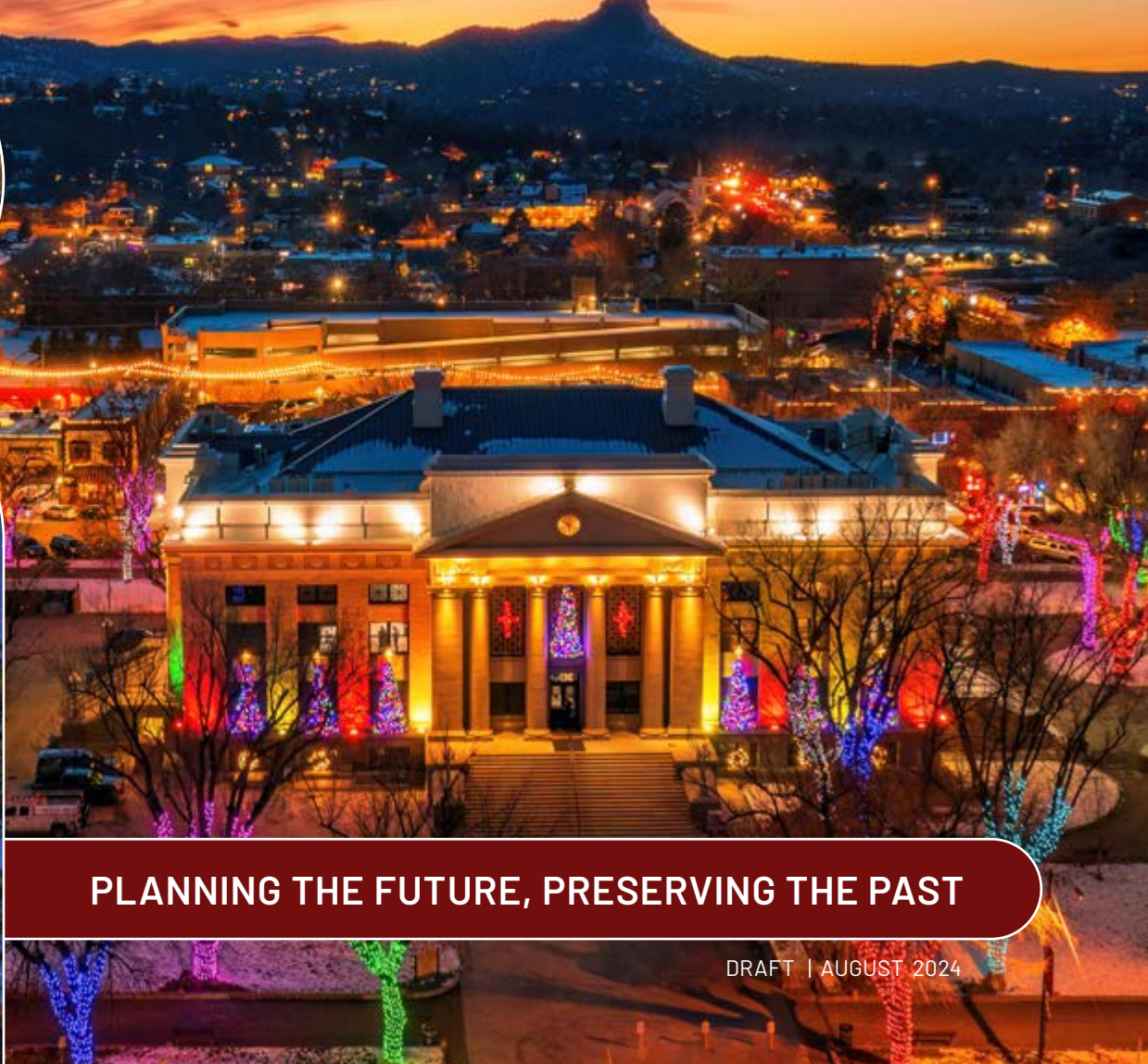


PLAN PRESCOTT

2025 GENERAL PLAN



PLANNING THE FUTURE, PRESERVING THE PAST

CITY OF **PRESCOTT**
ARIZONA

DRAFT | AUGUST 2024

PLAN PRESCOTT

2025 GENERAL PLAN



Acknowledgements

TBD



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PLAN PRESCOTT

2025 GENERAL PLAN



INTRODUCTION

A General Plan is an expression of a community's preferred future.

It is a road map describing the destination and the paths to be taken to reach it.

What is a General Plan?

In simple terms, the **City of Prescott General Plan** (General Plan) is the guide for land use decisions in Prescott, AZ.

HOW IS THE GENERAL PLAN USED?

Rezoning and new development proposals involving use permits, as well as decisions about public infrastructure, transportation corridors, annexations, and economic development, must be consistent with and conform to the adopted General Plan.

WHY DO WE NEED A GENERAL PLAN?

Arizona State Statute (A.R.S.) (§9-461.05) requires that all municipalities must prepare and adopt a comprehensive general plan for the physical development of land within its jurisdiction. It also must be re-adopted or amended at least once every 10 years. The City's General Plan is up for readoption, as the plan was last adopted by voters in 2015. Specific requirements for content are based on the total population of a community. Based on the City of Prescott's (City's) current population, A.R.S. requires the City General Plan to address specific elements. These elements are described and addressed in Chapters 1-5.

Prescott's Vision

Prescott is a city that values the quality of life for all its inhabitants. Prescott is home to people of varying backgrounds, cultures, and perspectives. This cultural diversity keeps the city vibrant and is an asset we should all embrace. The City of Prescott (City) hopes that all people within its limits feels welcome. As such, the city does not condone discrimination or harassment of individuals based on the identifying characteristics such as race, sex, ethnicity, sexual orientation, gender expression or identity, religious practice, spiritual practice, age, or mental/physical ability.

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

The General Plan complies with the "Growing Smarter/Growing Smarter Plus" legislation adopted by the state in 1998 and amended in 2000 and 2002 (A.R.S. 9-461.05-.07). All sections of this plan, required and voluntary, interact and relate to each other to comprehensively address the challenges Prescott faces.



● THE PRESCOTT VISION

Prescott strives to be a charming, welcoming, and sustainable community. Prescott maintains its unique image as a city based on the following fundamental values, endorsed by the community. Prescott embraces its rich history, historic architecture and small-town feel.



Citizen empowerment and involvement in government and community activities



Balance between developed and undeveloped areas, providing diverse housing options among private property, neighborhoods, and communities.



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



Sustainability of economic foundations, neighborhood and community infrastructure, government services at acceptable levels, and water supplies and natural resources



Moderate growth and quality development



Ethic of equity and respect for all community members

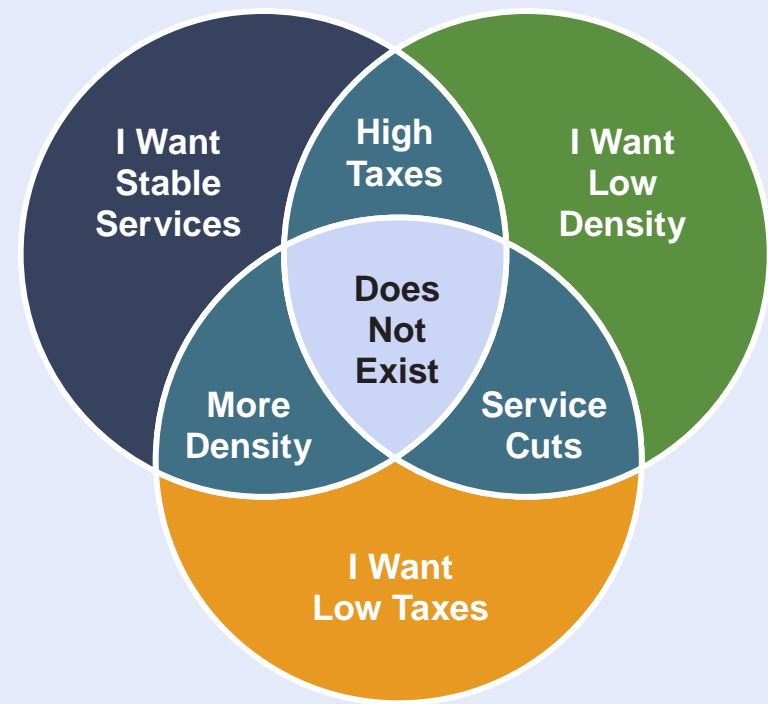
The Challenge for the Community:

Ensure the continued vitality and longevity of existing commercial and industrial areas and create additional sites suitable for business, commercial, and industrial development. Also, to do so without sacrificing the historic and cultural resources and open space valued by the community, without undue negative impacts on existing neighborhoods, and without degrading environmental resources, for example water, which contributes to our quality of life.

Currently undeveloped areas represent the best opportunities to improve and maintain a sustainable balance among these types of land uses and water resources.

FINDING A BALANCE

It is important to remember, that while we all want to do everything we can to make Prescott the best it can be, no one municipality is able to “have it all.” The City is constantly working to find the best balance between providing stable services to its residents, maintaining low taxes, and sustaining a low-density community. Unfortunately, as shown in the Venn diagram, all three are not possible at once. Because this is true, the City has prioritized public outreach to identify what two out of the three options the majority of residents value the most, so that plans for the future of Prescott can be tailored accordingly.



Our Approach

This General Plan organizes the required and volunteer elements under the following chapters based on the City's Livability Goals.

Resiliency and Sustainability

Fire, Environmental Planning, Water Resources, Climate, and Energy

A Community Connected

Circulation, Open Space, Wildlife Corridors, and Digital Connectivity

Great Places and Neighborhoods

Land Use and Growth Areas, Historic Preservation, Recreation, Dark Skies, Tree City USA, and Bike and Pedestrian Paths

Economic Competitiveness and Prosperity

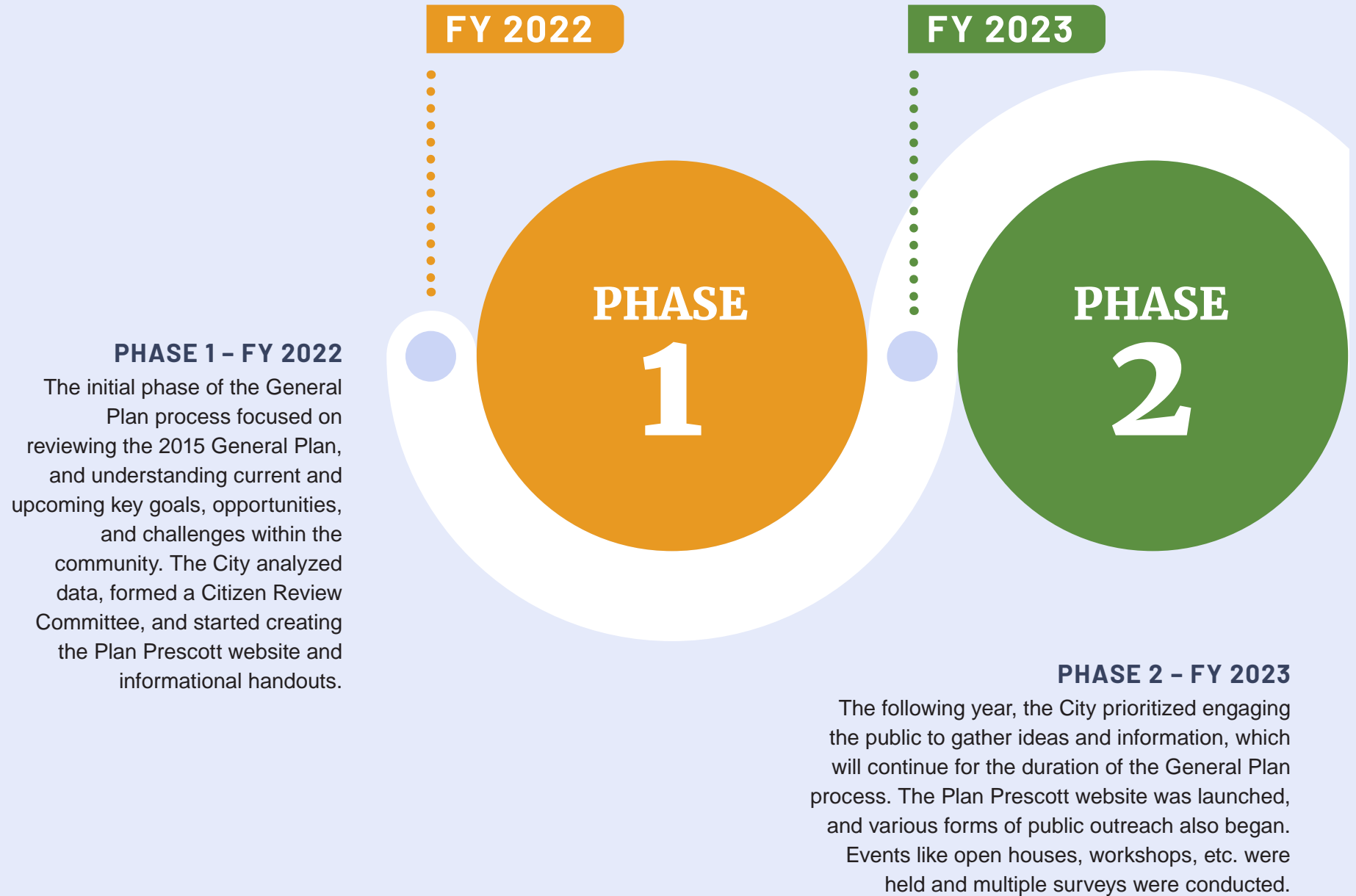
Economic Development and Tourism, Growth and Cost of Development, Housing, and the Prescott Regional Airport (PRC)

Community Quality

Police, Educational Assets, Library, Community Center, Healthcare Assets and Ambulance Coverage, and Arts and Culture



The General Plan Process





FY 2024

PHASE
3

PHASE 3 – FY 2024

In 2024, all the research and preplanning efforts were compiled into a draft of the General Plan document. There were reviews by the General Plan Committee, the City's legal team, the Planning and Zoning Commission, City Council, and more. Revisions were incorporated, and a more final draft was brought forward to the public for the 60-day comment period. This also triggered the next round of public outreach efforts to ensure the public was aware of the 60-day comment period and able to provide feedback either in-person or virtually.

FY 2025

PHASE
4

PHASE 4 – FY 2025

The final phase of the project involved addressing and incorporating the public's comments into the General Plan draft. The final product was taken to City Council for approval. Once the final draft was approved, an alternate interactive version of the draft was finalized, so that the General Plan could be viewed online with clickable links, animated graphics, etc. The General Plan was then put on the primary election ballot to be passed.

Public Participation Process

The planning process for the 2025 General Plan, *Plan Prescott*, starts and ends with public engagement. In the years leading up to the General Plan being placed on the 2025 ballot, the City employed various methodologies to gather input, increase awareness, and communicate updates.

Public engagement began in FY 2022. The City reviewed other recently updated plans for effective ideas on how to reach out to the public for comments. City Council also appointed an 11-member General Plan Review Committee to help staff with public outreach and to review the updated plan for comments and suggestions.

To engage the public, the first step involved creating a website, distributing flyers/handouts, publishing newsletter articles, and airing radio advertisements. Following this, an online public survey was created, with input from all departments and the citizen review committee. The survey's goal was to learn what residents love about Prescott and where they want to see improvements. The City also held an Open House on August 30, 2023, in order to obtain public input on challenges and opportunities with the following topics: circulation, economic development, housing, land use, and public facilities and services. Over 200 residents attended and provided feedback on all the topics.

The General Plan Review Committee gathered the information collected and began updating the General Plan. From the many conversations and survey responses gathered, a few key themes emerged:

- A love for Prescott's "small town feel," historic downtown area, and natural environment
- Hope for improvements to traffic; healthcare; and water accessibility, quality, and conservation
- Concerns about growth, affordability, and lack of diversity in population age

These themes, along with the specific focus areas previously mentioned, are addressed in the General Plan, accompanied by goals and strategies to achieve them.

The updated General Plan document will be reviewed by the public during the 60-day comment period and additional input will be gathered through an online virtual meeting room, online surveys, and additional in-person public meetings.

Afterward, the City will incorporate the latest public comments and send the General Plan to the City Council for final approval. Once approved, the General Plan will be placed on the 2025 ballot.

To promote the passing and official adoption of the 2025 General Plan, the City will engage the public through social media and an election ambassador program, among other methods.



Navigating the General Plan

Readers can navigate to specific chapters/topics in the document by navigating to the table of contents at the start of the document and clicking on a preferred chapter, or by using the map below. There are clickable elements related to each of the chapters in the map below.

Each chapter has also been given a specific color and symbol, so it is easy to recognize the topic and focus, no matter what page you are on.



Chapter 1. Resilience and Sustainability



Chapter 2. A Community Connected



Chapter 3. Great Places and Neighborhoods



Chapter 4. Economic Competitiveness and Prosperity



Chapter 5. Community Quality



This unique mural was created Prescott High School art students ([names here](#)).

General Plan Structure

INTRODUCTION



This section in the document serves as an orientation to the General Plan. It provides:

- The General Plan's purpose and need
- Definition of the City's five livability goals that serve to organize the General Plan
- Guidance on how to navigate the document

CHAPTERS 1-5: LIVABILITY GOALS



Each City Livability Goal has its own chapter. Each chapter opens with an overview which describes the importance of this topic. This is followed by in-depth research and analysis to illustrate trends and influences related to each theme. Context from the trends and influences analysis is then used, along with ongoing community input obtained throughout the planning process, as a foundation for setting the listed goals and policies.

CHAPTER 6: IMPLEMENTATION



This chapter conveys a plan of action. It includes implementation actions and assigns responsibility and a timeline to each goal. Some action statements represent efforts that the City may already be working on and should continue or expand. Others propose new actions to address challenges the City is facing. This will reinforce accountability and ensure the City's goals are met.

Transportation Goals and Strategies

ARTERIALS

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

Goal 1: Establish and maintain a system of arterial streets to provide a satisfactory level of service at level "C" or better according to the American Association of State Highway and Transportation Officials (AASHTO). During morning and evening peak hours, support alternative transportation such as walking and bicycling, which are compatible with land use, grading, slope stabilization, drainage, and environmental goals.

Strategy 1.1 Complete the 2024 update of the Central Yavapai County Regional Transportation Study by coordinating with ADOT and regional stakeholders to guide the future planning efforts of the CYMPO.

Strategy 1.2 Develop a City Transportation Plan by 2030 for adoption and implementation of recommended goals and strategies to improve arterial traffic movement and safety.

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

Strategy 1.4 Continue to participate in CYMPO discussions and studies addressing public transit (<https://www.cympo.org/studies/>).

DEFINITIONS

Unique words are also defined throughout the document to help the reader fully understand the topic at hand.

GOAL STATEMENT

Each goal is numbered and has an introductory statement to identify the broad goal.

STRATEGY STATEMENTS

Each **goal statement** is followed by multiple **strategy statements**, which outline the steps needed to achieve the goal statement.

LINKS

Links to external websites are underlined and colored green. Readers can click these links at any time to find additional relevant information outside of the General Plan.

Fun Bonus: Hidden Object Scavenger Hunt!

Keep an eye out for a small cowboy hat icon hidden in each chapter to help draw your attention to key points in the General Plan.
Can you find all six cowboy hats?





Physical Setting and History

Located in a basin in the mountains of north central Arizona, Prescott is bordered and most influenced on the south and west by the Prescott National Forest. The natural environment is rich with rock outcroppings, unique topographical features, abundant vegetation, wildlife, riparian areas, and archaeological resources. The average elevation is 5,400 feet above sea level, and the area enjoys four seasons with few extremes of temperature or precipitation. The climate is generally temperate and mild, with average high temperatures ranging from 50°F to 90°F. Rainfall continues to be below average, with drought conditions reported by various scientific institutions. Average annual precipitation is 16 inches of rain and 13 inches of snow.

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

Current archaeological cultural resource investigations reveal occupation patterns of prehistoric people as early as AD 700. Documentation of prehistoric excavations around Willow and Watson Lakes continues with the artifacts related to the Prescott Culture AD 700 – 1100, ultimately to be preserved in place as a public viewing park and artifacts archived at Sharlot Hall Museum, a state museum on West Gurley Street near Downtown Prescott.

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

The region was once part of a vast area occupied by hunting and gathering American Indian people. This group was one of three geographically divided

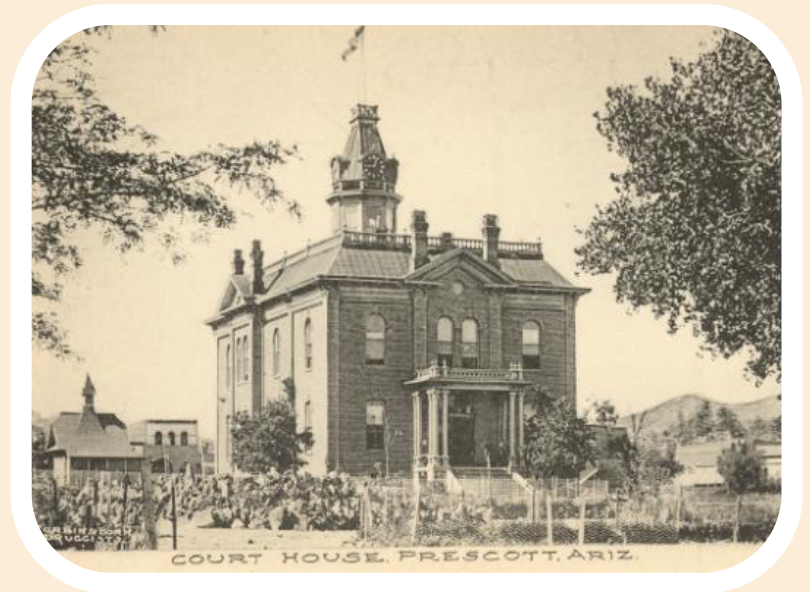


Yavapai groups and later became known as the Yavapai-Prescott Indian Tribe. They were allocated approximately 1,400 acres of land by the federal government, forming the Yavapai-Prescott Indian Reservation which is now encompassed by Prescott on three sides.

Although initial European contact occurred in the late 1500s, it was not until the 1860s that significant non-native populations began permanently settling the Prescott area. Prescott was established as a town and became the Territorial Capital of Arizona in 1864.

Prescott was a planned community from the beginning with the original townsite laid out in a grid pattern surrounding a central courthouse plaza. The capital was moved briefly to Tucson and eventually to Phoenix, but during the late 1800s, Prescott again served as the state's territorial capital. The original Governor's Mansion is preserved at its original site at the Sharlot Hall Museum.

The area's early economy centered on mining, cattle ranching, and government, making Prescott the economic and political center of north central Arizona. Support for commercial enterprises continued to expand in the late 19th century. In July of 1900, a fire destroyed much of Prescott's commercial district. Following the fire, most buildings in the downtown area were reconstructed of brick and masonry, providing today's rich architectural heritage. Some 800 City structures are listed in the National Register of Historic Places as part of 13 local districts and/or 13 National historic districts. One archaeological district on City-owned land is included in the register of 13 city (local) designated historic preservation districts.



Prescott Courthouse, 1878

Photos courtesy of CourthouseHistory.com





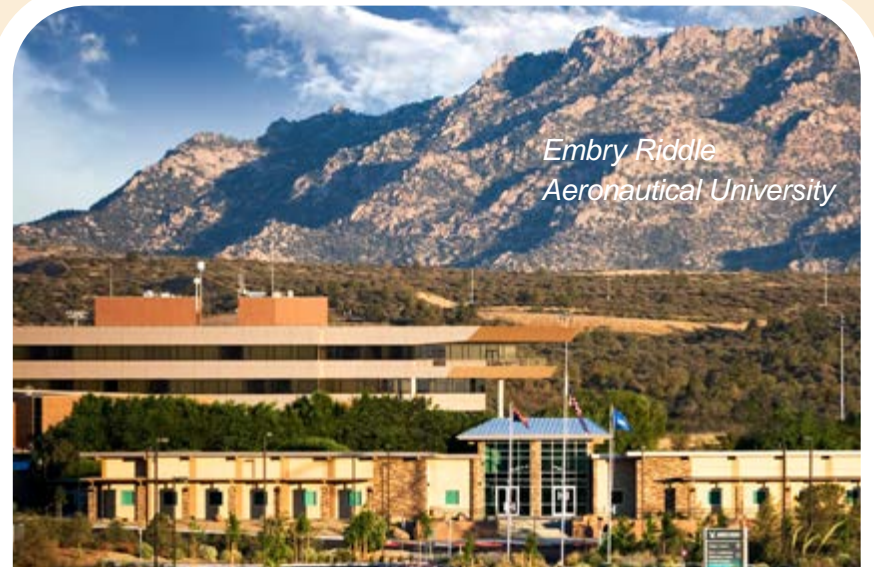
Historic Post Office

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

Also during the 20th century, the arts, cultural, and educational assets of Prescott have flourished along with healthcare. Sharlot Hall Museum was founded in 1929 by state historian Sharlot M. Hall and influential Prescott businessmen to preserve and restore the territorial Governor's Mansion. The museum campus collections, exhibits, and educational and performing arts programs have been expanded over the years with a major regional archive focusing on Central Arizona material and natural history.

The Elks Opera House (now Elks Theater) has welcomed audiences to performances since 1905. Performing arts theaters are owned and operated by the Prescott Center for the Arts, Yavapai College, and the Prescott Unified School District. The Phippen Museum of Western Art and the Museum of Indigenous People: American Indian Art and Culture also contribute to the current cultural scene.

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



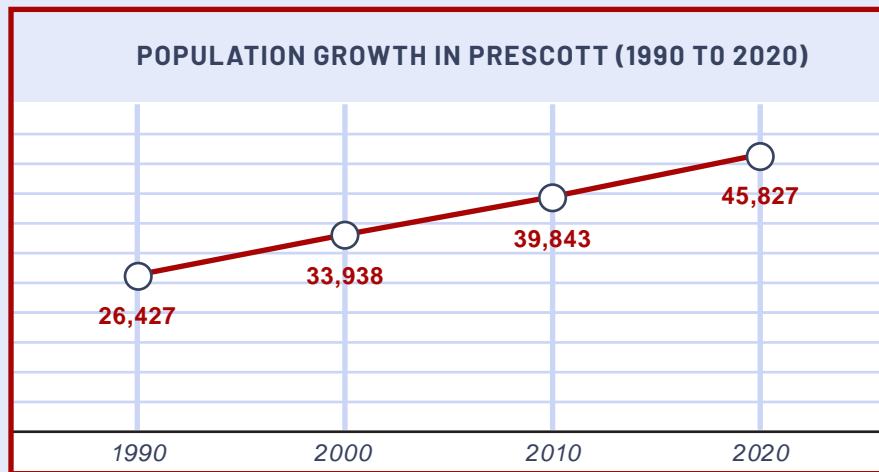
*Embry Riddle
Aeronautical University*

Existing Conditions and Trends

POPULATION FORECAST

From 1960 to 1990, the City's population grew at an average annual rate of 3.9% per year, inclusive of annexations. Since 1990, the growth rate has slowed. From 1990 to 1995, the population grew at an average annual rate of slightly below 3% per year, without any major annexations of existing residential areas, and inclusive of a growth spurt in 1993. Beginning in 1995 and continuing through 2010, the population growth slowed to below 2%. Prescott's population growth rate decreased further since 2010 to an average of 1.5% per year. The 2020 U.S. Census reported Prescott's population to be 45,827. This total population reported falls below the 2015 General Plan's population estimates for 2020 by 2,673 people, which had assumed and a total population of 48,500 by 2020.

The most current population estimates (U.S. Census Bureau, July 2023) present a total population of 47,757.



It is important to note, according to the updated classification of urban-rural areas published by the U.S. Census Bureau, the Prescott-Prescott Valley areas are categorized as 'urban clusters'. Planning approaches differ between urban and rural communities. Throughout the General Plan, the urban planning focus is clear on its goals concerning growth management and organizing locations and densities of population clusters to employ smart growth.

POPULATION FORECAST SNIP

When projecting growth rates, especially when those projections will be used for planning and infrastructure projects, it is better to conservatively project higher rather than lower. For this reason, we have assumed a 2% growth rate. It should be noted that unexpected changes to the economy and the potential for Prescott to reach external growth boundaries by annexations may alter this estimate.

Prescott is also affected by the growth trends and development patterns of neighboring communities and the unincorporated areas of Yavapai County. **The 2020 Census count for Yavapai County indicates a population of 236,218, with a 2.1% growth rate.** Using a growth rate of 2.1%, the region's total population could reach 300,000 by the year 2030. Prescott Valley has been growing at a greater rate than Prescott and Yavapai County. The 2020 Census indicated a population of 46,785, with a short-term growth rate of 2.45%.

Higher growth rates for the County and Town of Prescott Valley, along with Prescott being the employment hub for the area, affect traffic congestion on City roadways and demands for emergency services on the periphery of Prescott's city limits.

For the purpose of this 10-year General Plan, we use the 2020 Census and assume a moderate growth rate of 2% resulting in a population of approximately 61,500 by the year 2035. Changes in economic conditions and annexation of significant tracts of flat, more easily developed ranch land could drive that number higher. However, other factors such as availability of water, market trends toward large lot, low density development, and finite growth boundaries can be expected to play a role in limiting growth over the next 10 years.

Consistent with articulated community values, Prescott seeks to maintain sustainable, moderate growth to accommodate residents of all ages and economic status, while preserving the community's character now and into the future.

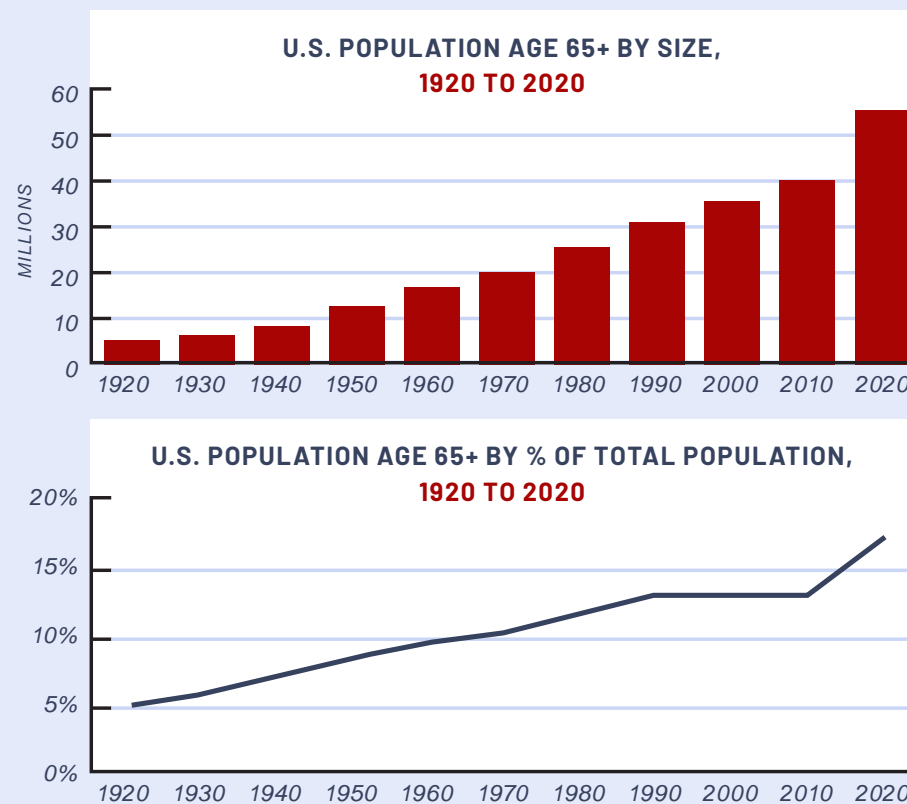
Changing Demographics

AGING POPULATION

Census data from 1980, 1990, 1995, 2000, 2010, and 2020 show minimal changes in the percentage of individuals between the ages of 20 and 64 that make up Prescott's population. The more dramatic shifts have occurred at the two ends of the population age range. Youth aged 0 to 19 declined as a percentage of total population from 26.1% in 1980 to 16.8% by 2010, while adults aged 65 and over increased from 21.4% to 30.8%. These changes have significant impacts on local school district enrollment, the labor force, and the balance of family types and sizes in the area. The 2020 Census shows youth aged 0 to

19 dropped to 14.1% while adults aged 65 and over increased to 41.1% of the total population.

Prescott's median age increased to 54.1 years of age in 2010, accompanied by an increase in households with one or more persons aged 65 and over (from 34.8% in 1980 to 44.8% in 2010). Prescott's median age increased to 60.2 according to the 2020 Census. With the aging of Baby Boomers (those born in the high birth rate years of the 1950s and 1960s), an increase in older populations is a national trend, as is an overall reduction in birth rates. Prescott follows this trend, but is different from many



Source: U.S. Census Bureau, Decennial Census of Population, 1900 to 2000; 2010 Census Summary File 1, and 2020 Census Demographic and Housing Characteristics File (DHC)

other communities in that Prescott also have a continuing in-migration of seniors approaching retirement or already retired. Prescott is, and will continue to be a retirement destination because of its natural environment and cultural amenities. The out-migration of young people at the upper end of the 0-19 age range for educational or employment opportunities elsewhere is also a contributing factor in this trend. Telecommunication based on improved internet connectivity affect demographics as younger families seeking Prescott's quality of life are able to bring their jobs with them. The graphs on the previous page show the national trend of an aging population:

HOUSEHOLD SIZE

There has also been a continual decline in the average number of persons per household. In 1980, the City's average household size was 2.52 persons. By 2000, the average household size had decreased to 2.11 persons. It dropped further, to 2.03 persons in the 2010 Census. This is a predictable result of the aging population trend. The current persons per household is 2.02.

DIVERSITY

Prescott's population was 95% Caucasian in 1980. By 2010, Caucasians accounted for 92.1% of the population and Hispanics/Latino constituted 8.6% (note: there were changes in the way race was defined by the Census). The percentage of African-American residents in Prescott remained the same at 0.7% in both 1980 and in 2010. The percentage of American Indian residents dropped from 1.2% to 1.1%, and the percentage of Asian residents increased from 0.6% to 1.2% between 1990 and 2010. According to the 2020 Census, Prescott's population was 89.6% White, 8.6% Hispanic, 4.2% two or more races, 2.0% Asian, 0.6% Native American, and 0.4% African American.

FAMILY TYPES

Just as significant in terms of changing diversity are the trends in family types: the proportion of households with a wage earner (working families) compared to retiree households; and the proportion of families actively raising children to "empty nesters" are decreasing. Based on the 2010 Census, among City residents there are 16,891 persons age 16 and older who are employed, or put another way, approximately 42% of the total population participated in the workforce. This has dropped to 40.3% in 2020 Census. In 2010, families made up 56% of Prescott's households compared to 59% in 2000. In 2010, households with a member aged 65 or older comprise 44.8% in Prescott compared to 39.4% in 2000, an increase of 5.4%. Also of note are trends for working families with younger children. In 1990, 50% of families with children under 6 years of age had both parents in the household working. By 2010, that number rose to 64%. **This may indicate that working families with young children increasingly require more than one income to meet rising living and housing costs in the community.**

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



HOUSEHOLD INCOME

The median household income for Prescott in 1990 was \$22,517, with the largest single concentration (24%) of incomes in the \$5,000 to \$15,000 range. The 2010 Census indicated that the median household income was \$44,224, with the largest concentration in the \$35,000 to \$50,000 range. While Prescott's median income remains slightly higher than Yavapai County as a whole, it continued to be below the statewide median income of \$50,448 in 2010. Median income in 2020 Census is \$61,090.*

REGIONAL POPULATION TRENDS

Between 1990 and 2010, the neighboring communities of Prescott Valley and Chino Valley experienced much higher rates of growth than Prescott. The unincorporated portions of Yavapai County have also grown rapidly. The population changes for Prescott, the County, and neighboring communities are shown in the table below. If the rates of growth in the region continue, Prescott's proportion of the regional population will continue to decline. Prescott Valley's population surpassed Prescott for the first time according to the 2020 Census.

POPULATION BY JURISDICTION

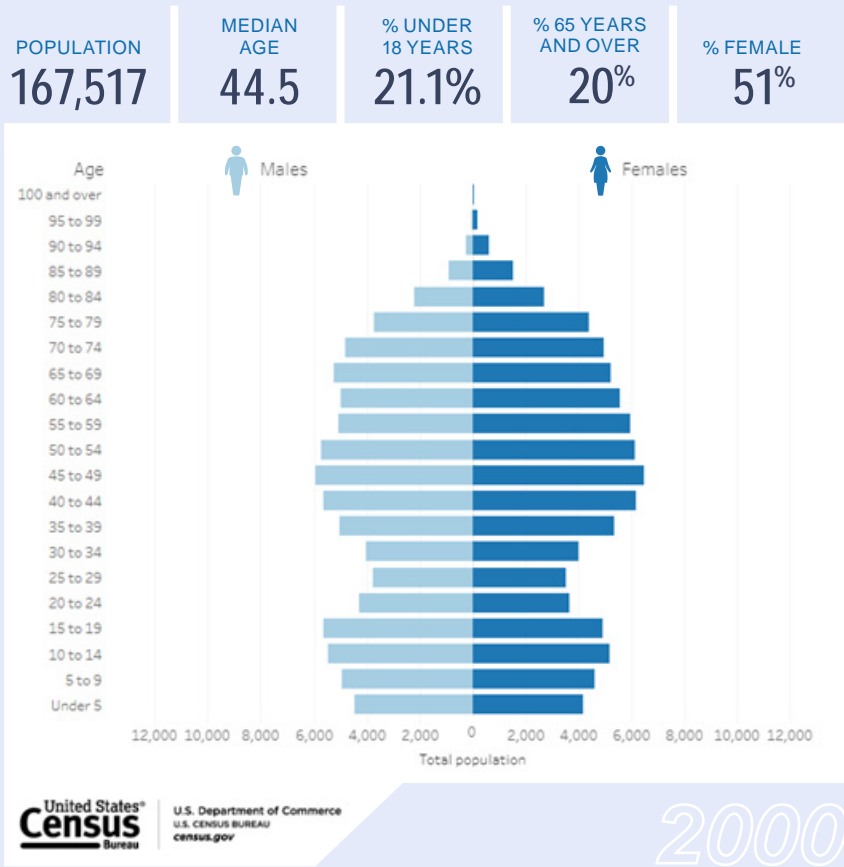
Jurisdiction	2010		2020	
	Population	% Portion of County Population	Population	% Portion of County Population
City of Prescott	39,843	18.90%	45,827	19.40%
Town of Prescott Valley	38,822	18.40%	46,761	19.80%
Town of Chino Valley	10,817	5.10%	13,020	5.51%
Yavapai County	211,033	-	236,209	-

* figures may not reflect incomes not tracked by HUD

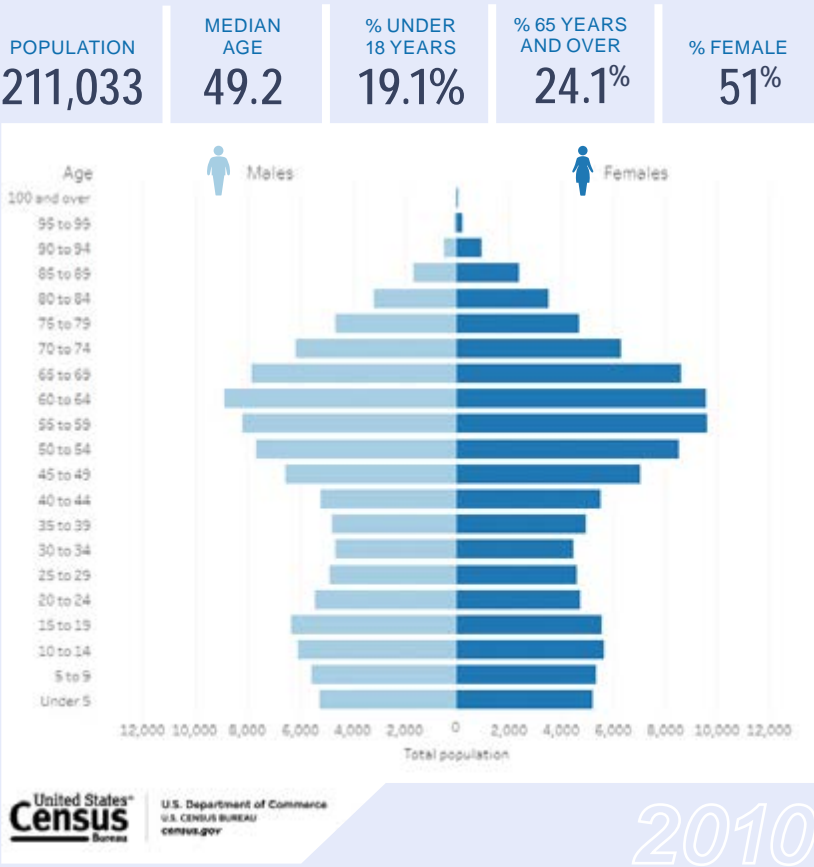
Regional Population Changes (Yavapai County)

(2022 American Community Survey 5-year Estimates)

2000 YAVAPAI COUNTY CENSUS DATA



2010 YAVAPAI COUNTY CENSUS DATA



2020 YAVAPAI COUNTY CENSUS DATA

POPULATION
236,209

MEDIAN
AGE
55.5

% UNDER
18 YEARS
15.7%

% 65 YEARS
AND OVER
33.8%

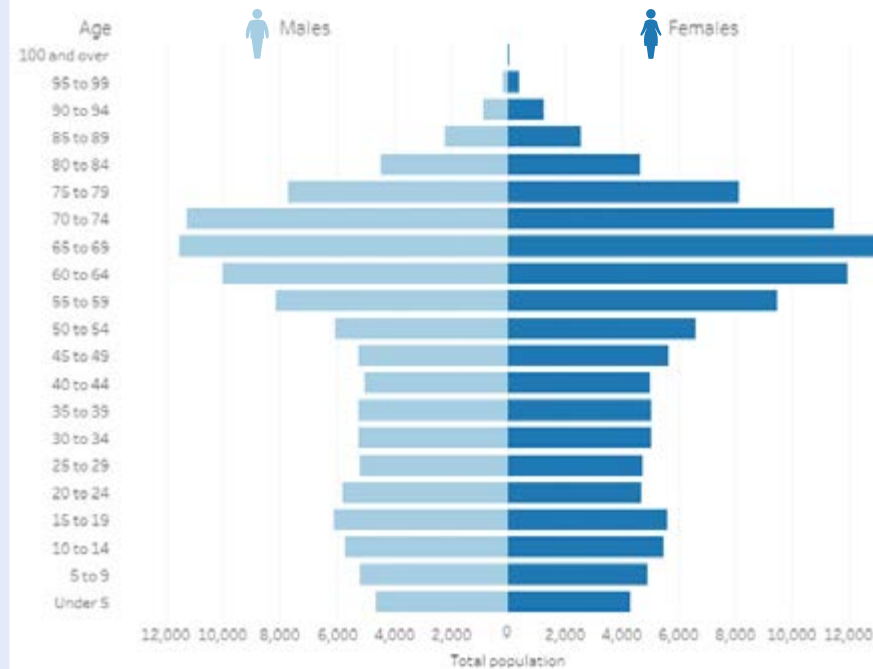
% FEMALE
50.9%



CITY OF PRESCOTT POPULATION BY AGE

 MALES

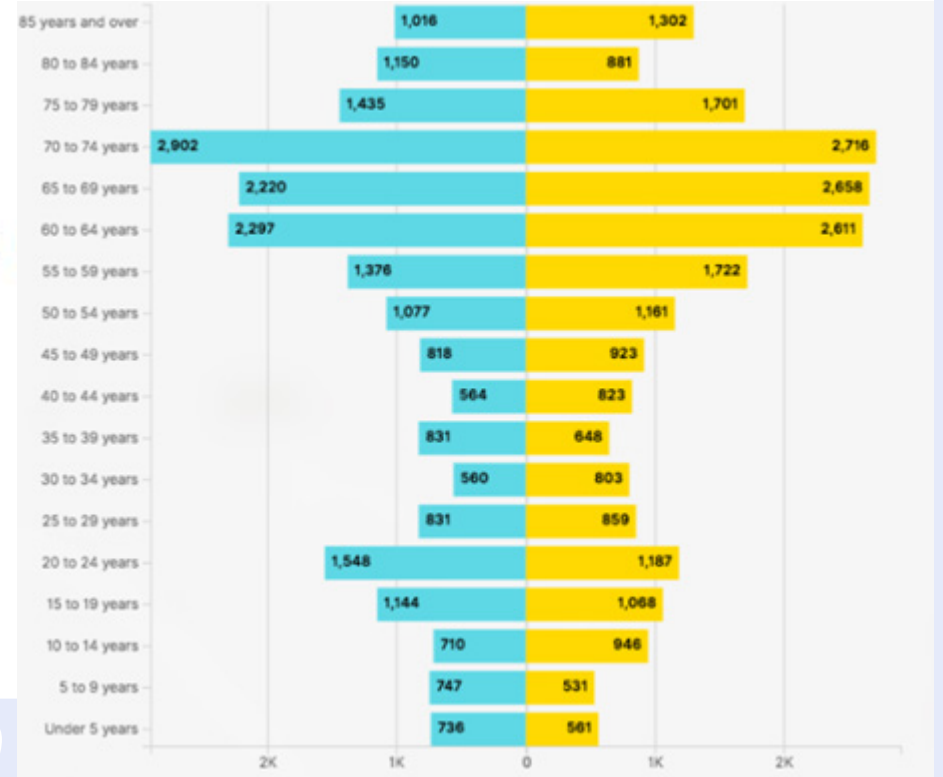
 FEMALES



United States[®]
Census
Bureau

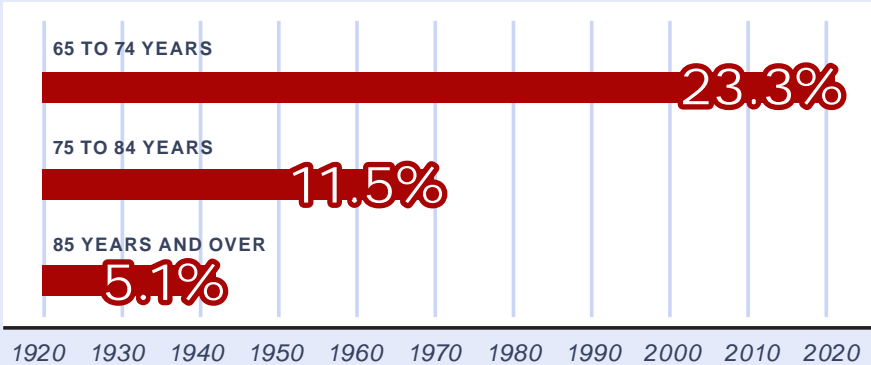
U.S. Department of Commerce
U.S. CENSUS BUREAU
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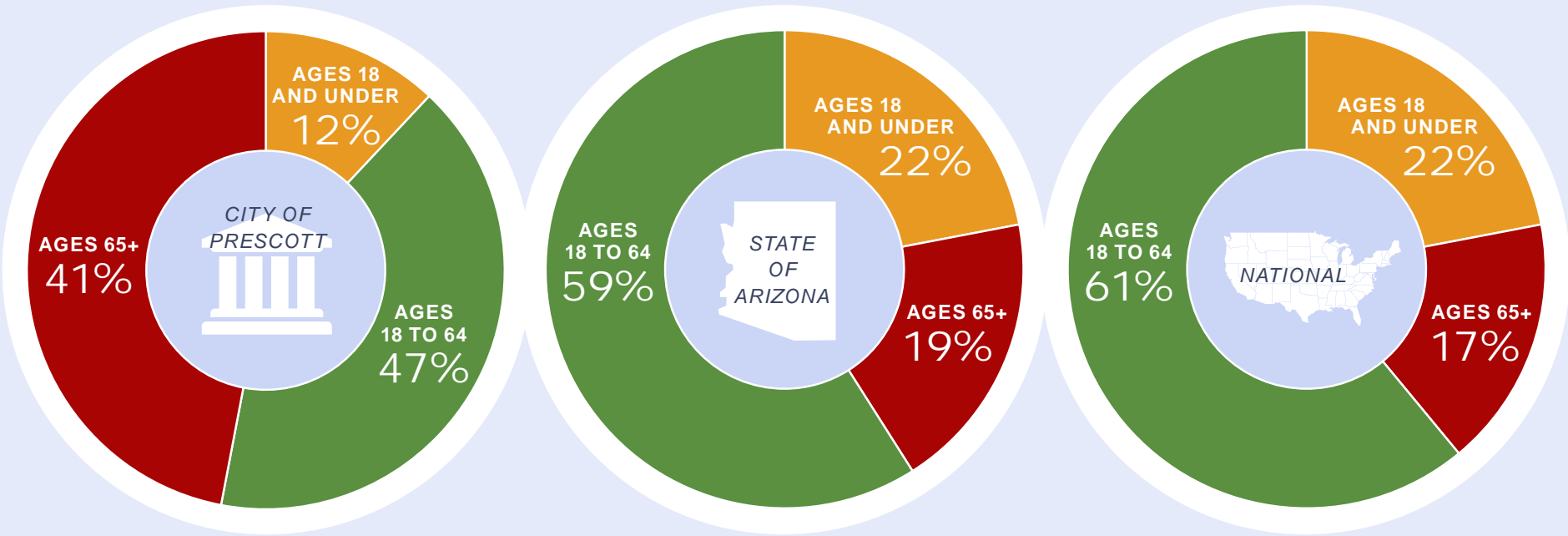


Working age individuals makes up 47% of Prescott's total population. A small and shrinking working-age population can have a significant impact on Prescott's labor market and economy, including a potential increase in cost of labor, increasing wage premiums for skilled labor due to demand, and fewer workers to pay taxes and provide vital services in the public sector.

OLDER POPULATION BY AGE



AGE GROUPS BY % OF POPULATION



CHAPTER 1



RESILIENCY AND SUSTAINABILITY

With the increased impacts of climate disruption, it is becoming more and more obvious that we need to cultivate resilience. Becoming more resilient means that we are: better able to prepare, adapt and get stronger in response to internal and external pressures and stresses, in ways that not only allow people, businesses, neighborhoods, and the whole community to maintain essential functions and bounce back relatively quickly, but also bounce forward toward an improved environment, social and economic health and well-being.

The balance of land uses within a community is essential to provide residents with a full range of services, employment opportunities, and housing choices. Providing this full range of uses is important to maintaining a resilient community. At this time, housing affordability for essential workers is a high priority. The lack of affordable housing options has had a negative effect on employee recruitment for local governments and private industries. This problem is expected to continue to adversely affect the ability to hire qualified staff to provide essential services in government, healthcare, education, and other areas. This makes Prescott vulnerable to detrimental impacts such as higher costs of services, less service options, and unbalanced community diversity. All stakeholders must take action, as Prescott residents will suffer the degradation of services.

Maintaining a balance, especially with workforce housing, has been an ongoing concern for Prescott, as noted in the 1990, 1997, 2003, and 2015 General Plans. Providing for the housing needs of a balanced community has been and remains a challenge in Prescott due to the growing percentage of retired residents, many of whom are able to afford higher-priced housing, thus

incentivizing the market to produce housing out of the reach of working families. In addition, the steady increase in land costs further drives up the cost of housing. In the last decade, market-based housing development in Prescott consistently favored (and continues to favor) larger single-family homes in large and smaller lot mass-graded subdivisions. However, with Prescott remaining a retirement destination, smaller houses on smaller lots and multifamily rental housing options may occupy a greater market share in the next decade.

Beyond the question of housing balance, it is important to consider the availability of commercial and industrial land in the city. Prescott is comprised of approximately 68% residential property, 10% commercial property, and 9% industrial property. The remainder is comprised of open space and master planned development properties. There is no “ideal” balance among these land use components. The key is to maintain sufficient undeveloped commercial and industrial lands to provide the necessary expansion of services to support anticipated residential growth. Approximately half of all commercial and industrial zoned land within the city remains vacant at the time of this writing.



Resiliency Land Use Goals and Strategies

Goal 1: Promote a balanced community with a diversity of residential types and prices by encouraging in fill development of higher-density development single-family and multifamily homes.

Strategy 1.1 Seek out developers and not-for-profit organizations specializing in producing attainable housing for the workforce, and assist them in locating and obtaining zoning entitlements for housing development to address the deficit in affordable housing for key workforce sectors.

Strategy 1.2 Assists in creating a Community Development Corporation and Community Housing Development Organizations to open opportunities for development of single-family and multifamily housing for key workforce sectors.

Goal 2: 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 2.1 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 2.2 Work with non-profits, builders, and property owners to proactively identify and plan sites suitable for affordable housing development.

Strategy 2.3 Promote preservation, restoration, and rehabilitation of existing housing stock by providing educational incentives.

Existing housing contributes to a greater diversity of housing options (including price ranges) and maximizes existing infrastructure investment.

Strategy 2.4 Provide regulatory incentives to reduce production costs and promote the production of workforce housing, creating density bonuses, greater flexibility in placing manufactured housing throughout the city, and reductions in parking requirements for highly attainable housing types, where appropriate. Also, City contributions to off-site improvements will benefit the development of workforce affordable housing.

Strategy 2.5 Provide a water allocation priority for developments that create (and will maintain) 50% or more of the units at a workforce affordable level or below. Make allocation an administrative process at up to 2 acre-feet (or otherwise double the allowance for market-rate development) for workforce housing projects.

The Prescott Fire Department

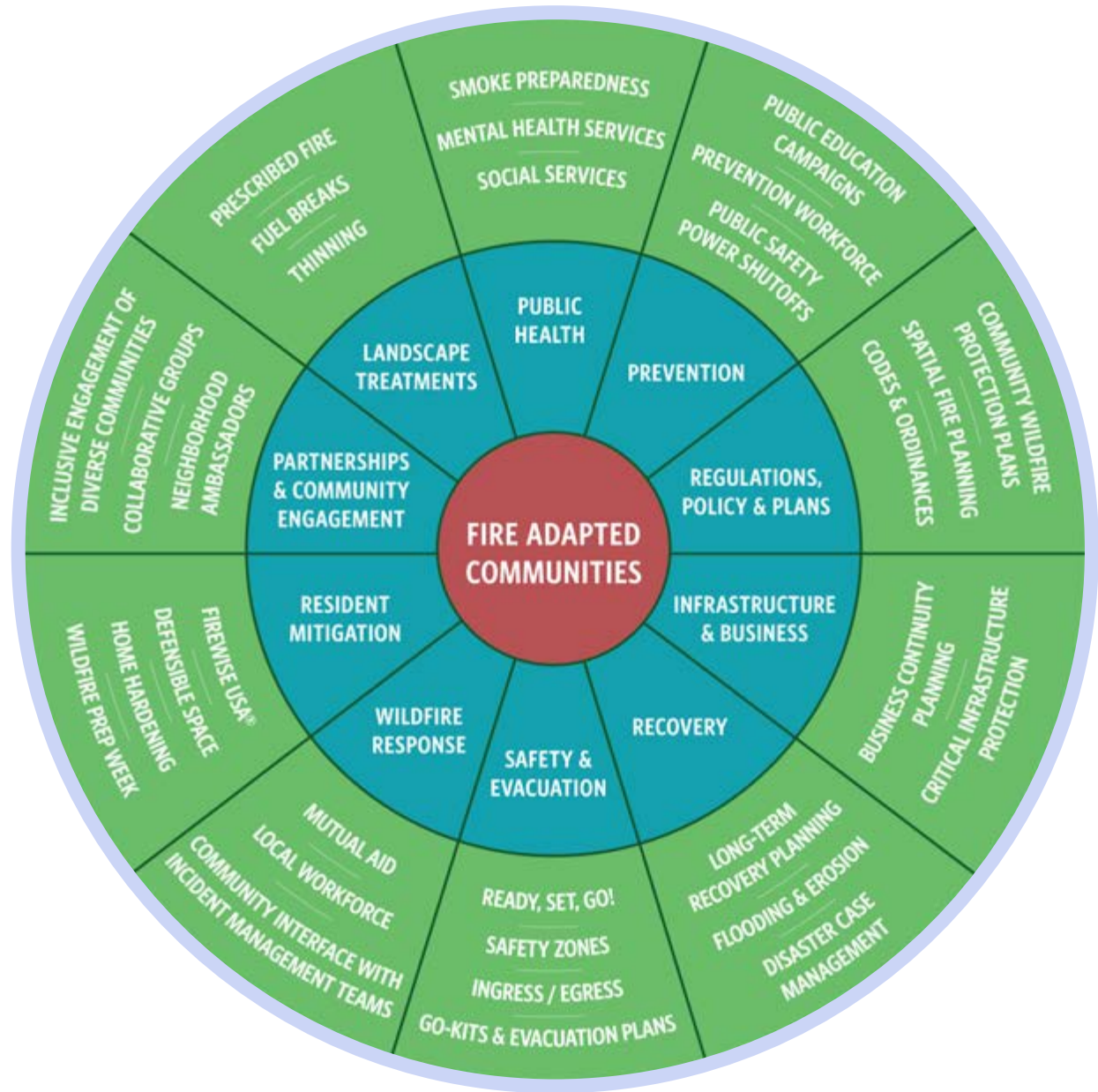
The Prescott Fire Department is the oldest in Arizona. It was established in 1885 and today is a modern and highly professional career fire department. The Department has a wonderful history of firefighting traditions and values a creative and proactive workplace. It is involved in numerous joint partnerships,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

The Prescott Fire Department provides all risk services to our community. Fire personnel are the first responders to deal with epidemic disease, bio-terrorism, hazardous materials, and other threats to safety. They are trained in emergency medical response, structural and wildland fire fighting tactics, confined space and

high angle rescue, hazardous material mitigation, fire prevention techniques, and involved in large-scale incident management at the local, county, and state levels.

The City was the first community in Arizona to adopt the Wildland Urban Interface Code with local amendments. Prescott Fire Department leadership is committed to aggressively addressing the threat of wildfire to our community and promotes fire-adapted community strategies. This proactive approach to fuel mitigation and educating our citizens regarding wildfires has placed the City in a leadership role locally and nationally. **The current question is not “if” a fire will occur but “when.”**

In 2019, the Department completed a comprehensive community risk assessment that is the foundation for assessing the risks faced by the community. This integrated living document will be updated along with the Standards of Cover annually.





A major update is expected in 2024, as the Department's initial five-year accreditation cycle is nearing an end, and the assumptions utilized in this document need updating to prepare for reaccreditation.

In 2023, the Department established a 5-year strategic plan (<https://prescottfire.org/wp-content/uploads/2024/03/01-Prescott-Fire-Department-Strategic-Plan-2024-Update.pdf>) that is updated annually to establish a redefined organizational identity and update its mission, vision, and values based on stakeholder comments. It was determined there needed to be a shift in mindset to "adaptation" rather than "prevention" to address community issues.

Seven strategic issues were identified that the Department must address to serve the community effectively. These challenges are all equally important and relate to the following:

1. **Staffing and Infrastructure** – There is a need for increased capital infrastructure and associated staffing to meet growth in the City.
2. **Occupational Safety** – Existing station infrastructure and policies need to incorporate current evidence-based research related to the fire service that influences the well-being of personnel.
3. **Data Collection and Analysis** – The department must improve the utilization of data collection and analyze it to drive organizational performance management.
4. **Community Growth** – Public safety resource allocation has not substantially increased, while the demand for services in the community has doubled.
5. **Sustainable Funding** – The general fund for the City has experienced increased demands, creating the opportunity for solutions that more effectively align service demand with public safety resource allocation while accomplishing overall City priorities.
6. **Resource Viability** – The current resources allocated to the Department are insufficient to effectively manage its current responsibility. Therefore, they must be addressed before meeting the demand for expanding capabilities. The City may consider co-locating new Fire and Police structures to minimize cost.
7. **Workforce Development** – Significant changes in the workforce and the community, coupled with an evolution of the profession's demands, require a dedicated focus on investing in the current workforce and being proactive about recruiting new public safety professionals.

Fire Station



FIRE-ADAPTED COMMUNITY FRAMEWORK

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

Prescott Fire Department leadership is committed to aggressively addressing the threat of wildfire to our community and promoting fire-adapted community principles. This proactive approach to fuel mitigation and educating our citizens regarding wildfires has promoted effective public/private partnerships in fire management.

FIRE DEPARTMENT GOALS AND STRATEGIES

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

Strategy 1.1 Continue to promote fire-adapted community principles and encourage local neighborhoods to achieve Firewise designation.

Strategy 1.2 Consistently assess the Department's strategic goals and objectives (<https://prescottfire.org/wp-content/uploads/2024/03/01-Prescott-Fire-Department-Strategic-Plan-2024-Update.pdf>).

Strategy 1.3 Reduce the negative consequences of life threatening emergencies experienced by the community through effective response and mitigation solutions.

Strategy 1.4 Enhance Emergency service delivery through strategic positioning of public safety infrastructure.

Strategy 1.5 Establish a performance management system to base organizational decisions on cross disciplinary databases.

Environmental Planning

AIR QUALITY

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



CHALLENGES

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

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

GOALS AND IMPLEMENTATION STRATEGIES

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

Strategy 1.1 Incentivize the upgrade to EPA-approved wood burning stoves and fireplaces.

Strategy 1.2 Continue the program of paving unpaved roads within the City. Apply new technologies and methods where appropriate.

Strategy 1.3 Maintain road sweeping with water-filled street sweeping machines to reduce dust particulate air pollution, especially during dry periods.

Strategy 1.4 Increase the number of air quality monitors across town to identify trends and issues and participate in the ADEQ Air Quality Flag Program (<https://azdeq.gov/FlagProgram>).

Goal 2: Identify and promote alternative transportation strategies to reduce vehicle emissions.

Strategy 2.1 Partner with Central Yavapai Metropolitan Planning Organization (CYMPO) and private industry to develop a transit system. Seek funding and initiate service where feasible.

Strategy 2.2 Expand the scope and connectivity of the City's bicycle, pedestrian, and trail circulation systems by linking existing networks. Prioritize schools as hubs in the network to reduce vehicular pick-up/drop-off lines and their associated idling.

WATER QUALITY

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

Prescott is committed to maintaining a sustainable balance in water management, encompassing water quality, use, conservation, importation, and groundwater recharge. Our city plans, water policies, and adopted codes are designed to address these crucial issues. Regular reevaluation and revision of these plans, policies, and codes are essential to ensure we meet our water management goals (the state regulates surface water).

WATER QUALITY GOALS AND IMPLEMENTATION STRATEGIES

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

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

Strategy 1.2 Identify and evaluate any stormwater and other discharges that have the potential to pollute the Little Chino aquifer, other aquifers, or surface waters and report them to ADEQ.

Strategy 1.3 Update Prescott City Code's Stormwater sections 16-4, 16-5, and 16-6 every five years to reflect the most recent Clean Water Act Requirements, Waters of the U.S. designations, and the Arizona State Protected Waters program.

Strategy 1.4 Review the First Flush (the initial surface runoff of a storm) requirement as defined in the General Engineering Standards from one-half inch (0.5") to three-quarter inch (0.75").

Strategy 1.5 Consider redevelopment is required to retrofit existing stormwater infrastructure to address first flush pollutants.

GREEN STORMWATER INFRASTRUCTURE (GSI)

The goal of Green Infrastructure is to "slow it down, spread it out, and soak it in" and is an integrated solution to stormwater management with numerous benefits:

- Reduces stormwater pollutants and localized flooding.
- Conserves water by directing rainwater to streetside landscapes and parks.
- Supports riparian vegetation and wildlife while replenishing local groundwater aquifers.

- Enhance traffic calming efforts and pedestrian/bike safety features.
- Grows an urban/neighborhood forest with the benefits of mitigating extreme temperatures and heat island effects.

Green Infrastructure, or Low-Impact Development (LID), is a comprehensive environmental conservation and sustainable development approach. It directly applies to local water concerns, stormwater management, and watershed health. GSI integrates natural ecological and engineered systems for managing stormwater, harvesting rainwater, and recharging aquifers. These design and management protocols reduce flooding events, prevent contamination of surface waters with pollutants from the built environment, and conserve groundwater. Additionally, they provide aesthetic, recreational, and wildlife habitat benefits and lead to reductions in water treatment costs and infrastructure burden. The use of GSI features and management practices could significantly contribute to a sustainable water supply, considering that about 30% of water use in the City is for landscaping.

Goal 1: Enhance stormwater use and management for aquifer recharge and optimization of water treatment infrastructure.

Strategy 1.1 Investigate the creation of a low-impact development ordinance for infiltration and reuse of stormwater for all new subdivisions (residential, commercial, and industrial) developments.

Strategy 1.2 Develop incentives for new development applicants to use pervious pavements and other LID techniques to manage site stormwater runoff.





Strategy 1.3 Develop a process for identifying potential neighborhood projects and grant funding sources, such as the Community Development Block Grant (CDBG), for green stormwater infrastructure and integrate it into the City's Capital Improvement 5-year project list.

Strategy 1.4 Work with adjacent jurisdictions to integrate and align stormwater standards, policies, and practices across the region and to create a tool-kit to support local governments in adopting and implementing stormwater standards, policies, and practices.

Goal 2: GSI

Strategy 2.1 Create a GSI program to identify, construct and maintain GSI. Where feasible integrate GSI into City street reconstruction projects.

Strategy 2.2 Incorporate GSI into all municipal facilities and parks where feasible.

LAKES

The City owns or leases land associated with four bodies of surface water:

1. **Upper Goldwater Lake**
2. **Lower Goldwater Lake**
3. **Watson Lake**
4. **Willow Lake**

All four water bodies are man-made reservoirs that have historically served as community water supplies for City water customers or the agricultural industry in the region. **Lynx Lake** is owned and managed by the Prescott National Forest.

Upper and Lower Goldwater lakes are the smallest of the four, with historic legal documents stating the combined capacity to be 620 acre-feet. Lower Goldwater Lake was used to supply water to the City by supplementing the water pumped from Del Rio Springs. Neither Upper nor Lower Goldwater Lake is used for the City's water supply. Goldwater Lakes are now public recreation amenities maintained by the City's General Fund. These lakes are upstream of the community, reducing the population center's effects; however, it is subject to natural processes such as siltation.

Watson and Willow lakes also have an extensive history. They were originally built to store and release water from annual precipitation for the downstream agricultural industry. The most current document (Sever and Transfer 98-001) for Watson and Willow lakes state their legally claimed storage capacities to be 4,600 and 5,980 acre-feet, respectively, with the right to continuous fills and refills. Unlike the Goldwater Lakes, Watson Lake and Willow Lake

are subject to natural processes and the effects of the upstream population center. It was not until 1998 that the City purchased these lakes from the Chino Valley Irrigation District following a voter-approved bond measure for \$15M. The official ballot language associated with City Resolution 3033 describes property and water rights for water resources and recreational purposes. Since purchase, reservoir operation has had a complete shift in their operation. Water is now stored from year to year for water supply, recreation, and fish spawning needs. Releases still occur pursuant to requirements regarding surface water right holders and for the storage and recovery of supplies to support City water customers. Due to the water storage and recreation uses of these lakes, they currently require both City General Fund and Enterprise Fund expenditures.

It is recognized that surface water bodies in the City's jurisdiction require continued operation and maintenance at federal, state, or locally imposed standards. Each reservoir is subject to varying influences from outside agencies, nature, and the effects of the nearby population. Since both Watson and Willow lakes have no continuous flow-thru and are not drained annually, siltation and accumulated contaminants present challenges to their vitality. In 2004, the Environmental Protection Agency designated the Watson Lake reservoir as impaired because of high levels of nitrogen, low dissolved oxygen, and high pH.

As part of the Watson Lake Water Enhancement Project, City Council approved a proposal to install four floating, solar-powered aerators at their November 28, 2023, meeting. The floating circulators are designed to circulate the water to prevent and control water quality problems in lakes and were installed in February of 2024.

LAKES GOALS AND IMPLEMENTATION STRATEGIES

Goal 1: Improve the water quality of publicly owned reservoirs to Arizona's surface water quality standard for full body contact so that recreational swimming can be considered.

Strategy 1.1 Protect the lakes and their watersheds from sources of pollution. To reduce pollution, implement solutions using natural processes, such as green stormwater infrastructure.

Strategy 1.2 Provide community education to inform the population on ways to protect local surface waters.

Strategy 1.3 Maintain and preserve open space areas that complement the lakes and the surrounding environment, wherever possible, through zoning procedures, negotiations, and the creation of codes for new and existing development.

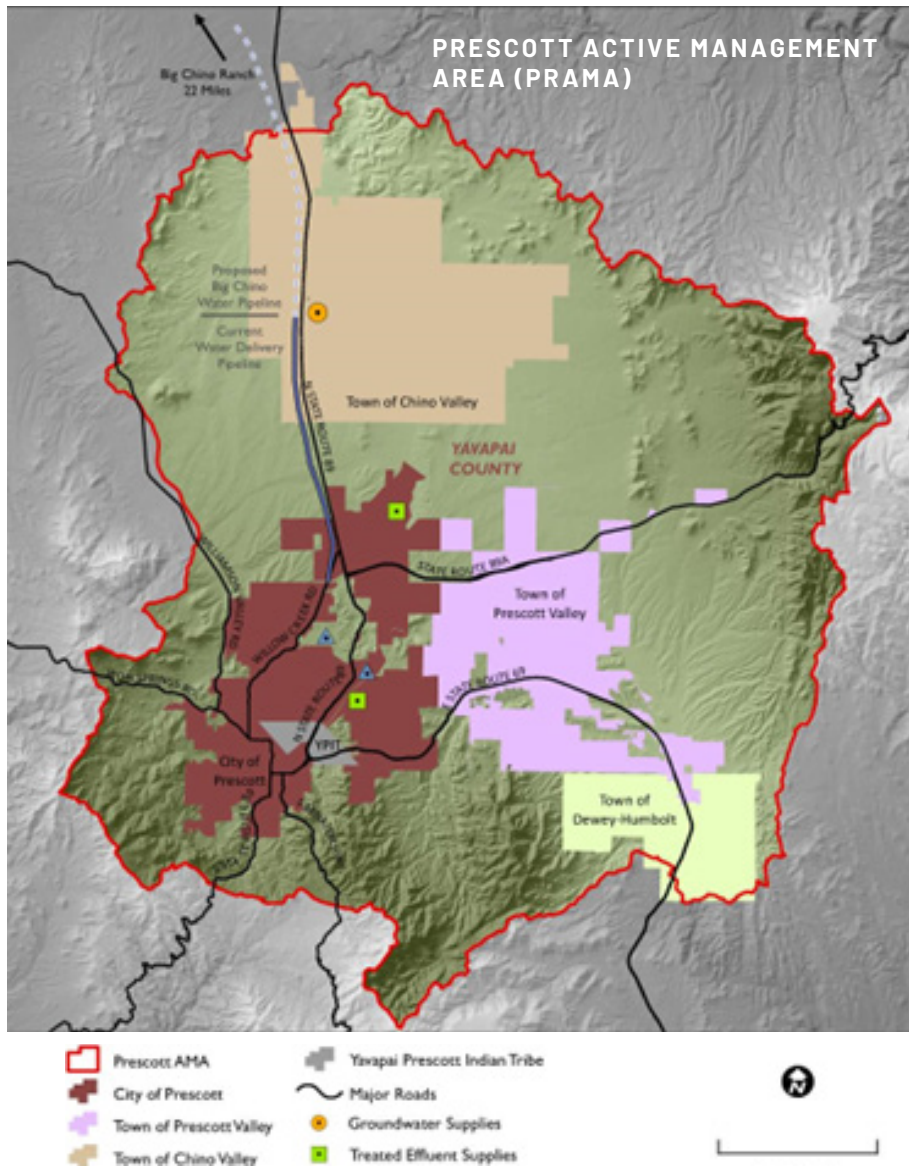
Strategy 1.4 Develop recreational trails and park settings to promote low-impact uses that will not negatively affect water quality.

Goal 2: Develop an up-to-date Lake Management Plan for Watson, Goldwater, and Willow lakes. These plans should be updated and/or amended as needed.

Strategy 2.1 Engage U.S. Fish & Wildlife Service in a dialogue regarding the applicability of a Safe Harbor Agreement(s) for the management of City properties with Threatened and Endangered species.

Strategy 2.2 Explore the feasibility and applicability of Natural Infrastructure in Dryland Streams in ephemeral washes to address water quality and nuisance flooding issues impacting City waterbodies.





Strategy 2.3 Implement measures to achieve the prescribed federal Clean Water Act (<https://www.epa.gov/laws-regulations/summary-clean-water-act>) and Arizona State Protected Waters Program water quality requirements, including watershed management best practices.

WATER RESOURCES

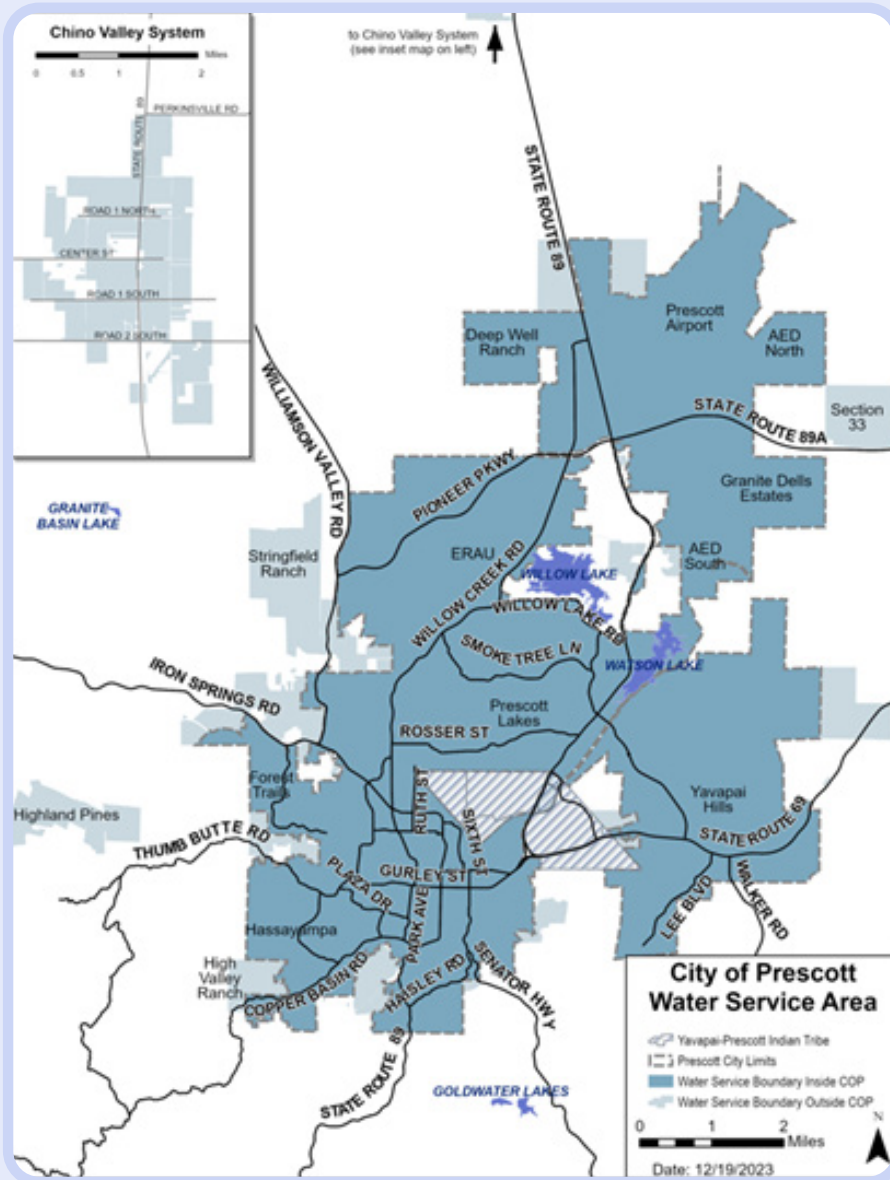
Water availability is crucial to maintaining a high quality of life with a healthy economy. Water supplies are regulated by the Arizona Department of Water Resources (ADWR) and situated within the Prescott Active Management Area (PrAMA). The PrAMA also includes the Towns of Prescott Valley, Chino Valley, and Dewey-Humboldt, portions of unincorporated Yavapai County, and the Yavapai-Prescott Indian Tribe Reservation, as shown on the map to the left.

Communities within the PrAMA withdraw groundwater based on Arizona Revised Statutes and Arizona Administrative Code. Further, ADWR Management Plans establish water management strategies emphasizing conservation, replacement of existing groundwater use with renewable supplies, recharge, and water quality management by all identified water use sectors including municipalities.

Two key historic actions that affect the PrAMA are the statewide 1980 Groundwater Management Code and the 1998 PrAMA Declaration of Groundwater Mining (being out of safe yield). The latter instituted the Assured Water Supply rules. For more information on ADWR statutory authorities, visit www.azwater.gov.

Since 1999, the City has maintained a Designation of Assured Water Supply (DAWS). The legal document issued by ADWR, a Decision and Order of Assured Water Supply, is also commonly referred to as a “D&O”. A D&O sets forth current, committed, and projected

WATER SERVICE AREA



demands, and the water supplies to meet those demands. In the City's case, this document relates to the water service area shown on the map to the left.

The City's current D&O was issued in 2009. In December 2021, the City filed a required update which is currently under review. The map to the left shows the anticipated water demands included in the 2021 D&O application as of June 2024.

2021 D&O DEMANDS

Water Resource Management Model Demands

AFY quantities are provisional based on ADWR review of City's 2021 Decision and Order application.

Current Demand	9,328 AFY
Committed Demand	3,534 AFY
Projected Demand	1,667 AFY
Total Demand Estimate	14,529 AFY

Current Demand means the 100-year water demand for existing uses within the service area of a designation applicant or designated provider, based on the annual report for the previous calendar year.

Committed Demand means the 100-year water demand at build-out of all recorded lots that are not yet served water within the service area of a designation applicant or a designated provider.

Projected Demand means the 100-year water demand at build-out, not including committed or current demand, of customers reasonably projected to be added and plats reasonably projected to be approved within the designated provider's service area and reasonably anticipated expansions of the designated provider's service area.

Source: WRMM 2020

ADWR requires that water supplies are shown as continuously and legally available for 100-years to be included in the D&O. Per the 2021 D&O application, the City is currently anticipating XXX, a combination of groundwater, and stored and recovered (surface water and treated effluent) supplies.

Approval of the D&O will set the legal water supply for the City and establish the demands for the set period, typically 10-20 years. With this information, the City can evaluate potential growth as established in the General Plan and create a long-term

water management plan to support that growth. This is why it is vital for the City to complete the D&O process.

There are a number of subdivisions that the City has contracted water to, either through a Water Service Agreement or a Development Agreement. These commitments fall in either the committed or projected demand category, depending on whether each development has obtained a plat or not. The table below shows several of the recent, larger subdivisions and master plan areas that are in various stages of construction, and their water account/meter status. Commercial and other “non-residential” uses such as schools and hospitals will also be needed in these areas to meet future population growth not accounted for.

FUTURE DEVELOPMENT

Subdivision/Master Plan	Total Potential Accounts	Number Existing Accounts	Number Future Accounts
Deep Well Ranch	10,010	502	9,508
AED	4,124	0	4,124
GraniteDells Estates	1,272	593	679
AZ State Land (Unplatted)	912	0	912
Stringfield Ranch	340	0	340

Source 2023 Water Resource Management Model

Note: List shows the largest potential future demand areas but is not comprehensive of all future development

The anticipated numbers shown in both 2021 D&O Demands on the previous page and the Future Development table to the left are based on the City’s Water Resource Management Model (WRMM) (<https://www.azwater.gov/hydrology/groundwater-modeling/prescott-regional-model>). The WRMM is discussed more in the Planning for the Future section on page 37. Although the WRMM tracks actual and estimated demands, the City will need to plan carefully to ensure that future annexations and large projects are accounted for and that supplies will meet the needs of future projects. A clear understanding of the development strategies within this General Plan will need to be communicated with the Water Resources Management group to ensure adequate existing water supplies or to start planning efforts for additional water for future development.

Goal 1: Maintain the highest Arizona standing for water providers–DAWS

Strategy 1.1 Complete renewal of and maintain D&O No. 86-401501.

Strategy 1.2 Meet ADWR regulatory requirements for permits and plans held by the City as an entity within the Prescott AMA.

LOCAL SUPPLIES AND INFRASTRUCTURE

Water supplies recognized in the City’s 2009 D&O include groundwater (currently from the Little Chino Sub-basin aquifer and transportation water from the Big Chino Sub-basin aquifer with conditions), surface water, and treated effluent supplies used for recharge and recovery. Groundwater is the largest water supply within the City’s water portfolio, and it is currently pumped from two well fields operated by the City’s Public Works Water Operations Division.

The Intermediate Pump Station and Chino Valley Water Production Facility improvements are scheduled for completion in the first quarter of 2025. The addition of these facilities will constitute a major capacity increase to the City's pumping and water storage capacities while also reducing water pressures by approximately half for over 75,000 feet of transmission mains.

The City has surface water supplies through its water rights associated with the Watson Lake and Willow Lake reservoirs. The City has a legal entitlement to discharge up to 3,861.26 acre-feet per year (AFY), plus 965 AFY for Transportation Losses (not to exceed 4,826.26 AFY) from the reservoirs for municipal use. The City implements this water right by routing surface water from the Watson Lake and Willow Lake reservoirs to the recharge basin facility near the Airport Water Reclamation Facility (WRF). Since surface water supplies are subject to variation in precipitation each year, the City's recognized water volume in the D&O is lower than the City's water right. This provides a buffer for years of low precipitation where the City chooses to recharge lower amounts to maintain a recreational and environmental pool in the reservoirs.

Treated wastewater (effluent) or reclaimed water, like surface water supplies, are used for reducing demand on the groundwater supplies. The City provides reclaimed water to golf courses, and for construction and industrial uses. Like surface water supplies, reclaimed water that is not contracted for direct use is sent to the recharge facility for underground storage and replenishment of the aquifer.

The City has operated the Sundog Wastewater Treatment Plant (WWTP) since 1934 and the Airport WRF since 1988. Combined, these facility are permitted to treat up to 10.75 million gallons per

day (MGD) of domestic and industrial wastewater. Between 2000 and 2022, the City has delivered an average of 3,759 AFY of effluent. In 2005, a voter initiated and approved Proposition 400, requiring all effluent generated by development in newly annexed areas equal to or exceeding 250 acres to be used for permanent recharge. For more information on the City's wastewater operation please visit the City website at: www.prescott-az.gov/sewer-and-wastewater/wastewater-operations/.

Related to the infrastructure, the maintenance cost of keeping aging systems functioning, both potable and non-potable will be a challenge that the City will continue to face in the coming years. To ensure all newly constructed pipelines will have the longest service life possible, Ordinance No. 2021-1743 was passed requiring the use of ductile iron pipe (DIP) for all water main installation and prohibiting the use of Polyvinyl Chloride (PVC) pipe.

The challenges of aging infrastructure and establishment of new infrastructure will require effective coordination of water operations and water resource management to establish forward planning and integrate policies that ensure the sustainable and equitable distribution of water resources. This coordination is essential to address the needs of all existing and future water users while considering environmental, social, and economic factors.

Big Chino Water Ranch (BCWR)

In 1991, Arizona Legislature authorized the importation of groundwater into the PrAMA from the Big Chino Sub-basin as a substitute for Central Arizona Project water that had been allocated to Prescott, but could not physically be brought north for use. In 2004, the City and the Town of Prescott Valley entered into an Intergovernmental Agreement (IGA) for the purchase of BCWR



located approximately 18 miles northwest of Paulden. The project consists of 11 wells, a pump station, and 30 miles of pipeline for the transportation of water from BCWR to the Water Production Facility in Chino Valley. A summary of project highlights are included below.

- In the City's 2009 D&O, a portion of the City's water portfolio has the legal right to import up to 8,067.4 AFY from the Big Chino Sub-basin (ARS §45-555E and F).
- Proposition 401 known as the Prescott Tax Payer Protection Act, was voted on and passed in 2009. This requires the voter approval of certain high-value projects set at \$40 million in 2011, but this number is adjusted every year based on the Bureau of Labor Statistics Consumer Price Index (CPI). The CPI was adjusted to \$56 million as of December 2023.
- By 2010, construction plans were prepared and partial easements for pipelines were obtained. The project was then put on hold because of ongoing legal action regarding the Verde River and changes in the City's strategy for water supplies.
- In 2010, an Agreement in Principle (AIP) was signed by City, the Town of Prescott Valley, and the Salt River Valley Water Users' Association and Agricultural Improvement and Power District (SRP). This effectively stopped legal proceedings and shifted emphasis toward the scientific study of the Big Chino Sub-basin and the Upper Verde River.
- In September 2012, the City, Town of Prescott Valley, and SRP entered into Comprehensive Agreement No. 1. This agreement allowed for the construction of monitoring equipment and preparation of a hydraulic model for the Big Chino Sub-basin and Upper Verde River.

Future efforts include completion of the hydraulic modeling with Comprehensive Agreement No. 1, preparation of pumping scenarios to determine the source of any impacts to the Verde

River, and evaluation of mitigation measures, if any, required to mitigate impacts to the Upper Verde River.

Regional Water Supply Planning

Population growth and development anywhere within the PrAMA will affect the aquifers and the PrAMA goal of reaching safe-yield. Development patterns and policies in other jurisdictions within the PrAMA differ from those of the City. The City anticipates the need to continue to work regionally to achieve and implement a successful management strategy. This should include continued partnering with Yavapai County, Town of Prescott Valley, Town of Chino Valley, Yavapai Prescott Indian Tribe, and other recognized entities, such as SRP. It is also important that the City clearly communicates with the public over water planning efforts. To achieve or even approach safe-yield, regional efforts in conservation and water planning from all water users within the PrAMA including Regional Master Water Planning and Regional Storm Water Recharge strategies will be necessary.

Goal 2: Protect local supplies, potable and non-potable, and their delivery infrastructure.

Strategy 2.1 Increase cooperation between City Water and Wastewater Operations with the use of the Water Resources Management Policy.

Strategy 2.2 Seek partnerships for regional water supply planning and development, and create a Water Regulation Advisory Committee.

Strategy 2.3 Continue the development of a BCWR land management plan, pipeline construction time frames, and funding strategies to offset pumping in the Prescott AMA.

PLANNING FOR THE FUTURE

Water planning is ongoing and requires significant time horizons for both physical supplies and their associated infrastructure. Below are several examples of the City's planned efforts in two categories: **data systems** and **management**.

DATA SYSTEMS

To meet the intent of the adopted 2025 General Plan, the City and its consultants continue to work toward long-term water resource management and updating to more current tools and approaches. The first step was building a data repository that links land and water demands and run various scenarios (e.g. changes in either customer demands or available supplies, policy implications, etc.) to assess various possible futures. The Water Resource Management Model (WRMM) was created for this purpose.

The initial version of the WRMM was based on the City's water service area boundary. Next, a version which incorporated the 2025 General Plan boundary was created. The final version was created to handle the data as required by state statute and rules for updating the City's DAWS. The WRMM is updated annually to include the previous year's billing data. Currently, the WRMM is used provide City Council with information to understand supply and demand the determination of water budgets. In the future, when more detailed procedures are developed for uses of the WRMM, it will become a more useful tool for setting water budgets, complying with DAWS regulations, and meeting the objectives of the General Plan.

Other critical tools the City utilizes for water resource management include:

- **Water and Wastewater (Infrastructure) Models**

The City will continue to regularly update its infrastructure model.

- **Big Chino Groundwater Flow Model**

In partnership with the Town of Prescott Valley and SRP (Comprehensive Agreement No. 1), a model will be completed in late 2024. This model will advance a needed future water supply while also working to protect Upper Verde River flows. See the Big Chino Water Ranch section for additional information.

MANAGEMENT

City Codes and Water Policy: On April 26, 2022, City Council approved a new water management policy as a guide for new developments and how water is allocated to them. The intent is to support responsible growth, development, and ADWR's goals and management strategies to work towards safe-yield. On March 26, 2024, the Amended 2022 Water Management Policy was adopted by City Council based on recommendations from the Mayor's Commission for Water Policy Review and Monitoring and City staff to bridge the City until completion of the next D&O and provide efficiencies in the processing of Water Service Applications. For more information on the water policy and to view current water budgets visit: <https://prescott-az.gov/water-resource-mgmt/water-policy/>.



Water Conservation (Demand Management): The City's existing water conservation program encourages Water Smart practices. Conservation measures presently yielding water savings include tiered water billing rates, direct use of treated wastewater effluent, maintaining financial incentives for conservation, and furthering public education. For more information, visit <https://prescottwater.com/>

Advanced Metering Infrastructure (AMI): The City has begun to update the water system to incorporate smart water metering technology known as AMI. This technology is an integrated system of water meters, communication networks, and data management systems that enable two-way communication between meter endpoints and utilities. AMI features a network of smart water meters and intelligent infrastructure that provides continuous and historical data to improve system intelligence, visibility, automation, and control. These systems increase water conservation by enhancing meter reading efficiency, assuring long-term meter accuracy, improving customer service processes, and supporting security to deter tampering. In 2023, the City was awarded a \$3 million Water Infrastructure Finance Authority (WIFA) grant for the implementation of AMI throughout the City's Water Service Area. City Water Operations is continuing to pursue additional WIFA grant opportunities.

PFAS: Since the Environmental Protection Agency (EPA) has released the final rules and Maximum Contaminant Levels (MCLs) for chemicals known as PFAS, City Utilities staff have been evaluating the impact these rules will have on City Water Operations. For more information see epa.gov/pfas/pfas-explained. Current treatment strategies being considered include ion exchange resin, granular activated carbon, nanofiltration, and reverse osmosis.

Water Resources Long-Term Management Plan: On November 21, 2023, the Mayor's Commission for Water Policy Review and Monitoring finalized a companion recommendation to the amended 2022 Water Management Policy as listed below.

It is recommended the City begin the process to develop a long-term water management plan, incorporating the water resource management model and appropriate legal documents.

With the Commission identifying disconnects in the 2022 policy, i.e. recommendations for or concerns with 16 of 22 policies within the document's text (pages 1-15 and attachments), as well as other comments, it is evident the City is lacking a long-range water management plan to carry the City's water health and safety when there are changes from one elected and leadership body to another. The 2022 policy may bridge the City, while a long-term plan is developed and aligns with its pending DAWS, which is currently under review with ADWR.

Alignment with the City's General Plan will also be important. Note that the City's service area extends outside of its General Plan area. The Commission requested a date for this recommendation, so City staff assessed related work items and proposed a plan outline by July 31, 2024.



This recommendation was approved by City Council on March 26, 2024. The development of a long-term water management plan will need to consider many aspects including water supplies, demands, management strategies and goals, conservation, climate change, emergent containments, and implementation and monitoring. Many of the aspects discussed in this General Plan will need to be included when planning and partnering with PrAMA members.

Goal 3: Continue planning to serve existing and future demand with available or to be acquired supply types.

Strategy 3.1 Exercise and improve the City's WRMM data repository and analysis tool on a yearly basis.

Strategy 3.2 Develop a long-term water management plan that links both ADWR requirements and City needs for secure, sustainable, and sufficient water supplies.

Strategy 3.3 Investigate and commence planning of supply types such as stormwater and reclaimed reuse.

Strategy 3.4 Continue to develop the Water Conservation program to lower outdoor water use, identify grant opportunities for conservation programs, and develop additional metrics to measure results.



CLIMATE AND ENERGY

CLIMATE

In February 2023, a collaborative research team from the University of Arizona and New Mexico State University created a Climate Profile for the Quad Cities Region which was released and can be viewed at: <https://qcclimatecollaborative.org/climate-action-hub>.

TEMPERATURE PROJECTIONS

Global average temperatures have risen for decades, and our city is no different. Although year-to-year variation is natural and expected, our region's average annual temperature has increased by about 2.25°F since 1985. The best available climate models project annual average temperatures to climb 4-5°F over the long-term average by 2050 and 6-11°F by 2100. Without global access to moderate climate change, our region's annual average temperatures will likely approximate Albuquerque by 2050 and Tucson by 2100.

Of course, extreme temperatures are also likely to become far more frequent. On average, there were eight days above 95°F between 1961 and 1990, but our region has experienced about 20 days over 95°F annually for the last few years. Climate models project up to 40 days above 95°F by 2050 and over 95 days above 95°F by the end of the century. The number of days over 100°F (currently five days) could increase to 10-12 days by 2050 and potentially rise to as many as 55 days by 2100.



PRECIPITATION

The total annual precipitation projections anticipate little to no change in the Quad Cities area, but an increased likelihood of larger, more intense storms that concentrate more of our annual rainfall into shorter periods. Even with no change in total precipitation, the Quad Cities' warming climate is projected to make conditions drier, because higher temperatures will increase evaporation from soil and bodies of water, and increase transpiration of water by plants into the air. Therefore, drought conditions will worsen even if total precipitation does not change.

CLIMATE IMPACTS

The Climate Profile highlights several areas where these climate projections will impact the region in general:

- Children, older adults, and people with pre-existing conditions will be increasingly vulnerable to adverse health consequences of extreme temperatures, along with those who work outdoors or who are socially isolated.
- Increasing temperatures will likely increase ground-level ozone pollution and wildfire frequency and intensity. This will also increase exposure to the fine particulates (PM2.5) which are known for their adverse effects on respiratory and cardiovascular health.
- Mental health issues linked to climate-related disasters such as flooding, heat, and wildfires are likely to increase.
- The region's ecosystems will be impacted. For example, direct stress from heat and lack of moisture will negatively impact forest health, reducing tree growth and increasing tree mortality.
- Warming is already driving an increase in the area burned by wildfires and an overall longer fire season. Substantial

increases in the number of wildfires and the area burned are projected to increase, with particular risk to the wildland-urban interface.

- With larger storm events, areas in the Quad Cities area may become more flood-prone. The combination of more frequent, larger forest fires and more extreme precipitation can lead to an increase in post-fire flood events.
- Rising temperatures will likely impact streamflow levels and soil moisture, which are key drought indicators. Global climate trends, if not abated, could lead to mega-droughts.
- Indications for the Western U.S. are that aquifer recharge rates are falling in the Western U.S. because of warming temperatures and changes in the character and pattern of precipitation. It is likely aquifers in the Quad Cities area will be similarly affected.
- The projected climate trends can impact water quality in the Quad Cities area. For example, increased runoff from areas burned by wildfires increases sedimentation in lakes and rivers; increased nutrients in drought-affected surface waters may result in algal blooms; and runoff from extreme precipitation events is likely to increase non-point source pollution.
- The report concludes no single factor affects water availability and quality in the Quad Cities area. Population growth, water demand and use, changing climate, and water rights will all need to be considered by regional decision-makers.
- The agriculture sector, including farming and ranching, will be impacted. Rangelands are vulnerable as forage quality and quantity are likely to suffer. Hotter temperatures can also increase heat stress on livestock and contribute to disease proliferation.

THE IMPORTANCE OF ONGOING CLIMATE CHANGE ADAPTATION PLANNING

Climate change adaptation planning is planning to adjust to new or changing environments in ways that take advantage of opportunities and reduce negative effects. The Climate Assessment For The Southwest (CLIMAS) Climate Profile emphasizes the importance of continuously identifying risks and vulnerabilities, assessing and selecting action options, implementing short- and long-term strategies, and monitoring and evaluating the local outcomes of each strategy.

Planning for climate change adaptation has already begun in many places across the country. Thirty-three states and over 600 local governments have climate change adaptation plans. The Quad Cities Climate Collaborative released a companion report to CLIMAS's Climate Profile for the Quad Cities Region of Arizona in early 2023, Local Climate Action Options for the Quad Cities Region (<https://qcclimatecollaborative.org/climate-action-hub>).

That report was written to help members of the community translate the CLIMAS report findings and suggestions into action at the local level. It is intended to be a “living document” in the sense that it can change over time as solutions are implemented and new information becomes available. A broad-based working group of local stakeholders representing community organizations and local governmental agencies contributed to the compilation and final production of the document. As the Climate Profile makes clear, climate change is already upon us, and it presents our region with important challenges. Our economy, public health, infrastructure, and the natural systems where our communities are embedded are interdependent. To sustain even one of these critical elements, we must sustain them all. The suggestions in the Climate Profile and the

“Local Climate Action Options” report are offered from a framework of sustainability—i.e., solutions that simultaneously maintain environmental integrity and economic vitality.

ENERGY

Increasing the use of renewable energy and promoting energy efficiency will provide economic benefits and environmental resiliency, preserving our natural resources in alignment with the General Plan vision of a sustainable community that preserves our environmental, cultural, and historic character. The combination of transportation and building energy consumption accounts for significant greenhouse gas emissions; therefore, our community needs to focus on the built environment: man-made structures, roads, and the infrastructure that supports them.

Electric vehicle ownership is expected to grow, with manufacturers planning to spend \$1.2 trillion through 2030 to develop and produce electric cars. Multiple manufacturers are planning to produce and sell only electric cars by 2030 or 2035.

The U.S. Department of Energy offers an open-source tool for quickly estimating the economic impacts associated with the development, construction, and operation of electric vehicle charging stations, including the necessary data to help communities apply for federal funding. The economic benefits of installing charge points go beyond tourism. For example, businesses or governments hosting charging stations can earn up to \$23,000 annually, depending on location, while increasing foot traffic to local businesses. According to research from the Department of Energy, installing one EV charging station creates four jobs, compared to less than one job created when installing one gasoline dispenser.



2023 CHARGE POINTS BY CITY PER U.S. DEPARTMENT OF ENERGY ALTERNATIVE FUELS DATA

City	Level 2	Level 2 TESLA	DC Fast	DC Fast TESLA	DS Fast RIVIAN	TOTAL	City Population	Stations per 1,000 People
Sedona	32	32	4	14	6	88	9,896	8.89
Williams	6	3	5	0	0	14	3,365	4.16
Dewey/Mayer	4	0	0	8	0	12	4,639	2.59
Flagstaff	64	13	5	36	0	118	77,047	1.53
Cottonwood/Clarkdale	9	1	0	0	0	10	17,926	0.56
Prescott	16	1	4	0	0	21	48,946	0.43
Prescott Valley	9	0	0	0	0	9	50,687	0.18
Camp Verde	1	0	0	0	0	1	12,481	0.08

Source 2023 Water Resource Management Model | Note: List shows the largest potential future demand areas but is not comprehensive of all future development

CLIMATE AND ENERGY GOALS AND STRATEGIES

Goal 1: Empower community members to make smarter energy choices through education

Strategy 1.1 Partner with local organizations, community groups, and businesses to invest in and create youth employment training and professional development in the environmental and climate sectors.

Strategy 1.2 Engage local higher education institutions to encourage workforce training for installing and maintaining energy-efficient technologies.

Strategy 1.3 Create development and financial planning toolkits that include information on the benefits of energy-efficient buildings and vehicle electrification, including available incentives from utility, state, and federal agencies.

Strategy 1.4 Develop a toolkit designed to provide building and property owners with training, guidance, and resources to improve energy efficiency and reduce carbon emissions from buildings.

Goal 2: Promote energy efficiency for new design and retrofit of public, commercial, and residential buildings

Strategy 2.1 Implement ongoing weatherization and building energy optimization programs in City-owned facilities.

Strategy 2.2 Encourage office and commercial projects to include Leadership in Energy and Environmental Design (LEED) or similar certification elements in project design and construction.

Strategy 2.3 Develop a net zero building framework for City-owned buildings and facilities, including but not limited to energy efficiency, electrification, and renewables.

Strategy 2.4 Evaluate possible changes to the International Residential Code and International Building Code used by the City to address energy conservation and renewable energy systems, including but not limited to rooftop solar, wiring for EV charging, and ground-source heat pumps for HVAC.

Strategy 2.5 Promote land use patterns that increase energy efficiency, including but not limited to higher density affordable housing development along transit corridors and code changes to encourage walkability and reduce dependency on cars.

Goal 3: Create and utilize business models that reduce the cost of retrofitting energy efficiency into existing buildings

Strategy 3.1 Evaluate process and implementation municipal energy audits to measure and identify areas with energy-saving opportunities.

Strategy 3.2 Investigate public-private partnerships such as Performance Based Contracts with energy services providers to implement energy-efficient measures and to supply equipment in City-owned buildings.

Strategy 3.3 Evaluate partnerships with the private sector to implement a home energy audit and retrofit program for Prescott residents, prioritizing low-income families and homeowners.

Strategy 3.4 Promote co-op models, like Solar United Neighbors, to work with Prescott homeowners and small businesses to provide lower-cost solar options.

Strategy 3.5 Develop incentives and reduce permitting fees for residents and businesses to install solar and energy storage systems.

Goal 4: Leverage the natural environment to reduce heating and cooling energy needs

Strategy 4.1 Develop incentives for the use of site-specific building design elements to help address environmental issues, including building orientation enabling passive heating, cooling, lighting, window and door placement, landscaping design, window screening, shade structures, and other similar features.

Strategy 4.2 Provide educational tools, including landscaping guidelines for energy reduction, such as from the American Society of Landscape Architects, the Department of Energy, Utah State University's Forestry Extension site, for example.

Strategy 4.3 Consider strategic tree planting to reduce HVAC needs in residential and commercial settings.



CHAPTER 2



A COMMUNITY CONNECTED

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

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

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

Keeping our neighborhoods and businesses connected is multifaceted. It consists of the following:

- Maintaining appropriate street connectivity
- Ensuring adequate cellular communications coverage throughout the community
- Establishing widely available access to the internet

- Open space, trails, and wildlife corridors, which provide meaningful connections within our natural environment

Street connectivity disperses traffic to reduce congestion and provides vital travel routes in case of emergencies like wildfires. It is important to require new developments to include extensive roadway connections to counter the market pressures to create exclusive, limited access communities. While these communities seemingly offer security in normal times, they can become traps in an emergency. Street connectivity also encourages and facilitates commercial activity by providing easier access to open space and trails from residential neighborhoods to businesses.

It is common belief that close proximity of cellular facilities to residences negatively impacts property values. Yet, recent studies identified good cellular connectivity provides access to public safety services and facilitates home-based work and entertainment, which positively impacts property values. The Federal Communications Commission has identified cellular communications as vital “backbone” infrastructure for the country. More efforts are needed to balance resident concerns and engage the public in decisions regarding construction of cellular facilities.

One of the most identified attractions for new and existing residents is our surrounding natural environment.

Providing widely available access to open space areas, wildlife corridors, and trail systems creates a sense of shared values in Prescott’s natural character and provides meaningful connections to our natural environment.



TRANSPORTATION PLANNING

Transportation planning within Prescott is integrated into the City's capital improvement budget and is coordinated with both land use planning and development review. Transportation needs are a required component in Specific Area Plans (SAPs) where Transportation Services and the Police Department examine traffic calming approaches to provide neighborhood safety and emphasize traffic enforcement. Retrofitting existing roadways with improvements is an important part of transportation planning, requiring careful consideration of the potential impacts on neighborhoods and linkages to wildlife corridors. Large future development plans are also reviewed to ensure the roadway network and proposed connections are considered in the Regional Transportation Plan (RTP) and other planning studies. The RTP and other development plans are included in this section.

CYMPO

With the 2000 Census, the combined population of the Prescott/Prescott Valley area reached more than 50,000, a population threshold which triggered the establishment of a metropolitan planning organization to coordinate regional transportation planning and administer federal and state transportation funding. CYMPO is the designated regional transportation planning authority with Prescott as an active participant.

CYMPO's mission is to provide leadership in planning and promoting a comprehensive multimodal transportation system that will provide for regional mobility and connectivity that also encourages a positive investment climate and fosters development sensitive to the environment. CYMPO provides a forum for local elected officials and transportation experts to plan multimodal infrastructure within the CYMPO Planning Boundary and to make use of and prioritize federal funding opportunities to deliver valuable transportation-related projects to the region. Without the formation of an MPO, the region would be ineligible to obtain and use any federal funding within the urbanized boundary.



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

CYMPO regularly conducts studies and develops comprehensive regional multimodal transportation plans which include and affect the City. In April 2020, CYMPO adopted the 2045 RTP, which contains the most recent traffic analysis and management planning information for the major roads in Prescott and the surrounding Central Yavapai County area. A copy of this plan, as well as additional information regarding transportation planning in the Prescott area, can be found on the CYMPO website at <https://www.cympo.org>. RTPs are updated every five years.

The RTP establishes that growth within Prescott and throughout the region will create long-term traffic management challenges. The study, updated approximately every five years, is the blueprint for long term regional transportation planning and improvements. Many of the study's regional improvement recommendations over the last 20 years have been achieved, including the widening of State Route (SR) 89 for 14.5 of the 17 miles between north Chino Valley and Prescott, Side Road improvements, Williamson Valley Road widening, Yavpe Connector, Fain Road widening, and SR 89 interchanges.

The study also recommends alternative transportation components (public transit, carpooling, bikeways, trails, etc.) and forecasts that an investment in these systems could reduce projected traffic counts throughout the CYMPO planning area.

Regional Cooperation Implementation Strategies

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

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

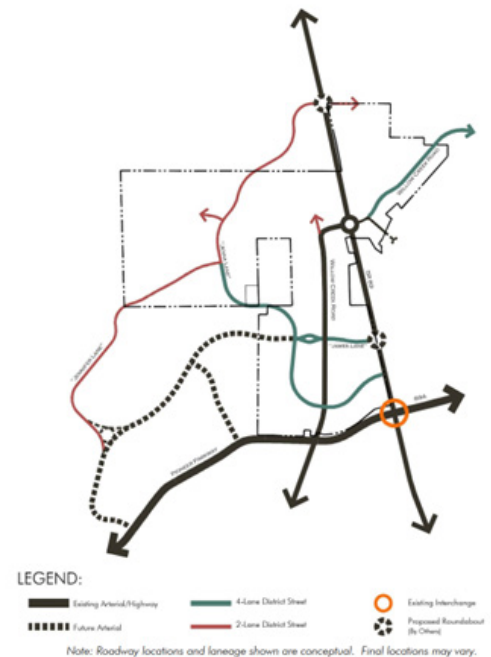
Strategy 1.2 Meet with each of the City's regional neighbors to coordinate projects having regional implications and to avoid duplication of services and amenities such as parks, trails, cellular, internet, and library facilities and enhance wildlife corridor connectivity.

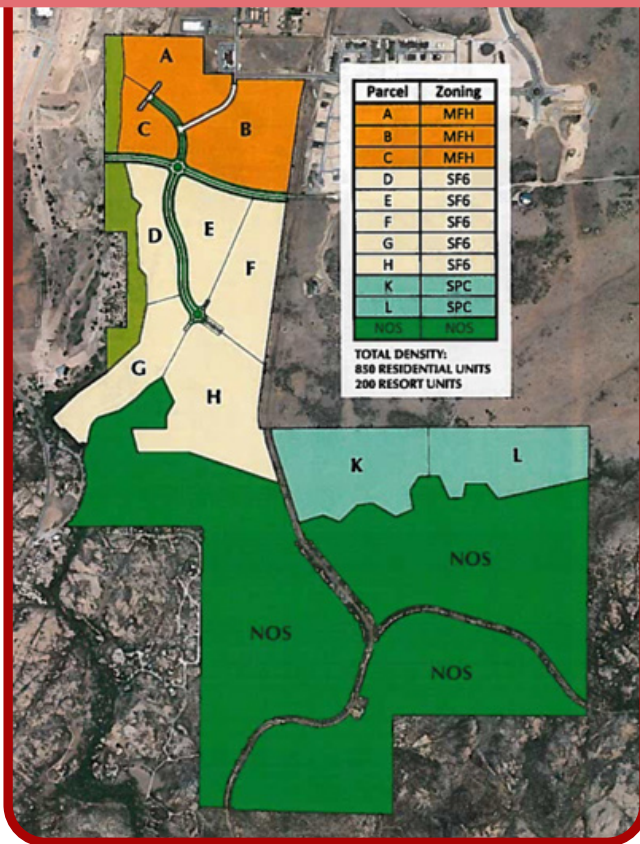
City of Prescott Approved Master Plans with Connectivity

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

DEEP WELL RANCH MASTER PLAN

The Deep Well Ranch Master Plan was adopted to create a 1,620-acre Specially Planned Community (SPC) in the vicinity of PRC, north and west of SR 89 and SR 89A in Prescott.





**AED SOUTH DEVELOPMENT
ROADWAY LAYOUT**



A circulation plan was included and provides the general alignment of several arterial and collector roadways that will connect SR 89 with Pioneer Parkway and Willow Creek Road. These roadways will be constructed by the Deep Well Ranch as development in the area occurs. In addition to the roadway system, intersection spacing and access has been planned at specific locations in the southeast portion of the Deep Well Master Plan.

ARIZONA ECO DEVELOPMENT (AED)

The City approved an agreement with AED to create a Development Agreement (DA). This DA lays out the specific terms and conditions for the annexation and development of residential and commercial properties along SR 89, in areas north and south of SR 89A as well as north and within the Granite Dells. Only the preliminary layout of the roadway system has been provided; however, the DA does include obligations that provide for the extension of Phippen Trail across Granite Creek between SR 89 and Granite Dells Parkway. The other arterial and collector roadways will be constructed by AED as development in the area occurs.

GRANITE DELLS ESTATES (GDE)

GDE, a developing master planned community comprised of residential dwelling units, general business parcels, open space, and a large unsubdivided tract is located about 1.5 miles south of SR 89A near the Granite Dells Parkway and Dells Ranch Road roundabout in Prescott. Primary access is provided from the north at the interchange of SR 89A at Granite Dells Parkway. Granite Dells Parkway is a planned ultimate six-lane arterial roadway that will extend north into section 33 and southwest across Granite Creek connecting to Phippen Trail and SR 89. Dells Ranch Road is a four-lane arterial planned to connect east to Prescott Valley. This connection will be made once the Jasper Development in Prescott Valley completes its connection north to SR 89A at the future Great Western Corridor.

Existing Vehicular Transportation System

The roadway network in and through the city consists of highways and arterials carrying regional traffic, as well as arterial, collector, and local streets carrying traffic. SR 69 is a four-to-six-lane arterial highway and provides regional access to the city. Traffic is controlled through signalized intersections. SR 89A, located to the north of the city, provides access at the SR 89 and Willow Creek Road intersections. SR 89 travels through Prescott and continues north providing access to communities such as Chino Valley, Williams, and Flagstaff. The local and arterial street system was established as development occurred and is primarily aligned based on existing topography. The designation of a truck route system using the existing system set the expectation for residents related to commercial vehicle travel patterns.

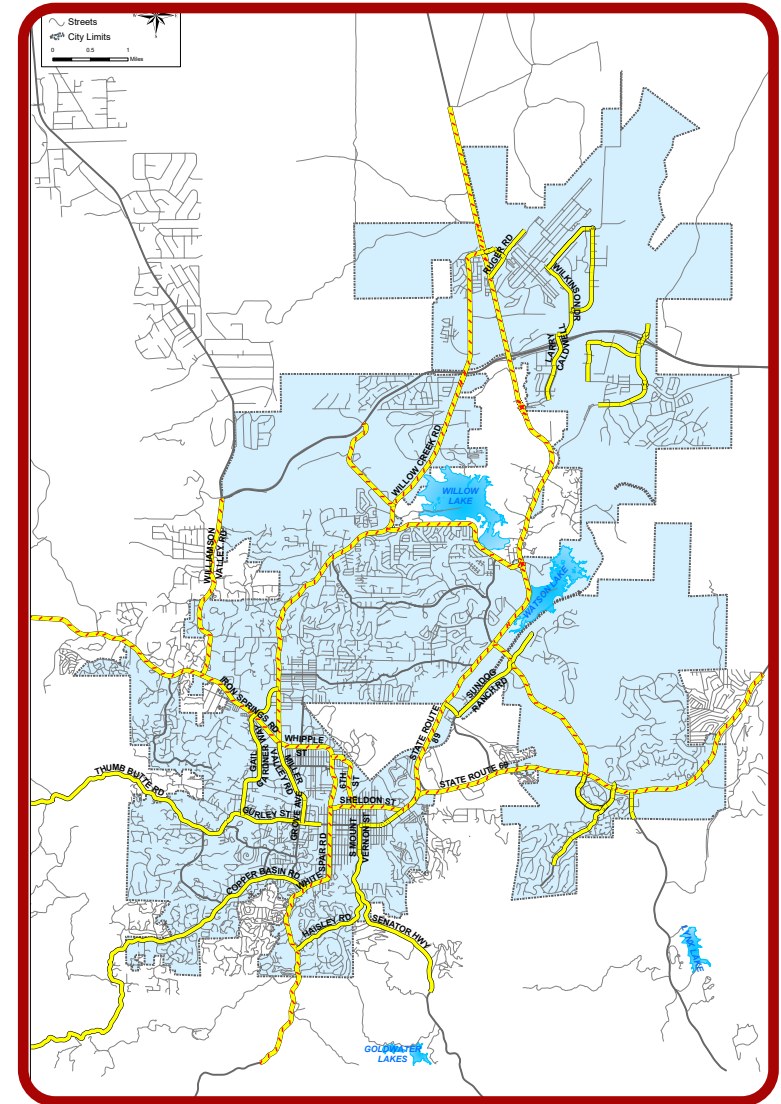
TRUCK ROUTE SYSTEM

The designation of truck routes is intended to route truck traffic to streets where they would cause the least amount of neighborhood intrusion and where noise and other impacts would not be considered nuisances. Roadways providing access to freeways are the most likely candidates for truck route designation. The designation of truck routes is not intended to prevent trucks from using other roads or streets to make deliveries. The designated truck routes, both through and local, are shown on the map to the right.

Transportation System Improvements

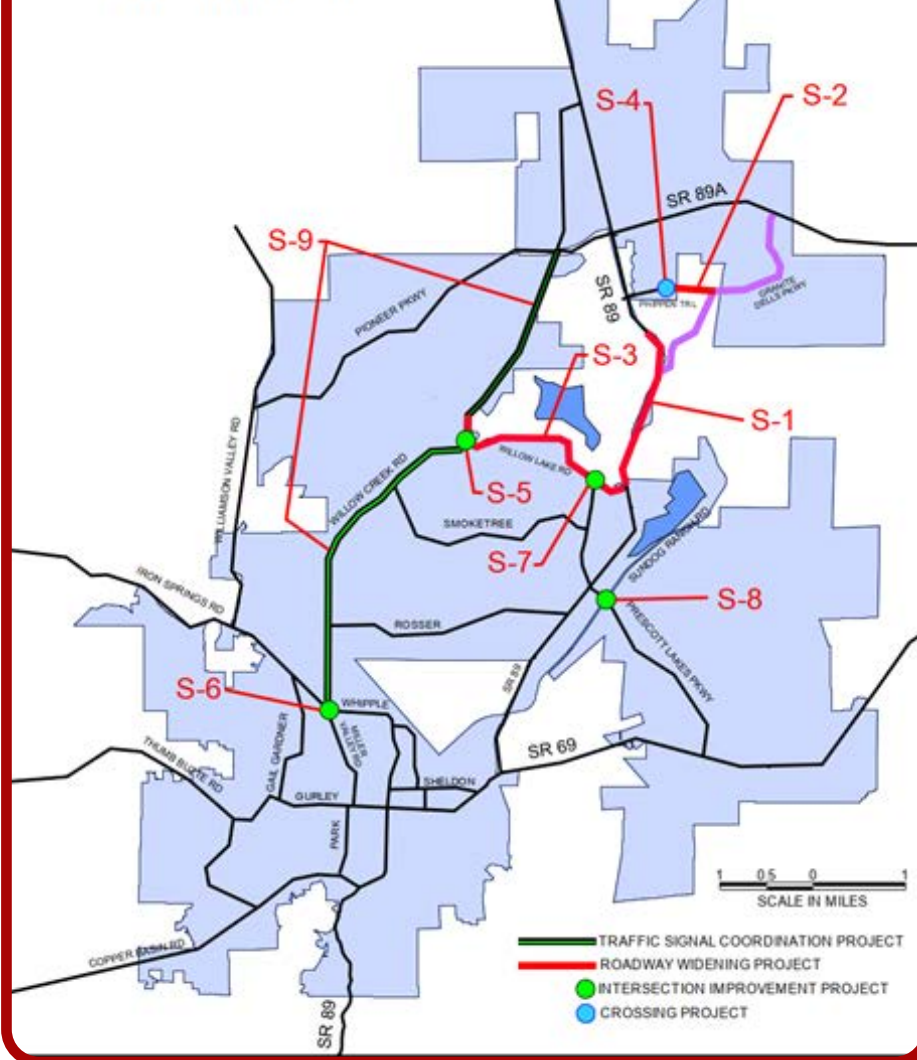
STREETS INFRASTRUCTURE IMPROVEMENT PLAN (IIP)

To meet the future demands generated by city and regional growth, the City has developed a Streets IIP (<https://prescott-az.gov/capital-improvement-projects/capital-improvement-program/>) to identify needed capacity improvements on select roadways and intersections. These are funded through development impact fees dedicated for these improvements and placed in the City's Capital Improvement Program during the annual budget process. For more information on these projects, view the IIP linked above.



PRESCOTT TRUCK ROUTE SYSTEM MAP

2018 PRESCOTT STREETS IIP PROJECTS LOCATION MAP



Transportation Goals and Strategies

ARTERIALS

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

Goal 1: Establish and maintain a system of arterial streets to provide a satisfactory level of service at level “C” or better according to the American Association of State Highway and Transportation Officials (AASHTO). During morning and evening peak hours, support alternative transportation such as walking and bicycling, which are compatible with land use, grading, slope stabilization, drainage, and environmental goals.

Strategy 1.1 Complete the 2024 update of the Central Yavapai County Regional Transportation Study by coordinating with ADOT and regional stakeholders to guide the future planning efforts of the CYMPO.

Strategy 1.2 Develop a City Transportation Plan by 2030 for adoption and implementation of recommended goals and strategies to improve arterial traffic movement and safety.

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

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

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

Strategy 1.6 Enhance the aesthetics of street corridors.

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

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

COLLECTORS

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

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

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

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

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

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

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

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

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

LOCALS

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

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

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

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

Strategy 1.3 Create and allow the use of a variety of local street cross sections. This will provide flexibility during design and promote diversity of design and neighborhood character.

Strategy 1.4 Encourage the retrofit of existing local streets to enhance safety, consider the character of the neighborhoods, and reduce four-way intersections.

Public Transit

Effective transit systems rely, in part, on clustered development, where higher densities contribute to a larger population base. There is a focus on creating more opportunities for compact development in this General Plan. The aging population in Prescott, coupled with the increasing trend of developing higher density senior housing, emphasizes the need for transit to serve the population that no longer drives.

The City has actively engaged in various public transit planning efforts over the years, including the 2007 Regional Transit Needs Study, the 2009 Transit Implementation Plan, and the 2017 Yavapai County Regional Mobility Management Implementation Plan. In 2019, the City participated in the development of the Central Yavapai Transit Implementation Plan Update (TrIP Study) as a member of CYMPO. The study recommended the initiation of a public transportation demonstration program for the Central Yavapai region. This program would incorporate on-demand response (microtransit), fixed-route (fixed schedule), and deviated fixed-route (hybrid) transportation modes for a three-year period, as illustrated in the Trlp Study Service Recommendation figure on the following page.

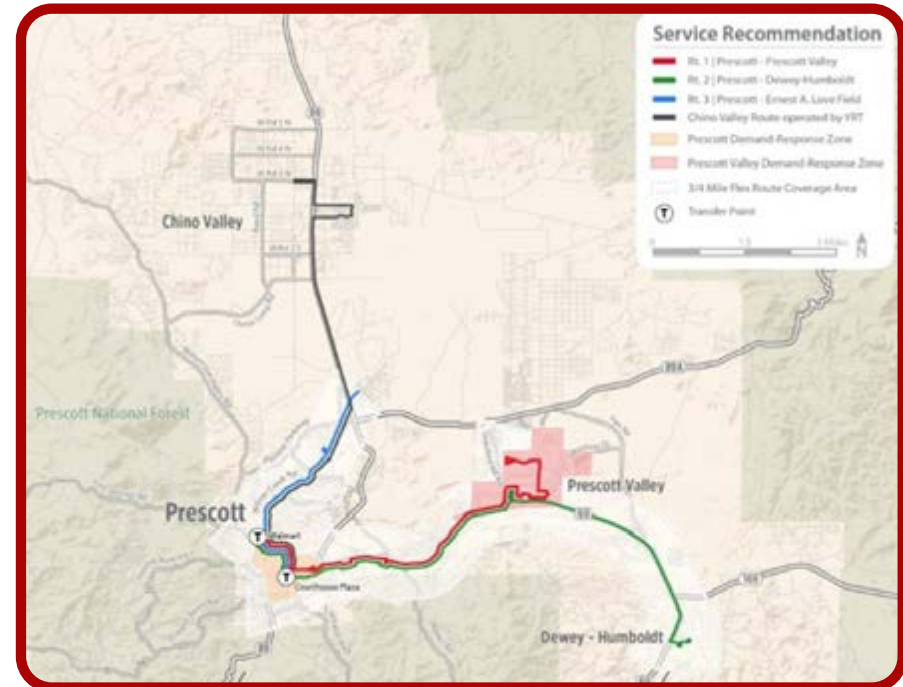
CYMPO is responsible for developing and implementing a regional transit system. CYMPO's mission is to provide leadership in planning and promoting a comprehensive multimodal transportation system for regional mobility and connectivity, fostering development sensitive to the environment, and encouraging a positive investment climate.

CYMPO has conducted studies on the feasibility of a regional public transit system. The Regional Transit Needs Study and the Transit Implementation Plan suggest a combination of basic fixed and flexible route transit services, including a park-and-ride component. The Yavapai Regional Transit Authority, a local nonprofit organization, currently provides limited transit service between Prescott and Chino Valley. If the Yavapai Regional Transit Authority expands its services, it could potentially address a portion of the regional transit needs.

CYMPO is seeking state and federal funding to implement a public transit system. Limited funding from the county for transit in other jurisdictions has been provided. While services may be contracted out to private providers, adherence to state and federal guidelines for publicly funded transit is essential. Exploring additional funding sources for public entities or nonprofit organizations providing transit services is crucial. This is especially true in an uncertain economy where finding a capable provider and securing assured funding are significant challenges.

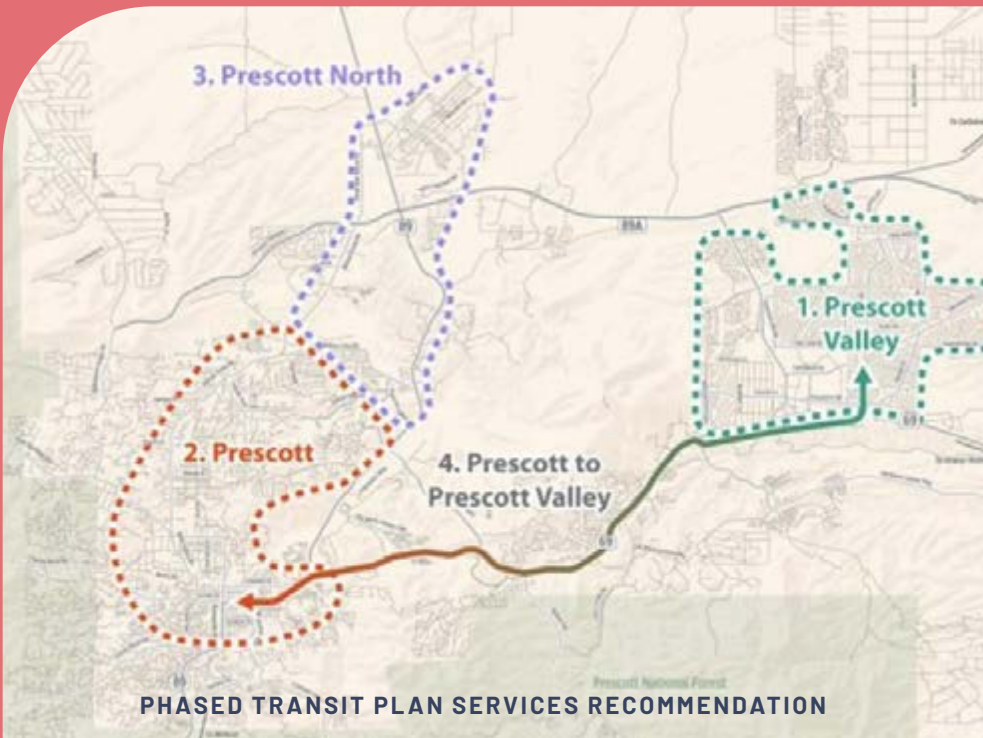
Shortly after completion of the TrIP Study, CYMPO completed an update in the spring of 2020 using CARES Act federal funding. This was to allow the City or Town of Prescott Valley to lead the Central Yavapai Phased Transit Plan (<https://www.cympo.org/studies/>). Based on a desire by the Town of Prescott Valley to fill this role, the City did not implement a system at that time. The Phased Transit Plan may be implemented as shown on the Phased Transit Plan Services Recommendation figure on the following page if the City determines the community's desires for this expanded service and funding is available.

TRIP STUDY SERVICE RECOMMENDATION



PHASED TRANSIT PLAN SERVICE RECOMMENDATION

1. Implement a Shared-Ride Public Transportation Network in Prescott Valley only via microtransit.
2. Implement a Shared-Ride Public Transportation Network in Prescott via microtransit.
3. Monitor and manage existing service and/or make small expansions in the region.
4. Add a connecting service, potentially a fixed route, for trips between Prescott Valley and Prescott.



TRANSIT GOALS AND STRATEGIES

Goal 1: Support and participate in regional public transportation when financially feasible.

Strategy 1.1 Identify and seek fair share funding.

Strategy 1.2 Develop ancillary facilities such as park-and-ride lots and bus turn-outs. An example location would be the airport road entrance. Circulation may most beneficially serve the airport community needs in accordance with current industry standards and practices.

Strategy 1.3 Create safe multimodal and alternative transportation connections.



OPEN SPACE

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

Goal 1: Use tools to maximize the benefits nature affords us.

Strategy 1.1 Utilize long term leases, easements, licensing agreements, developer agreements, private donations, land exchanges, intergovernmental cooperation, and public/private partnerships in securing targeted land use, in addition to the purchase of property by the City.

Strategy 1.2 Integrate existing and desired recreational assets into a network physically connected and functionally related, rather than simply adding stand-alone parcels to our inventory.

Strategy 1.3 Identify and prioritize open space efforts based upon the prehistoric, historic, ecological, cultural, recreational, scenic, and economic values to be derived and balance with other community needs.

Strategy 1.4 Plan, manage, and expand the recreational assets of

our community to attract visitors, boost our economy, and improve the quality of life for our residents. This will be a cooperative and partnering endeavor between the City, non-profit organizations, and other government entities.

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

PUBLIC AND PRIVATE OPEN SPACE

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

Public Open Space

City-owned public lands include lakes, streams, undeveloped natural areas, parks, trails, and greenways. Examples include Acker Park, portions of the Granite Dells, Downtown Prescott's Greenway Trail, and the recent Glassford Dells Park and Preserve purchase success. These areas typically protect important

viewsheds, natural resources, and provide passive recreational opportunities for trails and other uses. Federally owned public open space is provided by the adjacent Prescott National Forest and the joint City-County leasing of Pioneer Park from the U.S. Department of the Interior - Bureau of Land Management.

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

Private Open Space

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

As privately-owned lands are developed, open space areas may be protected through the Planned Area Development (PAD) process, whereby a minimum of 25% of the PAD area is set aside as protected open space. Typically, PAD open space areas are steep slopes, ridgelines, drainages, or parks. Previous City codes allowed golf courses as open space; however, the current code states new

golf courses may not be considered open space.

State Trust Lands will eventually be considered privately owned because the Arizona State Land Department is planning to maximize revenue by the sale or lease of these lands. Currently, these lands are temporary and unprotected viewsheds unless steps are taken toward conservation. Several state referendums have been introduced in recent years, without success, to allow state lands to be more easily preserved as open space. Citizen efforts to address open space concerns statewide affect Prescott due to the many acres of nearby Arizona State Trust Lands.

OPEN SPACE POLICY

The Parks and Recreation Department is currently focused on the following geographical areas: 55-mile Prescott Circle Trail, Prescott Greenways, Prescott Peavine Trail to Chino Valley, Willow Lake to Watson Lake via Granite Dells, multiple trails to Glassford Hill with connectivity to Prescott Valley through the new Granite Dells Park and Preserve, recreation pathways City-wide, and the completion of larger interconnected trail networks in order to benefit the Mile-High Trail system. The acquisition, dedication, and stewardship of open space as a community amenity is also an economic development asset which supports the tourism industry.

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

geological prehistoric features, natural areas, and viewsheds resulted in a number of private/public partnerships.

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

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



OPEN SPACE POLICY GOALS AND STRATEGIES

Goal 1: Adopt a strategic approach to open space acquisition opportunities and establish funding sources.

Strategy 1.1 Place open space activities organizationally within the Recreation Services Department with participation from the outdoor recreation-related non-profits and other groups and individuals interested in participating.

Strategy 1.2 Connect open space areas to provide continual wildlife and trail connectivity.

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

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

Strategy 1.5 Strengthen partnerships with the federal government, State of Arizona, Yavapai County, and neighboring communities.

Strategy 1.6 Identify, enhance, and develop wildlife corridors and crossings.

Strategy 1.7 Create an Open Space Advisory Committee.

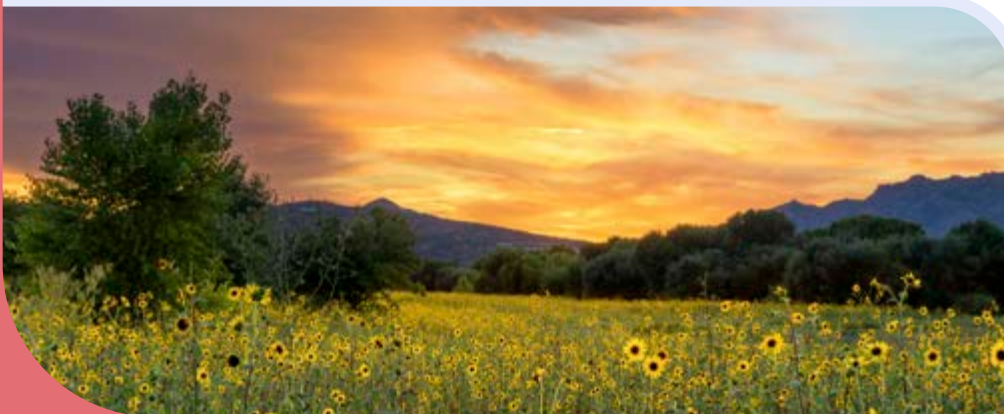
Goal 2: Seek collaborative ventures among private, public, and non-profit sectors for expanding, improving, maintaining, and providing stewardship for open space.

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

Strategy 2.2 Continue investigating potential funding mechanisms, such as general funds, taxes, sales tax, grant funding, and private donations for the purchase, improvements, and maintenance of open space that enhance trails and corridor connectivity.

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

Strategy 2.4 Initiate a charter amendment to protect in perpetuity City-owned open space, as it is acquired through development, purchase, or agreements.



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

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

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

Strategy 3.3 Require new development and redevelopment to provide connectivity to existing open space and trails. Establish and maintain connectivity between newly annexed lands to provide wide and continuous corridors of natural open space.

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

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

Strategy 3.6 Ensure wildlife and desired trail corridors are conserved. Establish and maintain connectivity between newly annexed lands to provide wide and continuous corridors of natural open space.

Goal 4: Encourage the maintenance of healthy ecosystems within and outside Prescott as dependable sources of recreation, economic prosperity, biodiverse plants, and wildlife habitat.

Strategy 4.1 Create a regional watershed conservation, restoration, and management plan.

WILDLIFE CORRIDORS

The conservation of wildlife habitats and wildlife corridors will benefit indigenous wildlife and migratory species impacted by human growth and development. There is a particular need in the Prescott area for wildlife corridors to interconnect pronghorn antelope herds and other wildlife. Augmentation of wildlife habitats and wildlife corridors through acquisition and conservation of open space during the subdivision platting process is an important step.

Fragmentation of animal habitats disturbs ecosystems. This affects wildlife distribution, breeding success, predator/prey dynamics, foraging success, and seed dispersal. Development can result in environmental degradation from structures, roadways, and utility corridors, which cause increased pollution stressors to wildlife (air, water, noise, and light). Roads, freeways, transit systems, and infrastructure put in place to connect people reduce connectivity for wildlife and increase wildlife roadway mortality. Development competes with wildlife for natural resources such as water, and changes local habitat suitability by influencing noise, light, air, and temperature regimes. Habitat fragmentation leads to changes in species diversity and can lead to local, regional, or species-level extinction of native flora and fauna.



It is important to retain wildlife habitat connectivity as Prescott grows to the north in the form of protected wildlife corridors. Wildlife corridors of natural landscape also provide other ecosystem services such as urban cooling, water capture and recharge, and scenic nature viewing for residents and visitors.



CHALLENGES

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



WILDLIFE CORRIDORS IMPLEMENTATION STRATEGIES

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

Strategy 1.1 Encourage developments, where appropriate, to evaluate animal species within their development sites with the Arizona Game & Fish Department and create appropriate wildlife corridors through master plans and subdivision plats adjacent to open space or public lands. Establish and maintain connectivity between newly annexed lands to provide functional and continuous corridors of natural open space.

Strategy 1.2 Work with CYMPO to create a regional environmental study and to communicate any actions to the public.

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

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

Strategy 1.5 Collaborate with the Arizona Game & Fish Department and other local and national professionals to develop and implement a best practice guide for wildlife corridors and crossings.

Strategy 1.6 Include wildlife crossing infrastructure components in new road designs that cross significant drainages and or open space areas and other known wildlife movement patterns.

Strategy 1.7 Collaborate with other governmental units and private landowners to restore natural flows to floodplains, especially where this would serve to enhance wildlife habitat, especially ensuring they have access to perennial water.

Strategy 1.8 Implement a public awareness program about respecting and protecting wildlife.

DIGITAL CONNECTIVITY

Digital connectivity plays a vital role in education, healthcare, business, civic engagement, safety, and everyday life. In 2023, the Arizona Commerce Authority conducted a year-long study to create Arizona's Digital Equity Plan. This plan attempts to act as a roadmap to address issues that face each region, making sure every individual and community is represented. To ensure universal broadband is available across Arizona, the state is committed to ensuring availability through infrastructure investments, supporting affordable broadband plans for all Arizona families, and providing inclusive digital skills training.

With Arizona's population widely distributed across rural, remote, urban, and tribal regions, our sprawling deserts and mountainous terrain create opportunities and obstacles to creating universal digital access. Key themes from the study are:

- Affordability
- Importance of knowledge and digital literacy
- Localization of services and community engagement

Residents in Yavapai County had the highest response rate and demonstrated an interest in bringing reliable connectivity to the County. The top concern is the lack of competition in internet services. Without competition between service providers, high costs remain the main issue related to digital access and reliability of internet connections.

During the Covid-19 pandemic, the community discovered an increased need for internet access to learn and work remotely. It became clear, our digital infrastructure was lacking in many of the areas of Yavapai County. This resulted in no service or frequent disruptions or slow speeds for many people. Others tried using Wi-Fi devices that use cellular data or booster antennas, but that proved to be insufficient and unreliable due to lack of data capacity. Dead zones for Wi-Fi and cell data exists in many parts of the region. Mountainous terrain requires more towers for connectivity.

Innovations in information technology and marketing over past decades have profoundly changed commerce and business models worldwide. Technology offers new opportunities to foster home-based businesses and remote work. The global pandemic accelerated this trend exponentially and also revealed weaknesses in the broadband infrastructure. Subsequent federal and state dollars have flowed to increase broadband connectivity especially in remote rural areas. Prescott's broadband infrastructure has not benefited, even as large amounts of money are spent elsewhere. Encouraging more robust and competitive high speed/high bandwidth internet access in Prescott will allow the City to market to technology companies while promoting the advantages of a small town, exceptional climate, and award-winning historic and natural assets available in Prescott.

DIGITAL CONNECTIVITY GOALS

Goal 1: Plan for new technology.

Strategy 1.1 Work with Yavapai County to develop an emergency communication plan, particularly for areas with limited or no internet access during crises like wildfires or floods.

Strategy 1.2 Explore alternative connectivity solutions, such as cellular networks or satellite internet.

Strategy 1.3 Educate residents on data privacy, terms and conditions, and the implications of online data sharing to reduce hesitancy and inform residents about online safety.

Strategy 1.4 Work with telecommunication providers to efficiently use rights-of-way when locating, installing, and maintaining facilities.

Strategy 1.5 Encourage public participation in establishing locations for new towers, streamline the approval process, and investigate alternatives to cell towers.

Strategy 1.6 Explore available funding to improve digital connectivity.



CHAPTER 3



GREAT PLACES AND NEIGHBORHOODS

Land Use and Growth Areas

Prescott's land use base comprises the typical residential, commercial, and industrial land use types. Prescott has a traditional downtown of mixed uses, mostly of retail commercial businesses. Other important components include 13 local and 13 National Register historic districts, creeks, trails, lakes, and an airport. Prescott's Land Development Code (LDC) encourages mixed-use areas, which combine commercial and residential uses. There are also transitional areas within the City where the land use character is changing due to new development or redevelopment of existing buildings being adapted for different uses.

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

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

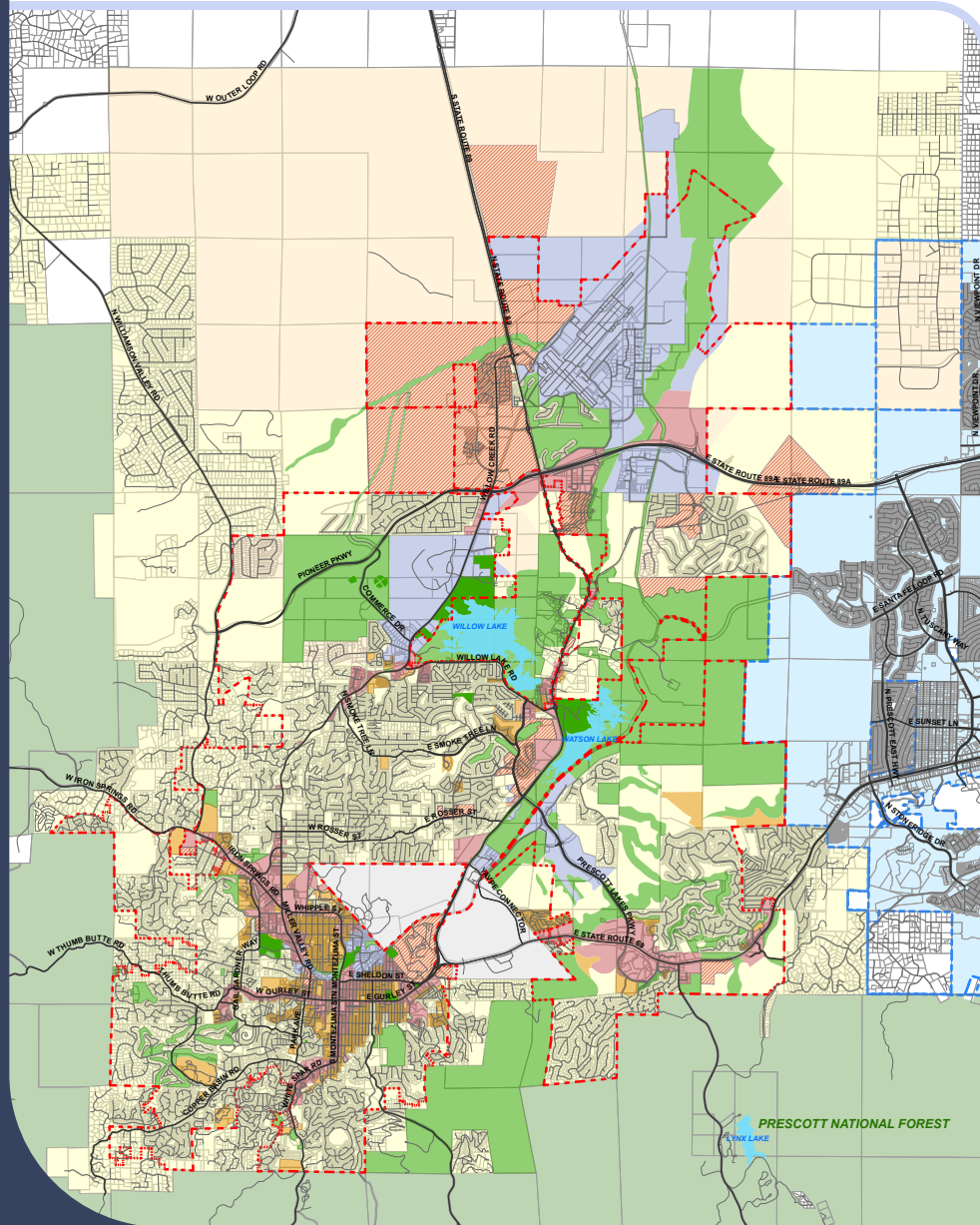
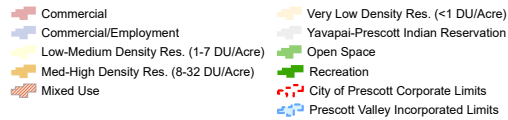
Some transitions are from single-family residential to multi-family, while other transitions are from residential uses to commercial uses. Although much less common, it is also possible for commercial use areas to transition to residential uses.

As the community grows, land uses in some areas evolve, come under development or redevelopment pressures, and are subject to water supplies and availability.

These transitioning areas are often the locations where significant land-use conflicts can occur. Internal pressures on land uses usually come in the form of new development in or near established neighborhoods.

Involving residents in decision-making processes is important to ensure all interests are considered and broad consensus can be sought.

City of Prescott Land Use General Plan



Planning Hierarchy

Prescott's planning occurs in a hierarchy of planning layers, each with associated key planning documents controlling each level. The top layer is this General Plan. The General Plan represents a high-level look at the current and anticipated condition of the City over a 10-year time span. For land use purposes, this plan should provide guidance to decision makers when budgeting for infrastructure, considering development project applications, contemplating potential annexations, and acting on rezoning requests.

Prescott also uses SAPs when closer focus is warranted for certain, more limited geographic areas experiencing change via growth, demographics, or external pressures such as development in adjacent jurisdictions. There are three SAPs, each created for different purposes.

1. The **Prescott East Area Plan** was the direct result of the annexation and development of the area the comprises Yavapai Hills, The Ranch, and the concentration of commercial development including the nearby commercial area along SR 69.
2. Later, the **Willow Lake South Area Plan** was adopted because of the development of Prescott Lakes and nearby properties.
3. The third and largest in area is the **Airport SAP** that was developed to influence land development around and near PRC. These plans need to be revisited to see if they are still needed or need to be updated.

The next layer of planning is at the neighborhood level. These plans are typically driven by redevelopment pressures or pressures from development near the neighborhood. Unlike the General and Area plans, neighborhood plans are much more focused on cultural and community cohesiveness and less about future land-use planning.

Land Use

EXPLANATION OF LAND USE DESIGNATIONS

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

Please note where SAPs exist and where their land use designations differ or conflict with the land uses indicated on the LUM, the SAPs shall be deemed the more specific and shall control planning decisions.

RECREATION

Recreation areas are designed to accommodate a wide variety of outdoor recreational improvements and related facilities used for active, outdoor recreation.

OPEN SPACE

Open space areas are passive recreational land that conserve natural and scenic community resources and bars land uses that would obstruct those resources or jeopardize unique features of the land, such as protected plants, wildlife, and archaeology. Open space is land with conservation values that qualify it to be preserved permanently from development. In contrast to intensive recreation facilities (e.g., parks, ball fields), open space implies land that is preserved in a natural, or near-natural, condition where activity is passive and on trails (e.g., hiking, running, bicycling and horseback riding). Supporting recreational facilities in open space areas are typically limited to trails, picnic areas, interpretive facilities, restrooms, and parking lots.

MIXED-USE

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

COMMERCIAL

The Commercial designation denotes typical community or regional commercial uses. Intended uses include office, retail, service, civic, lodging, health-related, and other similar uses as permitted by the appropriate zoning designations. Residential uses of all density categories are permitted, but subject to density and buffering standards set out by the overlying zoning districts.

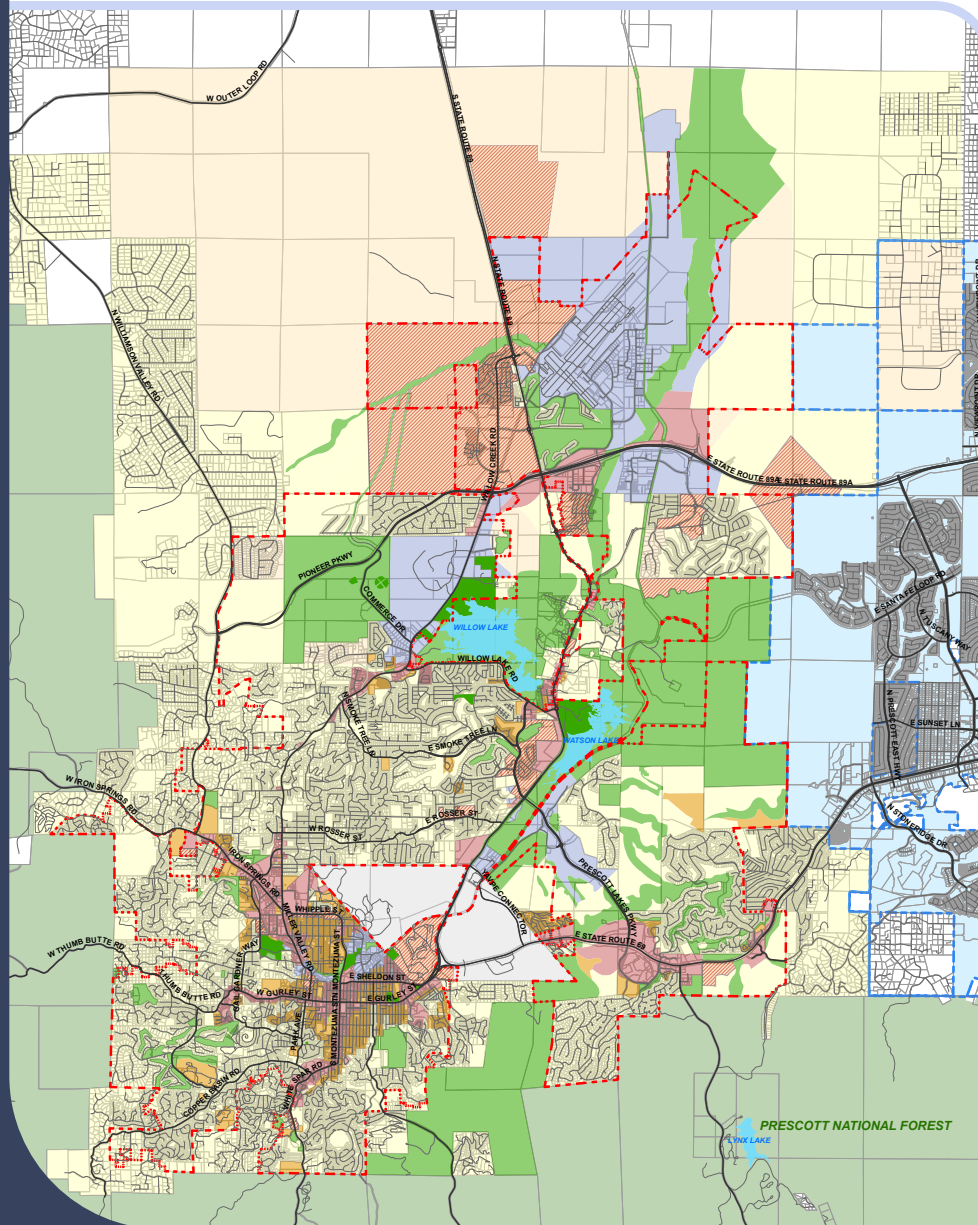
COMMERCIAL/EMPLOYMENT

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



City of Prescott Land Use General Plan

- Commercial
- Commercial/Employment
- Low-Medium Density Res. (1-7 DU/Acre)
- Med-High Density Res. (8-32 DU/Acre)
- Mixed Use
- Very Low Density Res. (<1 DU/Acre)
- Yavapai-Prescott Indian Reservation
- Open Space
- Recreation
- City of Prescott Corporate Limits
- Prescott Valley Incorporated Limits



VERY LOW-DENSITY RESIDENTIAL (LESS THAN 1 DU/AC)

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

LOW-MEDIUM DENSITY RESIDENTIAL (1-7 DU/AC)

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

MEDIUM-HIGH DENSITY RESIDENTIAL (8-32 DU/AC)

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

Goal 1: Promote preservation and rehabilitation of historic buildings, landscapes, and neighborhoods in a manner sensitive to property owners and in accordance with the Historic Preservation Master Plan (<https://prescott-az.gov/planning-and-zoning/historic-preservation/>).

Strategy 1.1 The Historic Preservation Specialist will identify historic resources and promote understanding of their significance in accordance with historic preservation guidelines.

Strategy 1.2 Support through appropriate processes, minor variations from the codes which allow preservation, restoration, rehabilitation, and expansion of historic buildings and landscapes to improve their longevity and usefulness.

Strategy 1.3 Encourage adaptive re-use of historic buildings where the original use is no longer viable.

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

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

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

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

- Protection of historic integrity of the property and/or neighborhood property values and character.
- Availability of state and federal funding under the Certified Local Government Program for improvements
- Assistance and advice on renovation and new construction per adopted guidelines to property owners

Goal 3: Involve the residents and property owners in the planning process and policy development for their area.

Strategy 3.1 Review and update existing Neighborhood Plans to get resident input on unique circumstances or challenges within developed neighborhoods, such as traffic safety or zoning incompatibility.

Strategy 3.2 Educate the public on the use of historic preservation overlay districts to protect historic buildings and features within neighborhoods.

Goal 4: Analyze transition and special study areas for their potential to help meet community challenges such as economic development, workforce housing needs, historic preservation and open-space conservation, and traffic connectivity.

Strategy 4.1 Develop incentives and modify development standards to better direct appropriate land uses in transition and special study areas while protecting nearby residential uses.

Strategy 4.2 Incentivize infill development and redevelopment at densities compatible with the established neighborhood zoning, character, and infrastructure.

Goal 5: Support flexibility in setbacks, parking requirements, site coverage, and height in return for compatible development design, which maintains the character of transitioning areas, but also furthers implementation of neighborhood and land-use plans for the area.

Strategy 5.1 Initiate rezoning, where appropriate, to support the character, goals, and uses identified in SAPs or neighborhood plans adopted for transition areas.

Strategy 5.2 Incentivize infill development while protecting the existing neighborhood housing stock and character.

Strategy 5.3 As development pressure occurs on existing neighborhoods, initiate neighborhood plans and/or special purpose plans with the involvement of residents and property owners to guide future development and redevelopment within or adjacent to those areas with neighborhood meetings.

Strategy 5.4 Define areas where zoning overlay districts, including Historic Preservation Districts, or other tools for specific neighborhood protection are appropriate.

Goal 6: Promote preservation and maintenance of existing landscaped trails and open spaces within neighborhoods to assure pedestrian circulation and access to existing open spaces.

Strategy 6.1 Identify opportunities to create new pedestrian connections from residential neighborhoods to commercial and service locations.

Strategy 6.2 Support through appropriate processes, minor variations from the codes which allow preservation, restoration, rehabilitation, and expansion of historic buildings and landscapes to improve their longevity and usefulness.

AGGREGATES

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

Currently, a single source of aggregate exists within the city limits. Sand and gravel are mined from Granite Creek on the east side of the airport north of SR 89A, for use in the manufacturing of concrete. The Land Development Code allows mining of aggregates in industrially zoned areas with an approved Special-Use Permit. Several conditions of approval must be met to protect adjacent land uses and remediate the site; however, federal and state laws allow mining of aggregates without local approvals.



Historic Preservation

PREHISTORY

Indigenous people preceded the establishment of Prescott by thousands of years. Though the Paleoindian and Archaic periods are sparsely documented, we do have evidence of peoples occupying the area in the Middle Archaic Period (5000-1500 BC) and several sites and evidence of people occupying the area in the Late Archaic Period (1500 BC-700 or 800 AD). Many of these sites are in modern day Chino Valley and along the slopes of the Black Hills. Evidence indicates that indigenous people during this time were highly mobility and depended on hunting and seasonal gathering.

The Post-Archaic Period was a formative period (200-600 AD) in which indigenous people transitioned from mobile hunter-gatherers to more permanent farming populations. The Prescott Culture resided in the area from 600-1600 AD and were located on the periphery of the Sinagua, Hohokam, and Chonina culture areas. They favored hilltop enclosures and sites and participated in limited agriculture supplemented by hunting and gathering.

Spanish explorer Antonio de Espejo passed through the area in the late 1500s in search of gold and silver, and this was when the first interactions with the Yavepe were documented. The Yavepe people, now known today as Yavapai, were mainly hunter-gatherers, moving seasonally in a large swath of area east of the Colorado River and south of Flagstaff. These are now the Quad-City and Verde Valley areas. Today, the Yavapai Prescott Indian Reservation spans 75 acres near the Ft. Whipple Military Reserve and has a population of 309 according to the U.S. Census Bureau 2017-2021 American Community Survey.

HISTORY

The founding of Prescott in 1864 as the first territorial capital of Arizona was a significant historic event. Under President Lincoln's command, eight territorial officers were sent to the West in the Fall of 1863, including John Goodwin, who was later established as the Arizona Territorial Governor. The officers soon landed in uncharted Central Arizona. Gold had recently been discovered in the area, 6 miles southwest of present-day Prescott, which put the area on the map for settlers seeking fortune. With favorable reports of the mines pouring in throughout the remainder of 1863 and early 1864 and the military presence of Ft. Whipple, Prescott was chosen as the city's official name and was established as capital on October 4, 1864. A fire destroyed much of downtown Prescott in 1900, and an exhaustive rebuilding campaign was initiated immediately thereafter. Most of Prescott's existing, significant historic buildings date from the post-fire construction period.



TODAY

Prescott's focal point, the Courthouse Plaza and surrounding downtown area, discussed in the Economic Competitiveness and Prosperity section, is not only the historic and economic center but, also the artistic and cultural center of the city. Interest in cultural activities has expanded in the past couple decades, as seen in the increasing numbers of tourists, resident artists, events, and participants. The Downtown is anchored by three outstanding historic, cultural venues: The Elks Opera House, Sharlot Hall Museum, the Museum of Indigenous People, and The Prescott Center for the Arts. The Western Heritage Center, a non-profit showcasing prehistoric and historic artifacts from a variety of local organizations, was established in 2017 in the heart of Whiskey Row along Goodwin Street.

To this day, over 800 National Register properties reside within the City's limits. To help protect these properties, Prescott has established 13 local districts and 13 National Historic Register Districts, which are governed by a comprehensive set of preservation guidelines. These guidelines are titled the Prescott Historic Preservation Master Plan. Preservation is critical to the character and economic vitality, protection of property values, and overall the community benefit of Prescott. Therefore, enforcement and continued development of the Historic Preservation Master Plan should be a priority for the City. Deference should be given to the Master Plan for guidance on making decisions regarding Prescott's cultural and historical assets. 🤠

Prescott's first and current Historic Preservation Master Plan was drafted and adopted in 1998. An update is currently underway, with a target completion date of 2025. In addition to creating chapters for four more recently added districts (Historic Homes at Hassayampa, Mile High, North Prescott, and Southeast Prescott), a

chapter on managing archaeological resources will also be created. The Preservation Master Plan prescribes each District specific guidelines to give property owners; contractors; designers; and City Commissioners, Council, and Staff clear direction to evaluate and protect historic resources. The Preservation Master Plan also provides recommendations for future documentation of historic resources and for the creation of additional preservation overlay districts. This should always be an objective, as the City's historic resources are continually evolving.

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

Preservation can also play an important role in putting housing within greater reach of all residents. By rehabilitating and renovating existing structures on smaller lots, the older, designated parts of the city return to the more pedestrian friendly system of the past, making use of existing infrastructure and landscaping. Adaptive reuse, which involves repurposing historic buildings for a different use while preserving their architectural and cultural heritage, is also highly encouraged. The City should seek to educate the community on adaptive reuse projects and develop strategies to incentivize them, particularly in Historic Districts.

Prescott should place increased emphasis upon educating historic property owners as to what financial incentives are available to them in the form of multiple state and federal tax reduction and



credit programs. The State Historic Preservation Office (SHPO) (<https://azstateparks.com/shpo/>) is the guiding hand for these programs, so the relationship between the City and State should also continue to be strengthened to ensure information flows properly and frequently.

The City is classified as a Certified Local Government (CLG) by SHPO. A CLG designation signifies that a municipality has entered into an agreement with SHPO and the National Park Service to commit to work collaboratively to fulfill the goal of preserving, protecting, and increasing awareness of heritage resources. CLGs also maintain local preservation ordinances, a Preservation Commission, and processes to identify and designate significant historic properties worthy of preservation. CLGs must also retain professional staff to administer their program and a process of design review to ensure that designated properties are appropriately preserved and considered in planning.

HISTORIC PRESERVATION AND CULTURAL ASSETS GOALS AND STRATEGIES

Goal 1: Survey, documentation, and listing of properties eligible for the National Register of Historic Places, including the creation of new districts

Strategy 1.1 Reassess and summarize priority areas for revisions and/or additions to Prescott's Historic Districts; create a 5-year plan.

Strategy 1.2 Partner with SHPO and other preservation-related organizations and individuals to assist with inventory of properties.

Strategy 1.3 Engage with the public through public meetings and surveys to gather input as to which areas they would like to see incorporated into existing or new districts.

Goal 2: Complete the 2025 Prescott Historic Master Plan Update

Strategy 2.1 Complete Historic Master Plan Update by the end of 2025; this will make historic information more easily accessible to the public.

Strategy 2.2 Review applicable codes and consult with State staff and experts to ensure that irreplaceable prehistoric resources receive appropriate survey and mitigation procedures (see Strategy 5 for separate archaeological resources goals).

Strategy 2.3 Review applicable codes and consult with State staff to ensure the historic preservation ordinances remain in compliance with the federal CLG program of the U.S. Historic Preservation Act of 1966, as amended.

Goal 3: Citizen Education

Strategy 3.1 Educate citizens about the purpose of Prescott's Preservation Program and incentivize historic property owners to maintain and/or improve their properties.

Strategy 3.2 Create, disseminate, and promote materials for historic property owners to promote preservation, rehabilitation, and restoration and educate them on financial incentives available.

Strategy 3.3 Hold an annual "Preservation workshop" for citizens, and reinstate annual historic home tour(s).

Goal 4: Enhance Relationship with SHPO

Strategy 4.1 Strengthen the relationship between the City, SHPO, and other preservation organizations in Arizona. Further development of CLG aims to enhance and update Historic Preservation Master Plan to offer more resources and educational opportunities.

Strategy 4.2 Work with SHPO to re-index and expand National Register listings within Prescott (see Goal 2).

Strategy 4.3 Liaison with SHPO for greater understanding and access to public and private grants for preservation.

Goal 5: Enhanced Protection for Archaeological Resources

Strategy 5.1 Include an introduction and overview chapter in the Prescott Historic Master Plan, which outlines the purpose of a protection plan for prehistoric resources, goals of the plan, and an overview of Prescott area prehistory.

Strategy 5.2 Consolidate Geographic Information System (GIS) data of known archaeological sites, assess the significance of each site, and catalog by area in order to create chapters. This will take collaboration with the GIS Department, State staff, and potentially third-party contracted archaeologists/cultural experts.

Strategy 5.3 Create best management practices for sites (partner with Arizona Site Steward Program for monitoring (<https://www.azsitesteward.org/index.do>). Create protocol to protect known archaeological resources from development projects and how to assess newly found archaeological resources.



Recreation

PARKS AND RECREATION INVENTORY

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

The Parks and Recreation Department currently provides recreational opportunities for all ages and demographics. See the graphic at the left for our parks and recreation portfolio.

PARKS AND RECREATION ACTIVITIES

A variety of recreational activities occur in areas owned and/or managed by the City (<https://prescott-az.gov/rec-services/recreation-areas-prescott/>), including field and court sports, kayaking, paddle boarding, skateboarding, cycling, in-line hockey, hiking, horseback riding, bocce ball, horseshoes, camping, rappelling, birding, playing on playgrounds, picnicking, dancing, living history, live music, orienteering, geocaching, yoga, races, and archery. Residents and tourists can also enjoy the zoo, dog park, nature center, performing arts, and other special events. The Parks and Recreation Department has a role in providing programs,

facilities, and services for these activities and features one of the highest per capita sports participation rates in Arizona.

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



PARKS AND RECREATION GOALS AND STRATEGIES

Goal 1: Recognize greater recreation potential. Act on this potential to improve the quality of life for residents and visitors and make improvements, where needed, to current facilities.

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

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

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

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

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

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

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

Strategy 1.8 Facilitate with the Prescott Frontier Days rodeo organization, Gail Gardner Neighborhood, University of Arizona Extension, Prescott Farmers Market Compost, Prescott Antique Auto Club, and the Yavapai County Fair to determine needed improvements to the City-owned rodeo/fairgrounds.

Strategy 1.9 Review and revise the Prescott Land Development Code to distinguish open space passive recreation uses from recreation space active recreation uses.

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

Strategy 2.1 Work with the Public Works Department to implement measures to reduce the algae and weed growth in Willow and Watson Lakes.

Strategy 2.2 Work closely with the AZGFD to continually improve the fishing conditions at Willow, Watson, and Goldwater lakes.

Strategy 2.3 Implement a forestry plan for parks and open space including invasive species removal.

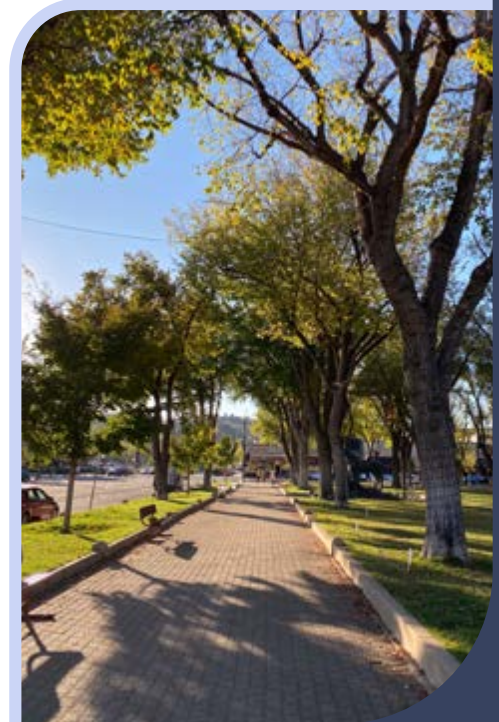
Strategy 2.4 Continue to expand recreational opportunities and facilities at upper and lower Goldwater Lakes to fully utilize the area to better accommodate current recreation demands, future recreation trends, and be compatible with wildlife.

TRAILS AND GREENWAYS

City trails and greenways currently allow for non-motorized recreation and transportation. Trails and greenways connect destinations within Prescott including schools, businesses, neighborhoods, parks, and other recreational sites. Prescott has received national recognition for the progressive approach to providing a high-quality trail system. Completion of the 56-mile Prescott Circle Trail, Prescott Greenways, and Granite Dells Trail expansion will further enhance the trail system.

Other upcoming projects:

- Complete Granite Dells Regional Park (including Glassford Hill)
- Complete the North Peavine Trail to the Headwaters of the Verde River
- Complete the Granite Dells Gateway Park
- Complete the Greater Prescott Trails Plan with Prescott National Forest
- Construct the Pioneer Parkway Trailhead with Yavapai County
- Construct the White Spar Trailhead with Prescott National Forest
- Bean Peaks flow trails with Prescott National Forest and the Prescott Mountain Bike Association
- Improve connections to the Prescott Circle Trail



TRAILS AND GREENWAYS GOALS AND STRATEGIES

Goal 1: Expand and improve the connectivity of the trails, wildlife corridors, and greenways system

Strategy 1.1 Complete high-priority trails within the following geographical priorities: 56-mile Prescott Circle Trail, Prescott's Greenways, Prescott Peavine Trail to Chino Valley, Willow Lake to Watson Lake via Granite Dells, Recreation Pathways City-Wide, and Completion of Larger Interconnected Trail Networks.

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

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

Goal 2: Invite greater public participation in the planning, development, and maintenance of trails and greenways

Strategy 2.1 Continue to work with Prescott Creeks (<https://prescottcreeks.org/>) and other non-profit foundations to develop a community volunteer creek monitoring program to expand and support a creek watch project.

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

Strategy 2.3 Continue to support and improve the “Over the Hill Gang” trail building program, Yavapai Trails Association (YTA), and the Prescott Mountain Bike Alliance.

Strategy 2.4 Create an open space commission to solicit public comment and advise City Council.

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

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

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

Strategy 3.3 Work with CYMPO on the Active Community Transportation-Unified Plan (ACT-UP) (<https://www.cympo.org/actup/>).

Goal 4: Develop and implement planning for the Glassford Dells Regional Park and Preserve

Strategy 4.1 Meet with partners, the public, and citizen groups to draft trail plans and park amenities.

Strategy 4.2 Hold multiple public meetings to gather information on what the public would like to see in park and preserve development.

Strategy 4.3 Coordinate with AZ Game and Fish Department addressing current and future wildlife corridor connectivity and mitigation.

Pedestrian and Bicycle Circulation

Many Prescott residents and visitors find our temperate climate ideal for outdoor pursuits, including walking and bicycling. The number of recreational trails in and surrounding Prescott have increased substantially since the turn of the century, yet shoehorning bicycle and pedestrian facilities into existing infrastructure constrained by historic and geographic confines remains a challenge. While considerable progress has been made connecting and improving bicycle and pedestrian facilities, many still find walking or biking to specific destinations in Prescott too difficult or dangerous to contemplate.

The on-street system consists mainly of striped bike lanes, signed bike routes, and sidewalks. The striped bike lanes are primarily located on existing arterials and major collectors. Sidewalks are typically provided on new local, collector, and arterial streets; however, a cohesive pedestrian movement network from neighborhoods, business areas, schools, and other destinations remain to be developed. Some progress has been made through the Safe Route to Schools program and the Bicycle and Pedestrian Master Plan, which includes specific policies and locations for recommended projects while addressing related ongoing maintenance needs. Off-street multi-use paths, like our Granite Creek Greenways Trail, should be considered an integral part of the transportation system, as they can supplement our on-street provisions.



The mountain biking community embraces Prescott because of its high-quality recreational trail network. This is a reflection of the considerable volunteer efforts of groups like Yavapai Trails Association, Prescott Mountain Bike Alliance, and The Over the Hill Gang. Evidence of this enthusiasm is the annual Whiskey Off-Road Mountain Bike Event and Festival, which has been run for close to 20 years, and had 2,000 participants in 2023. The Prescott Circle trail is a 56-mile non-motorized trail that circumnavigates a good part of the city, but popular trailheads are located at almost any compass point from the downtown plaza. Some of the more popular trail areas are: Pioneer Park, Granite Dells and the Peavine Trail (including plans for a possible regional park), Lynx Lake and Badger Mountain, Senator Highway and Groom Creek, White Spar area (including the recently opened Bean Peaks trail system), Copper Basin and Mount Francis, Thumb Butte road and the White Rock trail access, Spence Basin, and Granite Mountain.

Better on-street bicycle accommodations may encourage biking tourists who stay in downtown hotels to ride their bikes to trailhead destinations rather than drive. Those same improvements may also encourage Prescott's residents to ride their bikes downtown for events like concerts on the plaza. The recent re-striping of Thumb Butte Road to shift the center line over to allow for a bike lane for slower uphill riders is one example of using paint to provide a better sense of safety for bicyclists. Shared lane signs were placed for the faster downhill traffic. While these improvements are appreciated, they stop at the City limit. Communication and cooperation with Yavapai County would be needed to continue the improvements to Thumb Butte Park.

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

Some years ago, the public works department added a budget line item for sidewalk maintenance. The effort started repairing, replacing, and grinding sidewalk panels in the downtown area, as well as connecting and improving pedestrian ramps and access. While this program has been appreciated and popular, it could be expanded to complete missing sections of sidewalk to improve pedestrian connectivity. 🧢

COMPLETE STREETS, VISION ZERO, AND TRANSPORTATION SAFETY PLANNING

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

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

Over 1,700 jurisdictions in the U.S., including 37 states and several cities in Arizona, have adopted Complete Streets policies. Similarly, over 50 jurisdictions have adopted Vision Zero plans (<https://visionzeronetWORK.org/>). Vision Zero is the core of the approach to traffic safety for many cities and counties. The core principles of Vision Zero are that human life and health should be the highest priority within all aspects of transportation systems. Establishing policies that require the consideration of safety for all users of the transportation system is the best way to ensure protection for the most vulnerable of system users is not overlooked.

CYMPO is responsible for conducting a comprehensive Transportation Safety Plan: a system-wide, multimodal, proactive process that better integrates safety into surface transportation decision-making. Federal law requires that the State and metropolitan transportation planning processes be consistent with Strategic Highway Safety Plans. Transportation projects and strategies must increase the safety of the transportation system for motorized and non-motorized users. The City ought to explore opportunities to apply any proposed solutions generated by the plan to their own Transportation Planning efforts.

By designing for the safety of all users, fewer collisions occur between vehicles and other forms of transit, thereby protecting life and property, and reducing the need for emergency services. There are also benefits to public health, the environment, and financial benefits to property owners and businesses through increased foot traffic.

A committee should be formed to explore and promote appropriate Complete Streets or Vision Zero policies for adoption by City Council. Invite other civic groups to provide assistance in improving our ranking as a Bicycle-Friendly Community with the League of American Bicyclists.

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

Link to City Trails and Outdoor Recreation Map:

<https://prescott-az.gov/rec-services/recreation-areas-prescott/trails/mile-high-trail/>

PEDESTRIAN AND BICYCLE GOALS AND STRATEGIES

Goal 1: Ensure new pedestrian and bicycle circulation facilities are designed and constructed to improve pedestrian and bicycle visibility; user comfort; and create logical connections between residential neighborhoods and destinations such as commercial centers, employment centers, medical facilities, etc.

Strategy 1.1 Update the 2015 Bicycle and Pedestrian Master Plan to reflect current conditions and serve as a guide for future bicycle and pedestrian needs.

Strategy 1.2 Implement the Bicycle and Pedestrian Master

Plan for the City through inclusion of projects in the Capital Improvements Plan with emphasis on design and development. This will increase the number of short trips connecting residential areas with recreational, educational, and business areas.

Strategy 1.3 Strengthen collaborations with a focus on enhancing pedestrian and bicycle access to local schools.

Strategy 1.4 Develop programs which educate bicyclists, pedestrians, and motorists about sharing roadways and promote walking and bicycling. Strengthen partnerships and collaborations with a focus on enhancing pedestrian and bicycle access to local schools.

Strategy 1.5 Maintain current League of American Bicyclists Bicycle-Friendly Community status while pursuing a higher ranking.

Goal 2: Accommodate multimodal transportation options in new development

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

Strategy 2.2 Include bikeways, sidewalks, and on-street bicycle facilities/lanes consistent with the Pedestrian and Bicycle Master Plan in the design of all new roadways, where feasible.

Strategy 2.3 Acquire and develop off-street multi-use routes along creeks, drainages, utility easements, and through recreation spaces, wildlife corridors, parks, and open spaces.

Strategy 2.4 Design new and reconstructed roadways to provide multimodal facilities using Complete Streets concepts.

DARK SKY, GLARE, AND LIGHTING

Prescott's clear, dark night sky is an environmental asset the community wishes to protect. The Land Development Code primarily regulates commercial outdoor lighting by addressing light fixture types and light output. In some cases, light output is measured in lumens, such as in residential lighting, recreational lighting, and sites with internally lit signage. Parking lot lighting is required to be

high-pressure sodium; however, there have been requests to allow light emitting diode (LED) lighting. New energy efficient technologies, such as high-intensity discharge (HID) and LED make it difficult to regulate light output solely by energy consumption and to require specific existing technologies in some applications.



Residential lighting may be addressed in the Land Development Code, where a balance may be met between lighting that is both adequate for residents, yet preserves the nighttime sky. Exterior lighting provides safety, security, visual enjoyment of outdoor living spaces, and requires careful consideration to not infringe upon a neighbor's enjoyment of the dark, starlit sky.

RESIDENTIAL HOME LIGHTING

Should Prescott desire to become a DarkSky community, new exterior residential lighting fixtures should match commercial lighting requirements to be DarkSky-compliant. Light sources should not be visible across property lines. Safety lighting should be allowed to illuminate vehicular and pedestrian circulation areas.

RESIDENTIAL LANDSCAPE LIGHTING

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

Minimal lighting within residential yards is encouraged, except in the case of up-lighting key trees and plants, down-lighting is encouraged because it has less impact on the night sky. All yard lighting should utilize low-luminosity sources. Landscape light fixtures should be non-reflective, solidly mounted into the ground, and provide indirect ambient light for visibility. Landscape and security lighting fixtures should be installed at a height not to exceed 10 feet above ground level. If wired systems are used, they may be installed on a timer to save energy and turn off when not needed for pedestrian or vehicular circulation.

DARK SKY GOALS AND IMPLEMENTATION STRATEGIES

Goal 1: Adopt a lighting code that addresses new technologies and includes residential light sources to enhance the City's existing DarkSky regulations.

Strategy 1.1 Adopt a lighting code to address lumination levels.

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

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

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

Strategy 1.5 Consider the retrofit City facilities to DarkSky-compliant lighting as renovations occur, subject to funding availability and public safety considerations.

TREE CITY USA

In 1976, the Arbor Day Foundation started Tree City USA, which is one of their oldest programs. The vision was for a greener, healthier America which could inspire change on a nationwide level. Trees clean our air, filter our water, and slow storm surge and flooding.

Incentives for communities to become a Tree City USA Community (<https://www.arborday.org/programs/treecityusa/>):

- Trees help absorb the sounds of traffic in urban areas by 40%.
- Neighborhoods with trees are 7-9°F cooler than those without.
- Trees reduce energy costs up to 25% by shading buildings and protecting them from winter winds.
- Homes with trees have higher property values.
- Green space plays a major role in improving mental and physical health.
- Planting and maintaining trees absorbs carbon dioxide in the atmosphere, mitigating the effects of climate.

In a survey conducted in 2022, Residents were asked if Prescott should seek a Tree City designation, over 59% of the survey respondents responded affirmatively. For Arizona, the program is managed under the Arizona Department of Forestry and Fire Management (<https://dffm.az.gov/forestry-community-forestry/urban-community-forestry/recognition/tree-city-usa>). City staff reviewed what is required to apply, and the program provides a four-step framework to maintain and grow a program. The framework consists of:

1. Maintaining a tree board or department
2. Having a community tree ordinance
3. Spending at least \$2 per capita on urban forestry
4. Celebrating Arbor Day

TREE CITY USA GOALS AND IMPLEMENTATION STRATEGIES

Goal 1: Review framework criteria to determine what needs to be done to become a designated Tree City USA.

Strategy 1.1 Review the City framework to determine which department would oversee the program and act as the designated tree board or department.

Strategy 1.2 Create a public tree care ordinance to protect the urban forest that ensures its long-term care and maintenance.

Strategy 1.3 Review what kind of expenses apply to the \$2 per capita budget requirement and how often it is paid. In-kind volunteer services and donations, as well as other investments, are eligible to count toward the budget.

Strategy 1.4 Create a program to host an annual Arbor Day event to bring people together and build support for the program.

Strategy 1.5 Request an annual mayoral proclamation for Arbor Day to promote support of the program and encourage donations.





CHAPTER 4



ECONOMIC COMPETITIVENESS AND PROSPERITY



Land Use

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

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

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

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



Land Use Goals and Strategies

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

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

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

Strategy 1.3 Support a balanced variety of commercial centers in Prescott, both existing and new, including some sites small enough to be affordable to smaller local firms and Village Center concepts to encourage a mix of residential and light business uses.

Strategy 1.4 Promote use of land available adjacent to PRC.

Goal 2: Increase the ratio of land for commercial and industrial uses to protect and enhance the City's tax base.

Strategy 2.1 Encourage a higher percentage of commercial and industrial land uses within the city through the update and implementation of adopted SAPs.

Strategy 2.2 Encourage the update, creation, and implementation of SAPs to guide the development of areas where such plans do not already exist.

Goal 3: Achieve targeted City economic development goals by locating commercial development that is accessible to major road corridors while also considering historic preservation, open space requirements, environmental, and quality of life.

Strategy 3.1 Ensure appropriate access and circulation are planned for business/commercial sites.

Strategy 3.2 Verify adequate buffers and screening for adjacent existing neighborhoods when siting commercial uses, especially major commercial centers. Retain native vegetation if possible.

Strategy 3.3 Allow flexible screening and buffering options that adequately mitigate noise, light, and other negative impacts.

Goal 4: Increase available sites with appropriate commercial land uses and zoning.

Strategy 4.1 Support business development consistent with the City's adopted Economic Development Strategic Plan.

Strategy 4.2 Review the targeted industry list and the effectiveness of incentive and recruitment activities annually.

Strategy 4.3 Encourage public/private partnerships to promote business activities and economic development within the city.

Strategy 4.4 Establish partnerships for business development and retention in a manner similar to the Prescott Downtown Partnership.

Strategy 4.5 Explore partnerships with property owners to deliver shovel-ready parcels.

Strategy 4.6 Conduct a parking study of the downtown area to determine the need for additional parking areas.

ECONOMIC DEVELOPMENT AND TOURISM

Prescott's economic development mission is to facilitate the establishment of a balanced local economy, create quality jobs, and enhance the local tax base. This can be achieved by supporting quality industrial and commercial development, targeted business attraction, redeveloping target areas, effecting expansion and retention efforts, and providing tourism support.

Prescott's economy includes retail sales; tourism; education, healthcare, professional services; real estate; light industrial; manufacturing; construction; and federal, state, county, and municipal government. The historic downtown, airport, industrial parks, and regional commercial developments along SR 69 Corridor are recognized as economic centers for the City.

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



Existing Conditions, Trends, and Challenges

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

DOWNTOWN

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

Between 2019 and 2023, beautifications and improvements were made to the Whiskey Row Alley, this included adding a unique Prescott mural, string lights, new traffic striping, and updated waste receptacles.

A Historic Preservation District continues to protect the historic integrity of the buildings surrounding the Yavapai County Courthouse Plaza. Downtown Prescott remains a significant visitor attraction with its combination of historic structures, cultural amenities, community events, and a mixture of businesses. Other historic districts exist near the downtown, providing residential and commercial cultural benefits.

In 2018, the City adopted a downtown Entertainment District surrounding the Courthouse Plaza to give the City Council more flexibility when approving businesses and projects in the area.

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

In 2000, the City purchased a portion of the Elks Building at 117 E. Gurley Street that houses the Elks Opera House, which has been the home of live performances, movies, and meetings since 1905. The City and the Elks Opera House Foundation completed the restoration of this theatre with City, State, and national grants. There were also gifts and other considerable contributions from private foundations and individuals. The restored theatre space was dedicated on July 24, 2010.

WORKFORCE DEVELOPMENT AND OPPORTUNITIES

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

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

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

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

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

Sustaining a Business-Friendly Environment

COMMERCE AND INDUSTRY

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

In the past 10 years, Prescott's downtown has thrived, benefiting from a steady increase in visitation, a robust special events calendar, and support from local citizens. Pine Ridge Marketplace has new ownership, and investments in outbuildings like the former Sears (now Espire Sports) has revitalized the area with strong plans for the future.

It is important to attract, maintain, and support small businesses in neighborhood commerce areas. Smaller roadway corridors support businesses and provide interconnectivity to regional areas. The less intense, neighborhood-oriented commercial areas are a more sustainable form of development, providing goods and services to areas of the community without requiring long consumer travel

times. Redevelopment has potential in areas such as Miller Valley Road/Grove Avenue, Montezuma Street/Whipple Street, Montezuma Street/White Spar Road, and along Iron Springs Road. Area plans and the Land Development Codes support and encourage this pattern of development through the designation of smaller-scale, less intense commercial areas.

Industrially zoned land is readily available in Prescott. Prescott has sites available for the construction of industrial and business parks. The oldest industrial parks in the city are the Sundog Road Business Park off SR 89 and the 6th Street Business Park near downtown. These parks are nearly built out with little vacant land and boundaries that encroach on nearby neighborhoods. New industrial parks are located in and around PRC. In 2019, the City built the Corsair Connector in the airpark area, significantly reducing travel time from one end of the airpark to the other and encouraged more development. Since 2020, several dozen properties, mainly 1-4 acre parcels around the airpark have been acquired and developed, primarily by small and medium-sized light manufacturing companies. Existing companies are expanding in the same area as well.

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

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

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

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

COMMERCE AND INDUSTRY GOALS & STRATEGIES

Goal 1: Continue the industrial and commercial character in the airport vicinity.

Strategy 1.1 Support and maintain the land uses established in the Airport SAP, Airport Vicinity Overlay (AVO) once adopted, Land Development Code, and the Land Use Map in this General Plan, and amendments thereto, which may be adopted from time to time.

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

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

Strategy 1.4 Periodically review and update the Airport Business Plan and Airport SAP to ensure these plans are current and protect AVO, once adopted by City Council.

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

Strategy 2.1 Support appropriately sized and placed commercial and industrial development areas through the implementation of adopted SAPs and the Land Use Map in this General Plan.

Strategy 2.2 Pursue the development of more robust broadband services in partnership with service providers, the Arizona Commerce Authority, Yavapai County, and other agencies to seek and obtain funding.

Strategy 2.3 Actively market Prescott as business and technologically friendly to businesses with telecommuting components in their business models.

Goal 3: Actively recruit commerce and appropriate industry.

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

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

Strategy 3.3 Continually refine commerce and industry targets,

marketing campaigns, and economic development strategies that emphasize Prescott's quality of life and business-friendly environment.

Strategy 3.4 Encourage industrial, light manufacturing, warehousing, distribution, research and development, financial services, and other clean industries. This includes information technology, healthcare, and education, which improve the variety of employment opportunities and bring higher-paying jobs to the community.

Goal 4: Incentivize commerce and industry, including small businesses, to locate, retain, and/or expand in Prescott while remaining within the confines of the Gift Clause ruling as noted in the Arizona State Constitution, Article 9, Section 7 (<https://www.azleg.gov/viewDocument/?docName=https://www.azleg.gov/const/9/7.htm>).

Strategy 4.1 Eliminate unnecessary regulations, and streamline development permitting procedures without sacrificing health, safety, and welfare.

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

Strategy 4.3 Encourage communities to form self-help economic groups such as non-profit organizations incorporated to provide programs, offer services, and engage in other activities that promote and support business development.

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

Goal 5: Economic Development Strategic Plan.

Strategy 5.1 Implement the adopted elements of the Economic Development Strategic Plan, including allocation of appropriate resources (staff, contractors, and dedicated funding).

Strategy 5.2 Continue to update the Economic Development Strategic Plan with input from stakeholders, citizens, and City leadership.

ENSURING A STRONG TAX BASE

Due to State law, the City relies primarily on the transaction-privilege sales tax and state-shared revenue, with only about 4% of revenue derived from property tax to provide services such as police, fire, library, and parks and recreation. Therefore, the City must work with other Arizona municipalities to seek means of changing state laws that restrict establishing diversified taxing revenue options to meet community needs. Dependence upon transaction privilege tax revenues puts local governments at risk of being unable to meet basic community needs during economic recessions or downturns when consumers are likely to generate less sales tax revenues.

RETAIL, INDUSTRIAL, AND COMMERCIAL DEVELOPMENT

Business development in Arizona has never been stronger. Billions of dollars are being invested in major manufacturing operations, primarily in the Phoenix metropolitan area and southern Arizona. These major companies will bring hundreds of supply chain partner companies to Arizona, and Northern Arizona specifically is well-positioned to compete with these companies. As the regional business market continues to grow over the next 10 years, major

business location and/or relocation decisions will be made. To maintain revenue, Prescott must position itself to strategically capture a reasonable share of future regional development. Part of the economic development strategy must include retail recruitment as part of a healthy mix of new and expanding businesses.

TOURISM PROMOTION THROUGH DESTINATION MARKETING AND MANAGEMENT

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

Experience Prescott’s Vision

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

Mission

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

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

While the City’s Tourism Office began as a DMO, recent years have indicated the need to transition to a Destination Management Organization. Destination marketing will still be an approach

implemented as part of the Destination Management Plan; however, the following seven guiding principles will work to promote the destination, support the growth of the tourism industry, and enhance the quality of life for residents. 🧢

The seven guiding principles from the Experience Prescott Strategic Plan are:

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

The transient occupancy (bed) tax is being used for the promotion of tourism and the development of recreational uses. Between 2017 and 2022, the economic impact of tourism visitor trends consistently and steadily increased. Travelers to Prescott spent an annual average of \$205 million on lodging, food, beverage, retail, entertainment, and local transportation. The \$205 million in estimated spending at local establishments created an economic impact of \$300 million statewide in 2022. Tourism dollars generate \$101 million in labor income or payroll at hotels, restaurants, retailers, and other service businesses in Prescott, as well as local

businesses that are suppliers to the hospitality industry. These travelers generated an estimated \$17 million in state and local tax revenues in 2022, including \$6 million in City sales and transient occupancy taxes, and an additional \$11 million in County and State sales tax.

The city's cultural heritage is an important draw for tourists, along with recreational opportunities offered by area golf courses, parks, lakes, trails, and the Prescott National Forest. Prescott is also known for its events, which are put on mainly by community groups, keeping Prescott a center for entertainment and culture in Yavapai County. Visitor attractor events include signature long-time and year-round events. Prescott offers a variety of event venues for public and private events.

HISTORIC DOWNTOWN

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

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

Preservation of the downtown as a historic and economic asset requires continuous attention. The growth and diversification of Prescott's economy will continue to create competitive challenges

for downtown businesses. Challenges in the coming years include responding to changes in ownership of key properties downtown, providing adequate circulation, consistent parking management, and maintaining downtown vitality.



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

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

RETAIL, TOURISM, AND DOWNTOWN DESTINATION MARKETING AND MANAGEMENT GOALS AND STRATEGIES

Goal 1: Expand Prescott's taxable sales base.

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

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

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

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

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

Strategy 2.3 Maintain and continually develop a comprehensive tourism marketing plan directed to travel consumers, the media,

and the travel trade using a mix of traditional and emerging marketing technologies supplemented by direct sales efforts.

Strategy 2.4 Promote Prescott as a desirable location for film and advertising productions.

Strategy 2.5 Develop strategies to encourage longer stays and more purchases by visitors through expanded attractions and enhanced experience.

Strategy 2.6 Encourage the development of a resort and/or conference center based on results of future feasibility studies. Market and promote a destination for weekday and mid-week travel whether for the leisure, business meeting, and/or small meeting market.

Strategy 2.7 Enhance and promote Prescott's recreational opportunities.

Goal 3: Preserve and continually revitalize the downtown business community.

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

Strategy 3.2 Encourage retention of current government functions (City, County, State, and federal), in the downtown vicinity, including courts and law enforcement administration agencies.

Strategy 3.3 Support and expand cultural and leisure facilities and activities within the downtown area.

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

Strategy 3.5 Look into possible opportunities to create new parking areas for Downtown.

Goal 4: Enhance the character and ambiance of the downtown.

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

Strategy 4.2 Encourage downtown businesses to renovate and maintain building facades to enhance the historic character of downtown structures using the Historic Preservation Master Plan as a guide.

Strategy 4.3 Apply the Downtown Specific Area Action Plan with an emphasis to on the City and downtown property owners to maintain and enhance infrastructure and preserve the downtown as a destination for tourists and residents.

Quality Jobs: Maintaining a Strong Employment Sector

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

EMPLOYMENT SECTORS

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

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

Comprehensive Economic Development Strategy (CEDS)

TOP NON-GOVERNMENTAL EMPLOYMENT SECTORS

According to Northern Arizona Council of Governments 2020-2025 CEDS



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

WORKFORCE CHARACTERISTICS

In Prescott, 38.8% of the population is older than 65. This compares to approximately 17.6% in Arizona. The working-age population earns 52.2% of Prescott's aggregated City income, compared with 75.9% for Arizona. In 2023, the median household income (counting all sources, wages, pensions, investment income, etc.) was \$66,330, compared to \$72,581 for Arizona.

According to the U.S. Bureau of Labor Statistics, in November 2023, the national and state unemployment rates were 4.3%, and Prescott had an unemployment rate of 3.9%. The labor force participation rate for Prescott was 41.1%, compared with 60.5% for Arizona. Prescott has a high retirement-age population, which creates a low labor force participation rate, while also creating a demand for service-level workers who may be commuting from the surrounding area into the city. Therefore, unemployment in the surrounding area affects the available workforce within Prescott.

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

EMPLOYMENT SECTOR GOALS AND STRATEGIES

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

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

Strategy 1.2 Facilitate industrial development authority bond financing.

Strategy 1.3 Promote relocation/expansion of businesses to create professional employment positions.

HOUSING AFFORDABILITY AND THE WORKFORCE GOALS AND POLICIES

Please refer to the Housing section.

Regional Competition and Cooperation

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

Competition for retail businesses will continue; however, economic development strategies in other areas offer opportunities for cooperation among neighboring jurisdictions. Cooperation is necessary when fostering a regional transportation network, addressing workforce development, and promoting regional assets for businesses seeking to relocate.

There is growing recognition among the greater Prescott communities that we share a common economic future. While a company is located in a particular community, workers commute from throughout the region and bring income back to their place of residence.

REGIONAL COMPETITION AND COOPERATION GOALS AND POLICIES

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

Strategy 1.1 Join adjacent jurisdictions to finance and promote regional tourism advertisements and other projects designed to draw in visitors to boost regional tax revenues.

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

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

Strategy 1.4 Continue to participate in CYMPO discussions and studies addressing public transit (<https://www.cympo.org/studies/>).

Growth and Cost of Development GROWTH MANAGEMENT

Water

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

Transitional Areas

The LDC has several zoning districts well suited to transitioning areas. Zoning districts like the residential office, neighborhood-oriented businesses, and mixed-use zoning districts will accommodate both residential and low-intensity commercial uses as an area transition from single-family homes to multifamily homes and businesses. As listed in the Land Use section, several transitional areas are subject to commercial development or redevelopment. Effective land-use planning for these areas is a tool for mitigating potential adverse impacts, such as traffic, buffering adjacent residential land uses, and for future infrastructure needs.



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

Open Space and Wildlife

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

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

GROWTH MANAGEMENT GOALS AND STRATEGIES

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

Strategy 1.1 Periodically review, update, or create SAPs, Neighborhood Plans, Overlay Districts, and Redevelopment Districts as needed.

Strategy 1.2 In cooperation with property owners, preserve and connect green belts, riparian areas, and wildlife corridors and continue the acquisition of targeted open space parcels.

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

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

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

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

Strategy 3.1 Encourage the creation of SAPs for all large undeveloped parcels, including newly annexed areas, which are currently under development pressures or anticipated to be under development pressures in the near future. These Area Plans should

be reviewed and amended periodically as changing conditions and opportunities arise.

Strategy 3.2 Encourage the use of Residential Office, Neighborhood Oriented Business, Mixed-Use and Special Planned Community zoning districts as tools to redevelop transitioning areas.

Strategy 3.3 Work with residents and businesses to produce neighborhood and/or SAPs to guide development in areas transitioning to new uses.

Goal 4: Encourage infill development on parcels with adequate infrastructure

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

Strategy 4.2 Create water allocations for new developments which that propose compact designs such as multi-family housing, clustered homes, smaller lot sizes, smaller unit sizes, shared driveways, and clustered parking.

Strategy 4.3 Create an administrative approval process for the review of new developments which maximize efficient use of existing and planned infrastructure and encourage options for all modes of transportation and Complete Streets designs.

Strategy 4.4 Encourage location and clustering of government facilities at designated urban nodes to reduce traffic impacts, support all modes of transportation with Complete Streets designs, and encourage pedestrian- friendly public spaces.

Goal 5: Promote effective management and mitigation of negative growth impacts such as light pollution, loss of landscaping, site disturbance, erosion, construction on hilltops, ridgelines, and the loss of open space.

Strategy 5.1 Encourage the development of multimodal transportation (the use of two or more modes of transport to move goods from their origin to their final destination).

Strategy 5.2 Conduct neighborhood planning processes to address the impacts of growth in development and redevelopment projects within or adjacent to existing neighborhoods.

Strategy 5.3 Encourage the donation of scenic easements by private property owners and identify scenic viewsheds worthy of protection.

Strategy 5.4 Create a Regional Water Advisory Committee.

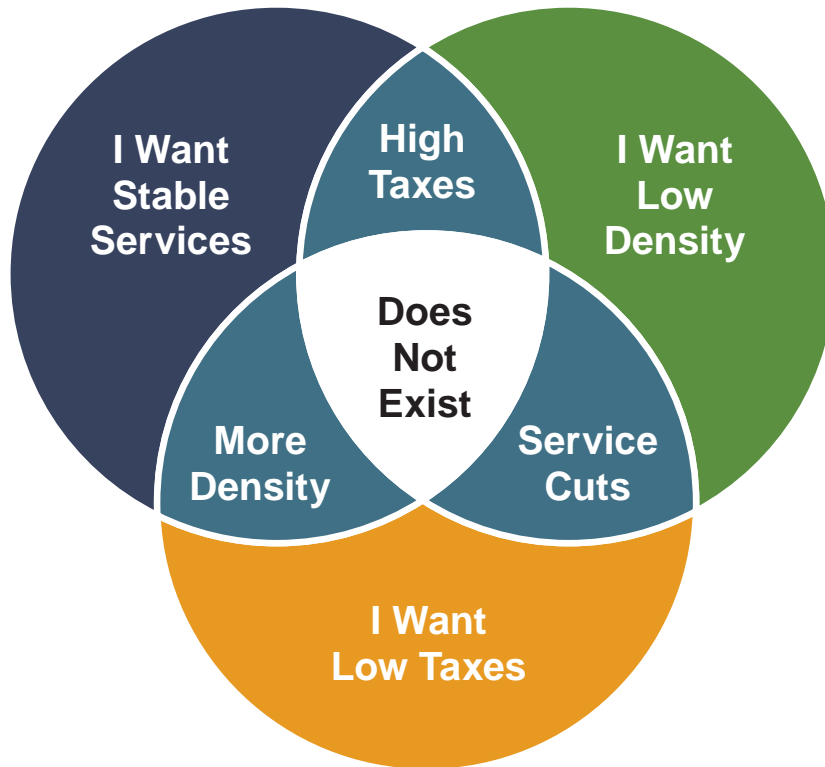
Goal 6: Develop strong community support for active growth management through sustainable development practices such as compact development and pedestrian connectivity.

Strategy 6.1 Conduct an on-going public outreach program addressing the benefits of sustainable growth practices through available media resources such as the local public television channel Access 13, the City's website, and the various local news organizations.

Strategy 6.2 Promote compact development options by adopting alternative development and subdivision code options. Promote the use of such alternatives by providing incentives in the form of density bonuses, reduced limitations on allowable uses, and reduced parking requirements.

COST OF DEVELOPMENT

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



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

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

— Dallin Kimble; City of Prescott City Manager

SALES TAX

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

CITY PROPERTY TAX

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

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

INTERGOVERNMENTAL REVENUES

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

USER FEES

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

DEVELOPMENT IMPACT FEES

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

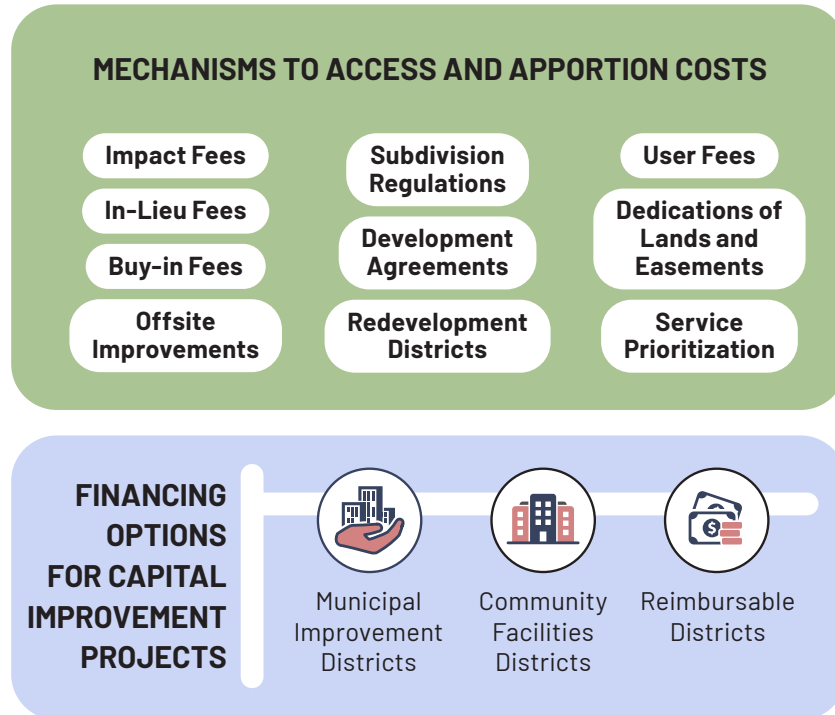
Along with impact fees, building permit fees, and planning application fees are charged to pay planning and inspection costs for the development of new buildings. Building permit fees are reviewed regularly, and the costs of new residential construction should also be reviewed periodically.

Annexations with Existing Infrastructure

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

COST ALLOCATION MECHANISMS APPLIED TO NEW DEVELOPMENT

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



In cases of an overriding public benefit, it may be appropriate for the City to absorb some or all of the cost of new infrastructure or services necessary to accommodate new development or upgrade essential city services. An example might be to establish or extend a major transportation link considered critical to the City's strategic goals. Funding sources

could be general fund revenues, primary and secondary property taxes, transaction privilege (sales) taxes, bed taxes, excise taxes, voter-approved bonds, revenue bonds, and municipal corporation bonds.

COST OF DEVELOPMENT GOALS AND STRATEGIES

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

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

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

Strategy 1.3 Consider the use of bonding options for major capital improvements such as the airport expansion, development of a convention center, or transportation-related improvements.

Strategy 1.4 Encourage increased research and development to promote more diverse employment opportunities and higher wages.

WORKFORCE HOUSING

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

low-density, large square footage, suburban-style single-family homes, with limited workforce housing options.

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

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

GENERATIONAL AND LIFESTYLE DIVERSITY

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

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

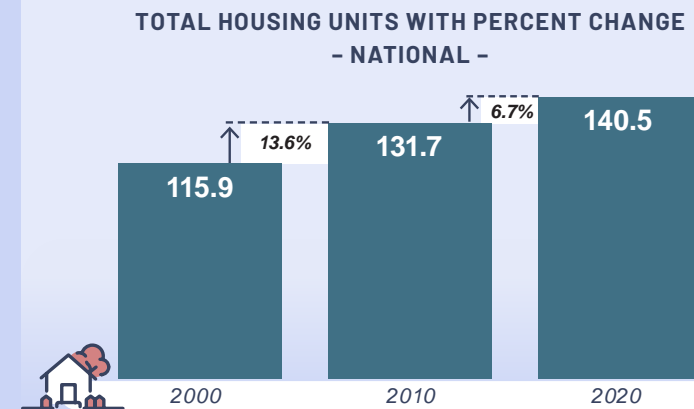
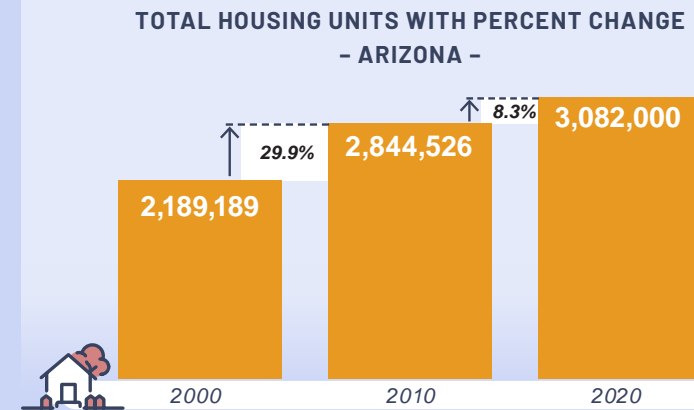
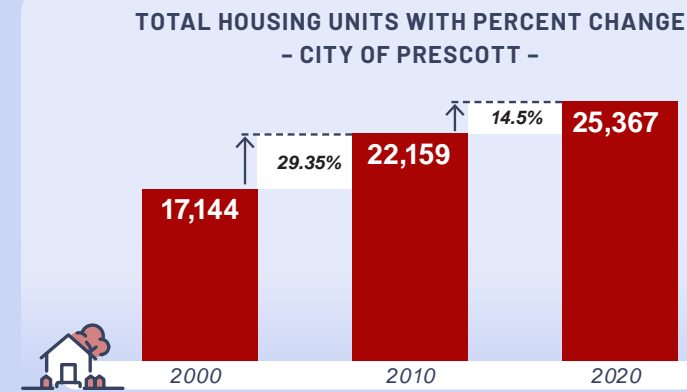
Another contributing factor to declining age diversity has been a growing lack of low to moderate-income housing options available in the community. These concerns are noted in the 1990, 1997, 2003, and 2015 General Plans. Providing for the housing needs of a balanced community has been and remains a particular challenge in Prescott due to the growing percentage of the retiree population. Balanced housing needs require the promotion and availability of a variety of housing types and encouraging sufficient numbers of housing units for all income groups. This is a direct result of the aging demographic trends.

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

HOUSING TRENDS: VARIETY, AFFORDABILITY, AND QUALITY

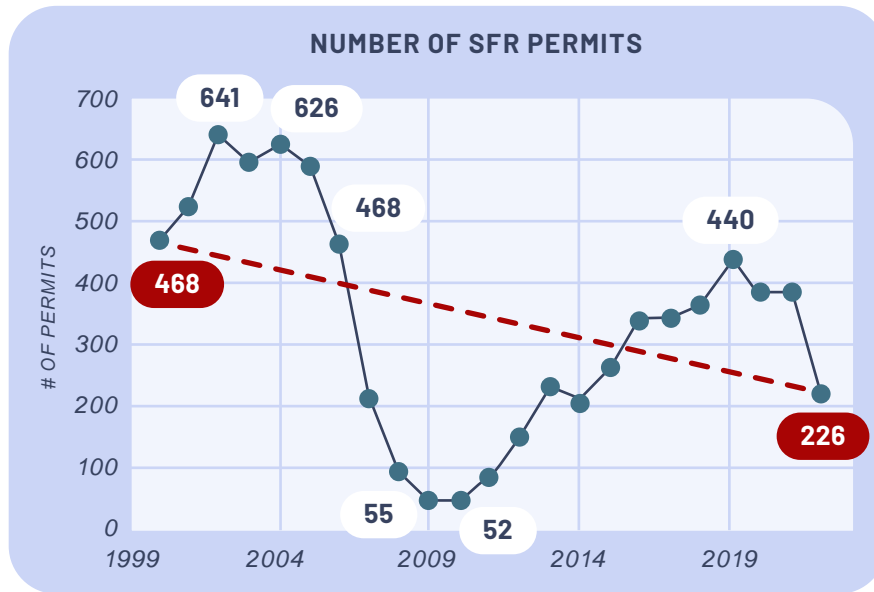
Prescott's housing stock varies in price, style, and quality depending on the neighborhood's age and location within the city. The earliest neighborhoods near downtown were built on a compact grid of small lots with modest-sized homes, many with access to mixed-use corridors, a pattern still seen today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

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



(National data from US Census)

However, most likely due to the COVID-19 pandemic, the number of housing permits issued once again dropped rapidly. In 2022, only 226 SFR permits were issued, as shown below.



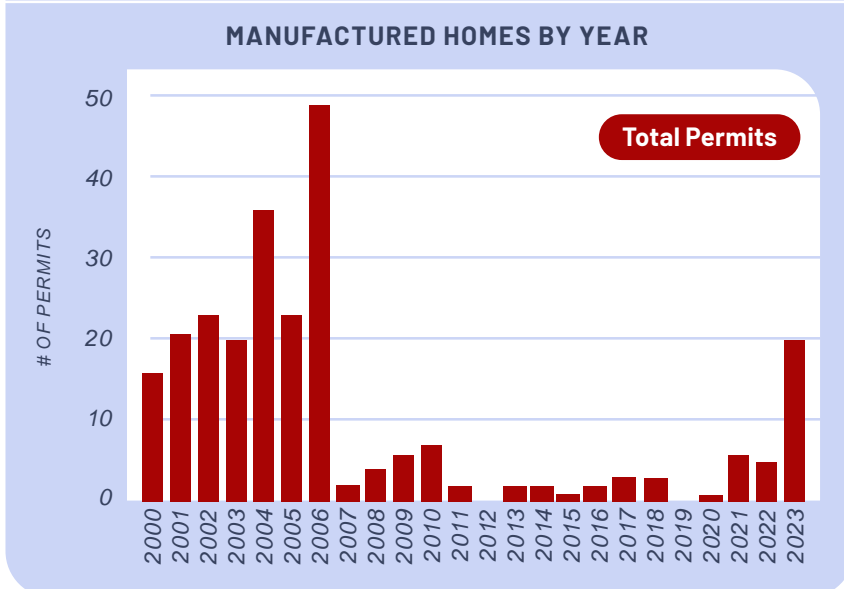
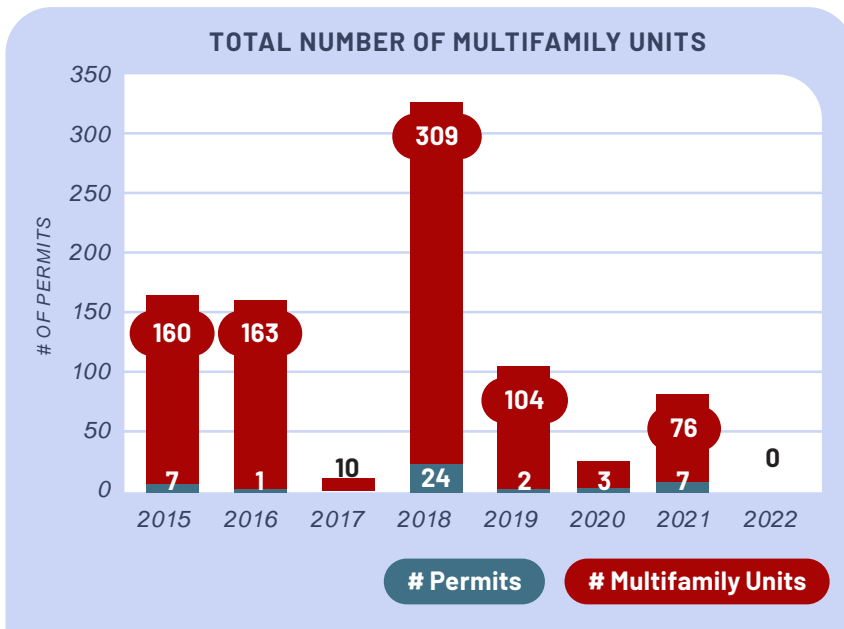
Source: City of Prescott Building Department

Compared to single family residential construction, there was limited multi-family residential development from 2000 to 2014 in Prescott. According to building permit data, many years saw zero multi-family permits issued, reflecting a lack of focus on this type of housing during this period. With so little multifamily housing construction, Prescott's housing availability was negatively impacted. There were major zoning issues, including a lack of appropriately zoned multi-family sites and difficulties rezoning to higher densities. Impact fees and other costs that substantially increased on a per-unit basis also discouraged multifamily projects. Additionally, community opposition to proposed multifamily housing

was significant during this period. Of primary concern were higher densities, traffic impacts, effects on neighborhood aesthetics, property values, possible loss of open space, potential increased crime, and threats to existing neighborhood character. While these are concerns, they are not all necessarily based on fact. Education on the true impact of the development of low- and moderate-income housing should be a focus to build community consensus and steward future healthy, balanced growth.

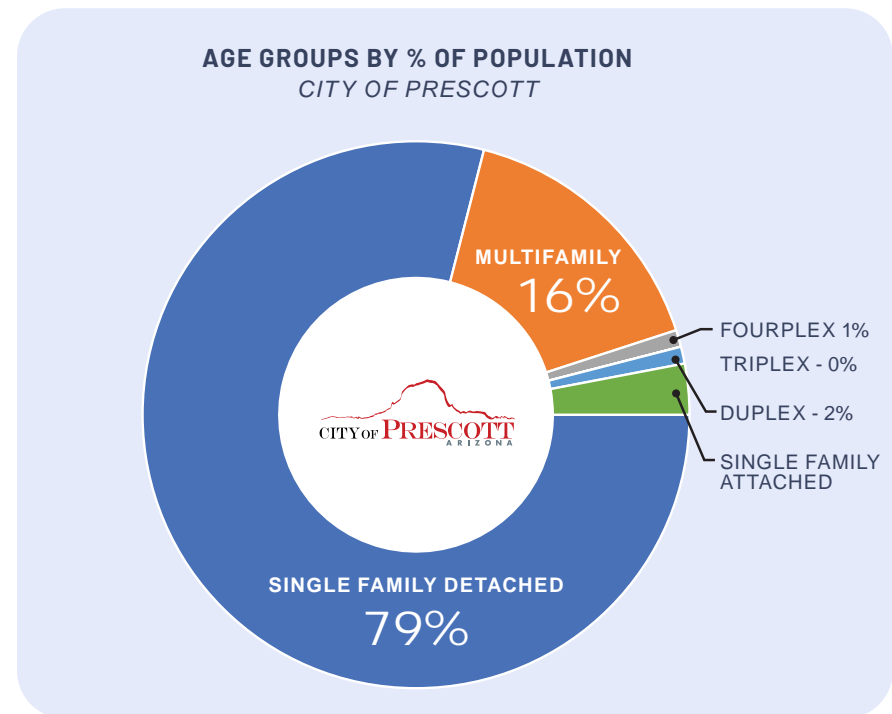
From 2015 to 2021 there was an encouraging uptick in multifamily permits issued in Prescott; however, in 2022 no new multifamily construction permits were issued (refer to the top graph on the right). The demand for multifamily housing significantly outweighs the limited supply. There have been a few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

In recent years, manufactured home technology has greatly improved, resulting in high-quality, energy-efficient, and aesthetically pleasing housing options that can blend seamlessly with traditional site-built homes. Given these advancements, there is a growing need for greater flexibility in the placement of manufactured housing throughout the city. Updating zoning regulations and land-use policies to reflect these improvements could increase affordable housing options, promote mixed-income



Source: City of Prescott Building Department

communities, and reduce stigma associated with manufactured homes. This flexibility would allow the City to take advantage of infill opportunities, provide more housing choices for the local workforce, and accelerate the creation of new housing units to meet demand. By revising codes, updating design guidelines, and educating the public about modern manufactured housing, the City can leverage this improved technology to address workforce housing challenges more effectively while creating diverse, inclusive neighborhoods.



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

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

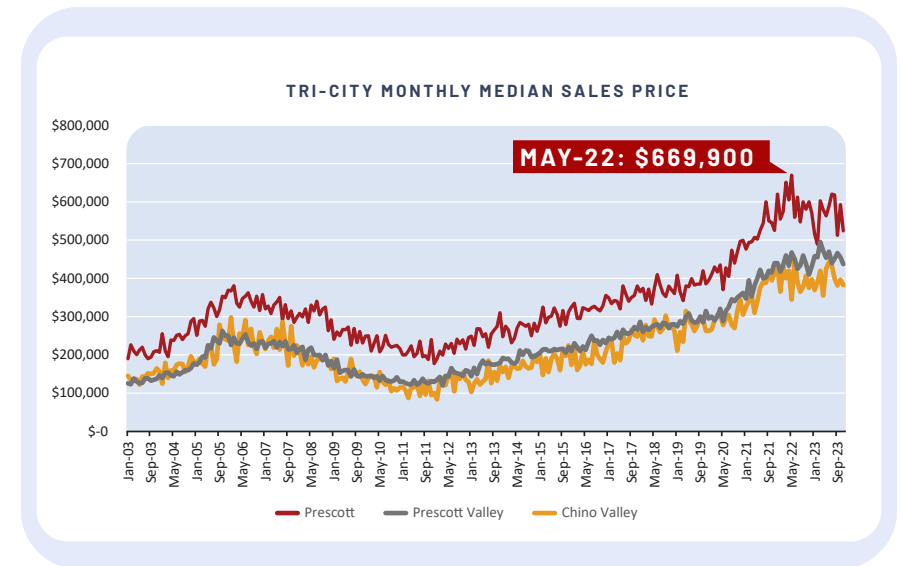
THE ISSUE OF HOUSING AFFORDABILITY IN PRESCOTT

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

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

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

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



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

policies that support the construction of housing that is conducive to the workforce, reduce any regulatory hurdles that discourage the potential for workforce housing, and investigate alternative construction methods or materials that ultimately decrease the cost for the homebuyer.

FORMULATING WORKFORCE HOUSING SOLUTIONS FOR THE CITY OF PRESCOTT

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

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

Various strategies should be employed to ameliorate this issue, ranging from underlying zoning flexibility and prioritization for these projects within adopted code and policies, to site layout and

design approaches, to working with builders to investigate new technologies in construction techniques and methods. Production strategies may be helpful, such as developer incentives targeted to increase the supply of housing for potential workforce households at or below the median income.

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

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

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

a time for the purpose of adhering to regulations set forth for short-term and vacation rentals by ARS 9-500.39. A recommendation is to amend the code to allow for long-term rental ADUs.

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

Economic development and the creation of better-paying jobs in the community will raise the average household income and could afford families access to a greater range of housing choices. Various strategies to promote higher-density development and more compact forms may reduce housing production costs and consumer prices. The rehabilitation, restoration, and preservation of existing housing stock will support a greater diversity of housing options and price ranges, maintain the quality of housing stock, and maximize existing infrastructure investments.

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

URBAN DEVELOPMENT ISSUES

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

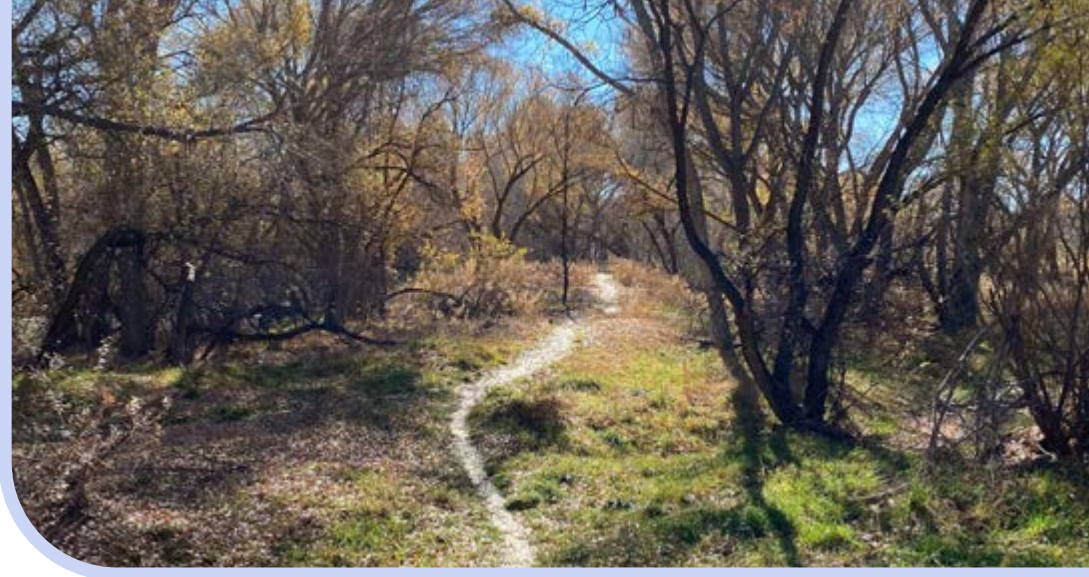


A lower-density form of development can also increase the community's dependence on the private automobile as a means of transportation, with the corresponding increases in traffic volumes and demand on the road network.

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

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

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



EFFECTS OF ZONING

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

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



WORKFORCE HOUSING GOALS AND STRATEGIES AS APPROVED BY CITY COUNCIL

Short-Term Goals (1-3 years)

1. Pursue Match Funding for a Full-Time Workforce Housing Facilitator Position or Engage a Third Party

Objective 1.1 Identify funding sources (i.e.

*stakeholder contributions, grants, matching City funds, etc.)

*Community stakeholders include but are not limited to Dignity Healthcare, Yavapai College, Central Arizona Fire and Medical Authority (CAFMA), Prescott Veterans Affairs (VA), Prescott Chamber of Commerce, Yavapai County, Prescott Unified School District (PUSD), the Yavapai County Sheriff's Office (YCSO), and other regional partners.

2. Formalize a Third-Party Stakeholder Organization Group

Objective 2.1 Hold a third-party stakeholder meeting with the initial attendees to include Dignity Health, Yavapai College, PUSD, CAFMA, Prescott VA, Prescott Chamber of Commerce, Yavapai County, YCSO, and other regional partners.

Objective 2.2 Gauge interest and select organization type (i.e., Community Land Trust, Community Development Corporation, Regional Housing Authority, etc.)



3. Create Two Separate Educational Packets

Objective 3.1 Meet with developers, builders, and other entities to understand best practices and incentives that encourage workforce housing development

Objective 3.2 To help the workforce know what options (i.e., financial programs, housing programs, etc.) are available

4. Research the Best Financial Program Solutions for the City and Stakeholders

Objective 4.1 Investigate financial programs including but not limited to down payment assistance, mortgage assistance, and rent-to-own options

5. Accessory Dwelling Unit (ADU) Code Revision

Objective 5.1 Work with Planning Staff to Propose Code Modification that encourages and incentivizes ADU construction to increase supply for long-term rentals that can serve workforce housing

6. Create a Workforce Housing Policy for Council Consideration

Objective 6.1 Research ways to prioritize workforce housing projects within current City policies (i.e., Water Management Policy), as well as in current City codes (i.e., building and wildland urban interface codes)

Objective 6.2 Research voluntary contributions from new Commercial, residential, and other development projects (i.e., housing projects include a percentage of workforce housing, landscaping code adjustments, Hotels include housing options for employees or other contributions)

Objective 6.3 Revitalization incentives and adaptive reuse strategy.

7. Create a City Program similar to the Yavapai County Home of My Own Program

Objective 7.1 Meet with the Building Division on

feasibility

Objective 7.2 Research cost-benefit to initiating program

8. Community Outreach **Objective 8.1** Create a communications plan including but limited to:

- » **Task 1** An education packet with the City Communications Office
- » **Task 2** Engage with local groups and clubs using standardized messaging
- » **Task 3** Maintain neighborhood integrity with consistent and compatible housing types

9. Set Up a Fund Account for Workforce Housing

Objective 9.1 Explore ways to seek out funding such as donations

Long Term Goals (3-5 years)

1. Facilitate or Partner in Creating a Tangible Product

Objective 1 Identify partners and project specifics (i.e., land, product type, etc.

2. Create a Regional Workforce Housing Strategic Plan

Objective 2 Using a formalized third-party stakeholder group, create a draft

3. Identify the Number of Units Needed

Objective 3.1 Use data already collected to inform current needs and research future need

Objective 3.2 Identify regional partners and solicit feedback on housing units needed now and in the future

HOUSING AFFORDABILITY AND WORKFORCE GOALS AND POLICIES FOR ECONOMIC COMPETITIVENESS AND PROSPERITY

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

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

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

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

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

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

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



Prescott Regional Airport, Ernest A. Love Field

PRC Ernest A. Love Field serves the entire Northern Arizona region and is owned and managed by the City. This General Plan recognizes the airport as both a transportation asset and an economic engine for the city and the region. PRC is one of the nation's busiest airports in terms of total aircraft operations due to heavy flight training activity and is open for public use 24/7. In 2023, PRC exceeded 335,000 (918 flights per day) total operations, with increased flight operations/training expected in future years. Also in 2023, PRC was ranked the 23rd busiest U.S. airport. Future use is anticipated to exceed over 1000 flights per day.

Currently, SkyWest Airlines provides daily flights to Las Angeles (LAX) and Denver (DEN). In 2022, PRC had 24,058 total enplanements with increased boardings anticipated in the future. Cutter Aviation is PRC's Fixed Base Operator (FBO). Cutter provides charter air flight accommodations along with aircraft fueling. There are six aviation flight training schools within the airport. Embry-Riddle Aeronautical University is the nation's largest, oldest, and most comprehensive aeronautical university, with over 68 fixed-wing aircraft and is a major partner with their campus in Prescott and flight training operations at PRC. The United States Forest Service (USFS) Northern Arizona Prescott Fire Center, and the Henry Y.H. Kime Aviation Facility operations are based at the airport. Airport operations come from a large number of hangar tenants, general aviation services, flight training operations, cargo services, the forest service fire-fighting operations, and the fueling station. In addition, much of the land at and near the airport is designated for industrial uses as well as other more intense commercial operations related to the airport and includes a significant number of the region's manufacturing and technology business opportunities.

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

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

PRC is a substantial transportation and economic asset to Prescott and the surrounding areas. The airport is key for economic growth and can be further developed in this regard by enhancing air transportation for the region. The 2019 Airport Master Plan, adopted by City Council in 2019, provides a 10-year plan for quality facilities and services to accommodate the needs of many different aviation interests such as Embry-Riddle Aeronautical University, flight-training schools, airlines, airport-dependent businesses, general aviation uses, repair shops, fuel services, and recreational and governmental uses.

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

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

AIRPORT GOALS AND STRATEGIES

Goal 1: Expand the regional transportation role of PRC

Strategy 1.1 Create a new Airport Business Plan to guide the operation and development of the airport

Strategy 1.2 Update the 2019 Airport Master Plan in 2029 and the 2001 Airport SAP to address airport land-use protection with cooperation from surrounding jurisdictions

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

Strategy 1.4 Actively seek new airline service opportunities and destinations in cooperation with our new airline consultant and community stakeholders.

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

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

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

Strategy 2.3 Create a new Airport Business Plan to inform the economic development efforts within the airport area.

Strategy 2.4 Adopt the Airport Vicinity Over District (AVO) into the Land Development Code to further protect the airport from incompatible uses.

Strategy 2.5 Acquire property at the north and south ends of Runway 3R-21L to accommodate runway extension, and protect for One Engine Inoperative aircraft operation.

Strategy 2.6 Protect the crosswind runway (12-30) with assistance from ERAU, USFS firefighting, commercial and non-commercial airport users.

Strategy 2.7 Improve airport-supporting revenue through revised airport user fees and evaluate other potential revenue sources.

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

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

Strategy 3.2 Evaluate airport sites and identify parcels that are suitable for new employment centers that capitalize on aeronautical access and airport proximity and that promote compatible land use and appropriate airport buffering.

Strategy 3.3 Consider and propose improved roadway access for businesses in the airport vicinity.

Goal 4: Support residential development consistent with airport overflights, terrain, and the planned road system

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

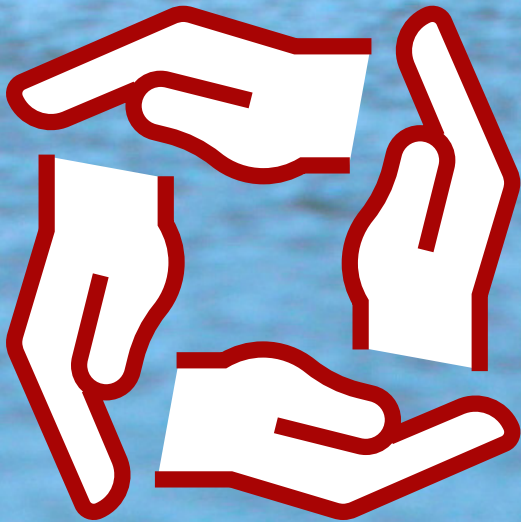
Goal 5: Expand and continue to improve airport security

Strategy 5.1 Investigate and consider all relevant Federal Aviation Administration (FAA), Department of Homeland Security (DHS) and other regulatory security requirements for airport movement and non-movement areas.

Strategy 5.2 Solicit support from all airport users for compliance with current and anticipated regulations.



CHAPTER 5



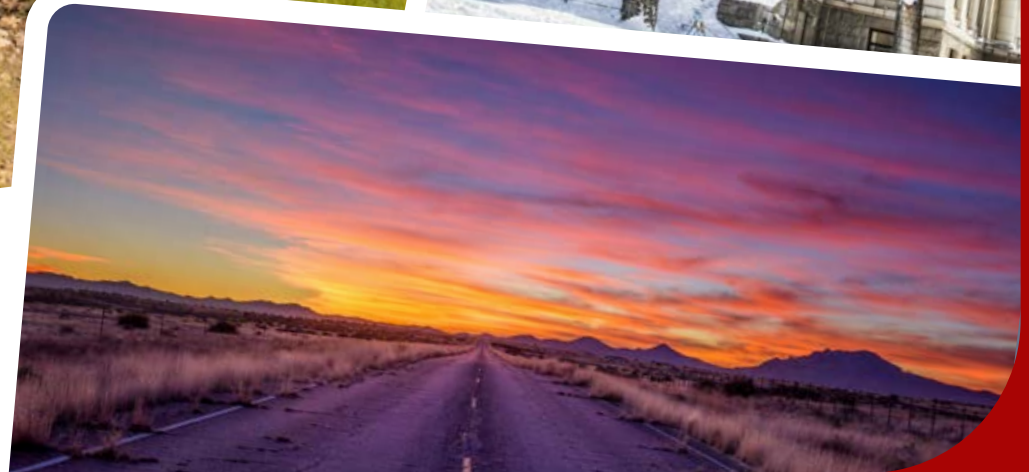
COMMUNITY QUALITY

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

THE PRESCOTT POLICE DEPARTMENT

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

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



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

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

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

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

POLICE DEPARTMENT GOALS AND STRATEGIES

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

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

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

Goal 2: Organizational Excellence – Be an industry leader through innovation and cooperative organizational leadership.

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

Strategy 2.2 Provide high quality, contemporary, and relevant training to support employee safety, wellness, and align with departmental and community priorities.

Strategy 2.3 Provide better than industry standard safety and enforcement equipment in partnership with local, state, and federal partners through grants and general fund support. Maintain cutting edge equipment for investigations and traffic enforcement and control.

Strategy 2.4 Identify and enhance programs to support employee efficacy, wellness, and safety.

Goal 3: Communication with internal and external partners

Strategy 3.1 Outreach programs – Citizen Academy, Coffee with a Cop, National Night Out, and Shop with a Cop.

Strategy 3.2 Internal Communication – Continue quarterly supervisor meetings, bi-weekly Chief's updates, and frequent face-to-face communication with team members.

Strategy 3.3 Online – Maintain a robust and contemporary police department website, improve citizen reporting through the online reporting platform, provide an annual report to community, and provide methods to provide feedback online.

Strategy 3.4 Promote citizen awareness and support through Prescott Police Foundations (www.prescottpolicefoundation.org)

Goal 4: Effective Collaborations

Strategy 4.1 Mental Health and Wellness – Continue to provide resources for both citizen/customer mental health and wellness as well as for employees. Provide online and in-person peer and professional support for all team members.

Strategy 4.2 Law Enforcement Partnerships – Foster and enhance positive working relationships with neighboring law enforcement and public safety teams as well as those we partner with at the state and federal level.

Strategy 4.3 Professional Partners – Continue positive working relationship and open communication with professional services such as YRMC West, Prescott VA, diversion providers, probation, schools, businesses, etc.

Goal 5: Upgrade facilities, infrastructure, and technology

Strategy 5.1 Reorganize and remodel the current police facility to create new workspaces based on the need of a new station and sub-station.

Strategy 5.2 Evaluate the current RMS/CAD system and look for enhancements and/or other systems for improved efficiencies.

Strategy 5.3 Analyze how much space is needed for a new police facility; in an appropriate location and with consideration of potential partnership and regionalization opportunities.

Strategy 5.4 New substation in the north area of Prescott that is co-located with the new fire station near PRC.



Education

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

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

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

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

Yavapai College provides a hands-on environment through their School of Career and Technical Education (CTEC) under the instruction of experts before entering the workforce. See www.yc.edu/v6/campuses-and-sites/ctec for more information about programs offered.

EDUCATION GOAL AND STRATEGIES

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

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

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

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

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

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

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

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

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

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



Library

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

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

Free access to print books, magazines, movies and electronic resources ensures that patrons have a wide range of materials to choose from, including significant resources for entrepreneurs and businesses. The Library supports economic development through access to databases, market research, and professional development materials. It serves as a valuable resource for local and regional information, helping community members stay informed about local events, services, and issues. Programming is provided for all ages, ranging from storytimes for young children to educational workshops for adults and seniors. The Library is dedicated to inclusivity by providing specialized services and accommodations to individuals with disabilities and provides a Community Services Specialist who assists patrons in managing significant life changes.

Although books continue to be the core of library services, the Prescott Public Library has many other offerings that include a Library of Things, Seed Library, Culture Passes, a free video

streaming platform, online books and audiobooks, a StoryWalk in Granite Creek Park, wireless connectivity, hotspots, Chromebooks and iPad Minis. In addition, meeting and study rooms, computers, Wi-Fi, printing, scanning, faxing and copying services are provided. Staff provide programs, technology assistance, teacher and student assistance, and many more services to the public.

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

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

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

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

LIBRARY GOALS AND STRATEGIES

Goal 1: Resources and Opportunities

Strategy 1.1 Diversify and strengthen program offerings to better connect with all segments of the community.

Strategy 1.2 Diversify and strengthen outreach offerings to better connect with all segments of the community.

Strategy 1.3 Reassess and build collections and online resources to better meet community needs.

Strategy 1.4 Maximize library technology by utilizing the FCC's E-rate funding to expand the use of Hotspots available for patrons to check out to help minimize the digital divide.

Goal 2: Space and Sustainability

Strategy 2.1 Create purposeful, flexible, and accessible spaces to meet the diverse needs of our community. Increase study spaces, revamp the youth area, and add storage and parking to serve the increasing need in these areas of service. Seek financial support through the Capital Improvement Program or other community organizations to update the aging building infrastructure.

Strategy 2.2 Reimagine internal and external spaces to promote social interaction and the Library as a community hub. Work with Parks and Recreation to determine an appropriate location for a library hold locker in the community.

Strategy 2.3 Build community support for the Library through marketing and speaking engagements.

Goal 3: Service and Connections

Strategy 3.1 Communicate effectively with community members about Library programs and services. Create a campaign to “Tell Our Story” to educate stakeholders on the value the Library provides to the community.

Strategy 3.2 Increase educational opportunities for staff and maximize staff time and expertise to better serve patrons.

Strategy 3.3 Continue to develop community partnerships to better serve community members. Work with the Office of Tourism to explore the possibility of expanding the Library of Things collection to serve numerous visitors and Prescott area residents. Strengthen the partnership with the Friends of the Prescott Public Library to provide updates and improvements to current and future projects.

Goal 4: Expand outreach services to serve the needs of the underserved and growing areas of the city that will ultimately help reduce traffic in the downtown area.

Strategy 1.1 Partner with the Fire Department to expand services for patrons to utilize library hold lockers 24/7 in a safe, protected location.

Strategy 1.2 Build and staff a separate library branch after assessing potential locations, identifying the needs of patrons, and securing all necessary resources.

Placeholder for Library or
Community Center Photo

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, Golden Age Nutrition.

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

The programs offered are varied and change from time to time. Activities and classes include bingo, card games, dance, exercise, billiards and fitness rooms, arts and crafts, computers, cooking, free concerts, 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

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 Ninos 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/>

Art, Culture, Events, and Museums

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

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/>
- Prescott Center for the Arts
<https://prescottartcenter.org/>



Events

- **Prescott Frontier Days and World's Oldest Rodeo** in July
<https://worldsoldestrodeo.com/>
- **Acker Night Musical Showcase** in December
<https://www.ackernight.com/>
- **Prescott Bluegrass Festival** in June
<http://www.prescottbluegrassfestival.com/>
- **Arizona Cowboy Poets Gathering** in August
<https://azcowboy poets.org/>

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

YRMC West 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 YRMC West's growing reputation for excellence in healthcare.

At the forefront of every YRMC West activity is an ongoing commitment to a Total Healing Environment, defined as “an

environment in which the people of YRMC West 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 YRMC West.

At the time of this writing, Exceptional Community Hospital is being constructed at the far eastern boundary of the City limits at the corner of SR 69 and Robin Drive. This is a new 20,724 square-foot specialty hospital focused on internal medicine. The hospital will include 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 YRMC West and its medical staff are complemented by the programs and services offered by the Northern Arizona VA Health Care System, which is headquartered in Prescott. The VA provides a continuum of primary and secondary level medical, behavioral health/domiciliary, rehabilitative, and long-term care to veterans residing throughout northern Arizona.

Healthcare in the Prescott area also encompasses a wide

range of other specialties and services, including optometrists, dentists, natural medicine practitioners, and outpatient testing and treatment at every level of need. There is a strong selection of mental health services—both private and government-funded—along with programs and services to benefit addiction services, developmentally disabled, and physically challenged citizens of every age group and ability.

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

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

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

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

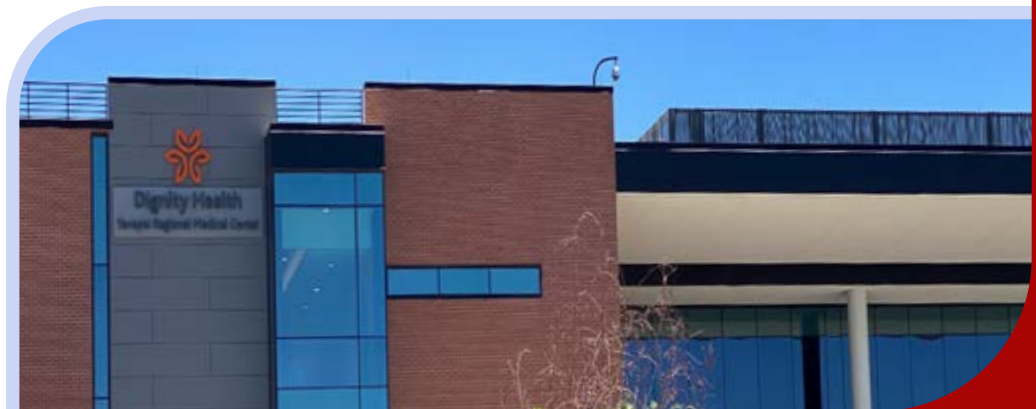
Healthcare Concerns

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

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

Ambulance Services

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



CHAPTER 6



MAJOR PLAN AMENDMENTS

A major plan amendment “means a substantial alteration of the municipality’s land use mixture or balance as established in the municipality’s existing general plan land use element.” ARS Section 9-461.06.H. The City’s general plan is required to define the criteria for determining whether a proposed plan amendment is a “major amendment.”

A. The following table delineates the criteria for a Major Plan Amendment:

<i>(From: Across To: Down)</i>	Open Space/ Recreation	Very Low Density	Low – Medium Density	Medium – High Density	Mixed Use	Commercial	Commercial/ Employment
Open Space/ Recreation		Minor	Minor	Minor	Minor	Minor	Minor
Very Low Density	Major		Minor	Minor	Minor	Minor	Minor
Low- Medium Density	Major	Minor		Minor	Minor	Minor	Minor
Medium - High Density	Major	Major: 10 AC+ Minor: < 10 AC	Major: 20 AC+ Minor: < 20 AC		Minor	Minor	Minor
Mixed Use	Major	Major: 10 AC+ Minor: < 10 AC	Major: 10 AC+ Minor: < 10 AC	Major: 10 AC+ Minor: < 10 AC		Minor	Minor
Commercial	Major	Major: 5 AC+ Minor: < 5 AC	Major: 10 AC+ Minor: < 10 AC	Major: 10 AC+ Minor: < 10 AC	Major: 10 AC+ Minor: < 10 AC		Minor
Commercial/ Employment	Major	Major: 5 AC+ Minor: < 5 AC	Major: 10 AC+ Minor: < 10 AC	Major: 10 AC+ Minor: < 10 AC	Major: 10 AC+ Minor: < 10 AC	Major: 20 AC+ Minor: < 20 AC	

- B. An amendment to an Area Plan or Neighborhood Plan, which Plan has not been formally incorporated into the General Plan, shall not, in and of itself, require a General Plan amendment.
- C. Inclusion of additional territory into the City limits by annexation and the initial zoning thereof, as required by ARS Section 9-471(L), shall not constitute a Plan Amendment. If the subsequent rezoning of said additional territory comes within the criteria as set forth in Paragraph A above, it shall constitute a Major Plan Amendment.

CHAPTER 7

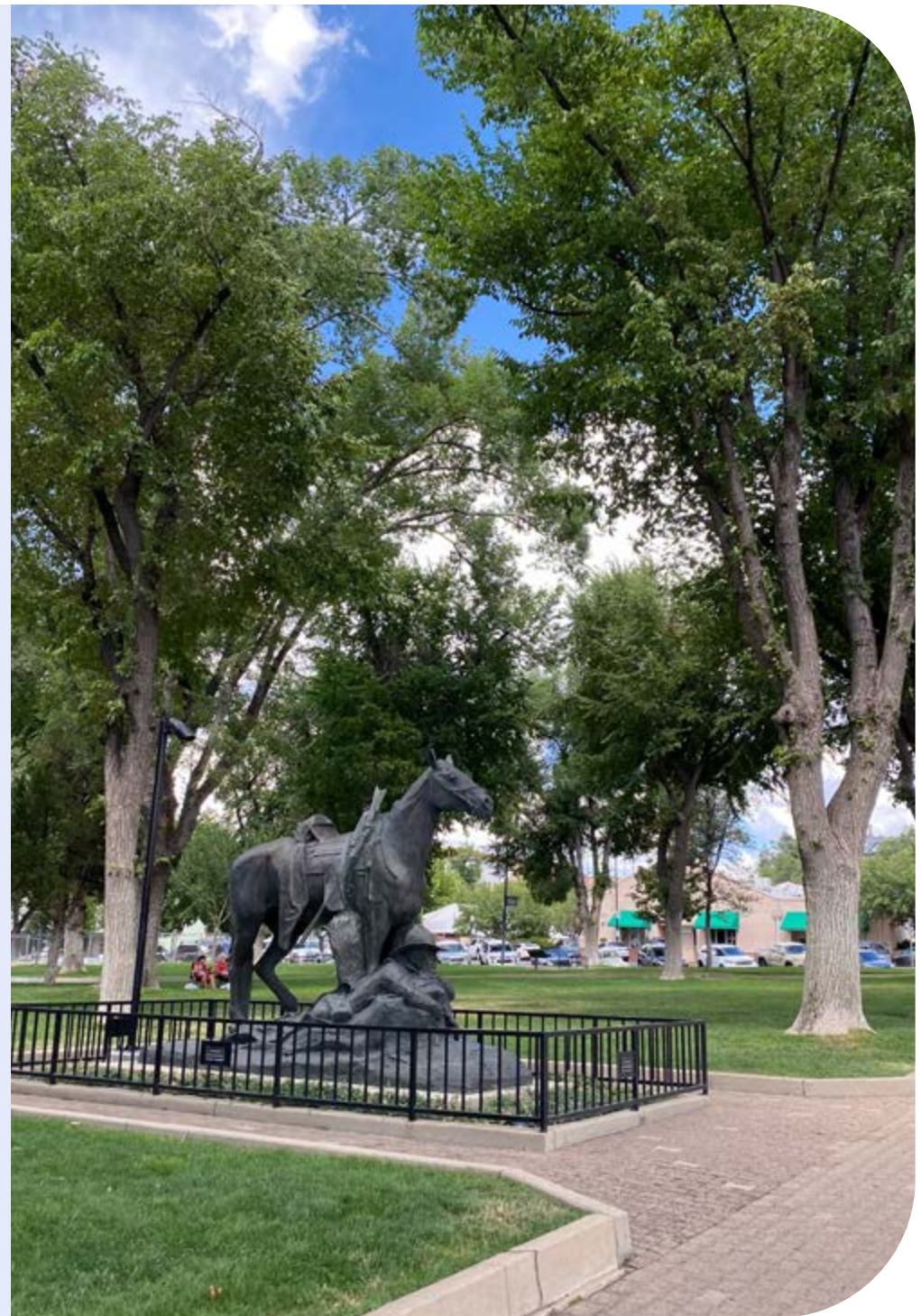


IMPLEMENTATION

The intent of this General Plan revision is to create a usable document and not another plan on the shelf. It is the General Plan Committee's goal to create a way of tracking goals and strategies to review accomplishments over the next 10 years. As departments gave presentations of the obstacles and goals they each have, it was also noted that many of the goals mentioned in the previous General Plan were accomplished, but never noted or tracked. Plans have little value without a plan to implement and track their accomplishments.

This section creates a format to outline the implementation actions included in this General Plan. Community Development Staff will provide a yearly update to City Council regarding the implementation progress as they are beginning their yearly strategic plan discussions. This annual review is critical to ensure the goals and strategies of the General Plan are being pursued, and that the General Plan is recognized for responding to the needs of the community.

The table on the following pages is intended to be used as a tool that assigns stakeholders, timeframes, and a comment section to each goal and strategy. The timeframes column is divided into short, medium, and long-term categories, subject to vary depending on available funds and staff time. Short-term timeframes are targeted for completion within 5 years, medium-term is within the 10-year horizon of the General Plan adoption, and long-term timeframes will be completed as funding and time allows and may extend beyond the scope of this General Plan.



Resiliency and Sustainability

Goals	Actions	Responsibility	Timeline	Complete Date
	CATEGORY			

In progress - TBD

Resiliency and Sustainability

Goals	Actions	Responsibility	Timeline	Complete Date
	CATEGORY			

In progress - TBD

A Community Connected

Goals	Actions	Responsibility	Timeline	Complete Date
	CATEGORY			

In progress - TBD

A Community Connected

Goals	Actions	Responsibility	Timeline	Complete Date
	CATEGORY			

In progress - TBD

Great Places and Neighborhoods

Goals	Actions	Responsibility	Timeline	Complete Date
	CATEGORY			

In progress - TBD

Great Places and Neighborhoods

Goals	Actions	Responsibility	Timeline	Complete Date
	CATEGORY			

In progress - TBD

Economic Competitiveness

Goals	Actions	Responsibility	Timeline	Complete Date
	CATEGORY			

In progress - TBD

Economic Competitiveness

[illegible]

Community Quality

Goals	Actions	Responsibility	Timeline	Complete Date
	CATEGORY			

In progress - TBD

Community Quality

Goals	Actions	Responsibility	Timeline	Complete Date
	CATEGORY			

In progress - TBD

