library advisory board will also review and support appropriate library services and activities for the general public.

12.8.1 Library Goals and Strategies

Goal 1 Continue to develop alternative methods for the delivery of information and services to the citizens of Prescott.

- **Strategy 1.1** Continue to expand the availability of electronic items.
- **Strategy 1.2** Develop additional physical facilities for the delivery of information such as book lockers and branch libraries.
- **Strategy 1.3** Develop applications and interfaces compatible with devices patrons use most often (mobile apps, etc.)
- **Strategy 1.4** Reconfigure library space, technology and programs to meet new needs of Prescott citizens.

Goal 2 Strengthen the relationship with the Yavapai Free Library District

- **Strategy 2.1** Work with the Yavapai Free Library District to increase support of all Yavapai County Public Libraries.
- **Strategy 2.2** Work with Yavapai Free Library District technical services to develop an online public catalog to meet patron needs.

Goal 3 Regularly gather input from public about library services.

- **Strategy 3.1** Develop method of regularly gathering input from City of Prescott citizens about library services using such methods as focus groups, surveys and comment forms.
- **Strategy 3.2** Work with Library Advisory Board to determine the service level the citizens of Prescott desire.

12.9 COMMUNITY CENTER

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

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

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

12.10 HEALTHCARE ASSETS

Community Health Center of Yavapai (CHCY) is a Federally Qualified Health Center with locations in Prescott, Prescott Valley and Cottonwood. With over 11,000 patients, the CHCY provides primary medical care, gynecology/prenatal, dental services and limited mental health services. CHCY accepts patients with private insurance, Medicare, AHCCCS and no insurance. Patients who are uninsured and low-income pay for services on a sliding fee scale based on their income. CHCY is a partnership of the Prescott Free Clinic, Inc. and Yavapai County Government.

The Yavapai Regional Medical Center Prescott campus, known as YRMC West, is a 127-bed facility which is the cornerstone of the hospital's growing healthcare presence in western Yavapai County. YRMC West provides state-of-the-art technology and offers area residents the skills of more than 265 physicians, whose practices cover multiple specialties to benefit people of all ages. Hundreds of professional nurses, therapists, technicians, support personnel and volunteers play an equally important role in the hospital's Mission to provide comprehensive, high-quality healthcare consistent with the needs of surrounding communities.

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

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

Yavapai Regional Medical Center's East campus in Prescott Valley was ranked second for "patient satisfaction" among 70 Arizona hospitals in a recent survey conducted as part of the federal Hospital Consumer Assessment of Healthcare Providers and Systems. Overall, the survey looked at patient satisfaction and how well doctors and nurses treated patients receiving care for heart attacks, heart failure and pneumonia, plus how effectively they prevented infections related to surgery. More than 2,500 hospitals nationwide were tracked for this survey.

In Arizona, only the Mayo Clinic Hospital in Phoenix was ranked higher than YRMC East in the patient satisfaction category.

YRMC East is a 50-bed, state-of-the-art hospital offering healing services, including:

- 24-hour emergency care and emergency physician coverage
- The Family Birthing Center
- The Breast Care Center
- Inpatient and outpatient surgical services
- An intensive care unit (ICU)
- A full selection of advanced imaging services
- 24-hour laboratory service

12.10.1 Healthcare Existing Conditions

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

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

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

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

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

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

13.0 MAJOR PLAN AMENDMENTS

(A) The following shall constitute a Major Plan Amendment, as required by ARS Section 9-461.06(G):

1. Any change on the Land Use Map from a Residential designation to a Commercial or Mixed Use designation; from a Commercial designation to a Residential or Mixed Use designation; from a Mixed Use designation to a Residential or Commercial designation; or from an Open Space designation to any other designation, in the following instances:

a. encompassing greater than 40 acres (but no more than 160 acres) and which contains 400 or more single family residential dwelling units within 1,320 feet of the perimeter of the property being considered for a change; or

b. encompassing greater than 160 acres (but no more than 640 acres) and which contains 200 or more single family residential dwelling units within 1,320 feet of the perimeter of the property being considered for a change; or

c. encompassing greater than 640 acres and which contains 50 or more single family residential dwelling units within 1,320 feet of the perimeter of the property being considered for a change.

2. General Plan text amendments that change existing guiding principles and/or goals or strategies. However, text amendments that are simply complementary, illustrative or otherwise compatible with the existing goals, objectives and policies are deemed not to be Major Plan Amendments.

(B) For the purpose of determining the class of use designations, as referenced in Paragraph (A), the following shall apply:

Residential Use	Commercial Use	Mixed Use	Open Space
Very Low Density Residential	Commercial	Agriculture/Ranching	Recreation/Open Space
Low-Medium Density Residential	Commercial/Employment	Mixed-Use	
Medium-High Density Residential	Commercial/Recreation		
	Industrial		

(C) An amendment to an Area Plan or Neighborhood Plan, which Plan has not been formally incorporated into the General Plan, shall not, in and of itself, require a General Plan amendment.

(D) Inclusion of additional territory into the City limits by annexation and the initial zoning thereof, as required by ARS Section 9-471(L), shall not constitute a Plan Amendment. If the subsequent rezoning of said additional territory comes within the criteria as set forth in Paragraph A above, it shall constitute a Major Plan Amendment.

General Plan
Map Amendments

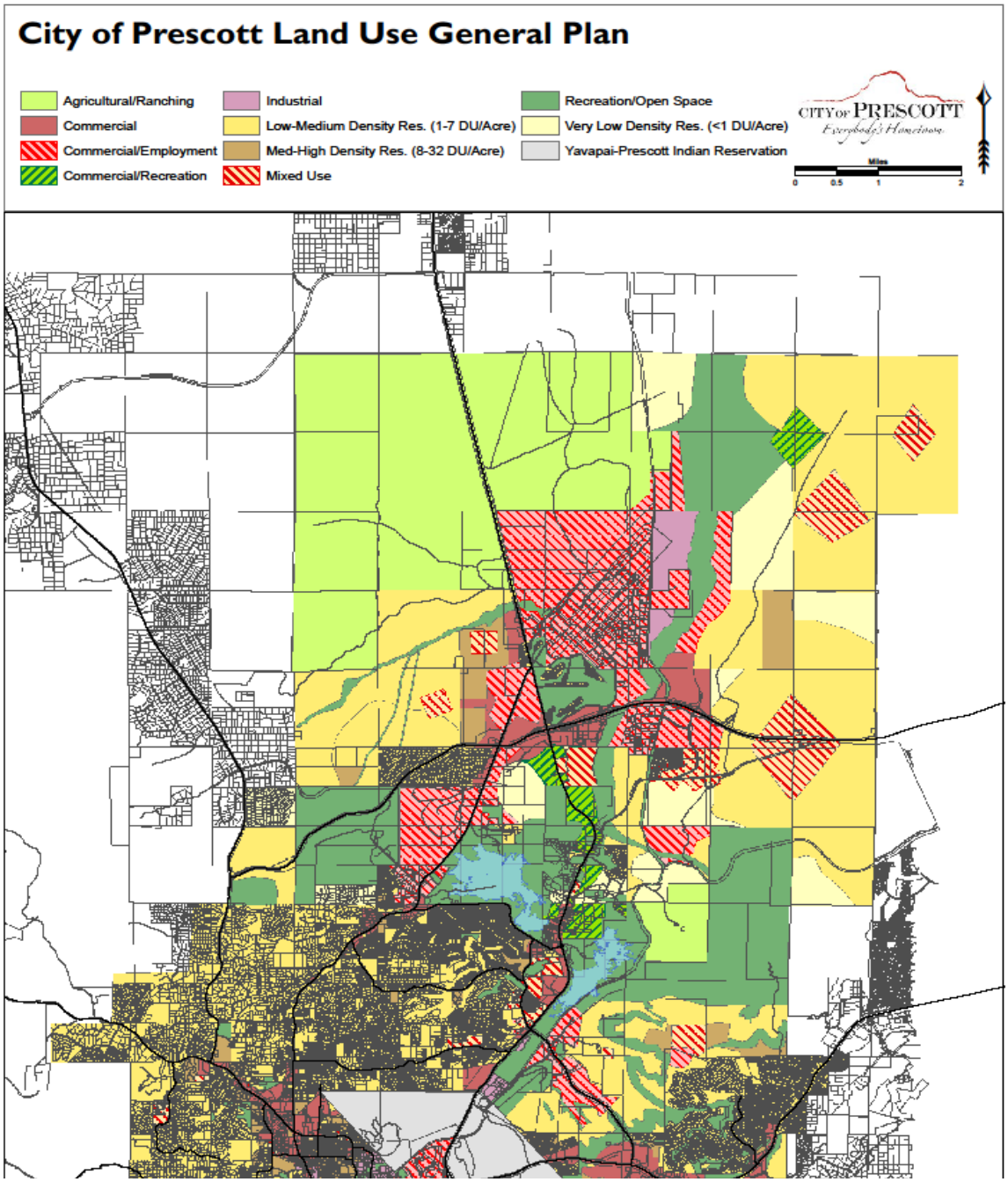
If the Project is:	And there are this many Homes within ¼ mile:	Then it is:
40 acres or more in size	400 or more	A Major Amendment
160 acres or more in size	200 or more	A Major Amendment
640 acres or more in size	50 or more	A Major Amendment

GLOSSARY

The following terms and acronyms are used in the General Plan. Where commonly defined words are used in the Plan for specific purposes, they are included below to clarify their specific meaning in this Plan.

AMA	Active Management Area - a designation placed upon certain geographic regions of the state for water management purposes by the State Legislature in 1980
ADOT	The Arizona Department of Transportation – the state agency responsible for transportation planning and implementation
ADWR	The Arizona Department of Water Resources – the state agency responsible for administration of the state water laws
Annexation	The legal incorporation of property into a city or town
Bed Tax	A tax placed upon guests staying at lodging facilities, also termed a Transient Occupancy Tax
Complete Streets	A street systems designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders. As opposed to streets only designed for automobile use.
Compact Forms	A description of development having higher densities than typical single-family development and intended to promote walking, bicycling and transit modes of travel
CYMPO	Central Yavapai Metropolitan Planning Organization – tasked with regional transportation planning
Element	A section or chapter of the General Plan focusing on a particular requirement of the Growing Smarter legislation or focusing on a particular topic of local planning interest
Enterprise Funds	Funds established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services which are entirely or predominantly self-supporting by user charges
Firewise	Design standards focusing on reducing fire danger to developed areas by site planning and construction techniques
Housing Affordability Gap	A definition used in housing studies to address a deficit of available housing affordable at particular income levels
Infill development	Development that occurs in established areas of the city, either on vacant lots or on previously developed parcels and generally with utilities in place to service the site.

Land Development Code	The revised and updated combination of Zoning and Subdivision Codes adopted by the City in 2003 with an effective date of 2004
NACOG	Northern Arizona Council of Governments – a regional planning and coordination group of elected officials of counties and local governments
Neighborhood Plan	Local plans developed by residents and planning staff focused on a specific geographic area and addressing zoning uses, property maintenance, appearance and street connectivity issues.
PAD	Planned Area Development – a zoning tool which allows creative approaches to development of land, placement of buildings, parking, circulation and open spaces.
Safe Yield	A rate of surface water diversion or groundwater extraction from a basin for consumptive use over an indefinite period of time that can be maintained without producing negative effects.
Specific Area Plans	Land use plans covering larger geographic areas and multiple neighborhoods and including land use planning, development requirements and street design standards
Strategic Plan	A prioritization and implementation plan intended to move the goals and strategies of the General Plan toward implementation by the City Council
Sustainability	Planning for the use of resources today in a way to assure their availability for the future
View Shed	In urban planning, view sheds tend to be areas of particular scenic or historic value that are deemed worthy of preservation against development or other change. View sheds are often spaces that are readily visible from public areas such as from public roadways, parks or public gathering areas such as the Courthouse Plaza.
Water Rights (Type II)	The right of a Municipal water provider within an AMA to legally withdraw water for non-irrigation use from land owned by that municipality, but outside of the municipal boundary. Such rights require the municipality to have been legally withdrawing such water at the time of the designation of the active management area
Wildland/Urban Interface	The geographical area where structures and other human development meets or intermingles with wildland or vegetative fuels.
Wildlife Corridor	A strip or block of habitat connecting otherwise isolated units of suitable habitats allowing the dispersal or migration of organisms


City of Prescott Land Use General Plan
Agricultural/Ranching
Commercial
Commercial/Employment
Commercial/Recreation
Industrial
Low-Medium Density Res. (1-7 DU/Acre)
Med-High Density Res. (8-32 DU/Acre)
Mixed Use
Recreation/Open Space
Very Low Density Res. (<1 DU/Acre)
Yavapai-Prescott Indian Reservation
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Everybody's Hometown
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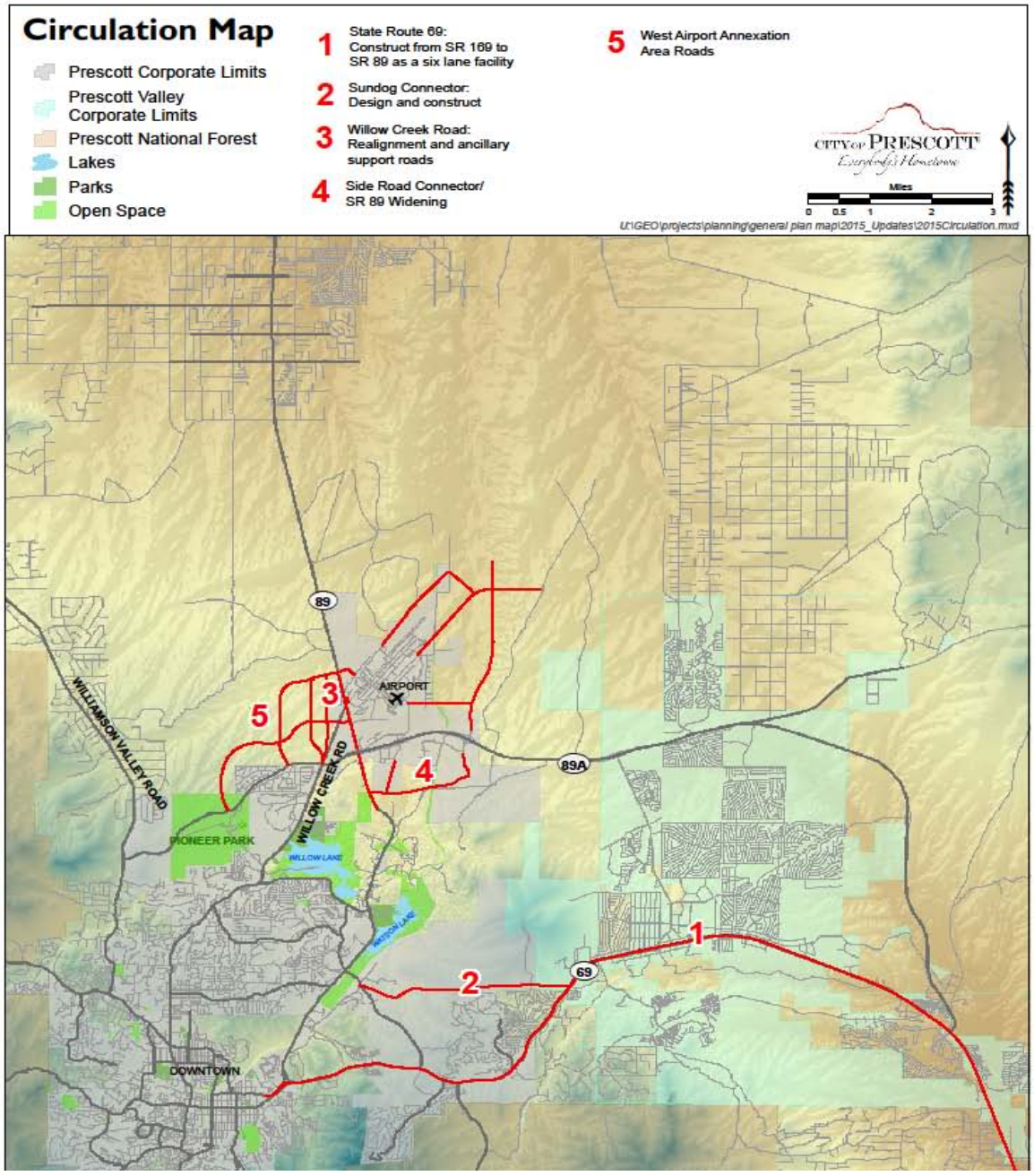
Circulation Map
Prescott Corporate Limits
Prescott Valley Corporate Limits
Prescott National Forest
Lakes
Parks
Open Space
1 State Route 69: Construct from SR 169 to SR 89 as a six lane facility
2 Sundog Connector: Design and construct
3 Willow Creek Road: Realignment and ancillary support roads
4 Side Road Connector/ SR 89 Widening
5 West Airport Annexation Area Roads
CITY OF PRESCOTT
Miles
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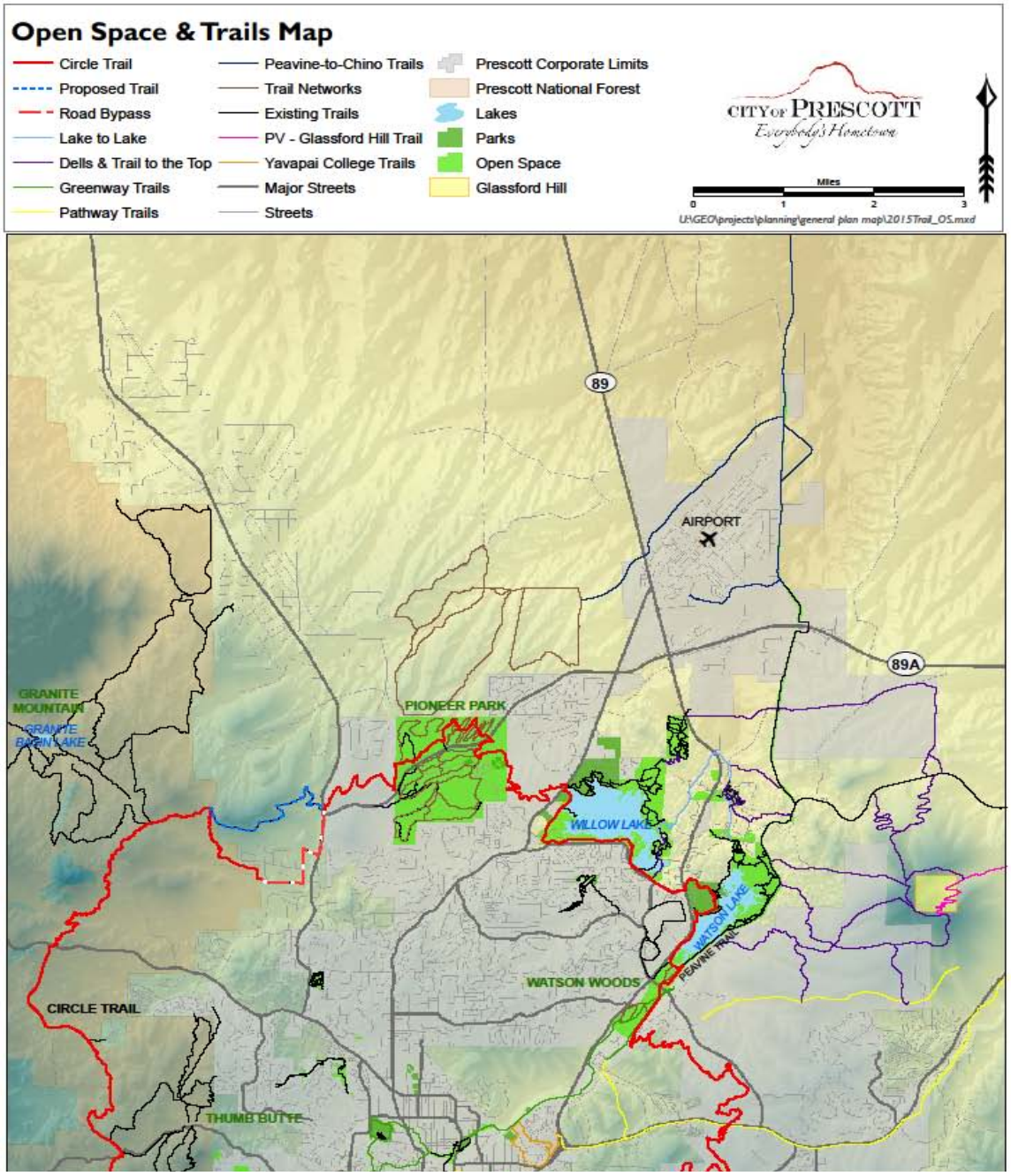
89
AIRPORT
WILLIAMSON VALLEY ROAD
WILLOW CREEK RD
89A
PIONEER PARK
WILLOW LAKE
WATSON LAKE
69
DOWNTOWN


Open Space & Trails Map
Circle Trail
Proposed Trail
Road Bypass
Lake to Lake
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Peavine-to-Chino Trails
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PV - Glassford Hill Trail
Yavapai College Trails
Major Streets
Streets
Prescott Corporate Limits
Prescott National Forest
Lakes
Parks
Open Space
Glassford Hill
CITY OF PRESCOTT
Everybody's Hometown
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89
AIRPORT
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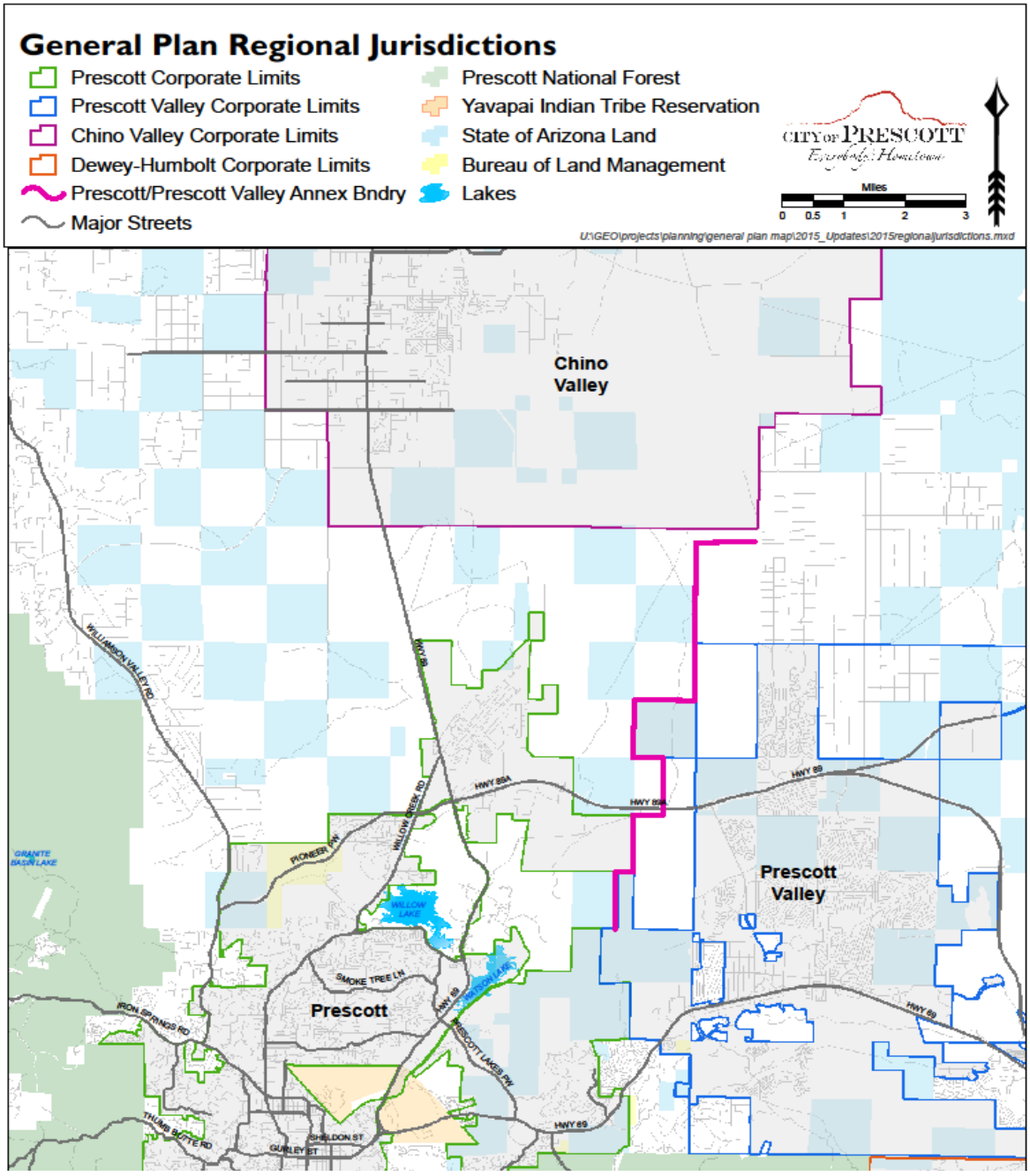
GRANITE MOUNTAIN
GRANITE BASIN LAKE
PIONEER PARK
WILLOW LAKE
WATSON LAKE
PEAVINE TRAIL
WATSON WOODS
CIRCLE TRAIL
THUMB BUTTE


General Plan Regional Jurisdictions
Prescott Corporate Limits
Prescott Valley Corporate Limits
Chino Valley Corporate Limits
Dewey-Humbolt Corporate Limits
Prescott/Prescott Valley Annex Bndry
Major Streets
Prescott National Forest
Yavapai Indian Tribe Reservation
State of Arizona Land
Bureau of Land Management
Lakes
CITY OF PRESCOTT
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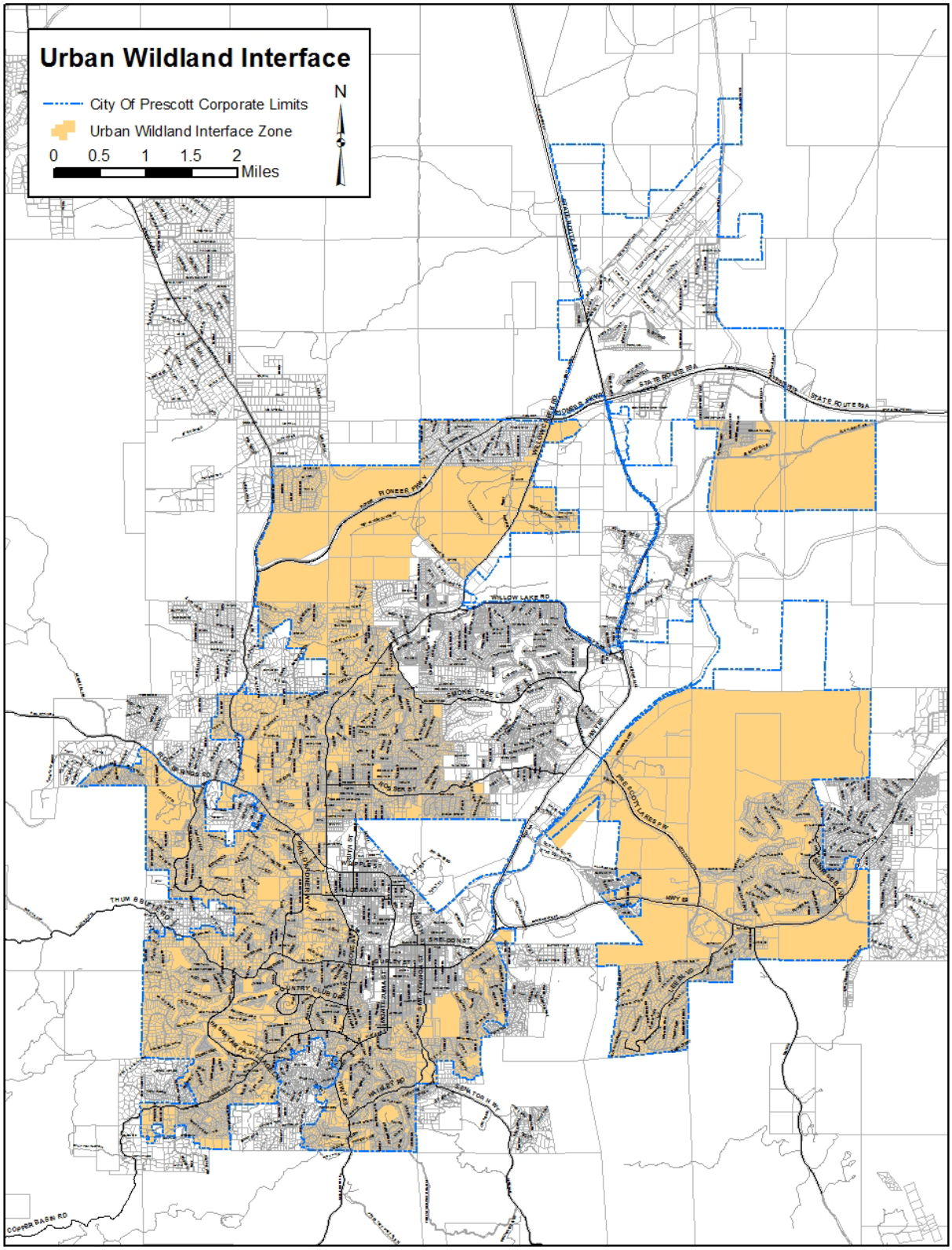
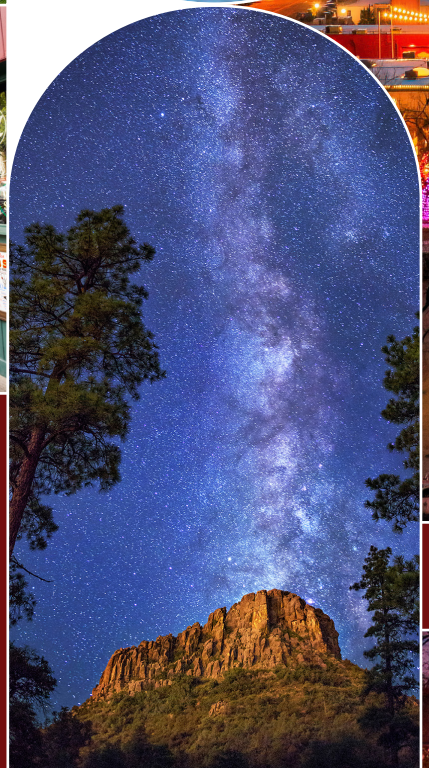
Chino Valley
Prescott
Prescott Valley
WILLIAMSON VALLEY RD
HWY 89
HWY 89A
WILLOW CREEK RD
PIONEER PW
WILLOW LAKE
SMOKE TREE LN
IRON SPRINGS RD
THUMB BUTTE RD
SHELDON ST
GURLEY ST
PRESCOTT LAKES PW
GRANITE BASIN LAKE

CITY OF PRESCOTT WILDLAND-URBAN INTERFACE VEGETATION MANAGEMENT MAP





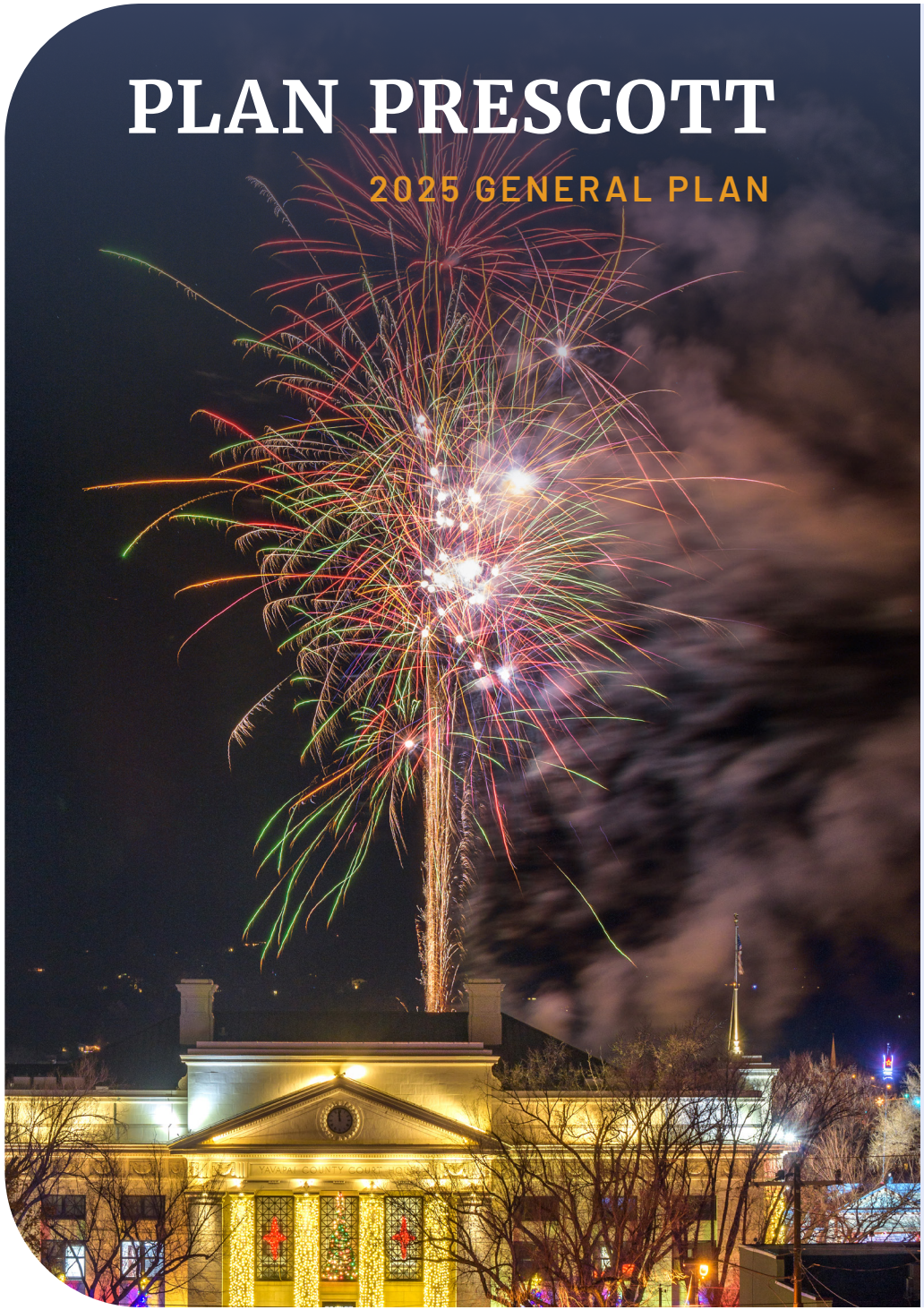
PLAN PRESCOTT

2025 GENERAL PLAN

PLANNING THE FUTURE, PRESERVING THE PAST

APPROVED BY CITY COUNCIL ON MARCH 25, 2025

CITY OF PRESCOTT
ARIZONA



CITY OF PRESCOTT

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PLAN PRESCOTT

2025 GENERAL PLAN

INTRODUCTION

A General Plan is an expression of a community's preferred future.
It is a road map describing the destination and the paths to be taken to reach it.

What is a General Plan?

In simple terms, the **City of Prescott General Plan** (General Plan) is the guide for land use decisions in Prescott, AZ.

HOW IS THE GENERAL PLAN USED?

Rezoning and new development proposals involving use permits, as well as decisions about public infrastructure, transportation corridors, annexations, and economic development, must be consistent with and conform to the adopted General Plan.

WHY DO WE NEED A GENERAL PLAN?

Arizona State Statute (A.R.S.) (§9-461.05) requires that all municipalities must prepare and adopt a comprehensive general plan for the physical development of land within its jurisdiction. It also must be re-adopted or amended at least once every 10 years. The City's General Plan is up for readoption, as the plan was last adopted by voters in 2015. Specific requirements for content are based on the total population of a community. Based on the City of Prescott's (City's) current population, A.R.S. requires the City General Plan to address specific elements. These elements are described and addressed in Chapters 1-5.

WHAT IS REQUIRED TO BE IN A GENERAL PLAN?

General Required Elements:

- Land Use
- Circulation (Transportation)
- Open Space
- Growth Areas
- Environmental Planning
- Cost of Development
- Water Resources

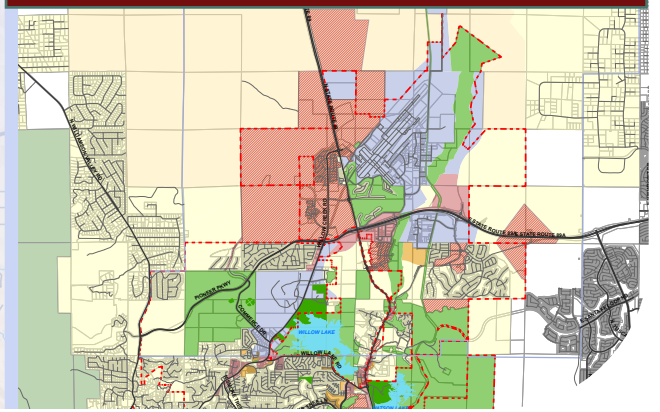
Elements Required When Population Hits 50,000:

- Conservation
- Recreation
- Transit Plans
- Public Services and Buildings
- Housing
- Energy

Voluntary Elements:

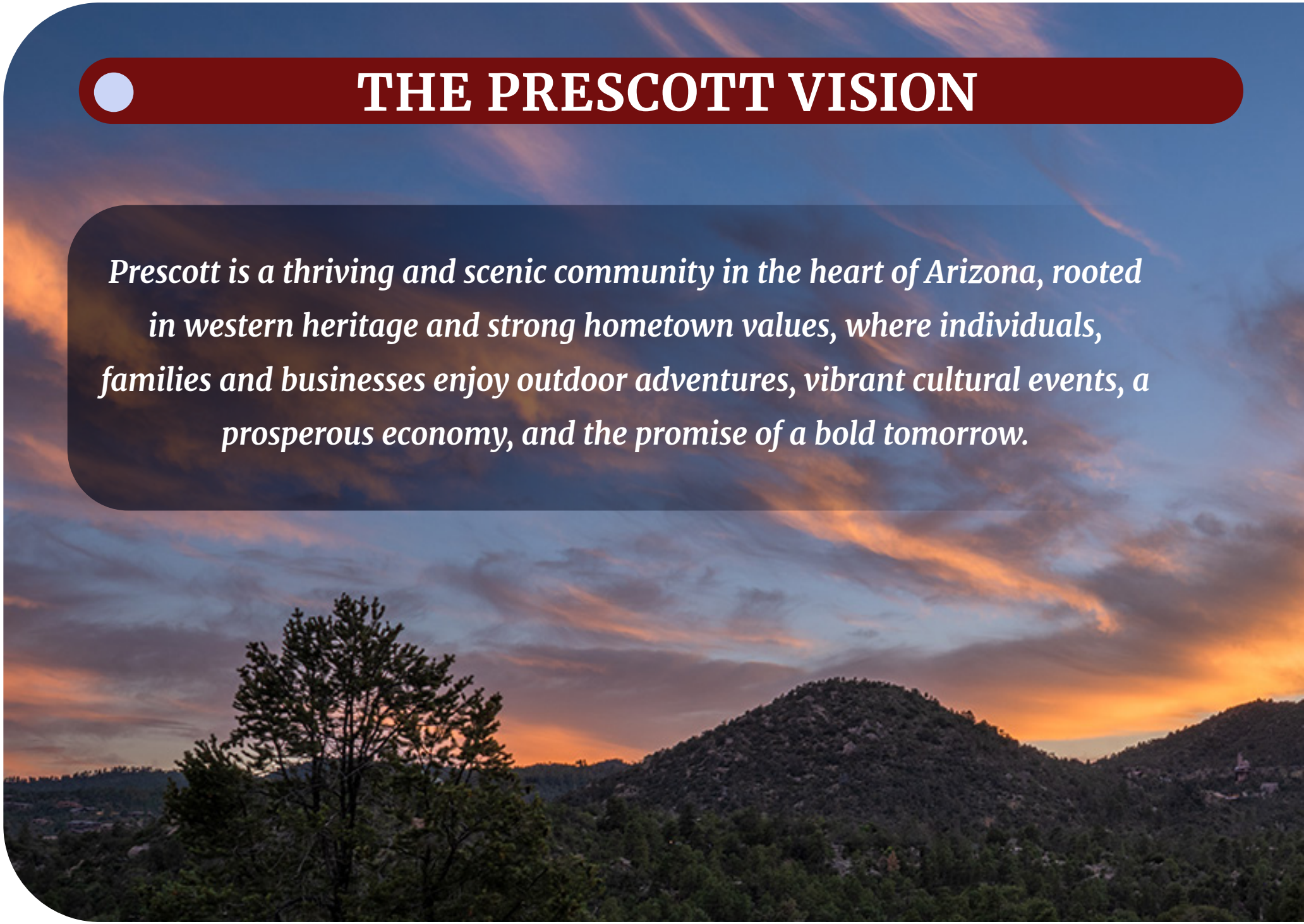
- Economic Development
- Tourism
- Healthcare
- Dark Skies
- Tree City USA
- Climate
- Digital Connectivity
- Youth Programs and Childcare
- Art, Culture, Events, and Museums

See the Prescott Land Use Map on pages 65, 67, and 132

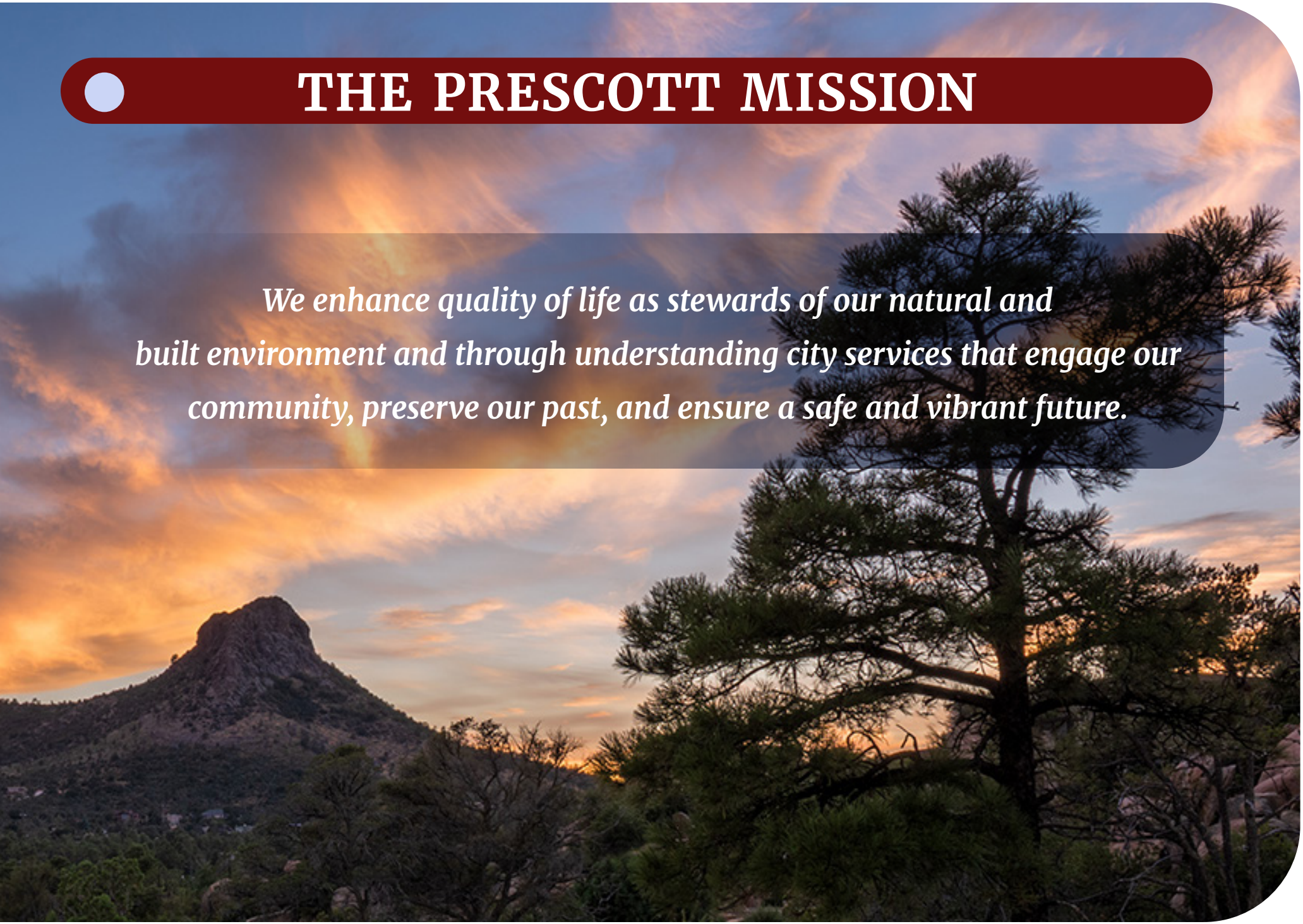


THE PRESCOTT VISION

Prescott is a thriving and scenic community in the heart of Arizona, rooted in western heritage and strong hometown values, where individuals, families and businesses enjoy outdoor adventures, vibrant cultural events, a prosperous economy, and the promise of a bold tomorrow.



THE PRESCOTT MISSION



We enhance quality of life as stewards of our natural and built environment and through understanding city services that engage our community, preserve our past, and ensure a safe and vibrant future.

The Challenge for the Community:

Ensure the continued vitality and longevity of existing commercial and industrial areas and create additional sites suitable for business, commercial, and industrial development. Also, to do so without sacrificing the historic and cultural resources and open space valued by the community, without undue negative impacts on existing neighborhoods, and without degrading environmental resources. For example, water contributes to our quality of life while keeping City infrastructure and services at acceptable community-wide levels (streets, water, sewer, police and fire).

Currently undeveloped areas represent the best opportunities to improve and maintain a sustainable balance among these types of land uses and water resources.

Prescott's Road Map

The City of Prescott (City) is a city that values the quality of life for all its inhabitants. Prescott is home to people of varying backgrounds, cultures, and perspectives. This cultural diversity keeps the city vibrant and is an asset we should all embrace. As such, it is intended that people of all ages, races, national origins, sexual orientations, genders, religions, and disabilities can make use of Prescott's land and amenities without facing discrimination or harassment. This goal is consistent with the Prescott and Vision Statements.

The Prescott Downtown and Neighborhoods are intertwined in a variety of housing and people-gathering places and activities. The diversity of employment opportunities enable young and working families, as well as retirees, to live in Prescott where they work, shop, worship, attend school, enjoy cultural and recreational activities, and interact in civic forums.

The General Plan complies with the "Growing Smarter/ Growing Smarter Plus" legislation adopted by the state in 1998 and amended in 2000 and 2002 (A.R.S. 9-461.05-.07). All sections of this plan, required and voluntary, interact and relate to each other to comprehensively address the challenges Prescott faces.

Our Approach

This General Plan organizes the required and volunteer elements under the following chapters based on the City's Livability Goals.

Resiliency and Sustainability
Fire, Environmental Planning, Water Resources, Climate, and Energy

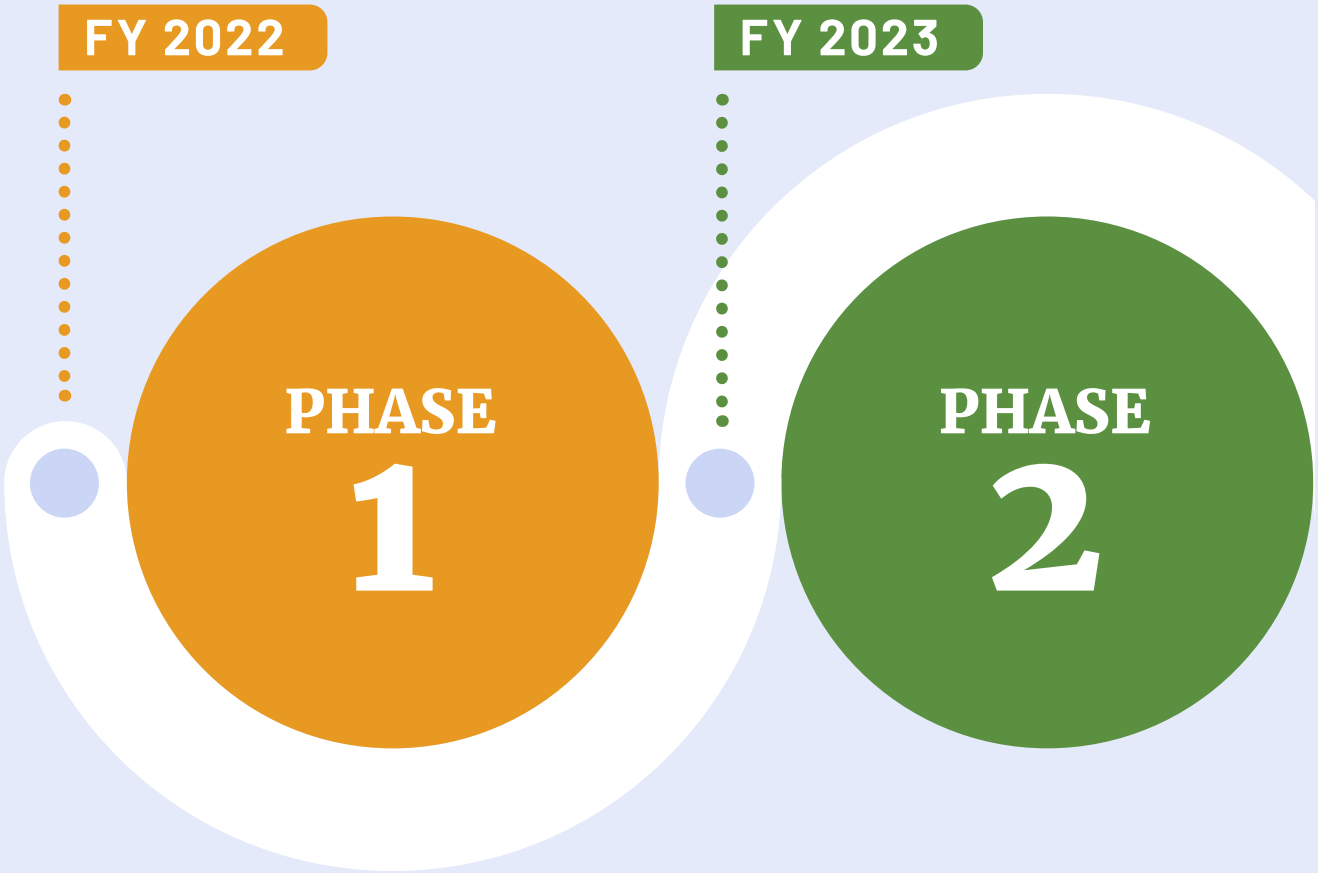
A Community Connected
Circulation (Transportation), Open Space, Wildlife Corridors, and Digital Connectivity

Great Places and Neighborhoods
Land Use and Growth Areas, Historic Preservation, Recreation, Dark Skies, Tree City USA, and Bike and Pedestrian Paths

Economic Competitiveness and Prosperity
Economic Development, Tourism, Growth and Cost of Development, Housing, and the Prescott Regional Airport (PRC)

Community Quality
Police, Educational Assets, Library, Community Center, Healthcare Assets, Childcare and Youth Programs, and Arts and Culture

The General Plan Process



PHASE 1 – FY 2022

The initial phase of the General Plan process focused on reviewing the 2015 General Plan, and understanding current and upcoming key goals, opportunities, and challenges within the community. The City analyzed data, formed a Citizen Review Committee, and started creating the Plan Prescott website and informational handouts.

PHASE 2 – FY 2023

The following year, the City prioritized engaging the public to gather ideas and information, which will continue for the duration of the General Plan process. The Plan Prescott website was launched, and various forms of public outreach also began. Events like open houses, workshops, etc. were held and multiple surveys were conducted.

FY 2024

FY 2025

PHASE 3

PHASE 4

PHASE 3 – FY 2024

In 2024, all the research and preplanning efforts were compiled into a draft of the General Plan document. There were reviews done by the General Plan Committee in public meetings and revisions were incorporated and a final draft was brought forward to the public for the 60-day public comment period. Revisions were incorporated, and a more final draft was brought forward to the public for the 60-day comment period. This also triggered the next round of public outreach efforts to ensure the public was aware of the 60-day comment period and able to provide feedback either in-person or virtually.

PHASE 4 – FY 2025

The final phase of the project involved addressing and incorporating the public's comments into the General Plan draft. The final product was taken to the Planning and Zoning Commission for review and a recommendation to the City Council. The City Council reviewed and amended the draft prior to approving the final draft. Once the final draft was approved, an alternate interactive version of the draft was finalized, so that the General Plan could be viewed online with clickable links, animated graphics, etc. The General Plan was then put on the primary election ballot to be passed.

Public Participation Process

The planning process for the 2025 General Plan, *Plan Prescott*, starts and ends with public engagement. In the years leading up to the General Plan being placed on the 2025 ballot, the City employed various methodologies to gather input, increase awareness, and communicate updates.

Public engagement began in FY 2022. The City reviewed other recently updated plans for effective ideas on how to reach out to the public for comments. City Council also appointed an 11-member General Plan Review Committee to help staff with public outreach and to review the updated plan for comments and suggestions.

To engage the public, the first step involved creating a website, distributing flyers/handouts, publishing newsletter articles, and airing radio advertisements. Following this, an online public survey was created, with input from all departments and the citizen review committee. The survey's goal was to learn what residents love about Prescott and where they want to see improvements. The City also held an Open House on August 30, 2023, in order to obtain public input on challenges and opportunities with the following topics: circulation, economic development, housing, land use, and public facilities and services. Over 200 residents attended and provided feedback on all the topics.

The General Plan Review Committee gathered the information collected and began updating the General Plan. From the many conversations and survey responses gathered, a few key themes emerged:

- A love for Prescott's "small town feel," historic downtown area, and natural environment
- Hope for improvements to traffic; healthcare; and water accessibility, quality, and conservation
- Concerns about growth, affordability, and lack of diversity in population age

These themes, along with the specific focus areas previously mentioned, are addressed in the General Plan, accompanied by goals and strategies to achieve them.

The updated General Plan document will be reviewed by the public during the 60-day comment period and additional input will be gathered through an online virtual meeting room, online surveys, and additional in-person public meetings.

Afterward, the City will incorporate the latest public comments and send the General Plan to the City Council for final approval. Once approved, the General Plan will be placed on the 2025 ballot.

To promote the passing and official adoption of the 2025 General Plan, the City engaged the public through social media and an election ambassador program, among other methods.

Navigating the General Plan

Readers can navigate to specific chapters/topics in the document by navigating to the table of contents at the start of the document and clicking on a preferred chapter, or by using the map below. There are clickable elements related to each of the chapters in the map below.

Each chapter has also been given a specific color and symbol, so it is easy to recognize the topic and focus, no matter what page you are on.

This unique mural was created by Prescott High School art students.

General Plan Structure

INTRODUCTION	This section in the document serves as an orientation to the General Plan. It provides: • The General Plan's purpose and need • Definition of the City's five livability goals that serve to organize the General Plan • Guidance on how to navigate the document
CHAPTERS 1-5: LIVABILITY GOALS	Each City Livability Goal has its own chapter. Each chapter opens with an overview which describes the importance of this topic. This is followed by in-depth research and analysis to illustrate trends and influences related to each theme. Context from the trends and influences analysis is then used, along with ongoing community input obtained throughout the planning process, as a foundation for setting the listed goals and policies.
CHAPTER 6: MAJOR PLAN AMENDMENTS	The City's general plan is required to define the criteria for determining whether a proposed plan amendment is a "major plan amendment." This section includes a table that delineates the criteria for a major plan amendment.
CHAPTER 7: IMPLEMENTATION	This chapter conveys an overview of the City's plan of action. A separate implementation document provides actions, assigns responsibility, and shows a timeline for each goal. Some action statements represent efforts that the City may already be working on and should continue or expand. Others propose new actions to address challenges the City is facing. This will reinforce accountability and ensure the City's goals are met.

Transportation Goals and Strategies

ARTERIALS

Arterials, *in principal, are for longer distance travel between two points, and direct access to property is a subordinate function. In order to maximize a satisfactory operating level of service without requiring additional lanes, traffic management must concentrate on moving traffic quickly through controlled intersections.*

Goal 1: Establish and maintain a system of arterial streets to provide a satisfactory level of service at level "C" or better according to the American Association of State Highway and Transportation Officials (AASHTO). During morning and evening peak hours, support alternative transportation such as walking and bicycling, which are compatible with land use, grading, slope stabilization, drainage, and environmental goals.

Strategy 1.1 Complete the 2024 update of the Central Yavapai County Regional Transportation Study by coordinating with ADOT and regional stakeholders to guide the future planning efforts of the CYMPO.

Strategy 1.2 Develop a City Transportation Plan by 2030 for adoption and implementation of recommended goals and strategies to improve arterial traffic movement and safety.

Strategy 1.3 Support improvements of arterial streets by maintaining pavement quality.

Strategy 1.4 Continue to participate in CYMPO discussions and studies addressing public transit (https://www.cympo.org/studies/).

DEFINITIONS

Unique words are also defined throughout the document to help the reader fully understand the topic at hand.

GOAL STATEMENT

Each goal is numbered and has and introductory statement to identify the broad goal.

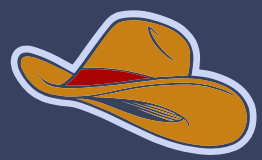
STRATEGY STATEMENTS

Each **goal statement** is followed by multiple **strategy statements**, which outline the steps needed to achieve the goal statement.

LINKS

Links to external websites are underlined and colored green. Readers can click these links at any time to find additional relevant information outside of the General Plan. These links are for reference only and not necessarily endorsed by the City.

Fun Bonus: Hidden Object Scavenger Hunt!



Keep an eye out for a small cowboy hat icon hidden in each chapter to help draw your attention to key points in the General Plan. **Can you find all six cowboy hats?**

Physical Setting and History

Located in a basin in the mountains of north central Arizona, Prescott is bordered and most influenced on the south and west by the Prescott National Forest. The natural environment is rich with rock outcroppings, unique topographical features, abundant vegetation, wildlife, riparian areas, and archaeological resources. The average elevation is 5,400 feet above sea level, and the area enjoys four seasons with few extremes of temperature or precipitation. The climate is generally temperate and mild, with average high temperatures ranging from 50°F to 90°F. Rainfall continues to be below average, with drought conditions reported by various scientific institutions. Average annual precipitation is 16 inches of rain and 13 inches of snow.

The unique historic atmosphere is the essence of Prescott's character, setting it apart from other Arizona cities. Examples of Prescott's human-scale environment are found in the architecture, parking and circulation, land-use policies, and opportunities for social interaction.

Current archaeological cultural resource investigations reveal occupation patterns of prehistoric people as early as AD 700. Documentation of prehistoric excavations around Willow and Watson Lakes continues with the artifacts related to the Prescott Culture AD 700 – 1100, ultimately to be preserved in place as a public viewing park and artifacts archived at Sharlot Hall Museum, a state museum on West Gurley Street near Downtown Prescott.

More urban historic archaeological sites located in the lowest elevations of Prescott Basin along Granite Creek revealed artifacts of later settlement associated with the current population of non-indigenous residents. These objects and interpretation of the locations where they were found will also be available for public display at Sharlot Hall museum, interpreting The Central Arizona Highlands.

The region was once part of a vast area occupied by hunting and gathering American Indian people. This group was one of three geographically divided

Yavapai groups and later became known as the Yavapai-Prescott Indian Tribe. They were allocated approximately 1,400 acres of land by the federal government, forming the Yavapai-Prescott Indian Reservation which is now encompassed by Prescott on three sides.

Although initial European contact occurred in the late 1500s, it was not until the 1860s that significant non-native populations began permanently settling the Prescott area. Prescott was established as a town and became the Territorial Capital of Arizona in 1864.

Prescott was a planned community from the beginning with the original townsite laid out in a grid pattern surrounding a central courthouse plaza. The capital was moved briefly to Tucson and eventually to Phoenix, but during the late 1800s, Prescott again served as the state's territorial capital. The original Governor's Mansion is preserved at its original site at the Sharlot Hall Museum.

The area's early economy centered on mining, cattle ranching, and government, making Prescott the economic and political center of north central Arizona. Support for commercial enterprises continued to expand in the late 19th century. In July of 1900, a fire destroyed much of Prescott's commercial district. Following the fire, most buildings in the downtown area were reconstructed of brick and masonry, providing today's rich architectural heritage. Some 800 City structures are listed in the National Register of Historic Places as part of 13 local districts and/or 13 National historic districts. One archaeological district on City-owned land is included in the register of 13 city (local) designated historic preservation districts.

Prescott Courthouse, 1878
Photos courtesy of CourthouseHistory.com

Historic Post Office

During the 20th century, Prescott developed as an important location for health services and facilities. For many years, Prescott's clean air and temperate climate drew tubercular and other respiratory patients to the area for treatment. Fort Whipple, originally established as a military outpost to protect the territorial capital and the many miners in the area, is today the Northern Arizona Veteran's Administration Health Care Center.

Also during the 20th century, the arts, cultural, and educational assets of Prescott have flourished along with healthcare. Sharlot Hall Museum was founded in 1929 by state historian Sharlot M. Hall and influential Prescott businessmen to preserve and restore the territorial Governor's Mansion. The museum campus collections, exhibits, and educational and performing arts programs have been expanded over the years with a major regional archive focusing on Central Arizona material and natural history.

The Elks Opera House (now Elks Theater) has welcomed audiences to performances since 1905. Performing arts theaters are owned and operated by the Hazeltine Theatre, Western Heritage Center, Yavapai College, and the Prescott Unified School District. The Phippen Museum of Western Art and the Museum of Indigenous People: American Indian Art and Culture also contribute to the current cultural scene.

The presence of public and private post-secondary education constitutes an important force in the Prescott economy and cultural surroundings. Prescott College, a private liberal arts college, was established in the 1960s. The late 1960s also brought the founding of Yavapai Community College. In 1978, Embry Riddle Aeronautical University established a large campus in the community. Northern Arizona University has a presence in Prescott; as does Old Dominion University, which is located on the Yavapai College campus. Prescott continues to be an economic, cultural, educational, and political center of Yavapai County and the seat of the county government.

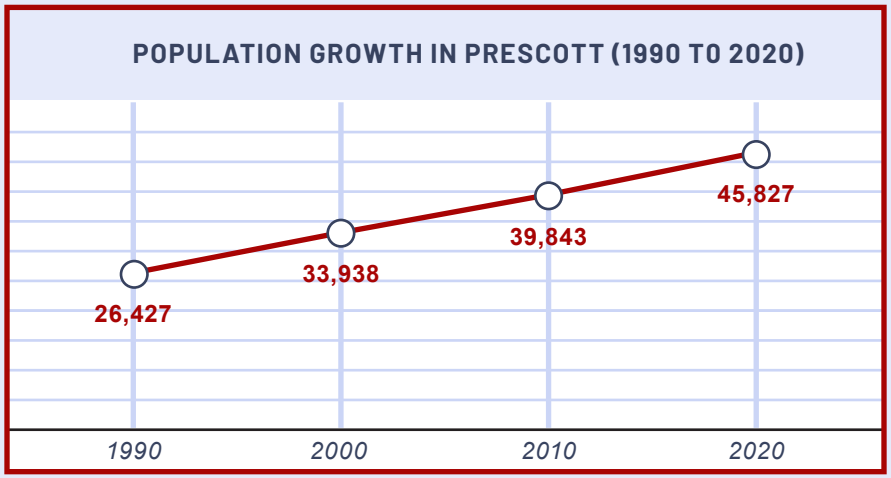
Embry Riddle Aeronautical University

Existing Conditions and Trends

POPULATION FORECAST

From 1960 to 1990, the City's population grew at an average annual rate of 3.9% per year, inclusive of annexations. Since 1990, the growth rate has slowed. From 1990 to 1995, the population grew at an average annual rate of slightly below 3% per year, without any major annexations of existing residential areas, and inclusive of a growth spurt in 1993. Beginning in 1995 and continuing through 2010, the population growth slowed to below 2%. Prescott's population growth rate decreased further since 2010 to an average of 1.5% per year. The 2020 U.S. Census reported Prescott's population to be 45,827. The 2020 U.S. Census reported Prescott's population to be 45,827. Prescott's growth rate from 2010 to 2020 was 1.4% per year.

The most current population estimates (U.S. Census Bureau, July 2023) present a total population of **47,757**. That said, Prescott's daily population including visitors is approximately **100,000**.



It is important to note, according to the updated classification of urban-rural areas published by the U.S. Census Bureau, the Prescott-Prescott Valley areas are categorized as 'urban clusters'. Planning approaches differ between urban and rural communities. Throughout the General Plan, the urban planning focus is clear on its goals concerning growth management and organizing locations and densities of population clusters to employ smart growth.

POPULATION FORECAST SNIP

When projecting growth rates, especially when those projections will be used for planning and infrastructure projects, it is better to conservatively project higher rather than lower. For this reason, we have assumed a 2% growth rate in this plan but expect 1-2% growth. It should be noted that unexpected changes to the economy and the potential for Prescott to reach external growth boundaries by annexations may alter this estimate.

Prescott is also affected by the growth trends and development patterns of neighboring communities and the unincorporated areas of Yavapai County. **The 2020 Census count for Yavapai County indicates a population of 236,218, with a 2.1% growth rate.** Using a growth rate of 2.1%, the total County population could reach 300,000 by the year 2030. Prescott Valley has been growing at a greater rate than Prescott and Yavapai County. The Prescott Valley 2020 Census indicated a population of 46,785, with a short-term growth rate of 2.45%.

Higher growth rates for the County and Town of Prescott Valley, along with Prescott being the employment hub for the area, affect traffic congestion on City roadways and demands for emergency services on the periphery of Prescott's city limits.

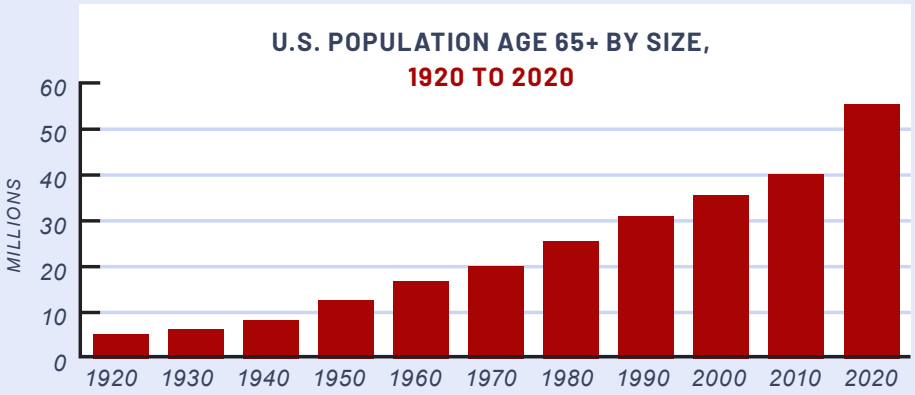
For the purpose of this 10-year General Plan, we use the 2020 Census and assume a growth rate of 2% resulting in a high side population of approximately 61,500 by the year 2035. Changes in economic conditions and annexation of significant tracts of flat, more easily developed ranch land could drive that number higher. However, other factors such as availability of water, market trends toward large lot, low density development, and finite growth boundaries can be expected to play a role in limiting growth over the next 10 years.

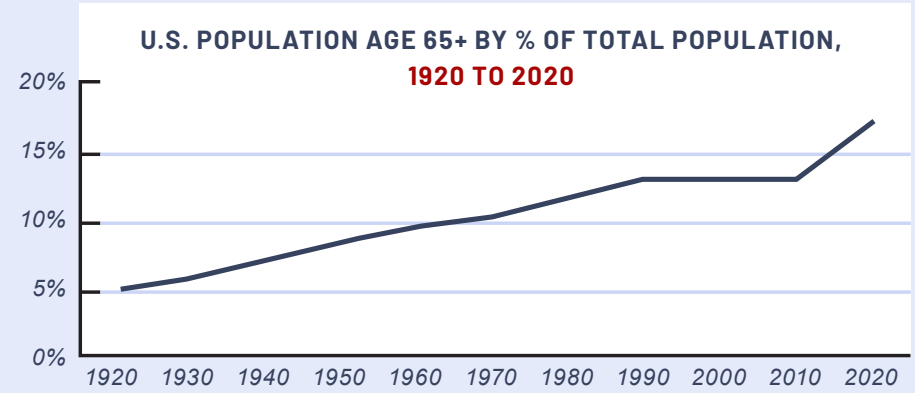
Consistent with articulated community values, Prescott seeks to maintain sustainable, moderate growth to accommodate residents of all ages and economic status, while preserving the community's character now and into the future.

Changing Demographics

AGING POPULATION

Census data from 1980, 1990, 1995, 2000, 2010, and 2020 show minimal changes in the percentage of individuals between the ages of 20 and 64 that make up Prescott's population. The more dramatic shifts have occurred at the two ends of the population age range. Youth aged 0 to 19 declined as a percentage of total population from 26.1% in 1980 to 16.8% by 2010, while adults aged 65 and over increased from 21.4% to 30.8%. These changes have significant impacts on local school district enrollment, the labor force, and the balance of family types and sizes in the area. The 2020 Census shows youth aged 0 to 19 dropped to 14.1% while adults aged 65 and over increased to 41.1% of the total population.





Source: U.S. Census Bureau, Decennial Census of Population, 1900 to 2000; 2010 Census Summary File 1, and 2020 Census Demographic and Housing Characteristics File (DHC)

Prescott's median age increased to 54.1 years of age in 2010, accompanied by an increase in households with one or more persons aged 65 and over (from 34.8% in 1980 to 44.8% in 2010). Prescott's median age increased to 60.2 according to the 2020 Census. With the aging of Baby Boomers (those born in the high birth rate years of the 1950s and 1960s), an increase in older populations is a national trend, as is an overall reduction in birth rates. Prescott follows this trend, but is different from many

other communities in that Prescott also have a continuing in-migration of seniors approaching retirement or already retired. Prescott is, and will continue to be a retirement destination because of its natural environment and cultural amenities. The out-migration of young people at the upper end of the 0-19 age range for educational or employment opportunities elsewhere is also a contributing factor in this trend. Telecommunication based on improved internet connectivity affect demographics as younger families seeking Prescott's quality of life are able to bring their jobs with them. The graphs on the previous page show the national trend of an aging population:

HOUSEHOLD SIZE

There has also been a continual decline in the average number of persons per household. In 1980, the City's average household size was 2.52 persons. By 2000, the average household size had decreased to 2.11 persons. It dropped further, to 2.03 persons in the 2010 Census. This is a predictable result of the aging population trend. The 2020 persons per household was 2.02.

DIVERSITY

Prescott's population was 95% Caucasian in 1980. By 2010, Caucasians accounted for 92.1% of the population and Hispanics/Latino constituted 8.6% (note: there were changes in the way race was defined by the Census). The percentage of African-American residents in Prescott remained the same at 0.7% in both 1980 and in 2010. The percentage of American Indian residents dropped from 1.2% to 1.1%, and the percentage of Asian residents increased from 0.6% to 1.2% between 1990 and 2010. According to the 2020 Census, Prescott's population was 89.6% White, 8.6% Hispanic, 4.2% two or more races, 2.0% Asian, 0.6% Native American, and 0.4% African American.

FAMILY TYPES

Just as significant in terms of changing diversity are the trends in family types: the proportion of households with a wage earner (working families) compared to retiree households; and the proportion of families actively raising children to "empty nesters" are decreasing. Based on the Census data, families made up 59% of Prescott's households in 2000, which dropped to 56% in 2010. In 2000, households with a member aged 65 or older comprised 39.4% in Prescott, increasing to 44.8% in 2010, a rise of 5.4%. Also of note are trends for working families with younger children. In 1990, 50% of families with children under 6 years of age had both parents in the household working. By 2010, that number rose to 64%. Among City residents in 2010, there were 16,891 persons age 16 and older who were employed, or approximately 42% of the total population participated in the workforce. This dropped to 40.3% in the 2020 Census. **This may indicate that working families with young children increasingly require more than one income to meet rising living and housing costs in the community. This includes ordinary living costs, such as childcare, as well as housing costs, which are explored more in Chapter 5.**

These trends suggest that the median age will continue to rise, Prescott's youth population percentage will continue to decline, and similar to national trends, seniors and elderly will make up an increasing proportion of the total Prescott population.

All of these demographic trends, if unchanged, will further alter the community balance in terms of age groups, family types, household sizes, and ratios of retirees to working residents.

HOUSEHOLD INCOME

The median household income for Prescott in 1990 was $22,517, with the largest single concentration (24%) of incomes in the $5,000 to $15,000 range. The 2010 Census indicated that the median household income was $44,224, with the largest concentration in the $35,000 to $50,000 range. While Prescott's median income remains slightly higher than Yavapai County as a whole, it continued to be below the statewide median income of $50,448 in 2010. Median income in 2020 Census is $61,090.*

REGIONAL POPULATION TRENDS

Between 1990 and 2010, the neighboring communities of Prescott Valley and Chino Valley experienced much higher rates of growth than Prescott. The unincorporated portions of Yavapai County have also grown rapidly. The population changes for Prescott, the County, and neighboring communities are shown in the table below. If the rates of growth in the region continue, Prescott's proportion of the regional population will continue to decline. Prescott Valley's population surpassed Prescott for the first time according to the 2020 Census.

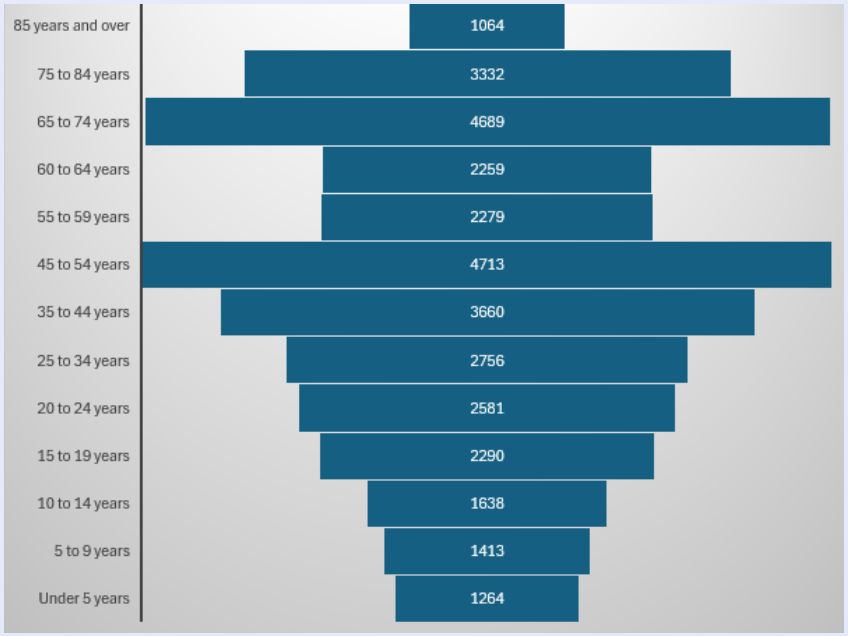
POPULATION BY JURISDICTION

Jurisdiction	2010		2020	
	Population	% Portion of County Population	Population	% Portion of County Population
City of Prescott	39,843	18.90%	45,827	19.40%
Town of Prescott Valley	38,822	18.40%	46,761	19.80%
Town of Chino Valley	10,817	5.10%	13,020	5.51%
Yavapai County	211,033	-	236,209	-

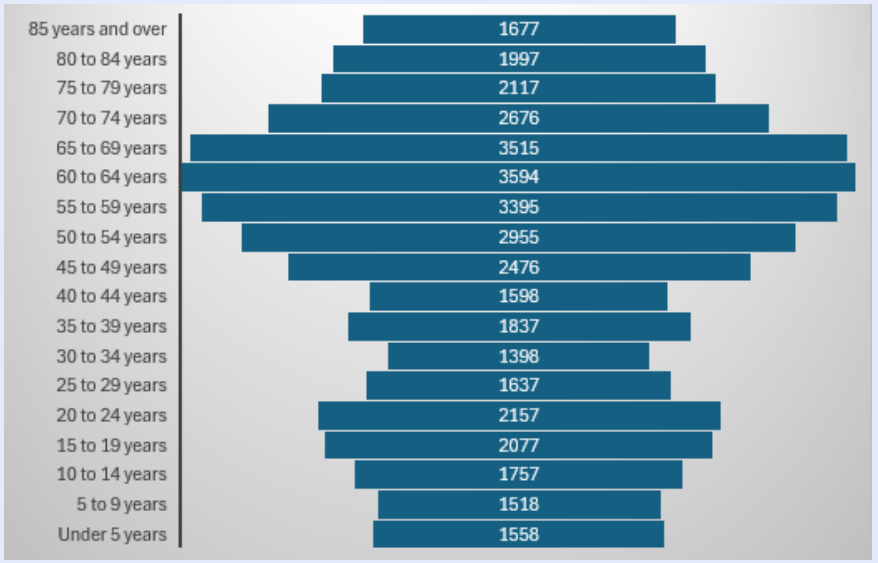
City of Prescott Population by Age

(2022 American Community Survey 5-year Estimates)

2000 CITY OF PRESCOTT POPULATION AGE (2000)



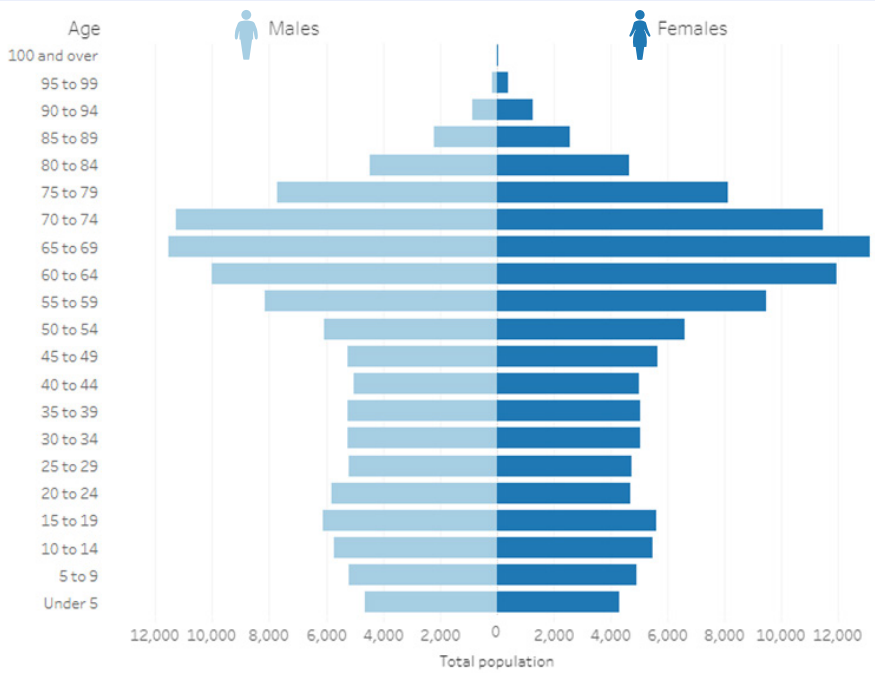
2010 CITY OF PRESCOTT POPULATION BY AGE (2010)



* figures may not reflect incomes not tracked by HUD

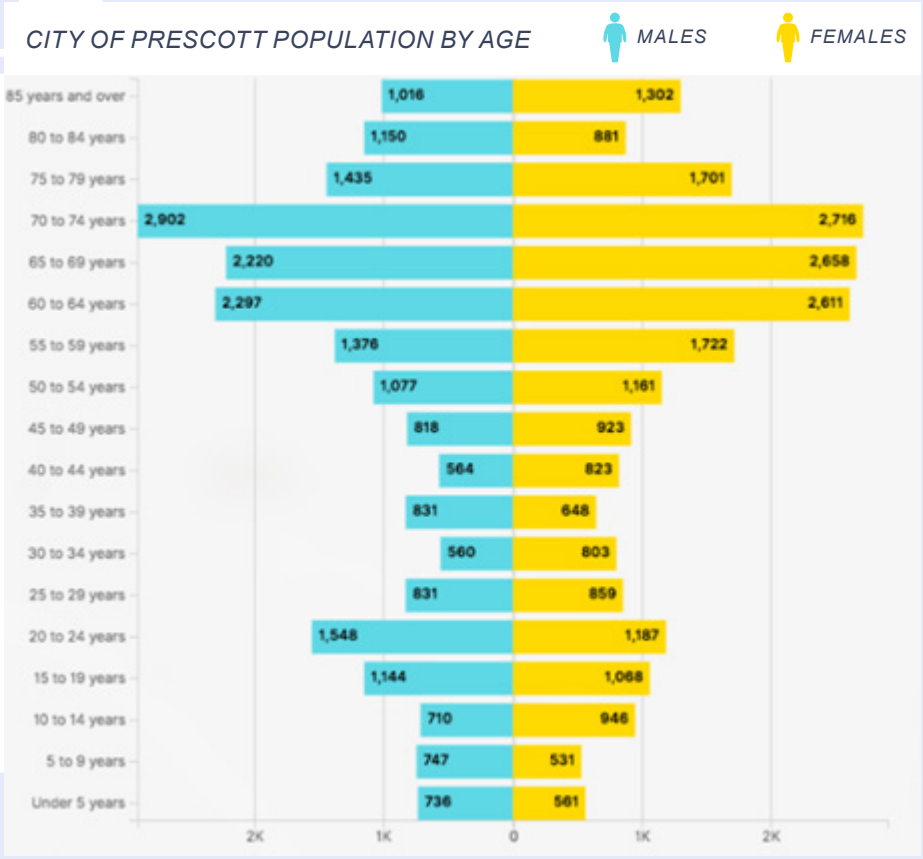
2020 YAVAPAI COUNTY VS. CITY OF PRESCOTT CENSUS DATA

POPULATION	MEDIAN AGE	% UNDER 18 YEARS	% 65 YEARS AND OVER	% FEMALE
236,209	55.5	15.7%	33.8%	50.9%



United States Census Bureau | U.S. Department of Commerce, U.S. CENSUS BUREAU, census.gov

2020

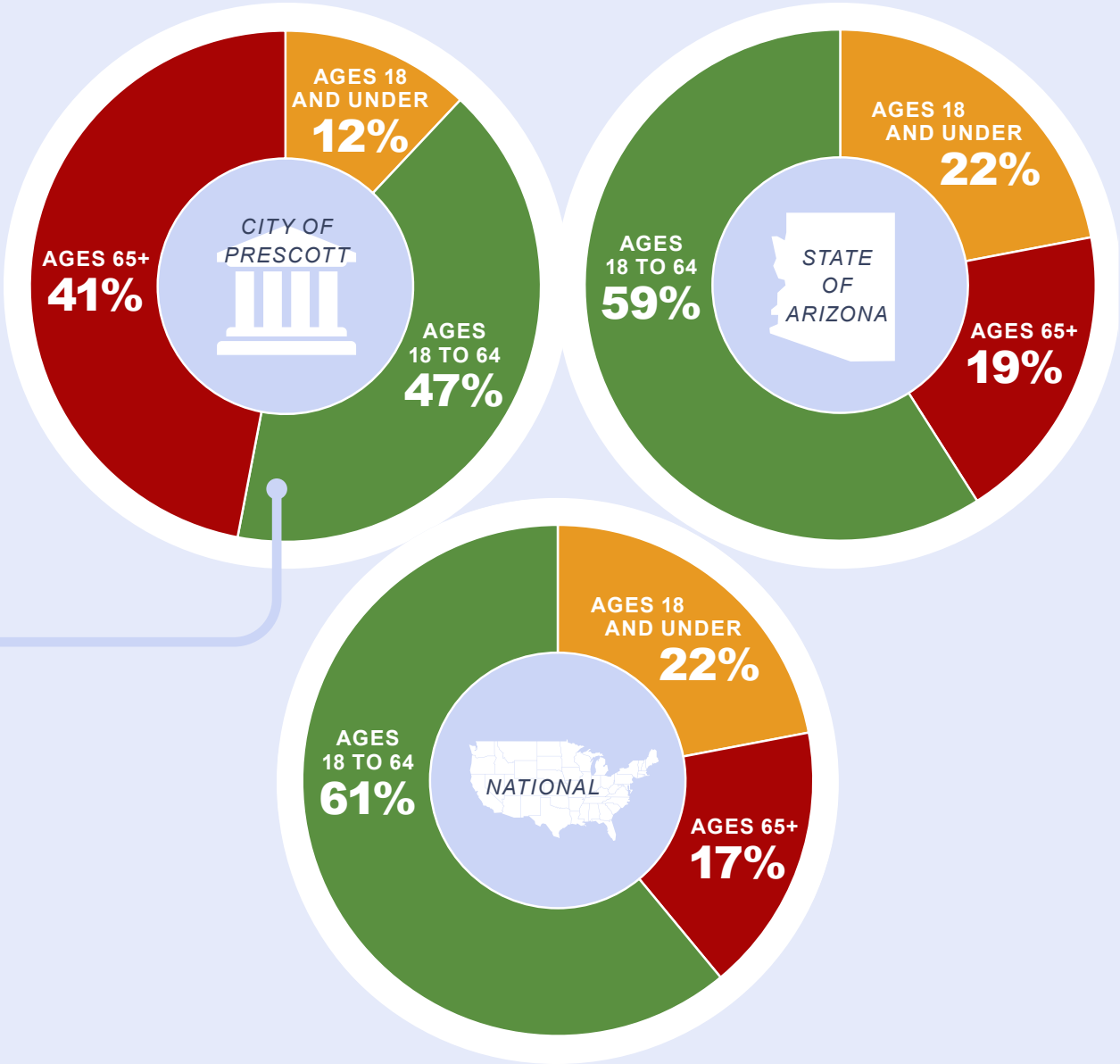


47%

Working age individuals makes up 47% of Prescott's total population.

A small and shrinking working-age population can have a significant impact on Prescott's labor market and economy, including a potential increase in cost of labor, increasing wage premiums for skilled labor due to demand, and fewer workers to pay taxes and provide vital services in the public sector.

AGE GROUPS BY % OF POPULATION



CHAPTER 1

RESILIENCY AND SUSTAINABILITY

With the increased impacts of climate extremes, reduced trends in annual precipitation while being surrounded on three sides by a National Forest, it is becoming more and more obvious that we need to cultivate **resilience.** Becoming more resilient and sustainable means that we are better able to prepare, adapt, and get stronger in response to internal and external pressures and stresses. This not only allows people, businesses, neighborhoods, and the whole community to maintain essential functions and bounce back relatively quickly, but also bounce forward toward improved environmental, social, and economic health and well-being. This focus allows us to simultaneously promote economic vitality, environmental integrity, and healthy communities.

Resiliency and sustainability involve many considerations, including wildfire risks, environmental planning, water availability, climate, and energy. Balancing land uses within a community is essential to providing residents with a full range of services, employment opportunities, and housing choices. This balance is vital for maintaining a resilient community. Currently, housing affordability for essential workers is a high priority, as the lack of affordable housing negatively impacts employee recruitment for local governments and private industries. This issue continues to hinder the hiring of qualified staff for essential services in government, healthcare, education, and other sectors. Consequently, Prescott faces higher service costs, fewer service options, and a flattening tax base. All stakeholders must take action to prevent the degradation of services for Prescott residents.

Maintaining a balance, especially with workforce housing, has been an ongoing concern for Prescott, as noted in the 1990, 1997, 2003, and 2015 General Plans. Providing for the housing needs of a balanced community has been and remains a challenge in Prescott due to the growing percentage of retired residents, many of whom are able to afford higher-priced housing, thus incentivizing the market to produce housing out of the reach of working families. In addition, the steady increase in land costs further drives up the cost of housing. In the last decade, market-based housing development in Prescott consistently favored (and continues to favor) larger single-family homes in large and smaller lot mass-graded subdivisions. However, with Prescott remaining a retirement destination, smaller houses on smaller lots and multifamily rental housing options may occupy a greater market share in the next decade.

Beyond the question of housing balance, it is important to consider the availability of commercial and industrial land in the city. Prescott is comprised of approximately 68% residential property, 10% commercial property, and 9% industrial property. The remainder is comprised of open space and master planned development properties. There is no “ideal” balance among these land use components. The key is to maintain sufficient undeveloped commercial and industrial lands to provide the necessary expansion of services to support anticipated residential growth. Approximately half of all commercial and industrial zoned land within the city remains vacant at the time of this writing.

The Prescott Fire Department

The Prescott Fire Department is the oldest in Arizona. It was established in 1885 and today is a modern and highly professional career fire department. The Department has a wonderful history of firefighting traditions and values a creative and proactive workplace. It is involved in numerous joint partnerships, including automatic aid with the Central Arizona Fire and Medical Authority, United States Forest Service, and Yavapai-Prescott Indian Tribe.

The Prescott Fire Department provides all risk services to our community. Fire personnel are the first responders to deal with epidemic disease, bio-terrorism, hazardous materials, and other threats to safety. They are trained in emergency medical response, structural and wildland fire fighting tactics, confined space and high angle rescue, hazardous material mitigation, fire prevention techniques, and involved in large-scale incident management at the local, county, and state levels.

The City was the first community in Arizona to adopt the Wildland Urban Interface Code with local amendments. Prescott Fire Department leadership is committed to aggressively addressing the threat of wildfire to our community and promotes fire-adapted community strategies. This proactive approach to fuel mitigation and educating our citizens regarding wildfires has placed the City in a leadership role locally and nationally.

The current question is not "if" a fire will occur but "when."

In 2019, the Department completed a comprehensive community risk assessment that is the foundation for assessing the risks faced by the community.

A major update to the community risk assessment was completed in 2024 and adopted by the Council in November of 2024. The document can be found at: **https://prescottfire.org/services/documentsandresources/**.

In 2023, the Department established a 5-year strategic plan (**https://prescottfire.org/wp-content/uploads/2024/03/01-Prescott-Fire-Department-Strategic-Plan-2024-Update.pdf**) that is updated annually to establish a redefined organizational identity and update its mission, vision, and values based on stakeholder comments.

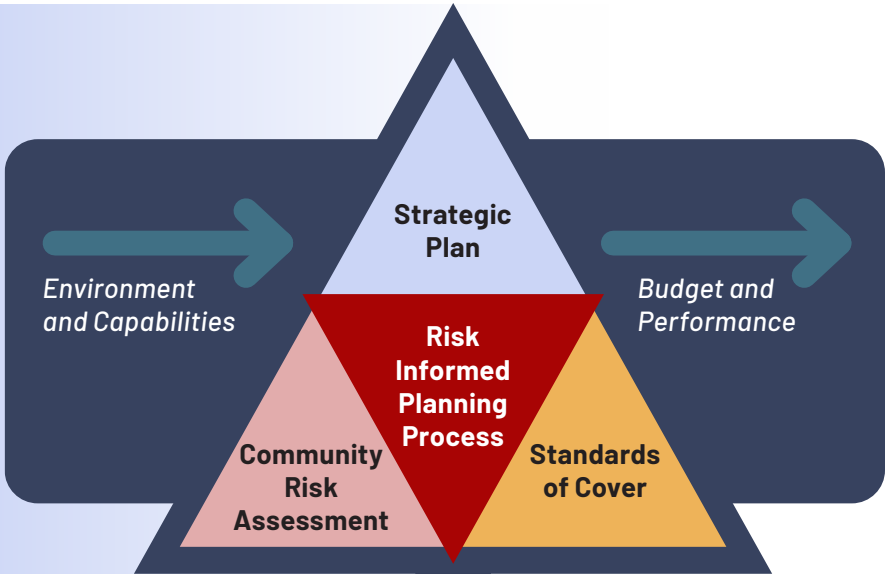
Seven strategic issues were identified that the Department must address to serve the community effectively. These challenges are all equally important and relate to the following:

1. **Staffing and Infrastructure –** There is a need for increased capital infrastructure and associated staffing to meet growth in the City.
2. **Occupational Safety –** Existing station infrastructure and policies need to incorporate current evidence-based research related to the fire service that influences the well-being of personnel.
3. **Data Collection and Analysis** – The department must improve the utilization of data collection and analyze it to drive organizational performance management.
4. **Community Growth** – Public safety resource allocation has not substantially increased, while the demand for services in the community has doubled.

5. **Sustainable Funding** – To maximize the impact of voter-approved public safety funding and address increasing city-wide demands, the general fund must be balanced to sustain public safety resources while fulfilling overall city priorities.

6. **Resource Viability** – The current resources allocated to the Department are insufficient to effectively manage its current responsibility. Therefore, they must be addressed before meeting the demand for expanding capabilities. The City may consider co-locating new Fire and Police structures to minimize cost.

7. **Workforce Development** – Significant changes in the workforce and the community, coupled with an evolution of the profession's demands, require a dedicated focus on investing in the current workforce and being proactive about recruiting new public safety professionals.



FIRE-ADAPTED COMMUNITY FRAMEWORK

Prescott is in an environment susceptible to wildfire. Some neighborhoods, especially those along the south and west boundaries of the city, are even more prone to wildfires. At-risk neighborhoods and other new construction are required by the adopted City Urban/Wildland Interface Code to implement vegetation management plans and to use more fire-resistant building materials. This code implements much-needed safety measures within the most at-risk areas. Because wildfire is the most significant natural threat to Prescott, it will remain an important factor in all aspects of planning for the City.

Prescott Fire Department leadership is committed to aggressively addressing the threat of wildfire to our community and promoting fire-adapted community principles. This proactive approach to fuel mitigation and educating our citizens regarding wildfires has promoted effective public/private partnerships in fire management.

FIRE DEPARTMENT GOALS AND STRATEGIES

Goal 1: Facilitate and promote the Prescott Fire Department as a vital component of Emergency Services.

Strategy 1.1 Continue to promote fire-adapted community principles and encourage local neighborhoods to achieve Firewise designation.

Strategy 1.2 Consistently assess the Department's strategic goals and objectives (https://prescottfire.org/wp-content/uploads/2024/03/01-Prescott-Fire-Department-Strategic-Plan-2024-Update.pdf).

Strategy 1.3 Reduce the negative consequences of life threatening emergencies experienced by the community through effective response and mitigation solutions.

Strategy 1.4 Enhance Emergency service delivery through strategic positioning of public safety infrastructure.

Strategy 1.5 Establish a performance management system to base organizational decisions on cross disciplinary databases.

Fire Station

Environmental Planning

AIR QUALITY

During the early 20th century, Prescott's clean air and temperate climate drew many respiratory patients to the area for treatment. Today, air quality remains an asset of the community, helping to draw tourists and those seeking lifestyles away from large urban areas with poor air quality. Continued urbanization, with its associated increase in traffic, may degrade Prescott's air quality in the future, potentially hurting tourism, growth, and the quality of life for residents.

CHALLENGES

Although natural air movements bring some air pollution into the area, the community can improve air quality most effectively by discouraging local pollution. The Circulation Element addresses reducing automobile dependence through alternative transportation; however, the overall environment in Prescott is affected by individual auto use.

Dust, smoke, proliferation of plant pollens, and automobile emissions are sources of urban air pollution. Smoke is a problem during winter months because of wood-burning fireplaces and stoves, and at other times, seasonal prescribed burns affect air quality. In the warmer, dry months, dust from dirt roads and construction activities affects air quality. A continuing drought exacerbates poor air quality conditions.

GOALS AND IMPLEMENTATION STRATEGIES

Goal 1: Maintain Prescott's good air quality by protecting it from degradation.

Strategy 1.1 Encourage the upgrade to EPA-approved wood burning stoves and fireplaces.

Strategy 1.2 Maintain road sweeping with water-filled street sweeping machines to reduce dust particulate air pollution, especially during dry periods.

Strategy 1.3 Evaluate the number of air quality monitors across town to identify trends and issues and decide whether to participate in the ADEQ Air Quality Flag Program (https://azdeq.gov/FlagProgram).

Goal 2: Identify and promote alternative transportation strategies to reduce vehicle emissions.

Strategy 2.1 Partner with Central Yavapai Metropolitan Planning Organization (CYMPO) and private industry to develop a transit system. Seek funding and initiate service where feasible.

Strategy 2.2 Expand the scope and connectivity of the City's bicycle, pedestrian, and trail circulation systems by linking existing networks. Prioritize schools as hubs in the network to reduce vehicular pick-up/drop-off lines and their associated idling.

WATER QUALITY

Prescott enjoys drinking water of good quality from deep wells. The City is a water service provider operating a water supply, treatment, distribution system, wastewater collection, and effluent distribution system. These systems are operated in compliance with federal and state water quality regulations.

Prescott is committed to maintaining a sustainable balance in water management, encompassing water quality, use, conservation, importation, and groundwater recharge. Our city plans, water policies, and adopted codes are designed to address these crucial issues. Regular reevaluation and revision of these plans, policies, and codes are essential to ensure we meet our water management goals (the state regulates surface water).

WATER QUALITY GOALS AND IMPLEMENTATION STRATEGIES

Goal 1: Protect surface waters and groundwater recharge areas to maintain the high quality of Prescott's water.

Strategy 1.1 Strengthen requirements for building sites to prevent erosion and pollution from stormwater runoff.

Strategy 1.2 Identify and evaluate any stormwater and other discharges that have the potential to pollute the Little Chino aquifer, other aquifers, or surface waters and report them to ADEQ.

Strategy 1.3 Update Prescott City Code's Stormwater sections 16-4, 16-5, and 16-6 every five years to reflect the most recent Clean Water Act Requirements, Waters of the U.S. designations, and the Arizona State Protected Waters program.

Strategy 1.4 Revise the First Flush (the initial surface runoff of a storm) requirement as defined in the General Engineering Standards.

Strategy 1.5 Require (re)development projects to retrofit existing stormwater infrastructure to meet current first flush requirements.

GREEN STORMWATER INFRASTRUCTURE (GSI)

The goal of GSI is to "slow it down, spread it out, and soak it in" and is an integrated solution to stormwater management with numerous benefits:

- Reduces stormwater pollutants and localized flooding.
- Conserves water by directing rainwater to streetside landscapes and parks.
- Supports riparian vegetation and wildlife while replenishing local groundwater aquifers.
- Enhance traffic calming efforts and pedestrian/bike safety features.
- Grows an urban/neighborhood forest with the benefits of mitigating extreme temperatures and heat island effects.

Green Infrastructure, or Low-Impact Development (LID), is a comprehensive environmental conservation and sustainable development approach. It directly applies to local water concerns, stormwater management, and watershed health. GSI integrates natural ecological and engineered systems for managing stormwater, harvesting rainwater, and recharging aquifers. These design and management protocols reduce flooding events, prevent contamination of surface waters with pollutants from the built environment, and conserve groundwater. Additionally, they provide aesthetic, recreational, and wildlife habitat benefits and lead to reductions in water treatment costs and infrastructure burden. **The use of GSI features and management practices could significantly contribute to a sustainable water supply, considering that about 30% of water use in the City is for landscaping.**

Goal 1: Enhance stormwater use and management for aquifer recharge and optimization of water treatment infrastructure.

Strategy 1.1 Investigate the creation of a low-impact development ordinance for infiltration and reuse of stormwater for all new residential, commercial, and industrial developments. In the ordinance, consider incentives for new development applicants to use pervious pavements and other LID techniques to manage site stormwater runoff.

Strategy 1.2 Develop a process for identifying potential neighborhood projects and grant funding sources, such as the Community Development Block Grant (CDBG), for green stormwater infrastructure and integrate it into the City's Capital Improvement 5-year project list.

Strategy 1.3 Work with adjacent jurisdictions to integrate and align stormwater standards, policies, and practices across the region and to create a tool-kit to support local governments in adopting and implementing stormwater standards, policies, and practices.

Goal 2: Green Stormwater Infrastructure (GSI)

Strategy 2.1 Create a GSI program to identify, construct and maintain GSI. Where feasible integrate GSI into City street reconstruction projects.

Strategy 2.2 Incorporate GSI into all municipal facilities and parks where feasible.

LAKES

The City owns or leases land associated with four bodies of surface water:

1. **Upper Goldwater Lake**
2. **Lower Goldwater Lake**
3. **Watson Lake**
4. **Willow Lake**

All four water bodies are man-made reservoirs that have historically served as community water supplies for City water customers or the agricultural industry in the region. **Lynx Lake** is owned and managed by the Prescott National Forest.

Upper and Lower Goldwater lakes are the smallest of the four, with historic legal documents stating the combined capacity to be 620 acre-feet. Lower Goldwater Lake was used to supply water to the City by supplementing the water pumped from Del Rio Springs. Neither Upper nor Lower Goldwater Lake is used for the City's water supply. Goldwater Lakes are now public recreation amenities maintained by the City's General Fund. These lakes are upstream of the community, reducing the population center's effects; however, it is subject to natural processes such as siltation.

Watson and Willow lakes also have an extensive history. They were originally built to store and release water from annual precipitation for the downstream agricultural industry. The most current document (Sever and Transfer 98-001) for Watson and Willow lakes state their legally claimed storage capacities to be 4,600 and 5,980 acre-feet, respectively, with the right to continuous fills and refills. Unlike the Goldwater Lakes, Watson Lake and Willow Lake

are subject to natural processes and the effects of the upstream population center. It was not until 1998 that the City purchased these lakes from the Chino Valley Irrigation District following a voter-approved bond measure for $15M. The official ballot language associated with City Resolution 3033 describes property and water rights for water resources and recreational purposes. Since purchase, reservoir operation has had a complete shift in their operation. Water is now stored from year to year for water supply, recreation, and fish spawning needs. Releases still occur pursuant to requirements regarding surface water right holders and for the storage and recovery of supplies to support City water customers. Due to the water storage and recreation uses of these lakes, they currently require both City General Fund and Water and Wastewater Enterprise Funds expenditures.

It is recognized that surface water bodies in the City's jurisdiction require continued operation and maintenance at federal, state, or locally imposed standards. Each reservoir is subject to varying influences from outside agencies, nature, and the effects of the nearby population. Since both Watson and Willow lakes have no continuous flow-through and are not drained annually, siltation and accumulated contaminants present challenges to their vitality. In 2004, the Environmental Protection Agency designated the Watson Lake reservoir as impaired because of high levels of nitrogen, low dissolved oxygen, and high pH.

As part of the Watson Lake Water Enhancement Project, City Council approved a proposal to install four floating, solar-powered aerators at their November 28, 2023, meeting. The floating circulators are designed to circulate the water to prevent and control water quality problems in lakes and were installed in February of 2024.

LAKES GOALS AND IMPLEMENTATION STRATEGIES

Goal 1: Improve the water quality of publicly owned reservoirs to Arizona's surface water quality standard for full body contact so that recreational swimming can be considered.

Strategy 1.1 Protect the lakes and their watersheds from sources of pollution. To reduce pollution, implement solutions using natural processes, such as green stormwater infrastructure.

Strategy 1.2 Provide community education to inform the population on ways to protect local surface waters.

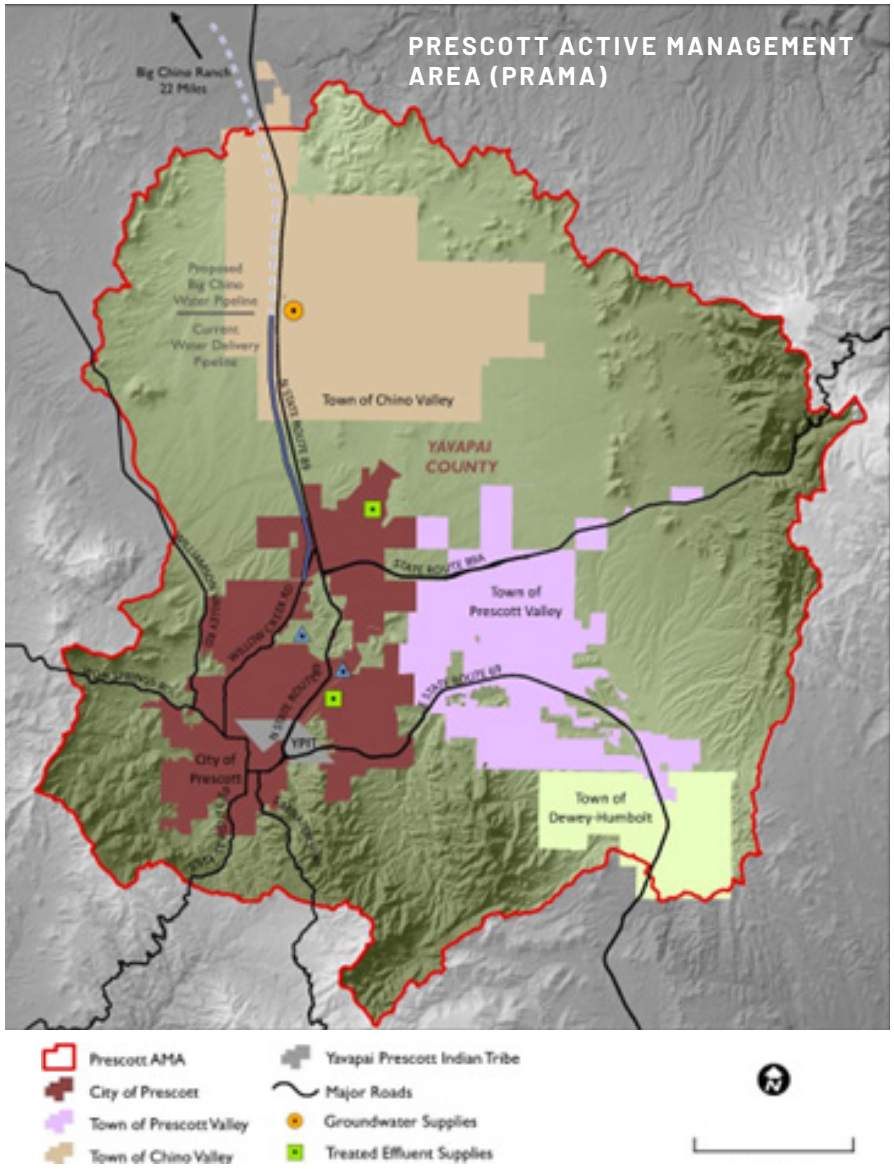
Strategy 1.3 Maintain and preserve open space areas that complement the lakes and the surrounding environment, wherever possible, through zoning procedures, negotiations, and the creation of codes for new and existing development.

Strategy 1.4 Develop recreational trails and park settings to promote low-impact uses that will not negatively affect water quality.

Goal 2: Develop an up-to-date Lake Management Plan for Watson, Goldwater, and Willow lakes. These plans should be updated and/or amended as needed.

Strategy 2.1 Engage U.S. Fish & Wildlife Service in a dialogue regarding the applicability of a Safe Harbor Agreement(s) for the management of City properties with Threatened and Endangered species.

Strategy 2.2 Explore the feasibility and applicability of Natural Infrastructure (naturally occuring landscape features) in Dryland Streams in ephemeral washes to address water quality and nuisance flooding issues impacting City waterbodies.



Strategy 2.3 Implement measures to achieve the prescribed federal Clean Water Act (https://www.epa.gov/laws-regulations/summary-clean-water-act) and Arizona State Protected Waters Program water quality requirements, including watershed management best practices.

WATER RESOURCES

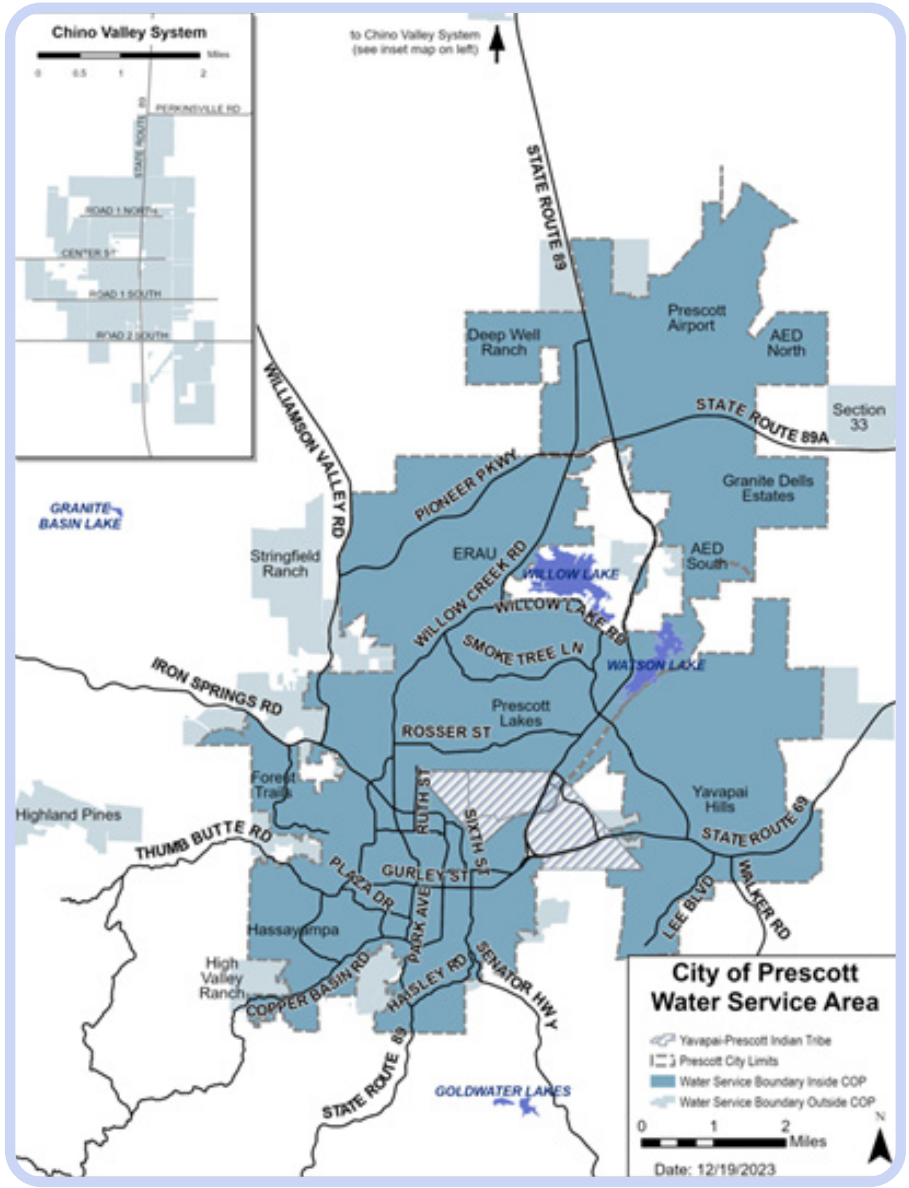
Water availability is crucial to maintaining a high quality of life with a healthy economy. Water supplies are regulated by the Arizona Department of Water Resources (ADWR) and situated within the Prescott Active Management Area (PrAMA). The PrAMA also includes the Towns of Prescott Valley, Chino Valley, and Dewey-Humboldt, portions of unincorporated Yavapai County, and the Yavapai-Prescott Indian Tribe Reservation, as shown on the map to the left.

Communities within the PrAMA withdraw groundwater based on Arizona Revised Statutes and Arizona Administrative Code. Further, ADWR Management Plans establish water management strategies emphasizing conservation, replacement of existing groundwater use with renewable supplies, recharge, and water quality management by all identified water use sectors including municipalities.

Two key historic actions that affect the PrAMA are the statewide 1980 Groundwater Management Code and the 1998 PrAMA Declaration of Groundwater Mining (being out of safe yield). The latter instituted the Assured Water Supply rules. For more information on ADWR statutory authorities, visit www.azwater.gov.

Since 1999, the City has maintained a Designation of Assured Water Supply (DAWS). The legal document issued by ADWR, a Decision and Order of Assured Water Supply, is also commonly referred to as a “D&O”. A D&O sets forth current, committed, and projected demands, and the water supplies to meet those demands.

WATER SERVICE AREA



In the City's case, this document relates to the water service area shown on the map to the left.

The City's current D&O was issued in 2009. In December 2021, the City filed a required update which is currently under ADWR review. The map to the left shows the anticipated water demands included in the 2021 D&O application as of June 2024.

2021 D&O DEMANDS

Water Resource Management Model Demands

AFY quantities are provisional based on ADWR review of City's 2021 Decision and Order application.

Current Demand	9,328 AFY
Committed Demand	3,534 AFY
Projected Demand	1,667 AFY
Total Demand Estimate	14,529 AFY

Current Demand means the 100-year water demand for existing uses within the service area of a designation applicant or designated provider, based on the annual report for the previous calendar year.

Committed Demand means the 100-year water demand at build-out of all recorded lots that are not yet served water within the service area of a designation applicant or a designated provider.

Projected Demand means the 100-year water demand at build-out, not including committed or current demand, of customers reasonably projected to be added and plats reasonably projected to be approved within the designated provider's service area and reasonably anticipated expansions of the designated provider's service area.

Source: WRMM 2020

ADWR requires that water supplies are shown as continuously and legally available for 100-years to be included in the D&O. Per the 2021 D&O application, the City is currently anticipating 17,544.93 AFY, a combination of groundwater, and stored and recovered (surface water and treated effluent) supplies.

Approval of the D&O will set the legal water supply for the City and establish the demands for the set period, typically 10-20 years. With this information, the City can evaluate potential growth as established in the General Plan and create a long-term water management plan to support that growth. This is why it is vital for the City to complete the D&O process.

There are a number of subdivisions that the City has contracted water to, either through a Water Service Agreement or a Development Agreement. These commitments fall in either the committed or projected demand category, depending on whether each development has obtained a plat or not.

The anticipated numbers shown in the 2021 D&O Demands on the previous page are based on the City's Water Resource Management Model (WRMM) (**https://www.azwater.gov/hydrology/groundwater-modeling/prescott-regional-model**). The WRMM is discussed more in the Planning for the Future section on page 37. Although the WRMM tracks actual and estimated demands, the City will need to plan carefully to ensure that any future annexations, economic development efforts, and large projects are thoroughly and accurately accounted for and that supplies will meet the needs of future projects.

Goal 1: Maintain the highest Arizona standing for water providers – Designation of Assured Water Supply (DAWS)

Strategy 1.1 Continue renewal of and maintain D&O.

Strategy 1.2 Continue to meet ADWR regulatory requirements for permits and plans held by the City as an entity within the Prescott AMA.

LOCAL SUPPLIES AND INFRASTRUCTURE

Water supplies recognized in the City's 2009 D&O include groundwater (currently from the Little Chino Sub-basin aquifer and transportation water from the Big Chino Sub-basin aquifer with conditions), surface water, and treated effluent supplies used for recharge and recovery. Groundwater is the largest water supply within the City's water portfolio, and it is currently pumped from two well fields operated by the City's Public Works Water Operations Division.

The Intermediate Pump Station and Chino Valley Water Production Facility improvements are scheduled for completion in the first quarter of 2025. The addition of these facilities will constitute a major capacity increase to the City's pumping and water storage capacities while also reducing water pressures by approximately half for over 75,000 feet of transmission mains.

The City has surface water supplies through its water rights associated with the Watson Lake and Willow Lake reservoirs. The City has a legal entitlement to discharge up to 3,861.26 acre-feet per year (AFY), plus 965 AFY for Transportation Losses (not to exceed 4,826.26 AFY) from the reservoirs for municipal use. The City implements this water right by routing surface water from the Watson Lake and Willow Lake reservoirs to the recharge basin facility near the Airport Water Reclamation Facility (WRF). Since surface water supplies are subject to variation in precipitation each year, the City's recognized water volume in the D&O is lower than the City's water right. This provides a buffer for years of low precipitation where the City chooses to recharge lower amounts to maintain a recreational and environmental pool in the reservoirs.

Treated wastewater (effluent) or reclaimed water, like surface water supplies, is used for reducing demand on the groundwater supplies. The City provides reclaimed water to golf courses, and for construction and industrial uses. Like surface water supplies, reclaimed water that is not contracted for direct use is sent to the recharge facility for underground storage and replenishment of the aquifer.

The City has operated the Sundog Wastewater Treatment Plant (WWTP) since 1934 and the Airport Water Reclamation Facility since 1988. Combined, these facilities are permitted to treat up to 10.75 million gallons per day (MGD) of domestic and industrial wastewater. Between 2000 and 2022, the City has delivered an average of 3,759 AFY of effluent. Proposition 400, approved by Prescott voters in 2005, requires all effluent generated by development in newly annexed areas equal to or exceeding 250 acres to be used for permanent recharge. For more information on the City's wastewater operation please visit the City website at: **www. prescott-az.gov/sewer-and-wastewater/wastewater-operations/**.

Related to the infrastructure, the maintenance cost of keeping aging systems functioning, both potable and non-potable will be a challenge that the City will continue to face in the coming years. To ensure all newly constructed pipelines will have the longest service life possible, Ordinance No. 2021-1743 was passed requiring the use of ductile iron pipe (DIP) for all water main installation and prohibiting the use of Polyvinyl Chloride (PVC) pipe.

The challenges of aging infrastructure and establishment of new infrastructure will require effective coordination of water operations and water resource management to establish forward planning and integrate policies that ensure the sustainable and equitable distribution of water resources. This coordination is essential to address the needs of all existing and future water users while considering environmental, social, and economic factors.

BIG CHINO WATER RANCH (BCWR)

In 1991, Arizona Legislature authorized the importation of groundwater into the PrAMA from the Big Chino Sub-basin as a substitute for Central Arizona Project water that had been allocated to Prescott, but could not physically be brought north for use. In 2004, the City and the Town of Prescott Valley entered into an Intergovernmental Agreement (IGA) for the purchase of BCWR located approximately 18 miles northwest of Paulden. The project consists of 11 wells, a pump station, and 30 miles of pipeline for the transportation of water from BCWR to the Water Production Facility in Chino Valley. A summary of project highlights is included below.

- In the City's 2009 D&O, a portion of the City's water portfolio has the legal right to import up to 8,067.4 AFY from the Big Chino Sub-basin (ARS §45-555E and F).
- Proposition 401 known as the Prescott Tax Payer Protection Act, was voted on and passed in 2009. This requires the voter approval of certain high-value projects set at $40 million in 2011, but this number is adjusted every year based on the Bureau of Labor Statistics Consumer Price Index (CPI). The CPI was adjusted to $57.5 million as of December 2024.
- By 2010, construction plans were prepared and some easements for pipelines were obtained. The project was put on hold because of ongoing legal action regarding the Verde River and changes in the City's strategy for water supplies.
- In 2010, an Agreement in Principle (AIP) was signed by City, the Town of Prescott Valley, and the Salt River Valley Water Users' Association and Agricultural Improvement and Power District (SRP). This effectively stopped legal proceedings and shifted emphasis toward the scientific study of the Big Chino Sub-basin and the Upper Verde River.

- In September 2012, the City, Town of Prescott Valley, and SRP entered into Comprehensive Agreement No. 1. This agreement allowed for the construction of monitoring equipment and preparation of a groundwater flow model for the Big Chino Sub-basin and Upper Verde River.

Future efforts include completion of testing the groundwater flow modeling with Comprehensive Agreement No. 1, preparation of pumping scenarios to determine the source of all groundwater pumping impacts to the Verde River, and evaluation of mitigation measures, if any, required to mitigate impacts to the Upper Verde River from Big Chino Water Ranch.

REGIONAL WATER SUPPLY PLANNING

Population growth and development anywhere within the PrAMA will affect the aquifers and the PrAMA goal of reaching safe-yield. Development patterns and policies in other jurisdictions within the PrAMA differ from those of the City. The City anticipates the need to continue to work regionally to achieve and implement a successful management strategy. This should include continued partnering with Yavapai County, Town of Prescott Valley, Town of Chino Valley, Yavapai Prescott Indian Tribe, and other recognized entities, such as SRP. It is also important that the City clearly communicates with the public over water planning efforts. To achieve or even approach safe-yield, regional efforts in conservation and water planning from all water users within the PrAMA including Regional Master Water Planning and Regional Storm Water Recharge strategies will be necessary.

Goal 2: Protect local supplies, potable and non-potable, and their delivery infrastructure.

Strategy 2.1 Seek partnerships and opportunities for collaboration on regional water issues such as stormwater recharge and water conservation efforts

Strategy 2.2 Continue to develop a comprehensive study for the BCWR including economic, social, and environmental impacts of adding this water supply to the City's portfolio. This will be evaluated against other supply types considered in Strategy 3.2, preparation of a long-term water management plan.

PLANNING FOR THE FUTURE

Water planning is ongoing and requires significant time horizons for both physical supplies and their associated infrastructure. Below are several examples of the City's planned efforts in two categories: **data systems** and **management**.

Data Systems

To meet the intent of the adopted 2025 General Plan, the City and its consultants continue to work toward long-term water resource management and updating to more current tools and approaches. The first step was building a data repository that links land and water demands and running various scenarios (e.g. changes in either customer demands or available supplies, policy implications, etc.) to assess various possible futures. The Water Resource Management Model (WRMM) was created for this purpose.

The initial version of the WRMM was based on the City's water service area boundary. Next, a version which incorporated the 2025 General Plan boundary was created. The final version was created to handle the data as required by state statute and rules

for updating the City's DAWS. The WRMM is updated annually to include the previous year's billing data. Currently, the WRMM is used to provide City Council with information to understand supply and demand (data for) the determination of water budgets. In the future, when more detailed procedures are developed for uses of the WRMM, it will become a more useful tool for setting water budgets, complying with DAWS regulations, and meeting the objectives of the General Plan.

Other critical tools the City utilizes for water resource management include:

- **Water and Wastewater (Infrastructure) Models**
  The City will continue to regularly update its infrastructure model.
- **Big Chino Groundwater Flow Model**
  In partnership with the Town of Prescott Valley and SRP (Comprehensive Agreement No. 1), a model will be completed in late 2024. This model will advance a needed future water supply while also working to protect Upper Verde River flows. See the Big Chino Water Ranch section for additional information.

Management

City Codes and Water Policy: On April 26, 2022, City Council approved a new water management policy as a guide for new developments and how water is allocated to them. The intent is to support responsible growth, development, and ADWR's goals and management strategies to work towards safe-yield. On March 26, 2024, the Amended 2022 Water Management Policy was adopted by City Council based on recommendations from the Mayor's Commission for Water Policy Review and Monitoring and City staff to bridge the City until completion of the next D&O and provide efficiencies in the processing of Water Service Applications. For more information on the water policy and to view current water budgets visit: https://prescott-az.gov/water-resource-mgmt/water-policy/.

Watson Lake

Water Conservation (Demand Management): The City's existing water conservation program encourages Water Smart practices. Conservation measures presently yielding water savings include tiered water billing rates, direct use of treated wastewater effluent, maintaining financial incentives for conservation, and furthering public education. For more information, visit https://prescottwater.com/.

Advanced Metering Infrastructure (AMI): The City has begun to update the water system to incorporate smart water metering technology known as AMI. This technology is an integrated system of water meters, communication networks, and data management systems that enable two-way communication between meter endpoints and utilities. AMI features a network of smart water meters and intelligent infrastructure that provides continuous and historical data to improve system intelligence, visibility, automation, and control. These systems increase water conservation by enhancing meter reading efficiency, assuring long-term meter accuracy, improving customer service processes, transparency of water use and leak detection to homeowners, and supporting security to deter tampering. In 2023, the City was awarded a $3 million Water Infrastructure Finance Authority (WIFA) grant for the implementation of AMI throughout the City's Water Service Area. City Water Operations is continuing to pursue additional WIFA grant opportunities.

PFAS: Since the Environmental Protection Agency (EPA) has released the final rules and Maximum Contaminant Levels (MCLs) for chemicals known as PFAS, City Utilities staff have been evaluating the impact these rules will have on future City Water Operations. For more information see epa.gov/pfas/pfas-explained. Current treatment strategies being considered include ion exchange resin, granular activated carbon, nanofiltration, and reverse osmosis.

Water Resources Long-Term Management Plan: On November 21, 2023, the Mayor's Commission for Water Policy Review and Monitoring finalized a companion recommendation to the amended 2022 Water Management Policy as listed below.

It is recommended that the City begin the process to develop a long-term water management plan, incorporating the water resource management model and appropriate legal documents.

With the Commission identifying disconnects in the 2022 policy, it is evident the City is lacking a long-range water management plan to carry the City's water health and safety when there are changes from one elected and leadership body to another. The 2022 policy may temporarily bridge the City, while a long-term plan is developed and aligns with its pending DAWS, which is currently under review with ADWR.

Alignment with the City's General Plan is important due to the City's service area extends outside of its General Plan area.

The strategic aspect of doing a long range water management plan was approved by City Council on March 26, 2024. The development of a long-term water management plan will need to consider many aspects including water supplies, demands, management strategies and goals, conservation, climate change, emerging contaminants, and implementation and monitoring. Many of the aspects discussed in this General Plan will need to be included when planning and partnering with PrAMA members.

Goal 3: Continue planning to serve existing and future demand with available or to be acquired supply types.

Strategy 3.1 Exercise and improve the City's WRMM data repository and analysis tool on a yearly basis in order to inform our long range management plans.

Strategy 3.2 Develop a long-term water management plan that will include demand management strategies that look at various code updates to address uses as discussed here.

Strategy 3.3 Investigate and commence planning of future supply types such as stormwater (see Strategy 2.2) and maximizing use of treated effluent for direct use, indirect use, and evaluation of the potential for advanced water purification.

Strategy 3.4 Continue to develop the Water Conservation program to lower outdoor water use, identify grant opportunities for conservation programs, and develop additional metrics to measure results. See www.prescottwater.com about Prescott water conservation program.

CLIMATE AND ENERGY

CLIMATE

In February 2023, a collaborative research team from the University of Arizona and New Mexico State University created a Climate Profile for the Quad Cities Region which was released and can be viewed at: https://qcclimatecollaborative.org/climate-action-hub.

TEMPERATURE PROJECTIONS

Global average temperatures have risen for decades, and our city is no different. Although year-to-year variation is natural and expected, our region's average annual temperature has increased by about 2.25°F since 1985. The best available climate models project annual average temperatures to climb 4-5°F over the long-term average by 2050 and 6-11°F by 2100. Without global access to moderate climate change, our region's annual average temperatures will likely approximate Albuquerque by 2050 and Tucson by 2100.

Of course, extreme temperatures are also likely to become far more frequent. On average, there were eight days above 95°F between 1961 and 1990, but our region has experienced about 20 days over 95°F annually for the last few years. Climate models project up to 40 days above 95°F by 2050 and over 95 days above 95°F by the end of the century. The number of days over 100°F (currently five days) could increase to 10-12 days by 2050 and potentially rise to as many as 55 days by 2100.

PRECIPITATION

The total annual precipitation projections anticipate little to no change in the Quad Cities area, but an increased likelihood of larger, more intense storms that concentrate more of our annual rainfall into shorter periods. Even with no change in total precipitation, the Quad Cities' warming climate is projected to make conditions drier, because higher temperatures will increase evaporation from soil and bodies of water, and increase transpiration of water by plants into the air. Therefore, drought conditions will worsen even if total precipitation does not change.

CLIMATE IMPACTS

The Climate Profile highlights several areas where these climate projections will impact the region in general:

- Children, older adults, and people with pre-existing conditions will be increasingly vulnerable to adverse health consequences of extreme temperatures, along with those who work outdoors or who are socially isolated.
- Increasing temperatures will likely increase ground-level ozone pollution and wildfire frequency and intensity. This will also increase exposure to the fine particulates (PM2.5) which are known for their adverse effects on respiratory and cardiovascular health.
- Mental health issues linked to climate-related disasters such as flooding, heat, and wildfires are likely to increase.
- The region's ecosystems will be impacted. For example, direct stress from heat and lack of moisture will negatively impact forest health, reducing tree growth and increasing tree mortality.

- Warming is already driving an increase in the area burned by wildfires and an overall longer fire season. Substantial increases in the number of wildfires and the area burned are projected to increase, with particular risk to the wildland-urban interface.
- With larger storm events, areas in the Quad Cities area may become more flood-prone. The combination of more frequent, larger forest fires and more extreme precipitation can lead to an increase in post-fire flood events.
- Rising temperatures will likely impact streamflow levels and soil moisture, which are key drought indicators. Global climate trends, if not abated, could lead to mega-droughts.
- Indications for the Western U.S. are that aquifer recharge rates are falling in the Western U.S. because of warming temperatures and changes in the character and pattern of precipitation. It is likely aquifers in the Quad Cities area will be similarly affected.
- The projected climate trends can impact water quality in the Quad Cities area. For example, increased runoff from areas burned by wildfires increases sedimentation in lakes and rivers; increased nutrients in drought-affected surface waters may result in algal blooms; and runoff from extreme precipitation events is likely to increase non-point source pollution.
- The report concludes no single factor affects water availability and quality in the Quad Cities area. Population growth, water demand and use, changing climate, and water rights will all need to be considered by regional decision-makers.
- The agriculture sector, including farming and ranching, will be impacted. Rangelands are vulnerable as forage quality and quantity are likely to suffer. Hotter temperatures can also increase heat stress on livestock and contribute to disease proliferation.

THE IMPORTANCE OF ONGOING CLIMATE CHANGE ADAPTATION PLANNING

Climate change adaptation planning is planning to adjust to new or changing environments in ways that take advantage of opportunities and reduce negative effects. The Climate Assessment For The Southwest (CLIMAS) Climate Profile emphasizes the importance of continuously identifying risks and vulnerabilities, assessing and selecting action options, implementing short- and long-term strategies, and monitoring and evaluating the local outcomes of each strategy.

Planning for climate change adaptation has already begun in many places across the country. Thirty-three states and over 600 local governments have climate change adaptation plans. The Quad Cities Climate Collaborative released a companion report to CLIMAS's Climate Profile for the Quad Cities Region of Arizona in early 2023, Local Climate Action Options for the Quad Cities Region (https://qcclimatecollaborative.org/climate-action-hub).

That report was written to help members of the community translate the CLIMAS report findings and suggestions into action at the local level. It is intended to be a "living document" in the sense that it can change over time as solutions are implemented and new information becomes available. A broad-based working group of local stakeholders representing community organizations and local governmental agencies contributed to the compilation and final production of the document. As the Climate Profile makes clear, climate change is already upon us, and it presents our region with important challenges. Our economy, public health, infrastructure, and the natural systems where our communities are embedded are interdependent. To sustain even one of these critical elements, we must sustain them all. The suggestions in the Climate Profile and the

2023 CHARGE POINTS BY CITY PER U.S. DEPARTMENT OF ENERGY ALTERNATIVE FUELS DATA

City	Level 2	Level 2 TESLA	DC Fast	DC Fast TESLA	DS Fast RIVIAN	TOTAL	City Population	Stations per 1,000 People
Sedona	32	32	4	14	6	88	9,896	8.89
Williams	6	3	5	0	0	14	3,365	4.16
Dewey/Mayer	4	0	0	8	0	12	4,639	2.59
Flagstaff	64	13	5	36	0	118	77,047	1.53
Cottonwwood/Clarkdale	9	1	0	0	0	10	17,926	0.56
Prescott	16	1	4	0	0	21	48,946	0.43
Prescott Valley	9	0	0	0	0	9	50,687	0.18
Camp Verde	1	0	0	0	0	1	12,481	0.08

Source 2023 Water Resource Management Model | Note: List shows the largest potential future demand areas but is not comprehensive of all future development

"Local Climate Action Options" report are offered from a framework of sustainability—i.e., solutions that simultaneously maintain environmental integrity and economic vitality.

ENERGY

Increasing the use of renewable energy and promoting energy efficiency will provide economic benefits and environmental resiliency, preserving our natural resources in alignment with the General Plan vision of a sustainable community that preserves our environmental, cultural, and historic character. The combination of transportation and building energy consumption accounts for significant greenhouse gas emissions; therefore, our community needs to focus on the built environment: man-made structures, roads, and the infrastructure that supports them.

Electric vehicle ownership is expected to grow, with manufacturers planning to spend $1.2 trillion through 2030 to develop and produce electric cars. Multiple manufacturers are planning to produce and sell only electric cars by 2030 or 2035.

The U.S. Department of Energy offers an open-source tool for quickly estimating the economic impacts associated with the development, construction, and operation of electric vehicle charging stations, including the necessary data to help communities apply for federal funding. The economic benefits of installing charge points go beyond tourism. For example, businesses or governments hosting charging stations can earn up to $23,000 annually, depending on location, while increasing foot traffic to local businesses. According to research from the Department of Energy, installing one EV charging station creates four jobs, compared to less than one job created when installing one gasoline dispenser.

CLIMATE AND ENERGY GOALS AND STRATEGIES

Goal 1: Empower community members to make smarter energy choices through education

Strategy 1.1 Partner with local organizations, community groups, and businesses to invest in and create youth employment training and professional development in the environmental and climate sectors.

Strategy 1.2 Engage local higher education institutions to encourage workforce training for installing and maintaining energy-efficient technologies.

Strategy 1.3 Create development and financial planning toolkits that include information on the benefits of energy-efficient buildings and vehicle electrification, including available incentives from utility, state, and federal agencies.

Strategy 1.4 Develop a toolkit designed to provide building and property owners with training, guidance, and resources to improve energy efficiency and reduce carbon emissions from buildings.

Goal 2: Promote energy efficiency for new design and retrofit of public, commercial, and residential buildings

Strategy 2.1 Implement ongoing weatherization and building energy optimization programs in City-owned facilities.

Strategy 2.2 Encourage office and commercial projects to include Leadership in Energy and Environmental Design (LEED) or similar certification elements in project design and construction.

Strategy 2.3 Develop a net zero building framework for City-owned buildings and facilities, including but not limited to energy efficiency, electrification, and renewables.

Strategy 2.4 Evaluate possible changes to the International Residential Code and International Building Code used by the City to address energy conservation and renewable energy systems, including but not limited to rooftop solar, wiring for EV charging, and ground-source heat pumps for HVAC.

Strategy 2.5 Promote land use patterns that increase energy efficiency, including but not limited to higher density affordable housing development along transit corridors and code changes to encourage walkability and reduce dependency on cars.

Goal 3: Create and utilize business models that reduce the cost of retrofitting energy efficiency into existing buildings

Strategy 3.1 Evaluate process and implementation municipal energy audits to measure and identify areas with energy-saving opportunities.

Strategy 3.2 Investigate public-private partnerships such as Performance Based Contracts with energy services providers to implement energy-efficient measures and to supply equipment in City-owned buildings.

Strategy 3.3 Evaluate partnerships with the private sector to implement a home energy audit and retrofit program for Prescott residents, prioritizing low-income families and homeowners.

Strategy 3.4 Promote co-op models, like Solar United Neighbors, to work with Prescott homeowners and small businesses to provide lower-cost solar options.

Strategy 3.5 Develop incentives and reduce permitting fees for residents and businesses to install solar and energy storage systems.

Goal 4: Leverage the natural environment to reduce heating and cooling energy needs

Strategy 4.1 Develop incentives for the use of site-specific building design elements to help address environmental issues, including building orientation enabling passive heating, cooling, lighting, window and door placement, landscaping design, window screening, shade structures, and other similar features.

Strategy 4.2 Provide educational tools, including landscaping guidelines for energy reduction, such as from the American Society of Landscape Architects, the Department of Energy, Utah State University's Forestry Extension site, for example.

Strategy 4.3 Consider strategic tree planting to reduce HVAC needs in residential and commercial settings.

Goal 5: Accommodate electric vehicle (EV) users to reduce vehicle emissions while promoting Prescott as an EV tourist destination through accessible charging infrastructure.

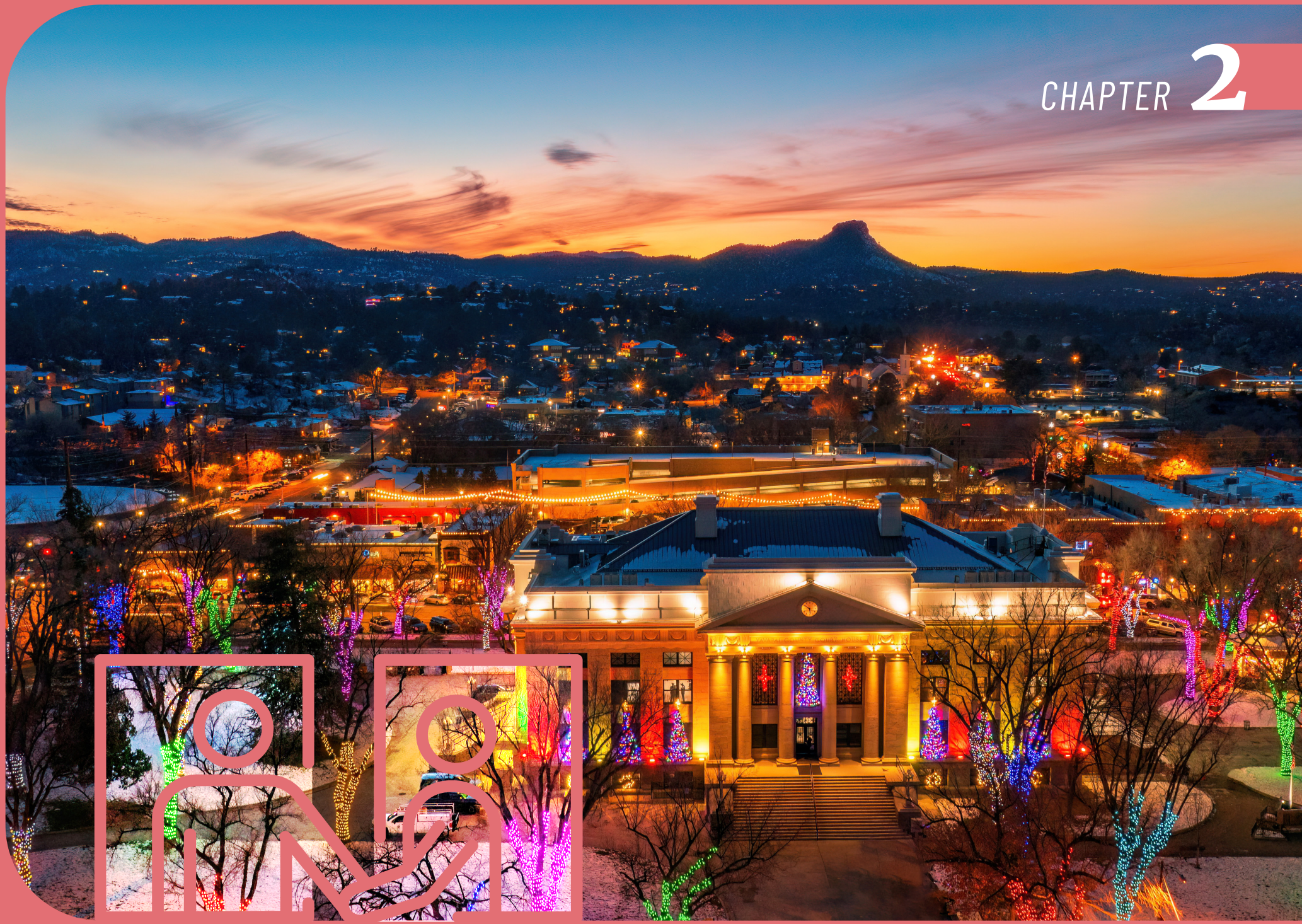
Strategy 5.1 Evaluate and keep track of how other Northern Arizona communities support EV-enabled tourism to ensure Prescott remains competitive in attracting these valuable tourists.

Strategy 5.2 Work with CYMPO to study a regional EV infrastructure plan to connect major traffic destinations such as the town square, city buildings, educational facilities, shopping destinations, and outdoor attractions. Potential to use open-source economic impact tools such as DOE JOBS EVSE.

Strategy 5.3 Encourage the use of federal funding and public private partnerships to fund installation and management costs of EV charging stations.

YAVAPAI COUNTY
WELCOME TO COURTHOUSE PLAZA
PLEASE OBSERVE ALL PARK RULES
COUNTY ORDINANCE #1993-1
NO ALCOHOL NO CAMPING
NO SKATING, SKATEBOARDING
OR BICYCLING
NO ORGANIZED GATHERING
WITHOUT PERMIT
CITY CURFEW FOR MINORS IN EFFECT
LEASH LAW IN EFFECT
OWNERS MUST CLEAN UP
AFTER THEIR PETS

CHAPTER 2



A COMMUNITY CONNECTED

A regional approach to growth management, wildlife corridors, open space, recreation, transportation, and land planning is important to the protection of natural resources, water, and effective, sustainable use of the land.

Regional coordination and cooperation can reduce incompatible land uses at jurisdictional and planning boundaries and may also reduce infrastructure demands upon individual jurisdictions by allowing adjacent communities to provide complementary services. Providing complementary services rather than duplicated or competing services is more practical and cost effective. For example, one community may develop a park near a common planning boundary, while the adjacent community creates a hiking trail.

For regional roadway coordination, the Central Yavapai Metropolitan Planning Organization (CYMPO) is the principal forum for local government cooperation. Managing and improving the regional roadway network is important to all jurisdictions in the area. Prescott, as a primary economic driver in the region, must maintain an active role in CYMPO and should promote regional land use planning as an integral part of regional transportation planning.

Keeping our neighborhoods and businesses connected is multifaceted. It consists of the following:

- Maintaining appropriate street connectivity
- Ensuring adequate cellular communications coverage throughout the community
- Establishing widely available access to the internet
- Open space, trails, and wildlife corridors, which provide meaningful connections within our natural environment

Street connectivity disperses traffic to reduce congestion and provides vital travel routes in case of emergencies like wildfires. It is important to require new developments to include extensive roadway connections to counter the market pressures to create exclusive, limited access communities. While these communities seemingly offer security in normal times, they can become traps in an emergency. Street connectivity also encourages and facilitates commercial activity by providing easier access to open space and trails from residential neighborhoods to businesses.

It is common belief that close proximity of cellular facilities to residencies negatively impacts property values. Yet, recent studies identified good cellular connectivity provides access to public safety services and facilitates home-based work and entertainment, which positively impacts property values. The Federal Communications Commission has identified cellular communications as vital “backbone” infrastructure for the country. More efforts are needed to balance resident concerns and engage the public in decisions regarding construction of cellular facilities.

One of the most identified attractions for new and existing residents is our surrounding natural environment. Providing widely available access to open space areas, wildlife corridors, and trail systems creates a sense of shared values in Prescott’s natural character and provides meaningful connections to our natural environment.

Transportation Planning

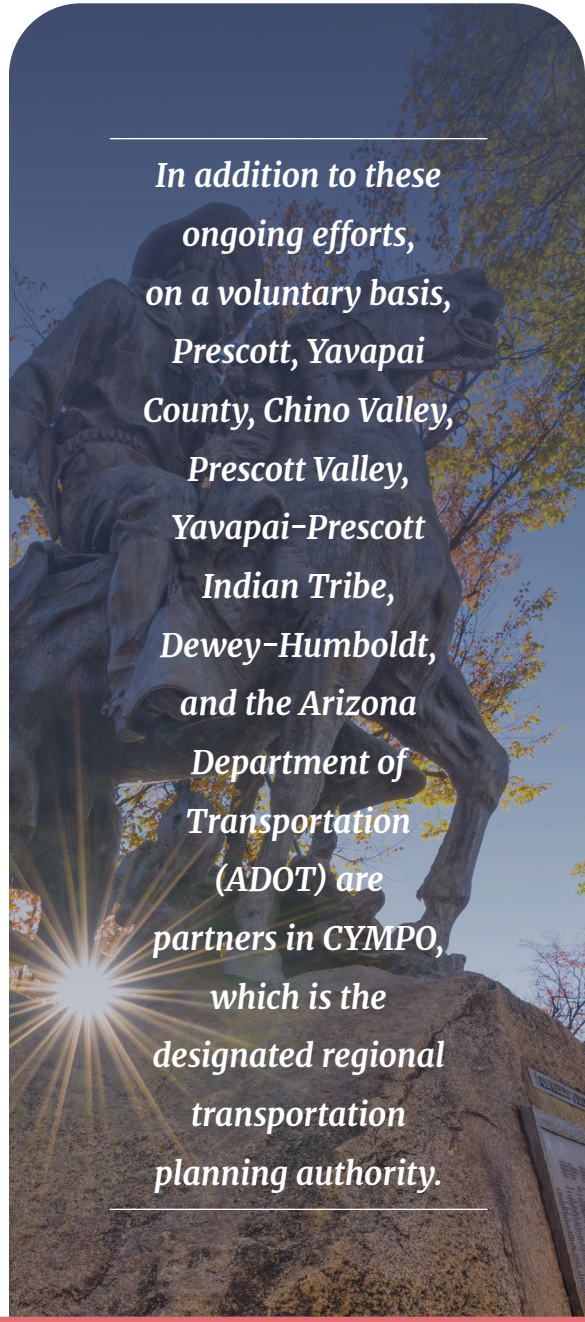
Transportation planning within Prescott is integrated into the City's capital improvement budget and is coordinated with both land use planning and development review. Transportation needs are a required component in Specific Area Plans (SAPs) where Transportation Services and the Police Department examine traffic calming approaches to provide neighborhood safety and emphasize traffic enforcement. Further, the City's Pedestrian Bicycle and Traffic Advisory Committee (PBTAC) is often a first step to review community transportation and safety issues. PBTAC is an active participant in traffic, including pedestrian and bicycle infrastructure, as well as a stakeholder in cooperative efforts with other entities.

Retrofitting existing roadways with improvements is an important part of transportation planning, requiring careful consideration of the potential impacts on neighborhoods and linkages to wildlife corridors. Large future development plans are also reviewed to ensure the roadway network and proposed connections are considered in the Regional Transportation Plan (RTP) and other planning studies. The RTP and other development plans are included in this section.

CENTRAL YAVAPAI METROPOLITAN PLANNING ORGANIZATION (CYMPO)

With the 2000 Census, the combined population of the Prescott/Prescott Valley area reached more than 50,000, a population threshold which triggered the establishment of a metropolitan planning organization to coordinate regional transportation planning and administer federal and state transportation funding. CYMPO is the designated regional transportation planning authority with Prescott as an active participant.

CYMPO's mission is to provide leadership in planning and promoting a comprehensive multimodal transportation system that will provide for regional mobility and connectivity that also encourages a positive investment climate and fosters development sensitive to the environment. CYMPO provides a forum for local elected officials and transportation experts to plan multimodal infrastructure within the CYMPO Planning Boundary and to make use of and prioritize federal funding opportunities to deliver valuable transportation-related projects to the region. Without the formation of an MPO, the region would be ineligible to obtain and use any federal funding within the urbanized boundary.



CYMPO regularly conducts studies and develops comprehensive regional multimodal transportation plans which include and affect the City. In April 2020, CYMPO adopted the 2045 RTP, which contains the most recent traffic analysis and management planning information for the major roads in Prescott and the surrounding Central Yavapai County area.
A copy of this plan, as well as additional information regarding transportation planning in the Prescott area, can be found on the CYMPO website at **https://www.cympo.org.** RTPs are updated every five years.

The RTP establishes that growth within Prescott and throughout the region will create long-term traffic management challenges. The study, updated approximately every five years, is the blueprint for long term regional transportation planning and improvements. Many of the study's regional improvement recommendations over the last 20 years have been achieved, including the widening of State Route (SR) 89 for 14.5 of the 17 miles between north Chino Valley and Prescott, Side Road improvements, Williamson Valley Road widening, Yavpe Connector, Fain Road widening, and SR 89 interchanges.

The study also recommends alternative transportation components (public transit, carpooling, bikeways, trails, etc.) and forecasts that an investment in these systems could reduce projected traffic counts throughout the CYMPO planning area.

REGIONAL COOPERATION IMPLEMENTATION STRATEGIES

Goal 1: Coordinate with other regional entities to provide recreational, open space, wildlife corridors, and transportation opportunities to the residents of Prescott.

Strategy 1.1 Actively participate in regional organizations to assure that the interests of the City are appropriately communicated and protected.

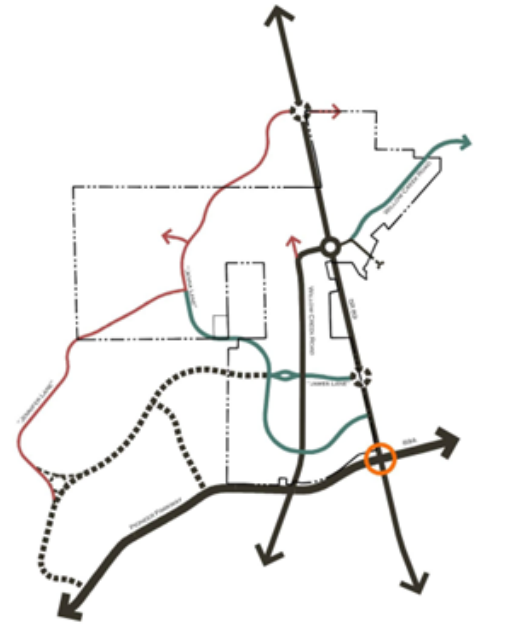
Strategy 1.2 Meet with each of the City's regional neighbors to coordinate projects having regional implications and to avoid duplication of services and amenities such as parks, trails, cellular, internet, and library facilities and enhance wildlife corridor connectivity.

CITY OF PRESCOTT APPROVED MASTER PLANS WITH CONNECTIVITY

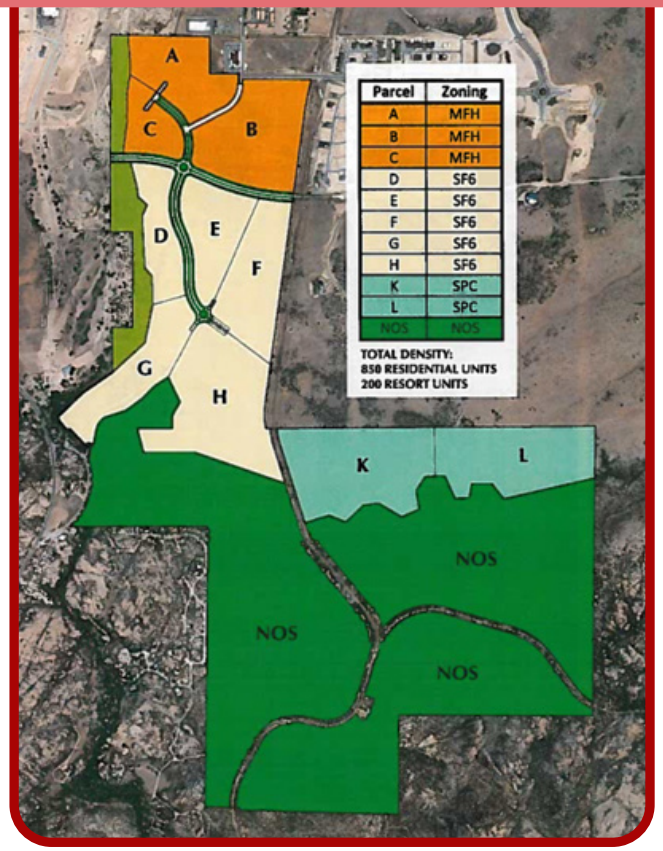
Over the last 10 years, master plan developments were approved within the City that would create new connections once they are completed. Here are examples:

Deep Well Ranch Master Plan

The Deep Well Ranch Master Plan was adopted to create a 1,620-acre Specially Planned Community (SPC) in the vicinity of PRC, north and west of SR 89 and SR 89A in Prescott.



Note: Roadway locations shown are conceptual. Final locations may vary



AED SOUTH DEVELOPMENT ROADWAY LAYOUT

A circulation plan was included and provides the general alignment of several arterial and collector roadways that will connect SR 89 with Pioneer Parkway and Willow Creek Road. These roadways will be constructed by the Deep Well Ranch as development in the area occurs. In addition to the roadway system, intersection spacing and access has been planned at specific locations in the southeast portion of the Deep Well Master Plan.

Arizona Eco Development (AED)

The City approved an agreement with AED to create a Development Agreement (DA). This DA lays out the specific terms and conditions for the annexation and development of residential and commercial properties along SR 89, in areas north and south of SR 89A as well as north and within the Granite Dells. Only the preliminary layout of the roadway system has been provided; however, the DA does include obligations that provide for the extension of Phippen Trail across Granite Creek between SR 89 and Granite Dells Parkway. The other arterial and collector roadways will be constructed by AED as development in the area occurs.

Granite Dells Estates (GDE)

GDE, a developing master planned community comprised of residential dwelling units, general business parcels, open space, and a large unsubdivided tract is located about 1.5 miles south of SR 89A near the Granite Dells Parkway and Dells Ranch Road roundabout in Prescott. Primary access is provided from the north at the interchange of SR 89A at Granite Dells Parkway. Granite Dells Parkway is a planned ultimate six-lane arterial roadway that will extend north into section 33 and southwest across Granite Creek connecting to Phippen Trail and SR 89. Dells Ranch Road is a four-lane arterial planned to connect east to Prescott Valley. This connection will be made once the Jasper Development in Prescott Valley completes its connection north to SR 89A at the future Great Western Corridor.

EXISTING VEHICULAR TRANSPORTATION SYSTEM

The roadway network in and through the city consists of highways and arterials carrying regional traffic, as well as arterial, collector, and local streets carrying traffic. SR 69 is a four-to-six-lane arterial highway and provides regional access to the city. Traffic is controlled through signalized intersections. SR 89A, located to the north of the city, provides access at the SR 89 and Willow Creek Road intersections. SR 89 travels through Prescott and continues north providing access to communities such as Chino Valley, Williams, and Flagstaff. The local and arterial street system was established as development occurred and is primarily aligned based on existing topography. The designation of a truck route system using the existing system set the expectation for residents related to commercial vehicle travel patterns.

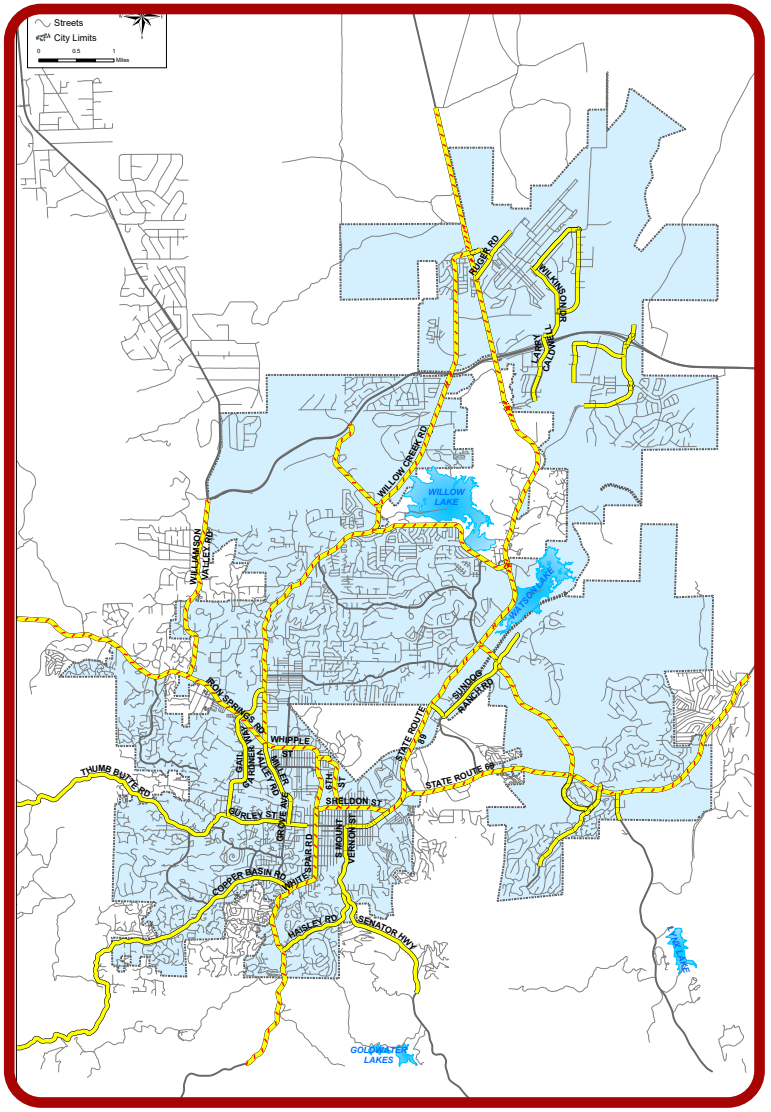
Truck Route System

The designation of truck routes is intended to route truck traffic to streets where they would cause the least amount of neighborhood intrusion and where noise and other impacts would not be considered nuisances. Roadways providing access to freeways are the most likely candidates for truck route designation. The designation of truck routes is not intended to prevent trucks from using other roads or streets to make deliveries. The designated truck routes, both through and local, are shown on the map to the right.

TRANSPORTATION SYSTEM IMPROVEMENTS

Streets Infrastructure Improvement Plan (IIP)

To meet the future demands generated by city and regional growth, the City has developed a Streets IIP (https://prescott-az.gov/capital-improvement-projects/capital-improvement-program/) to identify needed capacity improvements on select roadways and intersections. These are funded through development impact fees dedicated for these improvements and placed in the City's Capital Improvement Program during the annual budget process. For more information on these projects, view the IIP linked above.



PRESCOTT TRUCK ROUTE SYSTEM MAP

TRANSPORTATION GOALS AND STRATEGIES

Arterials

Arterials, *in principal, are for longer distance travel between two points, and direct access to property is a subordinate function. In order to maximize a satisfactory operating level of service without requiring additional lanes, traffic management must concentrate on moving traffic quickly through controlled intersections.*

Goal 1: Establish and maintain a system of arterial streets to provide a satisfactory level of service at level "C" or better according to the American Association of State Highway and Transportation Officials (AASHTO). During morning and evening peak hours, support alternative transportation such as walking and bicycling, which are compatible with land use, grading, slope stabilization, drainage, and environmental goals.

Strategy 1.1 Complete the 2024 update of the Central Yavapai County Regional Transportation Study by coordinating with ADOT and regional stakeholders to guide the future planning efforts of the CYMPO.

Strategy 1.2 Develop a City Transportation Plan by 2030 for adoption and implementation of recommended goals and strategies to improve arterial traffic movement and safety.

Strategy 1.3 Support improvements of arterial streets by maintaining pavement quality.

Strategy 1.4 Apply traditional and emerging technologies to extend the physical and operational service life of the roadway networks through the use of innovative design, maintenance practices, efficient signal timing, and planning for improvement in levels of service.

Strategy 1.5 Balance the needs of pedestrian, bicycle, and future public transit modes when expanding intersections.

Strategy 1.6 Enhance the aesthetics of street corridors.

Strategy 1.7 Promote interconnectivity of transportation networks to improve circulation efficiency, disperse traffic, and reduce impacts on individual streets.

Strategy 1.8 Minimize and reduce, where feasible, direct driveway access to arterials.

Collectors

Collectors *generally serve a dual purpose of moving vehicles and individuals from place to place and accessing fronting property. Commercial collector streets facilitate travel between high-traffic generators. Access locations are often controlled or shared.*

Goal 1: Adapt, design, or retrofit residential collector streets to facilitate travel from local streets to parks, schools, and arterial streets while maintaining a safe and attractive neighborhood environment.

Strategy 1.1 Implement strategies to prevent local streets from becoming de facto collectors where pursuit of a connectivity goal may negatively impact the quality of life for the residents on the local street, and increase demands for police enforcement and traffic calming.

Strategy 1.2 Minimize direct access to collectors for new residential lots.

Strategy 1.3 Design residential collectors to facilitate efficient circulation within the neighborhood while discouraging through or speeding traffic, especially from arterial to arterial.

Strategy 1.4 Design collector streets and adjacent sidewalks to facilitate use by low-speed traffic, bicycles, pedestrians, and to include trails and wildlife corridor consideration, as shown in adopted plans.

Goal 2: Require adequate vehicular and pedestrian access and connectivity within and between residential neighborhoods and adjoining commercial areas by promoting street interconnectivity and identifying minor collector streets.

Strategy 2.1 Design streets to meet the needs of emergency vehicles in a neighborhood-friendly way while allowing safe pedestrian access and safe on-street parking when provided.

Strategy 2.2 Locate new connector road alignments to facilitate access for business and commercial purposes in a cost-effective manner.

Locals

***Locals** comprise the highest total mileage of city streets and have the primary purpose of providing direct access to adjoining properties. These streets range from short cul-de-sacs to the traditional grid system downtown. Most residential lots will have at least one entrance onto the local street.*

Goal 1: Local street designs should provide access for residential and commercial properties as well as emergency vehicles. Safety should be maintained for wildlife, residents, pedestrians, and bicyclists while enhancing the neighborhood environment.

Strategy 1.1 Develop a Traffic Calming Design Guide to be applied to new residential street construction.

Strategy 1.2 Continue to utilize the adopted policy for traffic calming to retrofit residential streets.

Strategy 1.3 Create and allow the use of a variety of local street cross sections. This will provide flexibility during design and promote diversity of design and neighborhood character.

Strategy 1.4 Encourage the retrofit of existing local streets to enhance safety, consider the character of the neighborhoods, and reduce four-way intersections.

PUBLIC TRANSIT

Effective transit systems rely, in part, on clustered development, where higher densities contribute to a larger population base. There is a focus on creating more opportunities for compact development in this General Plan. The aging population in Prescott, coupled with the increasing trend of developing higher density senior housing, emphasizes the need for transit to serve the population that no longer drives.

The City has actively engaged in various public transit planning efforts over the years, including the 2007 Regional Transit Needs Study, the 2009 Transit Implementation Plan, and the 2017 Yavapai County Regional Mobility Management Implementation Plan. In 2019, the City participated in the development of the Central Yavapai Transit Implementation Plan Update (TrIP Study) as a member of CYMPO. The study recommended the initiation of a public transportation demonstration program for the Central Yavapai region. This program would incorporate on-demand response (microtransit), fixed-route (fixed schedule), and deviated fixed-route (hybrid) transportation modes for a three-year period, as illustrated in the TrIp Study Service Recommendation figure on the following page.

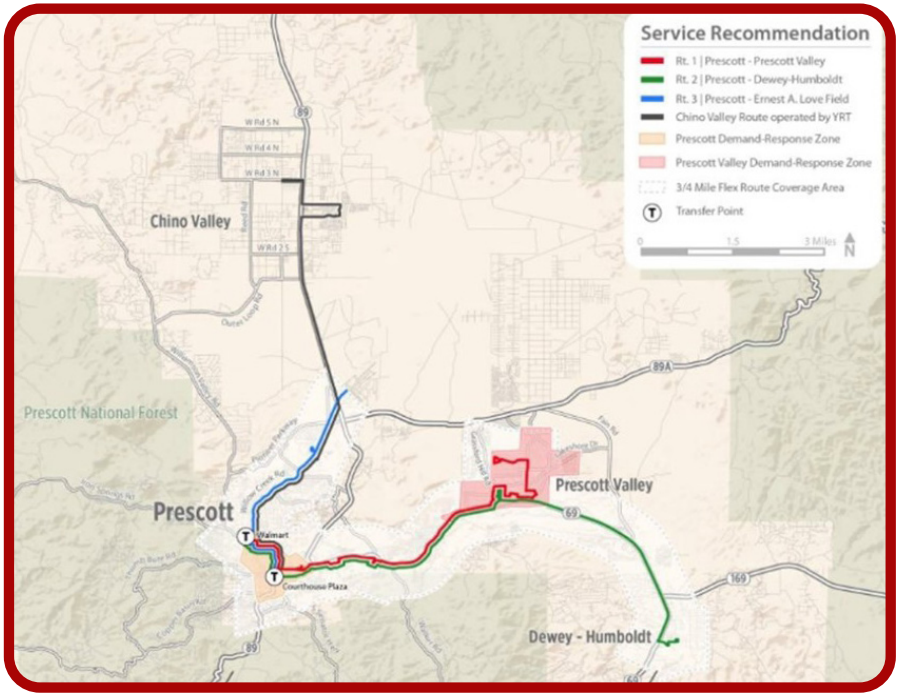
CYMPO is responsible for developing and implementing a regional transit system. CYMPO's mission is to provide leadership in planning and promoting a comprehensive multimodal transportation system for regional mobility and connectivity, fostering development sensitive to the environment, and encouraging a positive investment climate.

CYMPO has conducted studies on the feasibility of a regional public transit system. The Regional Transit Needs Study and the Transit Implementation Plan suggest a combination of basic fixed and flexible route transit services, including a park-and-ride component. The Yavapai Regional Transit Authority, a local nonprofit organization, currently provides limited transit service between Prescott and Chino Valley. If the Yavapai Regional Transit Authority expands its services, it could potentially address a portion of the regional transit needs.

CYMPO is seeking state and federal funding to implement a public transit system. Limited funding from the county for transit in other jurisdictions has been provided. While services may be contracted out to private providers, adherence to state and federal guidelines for publicly funded transit is essential. Exploring additional funding sources for public entities or nonprofit organizations providing transit services is crucial. This is especially true in an uncertain economy where finding a capable provider and securing assured funding are significant challenges.

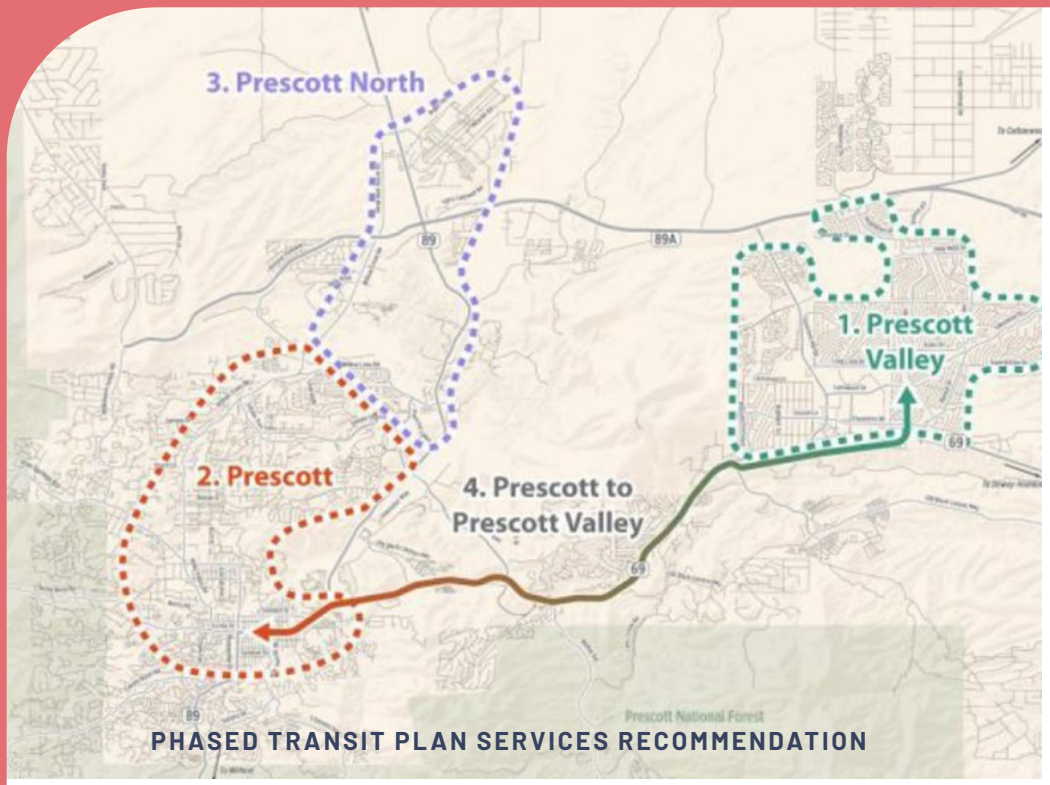
Shortly after completion of the TrIP Study, CYMPO completed an update in the spring of 2020 using CARES Act federal funding. This was to allow the City or Town of Prescott Valley to lead the Central Yavapai Phased Transit Plan (https://www.cympo.org/studies/). Based on a desire by the Town of Prescott Valley to fill this role, the City did not implement a system at that time. The Phased Transit Plan may be implemented as shown on the Phased Transit Plan Services Recommendation figure on the following page if the City determines the community's desires for this expanded service and funding is available.

TRIP STUDY SERVICE RECOMMENDATION



Phased Transit Plan Service Recommendation

1. **Implement a Shared-Ride Public Transportation Network in Prescott Valley only via microtransit.**
2. **Implement a Shared-Ride Public Transportation Network in Prescott via microtransit.**
3. **Monitor and manage existing service and/or make small expansions in the region.**
4. **Add a connecting service, potentially a fixed route, for trips between Prescott Valley and Prescott.**



PHASED TRANSIT PLAN SERVICES RECOMMENDATION

Transit Goals and Strategies

Goal 1: Support and participate in regional public transportation when financially feasible.

Strategy 1.1 Identify and seek fair share funding.

Strategy 1.2 Develop ancillary facilities such as park-and-ride lots and bus turn- outs. An example location would be the airport road entrance. Circulation may most beneficially serve the airport community needs in accordance with current industry standards and practices.

Strategy 1.3 Create safe multimodal and alternative transportation connections.

OPEN SPACE

The City and the immediate surroundings are rich in scenic and recreational assets enjoyed and valued by generations of our citizens and visitors. This section embraces current and future efforts to protect and enhance open space; conserve the natural beauty of our terrain and vegetation; and provide wildlife corridors for the benefit of both people and wildlife. Past favorable economic circumstances allowed a significant focus upon direct purchase land acquisitions. This was combined with donated parcels and easements, all of which are worthy of perpetual protection. Some of these conservation efforts date to the 1980s and were then known as natural parkland conservation. As past, present, and future lands come into City oversight, they provide opportunities to expand recreational destinations to complement the City's lakes, greenways, diverse park system, extensive recreational trails, and a nature center.

Goal 1: Use tools to maximize the benefits nature affords us.

Strategy 1.1 Utilize long term leases, easements, licensing agreements, developer agreements, private donations, land exchanges, intergovernmental cooperation, and public/private partnerships in securing targeted land use, in addition to the purchase of property by the City.

Strategy 1.2 Integrate existing and desired recreational assets into a network physically connected and functionally related, rather than simply adding stand-alone parcels to our inventory.

Strategy 1.3 Identify and prioritize open space efforts based upon the prehistoric, historic, ecological, cultural, recreational, scenic, and economic values to be derived and balance with other community needs.

Strategy 1.4 Plan, manage, and expand the recreational assets of our community to attract visitors, boost our economy, and improve the quality of life for our residents. This will be a cooperative and partnering endeavor between the City, non-profit organizations, and other government entities.

The vast majority of undeveloped land, whether publicly or privately owned, is not officially designated as open space. These areas may be developed in the future. To conserve open space, Prescott encourages property owners, if they wish, to rezone these areas to a Natural Open Space district, which restricts uses and encourages landowners to maintain their land in a natural state. Other means of conserving open space exist through easements, deed restrictions, and development agreements, which are recorded legal documents used to manage the use of a property. Several parks, lakes, trails, and facilities have legal restrictions to conserve open space.

PUBLIC AND PRIVATE OPEN SPACE

The term Open Space is used in many forms and has different meanings in common usage. Typically, open space is used to describe undeveloped land with distinctions between public and private open space. From a regulatory point of view, cities are composed of only two types of property, public and private. This critical distinction between public and private property has been the basis of urban design since land ownership emerged. In early cities, public streets gave access to private property.

Public Open Space

City-owned public lands include lakes, streams, undeveloped natural areas, parks, trails, and greenways. Examples include Acker Park, portions of the Granite Dells, Downtown Prescott Greenway Trail, and the new Regional Park and Preserve purchase

success. These areas typically protect important viewsheds, natural resources, and provide passive recreational opportunities for trails and other uses. Federally owned public open space is provided by the adjacent Prescott National Forest and the joint City-County leasing of Pioneer Park from the U.S. Department of the Interior - Bureau of Land Management.

A more specific type of public open space is known as a preserve. These are lands set aside and protected from development by purchase, covenants, City charter clauses, and/or state or federal laws. Some existing preserves include the hill, and areas east of Thumb Butte, Boyle-DeBusk Open Space Preserve, White Spar Creekside Park, Watson Woods Riparian Preserve, new Regional Park and Preserve, and portions of Watson Lake and Willow Lake.

Private Open Space

Some of the most scenic and unique areas within Prescott are privately owned. Many landowners recognize the natural qualities of their lands and take voluntary steps to protect and conserve open space through rezoning, conservation easements, donation, or sale of development rights. Areas set aside as privately-owned protected open space may or may not be accessible to the public depending on the specific arrangements. The City strives to provide public access to privately-held open space areas by entering into joint-use agreements with private property owners.

As privately-owned lands are developed, open space areas may be protected through the Planned Area Development (PAD) process, whereby a minimum of 25% of the PAD area is set aside as protected open space. Typically, PAD open space areas are steep slopes, ridgelines, drainages, or parks. Previous City codes allowed golf courses as open space; however, the current code states new golf courses may not be considered open space.

State Trust Lands are held in trust for 13 designated beneficiaries. The land, managed by the Arizona State Land Department, is the asset that funds the Trust. State Trust Land that is suitable for development may ultimately be sold for development and leased for grazing, agricultural and/or mineral uses as an interim revenue-generation and land management tool. While State Trust Land may be used for recreation via a Recreation Permit, it should not be considered a permanent open space asset unless acquired or leased for that purpose. Currently, these lands are temporary and unprotected viewsheds unless steps are taken toward conservation. Several state referendums have been introduced in recent years, without success, to allow state lands to be more easily preserved as open space. Citizen efforts to address open space concerns statewide affect Prescott due to the many acres of nearby Arizona State Trust Lands.

OPEN SPACE POLICY

The Recreation Services Department is is currently focused on the following geographical areas: 55-mile Prescott Circle Trail, Prescott Greenways, Prescott Peavine Trail to Chino Valley, Willow Lake to Watson Lake via Granite Dells, multiple trails to Glassford Hill with connectivity to Prescott Valley through the new Regional Park and Preserve, recreation pathways City-wide, and the completion of larger interconnected trail networks in order to benefit the Mile-High Trail system. The acquisition, dedication, and stewardship of open space as a community amenity is also an economic development asset which supports the tourism industry.

The proportion of land dedicated to protect open space within the community had increased, reflecting a major shift in attitude regarding the importance of open space, essentially beginning with public and private actions regarding trails in the 1990s. As pristine areas with trails and access to the national forest began to develop, the public requested that access points remain untouched. This was accomplished through agreements made between the City, developers, and National Forest officials. Protecting significant geological prehistoric features, natural areas, and viewsheds resulted in a number of private/public partnerships.

Open space is acquired based on biologic, geologic, recreation, cultural, prehistoric, historic, scenic, and riparian characteristics of the land, as well as, tourism and economic assets for the future. Open space includes areas of scenic beauty, recreation, preserves for riparian areas, wildlife, vegetation, and cultural resources. The character and function of open space differs on a case-by-case basis depending on the individual property and the purpose of the acquisition.

Annexations should have an open space component to provide wildlife and trail connectivity and meet standards for open space as provided for in the Prescott Land Development Code. New open space assets are identified during the annexation process, and stewardship plans are adopted by the City Council. In adjoining areas, open space may be maintained through intergovernmental agreements.

OPEN SPACE POLICY GOALS AND STRATEGIES

Goal 1: Adopt a strategic approach to open space acquisition opportunities and establish funding sources.

Strategy 1.1 Place open space activities organizationally within the Recreation Services Department with participation from the outdoor recreation-related organizations interested in participating.

Strategy 1.2 Connect open space areas to provide continual wildlife and trail connectivity.

Strategy 1.3 Develop and maintain a current list of existing and potential open space properties based on strategic economic benefits to the community.

Strategy 1.4 Identify potential and probable approaches for each property (i.e., conservation easements, license agreements, leases, donations, parcel splits, outright purchases, etc).

Strategy 1.5 Strengthen partnerships with the federal government, State of Arizona, Yavapai County, and neighboring communities.

Strategy 1.6 Identify, enhance, and develop wildlife corridors and crossings.

Strategy 1.7 Create an Open Space Advisory Commission.

Goal 2: Seek collaborative ventures among private, public, and non-profit sectors for expanding, improving, maintaining, and providing stewardship for open space.

Strategy 2.1 Encourage and support the private sector and members of the public to bring forward open space ideas and proposals through the proper channels (i.e., Parks and Recreation management).

Strategy 2.2 Continue investigating potential funding mechanisms, such as general funds, taxes, sales tax, grant funding, and private donations for the purchase, improvements, and maintenance of open space that enhance trails and corridor connectivity.

Strategy 2.3 Maintain and upgrade existing open space and recreational facilities through designated use fees, tourism-related income, grants, private donations, and other methods used by the City for General Fund revenues.

Strategy 2.4 Initiate a charter amendment to protect in perpetuity City-owned open space, as it is acquired through development, purchase, or agreements.

Goal 3: Maintain the biological, cultural, visual, and recreational integrity of protected tracts of open space.

Strategy 3.1 Continue to provide stewardship for open space by encouraging City staff and supporting organizations and volunteers.

Strategy 3.2 Maintain conservation of habitats and ecosystems within existing open space, including the lakes.

Strategy 3.3 Require new development and redevelopment to provide connectivity to existing open space and trails. Establish and maintain connectivity between newly annexed lands to provide wide and continuous corridors of natural open space.

Strategy 3.4 Require and oversee re-vegetation of disturbed areas, including removal and control of invasive and non-native vegetation.

Strategy 3.5 Work with various stakeholders to set standards to reduce damage to open space and lakes caused by soil erosion, storm water runoff, utilities, fertilizers and herbicides, and the accumulation of debris and silt.

Strategy 3.6 Ensure wildlife and desired trail corridors are conserved. Establish and maintain connectivity between newly annexed lands to provide wide and continuous corridors of natural open space.

Goal 4: Encourage the maintenance of healthy ecosystems within and outside Prescott as dependable sources of recreation, economic prosperity, biodiverse plants, and wildlife habitat.

Strategy 4.1 Create a regional watershed conservation, restoration, and management plan.

WILDLIFE CORRIDORS

The conservation of wildlife habitats and wildlife corridors will benefit indigenous wildlife and migratory species impacted by human growth and development. There is a particular need in the Prescott area for wildlife corridors to interconnect pronghorn antelope herds and other wildlife. Augmentation of wildlife habitats and wildlife corridors through acquisition and conservation of open space during the subdivision platting process is an important step.

Fragmentation of animal habitats disturbs ecosystems. This affects wildlife distribution, breeding success, predator/prey dynamics, foraging success, and seed dispersal. Development can result in environmental degradation from structures, roadways, and utility corridors, which cause increased pollution stressors to wildlife (air, water, noise, and light). Roads, freeways, transit systems, and infrastructure put in place to connect people reduce connectivity for wildlife and increase wildlife roadway mortality. Development competes with wildlife for natural resources such as water, and changes local habitat suitability by influencing noise, light, air, and temperature regimes. Habitat fragmentation leads to changes in species diversity and can lead to local, regional, or species-level extinction of native flora and fauna.

It is important to retain wildlife habitat connectivity as Prescott grows to the north in the form of protected wildlife corridors. Wildlife corridors of natural landscape also provide other ecosystem services such as urban cooling, water capture and recharge, and scenic nature viewing for residents and visitors.

CHALLENGES

Growth of new subdivisions and other developments alter wildlife habitats. An evaluation of flora and fauna within development areas is a benefit when planning appropriate corridors to provide safe migration routes. These areas should connect with other open spaces such as parks and trails and be designed so that they may be used by migrating wildlife as part of an interconnected cluster of corridors.

WILDLIFE CORRIDORS IMPLEMENTATION STRATEGIES

Goal 1: Improve protection of species through the interconnectivity of open spaces and wildlife corridors.

Strategy 1.1 Encourage developments, where appropriate, to evaluate animal species within their development sites with the Arizona Game & Fish Department and create appropriate wildlife corridors through master plans and subdivision plats adjacent to open space or public lands. Establish and maintain connectivity between newly annexed lands to provide functional and continuous corridors of natural open space.

Strategy 1.2 Work with CYMPO to create a regional environmental study and to communicate any actions to the public.

Strategy 1.3 Coordinate with federal and state agencies and adjoining jurisdictions to improve regional connectivity of open space and wildlife corridors.

Strategy 1.4 Identify funding for the creation of new wildlife corridors and crossings.

Strategy 1.5 Collaborate with the Arizona Game & Fish Department and other local and national professionals to develop and implement a best practice guide for wildlife corridors and crossings.

Strategy 1.6 Include wildlife crossing infrastructure components in new road designs that cross significant drainages and or open space areas and other known wildlife movement patterns.

Strategy 1.7 Collaborate with other governmental units and private landowners to restore natural flows to floodplains, especially where this would serve to enhance wildlife habitat, especially ensuring they have access to perennial water.

Strategy 1.8 Implement a public awareness program about respecting and protecting wildlife.

DIGITAL CONNECTIVITY

Digital connectivity plays a vital role in education, healthcare, business, civic engagement, safety, and everyday life. In 2023, the Arizona Commerce Authority conducted a year-long study to create Arizona's Digital Equity Plan. This plan attempts to act as a roadmap to address issues that face each region, making sure every individual and community is represented. To ensure universal broadband is available across Arizona, the state is committed to ensuring availability through infrastructure investments, supporting affordable broadband plans for all Arizona families, and providing inclusive digital skills training.

With Arizona's population widely distributed across rural, remote, urban, and tribal regions, our sprawling deserts and mountainous terrain create opportunities and obstacles to creating universal digital access.

Key themes from the study are:

- Affordability
- Importance of knowledge and digital literacy
- Localization of services and community engagement

Residents in Yavapai County had the highest response rate and demonstrated an interest in bringing reliable connectivity to the County. The top concern is the lack of competition in internet services. Without competition between service providers, high costs remain the main issue related to digital access and reliability of internet connections.

During the Covid-19 pandemic, the community discovered an increased need for internet access to learn and work remotely. It became clear, our digital infrastructure was lacking in many of the areas of Yavapai County. This resulted in no service or frequent disruptions or slow speeds for many people. Others tried using Wi-Fi devices that use cellular data or booster antennas, but that proved to be insufficient and unreliable due to lack of data capacity. Dead zones for Wi-Fi and cell data exists in many parts of the region. Mountainous terrain requires more towers for connectivity.

Innovations in information technology and marketing over past decades have profoundly changed commerce and business models worldwide. Technology offers new opportunities to foster home-based businesses and remote work. The global pandemic accelerated this trend exponentially and also revealed weaknesses in the broadband infrastructure. Subsequent federal and state dollars have flowed to increase broadband connectivity especially in remote rural areas. Prescott's broadband infrastructure has not benefited, even as large amounts of money are spent elsewhere.

Encouraging more robust and competitive high speed/high bandwidth internet access in Prescott will allow the City to market to technology companies while promoting the advantages of a small town, exceptional climate, and award-winning historic and natural assets available in Prescott.

DIGITAL CONNECTIVITY GOALS

Goal 1: Plan for new technology.

Strategy 1.1 Work with the Yavapai County Office of Emergency Management to develop an emergency communication plan, particularly for areas with limited or no internet access during crises like wildfires or floods.

Strategy 1.2 Explore alternative connectivity solutions, such as cellular networks or satellite internet.

Strategy 1.3 Educate residents on data privacy, terms and conditions, and the implications of online data sharing to reduce hesitancy and inform residents about online safety.

Strategy 1.4 Work with telecommunication providers to efficiently use rights-of-way when locating, installing, and maintaining facilities.

Strategy 1.5 Encourage public participation in establishing locations for new towers, streamline the approval process, and investigate alternatives to cell towers.

Strategy 1.6 Explore available funding to improve digital connectivity.

CHAPTER 3

Land Use and Growth Areas

Prescott's land use base comprises the typical residential, commercial, and industrial land use types. Prescott has a traditional downtown of mixed uses, mostly of retail commercial businesses. Other important components include 13 local and 13 National Register historic districts, creeks, trails, lakes, and an airport. Prescott's Land Development Code (LDC) encourages mixed-use areas, which combine commercial and residential uses. There are also transitional areas within the City where the land use character is changing due to new development or redevelopment of existing buildings being adapted for different uses.

Diversity of neighborhoods is one of the many features that make Prescott a great place. Prescott's earlier neighborhoods are rich with different architectural styles, historic landscaping, and structures significant to Prescott's heritage. These attributes define neighborhood character. Preservation with sensitivity to private property rights is important in maintaining the historic character of these resources. The first subdivisions were designed with traditional small lots in a grid pattern. These are the characteristics which also define walkable and sustainable neighborhood design.

Infill construction and renovation in existing structures can provide medium density residential opportunities close to work and services in the downtown area. Later subdivisions on the fringes of the city core were also platted with small lots. In some areas, opportunities for moderately affordable housing exist in these neighborhoods and should be protected to help meet the housing needs of a balanced community.

Some transitions are from single-family residential to multi-family, while other transitions are from residential uses to commercial uses. Although much less common, it is also possible for commercial use areas to transition to residential uses.

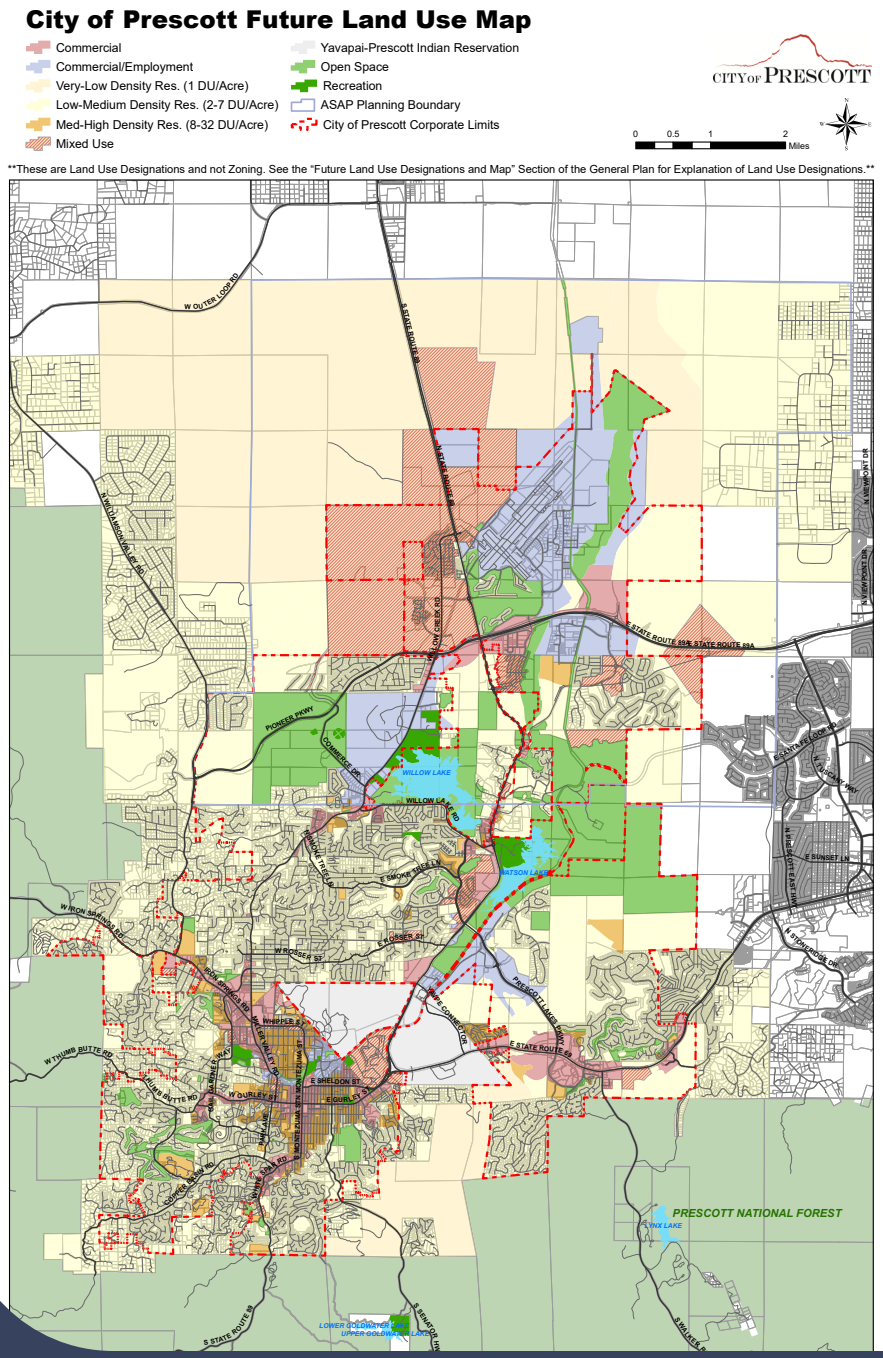
As the community grows, land uses in some areas evolve, come under development or redevelopment pressures, and are subject to water supplies and availability. These transitioning areas are often the locations where significant land-use conflicts can occur. Internal pressures on land uses usually come in the form of new development in or near established neighborhoods.

Involving residents in decision-making processes is important to ensure all interests are considered and broad consensus can be sought.

AGGREGATES

The City is required (per SB 1598 modifying ARS 9-461.05) to include information in the General Plan regarding sources of currently identified aggregates, policies to preserve aggregates sufficient for future development, and policies to avoid incompatible land uses. "Aggregate" refers to cinder, crushed rock or stone, decomposed granite, gravel, pumice, pumicite, and sand.

Currently, a single source of aggregate exists within the city limits. Sand and gravel are mined from Granite Creek on the east side of the airport north of SR 89A, for use in the manufacturing of concrete. The Land Development Code allows mining of



aggregates in industrially zoned areas with an approved Special-Use Permit. Several conditions of approval must be met to protect adjacent land uses and remediate the site; however, federal and state laws allow mining of aggregates without local approvals.

Planning Hierarchy

Prescott's planning occurs in a hierarchy of planning layers, each with associated key planning documents controlling each level. The top layer is this General Plan. The General Plan represents a high-level look at the current and anticipated condition of the City over a 10-year time span. For land use purposes, this plan should provide guidance to decision makers when budgeting for infrastructure, considering development project applications, contemplating potential annexations, and acting on rezoning requests.

Prescott also uses SAPs when closer focus is warranted for certain, more limited geographic areas experiencing change via growth, demographics, or external pressures such as development in adjacent jurisdictions. There are three SAPS, each created for different purposes.

1. The **Prescott East Area Plan** was the direct result of the annexation and development of the area the comprises Yavapai Hills, The Ranch, and the concentration of commercial development including the nearby commercial area along SR 69.
2. Later, the **Willow Lake South Area Plan** was adopted because of the development of Prescott Lakes and nearby properties.
3. The third and largest in area is the **Airport SAP** that was developed to influence land development around and near PRC. These plans need to be revisited to see if they are still needed or need to be updated.

The next layer of planning is at the neighborhood level. These plans are typically driven by redevelopment pressures or pressures from development near the neighborhood. Unlike the General and Area plans, neighborhood plans are much more focused on cultural and community cohesiveness and less about future land-use planning.

Future Land Use Designations and Map

EXPLANATION OF LAND USE DESIGNATIONS

To assist in guiding growth and development consistent with the community's vision, it is important to understand the intent of the different land use districts designated on the Land Use Map (LUM). The following definitions relate to the designations on the LUM and should be used when interpreting the map uses. The residential land uses are characterized as a range of dwelling units per acre (DU/AC).

Please note where Specific Area Plans (SAPs) exist and where their land use designations differ or conflict with the land uses indicated on the LUM, the SAPs shall be deemed the more specific and shall control planning decisions.

RECREATION

Recreation areas are designed to accommodate a wide variety of outdoor recreational improvements and related facilities used for active, outdoor recreation.

OPEN SPACE

Open space areas are passive recreational land that conserve natural and scenic community resources and bars land uses that would obstruct those resources or jeopardize unique features of the land, such as protected plants, wildlife, and archaeology. Open space is land with conservation values that qualify it to be preserved permanently from development. In contrast to intensive recreation facilities (e.g., parks, ball fields), open space implies land that is preserved in a natural, or near-natural, condition where activity is passive and on trails (e.g., hiking, birding, running, bicycling and horseback riding). Supporting recreational facilities in open space areas are typically limited to trails, picnic areas, interpretive facilities, restrooms, and parking lots.

MIXED-USE

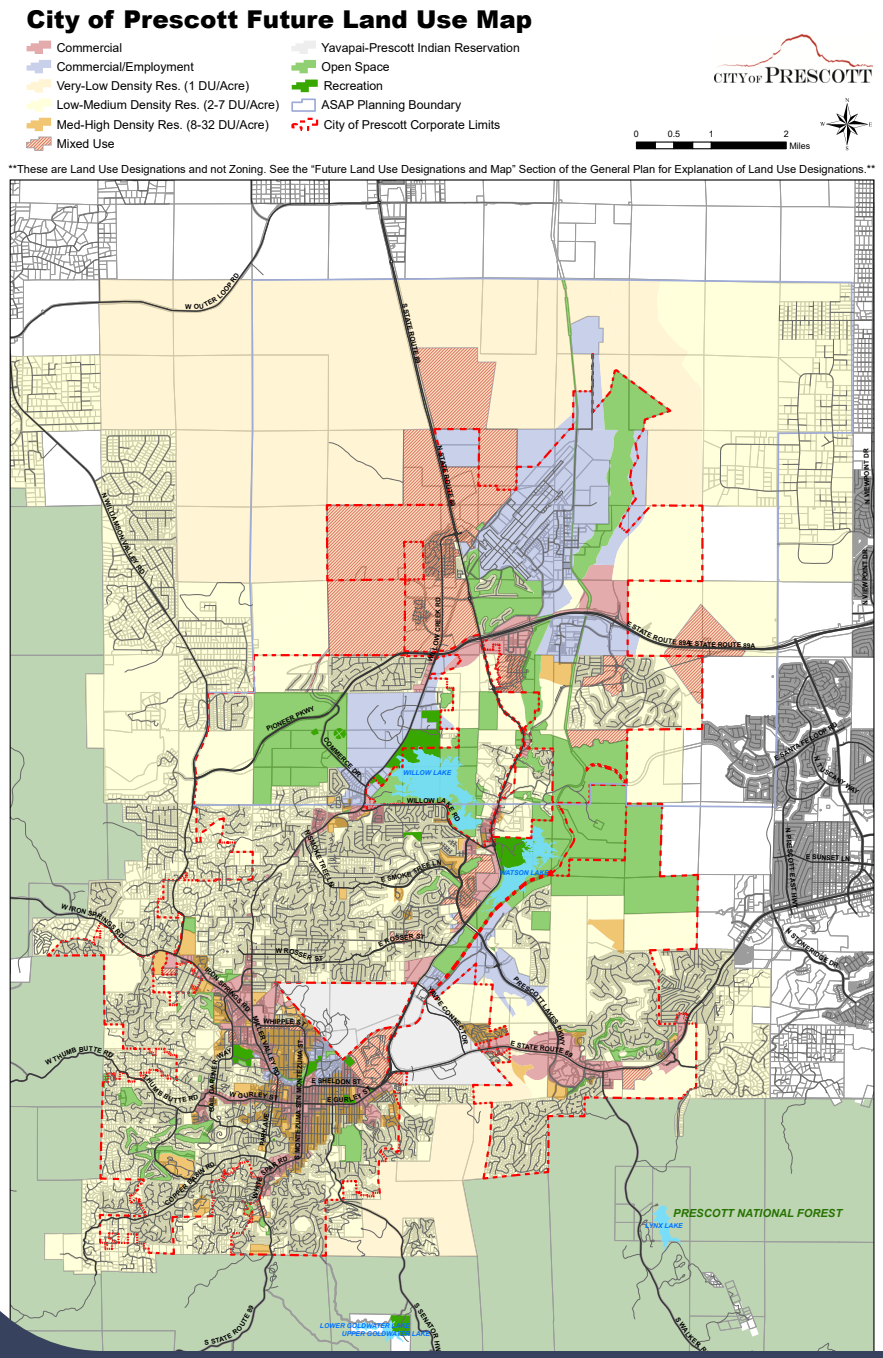
Mixed-Use areas are generally located at an existing or anticipated circulation nexus and/or placed between higher intensity uses and adjoining residential land uses. The Mixed-Use designation is intended to be compatible with the surrounding area while providing a mix of commercial, employment, public, and residential uses. It is anticipated that these areas will support neighborhood-oriented commercial uses and may include master-planned and developed mixed communities intended to replicate the traditional downtown mixture of commercial and residential uses of all density categories. Residential uses are permitted, but subject to density and buffering standards set out by the overlying zoning districts.

COMMERCIAL

The Commercial designation denotes typical community or regional commercial uses. Intended uses include office, retail, service, civic, lodging, health-related, and other similar uses as permitted by the appropriate zoning designations. Residential uses of all density categories are permitted, but subject to density and buffering standards set out by the overlying zoning districts.

COMMERCIAL/EMPLOYMENT

The Commercial/Employment designation refers to areas where professional offices, tourism, recreation, service uses, warehousing, and industrial uses are generally appropriate. This use requires appropriate buffering considerations from adjoining residential areas. The specific allowable uses are determined based upon the zoning of each particular site and will consider adjacent land uses, traffic impacts, and the intensity of any proposed development. Residential uses are not anticipated in this designation.



LOW-MEDIUM DENSITY RESIDENTIAL (2-7 DU/AC)

The Low-Medium Density Residential category is intended for predominantly single-family detached residential development. Residential densities of up to seven dwelling units per acre are typical of this category. In general, these areas are quiet, residential single-family neighborhoods, but in some areas a mix of single-family, duplexes, and townhouses would also be appropriate. This designation may also include supporting land uses such as neighborhood shops and services, parks and recreation areas, religious institutions, and schools. A full range of urban services and infrastructure is required. The Low-Medium Density Residential category would also allow residential development as described for the Very Low-Density Residential category.

VERY LOW-DENSITY RESIDENTIAL (1 DU/AC)

The Very Low-Density Residential category is intended for large-lot single-family housing in a rural setting. Development in these areas will consist mainly of detached single-family homes on 1-acre lots or larger. The basic character of development is rural, with most natural features of the land retained. Typically, keeping horses or other livestock is permitted, possibly in association with pre-existing and ongoing farming or ranching. Public service demands are not as great as in higher density, more urban development. No commercial or industrial development is anticipated.

MEDIUM-HIGH DENSITY RESIDENTIAL (8-32 DU/AC)

The Medium-High Density Residential category may include duplexes, manufactured and modular homes, apartments, townhomes, and other forms of attached or detached housing on smaller lots. The density range for this category is 8-32 dwelling units per acre. This category may also include supporting land uses such as neighborhood shops and services, parks and recreation areas, religious institutions, and schools. A full range of urban services and infrastructure is required. The Medium-High Density Residential category would also allow residential development as described for the Low-Medium Density and Very Low Density Residential categories.

Goal 1: Promote preservation and rehabilitation of historic buildings, landscapes, and neighborhoods in a manner sensitive to property owners and in accordance with the Historic Preservation Master Plan (https://prescott-az.gov/planning-and-zoning/historic-preservation/).

Strategy 1.1 The Historic Preservation Specialist will identify historic resources and promote understanding of their significance in accordance with historic preservation guidelines.

Strategy 1.2 Support through appropriate processes, minor variations from the codes which allow preservation, restoration, rehabilitation, and expansion of historic buildings and landscapes to improve their longevity and usefulness.

Strategy 1.3 Encourage adaptive re-use of historic buildings where the original use is no longer viable.

Goal 2: Assist property owners, public and private, in the use of national, state, and local regulatory mechanisms for the protection of property values and for benefits available to owners of historic properties.

Strategy 2.1 Produce and distribute information packages detailing National Register listing advantages:

- State historic property tax reductions for residential property
- State historic property tax benefits for restoration of income-producing properties
- Tax incentive programs under federal law for renovation of income-producing property

Strategy 2.2 Produce and distribute information detailing the advantages of listing in a Local Historic Preservation District:

- Protection of historic integrity of the property and/or neighborhood property values and character.
- Availability of state and federal funding under the Certified Local Government Program for improvements
- Assistance and advice on renovation and new construction per adopted guidelines to property owners

Goal 3: Involve the residents and property owners in the planning process and policy development for their area.

Strategy 3.1 Review and update existing Neighborhood Plans to get resident input on unique circumstances or challenges within developed neighborhoods, such as traffic safety or zoning incompatibility.

Strategy 3.2 Educate the public on the use of historic preservation overlay districts to protect historic buildings and features within neighborhoods.

Goal 4: Analyze transition and special study areas for their potential to help meet community challenges such as economic development, workforce housing needs, historic preservation and open-space conservation, and traffic connectivity.

Strategy 4.1 Develop incentives and modify development standards to better direct appropriate land uses in transition and special study areas while protecting nearby residential uses.

Strategy 4.2 Incentivize infill development and redevelopment at densities compatible with the established neighborhood zoning, character, and infrastructure.

Goal 5: Support flexibility in setbacks, parking requirements, site coverage, and height in return for compatible development design, which maintains the character of transitioning areas, but also furthers implementation of neighborhood and land-use plans for the area.

Strategy 5.1 Initiate rezoning, where appropriate, to support the character, goals, and uses identified in SAPs or neighborhood plans adopted for transition areas.

Strategy 5.2 Incentivize infill development while protecting the existing neighborhood housing stock and character.

Strategy 5.3 As development pressure occurs on existing neighborhoods, initiate neighborhood plans and/or special purpose plans with the involvement of residents and property owners to guide future development and redevelopment within or adjacent to those areas with neighborhood meetings.

Strategy 5.4 Define areas where zoning overlay districts, including Historic Preservation Districts, or other tools for specific neighborhood protection are appropriate.

Goal 6: Promote preservation and maintenance of existing landscaped trails and open spaces within neighborhoods to assure pedestrian circulation and access to existing open spaces.

Strategy 6.1 Identify opportunities to create new pedestrian connections from residential neighborhoods to commercial and service locations.

Strategy 6.2 Support through appropriate processes, minor variations from the codes which allow preservation, restoration, rehabilitation, and expansion of historic buildings and landscapes to improve their longevity and usefulness.

Historic Preservation

PREHISTORY

Indigenous people preceded the establishment of Prescott by thousands of years. Though the Paleoindian and Archaic periods are sparsely documented, we do have evidence of peoples occupying the area in the Middle Archaic Period (5000-1500 BC) and several sites and evidence of people occupying the area in the Late Archaic Period (1500 BC-700 or 800 AD).

Many of these sites are in modern day Chino Valley and along the slopes of the Black Hills. Evidence indicates that indigenous people during this time were highly nomadic and depended on hunting and seasonal gathering.

The Post-Archaic Period was a formative period (200-600 AD) in which indigenous people transitioned from mobile hunter-gatherers to more permanent farming populations. The Prescott Culture resided in the area from 600-1600 AD and were located on the periphery of the Sinagua, Hohokam, and Chonina culture areas. They favored hilltop enclosures and sites and participated in limited agriculture supplemented by hunting and gathering.

Spanish explorer Antonio de Espejo passed through the area in the late 1500s in search of gold and silver, and this was when the first interactions with the Yavepe were documented. The Yavepe people, now known today as Yavapai, were mainly hunter-gatherers, moving seasonally in a large swath of area east of the Colorado River and south of Flagstaff. These are now the Quad-City and Verde Valley areas. Today, the Yavapai Prescott Indian Reservation spans 1,395 acres near the Ft. Whipple Military Reserve and has a population of 309 according to the U.S. Census Bureau 2017-2021 American Community Survey.

HISTORY

The founding of Prescott in 1864 as the first territorial capital of Arizona was a significant historic event. Under President Lincoln's command, eight territorial officers were sent to the West in the Fall of 1863, including John Goodwin, who was later established as the Arizona Territorial Governor. The officers soon landed in uncharted Central Arizona. Gold had recently been discovered in the area, 6 miles southwest of present-day Prescott, which put the area on the map for settlers seeking fortune. With favorable reports of the mines pouring in throughout the remainder of 1863 and early 1864 and the military presence of Ft. Whipple, Prescott was chosen as the city's official name and was established as capital on October 4, 1864. A fire destroyed much of downtown Prescott in 1900, and an exhaustive rebuilding campaign was initiated immediately thereafter. Most of Prescott's existing, significant historic buildings date from the post-fire construction period.

TODAY

Prescott's focal point, the Courthouse Plaza and surrounding downtown area, discussed in the Economic Competitiveness and Prosperity section, is not only the historic and economic center but, also the artistic and cultural center of the city. Interest in cultural activities has expanded in the past couple decades, as seen in the increasing numbers of tourists, resident artists, events, and participants. The Downtown is anchored by three outstanding historic, cultural venues: The Elks Opera House, Sharlot Hall Museum, the Museum of Indigenous People, and The Prescott Center for the Arts. The Western Heritage Center, a non-profit showcasing prehistoric and historic artifacts from a variety of local organizations, was established in 2017 in the heart of Whiskey Row along Goodwin Street.

To this day, over 800 National Register properties reside within the City's limits. To help protect these properties, Prescott has established 13 local districts and 13 National Historic Register Districts, which are governed by a comprehensive set of preservation guidelines. These guidelines are titled the Prescott Historic Preservation Master Plan. Preservation is critical to the character and economic vitality, protection of property values, and overall the community benefit of Prescott. Therefore, enforcement and continued development of the Historic Preservation Master Plan should be a priority for the City. Deference should be given to the Master Plan for guidance on making decisions regarding Prescott's cultural and historical assets.

Prescott's first and current Historic Preservation Master Plan was drafted and adopted in 1998. An update is currently underway, with a target completion date of 2025. In addition to creating chapters for four more recently added districts (Historic Homes at Hassayampa, Mile High, North Prescott, and Southeast Prescott), a chapter on managing archaeological resources will also be created. The Preservation Master Plan prescribes each District specific guidelines to give property owners; contractors; designers; and City Commissioners, Council, and Staff clear direction to evaluate and protect historic resources. The Preservation Master Plan also provides recommendations for future documentation of historic resources and for the creation of additional preservation overlay districts. This should always be an objective, as the City's historic resources are continually evolving.

Historic and prehistoric preservation are organizing forces in Prescott's land use principles and are key components of the community's economic engine. The historic town square, surrounding historic neighborhoods, and prehistoric sites prepared and/or interpreted for public education are a focus of the region's tourist economy. The tourist economy is an important source of income for all of Northern Arizona.

Preservation can also play an important role in putting housing within greater reach of all residents. By rehabilitating and renovating existing structures on smaller lots, the older, designated parts of the city return to the more pedestrian friendly system of the past, making use of existing infrastructure and landscaping. Adaptive reuse, which involves repurposing historic buildings for a different use while preserving their architectural and cultural heritage, is also highly encouraged. The City should seek to educate the community on adaptive reuse projects and develop strategies to incentivize them, particularly in Historic Districts.

Prescott should place increased emphasis upon educating historic property owners as to what financial incentives are available to them in the form of multiple state and federal tax reduction and credit programs. The State Historic Preservation Office (SHPO) (https://azstateparks.com/shpo/) is the guiding hand for these programs, so the relationship between the City and State should also continue to be strengthened to ensure information flows properly and frequently.

The City is classified as a Certified Local Government (CLG) by SHPO. A CLG designation signifies that a municipality has entered into an agreement with SHPO and the National Park Service to commit to work collaboratively to fulfill the goal of preserving, protecting, and increasing awareness of heritage resources. CLGs also maintain local preservation ordinances, a Preservation Commission, and processes to identify and designate significant historic properties worthy of preservation. CLGs must also retain professional staff to administer their program and a process of design review to ensure that designated properties are appropriately preserved and considered in planning.

HISTORIC PRESERVATION AND CULTURAL ASSETS GOALS AND STRATEGIES

Goal 1: Survey, documentation, and listing of properties eligible for the National Register of Historic Places, including the creation of new districts

Strategy 1.1 Reassess and summarize priority areas for revisions and/or additions to Prescott's Historic Districts; create a 5-year plan.

Strategy 1.2 Partner with SHPO and other preservation-related organizations and individuals to assist with inventory of properties.

Strategy 1.3 Engage with the public through public meetings and surveys to gather input as to which areas they would like to see incorporated into existing or new districts.

Goal 2: Complete the 2025 Prescott Historic Master Plan Update

Strategy 2.1 Complete Historic Master Plan Update by the end of 2025; this will make historic information more easily accessible to the public.

Strategy 2.2 Review applicable codes and consult with State staff and experts to ensure that irreplaceable prehistoric resources receive appropriate survey and mitigation procedures (see Strategy 5 for separate archaeological resources goals).

Strategy 2.3 Review applicable codes and consult with State staff to ensure the historic preservation ordinances remain in compliance with the federal CLG program of the U.S. Historic Preservation Act of 1966, as amended.

Goal 3: Citizen Education

Strategy 3.1 Educate citizens about the purpose of Prescott's Preservation Program and incentivize historic property owners to maintain and/or improve their properties.

Strategy 3.2 Create, disseminate, and promote materials for historic property owners to promote preservation, rehabilitation, and restoration and educate them on financial incentives available.

Strategy 3.3 Hold an annual "Preservation workshop" for citizens, and reinstate annual historic home tour(s).

Goal 4: Enhance Relationship with SHPO

Strategy 4.1 Strengthen the relationship between the City, SHPO, and other preservation organizations in Arizona. Further development of CLG aims to enhance and update Historic Preservation Master Plan to offer more resources and educational opportunities.

Strategy 4.2 Work with SHPO to re-index and expand National Register listings within Prescott (see Goal 2).

Strategy 4.3 Liaison with SHPO for greater understanding and access to public and private grants for preservation.

Goal 5: Enhanced Protection for Archaeological Resources

Strategy 5.1 Include an introduction and overview chapter in the Prescott Historic Master Plan, which outlines the purpose of a protection plan for prehistoric resources, goals of the plan, and an overview of Prescott area prehistory.

Strategy 5.2 Consolidate Geographic Information System (GIS) data of known archaeological sites, assess the significance of each site, and catalog by area in order to create chapters. This will take collaboration with the GIS Department, State staff, and potentially third-party contracted archaeologists/cultural experts.

Strategy 5.3 Create best management practices for sites (partner with Arizona Site Steward Program for monitoring (https://www.azsitesteward.org/index.do). Create protocol to protect known archaeological resources from development projects and how to assess newly found archaeological resources.

Recreation

PARKS AND RECREATION INVENTORY

The City's park system began with City Park, now known as Ken Lindley Field. This was a Works Progress Administration project in the early 1930s, employing local workers to combat the Great Depression. In the 1960s, the City aggressively pursued Federal Land & Water Conservation Funds for the acquisition and development of parks. The City began utilizing various State funding sources in the 1990s, including the State Lake Improvement Fund and the Heritage Fund provided for by State lottery revenues. Lands were specifically acquired for parklands or open space to be conserved in perpetuity. The Willow Lake and Watson Lake reservoirs, purchased from the Chino Valley Irrigation District in 1998 through a voter approved initiative, are dual purpose: for water supply and recreation.

PARKS AND RECREATION ACTIVITIES

A variety of recreational activities occur in areas owned and/or managed by the City (https://prescott-az.gov/rec-services/recreation-areas-prescott/), including field and court sports, kayaking, paddle boarding, skateboarding, cycling, in-line hockey, hiking, horseback riding, bocce ball, horseshoes, camping, rappelling, birding, playing on playgrounds, picnicking, dancing, living history, live music, orienteering, geocaching, yoga, races, and archery. Residents and tourists can also enjoy the zoo, dog park, nature center, performing arts, and other special events. The Recreation Services Department has a role in providing programs, facilities, and services for these activities and features one of the highest per capita sports participation rates in Arizona.

The City maintains an ongoing dialog with the Arizona Game and Fish Department (AZGFD) regarding improving the lakes as fisheries. Discussions include slot limits for the bass population, removing crayfish to assist fish reproduction and other activities. AZGFD continues to stock trout in area lakes. The health of Prescott's lakes is a complicated and ongoing issue.

PARKS AND RECREATION GOALS AND STRATEGIES

Goal 1: Recognize greater recreation potential. Act on this potential to improve the quality of life for residents and visitors and make improvements, where needed, to current facilities.

Strategy 1.1 Seek financial support through the Capital Improvement Program and volunteers from the local community to upgrade aging facilities with outdated amenities. These upgrades should have benefits to energy conservation, safety, aesthetics, tourism, user experience, and increased function.

Strategy 1.2 Identify and evaluate appropriate available lands for acquisition, license agreements, or acquisition of easements, based upon an inventory of parklands, open space, and recreation facilities. Trail connectivity and wildlife corridors should be a high priority.

Strategy 1.3 Establish plans and timelines for the development of desired lands on a financially constrained basis.

Strategy 1.4 Update the Parks and Recreation Master Plan to recognize new opportunities, changing recreation trends, and facility needs.

Strategy 1.5 Continue and expand cooperative programs with the Prescott National Forest and all other relevant entities to enhance trail connectivity and maintenance standards and enhance wildlife corridors.

Strategy 1.6 Seek new partnerships with Yavapai County, other government entities, organizations, and individuals to serve the parks and recreation needs of Prescott and the region as a whole.

Strategy 1.7 Continue coordination with Prescott National Forest, the towns of Prescott Valley, Chino Valley and other entities to plan cross-jurisdictional trails, open space, wildlife corridor connectivity, and recreation opportunities.

Strategy 1.8 Facilitate with the Prescott Frontier Days rodeo organization, Gail Gardner Neighborhood, University of Arizona Extension, Prescott Farmers Market Compost, Prescott Antique Auto Club, and the Yavapai County Fair to determine needed improvements to the City-owned rodeo/fairgrounds.

Strategy 1.9 Review and revise the Prescott Land Development Code to distinguish open space passive recreation uses from recreation space active recreation uses.

Goal 2: Establish recreation strategies for Willow, Watson, and Goldwater lakes to continually improve and enhance these assets for both residents and visitors.

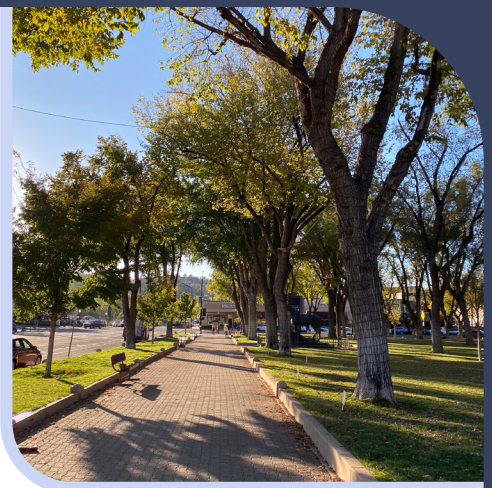
Strategy 2.1 Work with the Public Works Department to implement measures to reduce the algae and weed growth in Willow and Watson Lakes.

Strategy 2.2 Work closely with the AZGFD to continually improve the fishing conditions at Willow, Watson, and Goldwater lakes.

Strategy 2.3 Implement a forestry plan for parks and open space including invasive species removal (and vegetation control where necessary to protect water quality).

Strategy 2.4 Continue to expand recreational opportunities and facilities at upper and lower Goldwater Lakes to fully utilize the area to better accommodate current recreation demands, future recreation trends, and be compatible with wildlife.

Strategy 2.5 Work with Prescott Audubon and/or Arizona Game and Fish to enhance wildlife habitat and prevent recreation conflicts with wildlife needs.



TRAILS AND GREENWAYS

City trails and greenways currently allow for non-motorized recreation and transportation. Trails and greenways connect destinations within Prescott including schools, businesses, neighborhoods, parks, and other recreational sites. Prescott has received national recognition for the progressive approach to providing a high-quality trail system. Completion of the 56-mile Prescott Circle Trail, Prescott Greenways, and Granite Dells Trail expansion will further enhance the trail system.

Other upcoming projects:

- Complete the new Regional Park (including Glassford Hill)
- Complete the North Peavine Trail to the Headwaters of the Verde River
- Complete the Granite Dells Gateway Park
- Complete the Greater Prescott Trails Plan with Prescott National Forest
- Construct the Pioneer Parkway Trailhead with Yavapai County
- Construct the White Spar Trailhead with Prescott National Forest
- Bean Peaks flow trails with Prescott National Forest and the Prescott Mountain Bike Association
- Improve connections to the Prescott Circle Trail

TRAILS AND GREENWAYS GOALS AND STRATEGIES

Goal 1: Expand and improve the connectivity of the trails, wildlife corridors, and greenways system

Strategy 1.1 Complete high-priority trails within the following geographical priorities: 56-mile Prescott Circle Trail, Prescott's Greenways, Prescott Peavine Trail to Chino Valley, Willow Lake to Watson Lake via Granite Dells, Recreation Pathways City-Wide, and Completion of Larger Interconnected Trail Networks.

Strategy 1.2 Establish a matrix using scoring criteria for proposed trails to define priorities for trail construction.

Strategy 1.3 Implement creative right-of-way acquisition strategies for trails, such as license agreements, leasing, donation, purchase, and easements. This includes exploring the feasibility of roadways, utility, and drainage corridors.

Strategy 1.4 Make all parks and services welcoming and accessible to all level of users, i.e. adults, children, seniors, and all-abilities through ADA rated pathways, clean accessible restrooms when feasible, seating or benches, running water fountains or water stations, and park features.

Goal 2: Invite greater public participation in the planning, development, and maintenance of trails and greenways

Strategy 2.1 Continue to work with Prescott Creeks (https://prescottcreeks.org/) and other non-profit foundations to develop a community volunteer creek monitoring program to expand and support a creek watch project.

Strategy 2.2 Prepare information for the public regarding the importance of trails and greenways, detailing how they contribute to the value of developed land and the health of the community. Include information regarding state laws on landowner protection from liabilities, direct land purchases, license agreements, land donations and easement acquisitions, which also can be purchased or donated.

Strategy 2.3 Continue to support and improve the Over the Hill Gang trail building program, Yavapai Trails Association (YTA), and the Prescott Mountain Bike Alliance.

Strategy 2.4 Create an open space commission to solicit public comment and advise City Council.

Strategy 2.5 Work with Prescott Audubon and/or Arizona Game and Fish to enhance wildlife habitat and prevent recreation conflicts with wildlife needs.

Goal 3: Support the linkage of public and private open space and trail systems to serve the community more efficiently

Strategy 3.1 Create incentives for new developments to designate open space areas which adjoin and link to existing public or private open space areas.

Strategy 3.2 Require the creation of publicly accessible trails in new subdivisions where such trails can provide new or improved connectivity for existing trail networks and align with wildlife corridors.

Strategy 3.3 Work with CYMPO on the Active Community Transportation-Unified Plan (ACT-UP) (https://www.cympo.org/actup/).

Strategy 3.4 Work with GIS and other developments to map out and increase 10-minute walkability to Parks and open space by encouraging sidewalk or crosswalk improvements.

Goal 4: Develop and implement planning for the new Regional Park and Preserve

Strategy 4.1 Meet with partners, the public, and citizen groups to draft trail plans and park amenities.

Strategy 4.2 Hold multiple public meetings to gather information on what the public would like to see in park and preserve development.

Strategy 4.3 Coordinate with AZ Game and Fish Department addressing current and future wildlife corridor connectivity and mitigation.

Pedestrian and Bicycle Circulation

Many Prescott residents and visitors find our temperate climate ideal for outdoor pursuits, including walking and bicycling. The number of recreational trails in and surrounding Prescott have increased substantially since the turn of the century, yet shoehorning bicycle and pedestrian facilities into existing infrastructure constrained by historic and geographic confines remains a challenge. While considerable progress has been made connecting and improving bicycle and pedestrian facilities, many still find walking or biking to specific destinations in Prescott too difficult or dangerous to contemplate. The City's Pedestrian, Bicycle, and Traffic Advisory Committee works with City Staff to address traffic and pedestrian concerns brought forward from citizens.

The on-street system consists mainly of striped bike lanes, signed bike routes, and sidewalks. The striped bike lanes are primarily located on existing arterials and major collectors. Sidewalks are typically provided on new local, collector, and arterial streets; however, a cohesive pedestrian movement network from neighborhoods, business areas, schools, and other destinations remain to be developed. Some progress has been made through the Safe Route to Schools program and the Bicycle and Pedestrian Master Plan, which includes specific policies and locations for recommended projects while addressing related ongoing maintenance needs. Off-street multi-use paths, like our Granite Creek Greenways Trail, should be considered an integral part of the transportation system, as they can supplement our on-street provisions.

The mountain biking community embraces Prescott because of its high-quality recreational trail network. This is a reflection of the considerable volunteer efforts of groups like Yavapai Trails Association, Prescott Mountain Bike Alliance, and The Over the Hill Gang. Evidence of this enthusiasm is the annual Whiskey Off-Road Mountain Bike Event and Festival, which has been run for close to 20 years, and had 2,000 participants in 2023. The Prescott Circle trail is a 56-mile non-motorized trail that circumnavigates a good part of the city, and popular trailheads are located at almost any compass point from the downtown plaza. Some of the more popular trail areas are: Pioneer Park, Granite Dells and the Peavine Trail (including plans for a possible regional park), Lynx Lake and Badger Mountain, Senator Highway and Groom Creek, White Spar area (including the recently opened Bean Peaks trail system), Copper Basin and Mount Francis, Thumb Butte road and the White Rock trail access, Spence Basin, and Granite Mountain.

Better on-street bicycle accommodations may encourage biking tourists who stay in downtown hotels to ride their bikes to trailhead destinations rather than drive. Those same improvements may also encourage Prescott's residents to ride their bikes downtown for events like concerts on the plaza. The recent re-striping of Thumb Butte Road to shift the center line over to allow for a bike lane for slower uphill riders is one example of using paint to provide a better sense of safety for bicyclists. Shared lane signs were placed for the faster downhill traffic. While these improvements are appreciated, they stop at the City limit. Communication and cooperation with Yavapai County would be needed to continue the improvements to Thumb Butte Park.

There is a designated bicycle route between the Mike Fann Community Skate Park and the newly built Granite Creek Park Pump Track due to an increase in bicycle traffic between these two parks. Additional signage to notify motorists of bicycles on the roadway, with the addition of shared-lane markings on Pleasant Street and Willis Street, and upgrading the traffic light at the intersection of Sheldon Street and Pleasant Street to detect bicycles are examples of safety improvements which may be made to this designated bike route.

Some years ago, the Public Works Department added a budget line item for sidewalk maintenance. The effort started repairing, replacing, and grinding sidewalk panels in the downtown area, as well as connecting and improving pedestrian ramps and access. While this program has been appreciated and popular, it could be expanded to complete missing sections of sidewalk to improve pedestrian connectivity.

COMPLETE STREETS, VISION ZERO, AND TRANSPORTATION SAFETY PLANNING

Complete Streets is a nationally recognized term referencing the design and operation of highways and streets to enable all users, including bicyclists, pedestrians, transit riders, passenger vehicles, and commercial vehicles, to safely move along and across the roadway. Complete Streets is an approach to interdependent, multimodal transportation facilities planned, designed, operated, and maintained to provide safe mobility. Designing streets to the function and context of the neighborhood, whether residential or commercial, and the surrounding environment is appropriate. Each highway or street is unique and dependent upon the context of the street design and neighborhood.

A "Complete Street" is defined as a street which safely accommodates all users including vehicles, pedestrians, and

bicyclists. Basic elements of complete streets include sidewalks, bike lanes (or wide paved shoulders), pedestrian crossing opportunities, median islands, and accessible pedestrian signals. Careful planning and development of Complete Streets infrastructure offers long-term cost savings for local and state governments by reducing automotive travel.

Over 1,700 jurisdictions in the U.S., including 37 states and several cities in Arizona, have adopted Complete Streets policies. Similarly, over 50 jurisdictions have adopted Vision Zero plans (**https://visionzeronetwork.org/**). Vision Zero is the core of the approach to traffic safety for many cities and counties. The core principles of Vision Zero are that human life and health should be the highest priority within all aspects of transportation systems. Establishing policies that require the consideration of safety for all users of the transportation system is the best way to ensure protection for the most vulnerable of system users is not overlooked.

CYMPO is responsible for conducting a comprehensive Transportation Safety Plan: a system-wide, multimodal, proactive process that better integrates safety into surface transportation decision-making. Federal law requires that the State and metropolitan transportation planning processes be consistent with Strategic Highway Safety Plans. Transportation projects and strategies must increase the safety of the transportation system for motorized and non-motorized users. The City ought to explore opportunities to apply any proposed solutions generated by the plan to their own Transportation Planning efforts.

By designing for the safety of all users, fewer collisions occur between vehicles and other forms of transit, thereby protecting life and property, and reducing the need for emergency services. There are also benefits to public health, the environment, and financial benefits to property owners and businesses through increased foot traffic.

The Pedestrian, Bicycle, and Traffic Advisory Committee should explore and promote appropriate Complete Streets or Vision Zero policies for adoption by City Council. Invite other civic groups to provide assistance in improving our ranking as a Bicycle-Friendly Community with the League of American Bicyclists.

Additional information regarding the off-street trail system may be found in the Open Space section.

Link to City Trails and Outdoor Recreation Map:
https://prescott-az.gov/rec-services/recreation-areas-prescott/trails/mile-high-trail/

PEDESTRIAN AND BICYCLE GOALS AND STRATEGIES

Goal 1: Ensure new pedestrian and bicycle circulation facilities are designed and constructed to improve pedestrian and bicycle visibility; user comfort; and create logical connections between residential neighborhoods and destinations such as commercial centers, employment centers, medical facilities, etc.

Strategy 1.1 Update the 2015 Bicycle and Pedestrian Master Plan to reflect current conditions and serve as a guide for future bicycle and pedestrian needs.

Strategy 1.2 Implement the Bicycle and Pedestrian Master Plan for the City through inclusion of projects in the Capital Improvements Plan with emphasis on design and development. This will increase the number of short trips connecting residential areas with recreational, educational, and business areas.

Strategy 1.3 Strengthen collaborations with a focus on enhancing pedestrian and bicycle access to local schools.

Strategy 1.4 Develop programs which educate bicyclists, pedestrians, and motorists about sharing roadways and promote walking and bicycling. Strengthen partnerships and collaborations with a focus on enhancing pedestrian and bicycle access to local schools.

Strategy 1.5 Maintain current League of American Bicyclists Bicycle-Friendly Community status while pursuing a higher ranking.

Goal 2: Accommodate multimodal transportation options in new developments and roadways

Strategy 2.1 Design pedestrian facilities to provide safe access for children, the elderly, and handicapped.

Strategy 2.2 Include bikeways, sidewalks, and on-street bicycle facilities/lanes consistent with the Pedestrian and Bicycle Master Plan in the design of all new roadways.

Strategy 2.3 Acquire and develop off-street multi-use routes along creeks, drainages, utility easements, and through recreation spaces, wildlife corridors, parks, and open spaces.

Strategy 2.4 Design new and reconstructed roadways to provide multimodal facilities using Complete Streets concepts.

DarkSky Community

Prescott's clear, dark night sky is an environmental asset the community wishes to protect. The Land Development Code primarily regulates commercial outdoor lighting by addressing light fixture types and light output. In some cases, light output is measured in lumens, such as in residential lighting, recreational lighting, and sites with internally lit signage. Parking lot lighting is required to be high-pressure sodium; however, there have been requests to allow light emitting diode (LED) lighting. New energy efficient technologies, such as high-intensity discharge (HID) and LED make it difficult to regulate light output solely by energy consumption and to require specific existing technologies in some applications.

Residential lighting may be addressed in the Land Development Code, where a balance may be met between lighting that is both adequate for residents and wildlife friendly, yet preserves the nighttime sky. Exterior lighting provides safety, security, visual enjoyment of outdoor living spaces, and requires careful consideration to not infringe upon a neighbor's enjoyment of the dark, starlit sky.

RESIDENTIAL HOME LIGHTING

Should Prescott desire to become a DarkSky community, new exterior residential lighting fixtures should match commercial lighting requirements to be DarkSky-compliant. Light sources should not be visible across property lines. Safety lighting should be allowed to illuminate vehicular and pedestrian circulation areas.

RESIDENTIAL LANDSCAPE LIGHTING

Landscape lighting or low-level path lighting should serve as the primary form of exterior lighting. Street, walkway, driveway, and

landscape lighting should be of low luminosity, low profile, and be a concealed light source meeting DarkSky requirements.

Minimal lighting within residential yards is encouraged, except in the case of up-lighting key trees and plants, down-lighting is encouraged because it has less impact on the night sky. All yard lighting should utilize low-luminosity sources. Landscape light fixtures should be non-reflective, solidly mounted into the ground, and provide indirect ambient light for visibility. Landscape and security lighting fixtures should be installed at a height not to exceed 10 feet above ground level. If wired systems are used, they may be installed on a timer to save energy and turn off when not needed for pedestrian or vehicular circulation.

DARK SKY GOALS AND IMPLEMENTATION STRATEGIES

Goal 1: Adopt a lighting code that addresses new technologies and includes residential light sources to enhance the City's existing DarkSky regulations.

Strategy 1.1 Adopt a lighting code to address lumination levels.

Strategy 1.2 Street illumination (street lights) in residential areas should occur only at intersections to illuminate signage or when unusual safety concerns are present, per criteria of DarkSky International. Review existing street lights for possible upgrades to meet DarkSky requirements.

Strategy 1.3 Adopt a residential lighting code which reduces glare to adjoining properties, preserves the nighttime sky, and is adequate for residents.

Strategy 1.4 Encourage lighting with a low-luminosity output in both commercial and residential uses to save energy, reduce glare, and reduce sky-glow.

Strategy 1.5 Consider the retrofit City facilities to DarkSky-compliant lighting as renovations occur, subject to funding availability and public safety considerations.

Tree City USA

In 1976, the Arbor Day Foundation started Tree City USA, which is one of their oldest programs. The vision was for a greener, healthier America which could inspire change on a nationwide level. Trees clean our air, filter our water, and slow storm surge and flooding.

Incentives for communities to become a Tree City USA Community (https://www.arborday.org/programs/treecityusa/):

- Trees help absorb the sounds of traffic in urban areas by 40%.
- Neighborhoods with trees are 7-9°F cooler than those without.
- Trees reduce energy costs up to 25% by shading buildings and protecting them from winter winds.
- Homes with trees have higher property values.
- Green space plays a major role in improving mental and physical health.
- Planting and maintaining trees absorbs carbon dioxide in the atmosphere, mitigating the effects of climate.

In a survey conducted in 2022, Residents were asked if Prescott should seek a Tree City designation, over 59% of the survey respondents responded affirmatively. For Arizona, the program is managed under the Arizona Department of Forestry and Fire Management (https://dffm.az.gov/forestry-community-forestry/urban-community-forestry/recognition/tree-city-usa). City staff reviewed what is required to apply, and the program provides a four-step framework to maintain and grow a program.

The framework consists of:

1. **Maintaining a tree board or department**
2. **Having a community tree ordinance**
3. **Spending at least $2 per capita on urban forestry**
4. **Celebrating Arbor Day**

TREE CITY USA GOALS AND IMPLEMENTATION STRATEGIES

Goal 1: Review framework criteria to determine what needs to be done to become a designated Tree City USA.

Strategy 1.1 Review the City framework to determine which department would oversee the program and act as the designated tree board or department.

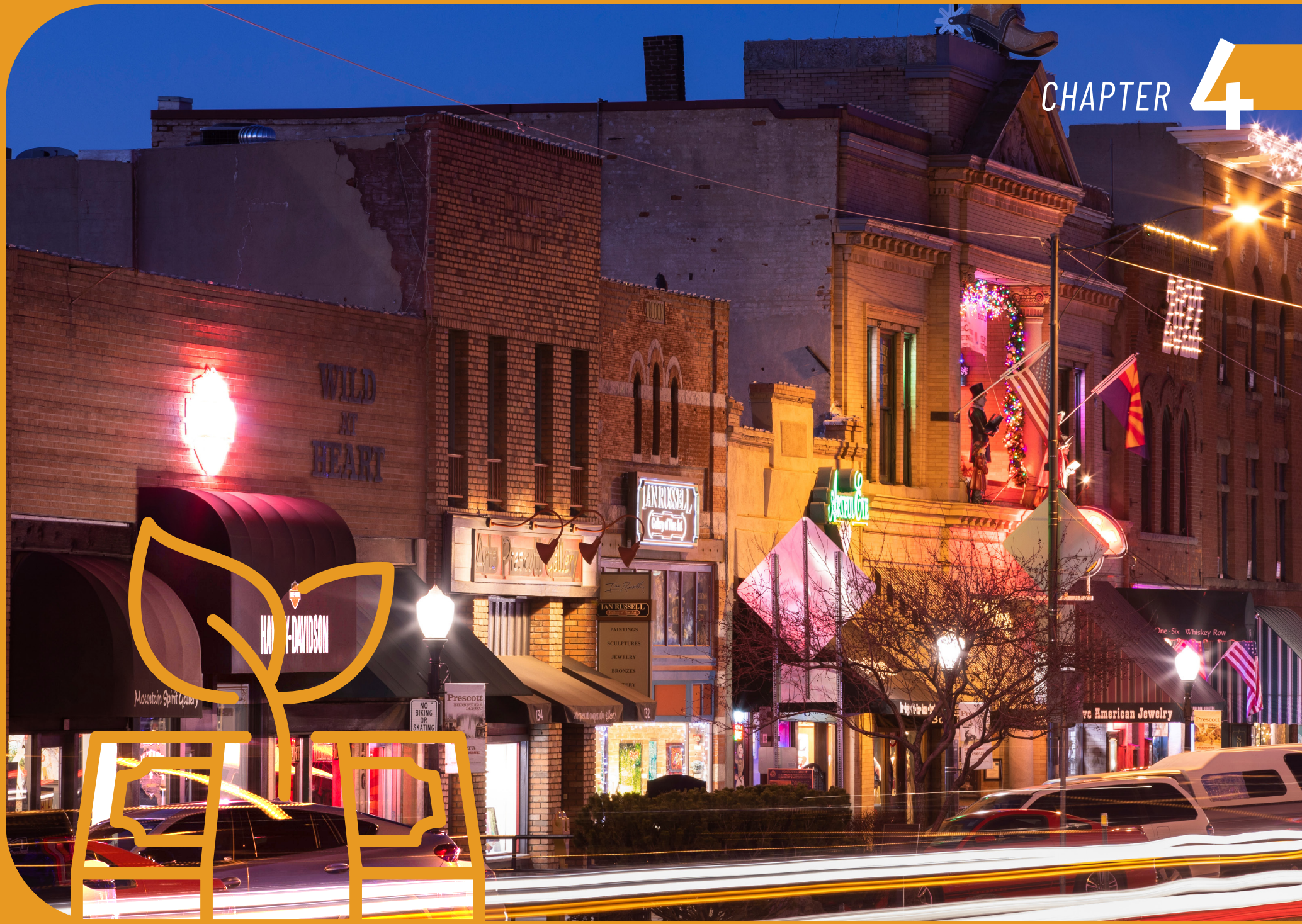
Strategy 1.2 Create a public tree care ordinance to protect the urban forest that ensures its long-term care and maintenance.

Strategy 1.3 Review what kind of expenses apply to the $2 per capita budget requirement and how often it is paid. In-kind volunteer services and donations, as well as other investments, are eligible to count toward the budget.

Strategy 1.4 Create a program to host an annual Arbor Day event to bring people together and build support for the program.

Strategy 1.5 Request an annual mayoral proclamation for Arbor Day to promote support of the program and encourage donations.

CHAPTER 4


WILD
AT
HEART
IAN RUSSELL
Art Prescott Gallery
Mountain Spirit Gallery
NO BIKING OR SKATING
Prescott
One-Six Whiskey Row

Land Use

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

Downtown Prescott accounts for a significant amount of the City's sales tax base. It remains a primary visitor attraction, 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 vision for downtown is to preserve 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 Road, and the Sixth Street area north of Sheldon Street. 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 continue the economic vitality of the Prescott Regional Airport (PRC). Residential subdivisions are south and east of the airport. Additional subdivisions, both within the city and in unincorporated areas, are possible near PRC. Development issues raise the need for regional cooperation to address airport land use, noise, and other concerns to ensure that further residential or other incompatible land use infringements on the airport do not occur.

Land Use Goals and Strategies

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

Strategy 1.1 Ensure 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 businesses and industries. 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.

Strategy 1.4 Promote use of land available adjacent to PRC.

Goal 2: Increase the ratio of land for commercial and industrial uses to protect and enhance the City's tax base.

Strategy 2.1 Explore the need of more commercial and industrial land uses within the city through the update and implementation of adopted SAPs.

Strategy 2.2 Encourage the update, creation, and implementation of SAPs to guide the development of areas where such plans do not already exist.

Goal 3: Achieve targeted City economic development goals by locating commercial development that is accessible to major road corridors while also considering historic preservation, open space requirements, environmental, and quality of life.

Strategy 3.1 Ensure appropriate access and circulation are planned for business/commercial sites.

Strategy 3.2 Verify adequate buffers and screening for adjacent existing neighborhoods when siting commercial uses, especially major commercial centers. Retain native vegetation if possible.

Strategy 3.3 Allow flexible screening and buffering options that adequately mitigate noise, light, and 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 Strategic Plan.

Strategy 4.2 Review the targeted industry list and the effectiveness of incentive and recruitment activities annually.

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.

Strategy 4.6 Conduct a parking study of the downtown area to determine the need for additional parking areas.

Economic Development and Tourism

Prescott's economic development mission is to facilitate the establishment of a balanced local economy, create quality jobs, and enhance the local tax base. This can be achieved by supporting quality industrial and commercial development, targeted business attraction, redeveloping target areas, effecting expansion and retention efforts, and providing tourism support.

Prescott's economy includes retail sales; tourism; education, healthcare, professional services; real estate; light industrial; manufacturing; construction; and federal, state, county, and municipal government. The historic downtown, airport, industrial parks, and regional commercial developments along SR 69 Corridor are recognized as economic centers for the City.

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 and 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, AND 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 SAP was adopted in 1997. It 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 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 and adding pavers, landscape planters, lampposts, benches, and waste receptacles as pedestrian-friendly amenities. There is ongoing coordination with Yavapai County when scheduling events at 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 the 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 and improvements were made to the Whiskey Row Alley, this included adding 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 with its combination of historic structures, cultural amenities, community events, and a 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 give the City Council more flexibility when approving businesses and projects in the area.

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

In 2000, the City purchased a portion of the Elks Building at 117 E. Gurley Street that houses the Elks Opera House, which has been the home of live performances, movies, and meetings since 1905. The City and the Elks Opera House Foundation completed the restoration of this theatre with City, State, and national grants. There were also gifts and other considerable contributions from private foundations and individuals. The restored theatre space was dedicated on July 24, 2010.

WORKFORCE DEVELOPMENT AND OPPORTUNITIES

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

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 Career and Technical Education Center (CTEC) facility at Yavapai College provides technical training, including both general curriculums and customized training for employers.

The Arizona At Work Office, operated by the 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 Pine Ridge Marketplace and the SR 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 and 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 a steady increase in visitation, a robust special events calendar, and support from local citizens. Pine Ridge Marketplace has new ownership, and investments in outbuildings like the former Sears (now Espire Sports) has revitalized the area with strong plans for the future.

It is important to attract, maintain, and support small businesses in neighborhood commerce areas. Smaller roadway corridors support businesses and provide interconnectivity to regional areas. The less intense, neighborhood-oriented commercial areas are 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 Road/Grove Avenue, Montezuma Street/Whipple Street, Montezuma Street/White Spar Road, and along Iron Springs Road. Area plans and the Land Development Codes 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 for the construction of industrial and business parks. The oldest industrial parks in the city are the Sundog Road Business Park off SR 89 and the 6th Street Business Park near downtown. These parks are nearly built out with little vacant land and boundaries that encroach on nearby neighborhoods. New industrial parks are located in and around PRC. In 2019, the City built the Corsair Connector in the airpark area, significantly reducing travel time from one end of the airpark to the other and encouraged more development. Since 2020, several dozen properties, mainly 1-4 acre parcels around the airpark 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 a 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 the 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.

PRC is both a transportation asset and an economic focal point for the City and the region. This is in part because of its close proximity to and use by Embry-Riddle Aeronautical University (ERAU) and other aviation-related businesses. 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 importance of this economic impact to the City stems from direct airport operations, such as a large number of hangar tenants, general aviation services, flight training operations, cargo services, Forest Service fire-fighting operations, and the Federal Aviation Administration (FAA) tower. Much of the land near PRC is designated for industrial and 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: Continue the industrial and commercial character in the airport vicinity.

Strategy 1.1 Support and maintain the land uses established in the Airport SAP, Airport Vicinity Overlay (AVO), Land Development Code, and the Land Use Map in 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 SAP land uses within their corporate limits or anticipated to be within their jurisdictional limits based on 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 Airport SAP to ensure these plans are current and protect AVO, once adopted by City Council.

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

Strategy 2.1 Support appropriately sized and placed commercial and industrial development areas through the implementation of adopted SAPs and the Land Use Map in this General Plan.

Strategy 2.2 Pursue the development of more robust broadband services in partnership with service providers, the Arizona Commerce Authority, Yavapai County, and other agencies to seek and obtain funding.

Strategy 2.3 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, customer patterns, and gap analyses to show businesses the positives of locating or expanding in Prescott.

Strategy 3.2 Work with existing and prospective healthcare providers to make sure they are providing consistent and quality healthcare in a robust and competitive healthcare 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 and development, financial services, and other clean industries. This includes information technology, healthcare, and education, which improve the variety of employment opportunities and bring higher-paying jobs to the community.

Goal 4: Incentivize commerce and industry, including small businesses, to locate, retain, and/or expand in Prescott while remaining within the confines of the Gift Clause ruling as noted in the Arizona State Constitution, Article 9, Section 7 (https://www.azleg.gov/viewDocument/?docName=https://www.azleg.gov/const/9/7.htm).

Strategy 4.1 Eliminate unnecessary regulations, and streamline development permitting procedures without sacrificing health, safety, and welfare.

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

Strategy 4.3 Encourage communities to form self-help economic groups such as non-profit organizations incorporated to provide programs, offer services, and engage in other activities that promote and support business development.

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

Goal 5: Economic Development Strategic Plan.

Strategy 5.1 Implement the adopted elements of the Economic Development Strategic Plan, including allocation of appropriate resources (staff, contractors, and dedicated funding).

Strategy 5.2 Continue to update the Economic Development Strategic Plan with input from stakeholders, citizens, and City leadership.

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 to provide services such as police, fire, library, and parks and recreation. Therefore, the City must work with other Arizona municipalities to seek means of changing state laws that restrict establishing diversified taxing revenue options to meet community needs. Dependence upon transaction privilege tax revenues puts local governments at risk of being unable to meet basic community needs during economic recessions or downturns when consumers are likely to generate less sales tax revenues.

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 the Phoenix metropolitan area and southern Arizona. These major companies will bring hundreds of supply chain partner companies to Arizona, and Northern Arizona specifically is well-positioned to compete with these 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 revenue, 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 AND MANAGEMENT

The City Tourism Office is known to visitors as “Experience Prescott” (https://www.experienceprescott.com/).

Experience Prescott’s Vision

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

Mission

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.

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

While the City’s Tourism Office began as a DMO, 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, the following seven guiding principles 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 from the Experience Prescott Strategic Plan 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 the development of recreational uses. Between 2017 and 2022, the economic impact of tourism visitor trends consistently and steadily increased. 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 tax.

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. Prescott 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, the Chamber of Commerce, the Prescott Downtown Partnership, and citizen historic preservation supporters, the downtown area continues to be the focal point exhibiting Prescott's character.

The Downtown Business District is a priority economic development and redevelopment 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 area is largely tourism-oriented. The mix also includes arts, culture, entertainment, and hospitality services.

Preservation of the downtown as a 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, providing 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 and to retain the mix of businesses to support that tourism and local citizen shopping and service needs. The City's Historic Preservation Master Plan encourages and guides preservation efforts for historic sites throughout the city, many of which are located in or near downtown. These efforts have yielded good results, for example the restoration of historic buildings and a low vacancy rate downtown. This demonstrates 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 AND MANAGEMENT GOALS AND 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 businesses.

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 and Management to advertise and promote Prescott as a tourist destination with excellent historical, cultural, recreational, and arts amenities.

Strategy 2.2 Periodically review and monitor similar 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 Maintain and continually develop a comprehensive tourism marketing plan directed to travel consumers, the media, and the travel trade using a mix of traditional and emerging marketing technologies supplemented by direct sales efforts.

Strategy 2.4 Promote Prescott as a desirable location for film and advertising productions.

Strategy 2.5 Develop strategies to encourage longer stays and more purchases by visitors through expanded attractions and enhanced experience.

Strategy 2.6 Encourage the development of a resort and/or conference center based on results of future feasibility studies. Market and promote a destination for weekday and mid-week travel whether for the leisure, business meeting, and/or small meeting market.

Strategy 2.7 Enhance and promote Prescott's recreational opportunities.

Goal 3: Preserve and continually revitalize the downtown business community.

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

Strategy 3.2 Encourage retention of current government functions (City, County, State, and federal), in the downtown vicinity, including courts and law enforcement administration agencies.

Strategy 3.3 Support and expand cultural and leisure facilities and activities within the downtown area.

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

Strategy 3.5 Look into possible opportunities to create new parking areas for Downtown.

Goal 4: Enhance the character and ambiance of the downtown.

Strategy 4.1 Develop and implement additional functional and aesthetic improvements within the downtown. 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 using the Historic Preservation Master Plan as a guide.

Strategy 4.3 Apply the Downtown Specific Area Action Plan to maintain and enhance infrastructure and preserve the downtown as a destination for tourists and residents.

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 sectors. This will provide employment opportunities for working-class individuals and assist in maintaining a suitable workforce for business attraction and retention in Prescott. 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 businesses include light manufacturing, aerospace and defense, cybersecurity, 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 occupations.

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, in addition to the development of new small businesses.

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

TOP NON-GOVERNMENTAL EMPLOYMENT SECTORS

According to Northern Arizona Council of Governments 2020-2025 CEDS

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

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

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 Arizona. In 2023, the median household income (counting all sources, wages, pensions, investment income, etc.) was $66,330, compared to $72,581 for Arizona.

According to the U.S. Bureau of Labor Statistics, in November 2023, the national and state unemployment rates were 4.3%, and Prescott had an unemployment rate of 3.9%. The labor force participation rate for Prescott was 41.1%, compared with 60.5% for Arizona. Prescott has a high retirement-age population, which creates a low labor force participation rate, while also creating 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 U.S. Census indicates that in 2020, 95.3% of persons age 25+ in the city 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 that complement Prescott's demographics, labor force, available sites, and quality of life.

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

Strategy 1.2 Facilitate industrial development authority bond financing.

Strategy 1.3 Promote relocation/expansion of businesses to create professional employment positions.

HOUSING AFFORDABILITY AND THE WORKFORCE GOALS AND POLICIES

Please refer to the housing section starting on page 109.

Regional Competition and Cooperation

Due to the Arizona tax structure and laws, 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 to attract retail and 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 businesses 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, addressing workforce development, and promoting regional assets for businesses seeking to relocate.

There is growing recognition among the greater Prescott communities 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.

REGIONAL COMPETITION AND COOPERATION GOALS AND POLICIES

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

Strategy 1.1 Join adjacent jurisdictions to finance and promote regional tourism advertisements and other projects designed to draw in visitors to boost regional 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 adjacent jurisdictions to research, finance, and promote regional economic development tactics and promotion.

Strategy 1.4 Continue to participate in CYMPO discussions and studies addressing public transit (https://www.cympo.org/studies/).

Growth and Cost of Development

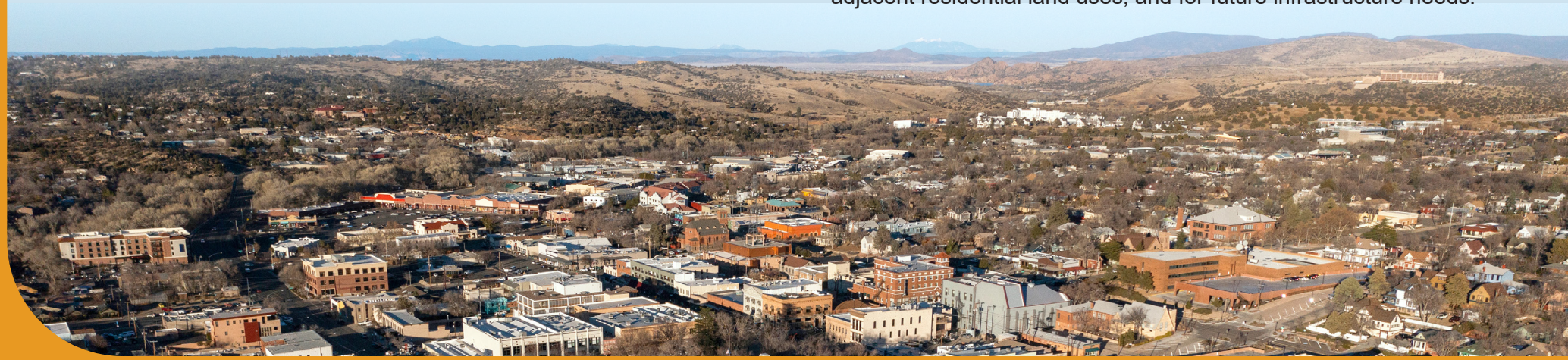
GROWTH MANAGEMENT

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 LDC has several zoning districts well suited to transitioning areas. Zoning districts like the residential office, neighborhood-oriented businesses, and mixed-use zoning districts will accommodate both residential and low-intensity commercial uses as an area transition from single-family homes to multifamily homes and businesses. As listed in the Land Use section, several transitional areas are subject to commercial development or redevelopment. 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 section, the LDC has provisions for SAPs, 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 redevelopment 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 that 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 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 that promote sustainability by discouraging urban sprawl and considering open space, wildlife corridor connectivity, and jurisdictional boundaries should be given priority.

GROWTH MANAGEMENT GOALS AND STRATEGIES

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

Strategy 1.1 Periodically review, update, or create SAPs, Neighborhood Plans, Overlay Districts, and Redevelopment Districts as needed.

Strategy 1.2 In cooperation with property owners, preserve and connect green belts, riparian areas, multimodal trails, and wildlife corridors and continue the 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 patterns, on-street parking, pedestrian paths, landscaping, and outdoor commercial areas to enhance the 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 SAPs 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 SAPs 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 Create water allocations for new developments which that propose compact designs 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 the 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 and wildlife habitat.

Strategy 5.1 Encourage the development of multimodal transportation (the use of two or more modes of transport to move goods from their origin to their final destination).

Strategy 5.2 Conduct neighborhood planning processes to address the impacts of growth in development and redevelopment projects within or adjacent to existing neighborhoods.

Strategy 5.3 Encourage the donation of scenic easements by private property owners and identify scenic viewsheds worthy of protection.

Strategy 5.4 Create a Regional Water Advisory Committee.

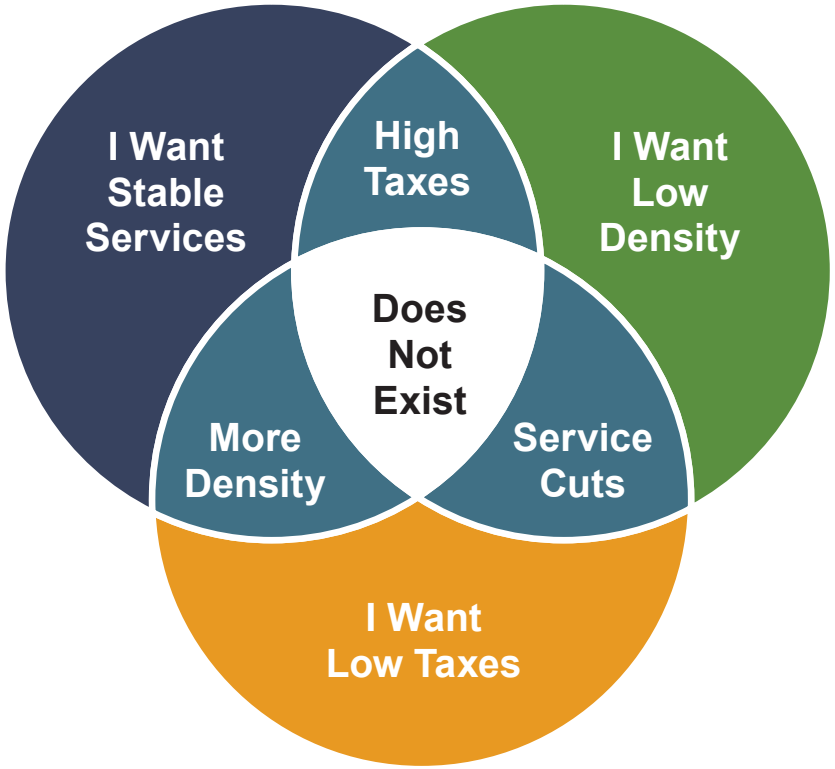
Goal 6: Develop strong community support for active growth management through sustainable development practices such as compact development and pedestrian connectivity.

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 a community's health, safety, and welfare. Cities must balance these risks against the public's desire 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.



"As we have conversations about the future, it is important to understand the relationship between our service levels and the two ways we support those services—taxes (or tax rate) and density/growth (or number of taxpayers). There's a close relationship between service levels, tax rates, and growth, illustrated fairly well with the Venn diagram. Essentially, we get to pick two and the third becomes a consequence. If we choose high service levels and low taxes, we'll need to find more taxpayers through additional density or growth. If we choose low growth and low taxes, revenues will not be sufficient and our service levels will be forced to decline.

There's something to be said for trying to balance all of these elements, and there's not necessarily a "right" answer, but as we continue to have conversations about the future it will be important to remember this connection between the services we want and the revenues needed to support them."

— Dallin Kimble; City of Prescott City Manager

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 beginning of 2024, the City sales tax was 2%, and the combined tax rate (State, County, and City) is 8.35%.

In November 2024, Prescott voters approved Proposition 478, which increases the City's Transaction Privilege (sales) tax by 0.95% to support additional public safety infrastructure and operational costs. As a result, the City's transaction privilege (sales) tax increased from 2% to 2.95% at that time.

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, street 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 the 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 updated in 2024 (**https://prescott-az.gov/utility-billing/current-rate-study/**).

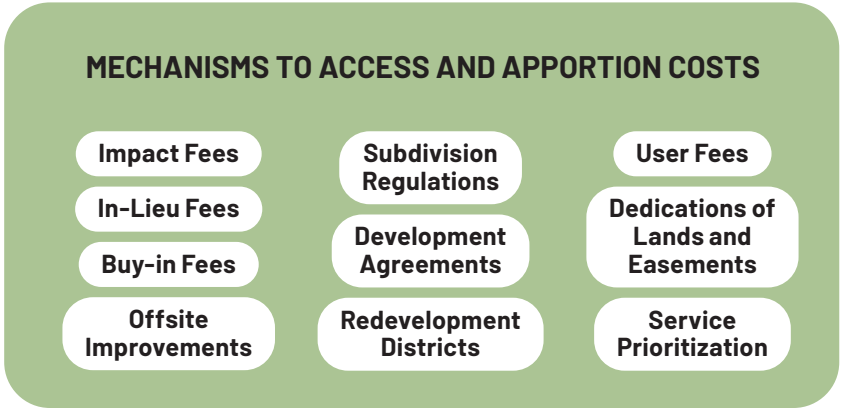
Along with impact fees, building permit fees, and planning application fees are charged to pay planning and inspection costs for the development of new buildings. Building permit fees are reviewed regularly, and the costs of new residential construction should also be reviewed periodically.

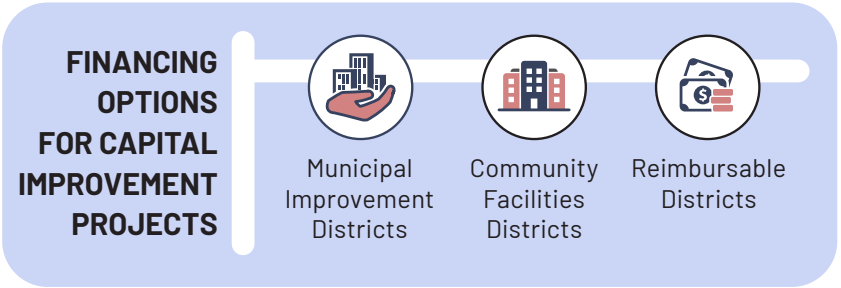
Annexations with Existing Infrastructure

Existing residential areas seeking annexation should bear the cost of bringing infrastructure, such as streets and water and sewer systems, 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 taxpayer 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:





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 1.3 Consider the use of bonding options for major capital improvements such as the airport expansion, development of a convention center, or transportation-related improvements.

Strategy 1.4 Encourage increased research and development to promote more diverse employment opportunities and higher wages.

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, the need to 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 section of the general 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 who 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), and 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, but seems to have leveled out at 2.02 in 2020. The number of families actively raising children within Prescott is on the decline, while the percentage of people living alone is on the rise. Only 12% of the Prescott population is under 18. With the decreasing school-aged population, two elementary schools have forever closed their doors: Washington 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.

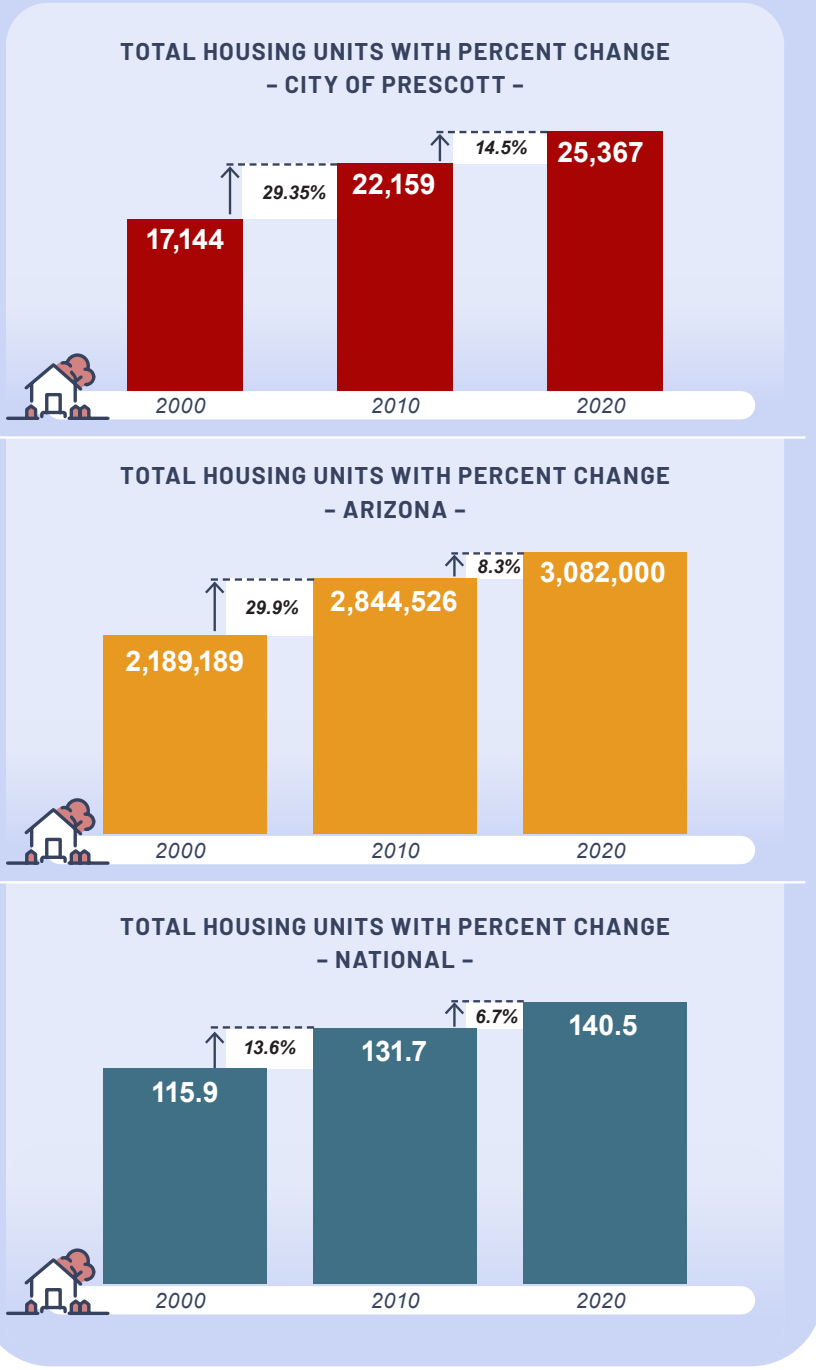
Another contributing factor to declining age diversity has been a growing lack of low to moderate-income housing options available in the community. These concerns are noted in the 1990, 1997, 2003, and 2015 General Plans. Providing for the housing needs of a balanced community has been and remains a 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 for 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 homes 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 trend has continued and must be met with strategic planning and action in order to ameliorate the impacts on the community.

HOUSING TRENDS: VARIETY, AFFORDABILITY, AND QUALITY

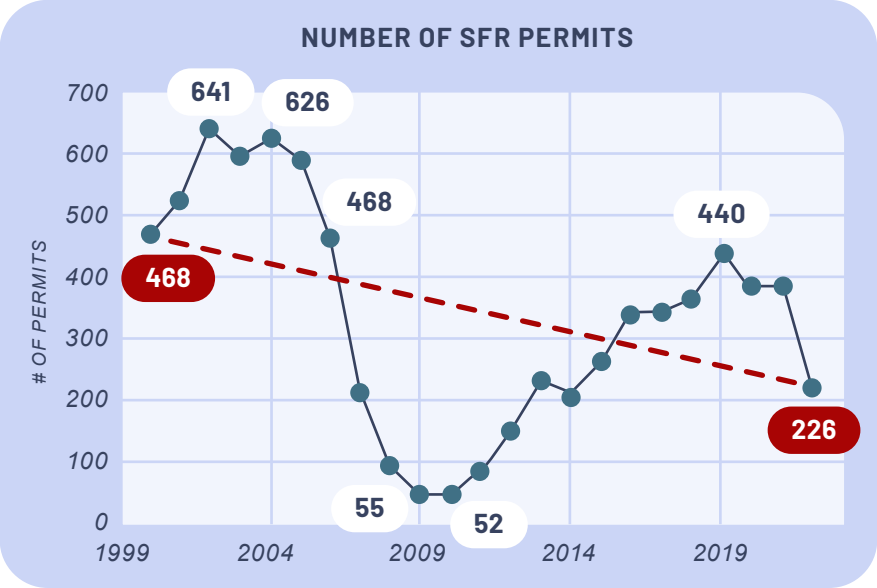
Prescott's housing stock varies in price, style, and quality depending on the neighborhood's age and location within the city. The earliest neighborhoods near downtown were built on a compact grid of small lots with modest-sized homes, many with access to mixed-use corridors, a pattern still seen today 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%. Housing unit growth slowed to 14.5% between 2010 and 2020, from 22,159 units to 25,367 units.

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's 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.



(National data from US Census)

However, most likely due to the COVID-19 pandemic, the number of housing permits issued once again dropped rapidly. In 2022, only 226 SFR permits were issued, as shown below.

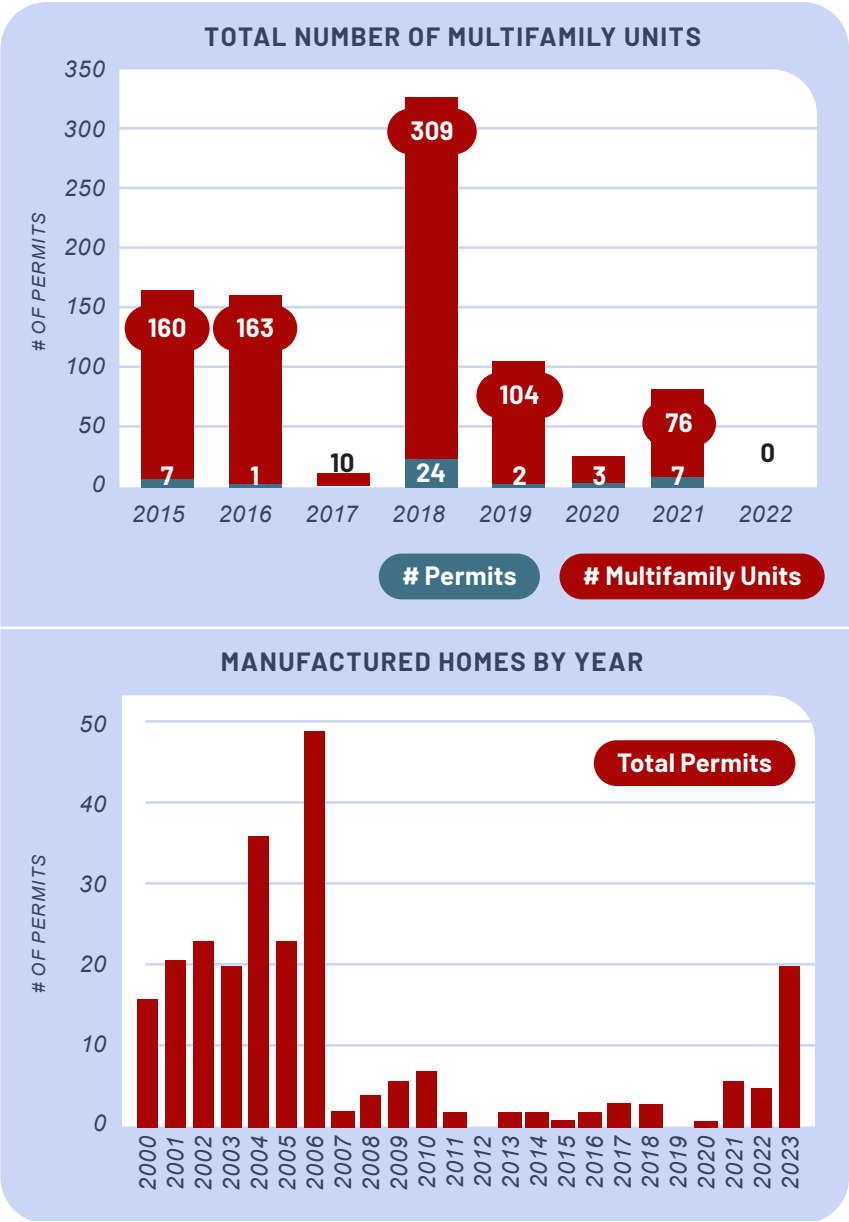


Source: City of Prescott Building Department

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 multifamily housing construction, Prescott's housing availability was negatively impacted. There were major zoning issues, including a 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 multifamily projects. Additionally, community opposition to proposed multifamily 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 on fact. Education on the true impact of the development of low- and moderate-income housing should be a focus to build community consensus and steward future healthy, balanced growth.

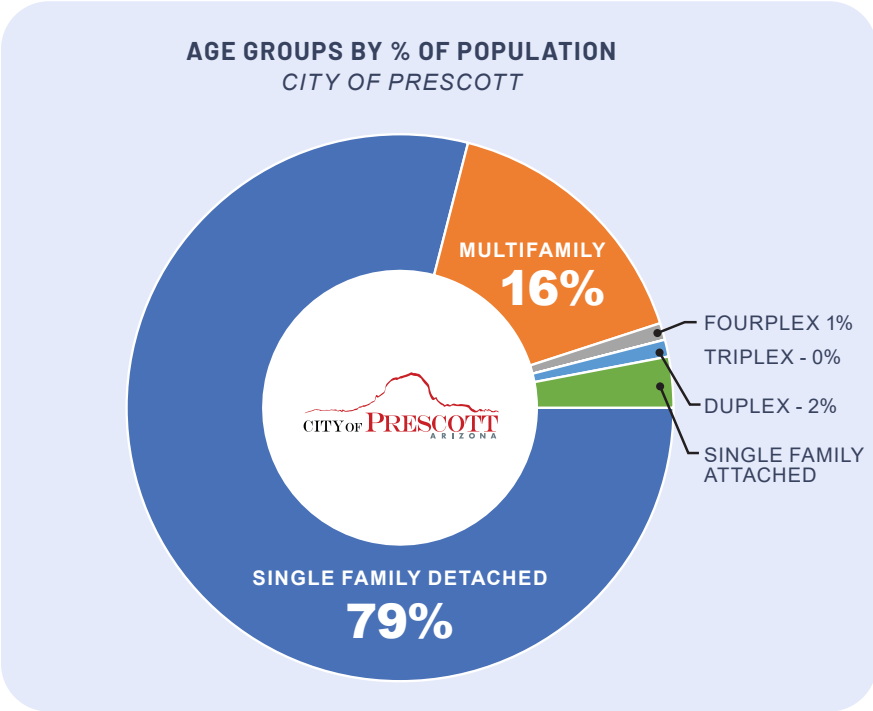
From 2015 to 2021 there was an encouraging uptick in multifamily permits issued in Prescott; however, in 2022 no new multifamily construction permits were issued (refer to the top graph on the right). The demand for multifamily housing significantly outweighs the limited supply. There have been a few higher-end multifamily 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 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.

In recent years, manufactured home technology has greatly improved, resulting in high-quality, energy-efficient, and aesthetically pleasing housing options that can blend seamlessly with traditional site-built homes. Given these advancements, there is a growing need for greater flexibility in the placement of manufactured housing throughout the city. Updating zoning regulations and land-use policies to reflect these improvements could increase affordable housing options, promote mixed-income



Source: City of Prescott Building Department

communities, and reduce stigma associated with manufactured homes. This flexibility would allow the City to take advantage of infill opportunities, provide more housing choices for the local workforce, and accelerate the creation of new housing units to meet demand. By revising codes, updating design guidelines, and educating the public about modern manufactured housing, the City can leverage this improved technology to address workforce housing challenges more effectively while creating diverse, inclusive neighborhoods.



Units per Build-Type, 2000 - 2002. Source: City of Prescott Building Department

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 multifamily and other housing options.

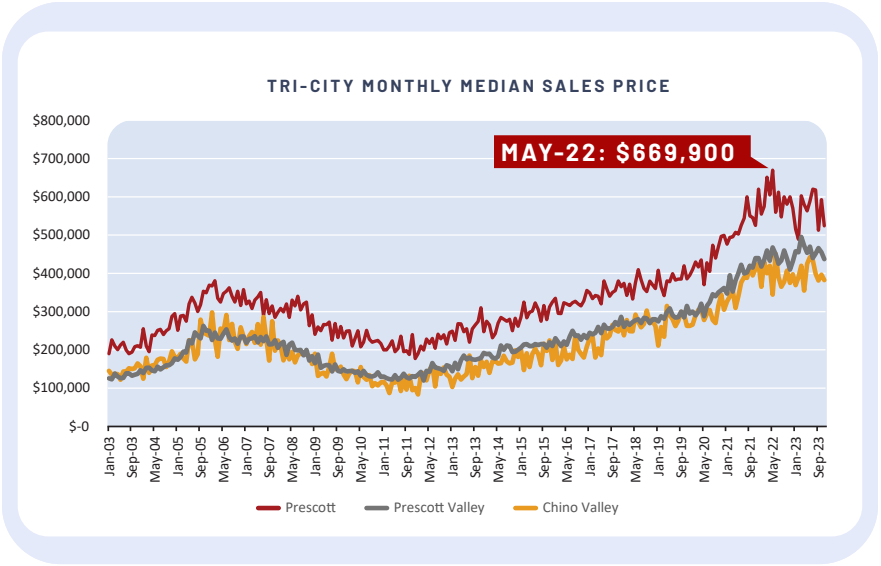
THE ISSUE OF HOUSING AFFORDABILITY IN PRESCOTT

The issue of housing affordability began decades ago, but no real sustainable solutions have been offered as many communities, including Prescott, continue to grapple with this critical use. 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.

In the Fall of 2022, the City'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 limits. The majority of employees living outside the city limits desired to reside in Prescott but found it impossible due to high housing costs. Of those surveyed, 76% stated difficulty finding housing. The City'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.** 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 figure below shows the median home sales price in the Tri-City area dating back to 2003.



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. 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, reduce any regulatory hurdles that discourage the potential for workforce housing, and investigate alternative construction methods or materials that ultimately decrease 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, or 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's Workforce Housing Committee is currently working on a housing needs assessment for participating stakeholders and several specific goals and objectives related to the general strategies recommended in this section. In 2024, the City was awarded a grant from the Arizona Department of Housing (ADOH) State Housing Trust Fund (SHTF) in the amount of $200,000 to assist local jurisdictions in the development of a housing plan. This grant will be used to conduct a housing needs assessment and, using that assessment, to create a housing plan and implementation strategy for the plan. It is anticipated that many of these goals, as well as those within this General Plan, will be implemented within three years, with notable improvements to the workforce housing situation in Prescott by the next General Plan update.

Various strategies should be employed to ameliorate this issue, ranging from underlying zoning flexibility and 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.

The City 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, and 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. Prioritizing the approval of water for workforce housing projects 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 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, other organizational frameworks 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 income 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 and 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 1970s and early 1980s 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 lots and 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 mainlines, longer mainlines, 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 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 overall infrastructure improvement costs.

Reducing impediments to infill 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 opportunities for smaller-scale 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 separates industrial, commercial, and residential uses and assumes that these use categories are incompatible with one another. Traditional zoning controls 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 multifamily 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.

WORKFORCE HOUSING GOALS AND STRATEGIES AS APPROVED BY CITY COUNCIL

Short-Term Goals (1-3 years)

1. **Pursue Match Funding for a Full-Time Workforce Housing Facilitator Position or Engage a Third Party**
   Objective 1.1 Identify funding sources (i.e. *stakeholder contributions, grants, matching City funds, etc.)

   *Community stakeholders include but are not limited to Dignity Healthcare, Yavapai College, Central Arizona Fire and Medical Authority (CAFMA), Prescott Veterans Affairs (VA), Prescott Chamber of Commerce, Yavapai County, Prescott Unified School District (PUSD), the Yavapai County Sheriff's Office (YCSO), and other regional partners.

2. **Formalize a Third-Party Stakeholder Organization Group**
   Objective 2.1 Hold a third-party stakeholder meeting with the initial attendees to include Dignity Health, Yavapai College, PUSD, CAFMA, Prescott VA, Prescott Chamber of Commerce, Yavapai County, YCSO, and other regional partners.
   Objective 2.2 Gauge interest and select organization type (i.e., Community Land Trust, Community Development Corporation, Regional Housing Authority, etc.)

3. **Create Two Separate Educational Packets**
   Objective 3.1 Meet with developers, builders, and other entities to understand best practices and incentives that encourage workforce housing development
   Objective 3.2 To help the workforce know what options (i.e., financial programs, housing programs, etc.) are available
4. **Research the Best Financial Program Solutions for the City and Stakeholders**
   Objective 4.1 Investigate financial programs including but not limited to down payment assistance, mortgage assistance, and rent-to-own options
5. **Accessory Dwelling Unit (ADU) Code Revision**
   Objective 5.1 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
6. **Create a Workforce Housing Policy for Council Consideration**
   Objective 6.1 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)
   Objective 6.2 Research voluntary contributions from new Commercial, residential, and other development projects (i.e., housing projects include a percentage of workforce housing, landscaping code adjustments, Hotels include housing options for employees or other contributions)
   Objective 6.3 Revitalization incentives and adaptive reuse strategy.
7. **Create a City Program similar to the Yavapai County Home of My Own Program**
   Objective 7.1 Meet with the Building Division on feasibility
   Objective 7.2 Research cost-benefit to initiating program
8. **Community Outreach** **Objective 8.1** Create a communications plan including but limited to:
   - **Task 1:** An education packet with the City Communications Office
   - **Task 2:** Engage with local groups and clubs using standardized messaging
   - **Task 3:** Maintain neighborhood integrity with consistent and compatible housing types
9. **Set Up a Fund Account for Workforce Housing**
   Objective 9.1 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 2 Using a formalized third-party stakeholder group, create a draft
3. **Identify the Number of Units Needed**
   Objective 3.1 Use data already collected to inform current needs and research future need
   Objective 3.2 Identify regional partners and solicit feedback on housing units needed now and in the future

HOUSING AFFORDABILITY AND WORKFORCE GOALS AND POLICIES

Goal 1. Promote rehabilitation and preservation of existing housing stock to maximize the 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 the 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 Investigate the creation of a county-wide housing authority tasked with improving the availability of affordable housing for the regional workforce.

Goal 2: Promote a balanced community with a diversity of residential types and prices by encouraging in fill development of higher-density development single-family and multifamily homes.

Strategy 2.1 Seek out developers and not-for-profit organizations specializing in producing attainable housing for the workforce, and assist them in locating and obtaining zoning entitlements for housing development to address the deficit in affordable housing for key workforce sectors.

Strategy 2.2 Assist in creating a Community Development Corporation and Community Housing Development Organizations to open opportunities for development of single-family and multifamily housing for key workforce sectors.

Goal 3: Prepare a conceptual housing plan for the City and partners that includes a full needs assessment and addresses, at minimum, housing availability and variety, housing quality, affordability, and partners.

Strategy 3.1 Conduct a new Prescott Housing Needs Assessment (previously conducted in 2017) to accurately inventory housing needs and availability by unit price and income level affordability.

Strategy 3.2 Work with non-profits, builders, and property owners to proactively identify and plan sites suitable for affordable housing development.

Strategy 3.3 Promote preservation, restoration, and rehabilitation of existing housing stock by providing incentives.Existing housing contributes to a greater diversity of housing options (including price ranges) and maximizes existing infrastructure investment.

Strategy 3.4 Provide regulatory incentives (such as streamlining the plan review and permitting process) to reduce production costs and promote the production of workforce housing, creating density bonuses, greater flexibility in placing manufactured housing throughout the city, and reductions in parking requirements for highly attainable housing types, where appropriate. In addition, City contributions to off-site improvements will benefit the development of workforce affordable housing.

Strategy 3.5 Provide a water allocation priority for developments that create (and will maintain) 50% or more of the units at a workforce affordable level or below. Make allocation an administrative process at up to 2 acre-feet (or otherwise double the allowance for market-rate development) for workforce housing projects.

Prescott Regional Airport, Ernest A. Love Field

PRC Ernest A. Love Field serves the entire Northern Arizona region and is owned and managed by the City. 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. In 2023, PRC exceeded 335,000 (918 flights per day) total operations, with increased flight operations/training expected in future years. Also in 2023, PRC was ranked the 23rd busiest U.S. airport. Future use is anticipated to exceed over 1000 flights per day.

Currently, SkyWest Airlines provides daily flights to Los Angeles (LAX) and Denver (DEN). Only two airports provide non-stop commercial air service for all of Northern Arizona, PRC and Flagstaff's Pulliam Airport. In 2022, PRC had 24,058 total enplanements with increased boardings anticipated in the future. Cutter Aviation is PRC's Fixed Base Operator (FBO). Cutter provides charter air flight accommodations along with aircraft fueling. There are six aviation flight training schools within the airport. Embry-Riddle Aeronautical University is the nation's largest, oldest, and most comprehensive aeronautical university, with over 68 fixed-wing aircraft and is a major partner with their campus in Prescott and flight training operations at PRC. The United States Forest Service (USFS) Northern Arizona Prescott Fire Center, and the Henry Y.H. Kime Aviation Facility operations are based at the airport. Airport operations come from a large number of hangar tenants, general aviation services, flight training operations, cargo services, the forest service fire-fighting operations, 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 2019 Airport Master Plan, the 1997 Airport Business Plan, and the 2001 Airport 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 the

Airport SAP as the basis of their future land use decisions for lands near the airport, but this has not been maintained. 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 ensure compatible development and the continued economic vitality of the airport. Residential subdivisions now surround PRC. 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 adopted Airport Vicinity Overlay (AVO) District into the Land Development Code, provides standards for the avoidance of obstructions that may destroy or impair the airport's utility, create flight hazards, or jeopardize the public investment therein. Included in the AVO are criteria that complies with FAA standards for noise awareness and mitigation. These standards will protect airport viability in support of commercial service, general aviation, and public safety/fire management, that protect the public health, safety and general welfare.

PRC is a substantial transportation and economic asset to Prescott and the surrounding areas. The airport is key for economic growth and can be further developed in this regard by enhancing air transportation for the region. The 2019 Airport Master Plan, adopted by City Council in 2019, provides a 10-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, Med Evac, 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 the airport's benefits with neighboring jurisdictions may achieve greater expansion and economic vitality. This will help fund the needed runway extension and new control tower that are needed to increase safety and efficiency while increasing operations.

This General Plan recommends that the Land Development Code and Airport SAP 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 ensure the continued vitality of the airport as an economic engine.

AIRPORT GOALS AND STRATEGIES

Goal 1: Expand the regional transportation role of PRC

Strategy 1.1 Create a new Airport Business Plan to guide the operation and development of the airport

Strategy 1.2 Update the 2019 Airport Master Plan in 2029 and the 2001 Airport SAP 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

Strategy 1.4 Actively seek new airline service opportunities and destinations in cooperation with our new airline consultant and community stakeholders.

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 SAP to reflect FAA 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 inform the economic development efforts within the airport area.

Strategy 2.4 Acquire property at the north and south ends of Runway 3R-21L to accommodate runway extension, and protect for One Engine Inoperative aircraft operation.

Strategy 2.5 Protect the crosswind runway (12-30) with assistance from ERAU, USFS firefighting, commercial and non-commercial airport users.

Strategy 2.6 Improve airport-supporting revenue through revised airport user fees and evaluate other potential revenue sources

Goal 3: Support existing and future employment and business 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 opportunities, adequacy of infrastructure, and desired support services

Strategy 3.2 Evaluate airport sites and identify parcels that are suitable for new employment centers that capitalize on aeronautical access and airport proximity and that promote compatible land use and appropriate airport buffering.

Strategy 3.3 Consider and propose improved roadway access for businesses in the airport vicinity.

Goal 4: Support residential development consistent 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.

Strategy 4.2 Investigate possibly forming an Airport Authority District to encourage "regional cooperation" and to involve other neighboring communities and government entities.

Goal 5: Expand and continue to improve airport security

Strategy 5.1 Investigate and consider all relevant Federal Aviation Administration (FAA), Department of Homeland Security (DHS) and other regulatory security requirements for airport movement and non-movement areas.

Strategy 5.2 Solicit support from all airport users for compliance with current and anticipated regulations.

CHAPTER 5

COMMUNITY QUALITY

Prescott is a desirable place for people to live, work, and play. It is an environment with reputable healthcare and education systems, unique historic character, and diverse cultural amenities, which all contribute to the overall quality of the community. This chapter addresses the importance of each of these contributing factors in keeping Prescott a place where families and neighborhoods flourish.

The Prescott Police Department

The Prescott Police Department strives to serve the citizens of Prescott with respect, fairness, and sensitivity. The Prescott Police Department provides quality police service in partnership with other members of the community through innovative police practices and proactive problem-solving techniques.

The Prescott Police Department consists of multiple bureaus and sections to include: Animal Control, Bicycle Patrol, Community Services, Communications, Investigations, K-9 Patrol, Patrol Operations, Property Evidence, Records Section, Special Operations Bureau, Support Bureau, SWAT, and Traffic Safety.

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

Business and Block Watch, Shop with a Cop, The Role Model Scholarship (Prescott High School), security surveys, and crime prevention through environmental design are all Prescott Police Department-related educational opportunities for the community, which foster an exchange of information. These programs lead to partnerships, which result in a team approach to the problems that adversely affect our community.

The Community Services Section of the Prescott Police Department is a work group dedicated to community policing and actively works with community members to solve issues in our community. Through the efforts from both community members and officers, a team approach is taken to form ideas resulting in a process where both officers and community members take ownership of the problem. The Prescott Police Department will continue to build relationships and partner with its community members to fulfill its mission to protect life, property, and the rights of those in Prescott.

For more details on the services provided by the Prescott Police Department visit https://www.prescottpolice.org/.

POLICE DEPARTMENT GOALS AND STRATEGIES

Goal 1: Safe Community – Provide a superior level public safety service through data informed response to crime and community needs with a focus on quality of life, crime reduction, and enhanced traffic safety measures.

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

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

Goal 2: Organizational Excellence – Be an industry leader through innovation and cooperative organizational leadership.

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

Strategy 2.2 Provide high quality, contemporary, and relevant training to support employee safety, wellness, and align with departmental and community priorities.

Strategy 2.3 Provide better than industry standard safety and enforcement equipment in partnership with local, state, and federal partners through grants and general fund support. Maintain cutting edge equipment for investigations and traffic enforcement and control.

Strategy 2.4 Identify and enhance programs to support employee efficacy, wellness, and safety.

Goal 3: Communication with internal and external partners

Strategy 3.1 **Outreach programs** – Citizen Academy, Coffee with a Cop, National Night Out, and Shop with a Cop.

Strategy 3.2 **Internal Communication** – Continue quarterly supervisor meetings, bi-weekly Chief's updates, and frequent face-to-face communication with team members.

Strategy 3.3 **Online** – Maintain a robust and contemporary police department website, improve citizen reporting through the online reporting platform, provide an annual report to community, and provide methods to provide feedback online.

Strategy 3.4 Promote citizen awareness and support through Prescott Police Foundations (www.prescottpolicefoundation.org)

Goal 4: Effective Collaborations

Strategy 4.1 **Mental Health and Wellness** – Continue to provide resources for both citizen/customer mental health and wellness as well as for employees. Provide online and in-person peer and professional support for all team members.

Strategy 4.2 **Law Enforcement Partnerships** – Foster and enhance positive working relationships with neighboring law enforcement and public safety teams as well as those we partner with at the state and federal level.

Strategy 4.3 **Professional Partners** – Continue positive working relationship and open communication with professional services such as Dignity Health, Prescott VA, diversion providers, probation, schools, businesses, etc.

Goal 5: Upgrade facilities, infrastructure, and technology

Strategy 5.1 Reorganize and remodel the current police facility to create new workspaces based on the need of a new station and sub-station.

Strategy 5.2 Evaluate the current RMS/CAD system and look for enhancements and/or other systems for improved efficiencies.

Strategy 5.3 Analyze how much space is needed for a new police facility; in an appropriate location and with consideration of potential partnership and regionalization opportunities.

Strategy 5.4 New substation in the north area of Prescott that is co-located with the new fire station near PRC.

Education

There are three campus-based institutions of higher learning located in Prescott: **Embry-Riddle Aeronautical University, Yavapai College**, and **Prescott College.** Local colleges can draw high-end economic development to Prescott by providing an educated workforce. In some cases, providing for the needs of a specific industry, such as Embry-Riddle's aeronautics curriculum, which is a benefit to PRC. Yavapai College provides workforce development through a trade school curriculum catered to the Prescott area and online learning options through Old Dominion University (ODU) Global. This provides a connection to Prescott's economic vitality.

Northern Arizona University (NAU) has a remote campus in Prescott Valley as well as online options that offer access to undergraduate programs.

There are currently 13 Joint Technical Education Districts (JTEDs) throughout the state of Arizona. JTED functions as an independent school district with its own elected governing board. In Prescott, our JTED is known as the Mountain Institute, which also serves the Ash Fork, Bagdad, Chino Valley, Humboldt, Mayer, Prescott Valley, and Seligman school districts.

The Mountain Institute Career Technical Education District (CTED) has access to additional funding as part of the JTED. This funding provides students access to career and technical education courses significantly greater than any individual district can provide. Charter school and home school students may also participate in JTED programs. The Mountain Institute JTED was approved by voters in the November 2008 general election and began classes in August for the 2009-2010 school year.

Yavapai College provides a hands-on environment through their School of Career and Technical Education (CTEC) under the instruction of experts before entering the workforce. See www.yc.edu/v6/campuses-and-sites/ctec for more information about programs offered.

EDUCATION GOAL AND STRATEGIES

Goal 1: Facilitate and promote the education industry as a vital component of economic development.

Strategy 1.1 Initiate a joint marketing plan with the educational institutions to prepare public relations information for distribution by various organizations such as the chamber of commerce, economic development and tourism.

Strategy 1.2 Work with the leaders of the educational institutions to create joint liaisons/committees which identify and facilitate areas of cooperation and collaboration.

Strategy 1.3 Facilitate discussions with the area's higher educational institutions to identify and pursue high wage industry/economic development opportunities.

Strategy 1.4 Recognizing that education is a critical factor in attracting and retaining quality jobs, the City will advocate on their behalf with respect to infrastructure, resources and community support.

Goal 2: Actively engage as a viable partner with the educational institution to improve the quality of life.

Strategy 2.1 The City and educational institutions will closely coordinate their planning efforts to provide additional opportunities for degree programs beyond a 2-year degree.

Strategy 2.2 The higher education institutions will provide and the City will recognize applied research and data provided in formulating policy related to education, the economy and quality of life factors such as air, water, transportation, growth, housing, and the environment.

Strategy 2.3 Work cooperatively with Yavapai College, the Prescott Unified School District and other educational institutions who have intergovernmental agreements related to infrastructure and shared recreational facilities.

Strategy 2.4 Continue as a viable partner in working with the education institutions and other organizations in providing a rich cultural environment.

Library

Mission: We connect community members with innovative, value-added services to increase the quality of life and strengthen the fabric of our community.

The Prescott Public Library (Library) serves a vital role in the community, functioning as a center for information, culture, education and recreation for the city and surrounding areas. It is a vibrant hub that provides a wide range of crucial activities and services for the community's diverse population. As one of the founding members and largest library of the Yavapai Library Network, it helps to serve more than 50 public, school, academic, and special libraries through technological connections.

Free access to print books, magazines, movies, and electronic resources ensures that patrons have a wide range of materials to choose from, including significant resources for entrepreneurs and businesses. The Library supports economic development through access to databases, market research, and professional development materials. It serves as a valuable resource for local and regional information, helping community members stay informed about local events, services, and issues. Programming is provided for all ages, ranging from storytimes for young children to educational workshops for adults and seniors. The Library is dedicated to inclusivity by providing specialized services and accommodations to individuals with disabilities and provides a Community Services Specialist who assists patrons in managing significant life changes.

Although books continue to be the core of library services, the Prescott Public Library has many other offerings that include a Library of Things, Seed Library, Culture Passes, a free video streaming platform, online books and audiobooks, a StoryWalk in

Granite Creek Park, wireless connectivity, hotspots, Chromebooks and iPad Minis. In addition, meeting and study rooms, computers, Wi-Fi, printing, scanning, faxing and copying services are provided. Staff provide programs, technology assistance, teacher and student assistance, and many more services to the public.

The Friends of the Prescott Public Library (Friends) was founded in 1968 and raised almost two million dollars to enhance the Library between 2003-2006. They continue to support the Library through the sale of used books, magazines, movies and music donations to the public through their Book Sale located at the Library and through Amazon. Their support is vital to the success of the Library as they help fund a variety of projects, programs and services for the library community.

The Library relies on the dedication of approximately 120 volunteers each year, who contribute their time in various capacities, including delivering books to homebound patrons, processing new acquisitions, and pricing items for sale. The commitment of these volunteers, along with the support of the Friends of Prescott Public Library, is essential to the Library's success and ongoing ability to serve the community effectively.

Prescott Public Library is open seven days a week and physically serves an average of over 1,000 patrons daily. Your library without walls is available 24/7 and offers eBooks, online resources like Value Line and Consumer Reports, streaming video, and six bookdrops for materials return across Prescott. The Library serves as an anchor for downtown Prescott and is a frequent stop for out-of-town visitors.

Learn more about the services and resources the Prescott Public Library has to offer at https://prescottlibrary.info.

LIBRARY GOALS AND STRATEGIES

Goal 1: Resources and Opportunities

Strategy 1.1 Diversify and strengthen program offerings to better connect with all segments of the community.

Strategy 1.2 Diversify and strengthen outreach offerings to better connect with all segments of the community.

Strategy 1.3 Reassess and build collections and online resources to better meet community needs.

Strategy 1.4 Maximize library technology by utilizing the FCC's E-rate funding to expand the use of Hotspots available for patrons to check out to help minimize the digital divide.

Goal 2: Space and Sustainability

Strategy 2.1 Create purposeful, flexible, and accessible spaces to meet the diverse needs of our community. Increase study spaces, revamp the youth area, safe and secure bicycle parking, and add storage and parking to serve the increasing need in these areas of service. Seek financial support through the Capital Improvement Program or other community organizations to update the aging building infrastructure.

Strategy 2.2 Reimagine internal and external spaces to promote social interaction and the Library as a community hub. Work with Parks and Recreation to determine an appropriate location for a library hold locker in the community.

Strategy 2.3 Build community support for the Library through marketing and speaking engagements.

Goal 3: Service and Connections

Strategy 3.1 Communicate effectively with community members about Library programs and services. Create a campaign to "Tell Our Story" to educate stakeholders on the value the Library provides to the community.

Strategy 3.2 Increase educational opportunities for staff and maximize staff time and expertise to better serve patrons.

Strategy 3.3 Continue to develop community partnerships to better serve community members. Work with the Office of Tourism to explore the possibility of expanding the Library of Things collection to serve numerous visitors and Prescott area residents. Strengthen the partnership with the Friends of the Prescott Public Library to provide updates and improvements to current and future projects.

Goal 4: Expand outreach services to serve the needs of the underserved and growing areas of the city that will ultimately help reduce traffic in the downtown area.

Strategy 4.1 Partner with the Fire Department to expand services for patrons to utilize library hold lockers 24/7 in a safe, protected location.

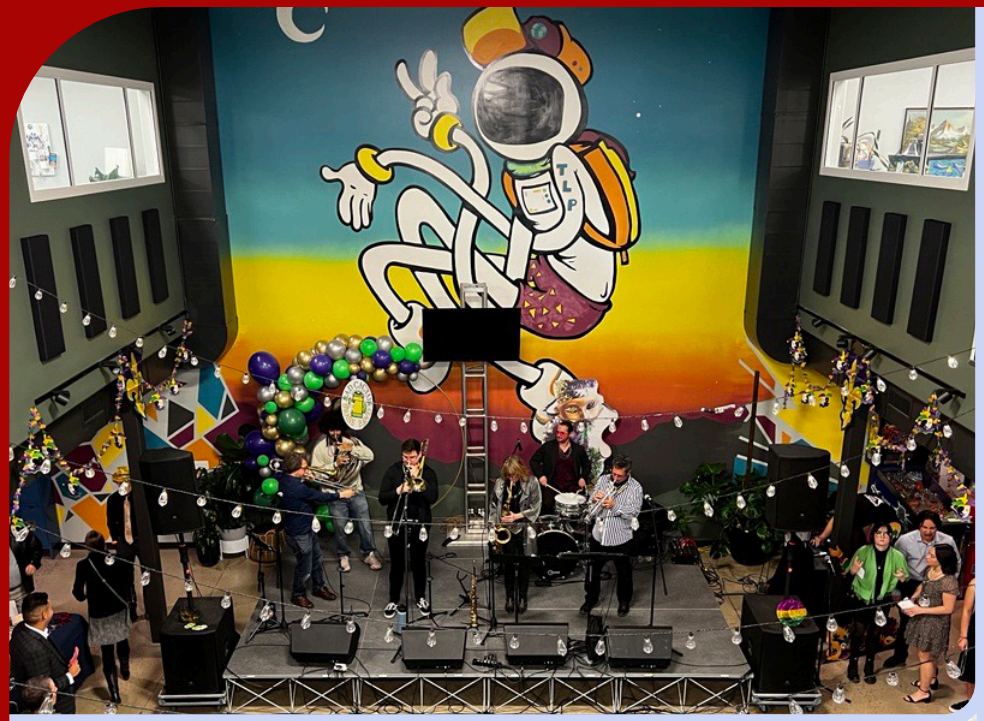
Strategy 4.2 Build and staff a separate library branch after assessing potential locations, identifying the needs of patrons, and securing all necessary resources.

Community Center

The Rowle P. Simmons Community Center found at 1280 E. Rosser Street is owned by the City and is home to two non-profit organizations: Adult Center of Prescott, Inc. and Prescott Meals-on-Wheels. Prescott Meal-on-Wheels offers both home delivery and a community café to serve the elderly.

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

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



Youth Programs

YMCA is a Youth and Government program is dedicated to empowering young leaders and promoting civic engagement among Arizona's youth. Through hands-on activities, debates, and mock legislative sessions, participants will develop essential leadership skills and gain a deeper understanding of our democratic process.
https://prescottymca.org/youth-government

The Launch Pad Teen Center facilitates confidence and empowerment by providing teens in Yavapai County with educational and social opportunities that encourage learning, active community involvement, and the development of skills to become successful, empowered, contributing members of society.
https://thelaunchpadteencenter.org/

The Boys and Girls Club of Central Arizona offers a safe place for youth to go to after the school bell rings and helps foster self-confidence and positive relationships with others.
https://bgccaz.org/

Nature Niños Prescott is a free nature play program for families with children ages 0-8 in the Greater Prescott Area. Park Rangers and community partners lead child-centered events at a different family friendly trail each month. Events are led by staff with a strong understanding of child development and experience leading child-centered outdoor programs.
https://prescott-az.gov/rec-services/programs-sports/nature-ninos/

Teen Task Force is a free City program for teens that seeks to enhance the community for current and future generations through fun and safe volunteering, peer support, and personal growth activities for local youth.
https://prescott-az.gov/rec-services/programs-sports/teen-taskforce/

The Prescott Junior Ranger Program teaches about following the Appreciate AZ Leave No Trace Principles and learn about our ecology, culture, history and outdoors.
https://prescott-az.gov/rec-services/programs-sports/junior-park-rangers/

CHILDCARE

Child development centers and childcare facilities vary in size and scope within Prescott. While some offer progressive curriculum and the latest advancements for preschools, others are more intimate daycare centers that take a more relaxed approach to childcare. Whatever your priorities, there are many facilities to choose from.

Art, Culture, Events, and Museums

For a city our size, there is an impressive array of cultural and artistic attractions to bring visitors from near and far to visit year-round. The City is filled with talented artists, galleries, and museums. Downtown has many galleries that are part of the emerging art scene, the Granite Creek Trail mural, and four separate Arts and Craft Shows on the Courthouse Plaza.

MUSEUMS

- Sharlot Hall Museum
- Museum of Indigenous People
- The Phippen Museum – Art and Heritage of the American West

CENTERS

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

PERFORMANCE VENUES

- **Yavapai Community College Performance Hall**
  https://www.ycpac.com/
- **Historic Prescott Elks Theatre**
  https://www.prescottelkstheatre.org/
- **Hazeltine Theatre**
  https://www.the-hazeltine.com/
- **Ruth Street Theatre (Prescott High School)**
  https://sites.google.com/prescottschools.com/ruth-street-theater/events

EVENTS

- **Whiskey Off-Road Mountain Bike Race** in April
  https://epicrides.com/events/whiskey-off-road/event-guide/
- **Prescott Bluegrass Festival** in June
  http://www.prescottbluegrassfestival.com/
- **Prescott Frontier Days** and **World's Oldest Rodeo** in July
  https://worldsoldestrodeo.com/
- **Arizona Cowboy Poets Gathering** in August
  https://azcowboypoets.org/
- **Whiskey Row Marathon** in October
  https://whiskeyrowmarathon.com/
- **Acker Night Musical Showcase** in December
  https://www.ackernight.com/

Healthcare

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

The Dignity Health Yavapai Regional Medical Center Prescott Campus (Dignity) is a 137-bed facility, which is the cornerstone of the hospital's growing healthcare presence in western Yavapai County. Dignity provides state-of-the-art technology and offers area residents the skills of more than 265 physicians, whose practices cover multiple specialties to benefit people of all ages. Hundreds of professional nurses, therapists, technicians, support personnel, and volunteers play an equally important role in the hospital's mission to provide comprehensive, high-quality healthcare consistent with the needs of surrounding communities.

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

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

Exceptional Community Hospital is a new 20,724 square-foot specialty hospital focused on internal medicine. The hospital includes nine emergency exam rooms and nine in-patient rooms with associated support spaces.

HEALTHCARE EXISTING CONDITIONS

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

The many healthcare services and options offered through Dignity and its medical staff are complemented by the programs and services offered by the Northern Arizona VA Health Care System, which is headquartered in Prescott. The VA provides a continuum of primary and secondary level medical, behavioral health/ domiciliary, rehabilitative, and long-term care to veterans residing throughout northern Arizona. Healthcare in the Prescott area also encompasses a wide range of other specialties and services, including optometrists, dentists, natural medicine practitioners, and outpatient testing and treatment at every level of need.

There is a strong selection of mental health services—both private and government-funded—along with programs and services to benefit addiction services, developmentally disabled, and physically challenged citizens of every age group and ability.

Prescott is home to a growing number of retirees and senior citizens, and it supports this segment of the population with a comprehensive selection of services specifically tailored to senior needs. Exercise and wellness programs keep the elder population mentally and physically fit. A variety of assisted living facilities offer housing and lifestyle choices to meet a wide range of financial and personal preferences. Nursing home care is readily available to seniors who require specialized and/or around-the-clock medical attention. For the younger and middle-aged generations, Prescott healthcare provides outreach services and programs that focus on everything from parenting skills and osteoporosis prevention, to anger management and diabetes care and prevention. Prevention, in fact, is taking on new meaning as healthcare costs continue to rise across the board. Prescott is a leader in the prevention arena by virtue of offering comprehensive options. This is allowing individuals to play a key role in managing their own health and the health of their family.

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

HEALTHCARE CONCERNS

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

With the cost of housing in Prescott and the lack of transit to bring employees into Prescott from the surrounding areas, there has been little incentive for perspective nurses and doctors to come to the area. Prescott's Workforce Housing Committee has met with the healthcare industry in regard to housing and the ability to bring nurses and doctors to the area to fill the needs of the residents.

AMBULANCE SERVICES

For emergency medical transportation services, the City contracts with Lifeline Ambulance and partners with Priority Ambulance Yavapai. Both work with the local fire departments and respond to emergency and non-emergency medical care calls.

CHAPTER 6

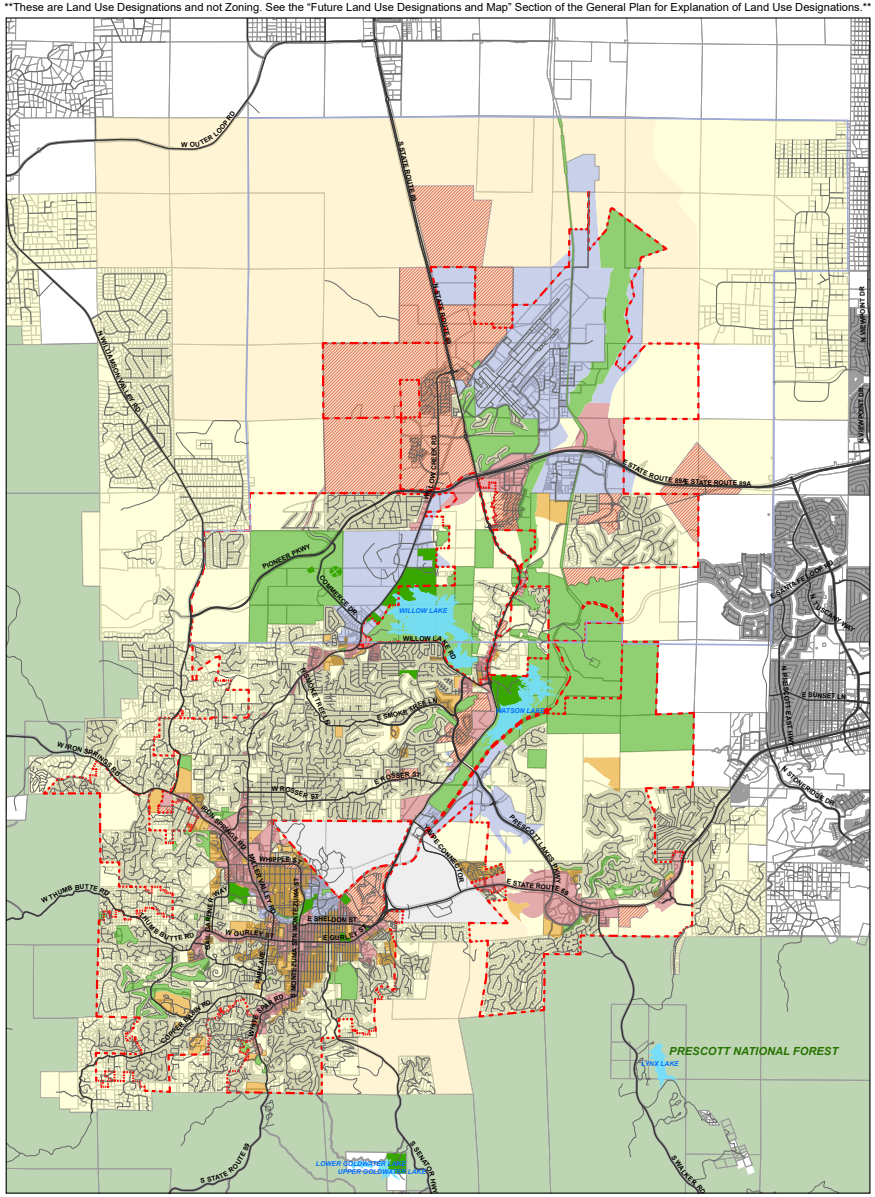
City of Prescott Future Land Use Map

- Commercial
- Commercial/Employment
- Very-Low Density Res. (1 DU/Acre)
- Low-Medium Density Res. (2-7 DU/Acre)
- Med-High Density Res. (8-32 DU/Acre)
- Mixed Use
- Yavapai-Prescott Indian Reservation
- Open Space
- Recreation
- ASAP Planning Boundary
- City of Prescott Corporate Limits

CITY OF PRESCOTT

0 0.5 1 2 Miles

These are Land Use Designations and not Zoning. See the "Future Land Use Designations and Map" Section of the General Plan for Explanation of Land Use Designations.



MAJOR PLAN AMENDMENTS

A major plan amendment *"means a substantial alteration of the municipality's land use mixture or balance as established in the municipality's existing general plan land use element."* ARS Section 9-461.06.H. The City's general plan is required to define the criteria for determining whether a proposed plan amendment is a "major amendment."

A. The following table delineates the criteria for a Major Plan Amendment:

(From: Across To: Down)	**Open Space/ Recreation**	**Very Low Density**	**Low-Medium Density**	**Medium-High Density**	**Mixed Use**	**Commercial**	**Commercial/ Employment**
Open Space/ Recreation		*Minor*	*Minor*	*Minor*	*Minor*	*Minor*	*Minor*
Very Low Density	*Major*		*Minor*	*Minor*	*Minor*	*Minor*	*Minor*
Low-Medium Density	*Major*	*Minor*		*Minor*	*Minor*	*Minor*	*Minor*
Medium-High Density	*Major*	*Major: 10 AC+ Minor: < 10 AC*	*Major: 20 AC+ Minor: < 20 AC*		*Minor*	*Minor*	*Minor*
Mixed Use	*Major*	*Major: 10 AC+ Minor: < 10 AC*	*Major: 10 AC+ Minor: < 10 AC*	*Major: 10 AC+ Minor: < 10 AC*		*Minor*	*Minor*
Commercial	*Major*	*Major: 5 AC+ Minor: < 5 AC*	*Major: 10 AC+ Minor: < 10 AC*	*Major: 10 AC+ Minor: < 10 AC*	*Major: 10 AC+ Minor: < 10 AC*		*Minor*
Commercial/ Employment	*Major*	*Major: 5 AC+ Minor: < 5 AC*	*Major: 10 AC+ Minor: < 10 AC*	*Major: 10 AC+ Minor: < 10 AC*	*Major: 10 AC+ Minor: < 10 AC*	*Major: 20 AC+ Minor: < 20 AC*	

B. General Plan text amendments that change existing guiding principles or goals or strategies shall constitute a "major plan amendment". Text amendments that are simply complimentary, illustrative or otherwise compatible with the existing goals, objectives and policies shall not be deemed to be a major plan amendment.

C. Inclusion of additional territory into the City limits by annexation and the initial zoning thereof, as required by ARS 9-471 (M), shall not constitute a Plan Amendment. If the subsequent rezoning of said additional territory comes within the criteria as set forth in Paragraph A above, it shall constitute a Major Plan Amendment.

CHAPTER 7

IMPLEMENTATION

The intent of this General Plan revision is to create a usable document and not another plan on the shelf. It is the General Plan Committee's goal to create a way of tracking goals and strategies to review accomplishments over the next 10 years. As departments gave presentations of the obstacles and goals they each have, it was also noted that many of the goals mentioned in the previous General Plan were accomplished, but never noted or tracked. Plans have little value without a plan to implement and track their accomplishments.

This section creates a path to outline the implementation actions included in this General Plan. Community Development Staff will provide a yearly update to City Council regarding the implementation progress as they are beginning their yearly strategic plan discussions. This annual review is critical to ensure the goals and strategies of the General Plan are being pursued, and that the General Plan is recognized for responding to the needs of the community.

The implementation table is located separately on the website and is intended to be used as a tool that assigns stakeholders, timeframes, and a comment section to each goal and strategy. The timeframes column is divided into short, medium, and long-term categories, subject to vary depending on available funds and staff time. Short-term timeframes are targeted for completion within 5 years, medium-term is within the 10-year horizon of the General Plan adoption, and long-term timeframes will be completed as funding and time allows and may extend beyond the scope of this General Plan.

CITY OF PRESCOTT
ARIZONA

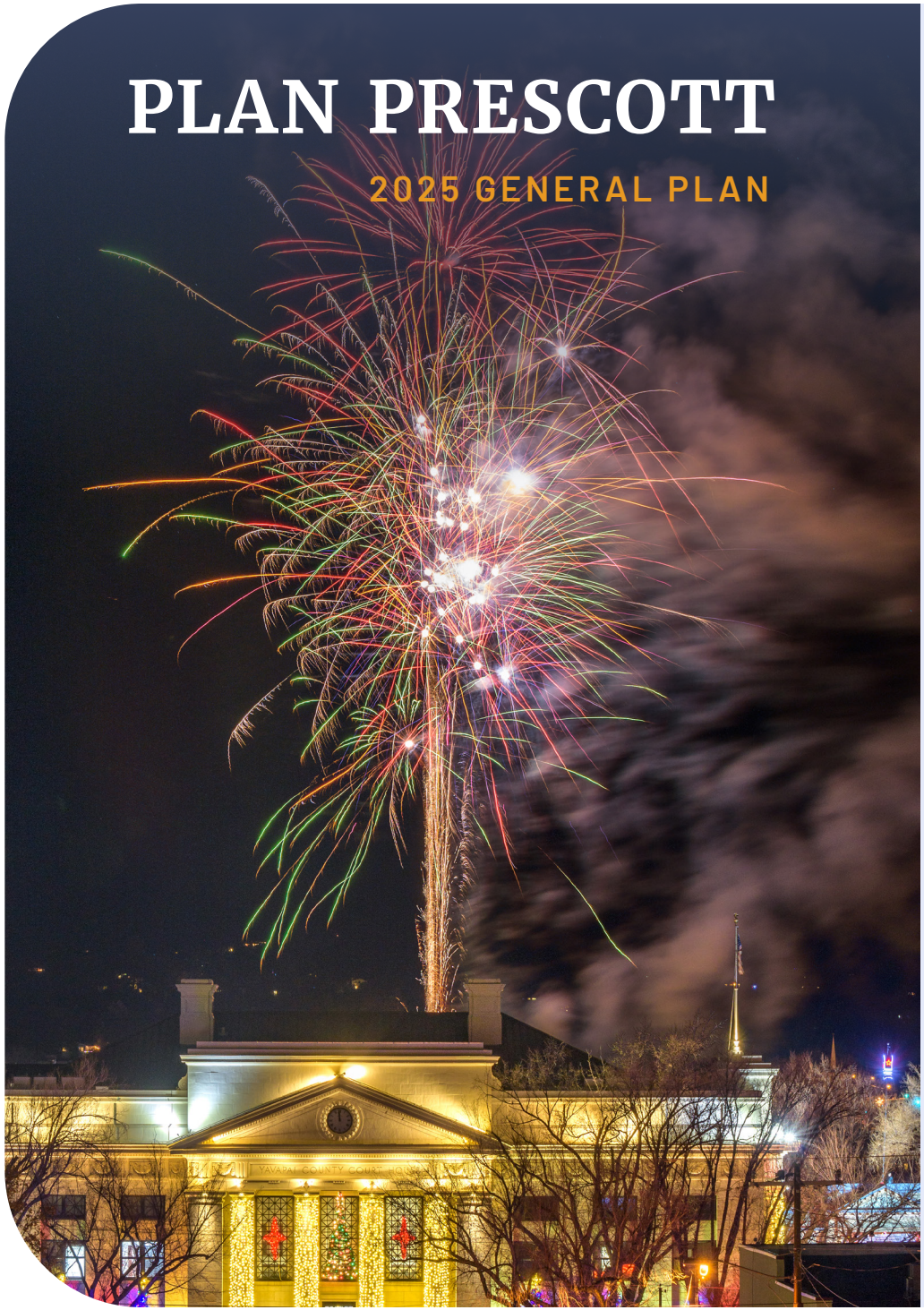
PLAN PRESCOTT

2025 GENERAL PLAN

PLANNING THE FUTURE, PRESERVING THE PAST

DRAFT, JUNE 24, 2025 – CITY COUNCIL MEETING

CITY OF PRESCOTT
ARIZONA



CITY OF PRESCOTT

Acknowledgements

The City of Prescott thanks the following individuals for their valuable contributions to the development and realization of the 2025 General Plan:

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PLAN PRESCOTT

2025 GENERAL PLAN

INTRODUCTION

A General Plan is an expression of a community's preferred future.
It is a road map describing the destination and the paths to be taken to reach it.

What is a General Plan?

In simple terms, the **City of Prescott General Plan** (General Plan) is the guide for land use decisions in Prescott, AZ.

HOW IS THE GENERAL PLAN USED?

Rezoning and new development proposals involving use permits, as well as decisions about public infrastructure, transportation corridors, annexations, and economic development, must be consistent with and conform to the adopted General Plan.

WHY DO WE NEED A GENERAL PLAN?

Arizona State Statute (A.R.S.) (§9-461.05) requires that all municipalities must prepare and adopt a comprehensive general plan for the physical development of land within its jurisdiction. It also must be re-adopted or amended at least once every 10 years. The City's General Plan is up for readoption, as the plan was last adopted by voters in 2015. Specific requirements for content are based on the total population of a community. Based on the City of Prescott's (City's) current population, A.R.S. requires the City General Plan to address specific elements. These elements are described and addressed in Chapters 1-5.

WHAT IS REQUIRED TO BE IN A GENERAL PLAN?

General Required Elements:

- Land Use
- Circulation (Transportation)
- Open Space
- Growth Areas
- Environmental Planning
- Cost of Development
- Water Resources

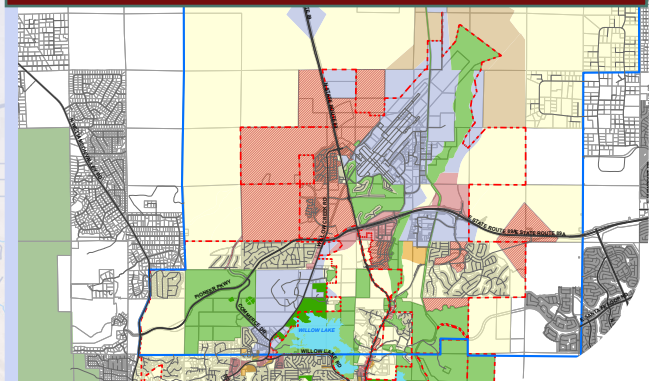
Elements Required When Population Hits 50,000:

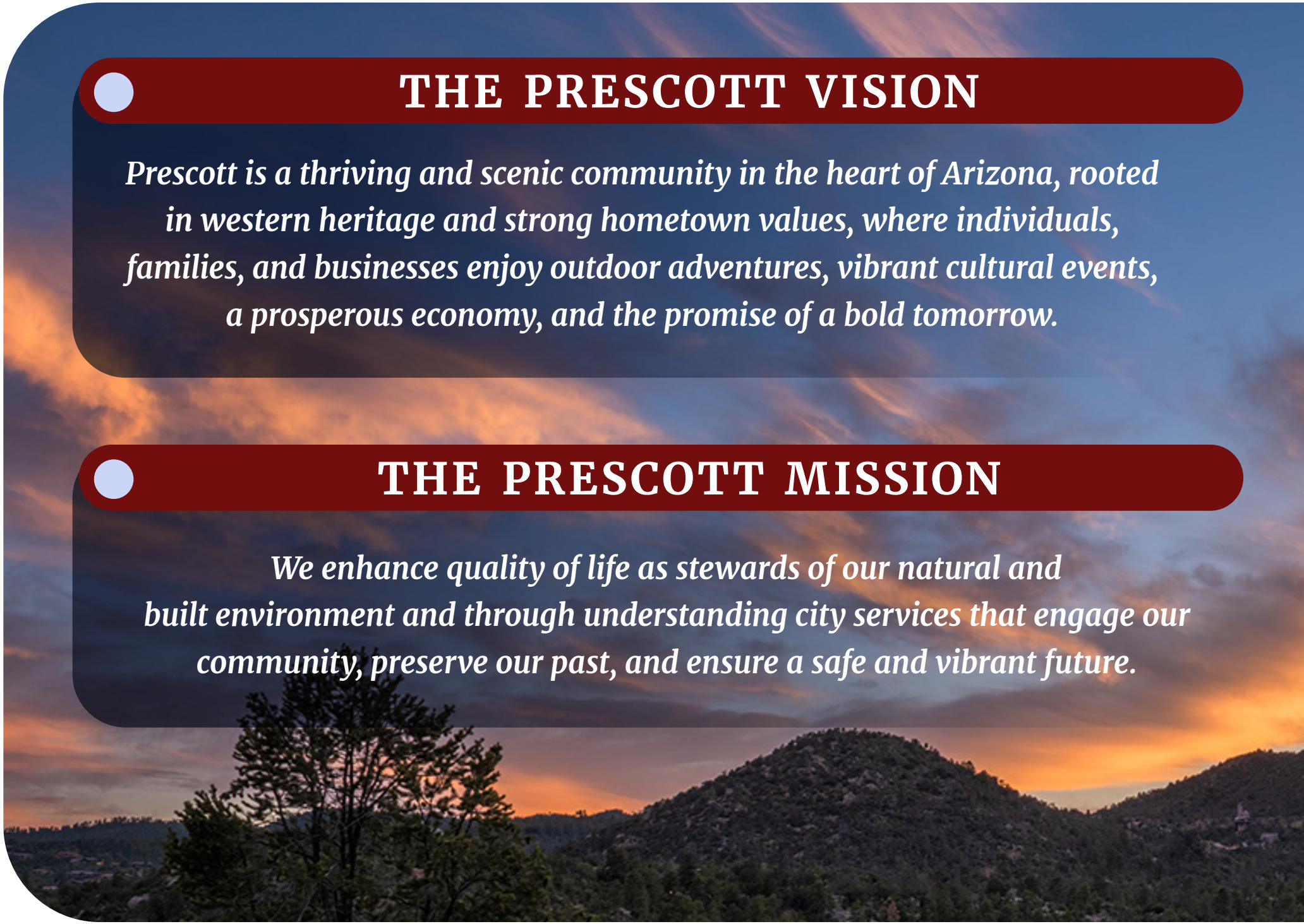
- Conservation
- Recreation
- Transit Plans
- Public Services and Buildings
- Housing
- Energy

Voluntary Elements:

- Economic Development
- Tourism
- Healthcare
- Dark Skies
- Tree City USA
- Climate
- Digital Connectivity
- Youth Programs and Childcare
- Art, Culture, Events, and Museums

See the Prescott Land Use Map on pages 65, 67, and 132





THE PRESCOTT VISION

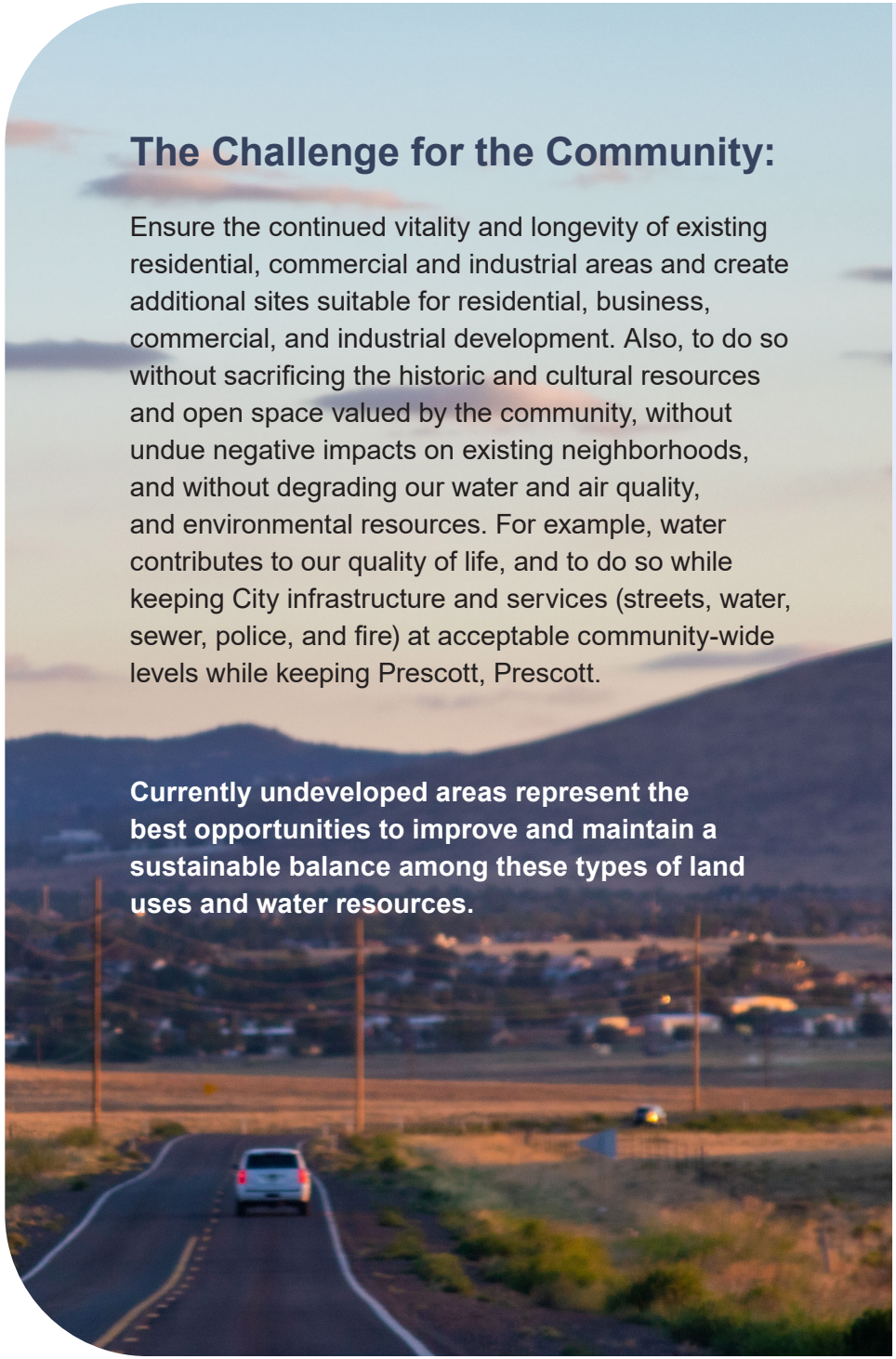
Prescott is a thriving and scenic community in the heart of Arizona, rooted in western heritage and strong hometown values, where individuals, families, and businesses enjoy outdoor adventures, vibrant cultural events, a prosperous economy, and the promise of a bold tomorrow.

THE PRESCOTT MISSION

We enhance quality of life as stewards of our natural and built environment and through understanding city services that engage our community, preserve our past, and ensure a safe and vibrant future.

PRESCOTT'S VALUES

- Citizen empowerment and involvement in government and community activities
- Preservation of community character including environmental, economic, cultural, and historic community assets
- Moderate growth and quality of development
- Balance between developed and undeveloped areas, providing diverse housing options among private property, neighborhoods, and communities
- Sustainability of economic foundations, neighborhood, and community infrastructure; government services at acceptable levels; and water supplies and natural resources
- Ethic of equality and respect for all community members



The Challenge for the Community:

Ensure the continued vitality and longevity of existing residential, commercial and industrial areas and create additional sites suitable for residential, business, commercial, and industrial development. Also, to do so without sacrificing the historic and cultural resources and open space valued by the community, without undue negative impacts on existing neighborhoods, and without degrading our water and air quality, and environmental resources. For example, water contributes to our quality of life, and to do so while keeping City infrastructure and services (streets, water, sewer, police, and fire) at acceptable community-wide levels while keeping Prescott, Prescott.

Currently undeveloped areas represent the best opportunities to improve and maintain a sustainable balance among these types of land uses and water resources.

Prescott's Road Map

The City of Prescott (City) is a city that values the quality of life for all its inhabitants. Prescott is home to people of varying backgrounds, cultures, and perspectives. This cultural diversity keeps the city vibrant and is an asset we should all embrace. As such, it is intended that people of all ages, races, national origins, sexual orientations, genders, religions, and disabilities can make use of Prescott's land and amenities without facing discrimination or harassment. This goal is consistent with the Prescott Vision and Mission Statements.

The Prescott Downtown and Neighborhoods are intertwined in a variety of housing and people-gathering places and activities. The diversity of employment opportunities enable young and working families, as well as retirees, to live in Prescott where they work, shop, worship, attend school, enjoy cultural and recreational activities, and interact in civic forums.

The General Plan complies with the "Growing Smarter/ Growing Smarter Plus" legislation adopted by the state in 1998 and amended in 2000 and 2002 (A.R.S. 9-461.05 to 9-461.07). All sections of this plan, required and voluntary, interact and relate to each other to comprehensively address the challenges Prescott faces.

Our Approach

This General Plan organizes the required and volunteer elements under the following chapters based on the City's Livability Goals.

Resiliency and Sustainability
Fire, Environmental Planning, Water Resources, Climate, and Energy

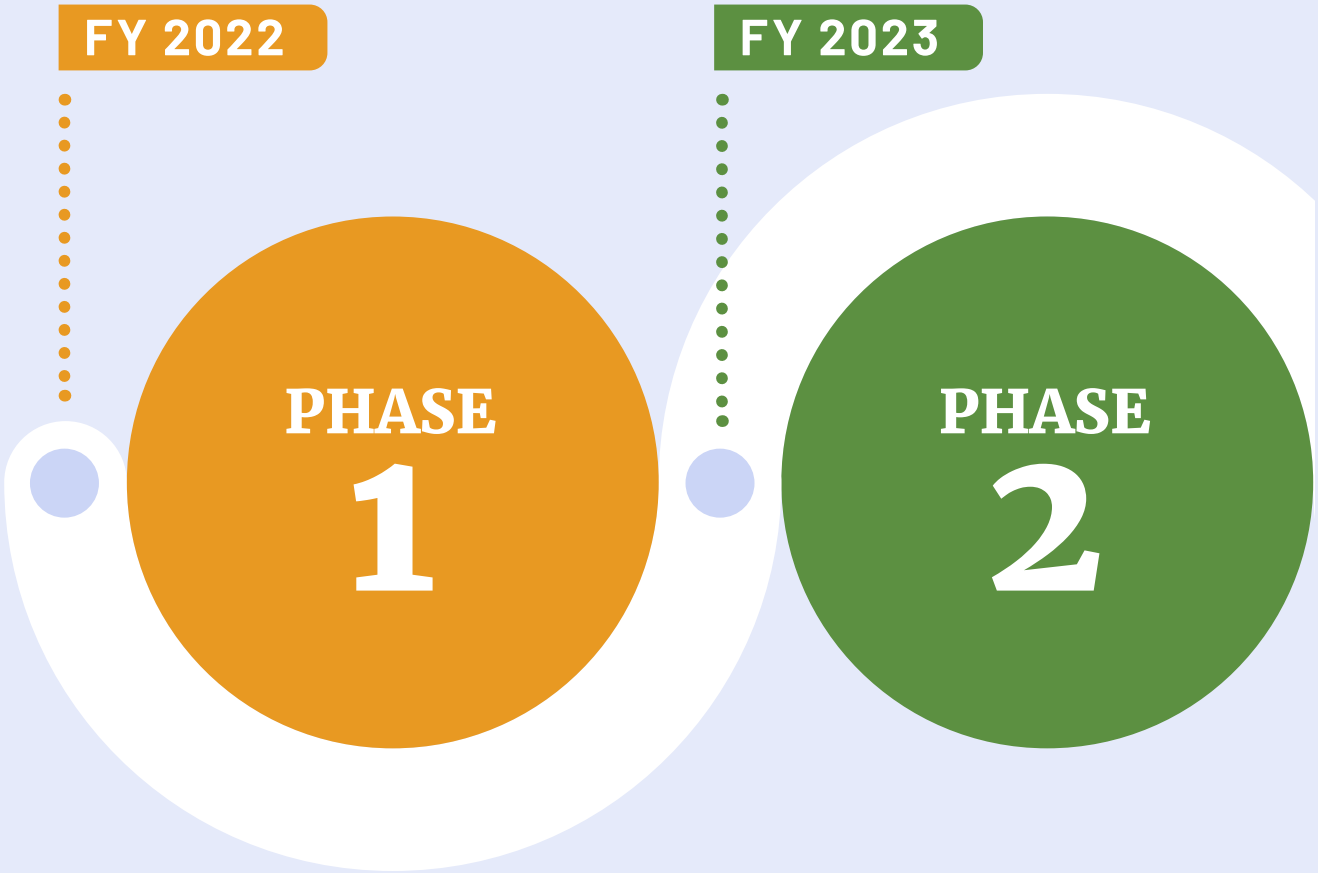
A Community Connected
Circulation (Transportation), Open Space, Wildlife Corridors, and Digital Connectivity

Great Places and Neighborhoods
Land Use and Growth Areas, Historic Preservation, Recreation, Dark Skies, Tree City USA, and Bike and Pedestrian Paths

Economic Competitiveness and Prosperity
Economic Development, Tourism, Growth and Cost of Development, Housing, and the Prescott Regional Airport (PRC)

Community Quality
Police, Educational Assets, Library, Community Center, Healthcare Assets, Childcare and Youth Programs, and Arts and Culture

The General Plan Process



PHASE 1 – FY 2022

The initial phase of the General Plan process focused on reviewing the 2015 General Plan, and understanding current and upcoming key goals, opportunities, and challenges within the community. The City analyzed data, formed a Citizen Review Committee, and started creating the Plan Prescott website and informational handouts.

PHASE 2 – FY 2023

The following year, the City prioritized engaging the public to gather ideas and information, which will continue for the duration of the General Plan process. The Plan Prescott website was launched, and various forms of public outreach also began. Events like open houses, workshops, etc. were held and multiple surveys were conducted.

FY 2024

FY 2025

PHASE 3

PHASE 4

PHASE 3 – FY 2024

In 2024, all the research and preplanning efforts were compiled into a draft of the General Plan document. There were reviews done by the General Plan Committee in public meetings and revisions were incorporated and a final draft was brought forward to the public for the 60-day public comment period. Revisions were incorporated, and a more final draft was brought forward to the public for the 60-day comment period. This also triggered the next round of public outreach efforts to ensure the public was aware of the 60-day comment period and able to provide feedback either in-person or virtually.

PHASE 4 – FY 2025

The final phase of the project involved addressing and incorporating the public's comments into the General Plan draft. The final product was taken to the Planning and Zoning Commission for review and a recommendation to the City Council. The City Council reviewed and amended the draft prior to approving the final draft. Once the final draft was approved, an alternate interactive version of the draft was finalized, so that the General Plan could be viewed online with clickable links, animated graphics, etc. The General Plan was then put on the primary election ballot to be passed.

Public Participation Process

The planning process for the 2025 General Plan, *Plan Prescott*, starts and ends with public engagement. In the years leading up to the General Plan being placed on the 2025 ballot, the City employed various methodologies to gather input, increase awareness, and communicate updates.

Public engagement began in FY 2022. The City reviewed other recently updated plans for effective ideas on how to reach out to the public for comments. City Council also appointed an 11-member General Plan Review Committee to help staff with public outreach and to review the updated plan for comments and suggestions.

To engage the public, the first step involved creating a website, distributing flyers/handouts, publishing newsletter articles, and airing radio advertisements. Following this, an online public survey was created, with input from all departments and the citizen review committee. The survey's goal was to learn what residents love about Prescott and where they want to see improvements. The City also held an Open House on August 30, 2023, in order to obtain public input on challenges and opportunities with the following topics: circulation, economic development, housing, land use, and public facilities and services. Over 200 residents attended and provided feedback on all of the topics.

The General Plan Review Committee gathered the information collected and began updating the General Plan. From the many conversations and survey responses gathered, a few key themes emerged:

- A love for Prescott's "small town feel," historic downtown area, and natural environment
- Hope for improvements to traffic; healthcare; and water accessibility, quality, and conservation
- Concerns about growth, affordability, and lack of diversity in population age

These themes, along with the specific focus areas previously mentioned, are addressed in the General Plan, accompanied by goals and strategies to achieve them.

The updated General Plan document will be reviewed by the public during the 60-day comment period and additional input was gathered through an online virtual meeting room, online surveys, and additional in-person public meetings.

Afterward, the City incorporated the latest public comments and sent the General Plan to the City Council for final approval. Once approved, the General Plan was be placed on the 2025 ballot.

To promote the passing and official adoption of the 2025 General Plan, the City engaged the public through social media and an election ambassador program, among other methods.

Navigating the General Plan

Readers can navigate to specific chapters/topics in the document by navigating to the table of contents at the start of the document and clicking on a preferred chapter, or by using the map below. There are clickable elements related to each of the chapters in the map below. Each chapter has also been given a specific color and symbol, so it is easy to recognize the topic and focus, no matter what page you are on.

This unique mural was created by Prescott High School art students.

General Plan Structure

INTRODUCTION	This section in the document serves as an orientation to the General Plan. It provides: • The General Plan's purpose and need • Definition of the City's five livability goals that serve to organize the General Plan • Guidance on how to navigate the document
CHAPTERS 1-5: LIVABILITY GOALS	Each City Livability Goal has its own chapter. Each chapter opens with an overview which describes the importance of this topic. This is followed by in-depth research and analysis to illustrate trends and influences related to each theme. Context from the trends and influences analysis is then used, along with ongoing community input obtained throughout the planning process, as a foundation for setting the listed goals and policies.
CHAPTER 6: MAJOR PLAN AMENDMENTS	The City's general plan is required to define the criteria for determining whether a proposed plan amendment is a "major plan amendment." This section includes a table that delineates the criteria for a major plan amendment.

TRANSPORTATION GOALS AND STRATEGIES

Arterials

Arterials, *in principal, are for longer distance travel between two points, and direct access to property is a subordinate function. In order to maximize a satisfactory operating level of service without requiring additional lanes, traffic management must concentrate on moving traffic quickly through controlled intersections.*

Goal 1: Establish and maintain a system of arterial streets.

Strategy 1.1 Coordinate with ADOT and CYMPO to complete the update of the Central Yavapai County Regional Transportation Study and related future planning.

Strategy 1.2 Develop a City Transportation Plan for adoption and implementation of recommended goals and strategies to improve arterial traffic movement and safety.

Strategy 1.3 Support improvements of arterial streets by maintaining pavement quality.

Strategy 1.4 Balance the needs of pedestrian, bicycle, and future public transit modes when expanding intersections.

Strategy 1.5 Enhance the aesthetics of street corridors, when possible, to match surrounding neighborhoods.

Strategy 1.6 Promote interconnectivity of transportation networks to improve circulation efficiency, disperse traffic, and reduce impacts on individual streets.

Strategy 1.7 Minimize and reduce, where feasible, direct driveway access to arterials for flow and safety.

Strategy 1.4 Continue to participate in CYMPO discussions and studies addressing public transit (https://www.cympo.org/studies/).

DEFINITIONS

Unique words are also defined throughout the document to help the reader fully understand the topic at hand.

GOAL STATEMENT

Each goal is numbered and has and introductory statement to identify the broad goal.

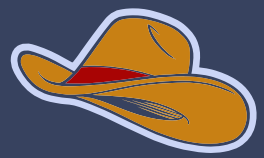
STRATEGY STATEMENTS

Each **goal statement** is followed by multiple **strategy statements**, which outline the steps needed to achieve the goal statement.

LINKS

Links to external websites are underlined and colored green. Readers can click these links at any time to find additional relevant information outside of the General Plan. These links are for reference only and not necessarily endorsed by the City.

Fun Bonus: Hidden Object Scavenger Hunt!



Keep an eye out for a small cowboy hat icon hidden in each chapter to help draw your attention to key points in the General Plan.
Can you find all six cowboy hats?

Physical Setting and History

Located in a basin in the mountains of north central Arizona, Prescott is bordered and most influenced on the south and west by the Prescott National Forest. The natural environment is rich with rock outcroppings, unique topographical features, abundant vegetation, wildlife, riparian areas, and archaeological resources. The average elevation is 5,400 feet above sea level, and the area enjoys four seasons with few extremes of temperature or precipitation. The climate is generally temperate and mild, with average high temperatures ranging from 50°F to 90°F. Rainfall continues to be below average, with drought conditions reported by various scientific institutions. The average annual precipitation is 16 inches of rain and 13 inches of snow.

The unique historic atmosphere is the essence of Prescott's character, setting it apart from other Arizona cities. Examples of Prescott's human-scale environment are found in the architecture, parking and circulation, land-use policies, and opportunities for social interaction.

Current archaeological cultural resource investigations reveal occupation patterns of prehistoric people as early as AD 700. Documentation of prehistoric excavations around Willow Lake and Watson Lake continue with the artifacts related to the Prescott Culture AD 700 – 1100 ultimately to be preserved in place as a public viewing park and artifacts archived at Sharlot Hall Museum, a state museum on West Gurley Street near Downtown Prescott.

More urban historic archaeological sites located in the lowest elevations of Prescott Basin along Granite Creek revealed artifacts of later settlement associated with the current population of non-indigenous residents. These objects and interpretation of the locations where they were found will also be available for public display at Sharlot Hall museum, interpreting The Central Arizona Highlands.

The region was once part of a vast area occupied by hunting and gathering American Indian people. This group was one of three geographically divided

Yavapai groups and later became known as the Yavapai-Prescott Indian Tribe. They were allocated approximately 1,400 acres of land by the federal government, forming the Yavapai-Prescott Indian Reservation, which is now encompassed by Prescott on three sides.

Although initial European contact occurred in the late 1500s, it was not until the 1860s that significant non-native populations began permanently settling the Prescott area. Prescott was established as a town and became the Territorial Capital of Arizona in 1864.

Prescott was a planned community from the beginning with the original townsite laid out in a grid pattern surrounding a central courthouse plaza. The Arizona State Capital was moved briefly to Tucson and eventually to Phoenix, but during the late 1800s, Prescott again served as the state's territorial capital. The original Governor's Mansion is preserved at its original site at the Sharlot Hall Museum.

The area's early economy centered on mining, cattle ranching, and government, making Prescott the economic and political center of north central Arizona. Support for commercial enterprises continued to expand in the late 19th century. In July of 1900, a fire destroyed much of Prescott's commercial district. Following the fire, most buildings in the downtown area were reconstructed of brick and masonry, providing today's rich architectural heritage. Some 800 City structures are listed in the National Register of Historic Places as part of 13 local districts and/or 13 national historic districts. One archaeological district on City-owned land is included in the register of 13 city-designated (local) historic preservation districts.

Prescott Courthouse, 1878
Photos courtesy of CourthouseHistory.com

Historic Post Office

During the 20th century, Prescott developed as an important location for health services and facilities. For many years, Prescott's clean air and temperate climate drew tubercular and other respiratory patients to the area for treatment. Fort Whipple, originally established as a military outpost to protect the territorial capital and the many miners in the area, is today the Northern Arizona Veteran's Administration Health Care Center.

Also during the 20th century, the arts, cultural, and educational assets of Prescott flourished along with healthcare. Sharlot Hall Museum was founded in 1929 by state historian Sharlot M. Hall and influential Prescott businessmen to preserve and restore the territorial Governor's Mansion. The museum campus collections, exhibits, and educational and performing arts programs have been expanded over the years with a major regional archive focusing on Central Arizona material and natural history.

The Elks Opera House (now Elks Theater) has welcomed audiences to performances since 1905. The performing arts theaters are owned and operated by the Hazeltine Theatre, Yavapai College, and the Prescott Unified School District. The Phippen Museum of Western Art, the Museum of Indigenous People: American Indian Art and Culture, and the Western Heritage Center also contribute to the current cultural scene.

The presence of public and private post-secondary education constitutes an important force in the Prescott economy and cultural surroundings. Prescott College, a private liberal arts college, was established in the 1960s. The late 1960s also brought the founding of Yavapai Community College. In 1978, Embry Riddle Aeronautical University established a large campus in the community. Northern Arizona University has a presence in Prescott; as does Old Dominion University, which is located on the Yavapai College campus. Prescott continues to be an economic, cultural, educational, and political center of Yavapai County and the seat of the county government.

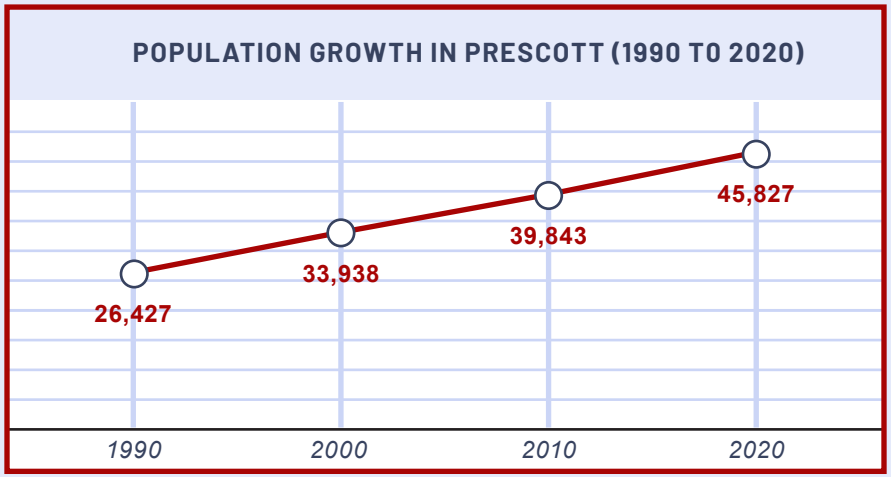
Embry Riddle Aeronautical University

Existing Conditions and Trends

POPULATION FORECAST

From 1960 to 1990, the City's population grew at an average annual rate of 3.9% per year, inclusive of annexations. Since 1990, the growth rate has slowed. From 1990 to 1995, the population grew at an average annual rate of slightly below 3% per year, without any major annexations of existing residential areas, and inclusive of a growth spurt in 1993. Beginning in 1995 and continuing through 2010, the population growth slowed to below 2%. Prescott's population growth rate decreased further since 2010 to an average of 1.5% per year. The 2020 U.S. Census reported Prescott's population to be 45,827. Prescott's growth rate from 2010 to 2020 was 1.4% per year.

The most current population estimates (U.S. Census Bureau, July 2023) present a total population of **47,757**. That said, Prescott's daily population including visitors is approximately **100,000**.



It is important to note, according to the updated classification of urban-rural areas published by the U.S. Census Bureau, the Prescott-Prescott Valley areas are categorized as "urban clusters." Planning approaches differ between urban and rural communities. Throughout the General Plan, the urban planning focus is clear on its goals concerning growth management and organizing locations and densities of population clusters to employ smart growth.

POPULATION FORECAST SNIP

When projecting growth rates, especially when those projections will be used for planning and infrastructure projects, it is better to conservatively project higher rather than lower. For this reason, we have assumed a 2% growth rate in this plan but expect 1-2% growth. It should be noted that unexpected changes to the economy and the potential for Prescott to reach external growth boundaries by annexations may alter this estimate.

Prescott is also affected by the growth trends and development patterns of neighboring communities and the unincorporated areas of Yavapai County. **The 2020 Census count for Yavapai County indicates a population of 236,218, with a 2.1% growth rate.** Using a growth rate of 2.1%, the total County population could reach 300,000 by the year 2030. Prescott Valley has been growing at a greater rate than Prescott and Yavapai County. The Prescott Valley 2020 Census indicated a population of 46,785, with a short-term growth rate of 2.45%.

Higher growth rates for the County and Town of Prescott Valley, along with Prescott being the employment hub for the area, affect traffic congestion on City roadways and demands for emergency services on the periphery of Prescott's city limits.

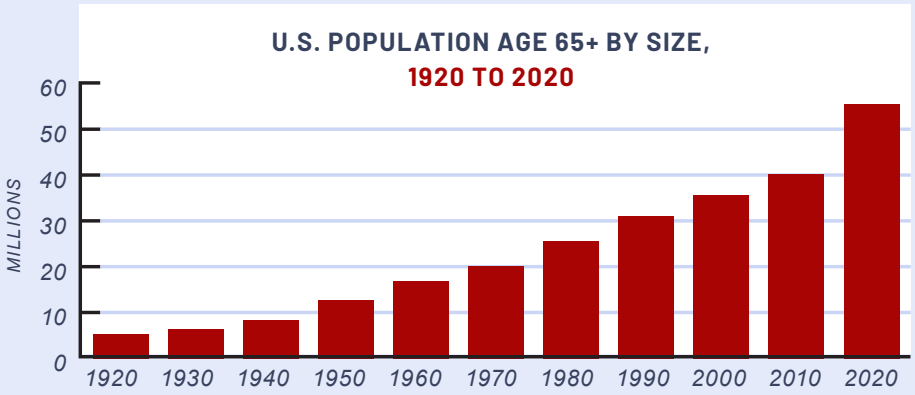
For the purpose of this 10-year General Plan, we use the 2020 Census and assume a higher than average Prescott growth rate of 2% resulting in a high side population of approximately 61,500 by the year 2035. Changes in economic conditions and annexation of significant tracts of flat, more easily developed ranch land could drive that number higher. However, other factors such as availability of water, market trends toward large lot, low-density development, and finite growth boundaries can be expected to play a role in limiting growth over the next 10 years.

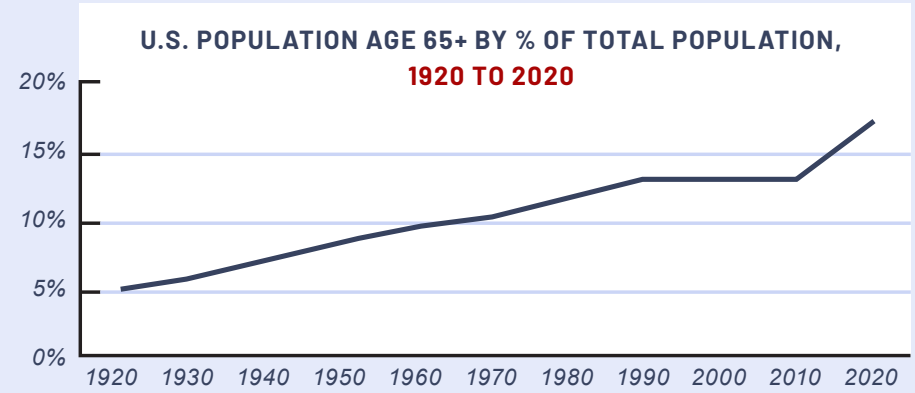
Consistent with articulated community values, Prescott seeks to maintain sustainable, moderate growth of 1-2% to accommodate residents of all ages and economic status, while preserving the community's character now and in the future.

Changing Demographics

AGING POPULATION

Census data from 1980, 1990, 1995, 2000, 2010, and 2020 show minimal changes in the percentage of individuals between the ages of 20 and 64 that make up Prescott's population. The more dramatic shifts have occurred at the two ends of the population age range. Youth aged 0 to 19 declined as a percentage of total population from 26.1% in 1980 to 16.8% by 2010, while adults aged 65 and over increased from 21.4% to 30.8%. These changes have significant impacts on local school district enrollment, the labor force, and the balance of family types and sizes in the area. The 2020 Census shows youth aged 0 to 19 dropped to 14.1% while adults aged 65 and over increased to 41.1% of the total population.





Source: U.S. Census Bureau, Decennial Census of Population, 1900 to 2000; 2010 Census Summary File 1, and 2020 Census Demographic and Housing Characteristics File (DHC)

Prescott's median age increased to 54.1 years of age in 2010, accompanied by an increase in households with one or more people aged 65 and over (from 34.8% in 1980 to 44.8% in 2010). Prescott's median age increased to 60.2 according to the 2020 Census. With the aging of Baby Boomers (those born in the high birth rate years of the 1950s and 1960s), an increase in older populations is a national trend, as is an overall reduction in birth rates. Prescott follows this trend but is different from many other communities in that there is continual in-migration of seniors

approaching retirement or who are already retired. Prescott is and will continue to be a retirement destination because of its natural environment and cultural amenities. The out-migration of young people at the upper end of the 0-19 age range for educational or employment opportunities elsewhere is also a contributing factor to this trend. Telecommunication based on improved internet connectivity affects demographics as younger families seeking Prescott's quality of life are able to bring their jobs with them. The graphs on the previous page show the national trend of an aging population.

HOUSEHOLD SIZE

There has also been a continual decline in the average number of people per household. In 1980, the City's average household size was 2.52. By 2000, the average household size had decreased to 2.11. It dropped further, to 2.03 in the 2010 Census. This is a predictable result of the aging population trend. The 2020 Census reported 2.02 as the average number of people per household.

DIVERSITY

Prescott's population was 95% Caucasian in 1980. By 2010, Caucasians accounted for 92.1% of the population and Hispanics/Latino constituted 8.6% (note: there were changes in the way race was defined by the Census). The percentage of African-American residents in Prescott remained the same at 0.7% in both 1980 and in 2010. The percentage of American Indian residents dropped slightly from 1.2% to 1.1%, and the percentage of Asian residents increased from 0.6% to 1.2% between 1990 and 2010. According to the 2020 Census, Prescott's population was 89.6% White, 8.6% Hispanic, 4.2% two or more races, 2.0% Asian, 0.6% Native American, and 0.4% African American.

FAMILY TYPES

Just as significant in terms of changing diversity are the trends in family types: the proportion of households with a wage earner (working families) compared to retiree households; and the proportion of families actively raising children to "empty nesters" are decreasing. Based on the Census data, families made up 59% of Prescott's households in 2000, which dropped to 56% in 2010. In 2000, households with a member aged 65 or older comprised 39.4% in Prescott, increasing to 44.8% in 2010, a rise of 5.4%. Also of note are trends for working families with young children. In 1990, 50% of families with children under 6 years of age had both parents in the household working. By 2010, that number rose to 64%. Among City residents in 2010, there were 16,891 people age 16 and older who were employed, or approximately 42% of the total population participated in the workforce. This dropped to 40.3% in the 2020 Census. **This may indicate that working families with young children increasingly require more than one income to meet rising living and housing costs in the community. This includes ordinary living costs, such as childcare, as well as housing costs, which are explored more in Chapter 5.**

These trends suggest that the median age will continue to rise, Prescott's youth population percentage will continue to decline, and similar to national trends, seniors and elderly will make up an increasing proportion of the total Prescott population.

All of these demographic trends, if unchanged, will further alter the community balance in terms of age groups, family types, household sizes, and ratios of retirees to working residents.

HOUSEHOLD INCOME

The median household income for Prescott in 1990 was $22,517, with the largest single concentration (24%) of incomes in the $5,000 to $15,000 range. The 2010 Census indicated that the median household income was $44,224, with the largest concentration in the $35,000 to $50,000 range. While Prescott's median income remains slightly higher than Yavapai County as a whole, it continued to be below the statewide median income of $50,448 in 2010. Median income in 2020 Census is $61,090.

REGIONAL POPULATION TRENDS

Between 1990 and 2010, the neighboring communities of Prescott Valley and Chino Valley experienced much higher rates of growth than Prescott. The unincorporated portions of Yavapai County have also grown rapidly. The population changes for Prescott, Yavapai County, neighboring communities are shown in the table below. If the rates of growth in the region continue, Prescott's proportion of the regional population will continue to decline. Prescott Valley's population surpassed Prescott for the first time according to the 2020 Census.

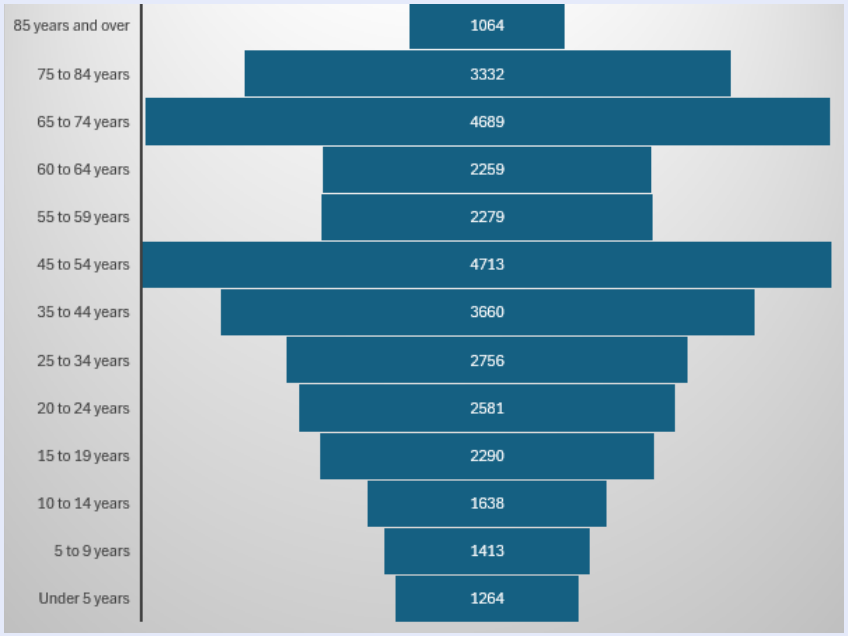
POPULATION BY JURISDICTION

Jurisdiction	2010		2020	
	Population	% Portion of County Population	Population	% Portion of County Population
City of Prescott	39,843	18.90%	45,827	19.40%
Town of Prescott Valley	38,822	18.40%	46,761	19.80%
Town of Chino Valley	10,817	5.10%	13,020	5.51%
Yavapai County	211,033	-	236,209	-

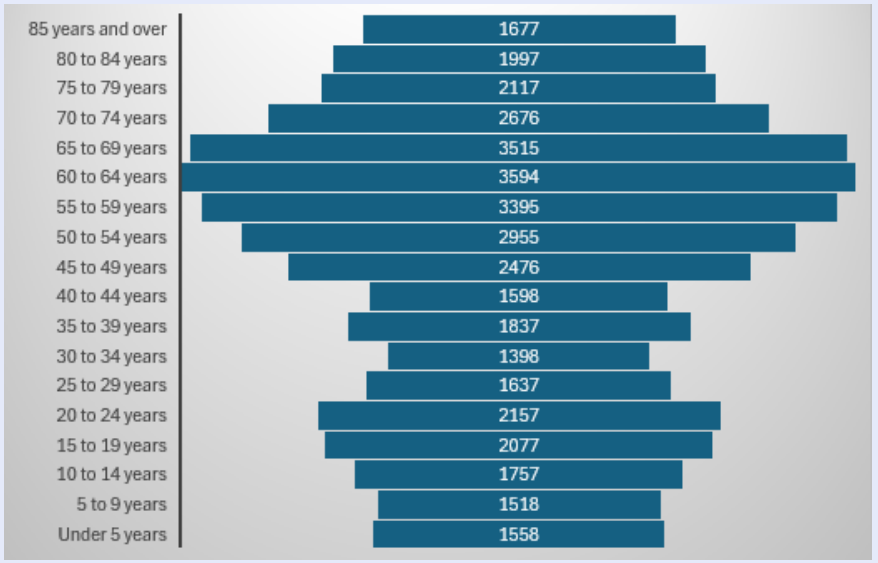
City of Prescott Population by Age

(2022 American Community Survey 5-year Estimates)

2000 CITY OF PRESCOTT POPULATION AGE (2000)



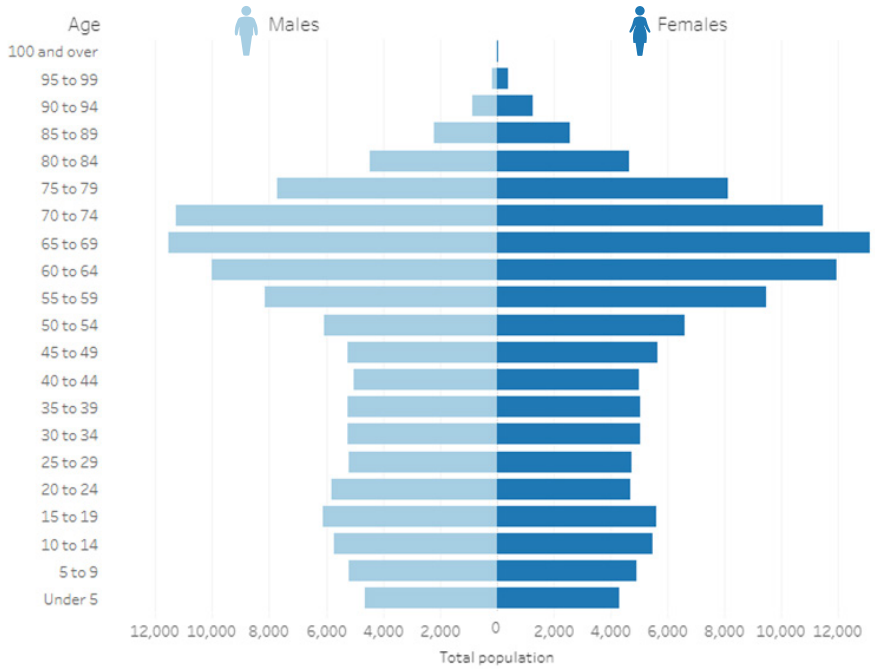
2010 CITY OF PRESCOTT POPULATION BY AGE (2010)



* figures may not reflect incomes not tracked by HUD

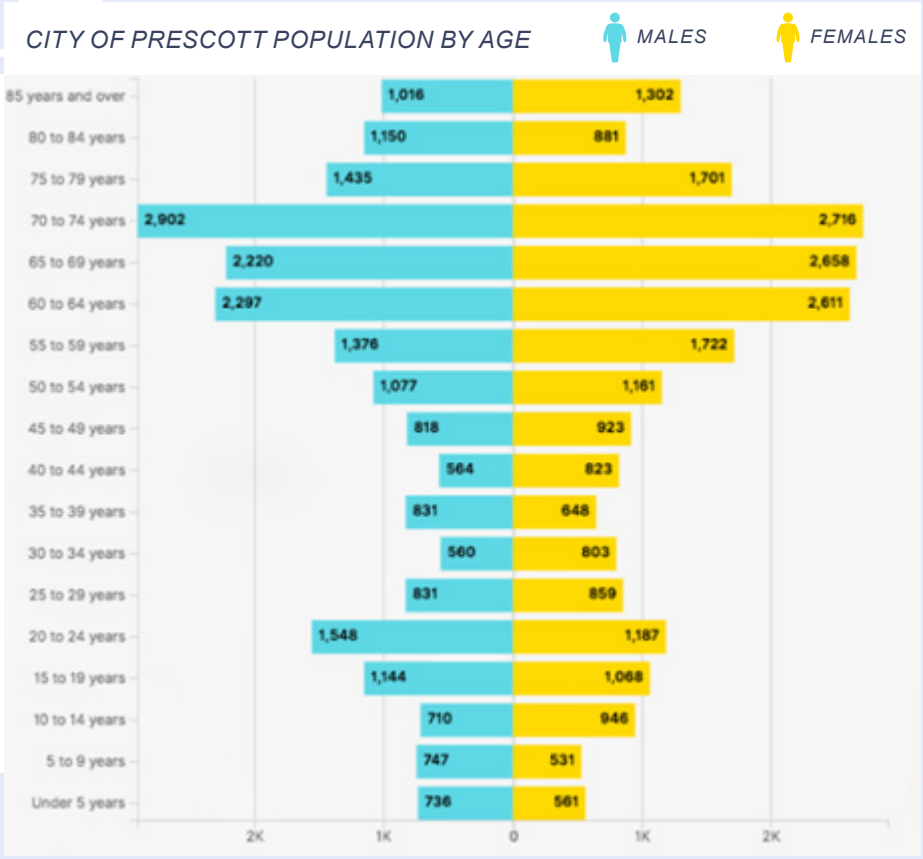
2020 YAVAPAI COUNTY VS. CITY OF PRESCOTT CENSUS DATA

POPULATION	MEDIAN AGE	% UNDER 18 YEARS	% 65 YEARS AND OVER	% FEMALE
236,209	55.5	15.7%	33.8%	50.9%



United States Census Bureau | U.S. Department of Commerce, U.S. CENSUS BUREAU, census.gov

2020

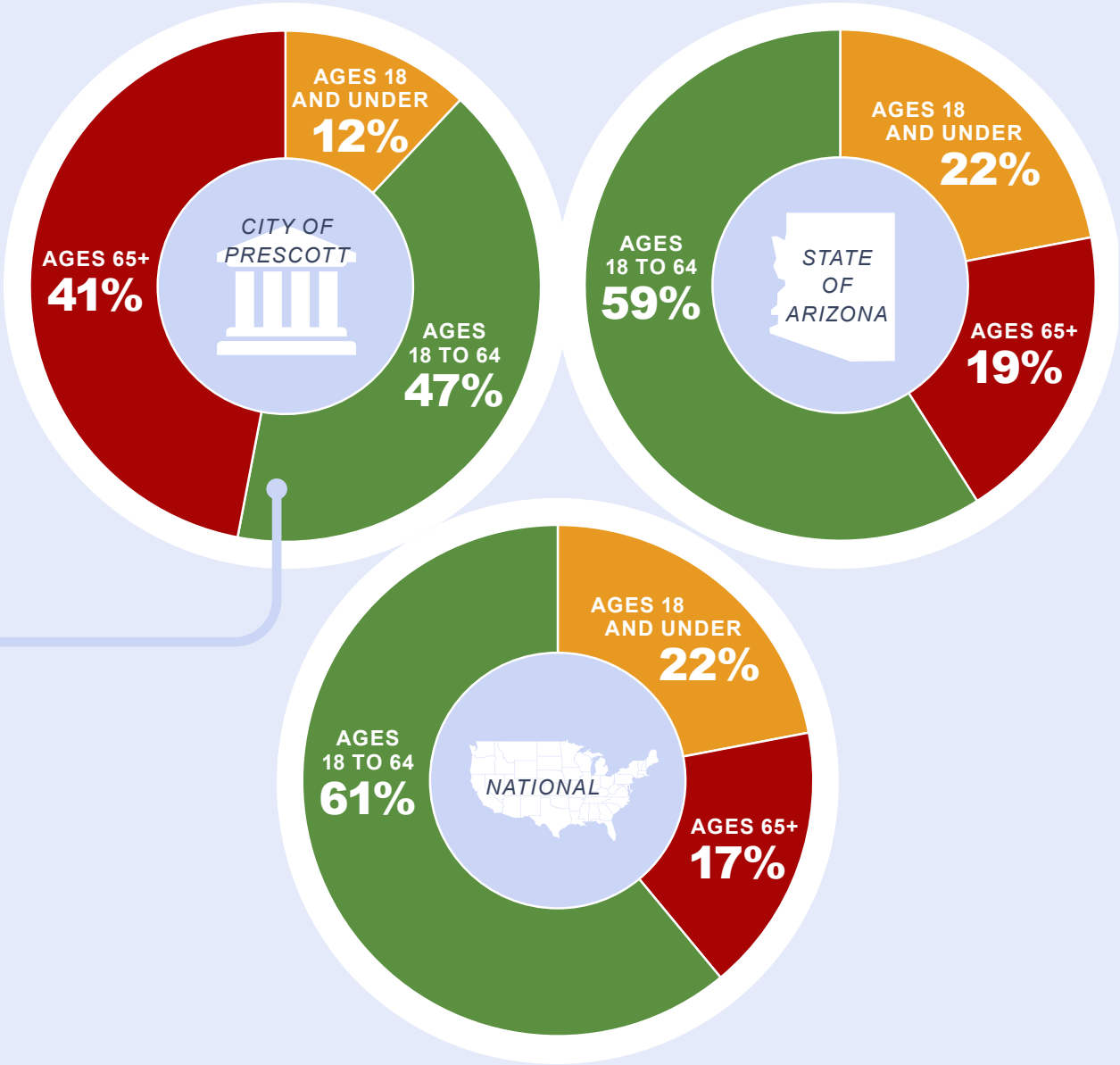


47%

Working age individuals makes up 47% of Prescott's total population.

A small and shrinking working-age population can have a significant impact on Prescott's labor market and economy, including a potential increase in cost of labor, increasing wage premiums for skilled labor due to demand, and fewer workers to pay taxes and provide vital services in the public sector.

AGE GROUPS BY % OF POPULATION



CHAPTER 1

RESILIENCY AND SUSTAINABILITY

With the increased impacts of climate extremes, reduced trends in annual precipitation, and being surrounded on three sides by a National Forest, it is becoming more and more obvious that we need to cultivate **resilience.** Becoming more resilient and sustainable means that we are better able to prepare, adapt, and get stronger in response to internal and external pressures and stresses. This not only allows people, businesses, neighborhoods, and the whole community to maintain essential functions and bounce back relatively quickly, but also spring forward toward improved environmental, social, and economic health and well-being. This focus allows us to simultaneously promote economic vitality, environmental integrity, and healthy communities.

Resiliency and sustainability involve many considerations, including wildfire risks, environmental planning, water availability, climate, and energy. Balancing land uses within a community is essential to providing residents with a full range of services, employment opportunities, and housing choices. This balance is vital for maintaining a resilient community. Currently, housing affordability for essential workers is a high priority, as the lack of affordable housing negatively impacts employee recruitment for local governments and private industries. This issue continues to hinder the hiring of qualified staff for essential services in government, healthcare, education, and other sectors. Consequently, Prescott faces crowded roads filled with workforce commuters, higher service costs, fewer service options, and a flattening tax base. All stakeholders must take action to prevent the degradation of services for Prescott residents.

Maintaining a balance, especially with workforce housing, has been an ongoing concern for Prescott, as noted in the 1990, 1997, 2003, and 2015 General Plans. Providing for the housing needs of a balanced community has been and remains a challenge in Prescott due to the growing percentage of retired residents, many of whom are able to afford higher-priced housing, thus incentivizing the market to produce housing out of reach for working families. In addition, the steady increase in land costs further drives up the cost of housing. In the last decade, market-based housing development in Prescott consistently favored (and continues to favor) larger single-family homes in large and smaller lot mass-graded subdivisions. However, with Prescott remaining a retirement destination, smaller houses on smaller lots and multifamily rental housing options may occupy a greater market share in the next decade.

Beyond the question of housing balance, it is important to consider the availability of commercial and industrial land in the city. Prescott is comprised of approximately 68% residential property, 10% commercial property, and 9% industrial property. The remainder comprises open space and master planned development properties. There is no “ideal” balance among these land use components. The key is to maintain sufficient undeveloped commercial and industrial lands to provide the necessary expansion of services to support anticipated residential growth. Approximately half of all commercial and industrial-zoned land within the city remains vacant at the time of this writing.

The Prescott Fire Department

The Prescott Fire Department is the oldest in Arizona. It was established in 1885, and today it is a modern and highly professional career fire department. The Department has a wonderful history of firefighting traditions and values a creative and proactive workplace. It is involved in numerous joint partnerships, including automatic aid with the Central Arizona Fire and Medical Authority, United States Forest Service, and Yavapai-Prescott Indian Tribe.

The Prescott Fire Department provides all risk services to our community. Fire personnel are the first responders to deal with epidemic disease, bio-terrorism, hazardous materials, and other threats to safety. They are trained in emergency medical response; structural and wildland fire fighting tactics; confined space- and high-angle rescue; hazardous material mitigation; fire prevention techniques; and are involved in large-scale incident management at the local, county, and state levels.

The City was the first community in Arizona to adopt the Wildland Urban Interface Code with local amendments. Prescott Fire Department leadership is committed to aggressively addressing the threat of wildfire to our community and promotes fire-adapted community strategies. This proactive approach to fuel mitigation and educating our citizens regarding wildfires has placed the City in a leadership role locally and nationally.

The current question is not "if" a fire will occur but "when."

In 2019, the Department completed a comprehensive community risk assessment that is the foundation for assessing the risks faced by the community.

A major update to the community risk assessment was completed in 2024 and adopted by the Council in November of 2024. The document can be found at: **https://prescottfire.org/services/documentsandresources/**.

In 2023, the Department established a 5-year strategic plan (**https://prescottfire.org/wp-content/uploads/2024/12/PFD_Strategic_Plan_2024_Update_v24.4_08-27-24.pdf**) that is updated annually to establish a redefined organizational identity and update its mission, vision, and values based on stakeholder comments.

Seven strategic issues were identified that the Department must address to serve the community effectively. These challenges are all equally important and relate to the following:

1. **Staffing and Infrastructure –** There is a need for increased capital infrastructure and associated staffing to meet growth in the city.
2. **Occupational Safety –** Existing station infrastructure and policies need to incorporate current evidence-based research related to the fire service that influences the well-being of personnel.
3. **Data Collection and Analysis –** The department must improve the utilization of data collection and analyze it to drive organizational performance management.
4. **Community Growth –** Public safety resource allocation has not substantially increased, while the demand for services in the community has doubled.

5. **Sustainable Funding –** To maximize the impact of voter-approved public safety funding and address increasing citywide demands, the general fund must be balanced to sustain public safety resources while fulfilling overall City priorities.

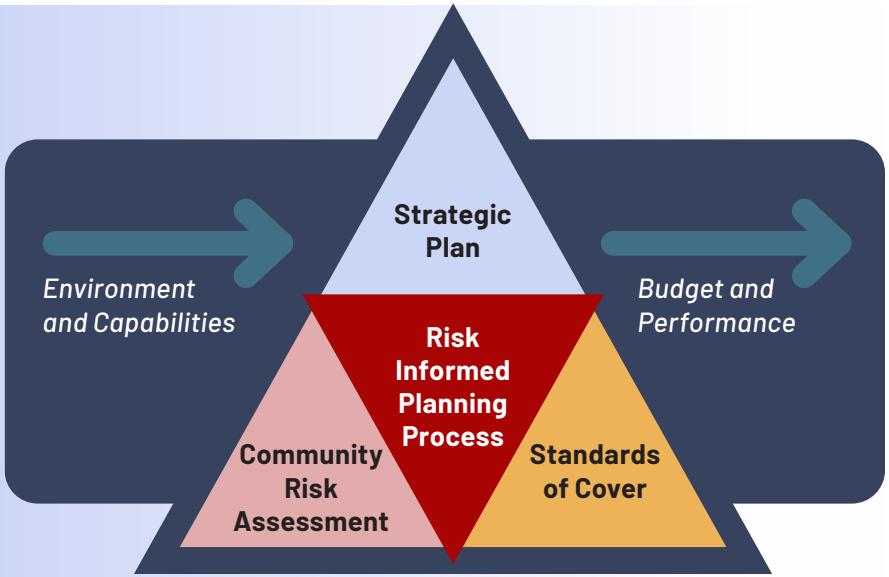
6. **Resource Viability –** The current resources allocated to the Department are insufficient to effectively manage its current responsibility. Therefore, they must be addressed before meeting the demand for expanding capabilities. The City may consider co-locating new Fire and Police structures to minimize cost.

7. **Workforce Development –** Significant changes in the workforce and the community, coupled with an evolution of the profession's demands, require a dedicated focus on investing in the current workforce and being proactive about recruiting new public safety professionals.

FIRE-ADAPTED COMMUNITY FRAMEWORK

Prescott is in an environment susceptible to wildfire. Some neighborhoods, especially those along the south and west boundaries of the city, are even more prone to wildfires. At-risk neighborhoods and other new construction are required by the adopted City Urban/Wildland Interface Code to implement vegetation management plans and to use more fire-resistant building materials. This code implements much-needed safety measures within the most at-risk areas. Because wildfire is the most significant natural threat to Prescott, it will remain an important factor in all aspects of planning for the City.

Prescott Fire Department leadership is committed to aggressively addressing the threat of wildfire to our community and promoting fire-adapted community principles. This proactive approach to fuel mitigation and educating our citizens regarding wildfires has promoted effective public/private partnerships in fire management.



FIRE DEPARTMENT GOALS AND STRATEGIES

Goal 1: Plan for efficient and effective delivery of fire prevention and response.

Strategy 1.1 Continue to promote fire-adapted community principles and encourage local neighborhoods to achieve Firewise designation.

Strategy 1.2 Reduce the negative consequences of life-threatening emergencies experienced by the community through effective response and mitigation solutions.

Strategy 1.3 Enhance Emergency service delivery through strategic positioning of public safety infrastructure.

Fire Station

Environmental Planning

AIR QUALITY

During the early 20th century, Prescott's clean air and temperate climate drew many respiratory patients to the area for treatment. Today, air quality remains an asset of the community, helping to draw tourists and those seeking lifestyles away from large urban areas with poor air quality. Continued urbanization, with its associated increase in traffic, may degrade Prescott's air quality in the future, potentially hurting tourism, growth, and the quality of life for residents.

CHALLENGES

Although natural air movements bring some air pollution into the area, the community can improve air quality most effectively by discouraging local pollution. The Circulation Element addresses reducing automobile dependence through alternative transportation; however, the overall environment in Prescott is affected by individual auto use.

Dust, smoke, proliferation of plant pollens, and automobile emissions are sources of urban air pollution. Smoke is a problem during winter months because of wood-burning fireplaces and stoves, and at other times, seasonal prescribed burns affect air quality. In the warmer, dry months, dust from dirt roads and construction activities affect air quality. A continuing drought exacerbates poor air quality conditions.

GOALS AND IMPLEMENTATION STRATEGIES

Goal 1: Maintain Prescott's good air quality.

Possible initiatives that can be evaluated through cost-benefit analysis or other data measurements by Council for future decisions could include encouraging the upgrade to Environmental Protection Agency (EPA)-approved wood burning stoves and fireplaces, maintaining road sweeping to reduce dust particulate air pollution, and/or evaluating whether to participate in the Arizona Department of Environmental Quality (ADEQ) Air Quality Flag Program (https://azdeq.gov/FlagProgram). There may also be opportunities to identify and promote alternative transportation strategies to reduce vehicle emissions and by expanding the scope and connectivity of the City's bicycle, pedestrian, and trail circulation systems.

WATER QUALITY

Prescott enjoys drinking water of good quality from deep wells. The City is a water service provider operating a water supply, treatment, distribution system, wastewater collection, and effluent distribution system. These systems are operated in compliance with federal and state water quality regulations.

Prescott is committed to maintaining a sustainable balance in water management, encompassing water quality, use, conservation, importation, and groundwater recharge. Our City plans, water policies, and adopted codes are designed to address these crucial issues. Regular reevaluation and revision of these plans, policies, and codes are essential to ensure we meet our water management goals (the state regulates surface water).

WATER QUALITY GOALS AND IMPLEMENTATION STRATEGIES

Goal 1: Protect surface waters and groundwater recharge areas to maintain the high quality of Prescott's water.

Goal 2: Enhance stormwater use and management for aquifer recharge and optimization of water treatment infrastructure.

Possible initiatives that can be evaluated through cost-benefit analysis or other data measurements by Council for future decisions include investigating the creation of a low-impact development ordinance for infiltration and reuse of stormwater for all new developments. Also, developing a process for identifying potential neighborhood projects and grant funding sources, such as the Community Development Block Grant (CDBG), for green stormwater infrastructure and integrate it into the City's Capital Improvement 5-year project list. Another initiative could be to work with adjacent jurisdictions to integrate and align stormwater standards, policies, and practices across the region and to create a toolkit to support local governments in adopting and implementing stormwater standards, policies, and practices. A Green Stormwater Infrastructure (GSI) program could be considered to identify, construct and maintain GSI. Then, where feasible, integrate GSI into City street reconstruction projects and incorporate GSI into all municipal facilities and parks, also where feasible.

GREEN STORMWATER INFRASTRUCTURE

The goal of GSI is to "slow it down, spread it out, and soak it in" and is an integrated solution to stormwater management with numerous benefits:

- Reduces stormwater pollutants and localized flooding
- Conserves water by directing rainwater to streetside landscapes and parks
- Supports riparian vegetation and wildlife while replenishing local groundwater aquifers
- Enhance traffic calming efforts and pedestrian/bike safety features
- Grows an urban/neighborhood forest with the benefits of mitigating extreme temperatures and heat island effects

Green Infrastructure, or Low-Impact Development (LID), is a comprehensive environmental conservation and sustainable development approach. It directly applies to local water concerns, stormwater management, and watershed health. GSI integrates natural ecological and engineered systems for managing stormwater, harvesting rainwater, and recharging aquifers. These design and management protocols reduce flooding events, prevent contamination of surface waters with pollutants from the built environment, and conserve groundwater. Additionally, they provide aesthetic, recreational, and wildlife habitat benefits and lead to reductions in water treatment costs and infrastructure burden. **The use of GSI features and management practices could significantly contribute to a sustainable water supply, considering that about 30% of water use in the city is for landscaping.**

LAKES

The City owns or leases land associated with four bodies of surface water:

1. **Upper Goldwater Lake**
2. **Lower Goldwater Lake**
3. **Watson Lake**
4. **Willow Lake**

All four water bodies are man-made reservoirs that have historically served as community water supplies for City water customers or the agricultural industry in the region. **Lynx Lake** is owned and managed by the Prescott National Forest.

Upper and Lower Goldwater lakes are the smallest of the four, with historic legal documents stating the combined capacity to be 620 acre-feet. Lower Goldwater Lake was used to supply water to the City by supplementing the water pumped from Del Rio Springs. Neither Upper nor Lower Goldwater Lake is used for the City's water supply. Goldwater Lakes are now public recreation amenities maintained by the City's General Fund. These lakes are upstream of the community, reducing the population center's effects; however, it is subject to natural processes such as siltation.

Watson and Willow lakes also have an extensive history. They were originally built to store and release water from annual precipitation for the downstream agricultural industry. The most current document (Sever and Transfer 98-001) for Watson and Willow lakes state their legally claimed storage capacities to be 4,600 and 5,980 acre-feet, respectively, with the right to continuous fills and refills. Unlike the Goldwater lakes, Watson Lake and Willow Lake

are subject to natural processes and the effects of the upstream population center. It was not until 1998 that the City purchased these lakes from the Chino Valley Irrigation District following a voter-approved bond measure for $15M. The official ballot language associated with City Resolution 3033 describes property and water rights for water resources and recreational purposes. Since the purchase, reservoir operation has had a complete shift in their operation. Water is now stored from year to year for water supply, recreation, and fish spawning needs. Releases still occur pursuant to requirements regarding surface water right holders and for the storage and recovery of supplies to support City water customers. Due to the water storage and recreation uses of these lakes, they currently require both City General Fund and Water and Wastewater Enterprise Funds expenditures.

It is recognized that surface water bodies in the City's jurisdiction require continued operation and maintenance at federal, state, or locally imposed standards. Each reservoir is subject to varying influences from outside agencies, nature, and the effects of the nearby population. Since both Watson and Willow lakes have no continuous flow-through and are not drained annually, siltation and accumulated contaminants present challenges to their vitality. In 2004, the Environmental Protection Agency designated the Watson Lake reservoir as impaired because of high levels of nitrogen, low dissolved oxygen, and high pH.

As part of the Watson Lake Water Enhancement Project, City Council approved a proposal to install four floating, solar-powered aerators at their November 28, 2023, meeting. The floating circulators are designed to circulate the water to prevent and control water quality problems in lakes and were installed in February of 2024.

LAKES GOALS AND IMPLEMENTATION STRATEGIES

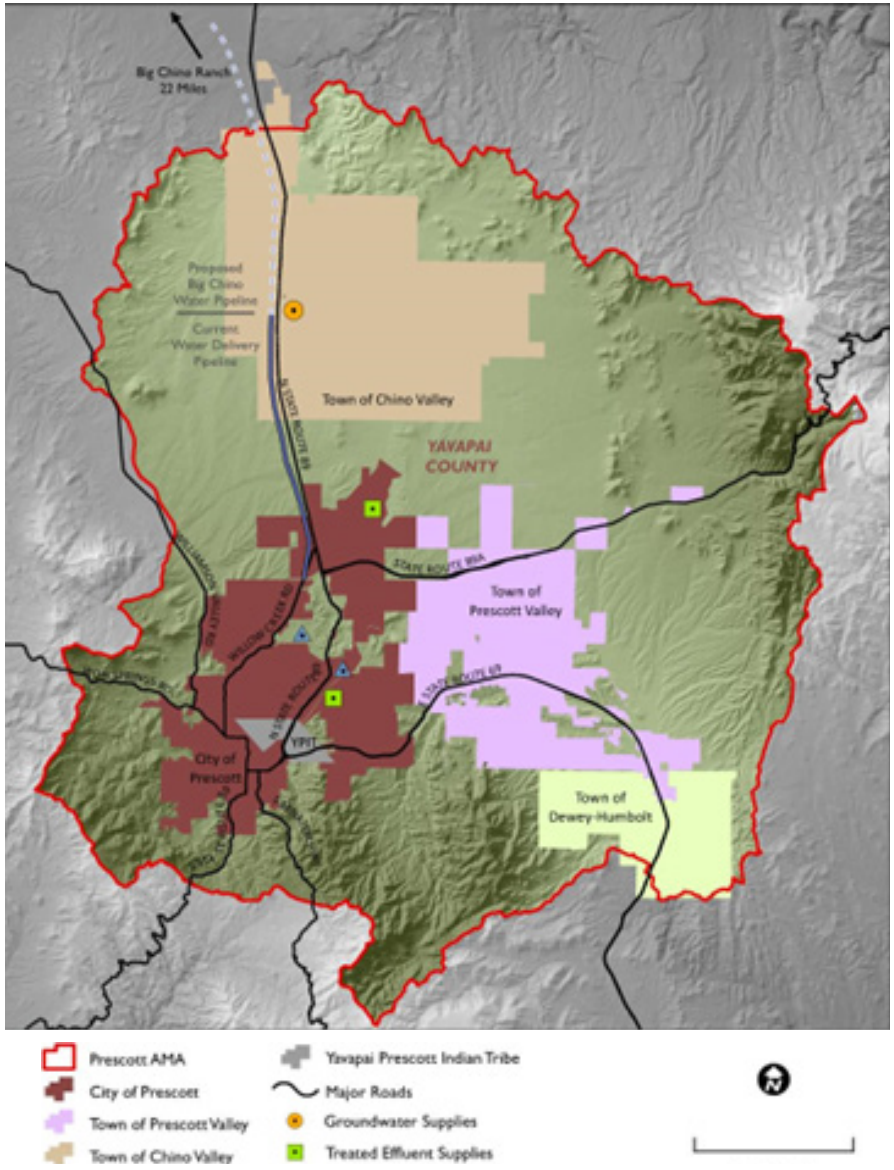
Goal 1: Improve the water quality of publicly owned reservoirs for full body contact.

Strategy 1.1 Protect the lakes and their watersheds from sources of pollution.

Strategy 1.2 Develop and preserve open space, trails, and park areas that complement the lakes and the surrounding species and environment.

Possible initiatives that can be evaluated through cost-benefit analysis or other data measurements by City Council for future decisions include developing an up-to-date Lake Management Plan for Watson, Goldwater, and Willow lakes.

PRESCOTT ACTIVE MANAGEMENT AREA (PRAMA)



WATER RESOURCES

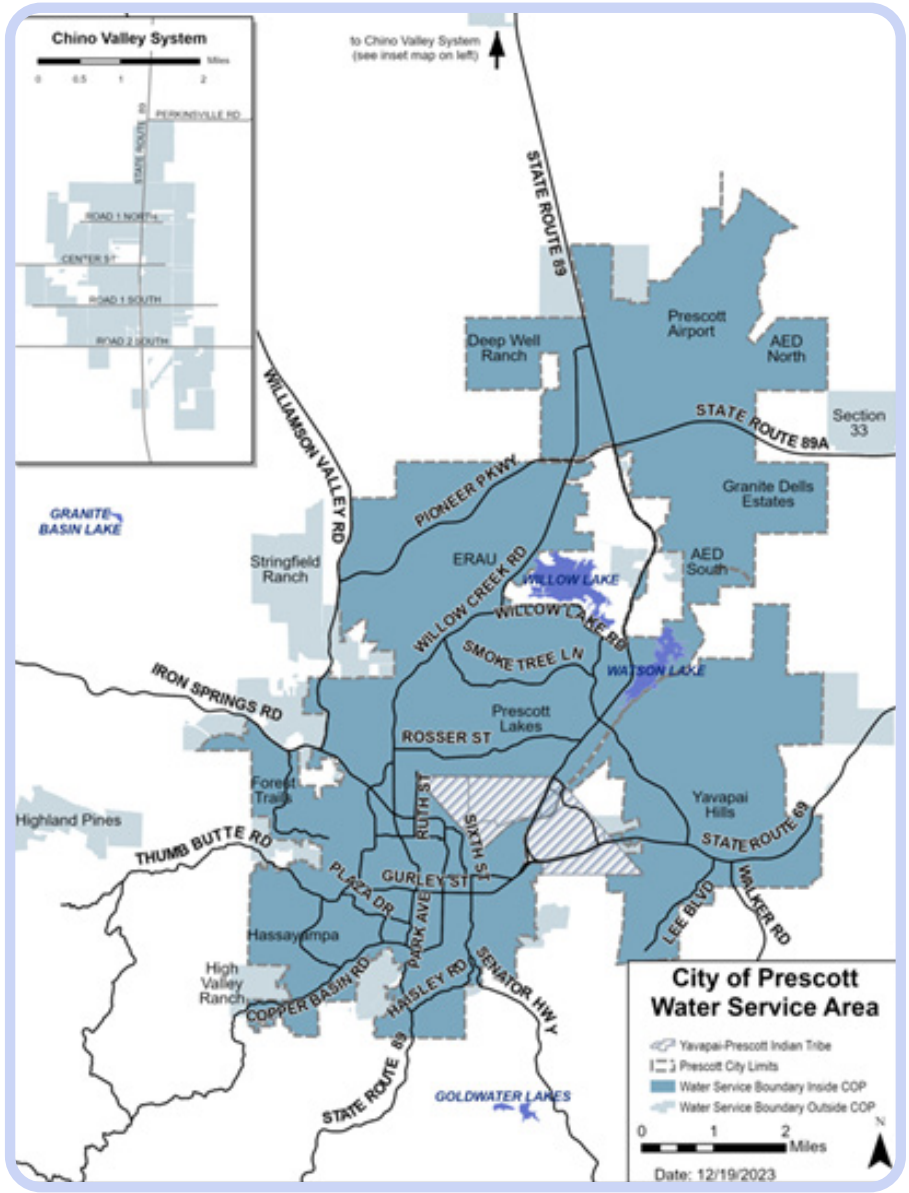
Water availability is crucial to maintaining a high quality of life with a healthy economy. Water supplies are regulated by the Arizona Department of Water Resources (ADWR) and situated within the Prescott Active Management Area (PrAMA). The PrAMA also includes the Towns of Prescott Valley, Chino Valley, and Dewey-Humboldt, portions of unincorporated Yavapai County, and the Yavapai-Prescott Indian Tribe Reservation, as shown on the map to the left.

Communities within the PrAMA withdraw groundwater based on Arizona Revised Statutes and Arizona Administrative Code. Further, ADWR Management Plans establish water management strategies emphasizing conservation, replacement of existing groundwater use with renewable supplies, recharge, and water quality management by all identified water use sectors including municipalities.

Two key historic actions that affect the PrAMA are the statewide 1980 Groundwater Management Code and the 1998 PrAMA Declaration of Groundwater Mining (being out of safe yield). The latter instituted the Assured Water Supply rules. For more information on ADWR statutory authorities, visit www.azwater.gov.

Since 1999, the City has maintained a Designation of Assured Water Supply (DAWS). The legal document issued by ADWR, a Decision and Order (D&O) of Assured Water Supply sets forth current, committed, and projected demands, and the water supplies to meet those demands.

WATER SERVICE AREA



In the City's case, this document relates to the water service area shown on the map to the left. The City's current D&O was issued in 2009. In December 2021, the City filed a required update which is currently under ADWR review. The map to the left shows the anticipated water demands included in the 2021 D&O application as of June 2024.

2021 D&O DEMANDS

Water Resource Management Model Demands

AFY quantities are provisional based on ADWR review of City's 2021 Decision and Order application.

Current Demand	9,328 AFY
Committed Demand	3,534 AFY
Projected Demand	1,667 AFY
Total Demand Estimate	14,529 AFY

Current Demand means the 100-year water demand for existing uses within the service area of a designation applicant or designated provider, based on the annual report for the previous calendar year.

Committed Demand means the 100-year water demand at build-out of all recorded lots that are not yet served water within the service area of a designation applicant or a designated provider.

Projected Demand means the 100-year water demand at build-out, not including committed or current demand, of customers reasonably projected to be added and plats reasonably projected to be approved within the designated provider's service area and reasonably anticipated expansions of the designated provider's service area.

Source: WRMM 2020

ADWR requires that water supplies are shown as continuously and legally available for 100-years to be included in the D&O. Per the 2021 D&O application, the City is currently anticipating 17,544.93 AFY, a combination of groundwater, and stored and recovered (surface water and treated effluent) supplies.

Approval of the D&O will set the legal water supply for the City and establish the demands for the set period, typically 10-20 years. With this information, the City can evaluate potential growth as established in the General Plan and create a long-term water management plan to support that growth. This is why it is vital for the City to complete the D&O process.

There are a number of subdivisions that the City has contracted water to, either through a Water Service Agreement or a Development Agreement. These commitments fall in either the committed or projected demand category, depending on whether each development has obtained a plat or not.

The anticipated numbers shown in the 2021 D&O Demands on the previous page are based on the City's Water Resource Management Model (WRMM) (**https://www.azwater.gov/hydrology/groundwater-modeling/prescott-regional-model**). The WRMM is discussed more in the Planning for the Future section on page 37. Although the WRMM tracks actual and estimated demands, the City will need to plan carefully to ensure that any future annexations, economic development efforts, and large projects are thoroughly and accurately accounted for and that supplies will meet the needs of future projects.

Goal 1: Maintain Designation of Assured Water Supply (DAWS)

Strategy 1.1 Develop a long-term water management plan and tools to improve measurement and analysis.

Strategy 1.2 Continue to develop a comprehensive study for the Big Chino Water Ranch including economic, social, and environmental impacts of potentially adding this water supply to the City's portfolio.

LOCAL SUPPLIES AND INFRASTRUCTURE

Water supplies recognized in the City's 2009 D&O include groundwater (currently from the Little Chino Sub-basin aquifer and transportation water from the Big Chino Sub-basin aquifer with conditions), surface water, and treated effluent supplies used for recharge and recovery. Groundwater is the largest water supply within the City's water portfolio, and it is currently pumped from two well fields operated by the City's Public Works Water Operations Division.

The Intermediate Pump Station and Chino Valley Water Production Facility improvements are scheduled for completion in the first quarter of 2025. The addition of these facilities will constitute a major capacity increase to the City's pumping and water storage capacities while also reducing water pressures by approximately half for over 75,000 feet of transmission mains.

The City has surface water supplies through its water rights associated with the Watson Lake and Willow Lake reservoirs. The City has a legal entitlement to discharge up to 3,861.26 acre-feet per year (AFY), plus 965 AFY for Transportation Losses (not to exceed 4,826.26 AFY) from the reservoirs for municipal use. The City implements this water right by routing surface water from the Watson Lake and Willow Lake reservoirs to the recharge basin facility near the Airport Water Reclamation Facility (WRF). Since surface water supplies are subject to variation in precipitation each year, the City's recognized water volume in the D&O is lower than the City's water right. This provides a buffer for years of low precipitation where the City chooses to recharge lower amounts to maintain a recreational and environmental pool in the reservoirs.

Treated wastewater (effluent) or reclaimed water, like surface water supplies, is used for reducing demand on the groundwater supplies. The City provides reclaimed water to golf courses, and for construction and industrial uses. Like surface water supplies, reclaimed water that is not contracted for direct use is sent to the recharge facility for underground storage and replenishment of the aquifer.

The City has operated the Sundog Wastewater Treatment Plant (WWTP) since 1934 and the Airport Water Reclamation Facility since 1988. Combined, these facilities are permitted to treat up to 10.75 million gallons per day (MGD) of domestic and industrial wastewater. Between 2000 and 2022, the City delivered an average of 3,759 AFY of effluent. Proposition 400, approved by Prescott voters in 2005, requires all effluent generated by development in newly annexed areas equal to or exceeding 250 acres to be used for permanent recharge. For more information on the City's wastewater operation please visit the City website at: **www. prescott-az.gov/sewer-and-wastewater/wastewater-operations/**.

Related to the infrastructure, the maintenance cost of keeping aging systems functioning, both potable and non-potable will be a challenge that the City will continue to face in the coming years. To ensure all newly constructed pipelines will have the longest service life possible, Ordinance No. 2021-1743 was passed requiring the use of ductile iron pipe (DIP) for all water main installation and prohibiting the use of Polyvinyl Chloride (PVC) pipe.

The challenges of aging infrastructure and establishment of new infrastructure will require effective coordination of water operations and water resource management to establish forward planning and integrate policies that ensure the sustainable and equitable distribution of water resources. This coordination is essential to address the needs of all existing and future water users while considering environmental, social, and economic factors.

BIG CHINO WATER RANCH (BCWR)

In 1991, Arizona Legislature authorized the importation of groundwater into the PrAMA from the Big Chino Sub-basin as a substitute for Central Arizona Project water that had been allocated to Prescott, but could not physically be brought north for use. In 2004, the City and the Town of Prescott Valley entered into an Intergovernmental Agreement (IGA) for the purchase of BCWR located approximately 18 miles northwest of Paulden. The project consists of 11 wells, a pump station, and 30 miles of pipeline for the transportation of water from BCWR to the Water Production Facility in Chino Valley. A summary of project highlights is included below:

- In the City's 2009 D&O, a portion of the City's water portfolio has the legal right to import up to 8,067.4 AFY from the Big Chino Sub-basin (ARS §45-555E and F).
- Proposition 401 known as the Prescott Tax Payer Protection Act, was voted on and passed in 2009. This requires the voter approval of certain high-value projects set at $40 million in 2011, but this number is adjusted every year based on the Bureau of Labor Statistics Consumer Price Index (CPI). The CPI was adjusted to $57.5 million as of December 2024.
- By 2010, construction plans were prepared and some easements for pipelines were obtained. The project was put on hold because of ongoing legal action regarding the Verde River and changes in the City's strategy for water supplies.
- In 2010, an Agreement in Principle (AIP) was signed by City, the Town of Prescott Valley, and the Salt River Valley Water Users' Association and Agricultural Improvement and Power District (SRP). This effectively stopped legal proceedings and shifted emphasis toward the scientific study of the Big Chino Sub-basin and the Upper Verde River.

- In September 2012, the City, Town of Prescott Valley, and SRP entered into Comprehensive Agreement No. 1. This agreement allowed for the construction of monitoring equipment and preparation of a groundwater flow model for the Big Chino Sub-basin and Upper Verde River.

Future efforts include completion of testing the groundwater flow modeling with Comprehensive Agreement No. 1, preparation of pumping scenarios to determine the source of all groundwater pumping impacts to the Verde River, and evaluation of mitigation measures, if any, required to mitigate impacts to the Upper Verde River from BCWR.

REGIONAL WATER SUPPLY PLANNING

Population growth and development anywhere within the PrAMA will affect the aquifers and the PrAMA goal of reaching safe-yield. Development patterns and policies in other jurisdictions within the PrAMA differ from those of the City. The City anticipates the need to continue to work regionally to achieve and implement a successful management strategy. This should include continued partnering with Yavapai County, Town of Prescott Valley, Town of Chino Valley, Yavapai Prescott Indian Tribe, and other recognized entities, such as SRP. It is also important that the City clearly communicates with the public over water planning efforts. To achieve or even approach safe-yield, regional efforts in conservation and water planning from all water users within the PrAMA including Regional Master Water Planning and Regional Storm Water Recharge strategies will be necessary.

Further Strategies for Goal 1: Maintain Designation of Assured Water Supply (DAWS)

Strategy 1.3 Investigate potential future supply types such as stormwater and maximizing use of treated effluent for direct use, indirect use, and/or evaluation of the potential for advanced water purification.

Strategy 1.4 Continue to develop the Water Conservation program to lower outdoor water use, identify grant opportunities for conservation programs, and develop additional metrics to measure results. See www.prescottwater.com to learn about the Prescott water conservation program.

Strategy 1.5 Seek partnerships and opportunities for collaboration on regional water issues such as stormwater recharge and water conservation efforts.

PLANNING FOR THE FUTURE

Water planning is ongoing and requires significant time horizons for both physical supplies and their associated infrastructure. Below are several examples of the City's planned efforts in two categories: **data systems** and **management**.

Data Systems

To meet the intent of the adopted 2025 General Plan, the City and its consultants continue to work toward long-term water resource management and updating to more current tools and approaches. The first step was building a data repository that links land and water demands and running various scenarios (e.g. changes in either customer demands or available supplies, policy implications, etc.) to assess various possible futures. The Water Resource Management Model (WRMM) was created for this purpose.

The initial version of the WRMM was based on the City's water service area boundary. Next, a version which incorporated the 2025 General Plan boundary was created. The final version was created to handle the data as required by state statute and rules for updating the City's DAWS. The WRMM is updated annually to include the previous year's billing data. Currently, the WRMM is used to provide City Council with information to understand supply and demand (data for) the determination of water budgets. In the future, when more detailed procedures are developed for uses of the WRMM, it will become a more useful tool for setting water budgets, complying with DAWS regulations, and meeting the objectives of the General Plan.

Other critical tools the City utilizes for water resource management include:

- **Water and Wastewater (Infrastructure) Models:** The City will continue to regularly update its infrastructure model.
- **Big Chino Groundwater Flow Model:** In partnership with the Town of Prescott Valley and SRP (Comprehensive Agreement No. 1), a model will be completed in late 2024. This model will advance a needed future water supply while also working to protect Upper Verde River flows. See the BCWR section for additional information.

Watson Lake

Management

City Codes and Water Policy: On April 26, 2022, City Council approved a new water management policy as a guide for new developments and how water is allocated to them. The intent is to support responsible growth, development, and ADWR's goals and management strategies to work towards safe-yield. On March 26, 2024, the Amended 2022 Water Management Policy was adopted by City Council based on recommendations from the Mayor's Commission for Water Policy Review and Monitoring and City staff to bridge the City until completion of the next D&O and provide efficiencies in the processing of Water Service Applications.

For more information on the water policy and to view current water budgets visit: **https://prescott-az.gov/water-resource-mgmt/water-policy/**.

Water Conservation (Demand Management): The City's existing water conservation program encourages Water Smart practices. Conservation measures presently yielding water savings include tiered water billing rates, direct use of treated wastewater effluent, maintaining financial incentives for conservation, and furthering public education. For more information, visit **https://prescottwater.com/**.

Advanced Metering Infrastructure (AMI): The City has begun to update the water system to incorporate smart water metering technology known as AMI. This technology is an integrated system of water meters, communication networks, and data management systems that enable two-way communication between meter endpoints and utilities. AMI features a network of smart water meters and intelligent infrastructure that provides continuous and historical data to improve system intelligence, visibility, automation, and control. These systems increase water conservation by enhancing meter reading efficiency, assuring long-term meter

accuracy, improving customer service processes, transparency of water use and leak detection to homeowners, and supporting security to deter tampering. In 2023, the City was awarded a $3M Water Infrastructure Finance Authority (WIFA) grant for the implementation of AMI throughout the City's Water Service Area. City Water Operations is continuing to pursue additional WIFA grant opportunities.

Per- and Polyfluoroalkyl Substances (PFAS): Since the EPA has released the final rules and Maximum Contaminant Levels (MCLs) for chemicals known as PFAS, City Utilities staff have been evaluating the impact these rules will have on future City Water Operations. For more information see **epa.gov/pfas/pfas-explained**. Current treatment strategies being considered include ion exchange resin, granular activated carbon, nanofiltration, and reverse osmosis.

Water Resources Long-Term Management Plan: On November 21, 2023, the Mayor's Commission for Water Policy Review and Monitoring finalized a companion recommendation to the amended 2022 Water Management Policy as listed below.

It is recommended that the City begin the process to develop a long-term water management plan, incorporating the water resource management model and appropriate legal documents.

With the Commission identifying disconnects in the 2022 policy, it is evident the City is lacking a long-range water management plan to carry the City's water health and safety when there are changes from one elected and leadership body to another. The 2022 policy may temporarily bridge the City, while a long-term plan is developed and aligns with its pending DAWS, which is currently under review with ADWR.

Alignment with the City's General Plan is important due to the City's service area extends outside of its General Plan area.

The strategic aspect of doing a long-range water management plan was approved by City Council on March 26, 2024. The development of a long-term water management plan will need to consider many aspects including water supplies, demands, management strategies and goals, conservation, climate adaptation, emerging contaminants, and implementation and monitoring. Many of the aspects discussed in this General Plan will need to be included when planning and partnering with PrAMA members.

CLIMATE AND ENERGY

CLIMATE

In February 2023, a collaborative research team from the University of Arizona and New Mexico State University created a Climate Profile for the Quad Cities Region which was released and can be viewed at: https://qcclimatecollaborative.org/climate-action-hub. The report's primary conclusions predict increasing regional temperature, more extreme heat waves, and more intense rainfall events but little change in total annual precipitation.

THE IMPORTANCE OF CLIMATE ADAPTATION PLANNING

Climate adaptation planning is planning to adjust to new or changing environments in ways that take advantage of opportunities and reduce negative effects. The Climate Assessment for the Southwest (CLIMAS) Climate Profile emphasizes the importance of continuously identifying risks and vulnerabilities, assessing and selecting action options, implementing short- and long-term strategies, and monitoring and evaluating the local outcomes of each strategy.

The Climate Profile highlights several areas of impact across the region:

- Direct stress from heat and lack of moisture will negatively impact forest health by reducing tree growth and increasing tree mortality.
- Warming is already driving an increase in the number of wildfires, the area burned, and an overall longer fire season.
- With larger storm events, areas in the Quad Cities area may become more flood prone.
- Stream flow levels and soil moisture—key drought indicators—are likely to be negatively impacted.
- Falling aquifer recharge rates are being seen across the Western U.S., and aquifers in the Quad Cities area will likely be similarly affected.
- The agriculture sector, including farming and ranching, will be impacted. Rangelands are vulnerable as forage quality and quantity are likely to suffer. Hotter temperatures can also increase heat stress on livestock and contribute to disease proliferation.

Planning for climate adaptation has already begun in many places across the country. 33 states and over 600 local governments have climate adaptation plans. The Quad Cities Climate Collaborative released a companion report to CLIMAS's Climate Profile in early 2023, Local Climate Action Options for the Quad Cities Region (https://qcclimatecollaborative.org/climate-action-hub). This report was written to help members of the community translate the Climate Profile findings and suggestions into action at the local level. It is intended to be a "living document" in the sense that it can change over time as solutions are implemented and new information becomes available. A broad-based working group of local stakeholders representing community organizations and local governmental agencies contributed to the compilation and final production of the document.

Our economy, public health, infrastructure, and the natural systems where our communities are embedded are interdependent. To sustain even one of these critical elements, we must sustain them all. The suggestions in the Climate Profile and the "Local Climate Action Options" report are offered from a framework of sustainability—i.e., solutions that simultaneously maintain environmental integrity and economic vitality.

ENERGY

Increasing the use of, and access to, renewable energy such as solar, wind, and geo-thermal and promoting energy efficiency will provide economic benefits and environmental resiliency, preserving our natural resources in alignment with the General Plan vision of a sustainable community that preserves our environmental, cultural, and historic character. The combination of transportation and building energy consumption accounts for significant greenhouse gas emissions; therefore, our community needs to focus on the built environment: man-made structures, roads, and the infrastructure that supports them.

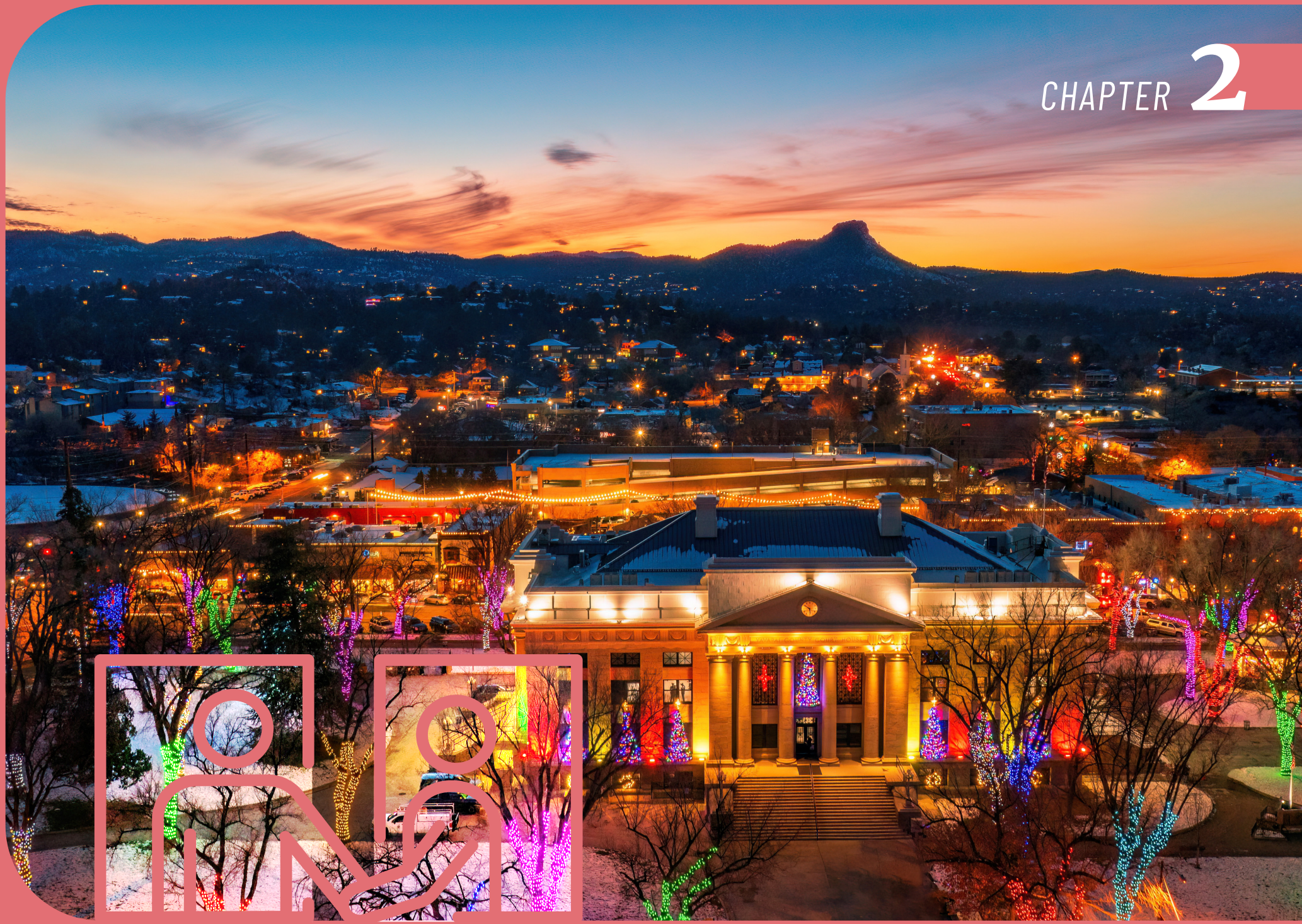
Using tools available for evaluating economic impacts associated with the development, construction, and operation of electric vehicle charging stations, including the necessary data to help communities apply for funding. The economic benefits of installing charge points go beyond tourism. For example, businesses or governments hosting charging stations can earn up to $23,000 annually, depending on location, while increasing foot traffic to local businesses.

ENERGY GOALS AND STRATEGIES

Goal 1: Promote energy efficiency.

Possible initiatives that can be evaluated through cost-benefit analysis or other data measurements by Council for future decisions include investigating cost-effective and energy-efficient systems for City-owned facilities and evaluating energy partnerships and programs for Prescott residents.

CHAPTER 2



A COMMUNITY CONNECTED

A regional approach to growth management, wildlife corridors, open space, recreation, transportation, and land planning is important to the protection of natural resources, water, and effective, sustainable use of the land.

Regional coordination and cooperation can reduce incompatible land uses at jurisdictional and planning boundaries and may also reduce infrastructure demands upon individual jurisdictions by allowing adjacent communities to provide complementary services. Providing complementary services rather than duplicated or competing services is more practical and cost effective. For example, one community may develop a park near a common planning boundary, while the adjacent community creates a hiking trail.

For regional roadway coordination, the Central Yavapai Metropolitan Planning Organization (CYMPO) is the principal forum for local government cooperation. Managing and improving the regional roadway network is important to all jurisdictions in the area. Prescott, as a primary economic driver in the region, must maintain an active role in CYMPO and should promote regional land use planning as an integral part of regional transportation planning.

Keeping our neighborhoods and businesses connected involves several multifaceted elements, including:

- Maintaining appropriate street connectivity
- Ensuring adequate cellular communications coverage throughout the community
- Establishing widely available access to the internet
- Open space, trails, and wildlife corridors, which provide meaningful connections within our natural environment

Street connectivity disperses traffic to reduce congestion and provides vital travel routes in case of emergencies like wildfires. It is important to require new developments to include extensive roadway connections to counter the market pressures to create exclusive, limited access communities. While these communities seemingly offer security in normal times, they can become traps in an emergency. Street connectivity also encourages and facilitates commercial activity by providing easier access to open space and trails from residential neighborhoods to businesses.

It is common belief that close proximity of cellular facilities to residencies negatively impacts property values. Yet, recent studies identified good cellular connectivity provides access to public safety services and facilitates home-based work and entertainment, which positively impacts property values. The Federal Communications Commission has identified cellular communications as vital “backbone” infrastructure for the country. More efforts are needed to balance resident concerns and engage the public in decisions regarding the construction of cellular facilities.

One of the most identified attractions for new and existing residents is our surrounding natural environment. Providing widely available access to open space areas, wildlife corridors, and trail systems creates a sense of shared values in Prescott’s natural character and provides meaningful connections to our natural environment.

Transportation Planning

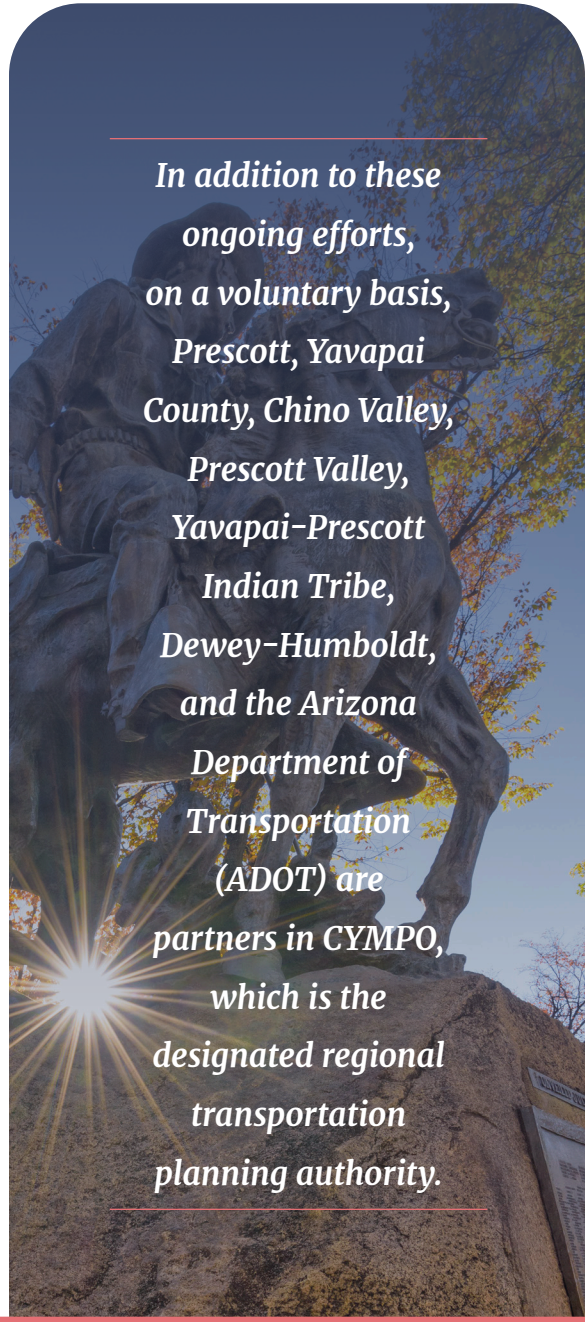
Transportation planning within Prescott is integrated into the City's capital improvement budget and is coordinated with both land use planning and development review. Transportation needs are a required component in Specific Area Plans (SAPs) where Transportation Services and the Police Department examine traffic calming approaches to provide neighborhood safety and emphasize traffic enforcement. Further, the City's Pedestrian Bicycle and Traffic Advisory Committee (PBTAC) is often a first step to review community transportation and safety issues. PBTAC is an active participant in traffic, including pedestrian and bicycle infrastructure, as well as a stakeholder in cooperative efforts with other entities.

Retrofitting existing roadways with improvements is an important part of transportation planning, requiring careful consideration of the potential impacts on neighborhoods and linkages to wildlife corridors. Large future development plans are also reviewed to ensure the roadway network and proposed connections are considered in the Regional Transportation Plan (RTP) and other planning studies. The RTP and other development plans are included in this section.

CENTRAL YAVAPAI METROPOLITAN PLANNING ORGANIZATION (CYMPO)

With the 2000 Census, the combined population of the Prescott/Prescott Valley area reached more than 50,000, a population threshold that triggered the establishment of a metropolitan planning organization to coordinate regional transportation planning and administer federal and state transportation funding.

CYMPO is the designated regional transportation planning authority with Prescott as an active participant. CYMPO's mission is to provide leadership in planning and promoting a comprehensive multimodal transportation system that will provide for regional mobility and connectivity that also encourages a positive investment climate and fosters development sensitive to the environment. CYMPO provides a forum for local elected officials and transportation experts to plan multimodal infrastructure within the CYMPO Planning Boundary and to make use of and prioritize federal funding opportunities to deliver valuable transportation-related projects to the region. Without the formation of an MPO, the region would be ineligible to obtain and use any federal funding within the urbanized boundary.



CYMPO regularly conducts studies and develops comprehensive regional multimodal transportation plans that include and affect the City. In April 2020, CYMPO adopted the 2045 RTP, which contains the most recent traffic analysis and management planning information for the major roads in Prescott and surrounding Central Yavapai County area.

A copy of this plan, as well as additional information regarding transportation planning in the Prescott area, can be found on the CYMPO website at **https://www.cympo. org**. RTPs are updated every 5 years.

The RTP establishes that growth within Prescott and throughout the region will create long-term traffic management challenges. The study, updated approximately every 5 years, is the blueprint for long term regional transportation planning and improvements. Many of the study's regional improvement recommendations over the last 20 years have been achieved, including:

- Widening of SR 89 for 14.5 of the 17 miles between north Chino Valley and Prescott
- Side Road improvements
- Williamson Valley Road widening
- Yavpe Connector
- Fain Road widening
- SR 89 interchanges

The study also recommends alternative transportation components (public transit, carpooling, bikeways, trails, etc.) and forecasts that an investment in these systems could reduce projected traffic counts throughout the CYMPO planning area.

CITY OF PRESCOTT APPROVED MASTER PLANS WITH CONNECTIVITY

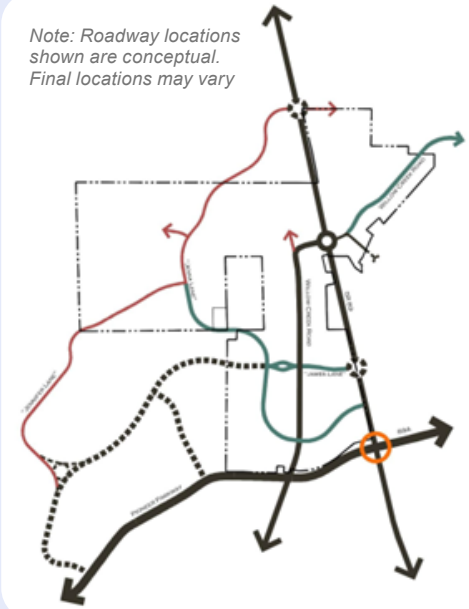
Over the last 10 years, master plan developments were approved within the City that would create new connections once they are completed. Here are examples:

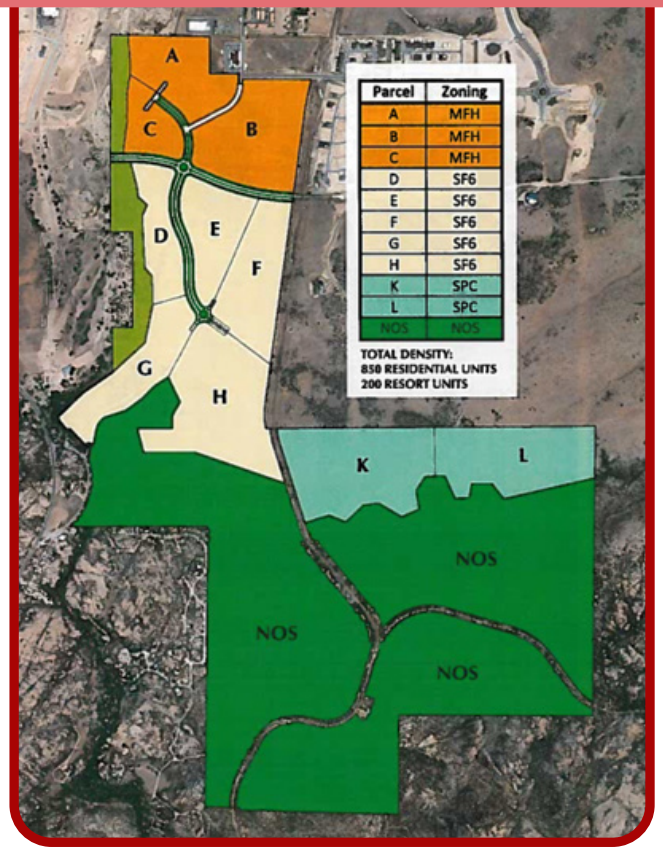
Deep Well Ranch Master Plan

The Deep Well Ranch Master Plan was adopted to create a 1,620-acre Specially Planned Community (SPC) in the vicinity of PRC, north and west of SR 89 and SR 89A in Prescott.

A circulation plan was included and provides the general alignment of several arterial and collector roadways that will connect SR 89 with Pioneer Parkway and Willow Creek Road. These roadways will be constructed by the Deep Well Ranch as development in the area occurs.

In addition to the roadway system, intersection spacing and access has been planned at specific locations in the southeast portion of the Deep Well Master Plan.





AED SOUTH DEVELOPMENT ROADWAY LAYOUT

Arizona Eco Development (AED)

The City approved an agreement with AED to create a Development Agreement (DA). This DA lays out the specific terms and conditions for the annexation and development of residential and commercial properties along SR 89, in areas north and south of SR 89A as well as north and within the Granite Dells. Only the preliminary layout of the roadway system has been provided; however, the DA does include obligations that provide for the extension of Phippen Trail across Granite Creek between SR 89 and Granite Dells Parkway. The other arterial and collector roadways will be constructed by AED as development in the area occurs.

Granite Dells Estates (GDE)

GDE, a developing master planned community comprised of residential dwelling units, general business parcels, open space, and a large unsubdivided tract is located about 1.5 miles south of SR 89A near the Granite Dells Parkway and Dells Ranch Road roundabout in Prescott. Primary access is provided from the north at the interchange of SR 89A at Granite Dells Parkway. Granite Dells Parkway is a planned ultimate six-lane arterial roadway that will extend north into section 33 and southwest across Granite Creek connecting to Phippen Trail and SR 89. Dells Ranch Road is a four-lane arterial planned to connect east to Prescott Valley. This connection will be made once the Jasper Development in Prescott Valley completes its connection north to SR 89A at the future Great Western Corridor.

EXISTING VEHICULAR TRANSPORTATION SYSTEM

The roadway network in and through the city consists of highways and arterials carrying regional traffic, as well as arterial, collector, and local streets carrying traffic. SR 69 is a four-to-six-lane arterial highway and provides regional access to the city. Traffic is controlled through signalized intersections. SR 89A, located to the north of the city, provides access at the SR 89 and Willow Creek Road intersections. SR 89 travels through Prescott and continues north

providing access to communities such as Chino Valley, Williams, and Flagstaff. The local and arterial street system was established as development occurred and is primarily aligned based on existing topography. The designation of a truck route system using the existing system set the expectation for residents related to commercial vehicle travel patterns.

Truck Route System

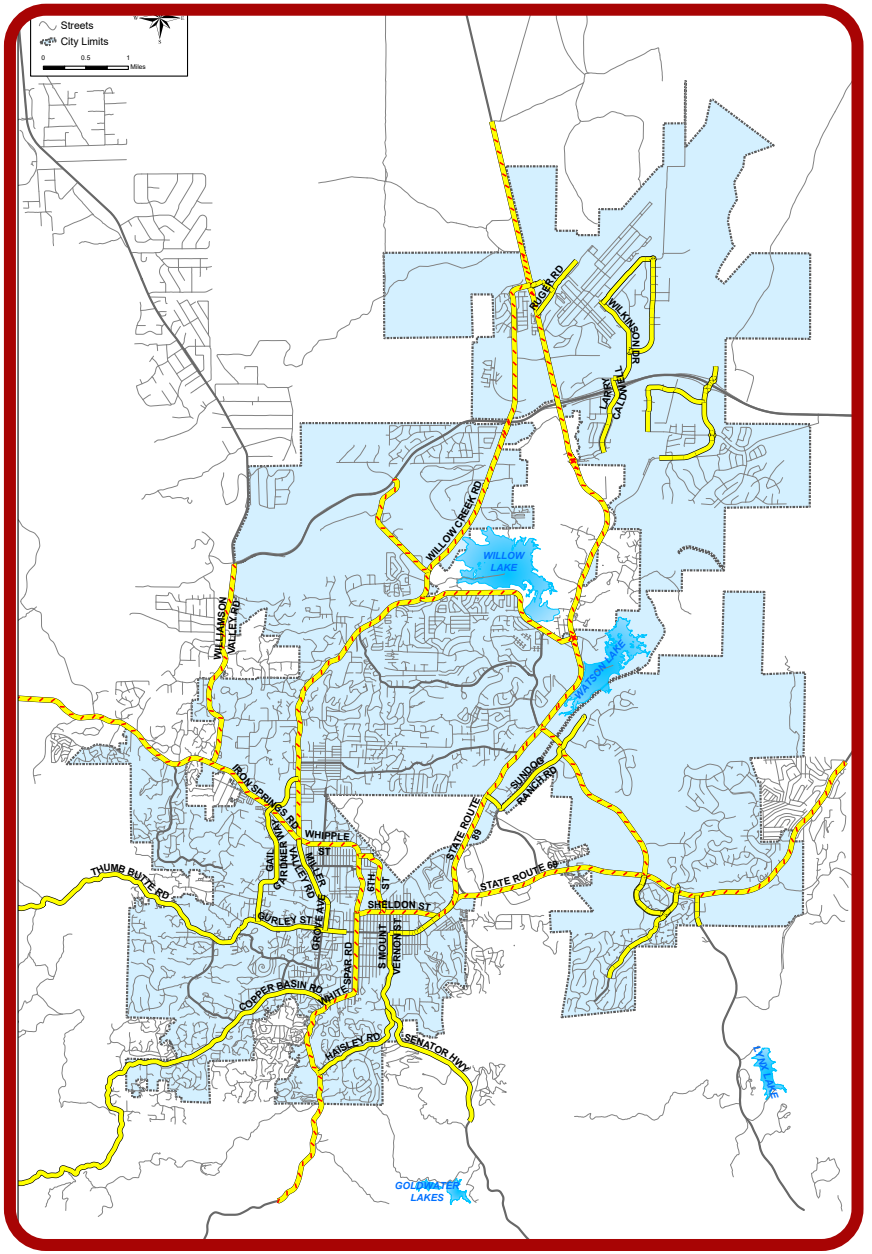
The designation of truck routes is intended to route truck traffic to streets where they would cause the least amount of neighborhood intrusion and where noise and other impacts would not be considered nuisances. Roadways providing access to freeways are the most likely candidates for truck route designation. The designation of truck routes is not intended to prevent trucks from using other roads or streets to make deliveries. The designated truck routes, both through and local, are shown on the map to the right.

TRANSPORTATION SYSTEM IMPROVEMENTS

Streets Infrastructure Improvement Plan (IIP)

To meet the future demands generated by city and regional growth, the City has developed a Streets IIP (https://prescott-az.gov/capital-improvement-projects/capital-improvement-program/) to identify needed capacity improvements on select roadways and intersections. These are funded through development impact fees dedicated for these improvements and placed in the City's Capital Improvement Program during the annual budget process. For more information on these projects, view the IIP linked above.

PRESCOTT TRUCK ROUTE SYSTEM MAP



Arterials

Arterials, *in principal, are for longer distance travel between two points, and direct access to property is a subordinate function. In order to maximize a satisfactory operating level of service without requiring additional lanes, traffic management must concentrate on moving traffic quickly through controlled intersections.*

Goal 1: Establish and maintain a system of arterial streets.

Strategy 1.1 Coordinate with ADOT and CYMPO to complete the update of the Central Yavapai County Regional Transportation Study and related future planning.

Strategy 1.2 Develop a City Transportation Plan for adoption and implementation of recommended goals and strategies to improve arterial traffic movement and safety.

Strategy 1.3 Support improvements of arterial streets by maintaining pavement quality.

Strategy 1.4 Balance the needs of pedestrian, bicycle, and future public transit modes when expanding intersections.

Strategy 1.5 Enhance the aesthetics of street corridors, when possible, to match surrounding neighborhoods.

Strategy 1.6 Promote interconnectivity of transportation networks to improve circulation efficiency, disperse traffic, and reduce impacts on individual streets.

Strategy 1.7 Minimize and reduce, where feasible, direct driveway access to arterials for flow and safety.

Collectors

Collectors *generally serve a dual purpose of moving vehicles and individuals from place to place and accessing fronting property. Commercial collector streets facilitate travel between high-traffic generators. Access locations are often controlled or shared.*

Goal 1: Adapt, design, or retrofit residential collector streets to facilitate travel and maintain safe and attractive neighborhood environments.

Strategy 1.1 Balance connectivity goals with quality-of-life considerations.

Strategy 1.2 Minimize direct access to collectors for new residential lots.

Strategy 1.3 Design residential collectors and adjacent sidewalks to facilitate efficient multi-modal circulation within the neighborhood while discouraging through or speeding traffic, especially from arterial to arterial. Consider trails and wildlife corridors in designs.

Strategy 1.4 Design streets to meet the needs of emergency vehicles in a neighborhood-friendly way while allowing safe pedestrian access and safe on-street parking when provided.

Goal 2: Require adequate vehicular and pedestrian access and connectivity within and between residential neighborhoods and adjoining commercial areas

Strategy 2.1 Promote street interconnectivity for all modes of transportation. When possible, locate new connector road alignments to enhance access and connectivity.

Strategy 2.2 Identify minor collector streets.

Locals

Locals *comprise the highest total mileage of city streets and have the primary purpose of providing direct access to adjoining properties. These streets range from short cul-de-sacs to the traditional grid system downtown. Most residential lots will have at least one entrance onto the local street.*

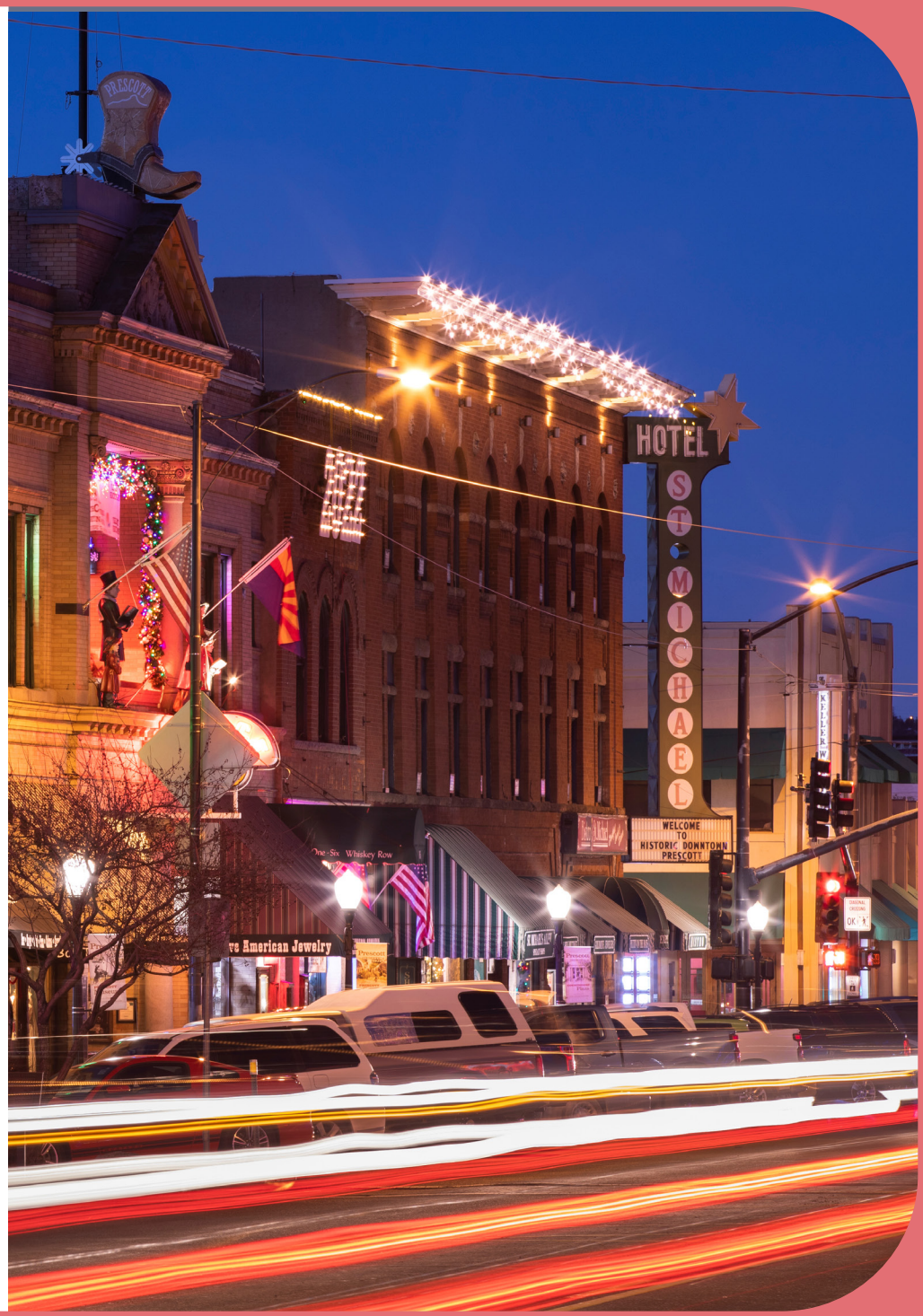
Goal 1: Local street designs should provide access for residential and commercial properties as well as emergency vehicles. Safety should be maintained for wildlife, residents, pedestrians, and bicyclists while enhancing the neighborhood environment.

Strategy 1.1 Develop a Traffic Calming Design Guide to be applied to new residential street construction.

Strategy 1.2 Continue to utilize the adopted policy for traffic calming to retrofit residential streets.

Strategy 1.3 Create and allow the use of a variety of local street cross sections. This will provide flexibility during design and promote diversity of design and neighborhood character.

Strategy 1.4 Encourage the retrofit of existing local streets to enhance safety, consider the character of the neighborhoods, and reduce four-way intersections.



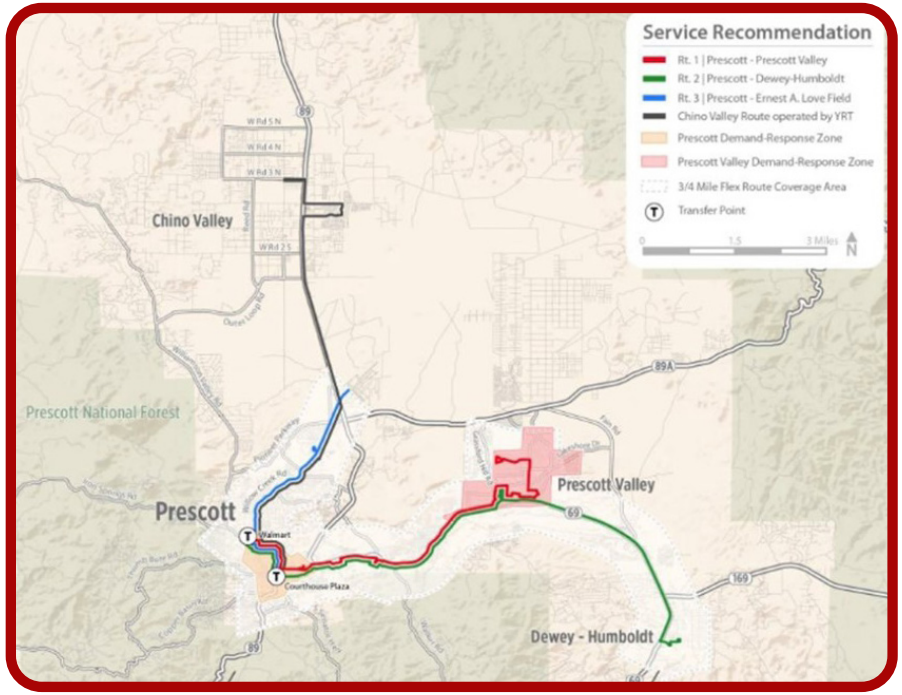
PUBLIC TRANSIT

Effective transit systems rely, in part, on clustered development, where higher densities contribute to a larger population base. There is a focus on creating more opportunities for compact development in this General Plan. The aging population in Prescott, coupled with the increasing trend of developing higher density senior housing, emphasizes the need for transit to serve the population that no longer drives.

The City has actively engaged in various public transit planning efforts over the years, including the 2007 Regional Transit Needs Study, the 2009 Transit Implementation Plan, and the 2017 Yavapai County Regional Mobility Management Implementation Plan. In 2019, the City participated in the development of the Central Yavapai Transit Implementation Plan Update (TrIP Study) as a member of CYMPO. The study recommended the initiation of a public transportation demonstration program for the Central Yavapai region. This program would incorporate on-demand response (microtransit), fixed-route (fixed schedule), and deviated fixed-route (hybrid) transportation modes for a three-year period, as illustrated in the TrIp Study Service Recommendation figure shown to the right.

CYMPO is responsible for developing and implementing a regional transit system. CYMPO's mission is to provide leadership in planning and promoting a comprehensive multimodal transportation system for regional mobility and connectivity, fostering development sensitive to the environment, and encouraging a positive investment climate.

TRIP STUDY SERVICE RECOMMENDATION



CYMPO has conducted studies on the feasibility of a regional public transit system. The Regional Transit Needs Study and the Transit Implementation Plan suggest a combination of basic fixed and flexible route transit services, including a park-and-ride component. The Yavapai Regional Transit Authority, a local nonprofit organization, currently provides limited transit service between Prescott and Chino Valley. If the Yavapai Regional Transit Authority expands its services, it could potentially address a portion of the regional transit needs.

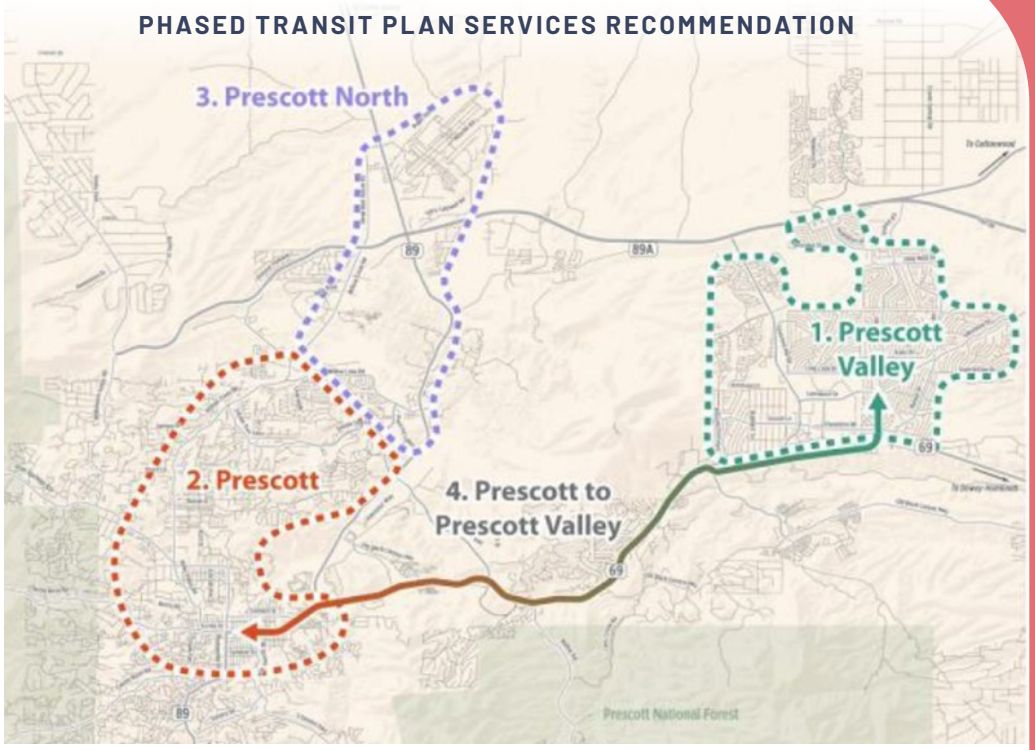
CYMPO is seeking state and federal funding to implement a public transit system. Limited funding from the county for transit in other jurisdictions has been provided. While services may be contracted out to private providers, adherence to state and federal guidelines for publicly funded transit is essential. Exploring additional funding sources for public entities or nonprofit organizations providing transit services is crucial. This is especially true in an uncertain economy where finding a capable provider and securing assured funding are significant challenges.

Shortly after completion of the TrIP Study, CYMPO completed an update in the spring of 2020 using CARES Act federal funding. This was to allow the City or Town of Prescott Valley to lead the Central Yavapai Phased Transit Plan (https://www.cympo.org/studies/). Based on a desire by the Town of Prescott Valley to fill this role, the City did not implement a system at that time. The Phased Transit Plan may be implemented as shown on the Phased Transit Plan Services Recommendation figure on the following page if the City determines the community's desires for this expanded service and funding is available.

Phased Transit Plan Service Recommendation

1. **Implement a Shared-Ride Public Transportation Network in Prescott Valley only via microtransit.**
2. **Implement a Shared-Ride Public Transportation Network in Prescott via microtransit.**
3. **Monitor and manage existing service and/or make small expansions in the region.**
4. **Add a connecting service, potentially a fixed route, for trips between Prescott Valley and Prescott.**

PHASED TRANSIT PLAN SERVICES RECOMMENDATION



TRANSIT GOALS AND STRATEGIES

Goal 1: Explore alternative transportation opportunities and connections.

Possible initiatives that can be evaluated through cost-benefit analysis or other data measurements by City Council for future decisions to include supporting and participating in regional public transportation when financially feasible, as well as considering ancillary facilities such as park-and-ride lots and bus turn-outs.

OPEN SPACE

The City and the immediate surroundings are rich in scenic and recreational assets enjoyed and valued by generations of our citizens and visitors. This section embraces current and future efforts to protect and enhance open space; conserve the natural beauty of our terrain and vegetation; and provide wildlife corridors for the benefit of both people and wildlife. Past favorable economic circumstances allowed a significant focus upon direct purchase land acquisitions. This was combined with donated parcels and easements, all of which are worthy of perpetual protection. Some of these conservation efforts date to the 1980s and were then known as natural parkland conservation. As past, present, and future lands come into City oversight, they provide opportunities to expand recreational destinations to complement the City's lakes, greenways, diverse park system, extensive recreational trails, and a nature center.

Goal 1: Use tools, as described below, to maximize the benefits nature affords us.

Strategy 1.1 Utilize long term leases, easements, licensing agreements, developer agreements, private donations, land exchanges, intergovernmental cooperation, and public/private partnerships in securing targeted land use, in addition to the purchase of property by the City.

Strategy 1.2 Integrate existing and desired recreational assets into a network physically connected and functionally related, rather than simply adding stand-alone parcels to our inventory.

Strategy 1.3 Identify and prioritize open space efforts based upon the prehistoric, historic, ecological, cultural, recreational, scenic, and economic values to be derived and balance with other community needs.

Strategy 1.4 Plan, manage, and expand the recreational assets of our community to attract visitors, boost our economy, and improve the quality of life for our residents. This will be a cooperative and partnering endeavor between the City, non-profit organizations, and other government entities.

The vast majority of undeveloped land, whether publicly or privately owned, is not officially designated as open space. These areas may be developed in the future. To conserve open space, Prescott encourages property owners, if they wish, to rezone these areas to a Natural Open Space district, which restricts uses and encourages landowners to maintain their land in a natural state. Other means of conserving open space exist through easements, deed restrictions, and development agreements, which are recorded legal documents used to manage the use of a property. Several parks, lakes, trails, and facilities have legal restrictions to conserve open space.

PUBLIC AND PRIVATE OPEN SPACE

The term Open Space is used in many forms and has different meanings in common usage. Typically, open space is used to describe undeveloped land with distinctions between public and private open space. From a regulatory point of view, cities are composed of only two types of property—public and private. This critical distinction between public and private property has been the basis of urban design since land ownership emerged. In early cities, public streets gave access to private property. For a list and maps of open space parcels refer to the City of Prescott website: https://prescott-az.gov/rec-services/recreation-areas-prescott/.

Public Open Space

City-owned public lands include lakes, streams, undeveloped natural areas, parks, trails, and greenways. Examples include Acker Park, portions of the Granite Dells, Downtown Prescott Greenway Trail, and the new Regional Park and Preserve purchase success. These areas typically protect important viewsheds, natural resources, and provide passive recreational opportunities for trails and other uses. Federally owned public open space is provided by the adjacent Prescott National Forest and the joint City-County leasing of Pioneer Park from the U.S. Department of the Interior - Bureau of Land Management.

A more specific type of public open space is known as a preserve. These are lands set aside and protected from development by purchase, covenants, City charter clauses, and/or state or federal laws. Some existing preserves include the hill, and areas east of Thumb Butte, Boyle-DeBusk Open Space Preserve, White Spar Creekside Park, Watson Woods Riparian Preserve, new Regional Park and Preserve, and portions of Watson Lake and Willow Lake.

Private Open Space

Some of the most scenic and unique areas within Prescott are privately owned. Many landowners recognize the natural qualities of their lands and take voluntary steps to protect and conserve open space through rezoning, conservation easements, donation, or sale of development rights. Areas set aside as privately-owned protected open space may or may not be accessible to the public depending on the specific arrangements. The City strives to provide public access to privately held open space areas by entering into joint-use agreements with private property owners.

As privately-owned lands are developed, open space areas may be protected through the Planned Area Development (PAD) process, whereby a minimum of 25% of the PAD area is set aside as protected open space. Typically, PAD open space areas are steep slopes, ridgelines, drainages, or parks. Previous City codes allowed golf courses as open space; however, the current code states new golf courses may not be considered open space.

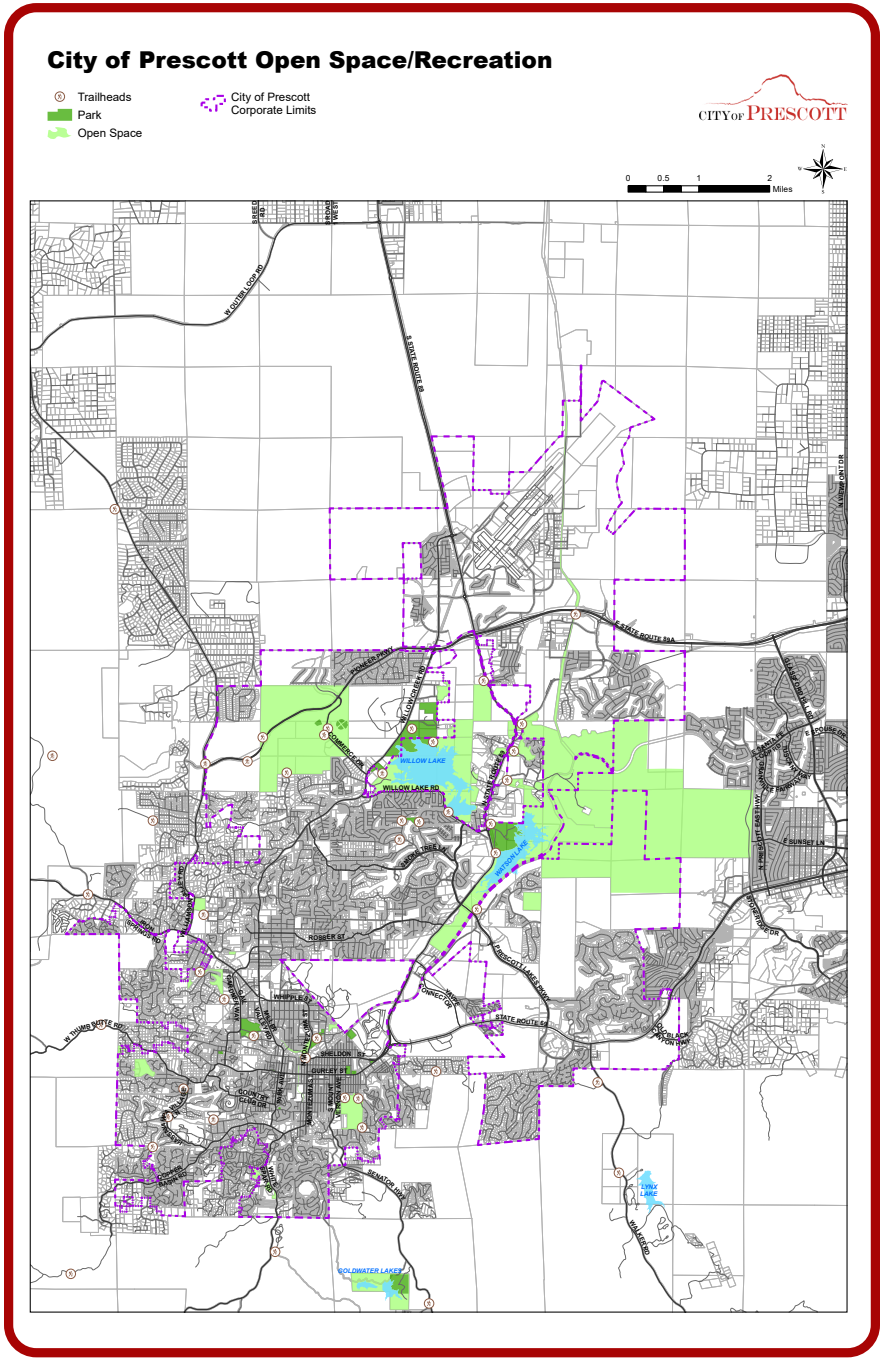
State Trust Lands are held in trust for 13 designated beneficiaries. The land, managed by the Arizona State Land Department (ASLD), is the asset that funds the Trust. State Trust Land that is suitable for development may ultimately be sold for development and leased for grazing, agricultural and/or mineral uses as an interim revenue-generation and land management tool. While State Trust Land may be used for recreation via a Recreation Permit, it should not be considered a permanent open space asset unless acquired or leased for that purpose. Currently, these lands are temporary and unprotected viewsheds unless steps are taken toward conservation. Several state referendums have been introduced in recent years, without success, to allow state lands to be more easily preserved as open space. Citizen efforts to address open space concerns statewide affect Prescott due to the many acres of nearby Arizona State Trust Lands.

OPEN SPACE POLICY

The Recreation Services Department is currently focused on the following geographical areas: 55-mile Prescott Circle Trail, Prescott Greenways, Prescott Peavine Trail to Chino Valley, Willow Lake to Watson Lake via Granite Dells, multiple trails to Glassford Hill with connectivity to Prescott Valley through the new Regional Park and Preserve, recreation pathways City-wide, and the completion of larger interconnected trail networks in order to benefit the Mile-High Trail system. The acquisition, dedication, and stewardship of open space as a community amenity is also an economic development asset which supports the tourism industry.

The proportion of land dedicated to protect open space within the community had increased, reflecting a major shift in attitude regarding the importance of open space, essentially beginning with public and private actions regarding trails in the 1990s. As pristine areas with trails and access to the national forest began to develop, the public requested that access points remain untouched. This was accomplished through agreements made between the City, developers, and National Forest officials. Protecting significant geological prehistoric features, natural areas, and viewsheds resulted in a number of private/public partnerships.

Open space is acquired based on biologic, geologic, recreation, cultural, prehistoric, historic, scenic, and riparian characteristics of the land, as well as, tourism and economic assets for the future. Open space includes areas of scenic beauty, recreation, preserves for riparian areas, wildlife, vegetation, and cultural resources. The character and function of open space differs on a case-by-case basis depending on the individual property and the purpose of the acquisition.



Annexations should have an open space component to provide wildlife and trail connectivity and meet standards for open space as provided for in the Prescott Land Development Code. New open space assets are identified during the annexation process, and stewardship plans are adopted by the City Council. In adjoining areas, open space may be maintained through intergovernmental agreements.

OPEN SPACE POLICY GOALS AND STRATEGIES

Goal 1: Preserve appropriate open space in and around the city.

Strategy 1.1 Develop a plan and/or policy for open space preservation, acquisition, use, and maintenance.

Strategy 1.2 Connect open space areas to provide continual wildlife and trail connectivity, including the identification, enhancement, and development of wildlife corridors and crossings.

Strategy 1.3 Seek collaborative ventures among private, public, and non-profit sectors for expanding, improving, maintaining, funding, and providing stewardship for open space.

Strategy 1.4 Consider the creation of an Open Space Advisory Commission.

WILDLIFE CORRIDORS

The conservation of wildlife habitats and wildlife corridors will benefit indigenous wildlife and migratory species impacted by human growth and development. There is a particular need in the Prescott area for wildlife corridors to interconnect pronghorn antelope herds and other wildlife. Augmentation of wildlife habitats and wildlife corridors through acquisition and conservation of open space during the subdivision platting process is an important step.

Fragmentation of animal habitats disturbs ecosystems. This affects wildlife distribution, breeding success, predator/prey dynamics, foraging success, and seed dispersal. Development can result in environmental degradation from structures, roadways, and utility corridors, which cause increased pollution stressors to wildlife (air, water, noise, and light). Roads, freeways, transit systems, and infrastructure put in place to connect people, reduce connectivity for wildlife, and increase wildlife roadway mortality. Development competes with wildlife for natural resources such as water, and changes local habitat suitability by influencing noise, light, air, and temperature regimes. Habitat fragmentation leads to changes in species diversity and can lead to local, regional, or species-level extinction of native flora and fauna.

It is important to retain wildlife habitat connectivity as Prescott grows to the north in the form of protected wildlife corridors. Wildlife corridors of natural landscape also provide other ecosystem services such as urban cooling, water capture and recharge, and scenic nature viewing for residents and visitors.

CHALLENGES

Growth of new subdivisions and other developments alter wildlife habitats. An evaluation of flora and fauna within development areas is a benefit when planning appropriate corridors to provide safe migration routes. These areas should connect with other open spaces such as parks and trails and be designed so that they may be used by migrating wildlife as part of an interconnected cluster of corridors.

WILDLIFE CORRIDORS GOALS AND IMPLEMENTATION STRATEGIES

Goal 1: Improve protection of species through the interconnectivity of open spaces and wildlife corridors.

Possible initiatives that can be evaluated through cost-benefit analysis or other data measurements by City Council for future decisions include collaborating with CYMPO on a regional study of wildlife corridors and working with federal, state, and local jurisdictions to improve wildlife crossings, restore floodplains that enhance wildlife habitat, and enhance regional connectivity of open space and wildlife corridors.

DIGITAL CONNECTIVITY

Digital connectivity plays a vital role in education, healthcare, business, civic engagement, safety, and everyday life. In 2023, the Arizona Commerce Authority conducted a year-long study to create Arizona's Digital Equity Plan. This plan attempts to act as a roadmap to address issues that face each region, making sure every individual and community is represented. To ensure universal broadband is available across Arizona, the state is committed to ensuring availability through infrastructure investments, supporting affordable broadband plans for all Arizona families, and providing inclusive digital skills training.

With Arizona's population widely distributed across rural, remote, urban, and tribal regions, our sprawling deserts and mountainous terrain create opportunities and obstacles to creating universal digital access. Key themes from the study are:

- Affordability
- Importance of knowledge and digital literacy
- Localization of services and community engagement

Residents in Yavapai County had the highest response rate and demonstrated an interest in bringing reliable connectivity to the County. The top concern is the lack of competition in internet services. Without competition between service providers, high costs remain the main issue related to digital access and reliability of internet connections.

During the Covid-19 pandemic, the community discovered an increased need for internet access to learn and work remotely. It became clear, our digital infrastructure was lacking in many of the areas of Yavapai County. This resulted in no service or frequent disruptions or slow speeds for many people. Others tried using Wi-Fi devices that use cellular data or booster antennas, but that proved to be insufficient and unreliable due to lack of data capacity. Dead zones for Wi-Fi and cell data exists in many parts of the region. Mountainous terrain requires more towers for connectivity.

Innovations in information technology and marketing over previous decades have profoundly changed commerce and business models worldwide. Technology offers new opportunities to foster home-based businesses and remote work. The global pandemic accelerated this trend and revealed weaknesses in broadband infrastructure. Subsequent federal and state dollars have flowed to increase broadband connectivity, especially in remote rural areas. Prescott's broadband infrastructure has not benefited, even as large amounts are spent elsewhere. Encouraging more robust, competitive high-speed/high-bandwidth internet access in Prescott will allow the City to market to technology companies while promoting the advantages of a small town, exceptional climate, and award-winning historic and natural assets.

DIGITAL CONNECTIVITY GOALS

Goal 1: Proactively plan for new technology and alternative connectivity solutions such as cellular networks and/or satellite internet.

Possible initiatives that can be evaluated through cost-benefit analysis or other data measurements by City Council for future decisions could include encouraging public and private participation in proactively establishing locations for new towers before nearby development happens, streamlining approval processes, investigating cell tower alternatives, and/or developing an emergency communication plan.

CHAPTER 3

Land Use and Growth Areas

Prescott's land use base comprises the typical residential, commercial, and industrial land use types. Prescott has a traditional downtown of mixed uses, mostly of retail commercial businesses. Other important components include 13 local and 13 National Register historic districts, creeks, trails, lakes, and an airport. Prescott's Land Development Code (LDC) encourages mixed-use areas, which combine commercial and residential uses. There are also transitional areas within the City where the land use character is changing due to new development or redevelopment of existing buildings being adapted for different uses.

Diversity of neighborhoods is one of the many features that make Prescott a great place. Prescott's earlier neighborhoods are rich with different architectural styles, historic landscaping, and structures significant to Prescott's heritage. These attributes defin neighborhood character. Preservation with sensitivity to private property rights is important in maintaining the historic character of these resources. The first subdivisions were designed with traditional small lots in a grid pattern. These are the characteristics which also define walkable and sustainable neighborhood design.

Infill construction and renovation in existing structures can provide medium density residential opportunities close to work and services in the downtown area. Later subdivisions on the fringes of the city core were also platted with small lots. In some areas, opportunities for moderately affordable housing exist in these neighborhoods and should be protected to help meet the housing needs of a balanced community.

Some transitions are from single-family residential to multi-family, while other transitions are from residential uses to commercial uses. Although much less common, it is also possible for commercial use areas to transition to residential uses.

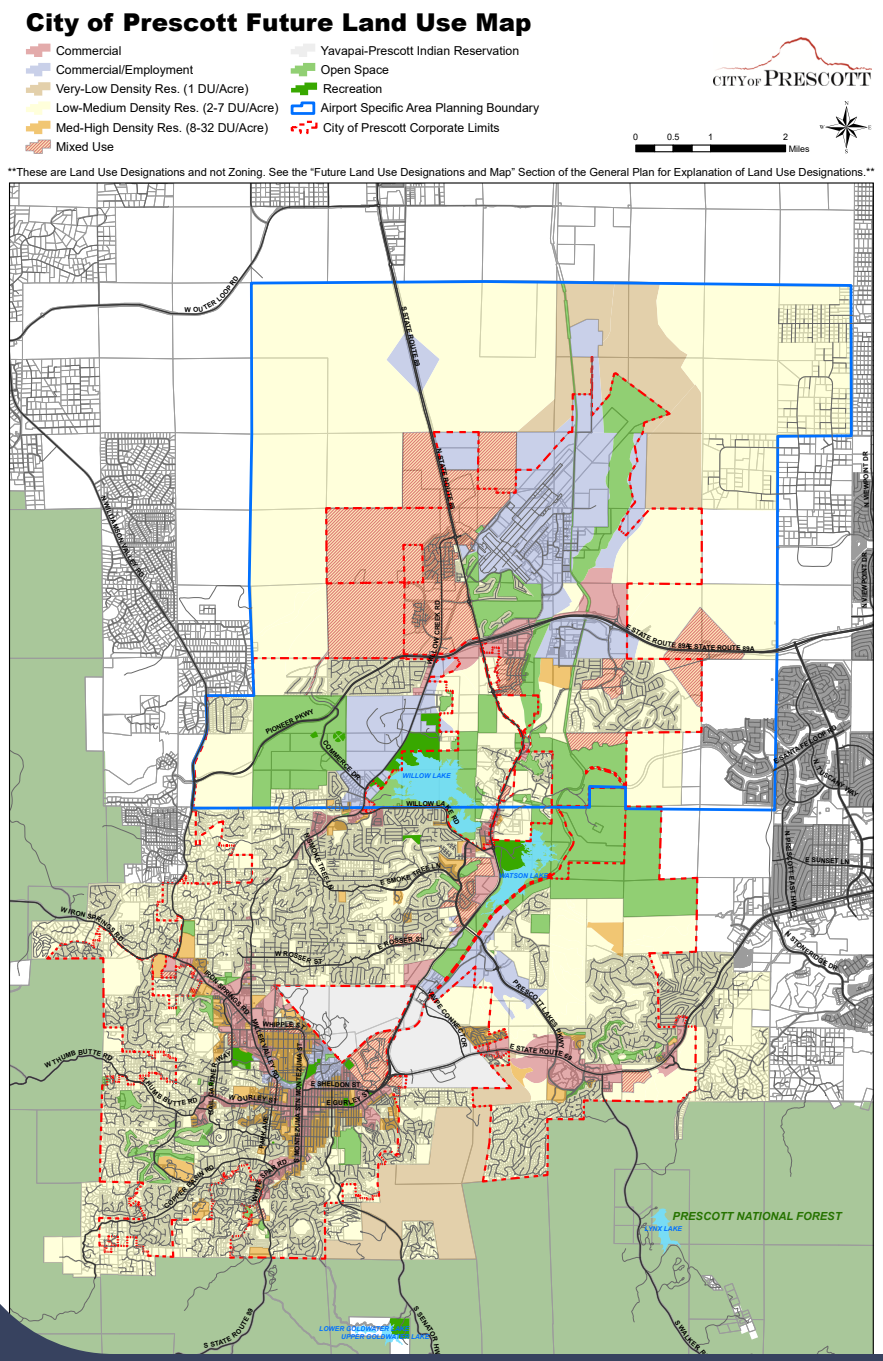
As the community grows, land uses in some areas evolve, come under development or redevelopment pressures, and are subject to water supplies and availability. These transitioning areas are often the locations where significant land-use conflicts can occur. Internal pressures on land uses usually come in the form of new development in or near established neighborhoods.

Involving residents in decision-making processes is important to ensure all interests are considered and a broad consensus can be sought.

AGGREGATES

The City is required (per SB 1598 modifying ARS 9-461.05) to include information in the General Plan regarding sources of currently identified aggregates, policies to preserve aggregates sufficient for future development, and policies to avoid incompatible land uses. "Aggregate" refers to cinder, crushed rock or stone, decomposed granite, gravel, pumice, pumicite, and sand.

Currently, a single source of aggregate exists within the city limits. Sand and gravel are mined from Granite Creek on the east side of the airport north of SR 89A, for use in the manufacturing of concrete. The Land Development Code allows mining of



aggregates in industrially zoned areas with an approved Special-Use Permit. Several conditions of approval must be met to protect adjacent land uses and remediate the site; however, federal and state laws allow mining of aggregates without local approvals.

Planning Hierarchy

Prescott's planning occurs in a hierarchy of planning layers, each with associated key planning documents controlling each level. The top layer is this General Plan. The General Plan represents a high-level look at the current and anticipated condition of the City over a 10-year time span. For land use purposes, this plan should provide guidance to decision makers when budgeting for infrastructure, considering development project applications, contemplating potential annexations, and acting on rezoning requests.

Prescott also uses SAPs when closer focus is warranted for certain, more limited geographic areas experiencing change via growth, demographics, or external pressures such as development in adjacent jurisdictions. There are three SAPS, each created for different purposes.

1. The **Prescott East Area Plan** was the direct result of the annexation and development of the area that comprises Yavapai Hills, The Ranch, and the concentration of commercial development including the nearby commercial area along SR 69.
2. Later, the **Willow Lake South Area Plan** was adopted because of the development of Prescott Lakes and nearby properties.
3. The third and largest in area is the **Airport SAP** that was developed to influence land development around and near PRC. These plans need to be revisited to see if they are still needed or need to be updated.

The next layer of planning is at the neighborhood level. These plans are typically driven by redevelopment pressures or pressures from development near the neighborhood. Unlike the General and Area plans, neighborhood plans are much more focused on cultural and community cohesiveness and less about future land-use planning.

Future Land Use Designations and Map

EXPLANATION OF LAND USE DESIGNATIONS

To assist in guiding growth and development consistent with the community's vision, it is important to understand the intent of the different land use districts designated on the Land Use Map (LUM). The following definitions relate to the designations on the LUM and should be used when interpreting the map uses. The residential land uses are characterized as a range of dwelling units per acre (DU/AC).

Please note where SAPs exist and where their land use designations differ or conflict with the land uses indicated on the LUM, the SAPs shall be deemed the more specific and shall control planning decisions. However, in no case shall the designated residential density be less than 1 DU/Acre, per A.R.S. 9-461.06.

RECREATION

Recreation areas are designed to accommodate a wide variety of outdoor recreational improvements and related facilities used for active, outdoor recreation.

OPEN SPACE

Open space areas are passive recreational land that conserve natural and scenic community resources and bars land uses that would obstruct those resources or jeopardize unique features of the land, such as protected plants, wildlife, and archaeology. Open space is land with conservation values that qualify it to be preserved permanently from development. In contrast to intensive recreation facilities (e.g., parks, ball fields), open space implies land that is preserved in a natural, or near-natural, condition where activity is passive and on trails (e.g., hiking, birding, running, bicycling and horseback riding). Supporting recreational facilities in open space areas are typically limited to trails, picnic areas, interpretive facilities, restrooms, and parking lots.

MIXED-USE

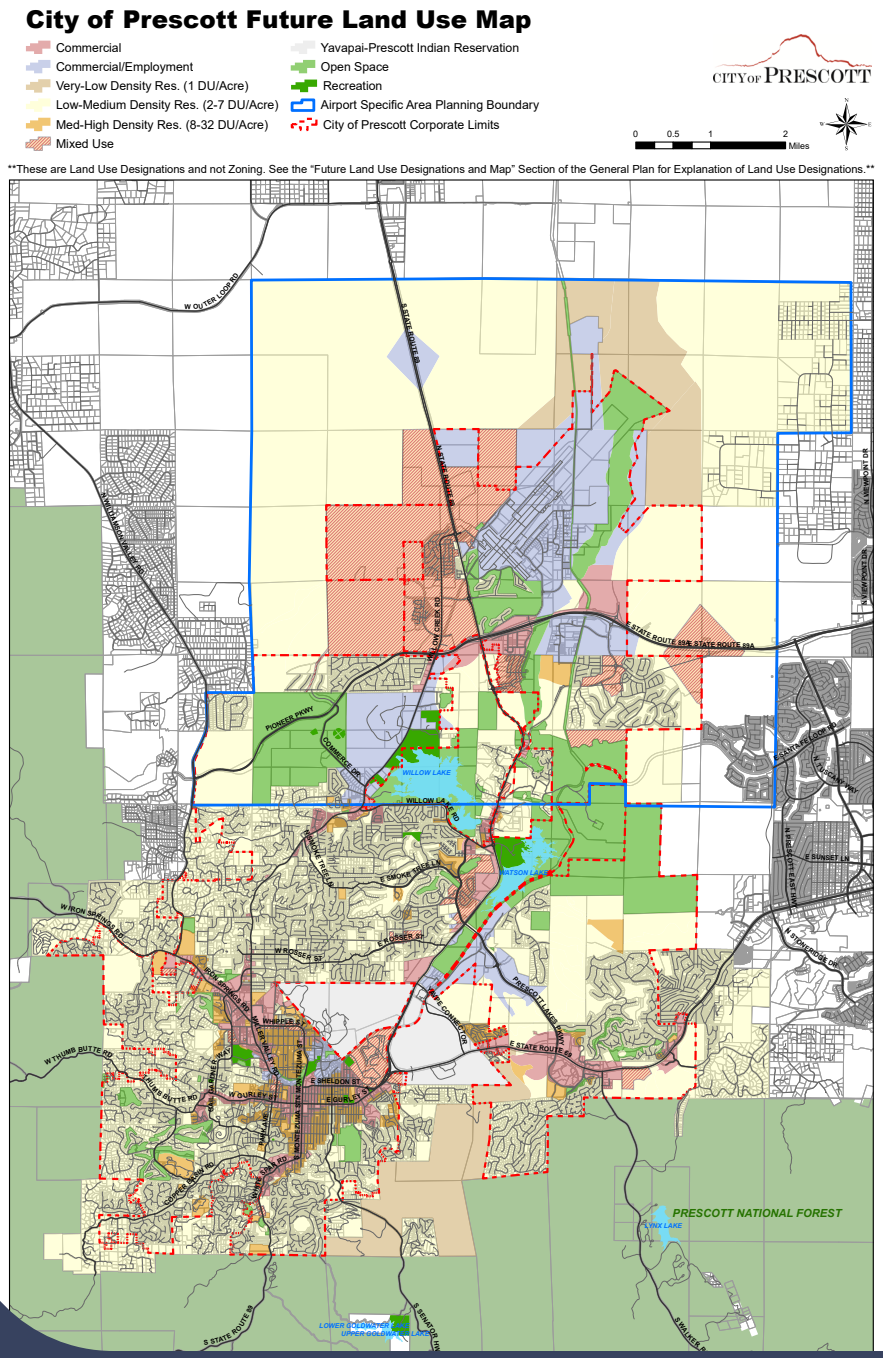
Mixed-use areas are generally located at an existing or anticipated circulation nexus and/or placed between higher intensity uses and adjoining residential land uses. The Mixed-use designation is intended to be compatible with the surrounding area while providing a mix of commercial, employment, public, and residential uses. It is anticipated that these areas will support neighborhood-oriented commercial uses and may include master-planned and developed mixed communities intended to replicate the traditional downtown mixture of commercial and residential uses of all density categories. Residential uses are permitted, but subject to density and buffering standards set out by the overlying zoning districts.

COMMERCIAL

The commercial designation denotes typical community or regional commercial uses. Intended uses include office, retail, service, civic, lodging, health-related, and other similar uses as permitted by the appropriate zoning designations. Residential uses of all density categories are permitted, but subject to density and buffering standards set out by the overlying zoning districts.

COMMERCIAL/EMPLOYMENT

The commercial/employment designation refers to areas where professional offices, tourism, recreation, service uses, warehousing, and industrial uses are generally appropriate. This use requires appropriate buffering considerations from adjoining residential areas. The specific allowable uses are determined based upon the zoning of each particular site and will consider adjacent land uses, traffic impacts, and the intensity of any proposed development. Residential uses are not anticipated in this designation.



VERY LOW-DENSITY RESIDENTIAL (1 DU/AC)

The Very Low-Density Residential category is intended for large-lot single-family housing in a rural setting. Development in these areas will consist mainly of detached single-family homes on 1-acre lots or larger. The basic character of development is rural, with most natural features of the land retained. Typically, keeping horses or other livestock is permitted, possibly in association with preexisting and ongoing farming or ranching. Public service demands are not as great as in higher density, more urban development. No commercial or industrial development is anticipated.

LOW-MEDIUM DENSITY RESIDENTIAL (2-7 DU/AC)

The Low-Medium Density Residential category is intended for predominantly single-family detached residential development. Residential densities of up to seven dwelling units per acre are typical of this category. In general, these areas are quiet, residential single-family neighborhoods, but in some areas a mix of single-family, duplexes, and townhouses would also be appropriate. This designation may also include supporting land uses such as neighborhood shops and services, parks and recreation areas, religious institutions, and schools. A full range of urban services and infrastructure is required. The Low-Medium Density Residential category would also allow residential development as described for the Very Low-Density Residential category.

MEDIUM-HIGH DENSITY RESIDENTIAL (8-32 DU/AC)

The Medium-High Density Residential category may include duplexes, manufactured and modular homes, apartments, townhomes, and other forms of attached or detached housing on smaller lots. The density range for this category is 8-32 dwelling units per acre. This category may also include supporting land uses such as neighborhood shops and services, parks and recreation areas, religious institutions, and schools. A full range of urban services and infrastructure is required. The Medium-High Density Residential category would also allow residential development as described for the Low-Medium Density and Very Low-Density Residential categories.

Goal 1: Promote preservation, rehabilitation, and adaptive re-use of historic buildings, landscapes, and neighborhoods.

Possible initiatives that can be evaluated through cost-benefit analysis or other data measurements by City Council for future decisions could include assisting property owners, public and private, in the use of national, state, and local regulatory mechanisms for the protection of property values and for benefits available to owners of historic properties.

Goal 2: Involve residents and property owners in the planning process and policy development for their area.

Possible initiatives that can be evaluated through cost-benefit analysis or other data measurements by City Council for future decisions could include reviewing and updating existing Neighborhood Plans to get resident input on unique circumstances or challenges within developed neighborhoods, such as traffic safety or zoning incompatibility.

Goal 3: Analyze transition and special study areas for their potential to help meet community challenges such as economic development, workforce housing needs, historic preservation and open-space conservation, and traffic connectivity.

Possible initiatives that can be evaluated through cost-benefit analysis or other data measurements by City Council for future decisions could include developing incentives and modifying development standards to better direct appropriate land uses in transition and special study areas while protecting nearby residential uses and/or incentivize infill development and redevelopment at densities compatible with the surrounding neighborhood zoning, character, and infrastructure.

Goal 4: Support flexibility in setbacks, parking requirements, site coverage, and height in return for compatible development design which maintains the character of transitioning areas and advances implementation of neighborhood and land-use plans for the area. Parking requirement flexibility should be accompanied by thorough evaluations and analysis of the conditions and needs of the surrounding neighborhood.

Possible initiatives that can be evaluated through cost-benefit analysis or other data measurements by Council for future decisions could include initiating rezoning, where appropriate, to support the character, goals, and uses identified in SAPs or neighborhood plans adopted for transition areas; initiating new neighborhood plans and/or special purpose plans with the involvement of residents and property owners; and/or defining areas where zoning overlay districts, including Historic Preservation Districts, or other tools for specific neighborhood protection as appropriate.

Goal 5: Promote the development, preservation, and maintenance of landscaped trails and open spaces within neighborhoods, as well as to commercial and service locations, to assure pedestrian circulation and access to existing open spaces.

Historic Preservation

PREHISTORY

Indigenous people preceded the establishment of Prescott by thousands of years. Though the Paleoindian and Archaic periods are sparsely documented, we do have evidence of peoples occupying the area in the Middle Archaic Period (5000-1500 BC) and several sites and evidence of people occupying the area in the Late Archaic Period (1500 BC-700 or 800 AD).

Many of these sites are in modern day Chino Valley and along the slopes of the Black Hills. Evidence indicates that indigenous people during this time were highly nomadic and depended on hunting and seasonal gathering.

The Post-Archaic Period was a formative period (200-600 AD) in which indigenous people transitioned from mobile hunter-gatherers to more permanent farming populations. The Prescott Culture resided in the area from 600-1600 AD and were located on the periphery of the Sinagua, Hohokam, and Chonina culture areas. They favored hilltop enclosures and sites and participated in limited agriculture supplemented by hunting and gathering.

Spanish explorer Antonio de Espejo passed through the area in the late 1500s in search of gold and silver, and this was when the first interactions with the Yavepe were documented. The Yavepe people, now known today as Yavapai, were mainly hunter-gatherers, moving seasonally in a large swath of area east of the Colorado River and south of Flagstaff. These are now the Quad-City and Verde Valley areas. Today, the Yavapai Prescott Indian Reservation spans 1,395 acres near the Ft. Whipple Military Reserve and has a population of 309 according to the U.S. Census Bureau 2017-2021 American Community Survey.

HISTORY

The founding of Prescott in 1864 as the first territorial capital of Arizona was a significant historic event. Under President Lincoln's command, eight territorial officers were sent to the West in the Fall of 1863, including John Goodwin, who was later established as the Arizona Territorial Governor. The officers soon landed in uncharted Central Arizona. Gold had recently been discovered in the area, 6 miles southwest of present-day Prescott, which put the area on the map for settlers seeking fortune. With favorable reports of the mines pouring in throughout the remainder of 1863 and early 1864 and the military presence of Ft. Whipple, Prescott was chosen as the city's official name and was established as capital on October 4, 1864. A fire destroyed much of downtown Prescott in 1900, and an exhaustive rebuilding campaign was initiated immediately thereafter. Most of Prescott's existing, significant historic buildings date from the post-fire construction period.

TODAY

Prescott's focal point, the Courthouse Plaza and surrounding downtown area, discussed in the Economic Competitiveness and Prosperity section, is not only the historic and economic center but, also the artistic and cultural center of the city. Interest in cultural activities has expanded in the past couple decades, as seen in the increasing numbers of tourists, resident artists, events, and participants. The Downtown is anchored by three outstanding historic, cultural venues: The Elks Opera House, Sharlot Hall Museum, the Museum of Indigenous People, and The Prescott Center for the Arts. The Western Heritage Center, a non-profit showcasing prehistoric and historic artifacts from a variety of local organizations, was established in 2017 in the heart of Whiskey Row along Goodwin Street.

To this day, over 800 National Register properties reside within the City's limits. To help protect these properties, Prescott has established 13 local districts and 13 National Historic Register Districts, which are governed by a comprehensive set of preservation guidelines. These guidelines are titled the Prescott Historic Preservation Master Plan. Preservation is critical to the character and economic

vitality, protection of property values, and overall the community benefit of Prescott. Therefore, enforcement and continued development of the Historic Preservation Master Plan should be a priority for the City. Deference should be given to the Master Plan for guidance on making decisions regarding Prescott's cultural and historical assets.

Prescott's first and current Historic Preservation Master Plan was drafted and adopted in 1998. An update is currently underway. In addition to creating chapters for four more recently added districts (Historic Homes at Hassayampa, Mile High, North Prescott, and Southeast Prescott), a chapter on managing archaeological resources will also be created. The Preservation Master Plan prescribes each District specific guidelines to give property owners; contractors; designers; and City Commissioners, Council, and Staff clear direction to evaluate and protect historic resources. The Preservation Master Plan also provides recommendations for future documentation of historic resources and for the creation of additional preservation overlay districts. This should always be an objective, as the City's historic resources are continually evolving.

Historic and prehistoric preservation are organizing forces in Prescott's land use principles and are key components of the community's economic engine. The historic town square, surrounding historic neighborhoods, and prehistoric sites prepared and/or interpreted for public education are a focus of the region's tourist economy. The tourist economy is an important source of income for all of Northern Arizona.

Preservation can also play an important role in putting housing within greater reach of all residents. By rehabilitating and renovating existing structures on smaller lots, the older, designated parts of the city return to the more pedestrian friendly system of the past, making use of existing infrastructure and landscaping. Adaptive reuse, which involves repurposing historic buildings for a different use while preserving their architectural and cultural heritage, is also highly encouraged. The City should seek to educate the community on adaptive reuse projects and develop strategies to incentivize them, particularly in Historic Districts.

Prescott should place increased emphasis upon educating historic property owners as to what financial incentives are available to them in the form of multiple state and federal tax reduction and credit programs. The State Historic Preservation Office (SHPO) (**https://azstateparks.com/shpo/**) is the guiding hand for these programs, so the relationship between the City and State should also continue to be strengthened to ensure information flows properly and frequently. Service to commit to work collaboratively to fulfill the goal of preserving, protecting, and increasing awareness of heritage resources. Certified Local Governments (CLGs) also maintain local preservation ordinances, a Preservation Commission, and processes to identify and designate.

The City is classified as a CLG by SHPO. A CLG designation signifies that a municipality has entered into an agreement with SHPO and the National Park Service to commit to work collaboratively to fulfill the goal of preserving, protecting, and increasing awareness of heritage resources. CLGs also maintain local preservation ordinances, a Preservation Commission, and processes to identify and designate significant historic properties worthy of preservation. CLGs must also retain professional staff to administer their program and a process of design review to ensure that designated properties are appropriately preserved and considered in planning.

HISTORIC PRESERVATION AND CULTURAL ASSETS GOALS AND STRATEGIES

Goal 1: Preserve Prescott's historical and cultural assets.

Strategy 1.1 Develop a 5-year plan for Prescott's Historic Districts that includes an inventory of properties that are eligible for the National Register of Historic Places and evaluates revisions to Prescott's historic districts.

Strategy 1.2 Complete the Prescott Historic Master Plan update.

Strategy 1.3 Consider possible incentives, funding, partnerships and programs for maintenance and/or improvement of historic properties.

Strategy 1.4 Consider enhanced protections for archaeological resources.

Recreation

PARKS AND RECREATION INVENTORY

The City's park system began with City Park, now known as Ken Lindley Field. This was a Works Progress Administration project in the early 1930s, employing local workers to combat the Great Depression. In the 1960s, the City aggressively pursued Federal Land & Water Conservation Funds for the acquisition and development of parks. The City began utilizing various State funding sources in the 1990s, including the State Lake Improvement Fund and the Heritage Fund provided for by State lottery revenues. Lands were specifically acquired for parklands or open space to be conserved in perpetuity. The Willow Lake and Watson Lake reservoirs, purchased from the Chino Valley Irrigation District in 1998 through a voter approved initiative, are dual purpose—for water supply and recreation.

PARKS AND RECREATION ACTIVITIES

A variety of recreational activities occur in areas owned and/or managed by the City (https://prescott-az.gov/rec-services/recreation-areas-prescott/), including field and court sports, kayaking, paddle boarding, skateboarding, cycling, in-line hockey, hiking, horseback riding, bocce ball, horseshoes, camping, rappelling, birding, playing on playgrounds, picnicking, dancing, living history, live music, orienteering, geocaching, yoga, races, and archery. Residents and tourists can also enjoy the zoo, dog park, nature center, performing arts, and other special events. The Recreation Services Department has a role in providing programs, facilities, and services for these activities and features one of the highest per capita sports participation rates in Arizona.

The City maintains an ongoing dialog with the Arizona Game and Fish Department (AZGFD) regarding improving the lakes as fisheries. Discussions include slot limits for the bass population, removing crayfish to assist fish reproduction and other activities. AZGFD continues to stock trout in area lakes. The health of Prescott's lakes is a complicated and ongoing issue.

PARKS AND RECREATION GOALS AND STRATEGIES

Goal 1: Provide excellent recreation facilities and opportunities that enhance quality of life for residents and visitors.

Possible initiatives that can be evaluated through cost-benefit analysis or other data measurements by Council for future decisions could include updating the Parks and Recreation Master Plan, continuing development of a plan for Glassford Dells Regional Park, developing a plan for the City-owned rodeo/ fairgrounds, identifying financial resources to perform facility improvements, partnering with adjacent jurisdictions to expand compatible regional amenities and connectivity, and clarifying active and passive recreation uses in City codes.

Goal 2: Enhance recreation opportunities for Willow, Watson, and Goldwater lakes.

Strategy 2.1 Consider a plan to reduce algae and weed growth, remove invasive species, control vegetation, enhance wildlife habitat, and prevent recreation conflicts with wildlife needs (e.g. watering holes, fish spawning, etc.).

Strategy 2.2 Work closely with the AZGFD to continually improve fishing conditions.

Strategy 2.3 Continue to expand recreational opportunities and facilities at Upper and Lower Goldwater Lakes to fully utilize the area and better accommodate recreation demands and resident wildlife.

TRAILS AND GREENWAYS

City trails and greenways currently allow for non-motorized recreation and transportation. Trails and greenways connect destinations within Prescott including schools, businesses, neighborhoods, parks, and other recreational sites. Prescott has received national recognition for the progressive approach to providing a high-quality trail system. Completion of the 56-mile Prescott Circle Trail, Prescott Greenways, and Granite Dells Trail expansion will further enhance the trail system.

Other upcoming projects include:

- Complete the new Glassford Dells Regional Park (including Glassford Hill)
- Complete the North Peavine Trail to the Headwaters of the Verde River
- Complete the Granite Dells Gateway Park
- Complete the Greater Prescott Trails Plan with Prescott National Forest
- Construct the Pioneer Parkway Trailhead with Yavapai County
- Construct the White Spar Trailhead with Prescott National Forest
- Construct Bean Peaks flow trails with Prescott National Forest and the Prescott Mountain Bike Association
- Improve connections to the Prescott Circle Trail

TRAILS AND GREENWAYS GOALS AND STRATEGIES

Goal 1: Expand and improve the connectivity of the trails and greenways.

Strategy 1.1 Prioritize completion of trails that improve internal and external connectivity.

Strategy 1.2 Make all parks and services welcoming and accessible to all levels of users (i.e., adults, children, seniors, etc.) through ADA-rated pathways, clean and accessible restrooms when feasible, seating or benches, running water fountains or water stations, and park features.

Strategy 1.3 Partner with organizations that promote and build trails and greenways that meet City goals and objectives.

Strategy 1.4 Support the linkage of public and private open space and trail systems to serve the community more efficiently. Consider incentives or requirements for new developments to designate open space areas or trails which adjoin or connect existing open space or trails and connect local community neighborhoods to adjacent commercial local services.

Strategy 1.5 Work with CYMPO on the Active Community Transportation-Unified Plan (ACT-UP) (https://www.cympo.org/actup/), which was initiated to help develop a nonmotorized transportation network that links communities, provides travel options, and supports broader regional health, mobility, and equity goals. Working with local jurisdictions, the ATP will help improve, expand, and connect the region's active transportation system.

Pedestrian and Bicycle Circulation

Many Prescott residents and visitors find our temperate climate ideal for outdoor pursuits, including walking and bicycling. The number of recreational trails in and surrounding Prescott have increased substantially since the turn of the century, yet shoehorning bicycle and pedestrian facilities into existing infrastructure constrained by historic and geographic confines remains a challenge. While considerable progress has been made connecting and improving bicycle and pedestrian facilities, many still find walking or biking to specific destinations in Prescott too difficult or dangerous to contemplate. The City's Pedestrian, Bicycle, and Traffic Advisory Committee works with City Staff to address traffic and pedestrian concerns brought forward by citizens.

The on-street system consists mainly of striped bike lanes, signed bike routes, and sidewalks. The striped bike lanes are primarily located on existing arterials and major collectors. Sidewalks are typically provided on new local, collector, and arterial streets; however, a cohesive pedestrian movement network from neighborhoods, business areas, schools, and other destinations remain to be developed. Some progress has been made through the Safe Route to Schools program and the Bicycle and Pedestrian Master Plan, which includes specific policies and locations for recommended projects while addressing related ongoing maintenance needs. Off-street multi-use paths, like our Granite Creek Greenways Trail, should be considered an integral part of the transportation system, as they can supplement our on-street provisions.

The mountain biking community embraces Prescott because of its high-quality recreational trail network. This is a reflection of the considerable volunteer efforts of groups like Yavapai Trails Association, Prescott Mountain Bike Alliance, and The Over the Hill Gang. Evidence of this enthusiasm is the annual Whiskey Off-Road Mountain Bike Event and Festival, which has been run for close to 20 years, and had 2,000 participants in 2023. The Prescott Circle trail is a 56-mile non-motorized trail that circumnavigates a good part of the city, and popular trailheads are located at almost any compass point from the downtown plaza. Some of the more popular trail areas are: Pioneer Park, Granite Dells and the Peavine Trail (including plans for a possible regional park), Lynx Lake and Badger Mountain, Senator Highway and Groom Creek, White Spar area (including the recently opened Bean Peaks trail system), Copper Basin and Mount Francis, Thumb Butte road and the White Rock trail access, Spence Basin, and Granite Mountain.

Better on-street bicycle accommodations may encourage biking tourists who stay in downtown hotels to ride their bikes to trailhead destinations rather than drive. Those same improvements may also encourage Prescott's residents to ride their bikes downtown for events like concerts on the plaza. The recent re-striping of Thumb Butte Road to shift the center line over to allow for a bike lane for slower uphill riders is one example of using paint to provide a better sense of safety for bicyclists. Shared lane signs were placed for the faster downhill traffic. While these improvements are appreciated, they stop at the City limit. Communication and cooperation with Yavapai County would be needed to continue the improvements to Thumb Butte Park.

There is a designated bicycle route between the Mike Fann Community Skate Park and the newly built Granite Creek Park Pump Track due to an increase in bicycle traffic between these two parks. Additional signage to notify motorists of bicycles on the roadway, with the addition of shared-lane markings on Pleasant Street and Willis Street and upgrading the traffic light at the intersection of Sheldon Street and Pleasant Street to detect bicycles are examples of safety improvements which may be made to this designated bike route.

Some years ago, the Public Works Department added a budget line item for sidewalk maintenance. The effort started repairing, replacing, and grinding sidewalk panels in the downtown area, as well as connecting and improving pedestrian ramps and access. While this program has been appreciated and popular, it could be expanded to complete missing sections of sidewalk to improve pedestrian connectivity.

TRANSPORTATION SAFETY PLANNING

The design and operation of highways and streets should enable all users, including bicyclists, pedestrians, transit riders, passenger vehicles, and commercial vehicles, to safely move along and across the roadway. This approach to interdependent, multimodal transportation facilities planned, designed, operated, and maintained to provide safe mobility. Designing streets to the function and context of the neighborhood, whether residential or commercial, and the surrounding environment is appropriate. Each highway or street is unique and dependent upon the context of the street design and neighborhood.

This would then be defined as a street which safely accommodates all users including vehicles, pedestrians, and bicyclists. Basic elements of this approach include sidewalks, bike lanes (or wide paved shoulders), pedestrian crossing opportunities, median islands, and accessible pedestrian signals. Careful planning and development of this type of infrastructure offers long-term cost savings for local and state governments by reducing automotive travel.

Over 1,700 jurisdictions in the U.S., including 37 states and several cities in Arizona, have adopted these types of policies. Similarly, over 50 jurisdictions have adopted a core approach to traffic safety that human life and health should be the highest priority within all aspects of transportation systems. Establishing policies that require the consideration of safety for all users of the transportation system is the best way to ensure protection for the most vulnerable of system users is not overlooked.

CYMPO is responsible for conducting a comprehensive Transportation Safety Plan: a system-wide, multimodal, proactive process that better integrates safety into surface transportation decision-making. Federal law requires that the State and metropolitan transportation planning processes be consistent with Strategic Highway Safety Plans. Transportation projects and strategies must increase the safety of the transportation system

for motorized and non-motorized users. The City ought to explore opportunities to apply any proposed solutions generated by the plan to their own Transportation Planning efforts.

By designing for the safety of all users, fewer collisions occur between vehicles and other forms of transit, thereby protecting life and property, and reducing the need for emergency services. There are also benefits to public health, the environment, and financial benefits to property owners and businesses through increased foot traffic.

The Pedestrian, Bicycle, and Traffic Advisory Committee should explore and promote appropriate Complete Streets or Vision Zero policies for adoption by City Council.

Additional information regarding the off-street trail system may be found in the Open Space section.

Link to City Trails and Outdoor Recreation Map:
https://prescott-az.gov/rec-services/recreation-areas-prescott/trails/mile-high-trail/

PEDESTRIAN AND BICYCLE GOALS AND STRATEGIES

Goal 1: Ensure new pedestrian and bicycle circulation facilities are designed and constructed to improve pedestrian and bicycle visibility, where safe and practical for Council consideration; user comfort; and logical connections between residential neighborhoods and common destinations.

Strategy 1.1 Update the 2015 Bicycle and Pedestrian Master Plan to reflect current conditions and serve as a guide for future bicycle and pedestrian needs for City Council approval.

Strategy 1.2 Strengthen collaborations with a focus on enhancing pedestrian and bicycle access to local schools.

Strategy 1.3 Maintain current League of American Bicyclists Bicycle-Friendly Community status while evaluating cost impacts and requirements of pursuing a higher ranking.

Goal 2: Accommodate multimodal transportation options in new developments and roadways where safe and practical.

Strategy 2.1 Design pedestrian infrastructure to provide safe access for children, the elderly, and handicapped.

Strategy 2.2 Include bikeways, sidewalks, and on-street bicycle facilities/lanes consistent with the Pedestrian and Bicycle Master Plan in the design of all new roadways.

Strategy 2.3 Study off-street multi-use routes along creeks, drainages, utility easements, and through recreation spaces, wildlife corridors, parks, and open spaces, after evaluated through cost-benefit analysis or other data measurements by City Council for future consideration.

Strategy 2.4 Design new and reconstructed roadways to provide multimodal facilities which safely accommodate all users including vehicles, pedestrians, handicapped, and bicyclists, after evaluated through cost-benefit analysis or other data measurements by Council for future consideration.

DarkSky Community

Prescott's clear, dark night sky is an environmental asset the community wishes to protect. The Land Development Code primarily regulates commercial outdoor lighting by addressing light fixture types and light output. In some cases, light output is measured in lumens, such as in residential lighting, recreational lighting, and sites with internally lit signage. Parking lot lighting is required to be high-pressure sodium; however, there have been requests to allow light emitting diode (LED) lighting. New energy efficient technologies, such as high-intensity discharge (HID) and LED make it difficult to regulate light output solely by energy consumption and to require specific existing technologies in some applications.

Residential lighting may be addressed in the Land Development Code, where a balance may be met between lighting that is both adequate for residents and wildlife friendly, yet preserves the nighttime sky. Exterior lighting provides safety, security, visual enjoyment of outdoor living spaces, and requires careful consideration to not infringe upon a neighbor's enjoyment of the dark, starlit sky.

RESIDENTIAL HOME LIGHTING

Should Prescott desire to become a DarkSky community, new exterior residential lighting fixtures should match commercial lighting requirements to be DarkSky-compliant. Light sources should not be visible across property lines. Safety lighting should be allowed to illuminate vehicle and pedestrian circulation areas.

RESIDENTIAL LANDSCAPE LIGHTING

Landscape lighting or low-level path lighting should serve as the primary form of exterior lighting. Street, walkway, driveway, and landscape lighting should be of low luminosity, low profile, and be a concealed light source meeting DarkSky requirements.

Minimal lighting within residential yards is encouraged, except in the case of up-lighting key trees and plants, down-lighting is encouraged because it has less impact on the night sky. All yard lighting should utilize low-luminosity sources. Landscape light fixtures should be non-reflective, solidly mounted into the ground, and provide indirect ambient light for visibility. Landscape and security lighting fixtures should be installed at a height not to exceed 10 feet above ground level. If wired systems are used, they may be installed on a timer to save energy and turn off when not needed for pedestrian or vehicular circulation.

DARK SKY GOALS

Goal 1: Investigate the principles of Dark Sky Communities and possible certification that can be evaluated through cost-benefit analysis or other data measurements by Council for future consideration.

Tree City USA

In 1976, the Arbor Day Foundation started Tree City USA, which is one of their oldest programs. The vision was for a greener, healthier America which could inspire change on a nationwide level. Trees clean our air, filter our water, and slow storm surge and flooding.

Incentives for communities to become a Tree City USA Community (https://www.arborday.org/programs/treecityusa/):

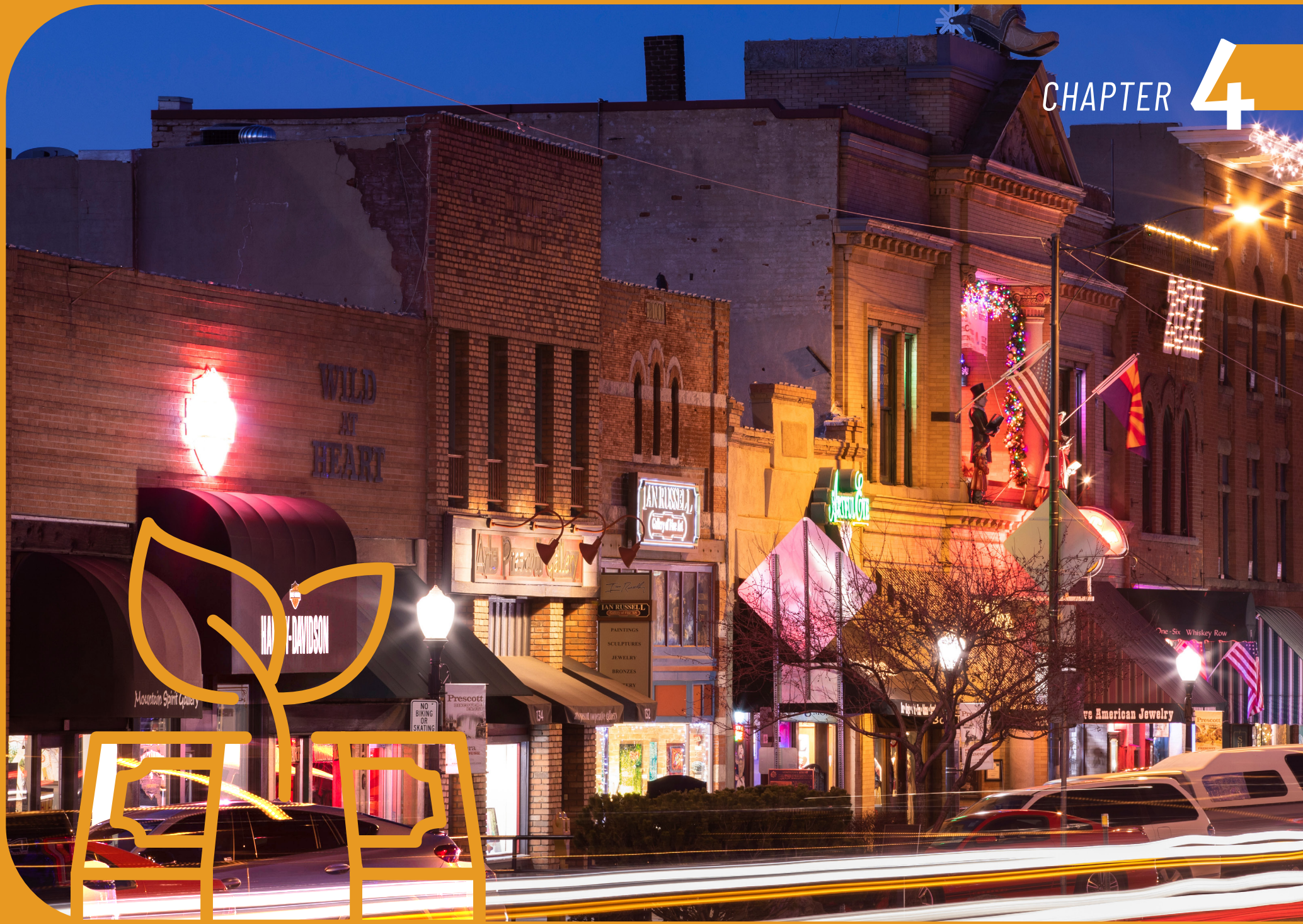
- Trees help absorb the sounds of traffic in urban areas by 40%.
- Neighborhoods with trees are 7-9°F cooler than those without.
- Trees reduce energy costs up to 25% by shading buildings and protecting them from winter winds.
- Homes with trees have higher property values.
- Green space plays a major role in improving mental and physical health.
- Planting and maintaining trees absorbs carbon dioxide in the atmosphere, mitigating the effects of climate.

In a survey conducted in 2022, residents were asked if Prescott should seek a Tree City designation, over 59% of the survey respondents responded affirmatively. For Arizona, the program is managed under the Arizona Department of Forestry and Fire Management (https://dffm.az.gov/forestry-community-forestry/urban-community-forestry/recognition/tree-city-usa). City staff reviewed what is required to apply, and the program provides a four-step framework to maintain and grow a program.

TREE CITY USA GOALS

Goal 1: Review framework criteria of Tree City USA and possible designation that can be evaluated through cost-benefit analysis or other data measurements by City Council for future consideration.

CHAPTER 4


WILD
AT
HEART
IAN RUSSELL
PAINTINGS
SCULPTURES
JEWELRY
BRONZES
Mountain Spirit Gallery
NO BIKING OR SKATING
Prescott
One-Six Whiskey Row

ECONOMIC COMPETITIVENESS AND PROSPERITY

Land Use

Business, commercial, and industrial development create employment opportunities and income for Prescott residents. Successful income-producing strategies are not based only on the number of these development areas, but rather on having the right size and types of business ventures, in the right locations, and with available infrastructure and energy.

Downtown Prescott accounts for a significant amount of the City's sales tax base. It remains a primary visitor attraction, 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 vision for downtown is to preserve 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 in Sandretto Hills, Miller Valley Road, and the Sixth Street area north of Sheldon Street. 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 continue the economic vitality of the Prescott Regional Airport (PRC). Residential subdivisions are south and east of the airport. Additional subdivisions, both within the city and in unincorporated areas, are possible near PRC. Development issues raise the need for regional cooperation to address airport land use, noise, and other concerns to ensure that further residential or other incompatible land use infringements on the airport do not occur.

Land Use Goals and Strategies

Goal 1: Preserve or enhance a beneficial mix of open space, recreation, residential, commercial, and industrial properties.

Strategy 1.1 Ensure that the annexation of land will reinforce and support a beneficial mix of land uses and residential support services (e.g., medical, restaurants, cleaners, childcare, etc.).

Strategy 1.2 Increase available sites with commercial and/or industrial land uses and zoning.

Goal 2: Promote land use strategies that achieve City economic development goals while also respecting historic preservation and quality of life considerations.

Strategy 2.1 Encourage the update, creation, and implementation of SAPs to guide the development of areas where needs have been identified.

Strategy 2.2 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.

Strategy 2.3 Promote use of land available adjacent to PRC.

Strategy 2.4 Explore partnerships with property owners to deliver shovel-ready parcels.

Strategy 2.5 Conduct a parking study of the downtown area to determine the need for additional parking areas and/or infrastructure.

Strategy 2.6 Ensure appropriate access and multimodal circulation are planned for business/commercial sites.

Strategy 2.7 Verify adequate and flexible buffers and ensure screening for adjacent existing neighborhoods when siting commercial uses. This is to adequately mitigate noise, light, and other negative impacts, especially from major commercial centers. Encourage retention of native vegetation.

Economic Development and Tourism

Prescott's economic development mission is to facilitate the establishment of a balanced local economy, create quality jobs, and enhance the local tax base. This can be achieved by supporting quality industrial and commercial development, targeted business attraction, redeveloping target areas, affecting expansion and retention efforts, and providing tourism support.

Prescott's economy includes retail sales; tourism; education, healthcare, professional services; real estate; light industrial; manufacturing; construction; and federal, state, county, and municipal government. The historic downtown, airport, industrial parks, and regional commercial developments along SR 69 Corridor are recognized as economic centers for the City.

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 and 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, AND 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 SAP was adopted in 1997. It 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 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 and adding pavers, landscape planters, lampposts, benches, and waste receptacles as pedestrian-friendly amenities. There is ongoing coordination with Yavapai County when scheduling events at 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 the 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 and improvements were made to the Whiskey Row Alley, this included adding 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 with its combination of historic structures, cultural amenities, community events, and a 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 give the City Council more flexibility when approving businesses and projects in the area.

In 2000, the City sold the Elks Opera House to the Elks Theatre and Performing Arts Center, an Arizona non-profit that also purchased the remainder of the building from a private party. As a condition of the sale, the Performing Arts Center is required to maintain the restored space and manage the property as a community asset open to the public. The Elks Opera House is listed in the National Register of Historic Places and is a City registered historic building

In 2012, the City purchased a portion of the Elks Building at 117 E. Gurley Street that houses the Elks Opera House, which has been the home of live performances, movies, and meetings since 1905. The City and the Elks Opera House Foundation completed the restoration of this theatre with City, State, and national grants. There were also gifts and other considerable contributions from private foundations and individuals. The restored theatre space was dedicated on July 24, 2010.

WORKFORCE DEVELOPMENT AND OPPORTUNITIES

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

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 Career and Technical Education Center (CTEC) facility at Yavapai College provides technical training, including both general curriculums and customized training for employers.

The Arizona At Work Office, operated by the 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 Pine Ridge Marketplace and the SR 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 and 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 a steady increase in visitation, a robust special events calendar, and support from local citizens. Pine Ridge Marketplace has new ownership, and investments in outbuildings like the former Sears (now Espire Sports) has revitalized the area with strong plans for the future.

It is important to attract, maintain, and support small businesses in neighborhood commerce areas. Smaller roadway corridors support businesses and provide interconnectivity to regional areas. The less intense, neighborhood-oriented commercial areas are 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 Road/Grove Avenue, Montezuma Street/Whipple Street, Montezuma Street/White Spar Road, and along Iron Springs Road. Area plans and the Land Development Codes 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 for the construction of industrial and business parks. The oldest industrial parks in the city are the Sundog Road Business Park off SR 89 and the 6th Street Business Park near downtown. These parks are nearly built out with little vacant land and boundaries that encroach on nearby neighborhoods. New industrial parks are located in and around PRC. In 2019, the City built the Corsair Connector in the airpark area, significantly reducing travel time from one end of the airpark to the other and encouraged more development. Since 2020, several dozen properties, mainly 1-4 acre parcels around the airpark 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 a 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 the 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.

PRC is both a transportation asset and an economic focal point for the City and the region. This is in part because of its close proximity to and use by Embry-Riddle Aeronautical University (ERAU) and other aviation-related businesses. 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 importance of this economic impact to the City stems from direct airport operations, such as a large number of hangar tenants, general aviation services, flight training operations, cargo services, Forest Service fire-fighting operations, and the Federal Aviation Administration (FAA) tower. Much of the land near PRC is designated for industrial and commercial uses related to the airport and includes a significant number of the region's manufacturing and technology jobs.

COMMERCE AND INDUSTRY GOALS AND STRATEGIES

Goal 1: Continue the industrial and commercial character in the airport vicinity.

Strategy 1.1 Support and maintain the land uses established in the Airport SAP, Airport Vicinity Overlay (AVO), Land Development Code, and the Land Use Map in 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 SAP land uses within their corporate limits or anticipated to be within their jurisdictional limits based on mutual boundary agreements.

Strategy 1.3 Periodically review and update the Airport Business Plan and Airport SAP to ensure these plans are current and protect the airport vicinity overlay.

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

Strategy 2.1 Support appropriately sized and placed commercial and industrial development areas through the implementation of adopted SAPs and the Land Use Map in this General Plan.

Goal 3: Establish a regulatory environment that is welcoming to commerce and industry.

Strategy 3.1 Eliminate unnecessary regulations and streamline development permitting procedures, wherever possible, without sacrificing community health, safety, character, or welfare.

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 to provide services such as police, fire, library, and parks and recreation. Therefore, the City must work with other Arizona municipalities to seek means of changing state laws that restrict establishing diversified taxing revenue options to meet community needs. Dependence upon transaction privilege tax revenues puts local governments at risk of being unable to meet basic community needs during economic recessions or downturns when consumers are likely to generate less sales tax revenues.

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 the Phoenix metropolitan area and southern Arizona. These major companies will bring hundreds of supply chain partner companies to Arizona, and Northern Arizona specifically is well-positioned to compete with these 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 revenue, 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 AND MANAGEMENT

The City Tourism Office is known to visitors as “Experience Prescott” (https://www.experienceprescott.com/).

Experience Prescott’s Vision

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

Mission

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.

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

While the City’s Tourism Office began as a DMO, recent years have indicated the need to transition to a Destination Management Organization. Destination marketing will still be an approach; however, the following seven guiding principles 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 from the Experience Prescott Strategic Plan 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 the development of recreational uses. Between 2017 and 2022, the economic impact of tourism visitor trends consistently and steadily increased. 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 tax.

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. Prescott is also known for its events, which are put on mainly by community groups with financial help from sponsors, 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, the Chamber of Commerce, the Prescott Downtown Partnership, and citizen historic preservation supporters, the downtown area continues to be the focal point exhibiting Prescott's character.

The Downtown Business District is a priority economic development and redevelopment 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 area is largely tourism-oriented. The mix also includes arts, culture, entertainment, and hospitality services.

Preservation of the downtown as a 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, providing 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 and to retain the mix of businesses to support tourism and local citizen shopping and service needs. The City's Historic Preservation Master Plan encourages and guides preservation efforts for historic sites throughout the city, many of which are located in or near downtown. These efforts have yielded good results, for example the restoration of historic buildings and a low vacancy rate downtown. This demonstrates 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 AND MANAGEMENT GOALS AND STRATEGIES

Goal 1: Preserve and continually revitalize the business community.

Strategy 1.1 Create public/private partnerships to re-establish and sustain a mix of tourism and public uses citywide.

Strategy 1.2 Develop strategies to encourage longer stays and more visitor purchases through expanded attractions and enhanced experiences.

Strategy 1.3 Encourage the development of a resort and/or conference center based on the results of future feasibility studies.

Goal 2: Enhance the character and ambiance of Prescott's downtown.

Strategy 2.1 Develop and implement additional functional and aesthetic improvements within the downtown. Such improvements should include the continuation of landscaping, streetscape improvements, and pedestrian circulation improvements.

Strategy 2.2 Encourage downtown businesses to renovate and maintain building facades to enhance the historic character of downtown structures using the Historic Preservation Master Plan as a guide.

Strategy 2.3 Apply the Downtown Specific Area Action Plan to maintain and enhance infrastructure and preserve the downtown as a destination for tourists and residents.

Strategy 2.4 Encourage retention of current government functions (City, County, State, and Federal), in the downtown vicinity, including courts and law enforcement administration agencies.

Strategy 2.5 Support and expand cultural and leisure facilities and activities within the downtown area.

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 sectors. This will provide employment opportunities for working-class individuals and assist in maintaining a suitable workforce for business attraction and retention in Prescott. 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 businesses include light manufacturing, aerospace and defense, cybersecurity, 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 occupations.

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, in addition to the development of new small businesses.

As described in the recently adopted Prescott Economic Development Strategic Plan, our new paradigm for Economic Development is this: We envision Prescott to be an innovative, resilient community where everyone benefits from the clustering of services and amenities. The full Prescott Economic Development Strategic Plan can be viewed using the following link: **https://prescott-az.gov/economic-development-tourism/**

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

TOP NON-GOVERNMENTAL EMPLOYMENT SECTORS

According to Northern Arizona Council of Governments 2020-2025 CEDS

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

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

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 Arizona. In 2023, the median household income (counting all sources, wages, pensions, investment income, etc.) was $66,330, compared to $72,581 for Arizona.

According to the U.S. Bureau of Labor Statistics, in November 2023, the national and state unemployment rates were 4.3%, and Prescott had an unemployment rate of 3.9%. The labor force participation rate for Prescott was 41.1%, compared with 60.5% for Arizona. Prescott has a high retirement-age population, which creates a low labor force participation rate, while also creating 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 people who are actively seeking work. Prescott has a better educated labor force overall when compared to the state. The U.S. Census indicates that in 2020, 95.3% of people age 25+ in the city 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.

CHILDCARE

Childcare can be a challenge for members of the workforce. Child development centers and childcare facilities vary in size and scope within Prescott. While some offer progressive curriculum and the latest advancements for preschools, others are more intimate daycare centers that take a more relaxed approach to childcare. Whatever your priorities, there are many facilities to choose from.

EMPLOYMENT SECTOR GOALS AND STRATEGIES

Goal 1: Per the City Council approved Economic Development Strategy Plan, we will encourage the establishment of sector partnerships between local colleges and targeted innovation sector employers to build a cohesive ecosystem that supports business development in key sectors that complement Prescott's demographics, labor force, available sites, and quality of life.

Possible initiatives that can be evaluated through cost-benefit analysis or other data measurements by City Council for future decisions include job training programs, workforce housing development, facilitating industrial development authority bond financing, and efforts to create diverse employment opportunities and higher wages.

Regional Competition and Cooperation

Due to the Arizona tax structure and laws, 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 to attract retail and 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 businesses 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, addressing workforce development, and promoting regional assets for businesses seeking to relocate.

There is growing recognition among the greater Prescott communities 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.

REGIONAL COMPETITION AND COOPERATION GOALS

Goal 1: Encourage and participate in regional planning forums to address transportation, housing, and other regional projects.

Growth and Cost of Development

GROWTH MANAGEMENT

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 LDC has several zoning districts well suited to transitioning areas. Zoning districts like the residential office, neighborhood-oriented businesses, and mixed-use zoning districts will accommodate both residential and low-intensity commercial uses as an area transition from single-family homes to multifamily homes and businesses. As listed in the Land Use section, several transitional areas are subject to commercial development or redevelopment. 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 section, the LDC has provisions for SAPs, 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 redevelopment 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 that 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 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 that promote sustainability by discouraging urban sprawl and considering open space, wildlife corridor connectivity, and jurisdictional boundaries should be given priority.

GROWTH MANAGEMENT GOALS AND STRATEGIES

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

Strategy 1.1 Periodically review, update, or create SAPs, Neighborhood Plans, Overlay Districts, and Redevelopment Districts as conditions change or opportunities arise.

Strategy 1.2 Conduct neighborhood planning processes to address the impacts of growth in development and redevelopment projects within or adjacent to existing neighborhoods.

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 patterns, on-street parking, pedestrian paths, landscaping, and outdoor commercial areas to enhance the resident and 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 Evaluate growth and new development impact on existing and future water supplies using water resource plans and tools described in the Water Resource section of this plan.

Strategy 3.2 Encourage the creation of SAPs 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.

Strategy 3.3 Encourage the use of Residential Office, Neighborhood Oriented Business, Mixed-Use and Special Planned Community zoning districts as tools to redevelop transitioning areas.

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 Evaluate an administrative approval process for the review of new developments which maximize efficient use of existing and planned infrastructure and encourage options for all modes of transportation.

Strategy 4.3 Encourage location and clustering of government facilities at designated urban nodes to reduce traffic impacts, support all modes of transportation, and encourage pedestrian-friendly public spaces.

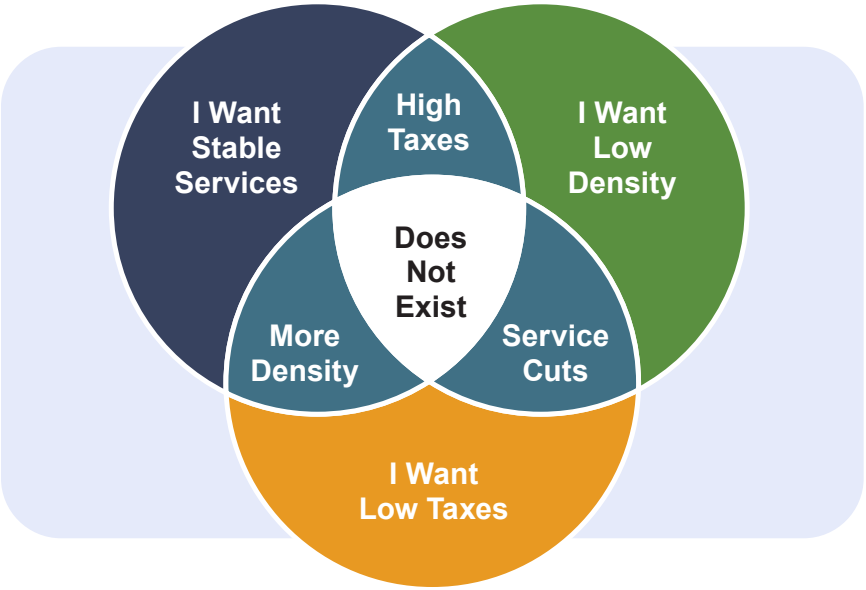
Goal 5: Promote effective management and mitigation of negative growth impacts.

Strategy 5.1 Encourage the donation of scenic easements by private property owners and identify scenic viewsheds worthy of protection.

Strategy 5.2 Consider the creation of a Regional Water Advisory Committee.

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 a community's health, safety, and welfare. Cities must balance these risks against the public's desire 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.



"As we have conversations about the future, it is important to understand the relationship between our service levels and the two ways we support those services—taxes (or tax rate) and density/growth (or number of taxpayers). There's a close relationship between service levels, tax rates, and growth, illustrated fairly well with the Venn diagram. Essentially, we get to pick two and the third becomes a consequence. If we choose high service levels and low taxes, we'll need to find more taxpayers through additional density or growth. If we choose low growth and low taxes, revenues will not be sufficient and our service levels will be forced to decline.

There's something to be said for trying to balance all of these elements, and there's not necessarily a "right" answer, but as we continue to have conversations about the future it will be important to remember this connection between the services we want and the revenues needed to support them."

— Dallin Kimble; City of Prescott City Manager

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 beginning of 2024, the City sales tax was 2%, and the combined tax rate (State, County, and City) is 8.35%.

In November 2024, Prescott voters approved Proposition 478, which increases the City's Transaction Privilege (sales) tax by 0.95% to support additional public safety infrastructure and operational costs. As a result, the City's transaction privilege (sales) tax increased from 2% to 2.95% at that time. Proposition 478 ensures a reduction of the City Tax rate to 2.75% by December 31, 2035, after the Capital infrastructure costs are paid off.

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 on cities and towns. These restrictions limit annual primary property tax levy increases to 2% plus an allowance for new construction. Without a voter-approved state constitutional amendment to increase the cap from 2%, 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, street 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 the current 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 updated in 2024, and were effective January 1, 2025 (**https://prescott-az.gov/utility-billing/current-rate-study/**).

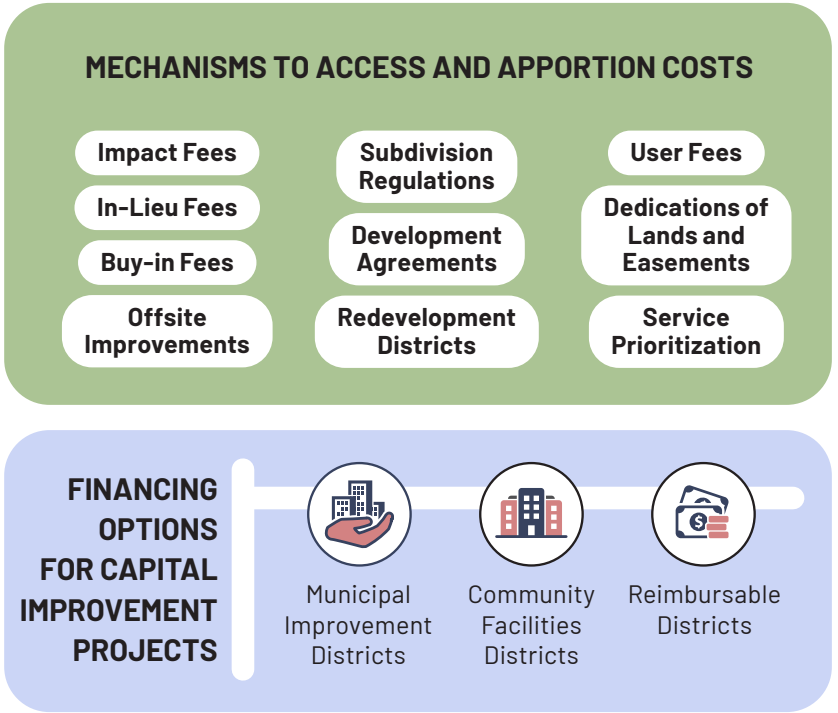
Along with impact fees, building permit fees, and planning application fees are charged to pay planning and inspection costs for the development of new buildings. Building permit fees are reviewed regularly. Periodically, the costs of new residential construction should also be reviewed periodically.

Annexations with Existing Infrastructure

Existing residential areas seeking annexation should bear the cost of bringing infrastructure, such as streets and water and sewer systems and services such as police, fire, and sanitation 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 taxpayer 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:



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 through Council negotiated Development Agreements (e.g. in the case of Costco and Trader Joe's). 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 1.3 Consider the use of bonding options for major capital improvements such as the airport expansion or road network and parking 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, negatively affecting commuting traffic on City roadways. 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, financially attainable 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 are experiencing longer wait times, reduced service levels, and, in some cases, the need to 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 essential service providers, like Police, Fire, teachers, and healthcare workers, will be disconnected from the community.

This section of the general 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

achieve a sustainable community, Prescott strives to offer a balanced mix of homes for all types of households. Our community needs residents who 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), and 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 people per household declined from 2.11 in 2000 to 2.03 in 2010, but seems to have leveled out at 2.02 in 2020. The number of families actively raising children within Prescott is on the decline, while the percentage of people living alone is on the rise. Only 12% of the Prescott population is under 18. With the decreasing school-aged population, two elementary schools have forever closed their doors: Washington 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.

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 were noted in the 1990, 1997, 2003, and 2015 General Plans. Providing for the housing needs of a balanced community has been and remains a particular

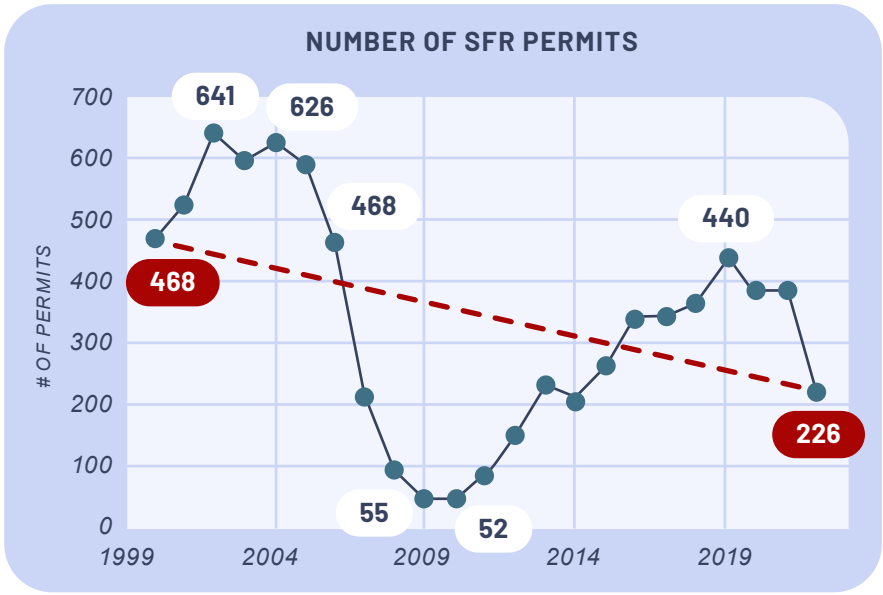
challenge in Prescott due to the growing percentage of the retiree population. Balanced housing needs require the promotion and availability of a variety of housing types and encouraging sufficient numbers of housing units for all income groups. This is a direct result of the aging demographic trends.

In the last decade, market-based housing development in Prescott consistently favored large single-family homes 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 trend 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%. Housing unit growth slowed to 14.5% between 2010 and 2020, from 22,159 units to 25,367 units.

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's 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, the number of housing permits issued once again dropped rapidly. In 2022, only 226 SFR permits were issued, as shown below.



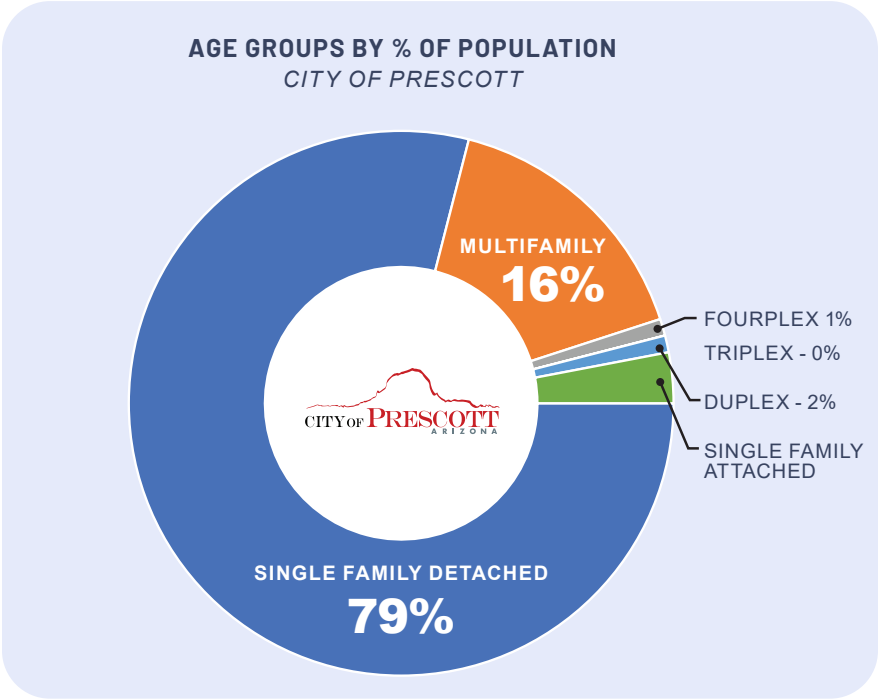
Source: City of Prescott Building Department

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 multifamily housing construction, Prescott's housing availability was negatively impacted. There were major zoning issues, including a 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 multifamily projects. Additionally, community opposition to proposed multifamily 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 on fact. Education on the true impact of the 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 multifamily permits issued in Prescott; however, in 2022 no new multifamily construction permits were issued (refer to the top graph on the right). The demand for multifamily housing significantly outweighs the limited supply. There have been a few higher-end multifamily 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 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.

In recent years, manufactured home technology has greatly improved, resulting in high-quality, energy-efficient, and aesthetically pleasing housing options that can blend seamlessly with traditional site-built homes. Given these advancements, there is a growing need for greater flexibility in the placement of manufactured housing throughout the city. Updating zoning regulations and land-use policies to reflect these improvements could increase affordable housing options, promote mixed-income communities, and reduce stigma associated with manufactured homes. This flexibility would allow the City to take advantage of infill opportunities, provide more housing choices for the local workforce, and accelerate the creation of new housing units to meet demand. By revising codes, updating design guidelines,



Units per Build-Type, 2000 - 2002. Source: City of Prescott Building Department

and educating the public about modern manufactured housing, the City can leverage this improved technology to address workforce housing challenges more effectively while creating diverse, inclusive neighborhoods.

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 multifamily and other housing options.

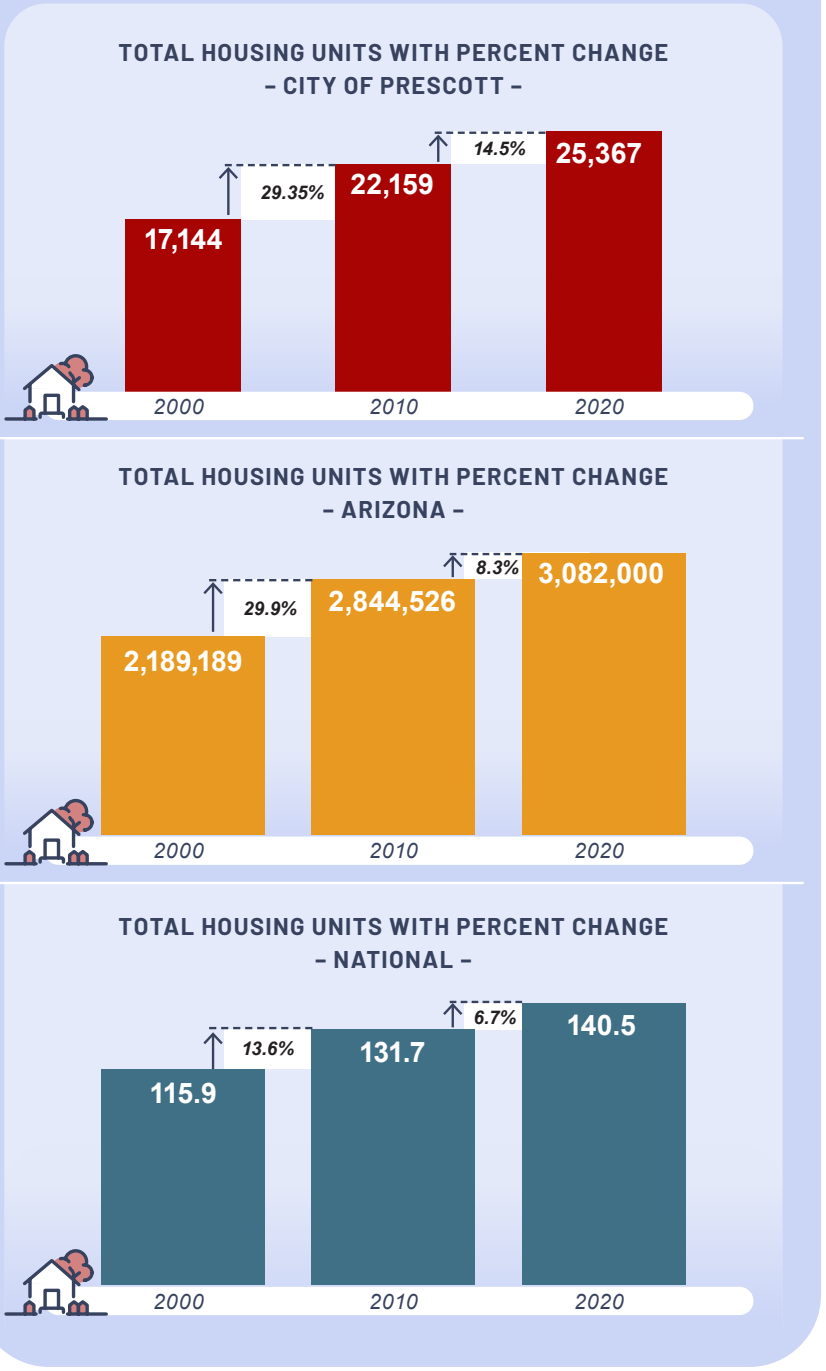
THE ISSUE OF HOUSING AFFORDABILITY IN PRESCOTT

The issue of housing affordability began decades ago, but no real sustainable solutions have been offered as many communities, including Prescott, continue to grapple with this critical use. 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.

In the Fall of 2022, the City'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 limits. The majority of employees living outside the city limits desired to reside in Prescott but found it impossible due to high housing costs. Of those surveyed, 76% stated difficulty finding housing. The City'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.** 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 figure below shows the median home sales price in the Tri-City area dating back to 2003.



(National data from US Census)

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. 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, reduce any regulatory hurdles that discourage the potential for workforce housing, and investigate alternative construction methods or materials that ultimately decrease the cost for the homebuyer.

FORMULATING WORKFORCE HOUSING SOLUTIONS FOR THE CITY OF PRESCOTT

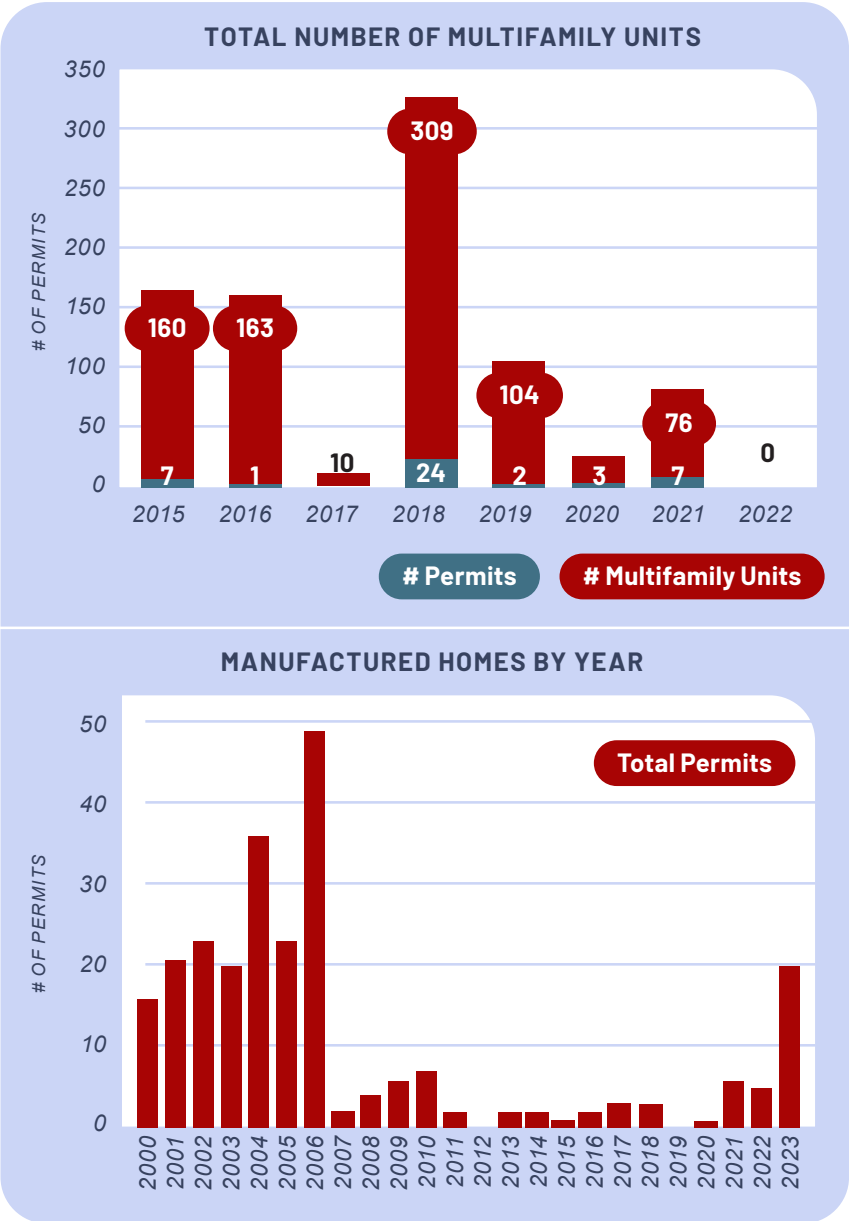
This issue requires the implementation of various strategies to begin moving the needle on the workforce housing crisis. It cannot be solved by just Prescott, neighboring jurisdictions, or private developers and builders. It requires both a regional public effort and private stakeholders to come together with the community to push these types of projects forward.

The City's Workforce Housing Committee is currently working on a housing needs assessment for participating stakeholders and several specific goals and objectives related to the general strategies recommended in this section. In 2024, the City was awarded a grant from the Arizona Department of Housing (ADOH) State Housing Trust Fund (SHTF) in the amount of $200,000 to assist local jurisdictions in the development of a housing plan. This grant will be used to conduct a housing needs assessment and, using that assessment, to create a housing plan and implementation strategy for the plan. It is anticipated that many of these goals, as well as those within this General Plan, will be implemented within three years, with notable improvements to the workforce housing situation in Prescott by the next General Plan update.

Various strategies should be employed to ameliorate this issue, ranging from underlying zoning flexibility and 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.

The City 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, and other multifamily housing products.

To further incentivize workforce housing, the current Water Management Policy could be revised to include prioritizing



Source: City of Prescott Building Department

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. Prioritizing the approval of water for workforce housing projects will greatly encourage these developments to move forward.

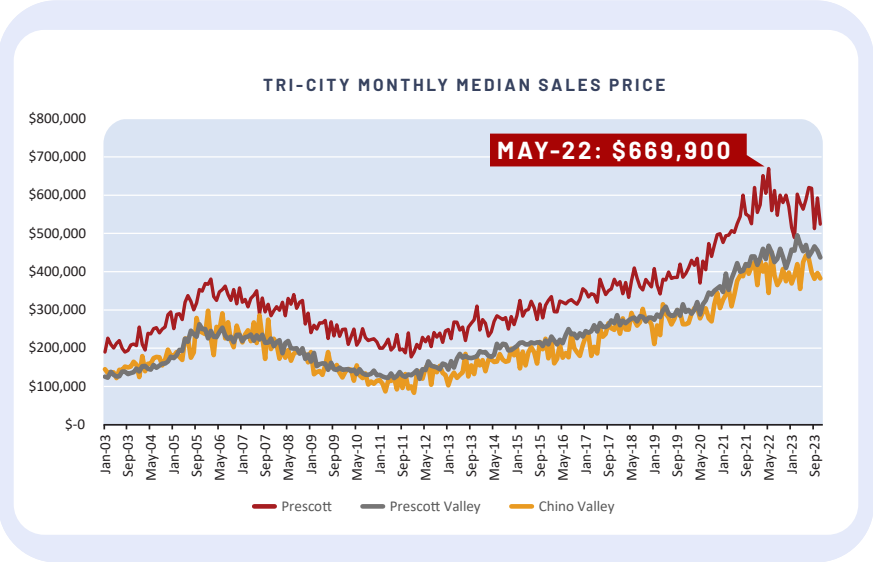
The City can improve its housing stock, which will, in turn, benefit workforce housing, in an expeditious manner by amending its code regarding accessory dwelling units (ADUs). An ADU is a smaller, independent residential dwelling unit located on the same lot as a stand-alone (i.e., detached) single-family 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 countywide housing authority may be an effective way to influence the balance and affordability of housing. However, other organizational frameworks 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 income 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 and 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 1970s and early 1980s 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 lots and 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 mainlines, longer mainlines, 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 expanded infrastructure.

While recent residential growth has followed this suburban pattern, new policies should aim to diversify housing options 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 overall infrastructure improvement costs.

Reducing impediments to infill 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 opportunities for smaller-scale developments. Many of these in-fill lots of 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 separates industrial, commercial, and residential uses and assumes that these use categories are incompatible with one another. Traditional zoning controls 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 multifamily 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.

WORKFORCE HOUSING GOALS AND STRATEGIES AS APPROVED BY CITY COUNCIL

Short-Term Goals (1-3 years)

1. **Pursue Match Funding for a Full-Time Workforce Housing Facilitator Position or Engage a Third Party**
2. **Formalize a Third-Party Stakeholder Organization Group**
3. **Create Two Separate Educational Packets, one for developers/builders and the other for the workforce that could use these services and opportunities.**
4. **Research the Best Financial Program Solutions for the City and Stakeholders**
5. **Accessory Dwelling Unit (ADU) Code Revision to increase supply for long-term rentals that can serve workforce housing**
6. **Create a Workforce Housing Policy for Council Consideration**
7. **Finalize City 'Home of My Own' Program via a Memo of Understanding with Yavapai County**
8. **Community Outreach**
9. **Set Up a Fund Account for Workforce Housing**

Long Term Goals (3-5 years)

1. **Facilitate or Partner in Creating a Tangible Product**
2. **Create a Regional Workforce Housing Strategic Plan**
3. **Identify the Number of Units Needed**

HOUSING AFFORDABILITY AND WORKFORCE GOALS AND POLICIES

Goal 1. Promote rehabilitation and preservation of existing housing stock to maximize the 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 Investigate the feasibility of establishing (under city sponsorship or in partnership with community agencies) revolving loan funds for housing rehabilitation.

Goal 2: Promote a balanced community with a diversity of residential types and prices by encouraging infill development of higher-density single-family and multifamily homes.

Strategy 2.1 Seek out developers and not-for-profit organizations specializing in producing attainable housing for the workforce and assist them in locating and obtaining zoning entitlements for housing development to address the deficit in affordable housing for key workforce sectors.

Goal 3: Prepare a conceptual housing plan for the City and partners that includes a full needs assessment and addresses, at minimum, housing availability and variety, housing quality, affordability, and partners.

Strategy 3.1 Conduct a new Prescott Housing Needs Assessment (previously conducted in 2017) to accurately inventory housing needs and availability by unit price and income level affordability.

Strategy 3.2 Work with non-profits, builders, and property owners to proactively identify and plan sites suitable for affordable housing development.

Strategy 3.3 Consider regulatory incentives such as deed restrictions, expedited plan review, density bonuses, parking or setback requirements, or dedicated water allocations to promote and maintain workforce housing development. Parking requirement incentives should be accompanied by thorough evaluations and analysis of the conditions and needs of the surrounding neighborhood.

Prescott Regional Airport, Ernest A. Love Field

PRC/Ernest A. Love Field serves the Northern Arizona region and is owned and managed by the City. 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 continually open for public use. In 2024, PRC exceeded 360,000 total operations, with increased flight operations/ training expected in future years, was ranked the 22nd busiest U.S. airport. Future use is expected to exceed 1,000 operations per day.

Currently, SkyWest Airlines provides daily flights to Los Angeles (LAX) and Denver (DEN). Only two airports provide non-stop commercial air service for all of Northern Arizona, PRC and Flagstaff's Pulliam Airport. In 2024, PRC had 25,308 total passenger enplanements with two departures and two arrivals per day. Cutter Aviation is PRC's Fixed Base Operator (FBO). Cutter supports private, corporate, and charter air flights, along with aircraft fueling. There are multiple flight training schools at the airport. Embry Riddle Aeronautical University is the nation's largest, oldest, and most comprehensive aeronautical university, with over 80 fixed-wing aircraft, and has a large campus in Prescott with flight training operations at PRC. The United States Forest Service (USFS) Northern Arizona Prescott Fire Center, and the Henry Y.H. Kime Aviation Facility operations are based at the airport as well. Airport operations are the result of 350 based aircraft, many of which are hangar tenants, transient general aviation aircraft, flight training, air cargo, the forest service fire-fighting operations, and commercial air service. In addition, much of the land at and near the airport is designated for industrial uses and more intense commercial operations related to the airport and includes a significant number of the region's manufacturing and technology business opportunities.

The 2019 Airport Master Plan, the 1997 Airport Business Plan, and the 2001 Airport 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 the Airport SAP as the basis of their future land use decisions for lands near the airport, but this has not been maintained. Regional cooperation in land use is required to maintain positive interjurisdictional efforts to protect regional assets and will be needed in order to update the plans.

Airport land-use protection must be addressed to ensure compatible development and the continued economic vitality of the airport. Residential subdivisions now surround PRC. 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 further residential or other incompatible land use infringement on the airport does not occur.

The adopted Airport Vicinity Overlay (AVO) District into the Land Development Code, provides standards for the avoidance of obstructions that may destroy or impair the airport's utility, create flight hazards, or jeopardize the public investment therein. Included in the AVO are criteria that complies with FAA standards for noise awareness and mitigation. These standards will protect airport viability in support of commercial service, general aviation, and public safety/fire management, that protect the public health, safety and general welfare.

PRC is a substantial transportation and economic asset to Prescott and the surrounding areas. The airport is postured for economic growth and can be further developed in this regard by enhancing air transportation for the region. The 2019 Airport Master Plan, adopted by City Council in 2019, provides a 10-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, repair shops, fuel and aircraft support services, Med Evac, and recreational and governmental uses. Airport operations rely heavily on federal and state grant funding for major capital improvements and safety projects. Future sharing of funding, operations, oversight, and the airport's benefits with neighboring jurisdictions may achieve greater expansion and economic vitality. This will help fund the needed runway extension and new control tower that are needed to increase safety and efficiency while increasing operations.

This General Plan recommends that the Land Development Code and Airport SAP be amended to acknowledge FAA guidelines and standards 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 promote the continued vitality of the airport as an economic engine.

AIRPORT GOALS AND STRATEGIES

Goal 1: Expand the regional transportation role of PRC.

Strategy 1.1 Create a new Airport Business Plan to guide the operation and development of the airport to become an economic engine.

Strategy 1.2 Update the 2019 Airport Master Plan in 2026 and the 2001 Airport SAP to address airport land-use protections coordinated through cooperation with surrounding jurisdictions.

Goal 2: Apply compatible land uses within the airport impact zones.

Strategy 2.1 Protect the airport from encroachment of incompatible land uses through amendments to the Land Development Code and Airport SAP, incorporating FAA guidelines and best practices, and the enforcement of land use designations, 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 and compatible development in close proximity to the airport.

Strategy 2.3 Protect the crosswind runway (12-30), with assistance from ERAU, USFS, commercial and non-commercial airport users.

Strategy 2.4 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.

Goal 3: Support existing and future employment and business centers.

Strategy 3.1 Evaluate airport sites and identify parcels that are suitable for new employment centers that capitalize on aeronautical access and airport proximity.

Strategy 3.2 Consider improved roadway access for businesses in the airport vicinity.

CHAPTER 5

COMMUNITY QUALITY

Prescott is a desirable place for people to live, work, and play. It is an environment with reputable healthcare and education systems, unique historic character, and diverse cultural amenities, which all contribute to the overall quality of the community. This chapter addresses the importance of each of these contributing factors in keeping Prescott a place where families and neighborhoods flourish.

The Prescott Police Department

The Prescott Police Department strives to serve the citizens of Prescott with respect, fairness, and sensitivity. The Prescott Police Department provides quality police service in partnership with other members of the community through innovative police practices and proactive problem-solving techniques.

The Prescott Police Department consists of multiple bureaus and sections to include: Animal Control, Bicycle Patrol, Community Services, Communications, Investigations, K-9 Patrol, Patrol Operations, Property Evidence, Records Section, Special Operations Bureau, Support Bureau, SWAT, and Traffic Safety.

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

Business and Block Watch, Shop with a Cop, The Role Model Scholarship (Prescott High School), security surveys, and crime prevention through environmental design are all Prescott Police Department-related educational opportunities for the community, which foster an exchange of information. These programs lead to partnerships, which result in a team approach to the problems that adversely affect our community.

The Community Services Section of the Prescott Police Department is a work group dedicated to community policing and actively works with community members to solve issues in our community. Through the efforts of both community members and officers, a team approach is taken to form ideas resulting in a process where both officers and community members take ownership of the problem. The Prescott Police Department will continue to build relationships and partner with its community members to fulfill its mission to protect life, property, and the rights of those in Prescott.

For more details on the services provided by the Prescott Police Department visit https://www.prescottpolice.org/.

POLICE DEPARTMENT GOALS AND STRATEGIES

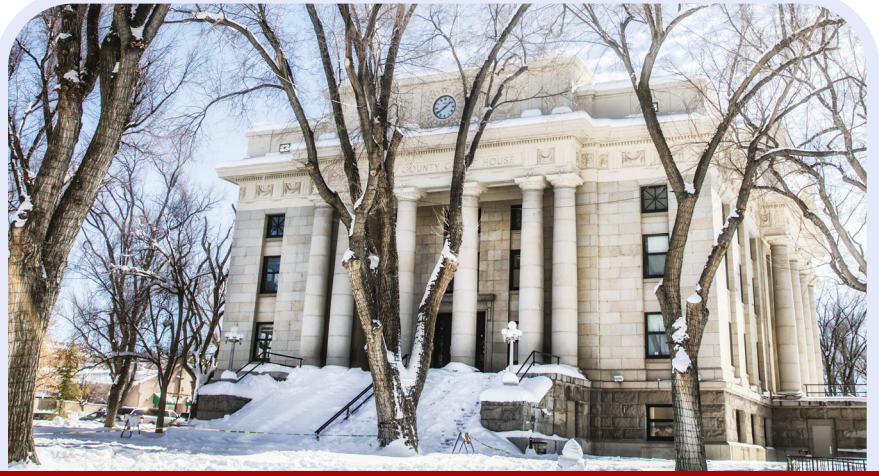
Goal 1: Safe Community – Provide a superior level public safety service through data-informed response to crime and community needs with a focus on quality of life, crime reduction, and enhanced traffic safety measures through sufficient staffing and employee retention.

Goal 2: Upgrade law enforcement facilities.

Strategy 2.1 Reorganize and remodel the current police facility to create new workspaces based on the need of a new station and sub-station.

Strategy 2.2 Analyze how much space is needed for a new police and evidence facility; in an appropriate location and with consideration of potential partnership and regionalization opportunities.

Strategy 2.3 Develop a new substation in the north area of Prescott that is possibly co-located with a new fire station near PRC.



Education

We recognize that our educational assets make a significant social and economic contribution to the community. There are three campus-based institutions of higher learning located in Prescott: **Embry-Riddle Aeronautical University, Yavapai College**, and **Prescott College.** Local colleges can draw high-end economic development to Prescott by providing an educated workforce. In some cases, providing for the needs of a specific industry, such as Embry-Riddle's aeronautics curriculum, is a benefit to PRC. Yavapai College provides workforce development through a trade school curriculum catered to the Prescott area and online learning options through Old Dominion University (ODU) Global. This provides a connection to Prescott's economic vitality.

Northern Arizona University (NAU) has a remote campus in Prescott Valley as well as online options that offer access to undergraduate programs.

There are currently 13 Joint Technical Education Districts (JTEDs) throughout the state of Arizona. JTED functions as an independent school district with its own elected governing board. In Prescott, our JTED is known as the Mountain Institute, which also serves the Ash Fork, Bagdad, Chino Valley, Humboldt, Mayer, Prescott Valley, and Seligman school districts.

The Mountain Institute Career Technical Education District (CTED) has access to additional funding as part of the JTED. This funding provides students access to career and technical education courses significantly greater than any individual district can provide. Charter school and home school students may also participate in JTED programs. The Mountain Institute JTED was approved by voters in the November 2008 general election and began classes in August for the 2009-2010 school year.

Yavapai College provides a hands-on environment through their School of Career and Technical Education (CTEC) under the instruction of experts before entering the workforce.

See www.yc.edu/v6/campuses-and-sites/ctec for more information about programs offered.

Library

Library Mission: We connect community members with innovative, value-added services to increase the quality of life and strengthen the fabric of our community.

The Prescott Public Library (Library) serves a vital role in the community, functioning as a center for information, culture, education and recreation for the city and surrounding areas. It is a vibrant hub that provides a wide range of crucial activities and services for the community's diverse population. As one of the founding members and largest library of the Yavapai Library Network, it helps to serve more than 50 public, school, academic, and special libraries through technological connections.

Free access to print books, magazines, movies, and electronic resources ensures that patrons have a wide range of materials to choose from, including significant resources for entrepreneurs and businesses. The Library supports economic development through access to databases, market research, and professional development materials. It serves as a valuable resource for local and regional information, helping community members stay

informed about local events, services, and issues. Programming is provided for all ages, ranging from storytimes for young children to educational workshops for adults and seniors. The Library is dedicated to inclusivity by providing specialized services and accommodations to individuals with disabilities and provides a Community Services Specialist who assists patrons in managing significant life changes.

Although books continue to be the core of library services, the Prescott Public Library has many other offerings that include a Library of Things, Seed Library, Culture Passes, a free video streaming platform, online books and audiobooks, a StoryWalk in Granite Creek Park, wireless connectivity, hotspots, Chromebooks and iPad Minis. In addition, meeting and study rooms, computers, Wi-Fi, printing, scanning, faxing and copying services are provided. Staff provide programs, technology assistance, teacher and student assistance, and many more services to the public.

The Friends of the Prescott Public Library (Friends) was founded in 1968 and raised almost two million dollars to enhance the Library between 2003-2006. They continue to support the Library through the sale of used books, magazines, movies and music donations to the public through their Book Sale located at the Library and through Amazon. Their support is vital to the success of the Library as they help fund a variety of projects, programs, and services for the library community.

The Library relies on the dedication of approximately 120 volunteers each year, who contribute their time in various capacities, including delivering books to homebound patrons, processing new acquisitions, and pricing items for sale. The commitment of these volunteers, along with the support of the Friends of Prescott Public Library, is essential to the Library's success and ongoing ability to serve the community effectively.

Prescott Public Library is open seven days a week and physically serves an average of over 1,000 patrons daily. Your library without walls is available 24/7 and offers eBooks, online resources like Value Line and Consumer Reports, streaming video, and six bookdrops for materials return across Prescott. The Library serves as an anchor for downtown Prescott and is a frequent stop for out-of-town visitors.

Learn more about the services and resources the Prescott Public Library has to offer at **https://prescottlibrary.info**.

LIBRARY GOALS AND STRATEGIES

Goal 1: Space and Sustainability

Strategy 1.1 Create purposeful, flexible, and accessible spaces to meet the diverse needs of our community. Increase study spaces, revamp the youth area, safe and secure bicycle parking, and add storage and parking to serve the increasing need in these areas of service.

Strategy 1.2 Reimagine internal and external spaces to promote social interaction and the Library as a community hub. Work with Parks and Recreation to determine an appropriate location for a library hold locker in the community .

Community Center

The Rowle P. Simmons Community Center found at 1280 E. Rosser Street is owned by the City and is home to two non-profit organizations: Adult Center of Prescott, Inc. and Prescott Meals-on-Wheels. Prescott Meal-on-Wheels offers both home delivery and a community café to serve the elderly.

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

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

Youth Programs

YMCA is a Youth and Government program is dedicated to empowering young leaders and promoting civic engagement among Arizona's youth. Through hands-on activities, debates, and mock legislative sessions, participants will develop essential leadership skills and gain a deeper understanding of our democratic process. https://prescottymca.org/youth-government

The Launch Pad Teen Center facilitates confidence and empowerment by providing teens in Yavapai County with educational and social opportunities that encourage learning, active community involvement, and the development of skills to become successful, empowered, contributing members of society. https://thelaunchpadteencenter.org/

The Boys and Girls Club of Central Arizona offers a safe place for youth to go to after the school bell rings and helps foster self-confidence and positive relationships with others. https://bgccaz.org/

Nature Niños Prescott is a free nature play program for families with children ages 0-8 in the Greater Prescott Area. Park Rangers and community partners lead child-centered events at a different family friendly trail each month. Events are led by staff with a strong understanding of child development and experience leading child-centered outdoor programs. https://prescott-az.gov/rec-services/programs-sports/nature-ninos/

Teen Task Force is a free City program for teens that seeks to enhance the community for current and future generations through fun and safe volunteering, peer support, and personal growth activities for local youth.
https://prescott-az.gov/rec-services/programs-sports/teen-taskforce/

The Prescott Junior Ranger Program teaches about following the Appreciate AZ Leave No Trace Principles and learn about our ecology, culture, history and outdoors.
https://prescott-az.gov/rec-services/programs-sports/junior-park-rangers/

Art, Culture, Events, and Museums

For a city our size, there is an impressive array of cultural and artistic attractions to bring visitors from near and far to visit year-round. Prescott is filled with talented artists, galleries, and museums. Downtown has many galleries that are part of the emerging art scene, the Granite Creek Trail mural, and four separate Arts and Craft Shows on the Courthouse Plaza.

MUSEUMS

- Sharlot Hall Museum
- Museum of Indigenous People
- The Phippen Museum – Art and Heritage of the American West

CENTERS

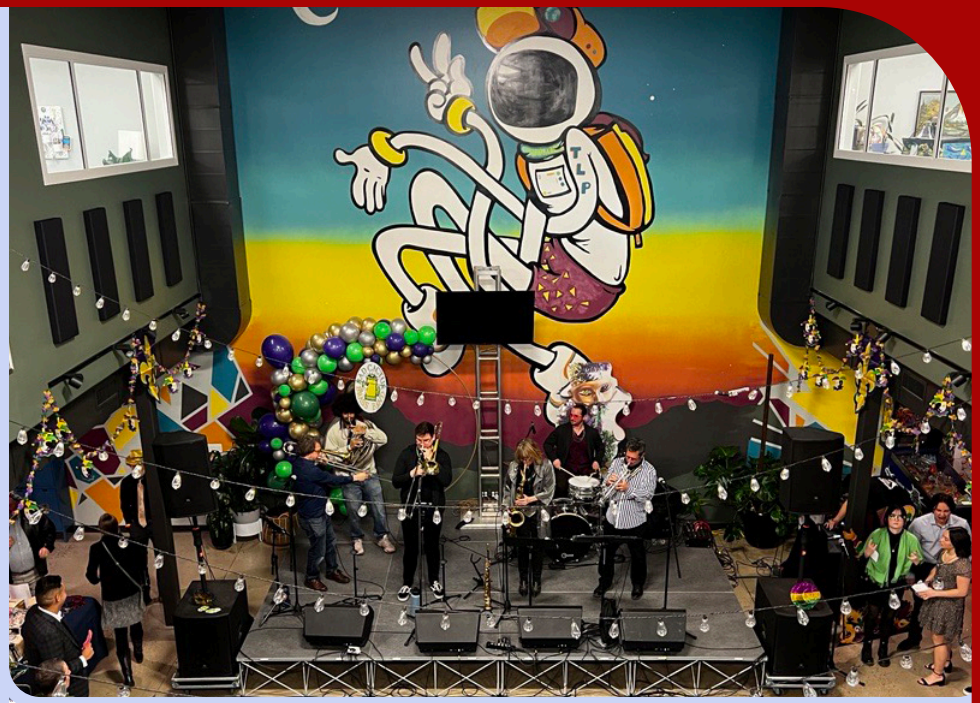
- Prescott Western Heritage Center
- Granite Mountain Interagency Hotshot Crew Learning and Tribute Center
- Natural History Institute
- Highland Center for Natural History

PERFORMANCE VENUES

- **Yavapai Community College Performance Hall**
  https://www.ycpac.com/
- **Historic Prescott Elks Theatre**
  https://www.prescottelkstheatre.org/
- **Hazeltine Theatre**
  https://www.the-hazeltine.com/
- **Ruth Street Theatre (Prescott High School)**
  https://sites.google.com/prescottschools.com/ruth-street-theater/events

EVENTS

- **Whiskey Off-Road Mountain Bike Race** in April
  https://epicrides.com/events/whiskey-off-road/event-guide/
- **Prescott Bluegrass Festival** in June
  http://www.prescottbluegrassfestival.com/
- **Prescott Frontier Days** and **World's Oldest Rodeo** in July
  https://worldsoldestrodeo.com/
- **Arizona Cowboy Poets Gathering** in August
  https://azcowboypoets.org/
- **Whiskey Row Marathon** in October
  https://whiskeyrowmarathon.com/
- **Acker Night Musical Showcase** in December
  https://www.ackernight.com/



Healthcare

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

The Dignity Health Yavapai Regional Medical Center Prescott Campus (Dignity) is a 137-bed facility, which is the cornerstone of the hospital's growing healthcare presence in western Yavapai County. Dignity provides state-of-the-art technology and offers area residents the skills of more than 265 physicians, whose practices cover multiple specialties to benefit people of all ages. Hundreds of professional nurses, therapists, technicians, support personnel, and volunteers play an equally important role in the hospital's mission to provide comprehensive, high-quality healthcare consistent with the needs of surrounding communities.

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

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

Exceptional Community Hospital is a new 20,724 square-foot specialty hospital focused on internal medicine. The hospital includes nine emergency exam rooms and nine in-patient rooms with associated support spaces.

HEALTHCARE EXISTING CONDITIONS

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

The many healthcare services and options offered through Dignity and its medical staff are complemented by the programs and services offered by the Northern Arizona VA Health Care System, which is headquartered in Prescott. The VA provides a continuum of primary and secondary level medical, behavioral health/ domiciliary, rehabilitative, and long-term care to veterans residing throughout northern Arizona. Healthcare in the Prescott area also

encompasses a wide range of other specialties and services, including optometrists, dentists, natural medicine practitioners, and outpatient testing and treatment at every level of need.

There is a strong selection of mental health services—both private and government-funded—along with programs and services to benefit addiction services, developmentally disabled, and physically challenged citizens of every age group and ability.

Prescott is home to a growing number of retirees and senior citizens, and it supports this segment of the population with a comprehensive selection of services specifically tailored to senior needs. Exercise and wellness programs keep the elder population mentally and physically fit. A variety of assisted living facilities offer housing and lifestyle choices to meet a wide range of financial and personal preferences. Nursing home care is readily available to seniors who require specialized and/or around-the-clock medical attention. For the younger and middle-aged generations, Prescott healthcare provides outreach services and programs that focus on everything from parenting skills and osteoporosis prevention, to anger management and diabetes care and prevention. Prevention, in fact, is taking on new meaning as healthcare costs continue to rise across the board. Prescott is a leader in the prevention arena by virtue of offering comprehensive options. This allows individuals to play a key role in managing their own health and the health of their family.

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

HEALTHCARE CONCERNS

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

With the cost of housing in Prescott and the lack of transit to bring employees into Prescott from the surrounding areas, there has been little incentive for perspective nurses and doctors to come to the area. Prescott's Workforce Housing Committee has met with the healthcare industry in regard to housing and the ability to bring nurses and doctors to the area to fill the needs of the residents.

AMBULANCE SERVICES

For emergency medical transportation services, the City contracts with Lifeline Ambulance and partners with Priority Ambulance Yavapai. Both work with the local fire departments and respond to emergency and non-emergency medical care calls.

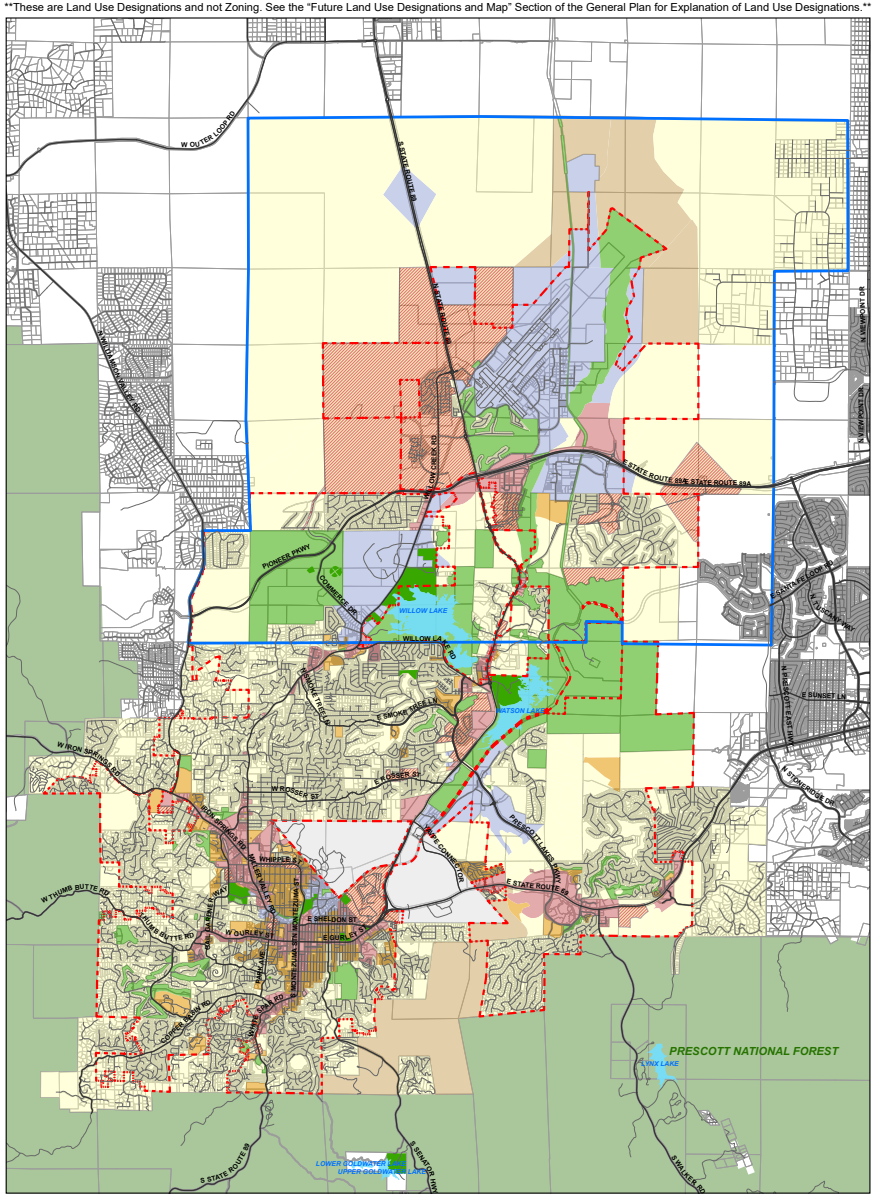
City of Prescott Future Land Use Map

- Commercial
- Commercial/Employment
- Very-Low Density Res. (1 DU/Acre)
- Low-Medium Density Res. (2-7 DU/Acre)
- Med-High Density Res. (8-32 DU/Acre)
- Mixed Use
- Yavapai-Prescott Indian Reservation
- Open Space
- Recreation
- Airport Specific Area Planning Boundary
- City of Prescott Corporate Limits

CITY OF PRESCOTT

0 0.5 1 2 Miles

These are Land Use Designations and not Zoning. See the "Future Land Use Designations and Map" Section of the General Plan for Explanation of Land Use Designations.



CHAPTER 6

MAJOR PLAN AMENDMENTS

A major plan amendment *"means a substantial alteration of the municipality's land use mixture or balance as established in the municipality's existing general plan land use element."* ARS Section 9-461.06.H. The City's general plan is required to define the criteria for determining whether a proposed plan amendment is a "major amendment."

A. The following table delineates the criteria for a Major Plan Amendment:

(From: Across To: Down)	**Open Space/ Recreation**	**Very Low Density**	**Low-Medium Density**	**Medium-High Density**	**Mixed Use**	**Commercial**	**Commercial/ Employment**
Open Space/ Recreation		*Minor*	*Minor*	*Minor*	*Minor*	*Minor*	*Minor*
Very Low Density	*Major*		*Minor*	*Minor*	*Minor*	*Minor*	*Minor*
Low-Medium Density	*Major*	*Minor*		*Minor*	*Minor*	*Minor*	*Minor*
Medium-High Density	*Major*	*Major: 10 AC+ Minor: < 10 AC*	*Major: 20 AC+ Minor: < 20 AC*		*Minor*	*Minor*	*Minor*
Mixed Use	*Major*	*Major: 10 AC+ Minor: < 10 AC*	*Major: 10 AC+ Minor: < 10 AC*	*Major: 10 AC+ Minor: < 10 AC*		*Minor*	*Minor*
Commercial	*Major*	*Major: 5 AC+ Minor: < 5 AC*	*Major: 10 AC+ Minor: < 10 AC*	*Major: 10 AC+ Minor: < 10 AC*	*Major: 10 AC+ Minor: < 10 AC*		*Minor*
Commercial/ Employment	*Major*	*Major: 5 AC+ Minor: < 5 AC*	*Major: 10 AC+ Minor: < 10 AC*	*Major: 10 AC+ Minor: < 10 AC*	*Major: 10 AC+ Minor: < 10 AC*	*Major: 20 AC+ Minor: < 20 AC*	

B. General Plan text amendments that change existing guiding principles or goals or strategies shall constitute a "major plan amendment". Text amendments that are simply complementary, illustrative or otherwise compatible with the existing goals, objectives and policies shall not be deemed to be a major plan amendment.

C. Inclusion of additional territory into the City limits by annexation and the initial zoning thereof, as required by ARS 9-471 (M), shall not constitute a Plan Amendment. If the subsequent rezoning of said additional territory comes within the criteria as set forth in Paragraph A above, it shall constitute a Major Plan Amendment.

CITY OF PRESCOTT
ARIZONA

ADOPTION TIMELINE

MAJOR PLAN AMENDMENT ARS 9-461-06 MANDATED TIMELINES

FEB. – APRIL 2026

COUNCIL SUBCOMMITTEE ESTABLISH THE PUBLIC PARTICIPATION PLAN AND IDENTIFY AREAS/ELEMENTS TO BE UPDATED, ADDED OR REMOVED

MAY – JUNE 2026

PUBLIC AGENCY & COMMUNITY OUTREACH

JULY – AUGUST 2026

REVIEW & CONSIDER AGENCY COMMENT & PUBLIC INPUT

SEPT. – OCT. 2026

60-DAY REVIEW PERIOD

NOV. 2026 – JAN. 2027

FINALIZE DRAFT PLAN

FEB. – MARCH 2027

PLANNING AND ZONING COMMISSION - TWO MEETINGS AT SEPARATE LOCATIONS

APRIL – MAY 2027

CITY COUNCIL MEETING

JUNE 2027

DEADLINE FOR NOVEMBER 2027 BALLOT LANGUAGE

NOVEMBER 2027

ELECTION