

City of Prescott

Council Subcommittee on General Plan Review



April 8, 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. Discussion & Possible Action Regarding the Selection of a Consulting Firm to Complete the General Plan Update.
Recommended Action: MOVE to recommend approval of selection of: 1) The Planning Center; 2) Logan-Simpson; OR 3) HR Green Consulting to complete the General Plan update based on the submitted proposals
 - B. Review & Discussion Regarding the Following Chapters of the June 24, 2025 Draft General Plan: 1) Chapter 4 Economic Competitiveness and Prosperity; and 2) Chapter 5 Community Quality.
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 4/2/26 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: April 8 General Plan Subcommittee Meeting
DATE: April 8, 2026
DEPT: Community Development
ITEM #: 3.A
SUBJECT: Discussion & Possible Action Regarding the Selection of a Consulting Firm to Complete the General Plan Update.

ITEM SUMMARY

This item is for the review, discussion, and selection of the Consulting Firm to complete the General Plan update.

BACKGROUND

During the February 11 General Plan Subcommittee meeting, the Subcommittee directed staff to engage a consultant to review the General Plan document and assist through the process in meeting the deadlines outlined in ARS 9-461.06. As a result of that discussion, staff created the attached scope of work, which was presented to and approved by the Subcommittee during the February 25th meeting.

Based on the direction from the Subcommittee, staff identified ten firms to send the scope of work, which was initiated on Friday, February 20, with a deadline to submit proposal by end of business day Friday, March 27. Staff received three proposals from the following firms:

1. The Planning Center
2. Logan Simpson
3. HR Green

The Subcommittee received the proposals and scoring sheets on Tuesday, March 31 with a deadline to complete reviews by Tuesday, April 7 at 5p.m. Staff will consolidate the scoring sheets and have the results ready for review, discussion, and selection during the April 8th General Plan Subcommittee meeting. Once the Subcommittee selects the consultant they wish to proceed with, the recommendation will be placed on the April 28th City Council voting session for final consideration and vote by City Council.

FINANCIAL IMPACT

The Planning Center base quote: \$87,400; base quote plus optional tasks: \$99,400. Logan Simpson base quote: \$124,711; base quote plus optional tasks: \$259,585 maximum. HR Green base quote: \$99,900; base quote plus optional tasks: \$176,150.

RECOMMENDED ACTION

MOVE to recommend approval of selection of: 1) The Planning Center; 2) Logan-Simpson; OR 3) HR Green Consulting to complete the General Plan update based on the submitted proposals

ATTACHMENTS

1. General Plan Project Scope

Date: February 20th, 2026

Subject: City of Prescott General Plan Update 2026 Consultant Scope

The City of Prescott is seeking a proposal from your firm to prepare the update of our General Plan. Proposal must include a cost estimate as well as proposed timelines to meet the following project objectives:

- Create draft and final General Plan document (printable and digital formats) from the existing June 24, 2025 draft version with subsequent Subcommittee input, including working with city staff to finalize necessary maps;
- Finalized plan to be prepared for Council acceptance no later than March 1, 2027 to meet the July 2027 election deadline, Council must vote no later than March 20.
- Attend, consolidate feedback and receive direction from Subcommittee, at least 4 meetings
- Review the existing draft of Prescott's General Plan (6/24/25) with Subcommittee input for compliance with all applicable state statutes (ARS Title 9)
- Prepare public outreach materials and facilitate public input (e.g. physical open house, virtual options, etc.)
- Consolidate public comments for Subcommittee review and consideration.
- Attend and present plan drafts for public meetings – Potentially 2 City Council meetings, 2 statutorily required Planning & Zoning Commission meetings, and potentially 2 public open houses.
- Provide an Executive summary of the General Plan once finalized.

Additionally, with the understanding that the finalized General Plan is desired to appear on the July 2027 ballot, provide separate costs and timeline associated with adding new elements required for cities with a population over 50,000:

- [Existing draft plan includes much of this] Conservation element for the conservation, development and utilization of natural resources;
- [Existing draft plan includes much of this] Recreation element showing a comprehensive system of areas and public sites for recreation;
- An expanded circulation element concerning parking facilities and other specifics including:
 - a comprehensive transportation system;
 - a public transit element showing a proposed system of rail or transit lines or
 - other mode of transportation as may be appropriate;

- [Existing draft plan includes some of this] Public services and facilities element showing general plans for police, fire, emergency services, sewage, refuse disposal, drainage, local utilities, rights-of-way, easements and facilities for them;
- Public buildings element showing locations of civic and community centers, public schools, libraries, police and fire stations and other public buildings.
- [Existing draft plan includes much of this] Housing element consisting of standards and programs for the elimination of substandard dwelling conditions, among other things;
- Conservation, rehabilitation and redevelopment element consisting of plans and programs for:
 - The elimination of slums and blighted areas.
 - Community redevelopment, including housing sites, business and industrial sites and public building sites.
- Safety element for the protection of the community from natural and artificial hazards;
- [Existing draft plan includes some of this] Bicycling element consisting of proposed bicycle facilities;
- [Existing draft plan includes much of this] Energy element; and Neighborhood preservation and revitalization element

Please submit proposal by close of business on **Friday, March 27th, 2026**, and confirm availability for project kick-off no more than 30 days after contract execution.

Sincerely,

Alex Bramlette
Planning Manager
928.777.1405 ext. 4981



TO: MAYOR AND CITY COUNCIL
AGENDA: April 8 General Plan Subcommittee Meeting
DATE: April 8, 2026
DEPT: Community Development
ITEM #: 3.B
SUBJECT: Review & Discussion Regarding the Following Chapters of the June 24, 2025 Draft General Plan: 1) Chapter 4 Economic Competitiveness and Prosperity; and 2) Chapter 5 Community Quality.

ITEM SUMMARY

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

- Chapter 4: Economic Competitiveness and Prosperity
- Chapter 5: Community Quality

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. 4 Economic Competitiveness and Prosperity
2. Chpt. 5 Community Connected

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 avigation easements, which are addressed as development occurs. Neighborhood plans offer existing residents an opportunity to influence the pattern of development and redevelopment occurring in their area. These plans often go beyond land use and density

consideration, also addressing issues affecting the character and quality of life in the neighborhood. The use of Overlay Districts, such as the 1997 Historic Preservation Master Plan, addresses special concerns with unique land uses and developments that span geographic areas or multiple zoning districts.

Open Space and Wildlife

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

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

GROWTH MANAGEMENT GOALS AND STRATEGIES

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

Strategy 1.1 Periodically review, update, or create SAPs, Neighborhood Plans, Overlay Districts, and Redevelopment Districts as conditions change or opportunities arise.

Strategy 1.2 Conduct neighborhood planning processes to address the impacts of growth in development and redevelopment projects within or adjacent to existing neighborhoods.

Goal 2: Pursue strategies to preserve and enhance the unique historic and pedestrian character of downtown.

Strategy 2.1 Promote higher density, mixed uses, multi-modal connectivity, and pedestrian amenities in the downtown and surrounding areas.

Strategy 2.2 Revise traffic circulation patterns, on-street parking, pedestrian paths, landscaping, and outdoor commercial areas to enhance the resident and visitor experience.



Goal 3: Promote sustainable planning concepts for growth, new development, areas transitioning to new uses and include active citizen participation.

Strategy 3.1 Evaluate growth and new development impact on existing and future water supplies using water resource plans and tools described in the Water Resource section of this plan.

Strategy 3.2 Encourage the creation of SAPs for all large undeveloped parcels, including newly annexed areas, which are currently under development pressures or anticipated to be under development pressures in the near future.

Strategy 3.3 Encourage the use of Residential Office, Neighborhood Oriented Business, Mixed-Use and Special Planned Community zoning districts as tools to redevelop transitioning areas.

Goal 4: Encourage infill development on parcels with adequate infrastructure

Strategy 4.1 Promote compact development and higher-density development where feasible and appropriate.

Strategy 4.2 Evaluate an administrative approval process for the review of new developments which maximize efficient use of existing and planned infrastructure and encourage options for all modes of transportation.

Strategy 4.3 Encourage location and clustering of government facilities at designated urban nodes to reduce traffic impacts, support all modes of transportation, and encourage pedestrian-friendly public spaces.

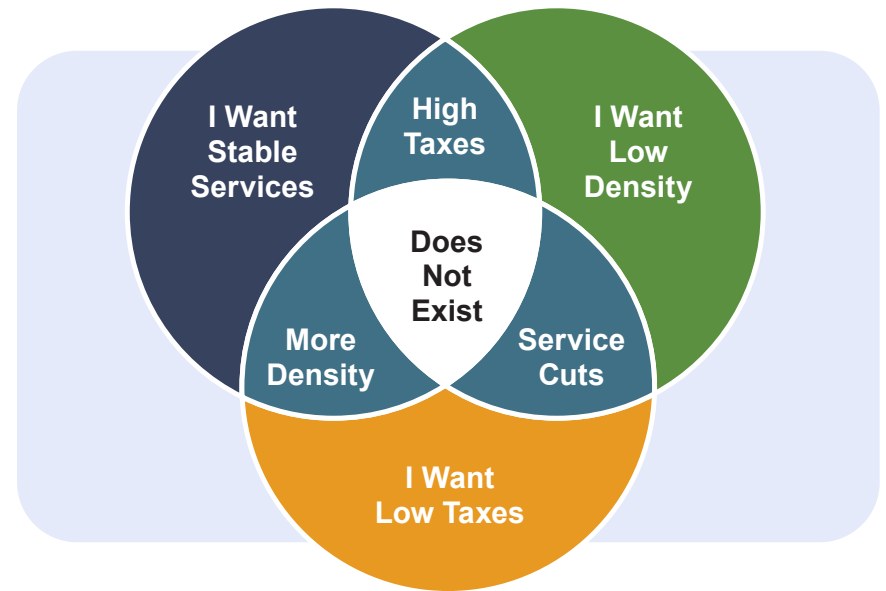
Goal 5: Promote effective management and mitigation of negative growth impacts.

Strategy 5.1 Encourage the donation of scenic easements by private property owners and identify scenic viewsheds worthy of protection.

Strategy 5.2 Consider the creation of a Regional Water Advisory Committee.

COST OF DEVELOPMENT

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



“As we have conversations about the future, it is important to understand the relationship between our service levels and the two ways we support those services—taxes (or tax rate) and density/growth (or number of taxpayers). There’s a close relationship between service levels, tax rates, and growth, illustrated fairly well with the Venn diagram. Essentially, we get to pick two and the third becomes a consequence. If we choose high service levels and low taxes, we’ll need to find more taxpayers through additional density or growth. If we choose low growth and low taxes, revenues will not be sufficient and our service levels will be forced to decline.

There’s something to be said for trying to balance all of these elements, and there’s not necessarily a “right” answer, but as we continue to have conversations about the future it will be important to remember this connection between the services we want and the revenues needed to support them.”

— Dallin Kimble; City of Prescott City Manager

SALES TAX

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

In November 2024, Prescott voters approved Proposition 478, which increases the City’s Transaction Privilege (sales) tax by 0.95% to support additional public safety infrastructure and operational costs. As a result, the City’s transaction privilege (sales) tax increased from 2% to 2.95% at that time. Proposition 478 ensures a reduction of the City Tax rate to 2.75% by December 31, 2035, after the Capital infrastructure costs are paid off.

CITY PROPERTY TAX

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

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

INTERGOVERNMENTAL REVENUES

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

USER FEES

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

DEVELOPMENT IMPACT FEES

Impact fees are intended for growth to pay its proportional share rather than placing the entire burden for infrastructure demands created by growth on existing citizens. Examples are police, fire, water, and wastewater fees. Prescott implemented residential impact fees in 1979. A review of the costs to service new residential development must be made periodically and the fees adjusted accordingly. Consideration must also be given to the potential negative effect of impact fees on development. Prescott impact fees were last reviewed and updated in 2024, and were effective January 1, 2025 (<https://prescott-az.gov/utility-billing/current-rate-study/>).

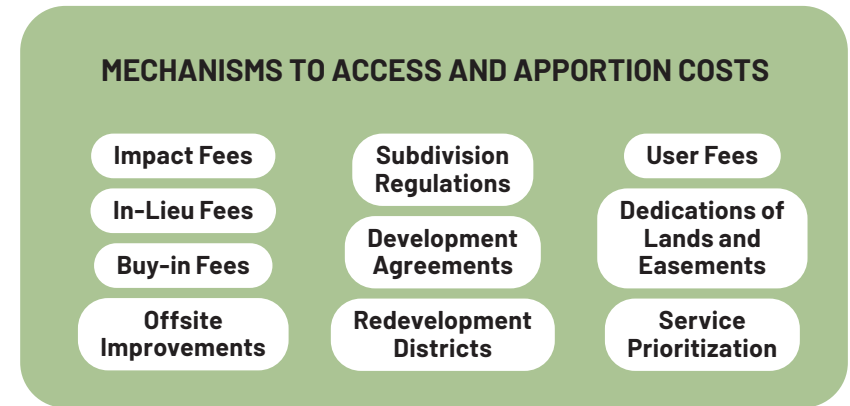
Along with impact fees, building permit fees, and planning application fees are charged to pay planning and inspection costs for the development of new buildings. Building permit fees are reviewed regularly. Periodically, the costs of new residential construction should also be reviewed periodically.

Annexations with Existing Infrastructure

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

COST ALLOCATION MECHANISMS APPLIED TO NEW DEVELOPMENT

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



In cases of an overriding public benefit, it may be appropriate for the City to absorb some or all of the cost of new infrastructure or services necessary to accommodate new development or upgrade essential city services through Council negotiated Development Agreements (e.g. in the case of Costco and Trader Joe's). An example might be to establish or extend a major transportation link considered critical to the City's strategic goals. Funding sources could be general fund revenues, primary and secondary property taxes, transaction privilege (sales) taxes, bed taxes, excise taxes, voter-approved bonds, revenue bonds, and municipal corporation bonds.

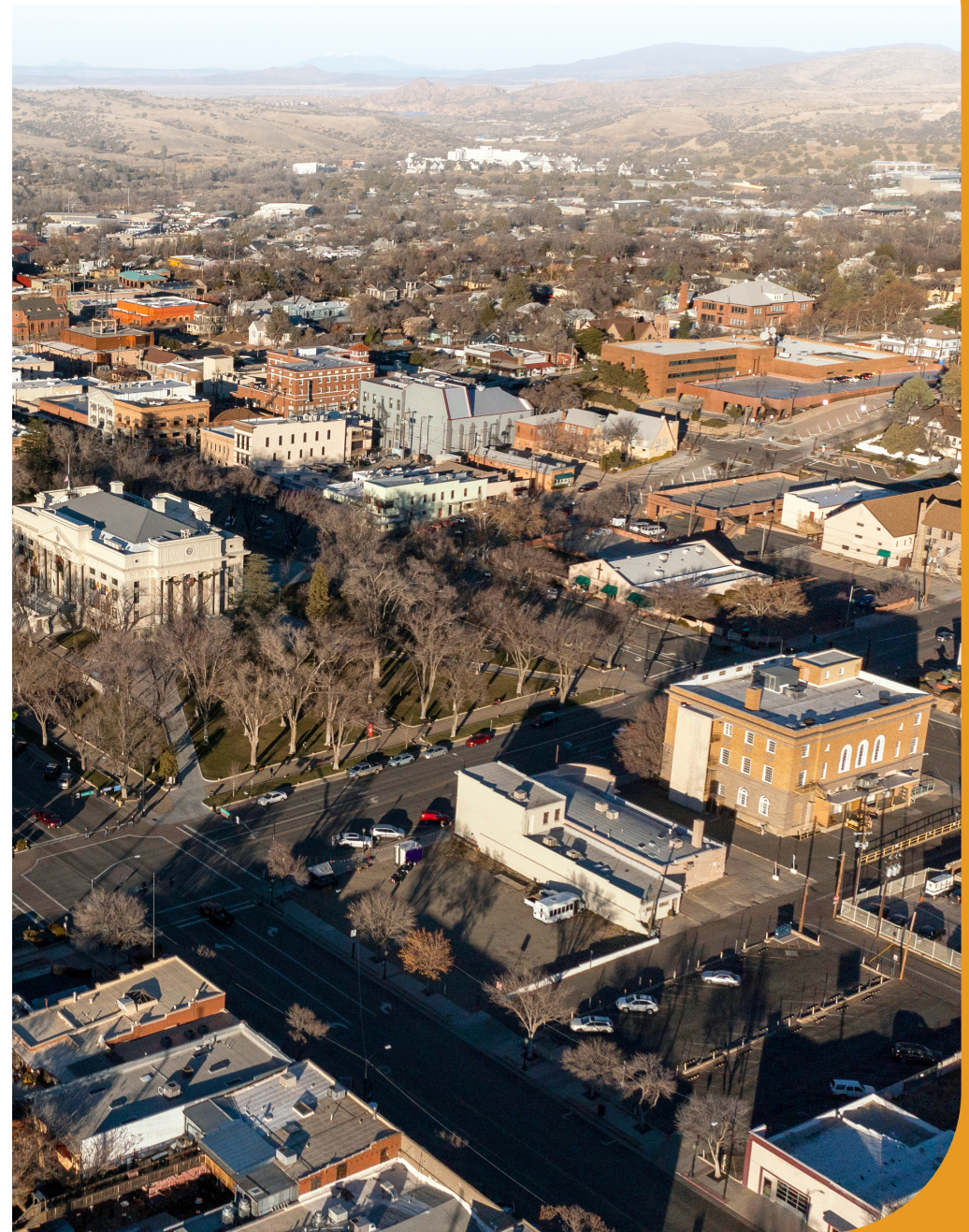
COST OF DEVELOPMENT GOALS AND STRATEGIES

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

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

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

Strategy 1.3 Consider the use of bonding options for major capital improvements such as the airport expansion or road network and parking improvements.



WORKFORCE HOUSING

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

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

This section of the general plan provides a high-level analysis of trends and issues in the local housing market. It sets out strategic goals to increase housing stock of all varieties, incentivize workforce housing production, provide recommendations for policies and programs promoting workforce housing, and educate the community, especially where opposition to any new development might exist. These strategies aim to facilitate mixed income, mixed-density housing development, increase rental and ownership options, reduce cost barriers to housing, and align supply with the needs of current and future residents. Only by

taking proactive steps towards a more balanced housing supply can Prescott maintain its longstanding vision as a welcoming and sustainable hometown for all.

GENERATIONAL AND LIFESTYLE DIVERSITY

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

The average number of people per household declined from 2.11 in 2000 to 2.03 in 2010, but seems to have leveled out at 2.02 in 2020. The number of families actively raising children within Prescott is on the decline, while the percentage of people living alone is on the rise. Only 12% of the Prescott population is under 18. With the decreasing school-aged population, two elementary schools have forever closed their doors: Washington Traditional Elementary closed in 2015 and Miller Valley Elementary in 2017. These conditions are the result in part from the aging baby-boomer (post World War II era) generation, as well as from large numbers of retirees who have relocated to Prescott.

Another contributing factor to declining age diversity has been a growing lack of low to moderate-income housing options available in the community. These concerns were noted in the 1990, 1997, 2003, and 2015 General Plans. Providing for the housing needs of a balanced community has been and remains a particular

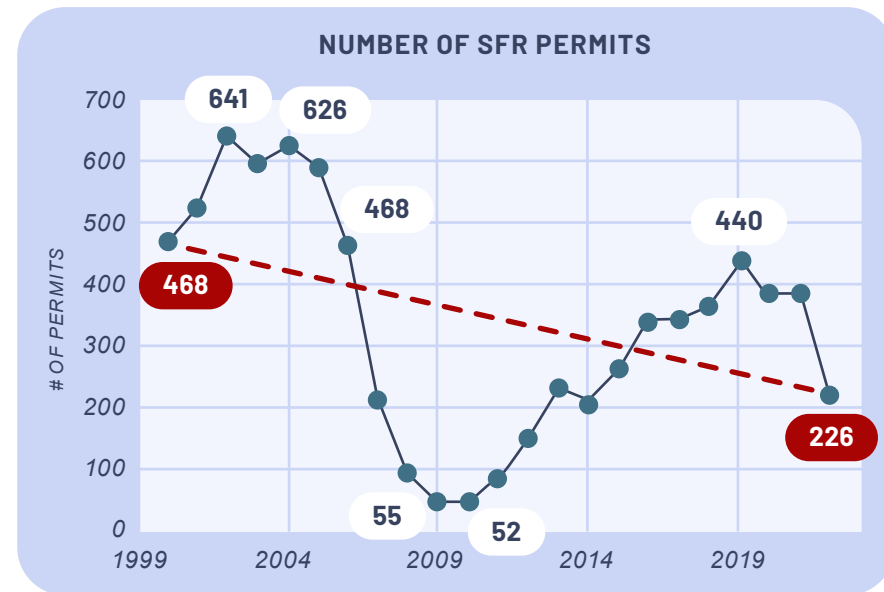
challenge in Prescott due to the growing percentage of the retiree population. Balanced housing needs require the promotion and availability of a variety of housing types and encouraging sufficient numbers of housing units for all income groups. This is a direct result of the aging demographic trends.

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

HOUSING TRENDS: VARIETY, AFFORDABILITY, AND QUALITY

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

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



Source: City of Prescott Building Department

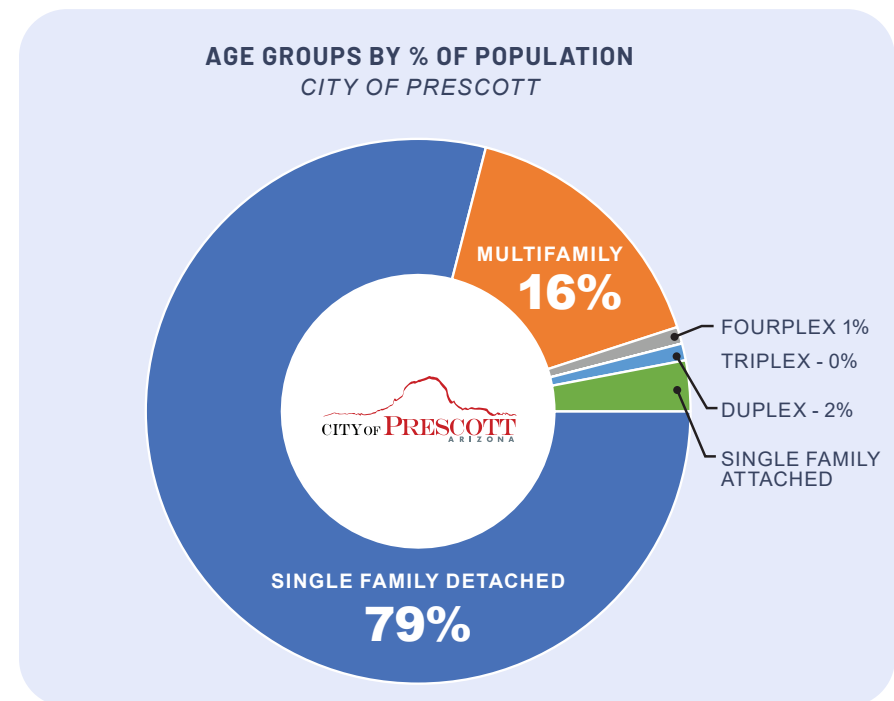
Compared to single family residential construction, there was limited multi-family residential development from 2000 to 2014 in Prescott.



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

From 2015 to 2021 there was an encouraging uptick in multifamily permits issued in Prescott; however, in 2022 no new multifamily construction permits were issued (refer to the top graph on the right). The demand for multifamily housing significantly outweighs the limited supply. There have been a few higher-end multifamily projects, senior care complexes, and built-to-rent projects constructed in recent years. A recent development in Prescott is the built-to-rent product. Currently, two built-to-rent projects are moving through the approval and construction process. These units are intentionally built as a rental product that is small and detached with a single-family, cottage-like feel. As the name implies, these built-to-rent projects are constructed on a single large parcel, and instead of being stacked vertically, the units are nestled closely together to maximize density.

In recent years, manufactured home technology has greatly improved, resulting in high-quality, energy-efficient, and aesthetically pleasing housing options that can blend seamlessly with traditional site-built homes. Given these advancements, there is a growing need for greater flexibility in the placement of manufactured housing throughout the city. Updating zoning regulations and land-use policies to reflect these improvements could increase affordable housing options, promote mixed-income communities, and reduce stigma associated with manufactured homes. This flexibility would allow the City to take advantage of infill opportunities, provide more housing choices for the local workforce, and accelerate the creation of new housing units to meet demand. By revising codes, updating design guidelines,



Units per Build-Type, 2000 - 2002. Source: City of Prescott Building Department

and educating the public about modern manufactured housing, the City can leverage this improved technology to address workforce housing challenges more effectively while creating diverse, inclusive neighborhoods.

Overcoming remaining barriers such as zoning issues, extended timelines for current Water Management Policy processes, development costs, and community opposition will be key to further expanding multifamily and other housing options.

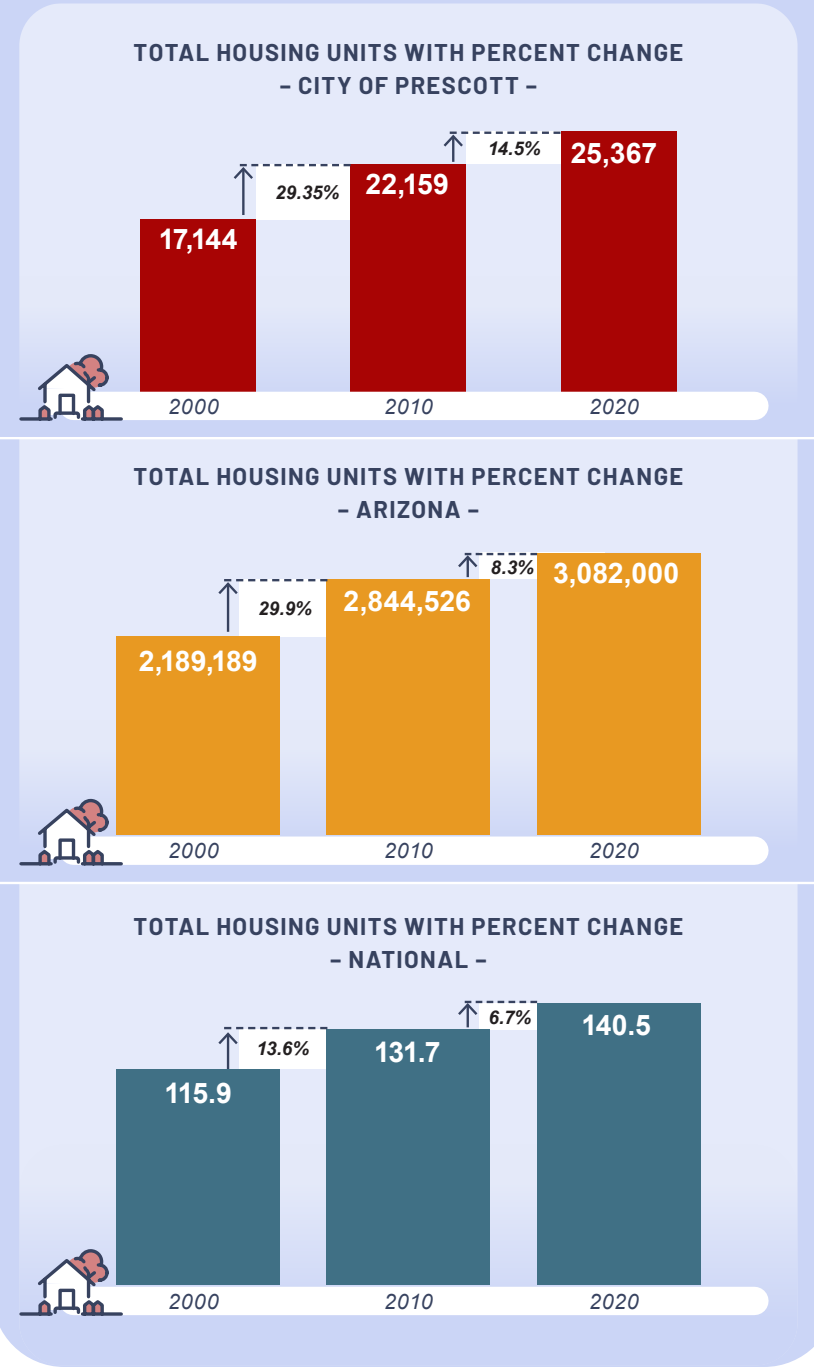
THE ISSUE OF HOUSING AFFORDABILITY IN PRESCOTT

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

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

According to the Prescott Area Association of Realtors (PAAR), the median price of a home sold in Prescott is **\$523,000**. Prescott Valley’s median sales price is **\$437,000** for the same period.

According to the National Association of Realtors (NAR), the national median sales price is **\$391,800**. The figure below shows the median home sales price in the Tri-City area dating back to 2003.



(National data from US Census)

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

FORMULATING WORKFORCE HOUSING SOLUTIONS FOR THE CITY OF PRESCOTT

This issue requires the implementation of various strategies to begin moving the needle on the workforce housing crisis. It cannot be solved by just Prescott, neighboring jurisdictions, or private developers and builders. It requires both a regional public effort and private stakeholders to come together with the community to push these types of projects forward.

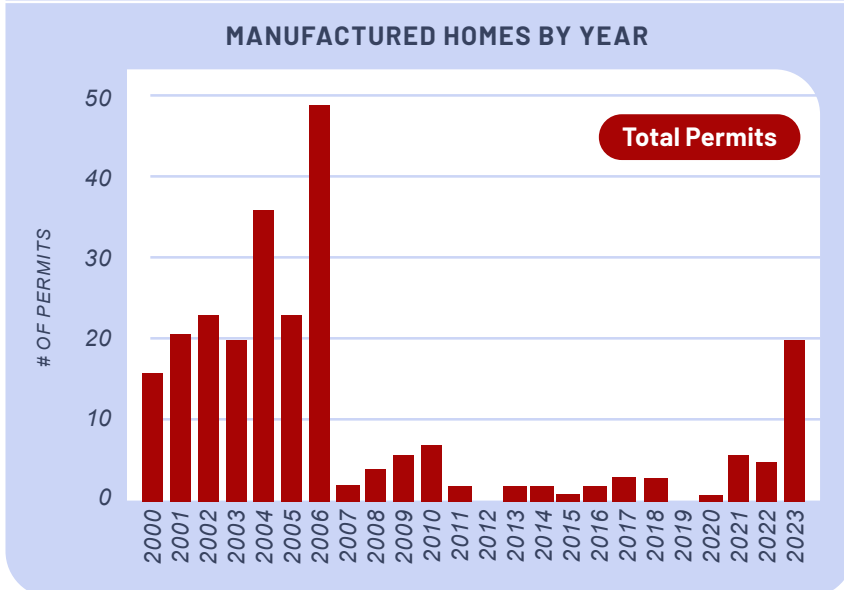
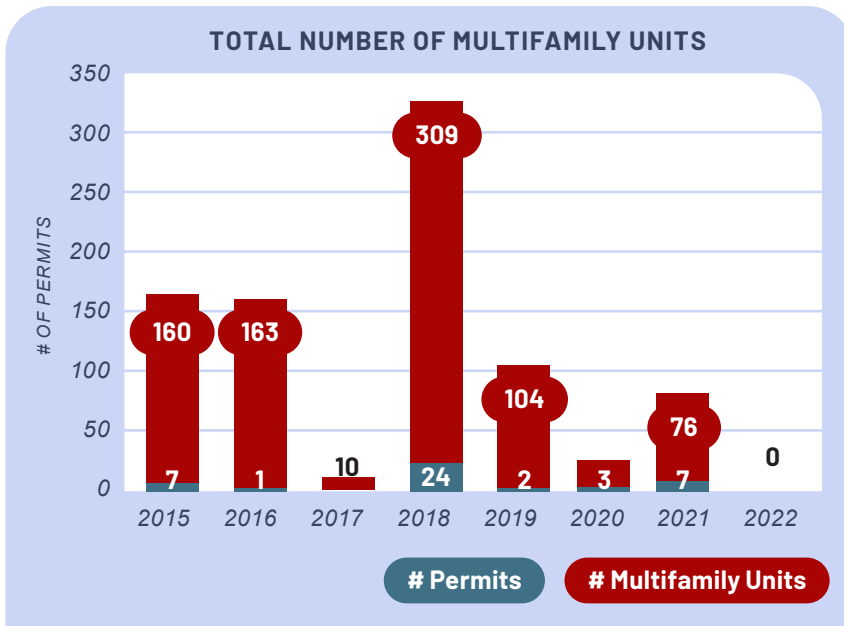
The City's Workforce Housing Committee is currently working on a housing needs assessment for participating stakeholders

and several specific goals and objectives related to the general strategies recommended in this section. In 2024, the City was awarded a grant from the Arizona Department of Housing (ADOH) State Housing Trust Fund (SHTF) in the amount of \$200,000 to assist local jurisdictions in the development of a housing plan. This grant will be used to conduct a housing needs assessment and, using that assessment, to create a housing plan and implementation strategy for the plan. It is anticipated that many of these goals, as well as those within this General Plan, will be implemented within three years, with notable improvements to the workforce housing situation in Prescott by the next General Plan update.

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

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

To further incentivize workforce housing, the current Water Management Policy could be revised to include prioritizing



Source: City of Prescott Building Department

workforce housing projects. Developers, builders, and lenders are hesitant to move forward on projects that do not yet have all entitlements, in this case, water. Prioritizing the approval of water for workforce housing projects will greatly encourage these developments to move forward.

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

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

Economic development and the creation of better-paying jobs in the community will raise the average household income and could afford families access to a greater range of housing choices. Various strategies to promote higher-density development and



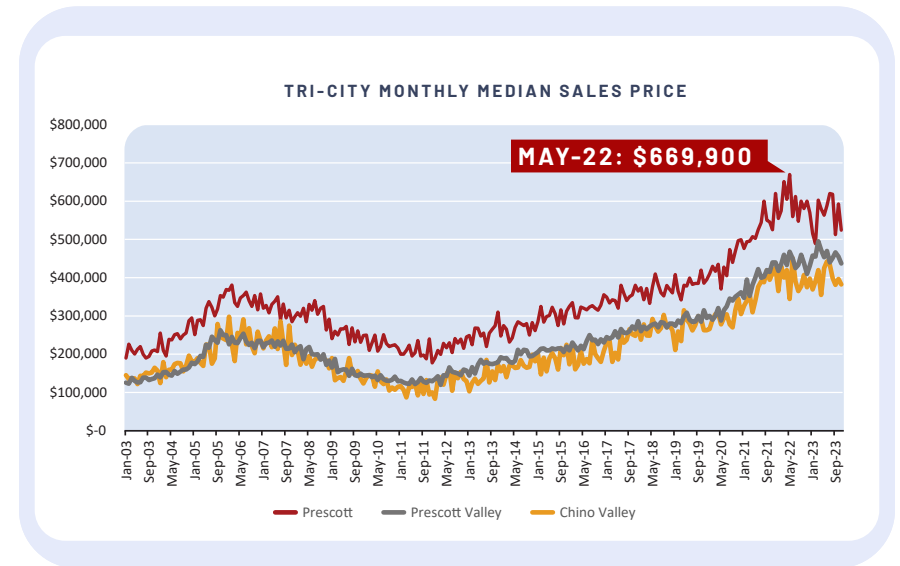
more compact forms may reduce housing production costs and consumer prices. The rehabilitation, restoration, and preservation of existing housing stock will support a greater diversity of housing options and price ranges, maintain the quality of housing stock, and maximize existing infrastructure investments.

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

URBAN DEVELOPMENT ISSUES

Until the 1980s, most residential subdivisions in Prescott were designed using a 7,500 to 9,000-square-foot lot size. A median lot size of 22,000 or more square feet has been typical in recent years. Likewise, typical dwelling size has undergone a transformation from an average of 1,760 square feet during the 1970s and early 1980s to an average of more than 2,800 square feet by 2000. In late 2007, the economic slowdown caused the construction of new housing to cease. However, new residential development appears to be resuming this pattern in Prescott of high-end single-family residential, in low-density, large-lot subdivisions located predominately away from the city center.

A lower-density form of development can also increase the community's dependence on the private automobile as a means of transportation, with the corresponding increases in traffic volumes and demand on the road network. This continuing preference for large lots and low-density subdivisions is a pattern typical of



suburban development which has been termed “sprawl.” The lower density, combined with the trend to locate these neighborhoods at the urban fringe (as opposed to infill development), places greater demands on water, sewer, and road infrastructure with more mainlines, longer mainlines, and more lane miles of roads. Most of the initial costs are passed on to the home buyer and result in higher housing costs. However, all City residents inherit the costs for maintenance in perpetuity of expanded infrastructure.

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

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

EFFECTS OF ZONING

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

Rezoning applications to increase density, allowing more homes per acre, are often met with opposition from neighboring residents. Decreased density encourages sprawl and discourages sustainable compact developments such as high-density single-family subdivisions, clustered homes, manufactured or factory-built homes, or multifamily housing. There is a diminishing supply of developable land zoned for these housing types. Planned Area Development (PAD) provisions of the Land Development Code encourage the production of townhouse, clustered, and patio lot housing units. However, relatively few of these housing types are available in Prescott. Housing affordability and workforce housing will require a change in zoning in most areas to allow the addition of high-density housing choices.

WORKFORCE HOUSING GOALS AND STRATEGIES AS APPROVED BY CITY COUNCIL

Short-Term Goals (1-3 years)

1. Pursue Match Funding for a Full-Time Workforce Housing Facilitator Position or Engage a Third Party
2. Formalize a Third-Party Stakeholder Organization Group
3. Create Two Separate Educational Packets, one for developers/builders and the other for the workforce that could use these services and opportunities.
4. Research the Best Financial Program Solutions for the City and Stakeholders
5. Accessory Dwelling Unit (ADU) Code Revision to increase supply for long-term rentals that can serve workforce housing
6. Create a Workforce Housing Policy for Council Consideration
7. Finalize City 'Home of My Own' Program via a Memo of Understanding with Yavapai County
8. Community Outreach
9. Set Up a Fund Account for Workforce Housing

Long Term Goals (3-5 years)

1. Facilitate or Partner in Creating a Tangible Product
2. Create a Regional Workforce Housing Strategic Plan
3. Identify the Number of Units Needed



HOUSING AFFORDABILITY AND WORKFORCE GOALS AND POLICIES

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

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

Strategy 1.2 Investigate the feasibility of establishing (under city sponsorship or in partnership with community agencies) revolving loan funds for housing rehabilitation.

Goal 2: Promote a balanced community with a diversity of residential types and prices by encouraging infill development of higher-density single-family and multifamily homes.

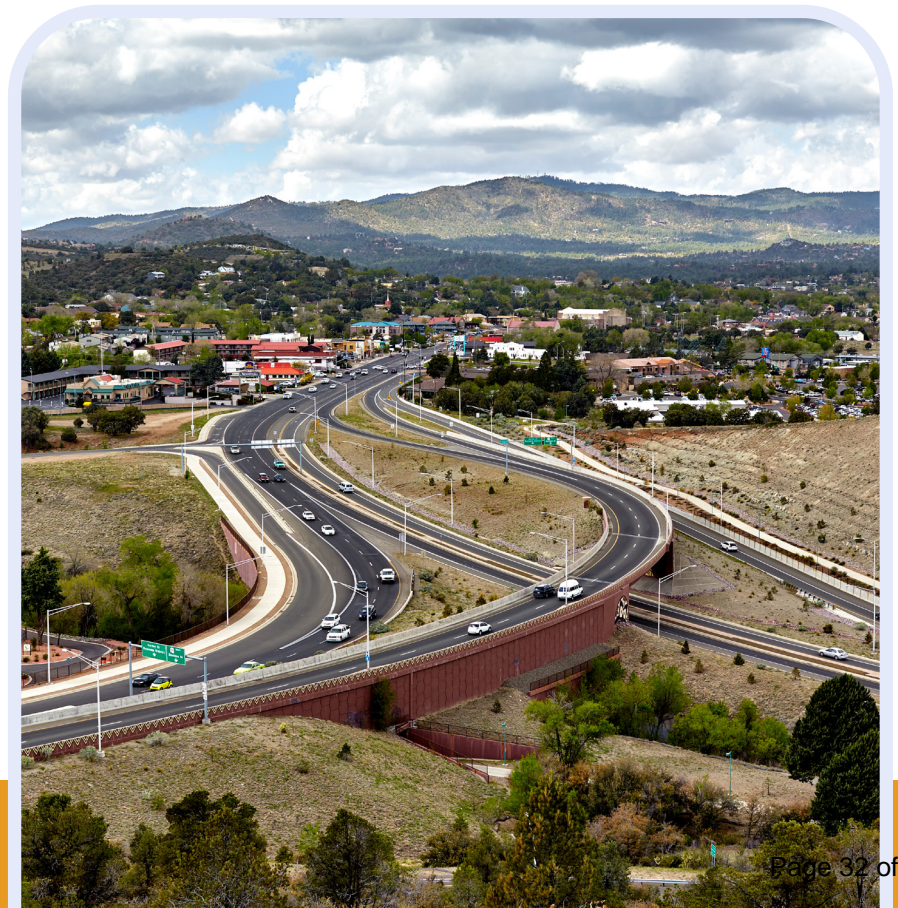
Strategy 2.1 Seek out developers and not-for-profit organizations specializing in producing attainable housing for the workforce and assist them in locating and obtaining zoning entitlements for housing development to address the deficit in affordable housing for key workforce sectors.

Goal 3: Prepare a conceptual housing plan for the City and partners that includes a full needs assessment and addresses, at minimum, housing availability and variety, housing quality, affordability, and partners.

Strategy 3.1 Conduct a new Prescott Housing Needs Assessment (previously conducted in 2017) to accurately inventory housing needs and availability by unit price and income level affordability.

Strategy 3.2 Work with non-profits, builders, and property owners to proactively identify and plan sites suitable for affordable housing development.

Strategy 3.3 Consider regulatory incentives such as deed restrictions, expedited plan review, density bonuses, parking or setback requirements, or dedicated water allocations to promote and maintain workforce housing development. Parking requirement incentives should be accompanied by thorough evaluations and analysis of the conditions and needs of the surrounding neighborhood.



Prescott Regional Airport, Ernest A. Love Field

PRC/Ernest A. Love Field serves the Northern Arizona region and is owned and managed by the City. This General Plan recognizes the airport as both a transportation asset and an economic engine for the city and the region. PRC is one of the nation's busiest airports in terms of total aircraft operations due to heavy flight training activity and is continually open for public use. In 2024, PRC exceeded 360,000 total operations, with increased flight operations/training expected in future years, was ranked the 22nd busiest U.S. airport. Future use is expected to exceed 1,000 operations per day.

Currently, SkyWest Airlines provides daily flights to Los Angeles (LAX) and Denver (DEN). Only two airports provide non-stop commercial air service for all of Northern Arizona, PRC and Flagstaff's Pulliam Airport. In 2024, PRC had 25,308 total passenger enplanements with two departures and two arrivals per day. Cutter Aviation is PRC's Fixed Base Operator (FBO). Cutter supports private, corporate, and charter air flights, along with aircraft fueling. There are multiple flight training schools at the airport. Embry Riddle Aeronautical University is the nation's largest, oldest, and most comprehensive aeronautical university, with over 80 fixed-wing aircraft, and has a large campus in Prescott with flight training operations at PRC. The United States Forest Service (USFS) Northern Arizona Prescott Fire Center, and the Henry Y.H. Kime Aviation Facility operations are based at the airport as well. Airport operations are the result of 350 based aircraft, many of which are hangar tenants, transient general aviation aircraft, flight training, air cargo, the forest service fire-fighting operations, and commercial air service. In addition, much of the land at and near the airport is designated for industrial uses and more intense commercial



operations related to the airport and includes a significant number of the region's manufacturing and technology business opportunities.

The 2019 Airport Master Plan, the 1997 Airport Business Plan, and the 2001 Airport ASAP were adopted to address airport land use protection, and to assure the continued economic vitality and modernization of the airport infrastructure. The Town of Prescott Valley and Yavapai County each informally agreed to accept the Airport SAP as the basis of their future land use decisions for lands near the airport, but this has not been maintained. Regional cooperation in land use is required to maintain positive interjurisdictional efforts to protect regional assets and will be needed in order to update the plans.

Airport land-use protection must be addressed to ensure compatible development and the continued economic vitality of the airport. Residential subdivisions now surround PRC. Additional subdivisions, both within the city and in unincorporated areas, are



possible near the airport. Development issues raise the need for regional cooperation to address airport land use, airport noise, and other concerns to ensure further residential or other incompatible land use infringement on the airport does not occur.

The adopted Airport Vicinity Overlay (AVO) District into the Land Development Code, provides standards for the avoidance of obstructions that may destroy or impair the airport's utility, create flight hazards, or jeopardize the public investment therein. Included in the AVO are criteria that complies with FAA standards for noise awareness and mitigation. These standards will protect airport viability in support of commercial service, general aviation, and public safety/fire management, that protect the public health, safety and general welfare.

PRC is a substantial transportation and economic asset to Prescott and the surrounding areas. The airport is postured for economic growth and can be further developed in this regard by enhancing air transportation for the region. The 2019 Airport Master Plan, adopted by City Council in 2019, provides a 10-year plan for quality facilities and services to accommodate the needs of many different aviation interests, such as Embry-Riddle Aeronautical University, flight-training schools, airlines, airport-dependent businesses, general aviation, repair shops, fuel and aircraft support services, Med Evac, and recreational and governmental uses. Airport operations rely heavily on federal and state grant funding for major capital improvements and safety projects. Future sharing of funding, operations, oversight, and the airport's benefits with neighboring jurisdictions may achieve greater expansion and economic vitality. This will help fund the needed runway extension and new control tower that are needed to increase safety and efficiency while increasing operations.



This General Plan recommends that the Land Development Code and Airport SAP be amended to acknowledge FAA guidelines and standards reflected in the current Airport Master Plan, to ensure the future viability of the airport and surrounding airspace. Furthermore, it is recommended that the Airport Business Plan be updated to promote the continued vitality of the airport as an economic engine.

AIRPORT GOALS AND STRATEGIES

Goal 1: Expand the regional transportation role of PRC.

Strategy 1.1 Create a new Airport Business Plan to guide the operation and development of the airport to become an economic engine.

Strategy 1.2 Update the 2019 Airport Master Plan in 2026 and the 2001 Airport SAP to address airport land-use protections coordinated through cooperation with surrounding jurisdictions.

Goal 2: Apply compatible land uses within the airport impact zones.

Strategy 2.1 Protect the airport from encroachment of incompatible land uses through amendments to the Land Development Code and Airport SAP, incorporating FAA guidelines and best practices, and the enforcement of land use designations, policies, and zoning designations.

Strategy 2.2 Establish an airport area commercial/employment zoning district, which does not permit residential uses, to assure commercial land and compatible development in close proximity to the airport.

Strategy 2.3 Protect the crosswind runway (12-30), with assistance from ERAU, USFS, commercial and non-commercial airport users.

Strategy 2.4 Assess appropriate locations and densities of residential development within the greater airport influence area, taking into consideration airport activities, surrounding land uses, access, community plans, zoning, and other input from applicable surrounding jurisdictions, property owners, and other interested parties.

Goal 3: Support existing and future employment and business centers.

Strategy 3.1 Evaluate airport sites and identify parcels that are suitable for new employment centers that capitalize on aeronautical access and airport proximity.

Strategy 3.2 Consider improved roadway access for businesses in the airport vicinity.



CHAPTER 5



COMMUNITY QUALITY

Prescott is a desirable place for people to live, work, and play. It is an environment with reputable healthcare and education systems, unique historic character, and diverse cultural amenities, which all contribute to the overall quality of the community. This chapter addresses the importance of each of these contributing factors in keeping Prescott a place where families and neighborhoods flourish.

The Prescott Police Department

The Prescott Police Department strives to serve the citizens of Prescott with respect, fairness, and sensitivity. The Prescott Police Department provides quality police service in partnership with other members of the community through innovative police practices and proactive problem-solving techniques.

The Prescott Police Department consists of multiple bureaus and sections to include: Animal Control, Bicycle Patrol, Community Services, Communications, Investigations, K-9 Patrol, Patrol Operations, Property Evidence, Records Section, Special Operations Bureau, Support Bureau, SWAT, and Traffic Safety.



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

Business and Block Watch, Shop with a Cop, The Role Model Scholarship (Prescott High School), security surveys, and crime prevention through environmental design are all Prescott Police Department-related educational opportunities for the community, which foster an exchange of information. These programs lead to partnerships, which result in a team approach to the problems that adversely affect our community.

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

For more details on the services provided by the Prescott Police Department visit <https://www.prescottpolice.org/>.

POLICE DEPARTMENT GOALS AND STRATEGIES

Goal 1: Safe Community – Provide a superior level public safety service through data-informed response to crime and community needs with a focus on quality of life, crime reduction, and enhanced traffic safety measures through sufficient staffing and employee retention.

Goal 2: Upgrade law enforcement facilities.

Strategy 2.1 Reorganize and remodel the current police facility to create new workspaces based on the need of a new station and sub-station.

Strategy 2.2 Analyze how much space is needed for a new police and evidence facility; in an appropriate location and with consideration of potential partnership and regionalization opportunities.

Strategy 2.3 Develop a new substation in the north area of Prescott that is possibly co-located with a new fire station near PRC.



Education

We recognize that our educational assets make a significant social and economic contribution to the community. There are three campus-based institutions of higher learning located in Prescott: **Embry-Riddle Aeronautical University, Yavapai College, and Prescott College.** Local colleges can draw high-end economic development to Prescott by providing an educated workforce. In some cases, providing for the needs of a specific industry, such as Embry-Riddle's aeronautics curriculum, is a benefit to PRC. Yavapai College provides workforce development through a trade school curriculum catered to the Prescott area and online learning options through Old Dominion University (ODU) Global. This provides a connection to Prescott's economic vitality.

Northern Arizona University (NAU) has a remote campus in Prescott Valley as well as online options that offer access to undergraduate programs.

There are currently 13 Joint Technical Education Districts (JTEDs) throughout the state of Arizona. JTED functions as an independent school district with its own elected governing board. In Prescott, our JTED is known as the Mountain Institute, which also serves the Ash Fork, Bagdad, Chino Valley, Humboldt, Mayer, Prescott Valley, and Seligman school districts.

The Mountain Institute Career Technical Education District (CTED) has access to additional funding as part of the JTED. This funding provides students access to career and technical education courses significantly greater than any individual district can provide. Charter school and home school students may also participate in JTED programs. The Mountain Institute JTED was approved by voters in the November 2008 general

election and began classes in August for the 2009-2010 school year.

Yavapai College provides a hands-on environment through their School of Career and Technical Education (CTEC) under the instruction of experts before entering the workforce.

See www.yc.edu/v6/campuses-and-sites/ctec for more information about programs offered.

Library

Library Mission: We connect community members with innovative, value-added services to increase the quality of life and strengthen the fabric of our community.

The Prescott Public Library (Library) serves a vital role in the community, functioning as a center for information, culture, education and recreation for the city and surrounding areas. It is a vibrant hub that provides a wide range of crucial activities and services for the community's diverse population. As one of the founding members and largest library of the Yavapai Library Network, it helps to serve more than 50 public, school, academic, and special libraries through technological connections.

Free access to print books, magazines, movies, and electronic resources ensures that patrons have a wide range of materials to choose from, including significant resources for entrepreneurs and businesses. The Library supports economic development through access to databases, market research, and professional development materials. It serves as a valuable resource for local and regional information, helping community members stay



informed about local events, services, and issues. Programming is provided for all ages, ranging from storytimes for young children to educational workshops for adults and seniors. The Library is dedicated to inclusivity by providing specialized services and accommodations to individuals with disabilities and provides a Community Services Specialist who assists patrons in managing significant life changes.

Although books continue to be the core of library services, the Prescott Public Library has many other offerings that include a Library of Things, Seed Library, Culture Passes, a free video streaming platform, online books and audiobooks, a StoryWalk in Granite Creek Park, wireless connectivity, hotspots, Chromebooks and iPad Minis. In addition, meeting and study rooms, computers, Wi-Fi, printing, scanning, faxing and copying services are provided. Staff provide programs, technology assistance, teacher and student assistance, and many more services to the public.

The Friends of the Prescott Public Library (Friends) was founded in 1968 and raised almost two million dollars to enhance the Library between 2003-2006. They continue to support the Library through the sale of used books, magazines, movies and music donations to the public through their Book Sale located at the Library and through Amazon. Their support is vital to the success of the Library as they help fund a variety of projects, programs, and services for the library community.

The Library relies on the dedication of approximately 120 volunteers each year, who contribute their time in various capacities, including delivering books to homebound patrons, processing new acquisitions, and pricing items for sale. The commitment of these volunteers, along with the support of the Friends of Prescott Public Library, is essential to the Library's

success and ongoing ability to serve the community effectively.

Prescott Public Library is open seven days a week and physically serves an average of over 1,000 patrons daily. Your library without walls is available 24/7 and offers eBooks, online resources like Value Line and Consumer Reports, streaming video, and six bookdrops for materials return across Prescott. The Library serves as an anchor for downtown Prescott and is a frequent stop for out-of-town visitors.

Learn more about the services and resources the Prescott Public Library has to offer at <https://prescottlibrary.info>.

LIBRARY GOALS AND STRATEGIES

Goal 1: Space and Sustainability

Strategy 1.1 Create purposeful, flexible, and accessible spaces to meet the diverse needs of our community. Increase study spaces, revamp the youth area, safe and secure bicycle parking, and add storage and parking to serve the increasing need in these areas of service.

Strategy 1.2 Reimagine internal and external spaces to promote social interaction and the Library as a community hub. Work with Parks and Recreation to determine an appropriate location for a library hold locker in the community .

Community Center

The Rowle P. Simmons Community Center found at 1280 E. Rosser Street is owned by the City and is home to two non-profit organizations: Adult Center of Prescott, Inc. and Prescott Meals-on-Wheels. Prescott Meal-on-Wheels offers both home delivery and a community café to serve the elderly.

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

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



Youth Programs

YMCA is a Youth and Government program is dedicated to empowering young leaders and promoting civic engagement among Arizona's youth. Through hands-on activities, debates, and mock legislative sessions, participants will develop essential leadership skills and gain a deeper understanding of our democratic process. <https://prescottymca.org/youth-government>

The Launch Pad Teen Center facilitates confidence and empowerment by providing teens in Yavapai County with educational and social opportunities that encourage learning, active community involvement, and the development of skills to become successful, empowered, contributing members of society.

<https://thelaunchpadteencenter.org/>

The Boys and Girls Club of Central Arizona offers a safe place for youth to go to after the school bell rings and helps foster self-confidence and positive relationships with others.

<https://bgccaz.org/>

Nature Niños Prescott is a free nature play program for families with children ages 0-8 in the Greater Prescott Area. Park Rangers and community partners lead child-centered events at a different family friendly trail each month. Events are led by staff with a strong understanding of child development and experience leading child-centered outdoor programs.

<https://prescott-az.gov/rec-services/programs-sports/nature-ninos/>

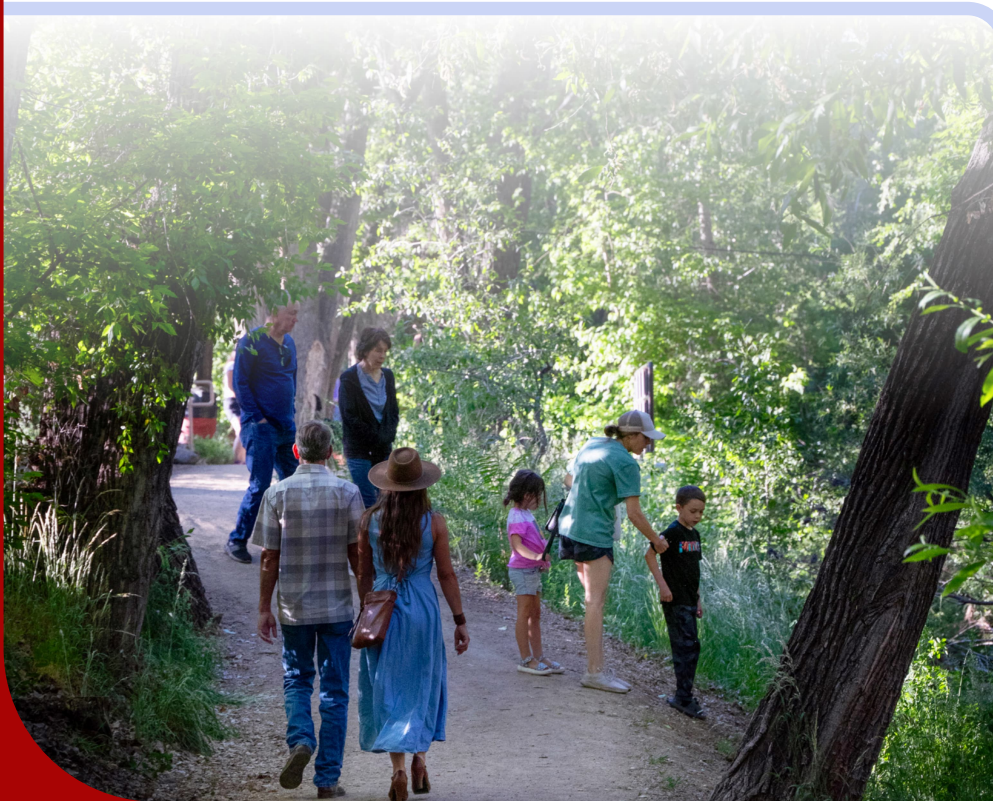


Teen Task Force is a free City program for teens that seeks to enhance the community for current and future generations through fun and safe volunteering, peer support, and personal growth activities for local youth.

<https://prescott-az.gov/rec-services/programs-sports/teen-taskforce/>

The Prescott Junior Ranger Program teaches about following the Appreciate AZ Leave No Trace Principles and learn about our ecology, culture, history and outdoors.

<https://prescott-az.gov/rec-services/programs-sports/junior-park-rangers/>



Art, Culture, Events, and Museums

For a city our size, there is an impressive array of cultural and artistic attractions to bring visitors from near and far to visit year-round. Prescott is filled with talented artists, galleries, and museums. Downtown has many galleries that are part of the emerging art scene, the Granite Creek Trail mural, and four separate Arts and Craft Shows on the Courthouse Plaza.

MUSEUMS

- Sharlot Hall Museum
- Museum of Indigenous People
- The Phippen Museum – Art and Heritage of the American West

CENTERS

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

PERFORMANCE VENUES

- Yavapai Community College Performance Hall
<https://www.ycpac.com/>
- Historic Prescott Elks Theatre
<https://www.prescottelkstheatre.org/>
- Hazeltine Theatre
<https://www.the-hazeltine.com/>
- Ruth Street Theatre (Prescott High School)
<https://sites.google.com/prescottschools.com/ruth-street-theater/events>

EVENTS

- Whiskey Off-Road Mountain Bike Race in April
<https://epicrides.com/events/whiskey-off-road/event-guide/>
- Prescott Bluegrass Festival in June
<http://www.prescottbluegrassfestival.com/>
- Prescott Frontier Days and World's Oldest Rodeo in July
<https://worldsoldestrodeo.com/>
- Arizona Cowboy Poets Gathering in August
<https://azcowboypoets.org/>
- Whiskey Row Marathon in October
<https://whiskeyrowmarathon.com/>
- Acker Night Musical Showcase in December
<https://www.ackernight.com/>



Healthcare

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

The Dignity Health Yavapai Regional Medical Center Prescott Campus (Dignity) is a 137-bed facility, which is the cornerstone of the hospital's growing healthcare presence in western Yavapai County. Dignity provides state-of-the-art technology and offers area residents the skills of more than 265 physicians, whose practices cover multiple specialties to benefit people of all ages. Hundreds of professional nurses, therapists, technicians, support personnel, and volunteers play an equally important role in the hospital's mission to provide comprehensive, high-quality healthcare consistent with the needs of surrounding communities.

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

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

Exceptional Community Hospital is a new 20,724 square-foot specialty hospital focused on internal medicine. The hospital includes nine emergency exam rooms and nine in-patient rooms with associated support spaces.

HEALTHCARE EXISTING CONDITIONS

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

The many healthcare services and options offered through Dignity and its medical staff are complemented by the programs and services offered by the Northern Arizona VA Health Care System, which is headquartered in Prescott. The VA provides a continuum of primary and secondary level medical, behavioral health/domiciliary, rehabilitative, and long-term care to veterans residing throughout northern Arizona. Healthcare in the Prescott area also

encompasses a wide range of other specialties and services, including optometrists, dentists, natural medicine practitioners, and outpatient testing and treatment at every level of need.

There is a strong selection of mental health services—both private and government-funded—along with programs and services to benefit addiction services, developmentally disabled, and physically challenged citizens of every age group and ability.

Prescott is home to a growing number of retirees and senior citizens, and it supports this segment of the population with a comprehensive selection of services specifically tailored to senior needs. Exercise and wellness programs keep the elder population mentally and physically fit. A variety of assisted living facilities offer housing and lifestyle choices to meet a wide range of financial and personal preferences. Nursing home care is readily available to seniors who require specialized and/or around-the-clock medical attention. For the younger and middle-aged generations, Prescott healthcare provides outreach services and programs that focus on everything from parenting skills and osteoporosis prevention, to anger management and diabetes care and prevention. Prevention, in fact, is taking on new meaning as healthcare costs continue to rise across the board. Prescott is a leader in the prevention arena by virtue of offering comprehensive options. This allows individuals to play a key role in managing their own health and the health of their family.

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

services will play a crucial role in the community's continued prosperity and well-being.

HEALTHCARE CONCERNS

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

With the cost of housing in Prescott and the lack of transit to bring employees into Prescott from the surrounding areas, there has been little incentive for perspective nurses and doctors to come to the area. Prescott's Workforce Housing Committee has met with the healthcare industry in regard to housing and the ability to bring nurses and doctors to the area to fill the needs of the residents.

AMBULANCE SERVICES

For emergency medical transportation services, the City contracts with Lifeline Ambulance and partners with Priority Ambulance Yavapai. Both work with the local fire departments and respond to emergency and non-emergency medical care calls.

