

City of Prescott
**Council Subcommittee on General Plan
Review**



March 11, 2026 | 3:00 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. Approval of the February 11, 2026 and February 25, 2026 Subcommittee for General Plan Review Minutes.
Recommended Action: MOVE to approve the minutes as presented
 - B. Review & Discussion Regarding the Following Chapters of the June 24, 2025 Draft General Plan: Chapter 2) A Community Connected; Chapter 3) Great Places and Neighborhoods; and Chapter 4) Economic Competitiveness and Prosperity.
Recommended Action: This item is for discussion only. No formal action will be taken.
4. **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 3/5/26 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: March 11 General Plan Subcommittee
DATE: March 11, 2026
DEPT: Community Development
ITEM #: 3.A
SUBJECT: Approval of the February 11, 2026 and February 25, 2026 Subcommittee for General Plan Review Minutes.

ITEM SUMMARY

This item is for the approval of the February 11, 2026 and February 25, 2026 Subcommittee for General Plan Review meeting minutes. Staff recommends approval of the minutes as presented.

BACKGROUND

None.

FINANCIAL IMPACT

There is no fiscal impact associated with this item.

RECOMMENDED ACTION

MOVE to approve the minutes as presented

ATTACHMENTS

1. February 11, 2026 Subcommittee for General Plan Review Minutes
2. February 25, 2026 Subcommittee for General Plan Review Minutes



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

MINUTES

1. CALL TO ORDER

Mayor Cathey Rusing called the meeting to order at 2:11p.m.

2. ROLL CALL

Cathey Rusing - Mayor
Mary Frederickson – Councilwoman
Patrick Grady – Councilman

3. DISCUSSION & ACTION ITEMS

A. Discussion & Possible Action Regarding Appointment of Chair and Vice-Chair for the Subcommittee.

Member Frederickson suggested that Committee Member Rusing serve as Chair in her capacity as Mayor.

Member Grady expressed support for Committee Member Rusing serving as Chair but acknowledged the significant obligations associated with the Mayor's role. He stated that he would be willing to serve if Committee Member Rusing did not have the capacity to do so.

Member Rusing accepted the nomination, noting her longstanding involvement with the General Plan.

**MEMBER FREDERICKSON MOVED TO APPOINT MEMBER RUSING AS CHAIR;
SECONDED BY MEMBER GRADY: PASSED (3 – 0)**

**CHAIR RUSING MOVED TO APPOINT MEMBER GRADY AS VICE-CHAIR;
SECONDED BY MEMBER FREDERICKSON: PASSED (3 – 0)**

B. Presentation & Discussion Regarding the General Plan and Desired Next Steps for Adoption Process.

The committee considered which of the General Plan iterations to establish as the base for review: 2015 General Plan, March 25, 2025 General Plan, OR June 24, 2025.

Planning Manager Alex Bramlette and Community Development Director Chelsea Walton provided an overview of the General Plan process and the baseline document options before the Subcommittee.

Land Use Map Discussion

Chair Rusing discussed long-term water policy and stated she identified changes to the land use map between prior versions and the March 25, 2025 version. She stated that the March 25, 2025 map included an expanded area of approximately 12 square miles, which included areas near Williamson Valley, toward the base of Granite Mountain, and beyond Outer Loop Road.

Further, Chair Rusing stated that residents in Williamson Valley did not want to be annexed and the City did not desire to expand growth boundaries into those areas. She stated it was beneficial that the March 25, 2025 version was not adopted, as the map issue was discovered during review. Additionally, she stated that the June 24, 2025 version restored the land use map boundaries to align with the same overall size reflected in the 2015 General Plan. Committee Member Rusing stated she preferred beginning with the June 24, 2025 version to avoid revisiting previously resolved issues.

Discussion occurred regarding the land use amendment chart and the distinction between major and minor amendments. Chair Rusing stated there were still concerns with the chart and indicated it required additional review.

Anti-Discrimination Clause Discussion

Chair Rusing raised concerns regarding the anti-discrimination language contained within the March and June versions of the draft plan. She stated the language did not change between the two versions and noted prior work had been completed to narrow language in that section, and she feels the Subcommittee should obtain input from the selected consultant regarding recommendations for that language.

Consultant Procurement Discussion

Vice Chair Grady asked whether there was a potential expedited process for engaging a consultant, rather than going through the RFP process.

Deputy City Attorney Matt Podracky explained that the General Plan consultant services would qualify as professional services. As such, professional services would allow the City to utilize direct selection rather than a formal solicitation process, enabling the City to negotiate directly with a consultant and expedite the process.

Chair Rusing expressed support for doing so as soon as possible, noting the importance of selecting a consultant who is familiar with Arizona and has experience preparing General Plans for other communities.

Mr. Podracky stated staff would work with the Community Development Department to identify consultants who may be a good fit based on experience and cost and would seek examples of their prior work.

Ms. Bramlette stated that onboarding a consultant could take approximately three to four months. Ms. Bramlette also noted that consultant fees may depend on the amount of work completed by the Subcommittee prior to engagement.

Ballot Timeline and Statutory Considerations

Subcommittee Members discussed election timelines and the feasibility of placing the General Plan on a future ballot, expressing a strong desire to place the General Plan on the November 2026 ballot. Committee Member Rusing expressed concern that a prolonged process may reduce public confidence and stated her preference would be to move forward as efficiently as possible.

Ms. Bramlette advised that based on the level of changes anticipated, the required public outreach, and public agency review timelines, staff's recommendation was that a November 2027 election was the more realistic timeframe for adoption and voter ratification.

Vice Chair Grady stated that he believed the Subcommittee could potentially meet a November 2026 ballot deadline if final recommendations and ballot language were completed by the end of June 2026.

Deputy City Attorney Alane Moore provided clarification regarding Arizona Revised Statutes § 9-461.06(K), which requires a municipality to either readopt an existing General Plan or adopt a new General Plan on or before the tenth anniversary of its most recent adoption. She stated that the city did not readopt the 2015 General Plan within the required timeframe and did not adopt and ratify a new General Plan pursuant to subsection M, and given the current position, the more conservative approach would be to proceed through the full statutory adoption process, including a longer required public review period, to ensure transparency and reduce potential legal risk.

City Attorney Joseph Young stated that the city is currently out of compliance with state law due to failure to readopt or adopt and ratify a General Plan within the statutory timeframe. He explained that Arizona Revised Statutes clearly provides that if a new General Plan is submitted to voters and fails, the previously adopted General Plan remains in effect. However, Mr. Young stated that the statute does not contain similar language addressing a situation where a municipality fails to submit a General Plan to voters prior to expiration of the ten-year period. Mr. Young stated that the assumption that the prior plan remains in effect is not expressly stated in statute and that the law contemplates that a municipality will submit a plan to voters within the required timeframe.

Major Plan Amendment Chart and Timeline Clarification

Chair Rusing raised an additional concern regarding the major plan amendment chart, noting that the chart referenced open space and recreation areas being redesignated to very low density and commercial employment. She stated that the chart appeared to be outdated and reiterated her focus on ensuring the land use map reflects accurate and current policy direction. Committee Member Rusing stated that she believed the June 24, 2025 version addressed some of those concerns but requested further review.

Vice Chair Grady also questioned the previously presented adoption timelines, stating that staff had previously presented a timeline that would extend to 2027, as well as a timeline reflecting a minor plan amendment process with mandated deadlines. He expressed confusion as to why the Subcommittee could not meet the earlier timeline, stating that there had been an understanding that the General Plan could potentially be placed before voters in 2026, and asked whether the current recommendation was based on the conclusion that the revisions would constitute more than a minor plan amendment.

Community Development Director Chelsea Walton stated that based on her experience working with the public throughout the General Plan process, the plan has received significant public attention. Ms. Walton stated that if the city appears to be rushing the process, it may negatively impact public confidence. She added that her recommendation would be to pursue an RFP process to support a transparent and well-paced process, noting that the 2027 election timeline was the most likely outcome based on statutory requirements and public outreach needs. Also, due to legal review and the extent of revisions anticipated, the city would be required to complete statutory public engagement requirements, including a 60-day public comment period. Ms. Walton stated that given the need to finalize ballot language by the end of June to meet election deadlines, there would not be sufficient time to accommodate placement on the 2026 ballot.

Ms. Walton addressed Chair Rusing's earlier comments regarding revisions between the March and June versions of the plan. Ms. Walton stated that Council reviewed a version of the plan on March 11, 2025, and stated that Mayor Pro Tem Fruhwirth's revisions occurred between the March 11, 2025 version and the March 25, 2025 version.

Chair Rusing stated that the Subcommittee should attempt to target the November 2026 ballot and suggested that the consultant be asked to review the process and advise whether the November 2026 election timeline is feasible. She stated that if the consultant determines it is not feasible, the city could adjust to a later election date. Chair Rusing expressed concern that a prolonged timeline may increase public skepticism and reduce voter support on the plan.

Member Frederickson expressed support for attempting to place the General Plan on the November 2026 ballot, she stated that the city did not meet the statutory deadline to place a plan before voters by the expiration of the 2015 plan and that addressing the lapse as soon as possible would be beneficial. Member Frederickson added that she believed the draft General Plan contains the statutory required elements and that consultant review could assist in refining the document. Finally, she discussed the value of coordinating the General Plan election with anticipated charter amendments and increased voter turnout.

Subcommittee Members discussed whether the General Plan is required to be placed on the general election ballot, versus the primary.

Mr. Podracky responded that the statute allows submission at a regularly scheduled municipal election or a special election, so it could be either.

Ms. Bramlette provided additional clarification regarding statutory deadlines, stating that in order to meet deadlines for a November 3, 2026 ballot measure, the required 60-day public comment period would need to be completed by the second week of June 2026.

City Clerk Sarah Thornhill clarified that the Plan and ballot language would need to be approved by Council on or before the June 23, 2026 agenda in order to meet the November 2026 ballot deadlines. Ms. Thornhill stated that the required public engagement period would therefore need to begin in April 2026 and that this timeline would not allow sufficient time for consultant onboarding and review prior to initiating the public process.

Chair RUsing requested that staff provide a revised adoption timeline outlining the required deadlines and milestones.

Major vs. Minor Amendment Discussion

Subcommittee Members discussed the distinction between major and minor General Plan amendments, including whether certain revisions could be considered minor amendments.

Mr. Podracky stated that the definition of a major amendment is included in Arizona Revised Statutes § 9-461.06(H), which defines a major amendment as a substantial alteration of the municipality's land use mixture or balance as established in the land use element. He commented that a municipality's General Plan should define the criteria for determining whether a proposed amendment constitutes a substantial alteration.

Subcommittee Members discussed examples of changes that may be considered minor, including removal of non-land use references.

Ms. Bramlette stated that minor amendments are not currently defined in the city's adopted General Plan, but that the draft plan includes definitions and criteria that may be used as reference.

Ms. Moore stated that the discussion of major versus minor amendments presupposes the existence of an adopted General Plan. She commented that because the city did not readopt the 2015 General Plan within the statutory ten-year period, the city is in a position where proceeding through the full statutory adoption process is the more conservative approach.

Chair Rusing stated the Subcommittee should proceed cautiously and supported moving forward under the conservative statutory approach.

Direction on Ballot Goal

Following discussion, Subcommittee Members stated the goal of placing a revised General Plan on the July 2027 Primary Ballot that will be overwhelmingly supported by the community.

Chair Rusing stated that it is important for the public to understand that portions of the General Plan, including the land use element, are legally binding.

Review Process and Next Steps

Ms. Bramlette asked whether the Subcommittee Members wished to continue reviewing the General Plan prior to the consultant being retained. Subcommittee consensus to continue reviewing the June 24, 2025 plan and to proceed through the document in sections during future meetings.

Chair Rusing requested that staff begin drafting an executive summary for the General Plan.

Member Frederickson stated an executive summary would be beneficial for the public.

Ms. Bramlette stated staff would begin drafting an executive summary.

Subcommittee Members discussed comparing the March 25, 2025 plan to the June 24, 2025 plan and identifying any provisions that may be recommended for inclusion in the baseline document and agreed that the next meeting discussion would include the Introduction and Chapters 1 and 2.

Direction to Staff – Consultant Scope and Executive Summary

Ms. Bramlette stated staff would begin preparing a scope for direct selection of a consultant, and asked whether the Subcommittee wished to review and approve the scope prior to staff moving forward.

Chair Rusing stated the Subcommittee did not need to review the scope, and staff could proceed while keeping the Subcommittee informed, she requested that staff begin drafting an executive summary for the General Plan to improve accessibility for the public.

Member Frederickson concurred that an executive summary would be helpful.

Ms. Bramlette stated staff would begin drafting an executive summary.

Subcommittee Members discussed conducting Subcommittee review of the June 24, 2025 plan in sections, beginning at the start of the document. Committee Members agreed the next meeting discussion would focus on the Introduction and Chapters 1 and 2.

4. GENERAL ANNOUNCEMENTS FROM STAFF

Ms. Bramlette stated staff anticipated meetings on the second and fourth Wednesday of each month. She stated the next meeting was anticipated for February 25, followed by March 11, and April 8. Ms. Bramlette noted the March 25 meeting date would not be scheduled due to the Council break.

Ms. Bramlette noted staff would make best efforts to provide meeting materials in advance, but that civic clerk posting timelines may require a short turnaround.

4. ADJOURNMENT

There being no further business to discuss, Committee Member Cathey Rusing adjourned the meeting at 4:22pm.

Mayor Cathey Rusing, Chair

Lizzett Enriquez, Board Secretary



City of Prescott

Council Subcommittee on General Plan Review

February 25, 2026 | 2:00 PM
201 N. Montezuma Street
Council Chambers, 1st Floor
Prescott, AZ 86301

MINUTES

1. CALL TO ORDER

Mayor Cathey Rusing called the meeting to order at 3:06pm.

2. ROLL CALL

Cathey Rusing – Chair
Patrick Grady – Vice Chair
Mary Frederickson – Member

3. DISCUSSION & ACTION ITEMS

A. Presentation & Discussion Regarding Consultant Scope of Work and Draft Project Timeline

Community Development Director Chelsea Walton presented the proposed consultant scope of work and draft project timeline. She explained that staff prepared the scope based on prior Subcommittee direction and distributed it to nine firms with general plan experience in Arizona. She noted that refinements could be made if needed and that proposals would include consultant-developed timelines.

Ms. Walton reviewed the draft timeline, including options for placement of the General Plan on either the July 2027 or November 2027 ballot. She explained statutory requirements, including the 60-day public review period and related deadlines, and outlined differences in process depending on whether the consultant contract exceeds \$50,000.

Discussion included:

- Ballot timing and advantages of the November 2027 election to allow additional review time.
- Statutory requirements related to the 60-day review period.
- Outreach to neighboring jurisdictions and public agencies.
- Clarification from legal counsel regarding statutory requirements tied to population thresholds of 50,000 residents.
- Consideration of whether to include optional statutory elements in anticipation of future population growth.
- Placement and timing of preparation of the Executive Summary.

Public Comment:

Member of the public Robert Shegog addressed the Subcommittee and stated that he supports retaining the non-discrimination language within the General Plan. He expressed concern that any consultant selected should respect and preserve that language. He noted that the City had previously worked to adopt the language through civil discourse and urged careful consideration during consultant selection to ensure the statement is not removed or weakened.

Member of the public Jim Helbling addressed the Subcommittee regarding the non-discrimination language in the General Plan. He referenced the March 11, 2025 Council meeting at which the language was adopted by a 6–1 vote and stated that he was disappointed the matter continues to be discussed. He noted that residents have previously spoken in support of retaining the language and described it as important to members of the community. He provided a written handout responding to prior objections and requested an opportunity to meet with Subcommittee members to further discuss the issue.

This item was for discussion only. No action taken.

B. Review & Discussion Regarding the First Three Chapters of the June 24, 2025 Draft General Plan:

1. Introduction
2. Chapter 1: Resiliency and Sustainability
3. Chapter 2: A Community Connected

The Subcommittee began reviewing the Introduction and Chapter 1.

1B) Introduction

Discussion included:

- Updating references to the 2025 ballot and prior public participation process.
- Consideration of formatting, layout, graphics, and photographs.
- Whether to reorganize the document to more closely align with Arizona Revised Statutes § 9-461.05 and explicitly reference required statutory elements.
- Maintaining livability goals versus restructuring strictly by statutory elements.
- Inclusion and placement of Prescott's Vision, Mission, and Values statements.
- Clarification of hyperlinks and long-term functionality of referenced external websites.
- Inclusion of full-size maps in the appendices, with thumbnail maps retained for reference.

Non-Discrimination Language

The Subcommittee discussed the diversity and non-discrimination language contained in the Introduction.

Vice Chair Grady expressed support for retaining the non-discrimination language, stating that prior public input reflected strong community support for its inclusion and that he believes it aligns with the City's adopted Vision and Mission.

Member Frederickson stated that she does not believe the non-discrimination clause is appropriate within a land use planning document. She noted that federal law already prohibits discrimination and expressed concern that the language implies the City has a systemic issue. She stated that the initial language affirming that Prescott welcomes all residents is sufficient and that she would strike the language beginning with "As such," including the list of protected characteristics.

Chair Rusing clarified that questioning the inclusion of the clause does not equate to support for discrimination and stated that discrimination is both morally wrong and illegal. She emphasized the importance of considering how the language may affect voter approval of the General Plan and suggested obtaining consultant input regarding how other Arizona jurisdictions have addressed similar language.

2B) Chapter 1 – Resiliency and Sustainability

Chair Rusing initiated discussion on Chapter 1 and suggested that certain terminology within the chapter be revised to make the language clearer and more accessible to the general public. She recommended incorporating more direct references to Arizona Revised Statutes throughout the document to clearly identify required elements and strengthen transparency. She also suggested emphasizing drought conditions more explicitly within the resiliency language, noting that the region has experienced prolonged drought conditions and that planning for long-term water security is critical.

Vice Chair Grady stated that he supported retaining the overall structure of the chapter as organized under the livability goals framework but agreed that referencing specific statutory requirements within sections would be helpful. He emphasized the importance of maintaining substantive content while avoiding unnecessary reductions in detail.

Member Frederickson commented that the organization of certain sections, including the Fire Department content, could be clarified. She suggested that public safety-related material be consolidated for better readability while still addressing wildfire mitigation and environmental planning components.

Ms. Walton noted that some of the Fire Department language had been drawn from the department's strategic plan and that placement adjustments could be made as directed.

The Subcommittee discussed the water resources section at length. Chair Rusing emphasized the importance of clearly identifying policies related to annexation, water service area boundaries, and intergovernmental agreements. She also recommended highlighting the City's water budget practices and ensuring that references to developing a long-term water management plan reflect that the process is currently underway. Ms. Walton confirmed that the long-term water management plan is in progress and that language would be updated accordingly.

Additional discussion included updating demographic data, ensuring references to voter-approved measures and funding sources are current, and clearly identifying required statutory elements such as conservation, water resources, public facilities, and cost of development within the chapter.

3B) Climate & Energy Section

The Subcommittee discussed terminology within the Climate section, including simplifying the phrase “climate adaptation” to more plain language. Chair Rusing suggested using terminology that is easily understood by the general public while still accurately reflecting planning efforts.

Vice Chair Grady recommended maintaining reference to the regional climate profile study while clarifying that the study represents third-party research and does not necessarily reflect adopted City policy.

Senior Assistant City Attorney Alane Moore confirmed that the hyperlink to the study remains active.

The Subcommittee discussed energy goals and strategies, including the potential inclusion of language encouraging electric vehicle infrastructure to support tourism and economic competitiveness.

Vice Chair Grady expressed support for including EV infrastructure as a strategy, noting regional comparisons. Chair Rusing agreed that tourism impacts could be referenced but suggested simplifying language for clarity.

The Subcommittee also discussed including reference to APS as the City’s primary energy provider and identifying any applicable conservation programs.

Maps

The Subcommittee discussed the format and legibility of maps included in the draft.

Chair Rusing expressed concern that several maps were difficult to read in their current format and recommended including full-size, detailed versions within the appendices. Ms. Walton stated that thumbnail maps could remain for reference with links or direction to larger versions.

The Subcommittee agreed that a future agenda item should be dedicated to a comprehensive review of all maps, particularly the General Land Use Map.

Due to time constraints, review of Chapter 2 (A Community Connected) was deferred to the next meeting. The Subcommittee completed its review of the draft through page 40.

This item was for discussion only. No formal action taken.

4. GENERAL ANNOUNCEMENTS FROM STAFF

Ms. Walton noted that the Subcommittee would continue review of Chapters 2, 3, and 4 at the next meeting.

5. ADJOURNMENT

There being no further business to discuss, Committee Member Cathey Rusing adjourned the meeting at 5:03pm.

Mayor Cathey Rusing, Chair

Lizzett Enriquez, Board Secretary



TO: MAYOR AND CITY COUNCIL
AGENDA: March 11 General Plan Subcommittee
DATE: March 11, 2026
DEPT: Community Development
ITEM #: 3.B
SUBJECT: Review & Discussion Regarding the Following Chapters of the June 24, 2025 Draft General Plan: Chapter 2) A Community Connected; Chapter 3) Great Places and Neighborhoods; and Chapter 4) Economic Competitiveness and Prosperity.

ITEM SUMMARY

This item is for the Subcommittee to review and discuss the following chapters of the General Plan:

- Chapter 2: A Community Connected
- Chapter 3: Great Places and Neighborhoods
- Chapter 4: Economic Competitiveness and Prosperity

BACKGROUND

This agenda item will facilitate Subcommittee recommendations and direction to staff for the plan update.

FINANCIAL IMPACT

There is no fiscal impact associated with this item.

RECOMMENDED ACTION

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

ATTACHMENTS

1. Chpt. 2 A Community Connected
2. Chpt. 3 Great Places and Neighborhoods
3. Chpt. 4 Economic Competitiveness and Prosperity

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 residences 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

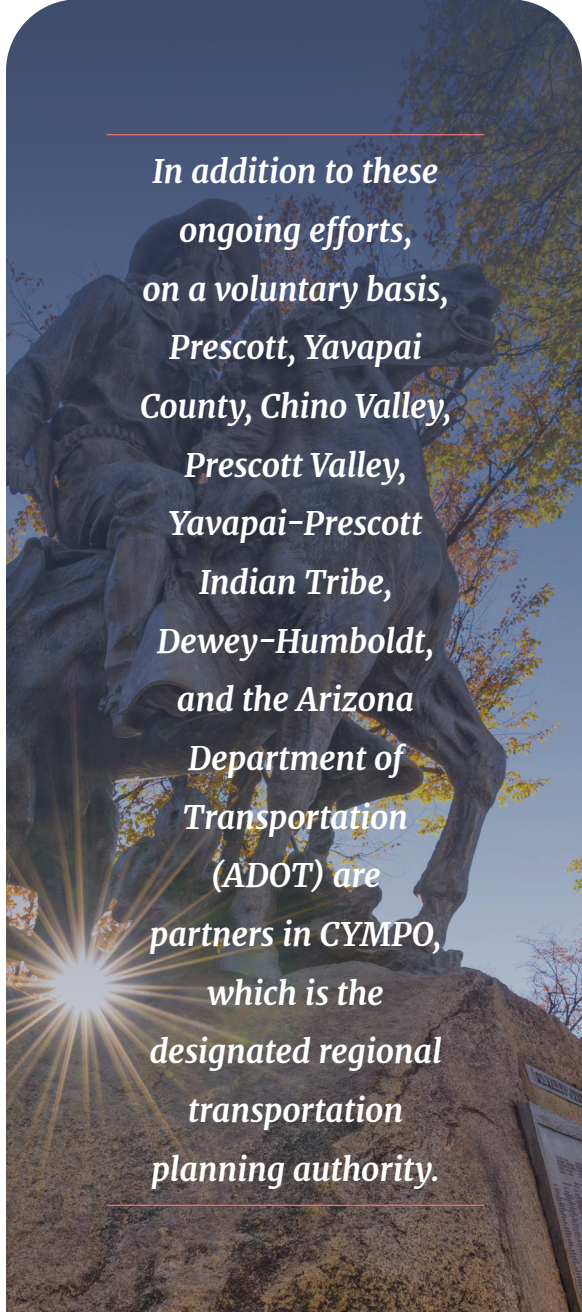
Transportation planning within Prescott is integrated into the City’s capital improvement budget and is coordinated with both land use planning and development review. Transportation needs are a required component in Specific Area Plans (SAPs) where Transportation Services and the Police Department examine 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.



In addition to these ongoing efforts, on a voluntary basis, Prescott, Yavapai County, Chino Valley, Prescott Valley, Yavapai-Prescott Indian Tribe, Dewey-Humboldt, and the Arizona Department of Transportation (ADOT) are partners in CYMPO, which is the designated regional transportation planning authority.

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

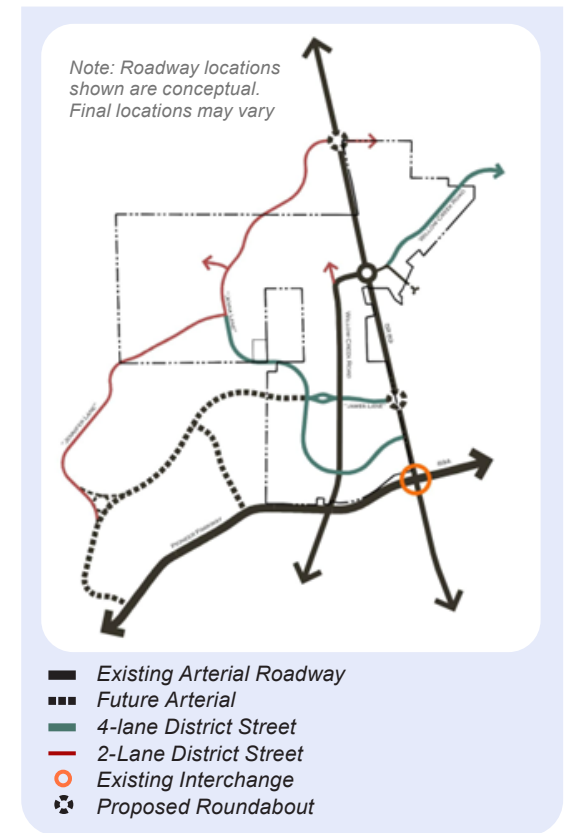
Over the last 10 years, master plan developments were approved within the City that would create new connections once they are completed. Here are examples:

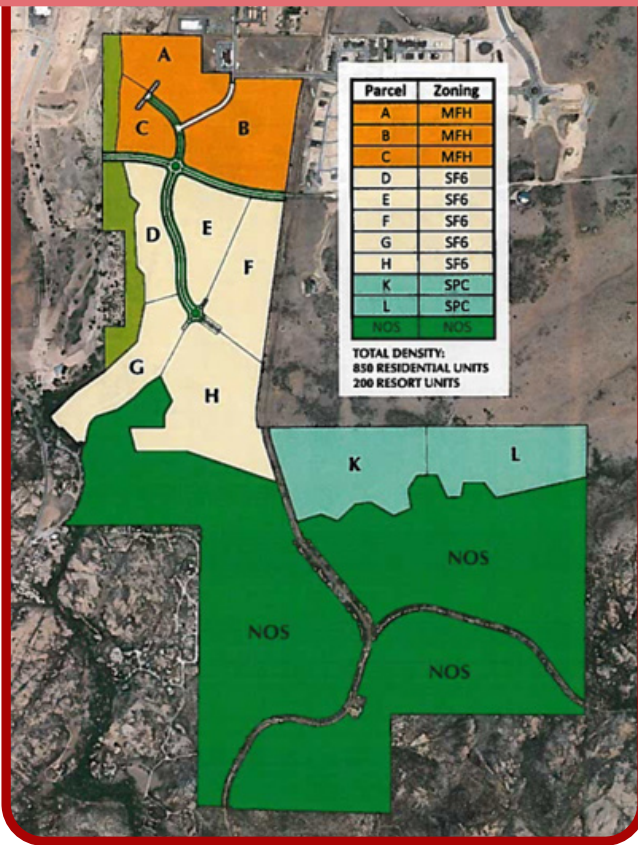
Deep Well Ranch Master Plan

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

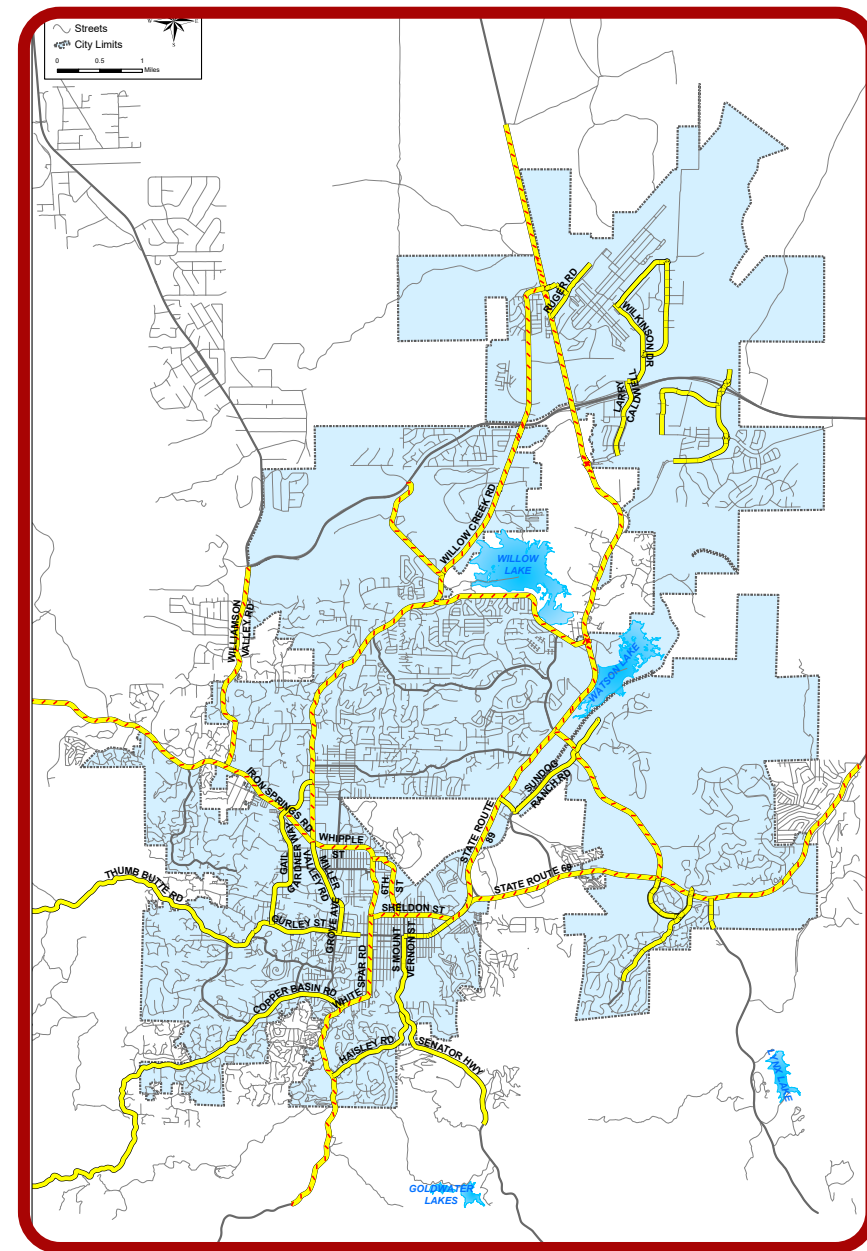
The designation of truck routes is intended to route truck traffic to streets where they would cause the least amount of neighborhood intrusion and where noise and other impacts would not be considered nuisances. Roadways providing access to freeways are the most likely candidates for truck route designation. 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



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.

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.

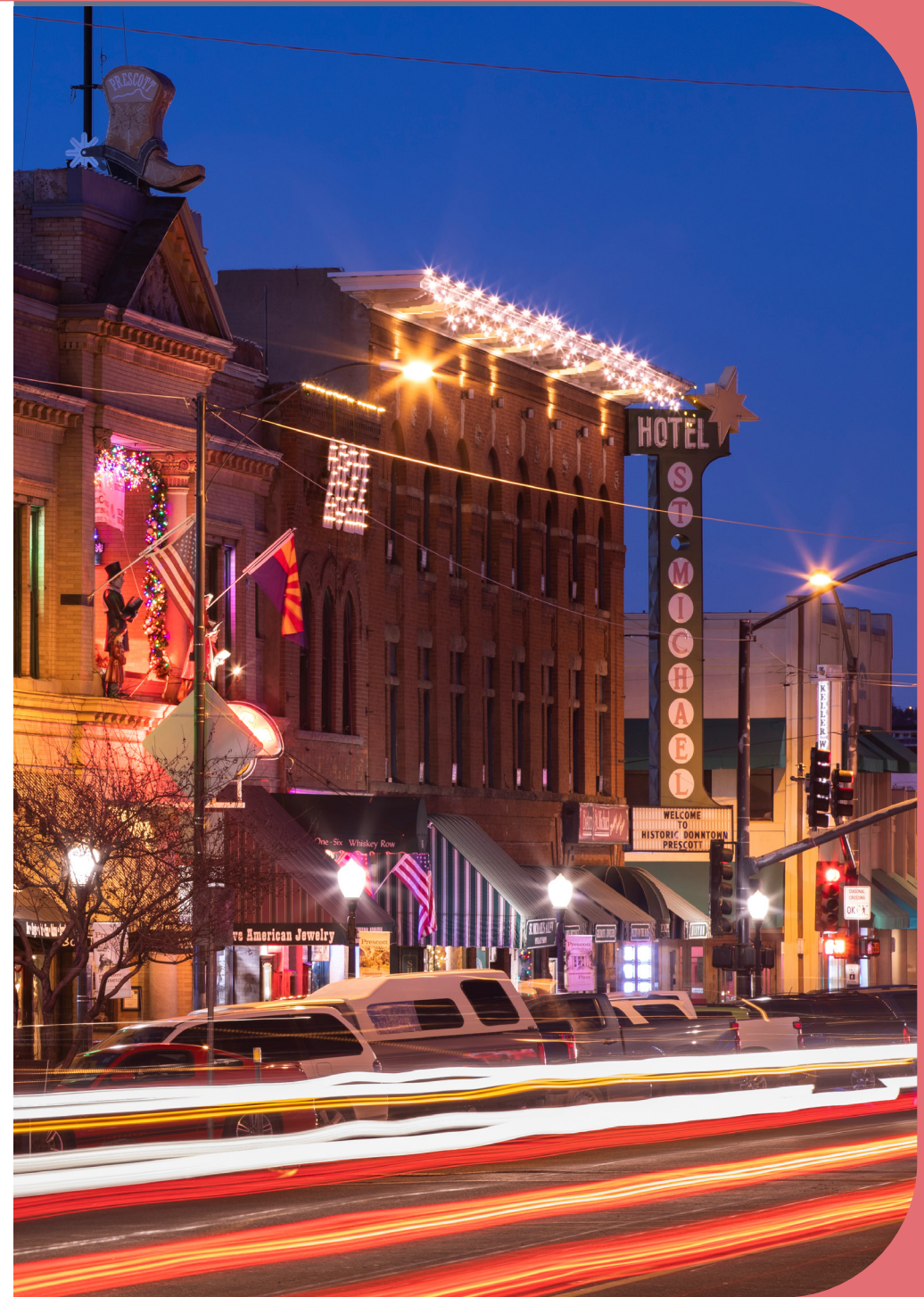
Goal 1: Local street designs should provide access for residential and commercial properties as well as emergency vehicles. Safety should be maintained for wildlife, residents, pedestrians, and bicyclists while enhancing the neighborhood environment.

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.



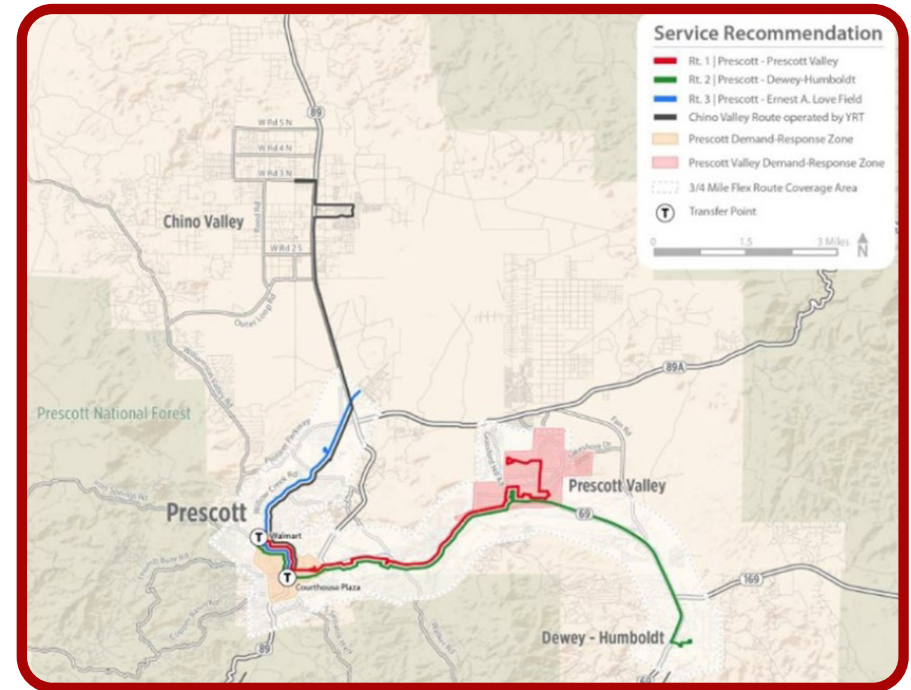
PUBLIC TRANSIT

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



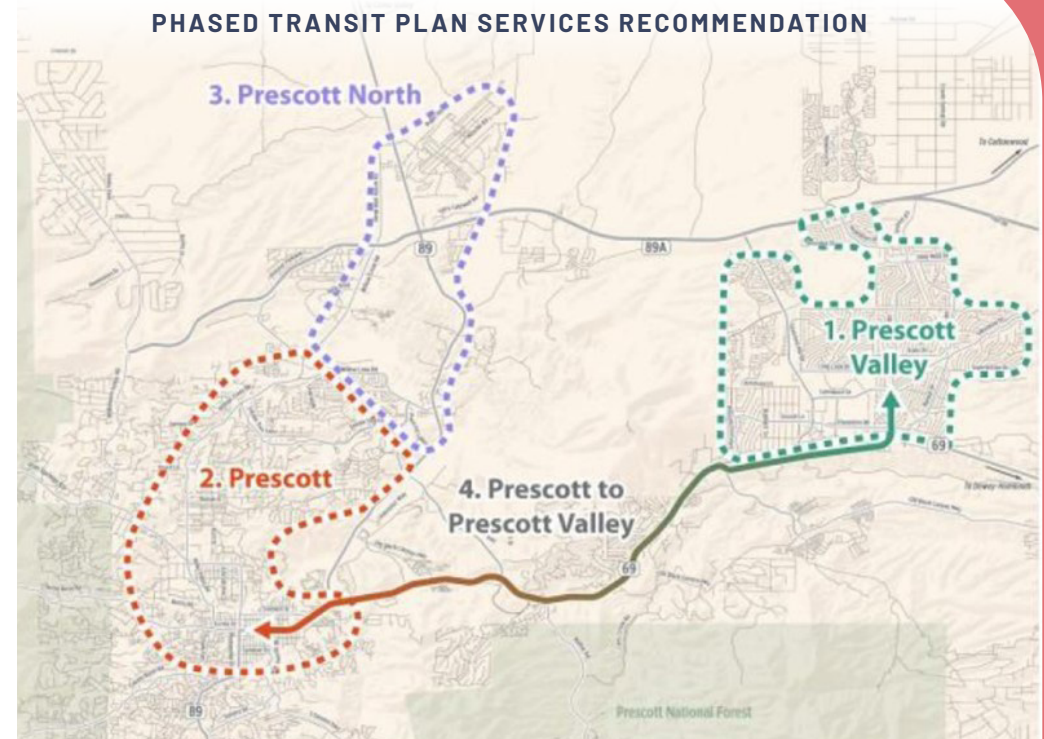
CYMPO has conducted studies on the feasibility of a regional public transit system. The Regional Transit Needs Study and the Transit Implementation Plan suggest a combination of basic fixed and flexible route transit services, including a park-and-ride component. The Yavapai Regional Transit Authority, 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.**



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.

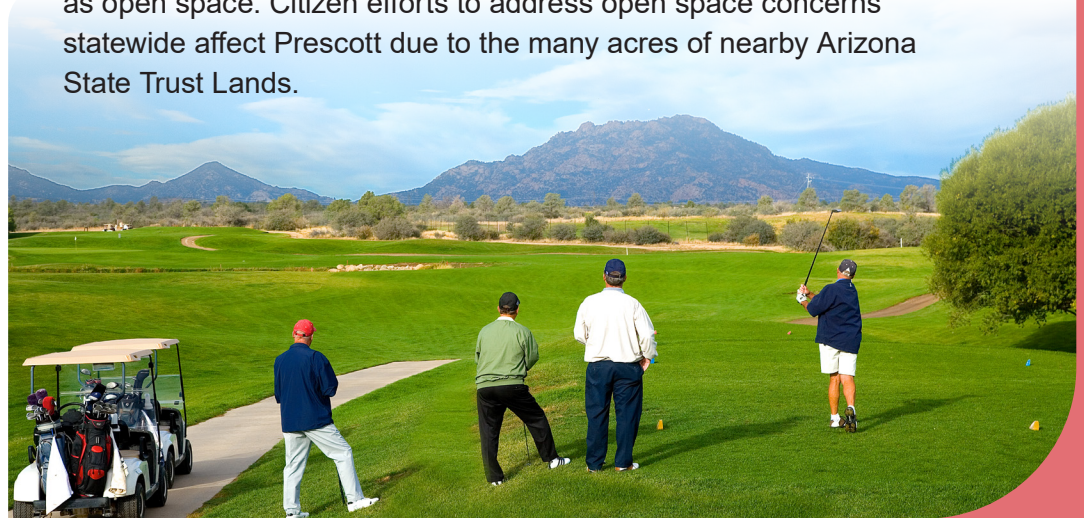
A more specific type of public open space is known as a preserve. These are lands set aside and protected from development by purchase, covenants, City charter clauses, and/or state or federal laws. Some existing preserves include the hill, and areas east of Thumb Butte, Boyle-DeBusk Open Space Preserve,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



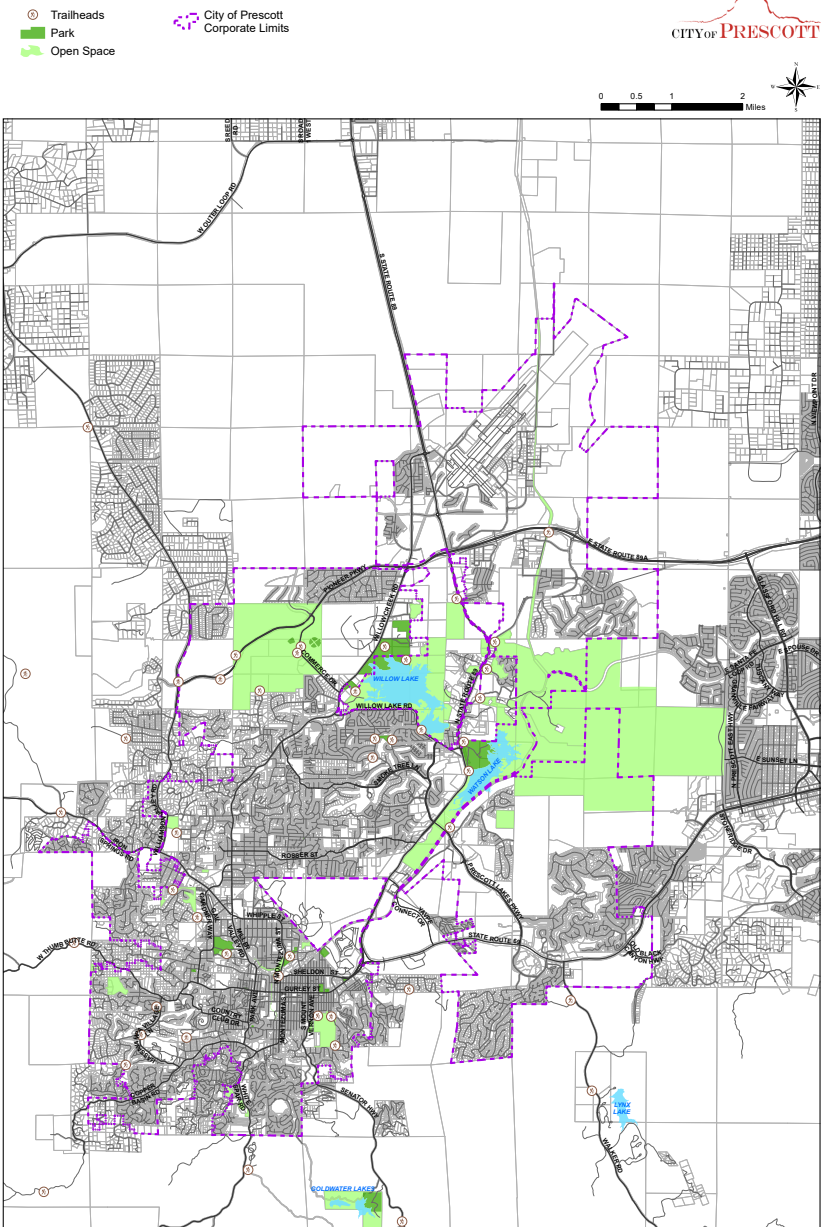
OPEN SPACE POLICY

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.

City of Prescott Open Space/Recreation



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.

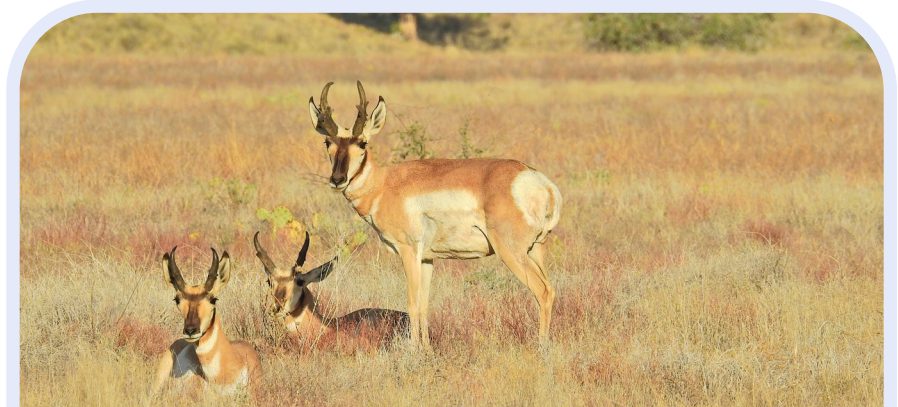
CHALLENGES

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.



GREAT PLACES AND NEIGHBORHOODS

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 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

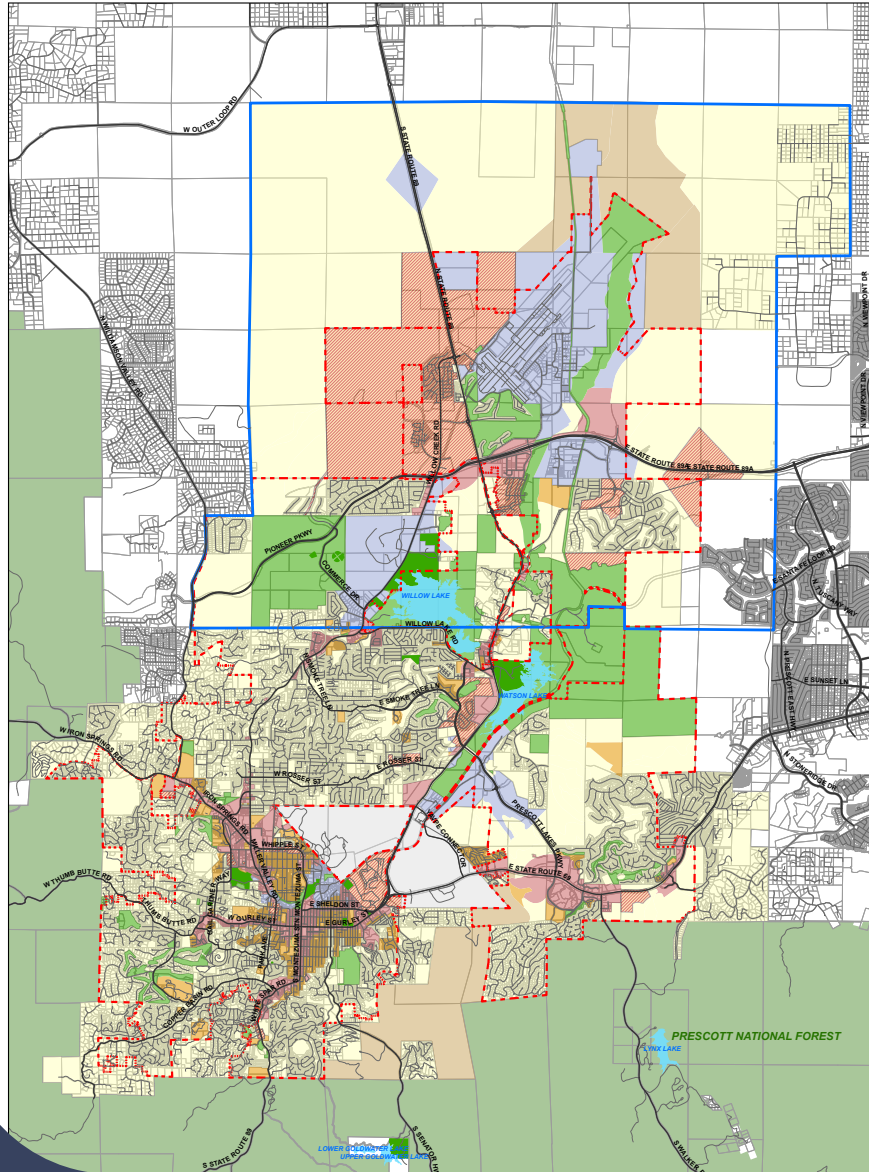


City of Prescott Future Land Use Map

- 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



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.



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.

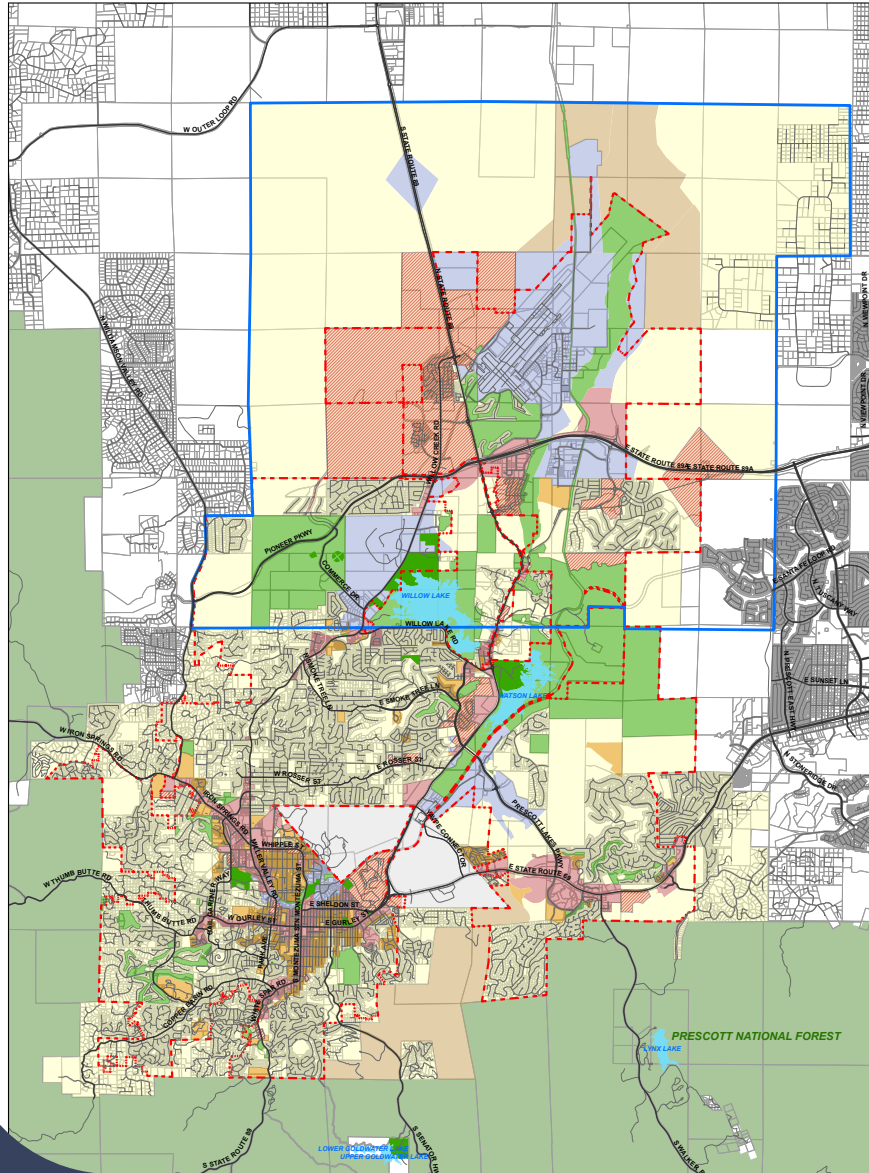


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VERY LOW-DENSITY RESIDENTIAL (1 DU/AC)

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 reuse 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.



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*



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 aviation 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.

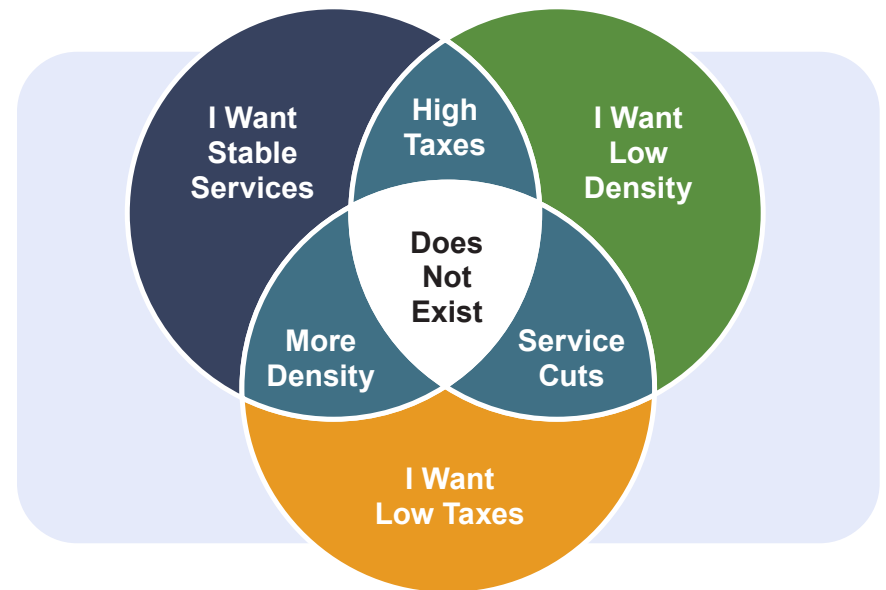
Goal 5: Promote effective management and mitigation of negative growth impacts.

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/>).

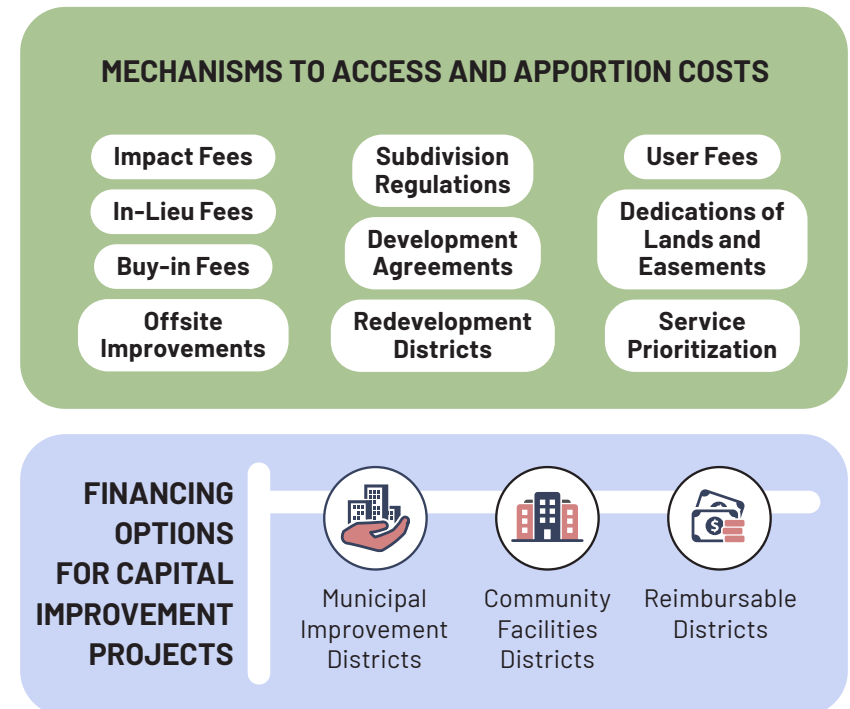
Along with impact fees, building permit fees, and planning application fees are charged to pay planning and inspection costs for the development of new buildings. Building permit fees are reviewed regularly. Periodically, the costs of new residential construction should also be reviewed periodically.

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.

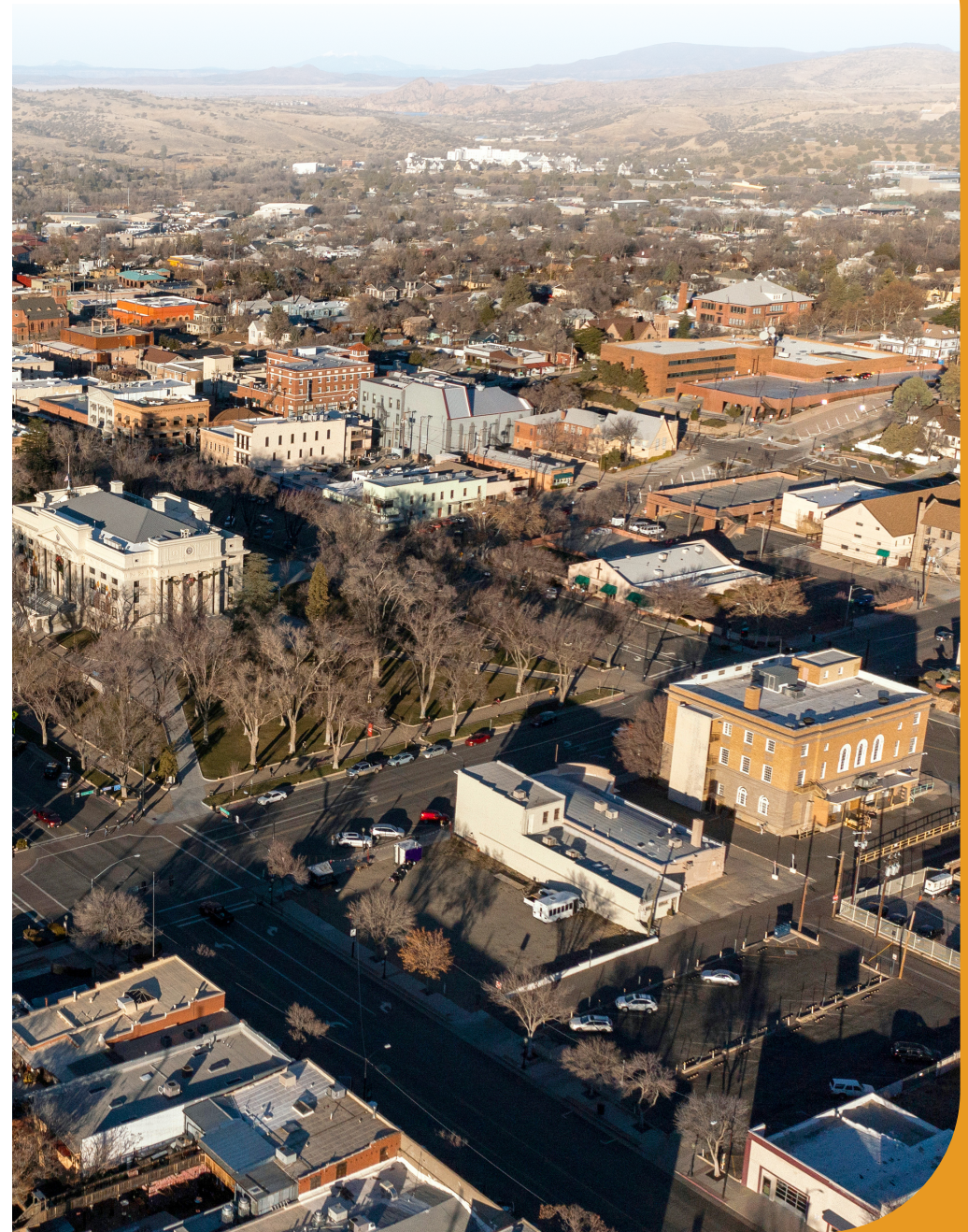
COST OF DEVELOPMENT GOALS AND STRATEGIES

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

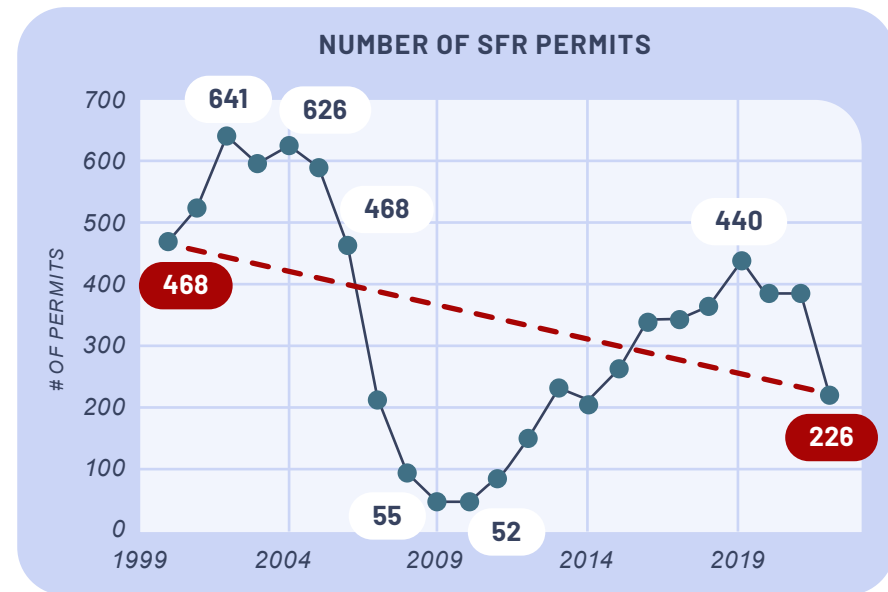
challenge in Prescott due to the growing percentage of the retiree population. Balanced housing needs require the promotion and availability of a variety of housing types and encouraging sufficient numbers of housing units for all income groups. This is a direct result of the aging demographic trends.

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.



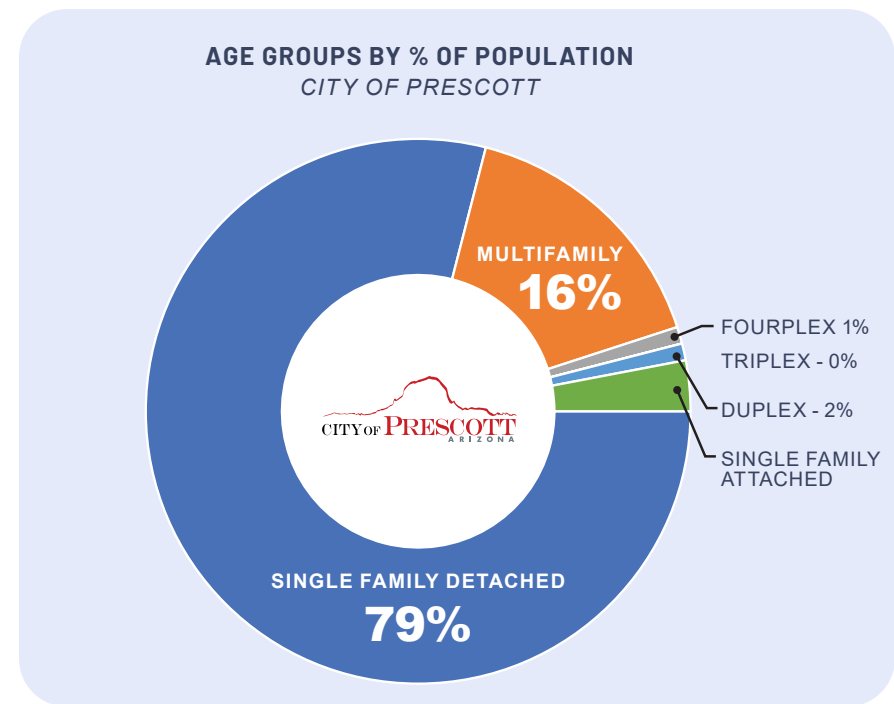
Source: City of Prescott Building Department

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.

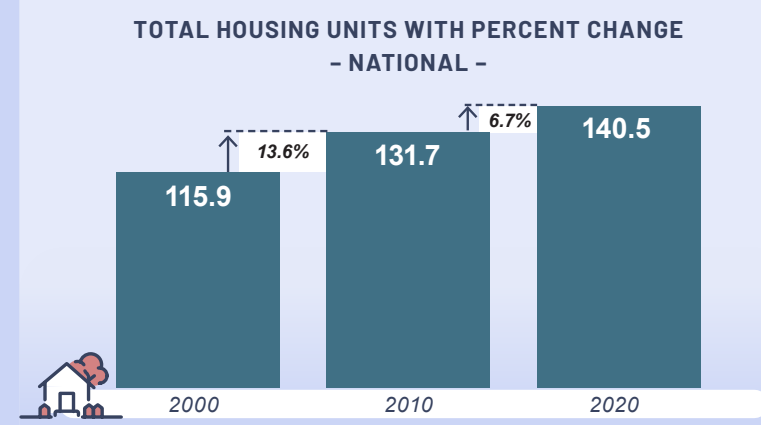
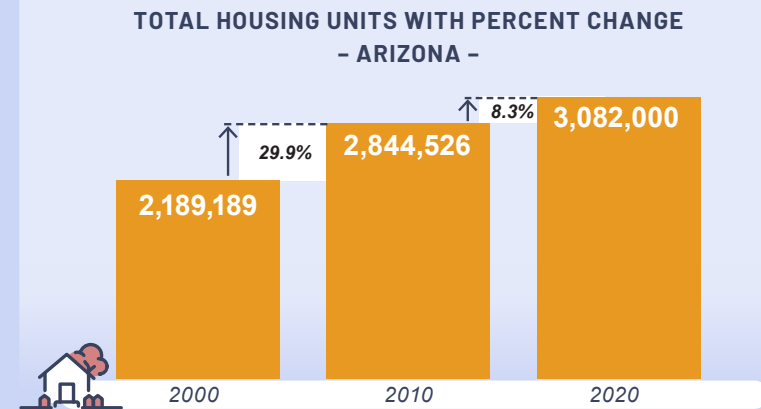
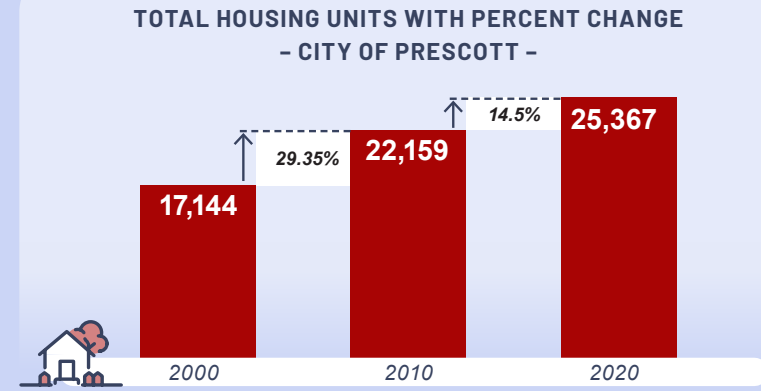
THE ISSUE OF HOUSING AFFORDABILITY IN PRESCOTT

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.

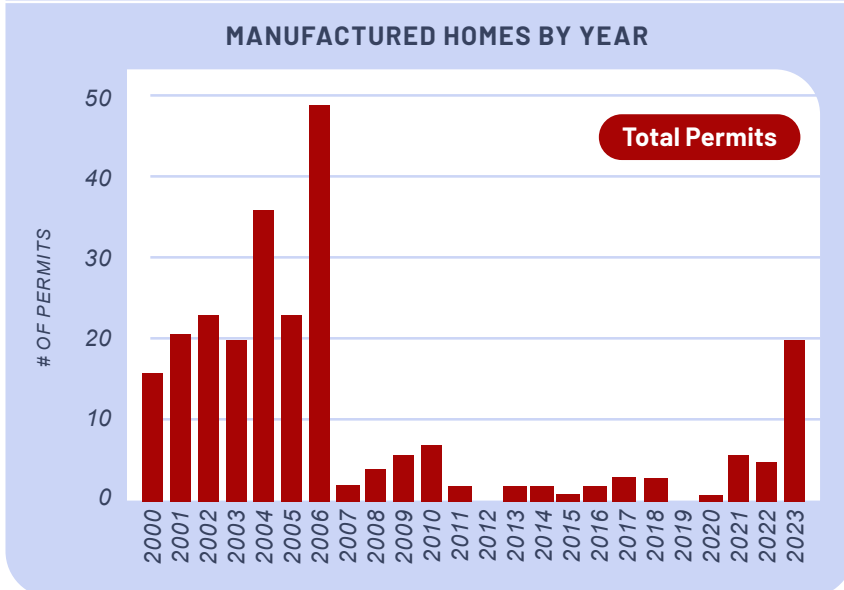
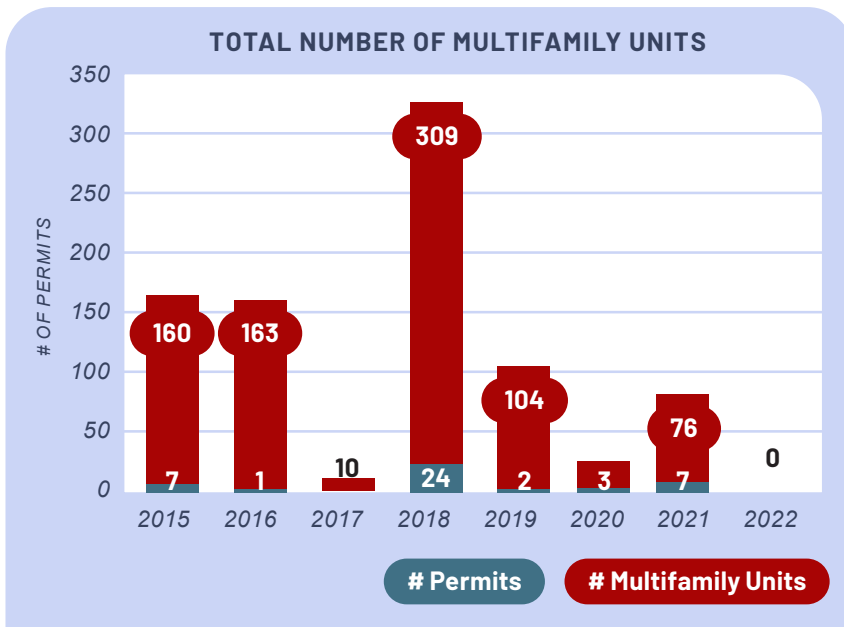
The City's Workforce Housing Committee is currently working on a housing needs assessment for participating stakeholders

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



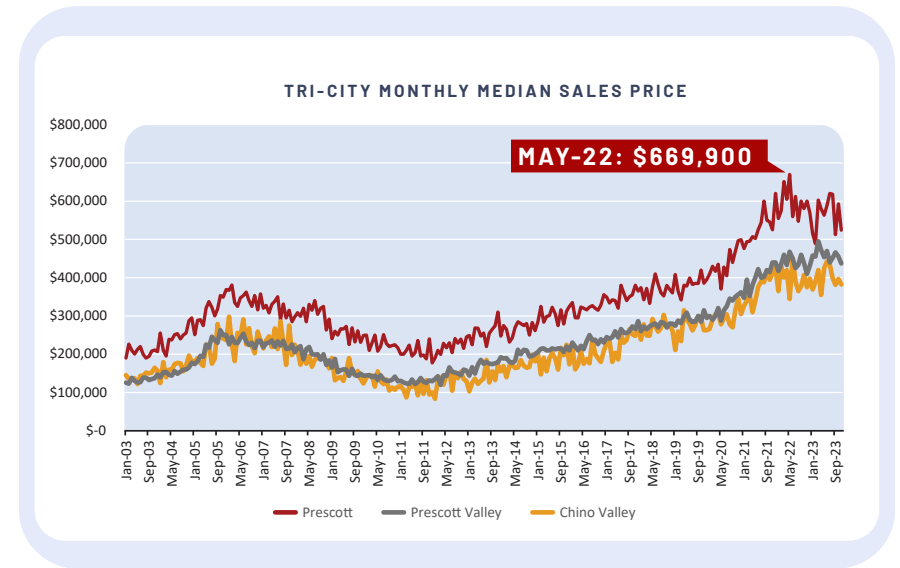
more compact forms may reduce housing production costs and consumer prices. The rehabilitation, restoration, and preservation of existing housing stock will support a greater diversity of housing options and price ranges, maintain the quality of housing stock, and maximize existing infrastructure investments.

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 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.

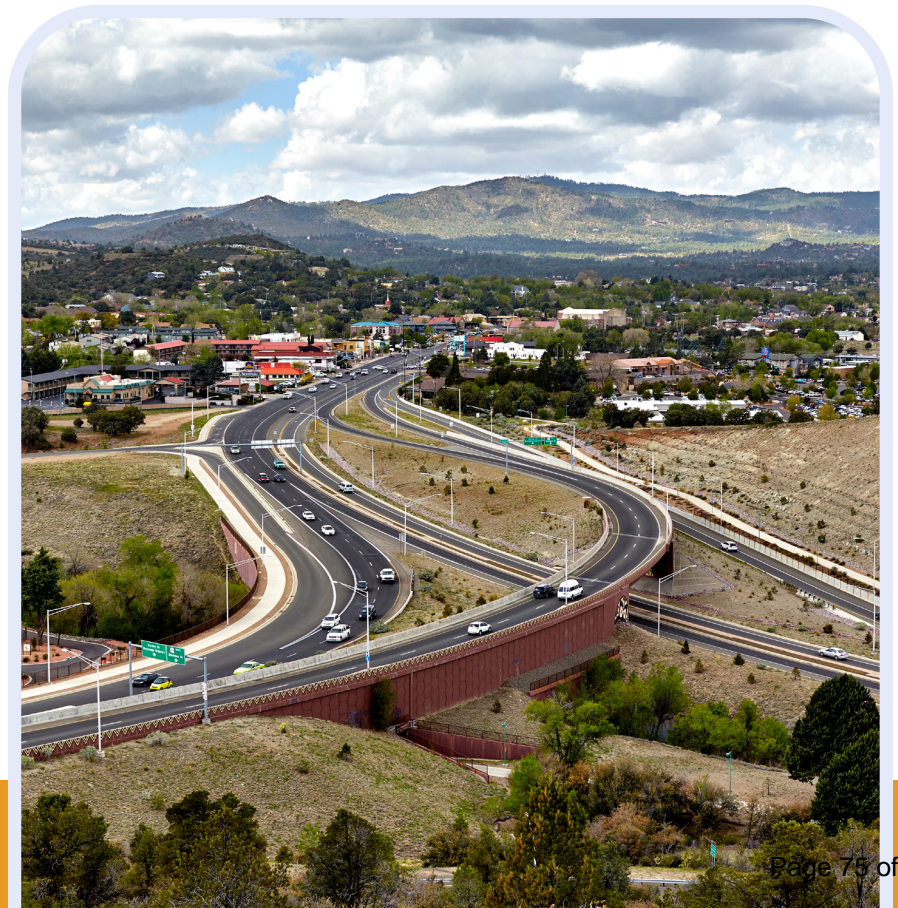
Strategy 2.1 Seek out developers and not-for-profit organizations specializing in producing attainable housing for the workforce and assist them in locating and obtaining zoning entitlements for housing development to address the deficit in affordable housing for key workforce sectors.

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.

