



2011 GENERAL PLAN COMMITTEE

Community Development Department

Agenda

**2011 General Plan Committee
Regular Meeting
Wednesday, March 14, 2012
4:00 PM to 6:00 PM**

**Downstairs Conference Room, City Hall
201 S. Cortez Street
Prescott, Arizona
928-777-1207**

The following agenda will be considered by the Prescott General Plan Committee at its regular meeting on Wednesday, March 14, 2012 in the downstairs conference room, City Hall, 201 S. Cortez Street, Prescott, AZ. Notice of this meeting is given pursuant to *Arizona Revised Statutes*, Section 38-431.02.

I. Call to Order

II. Attendance

MEMBERS

Miriam Haubrich, Co-Chair	Elisabeth Ruffner
Terry Marshall, Co-Chair	George Sheats
Brad Devries	Gary Worob
Dave Fisher	
Glenn Gooding	<i>EX OFFICIO</i>
Zena Mitchell	Steve Blair, Councilman
Roxane Nielsen	Chris Kuknyo, Councilman
David Quinn	

III. Announcements

IV. Regular Items

1. Consider approval of the minutes of the February 22, 2012 meeting.
2. Continued discussion of the Land Use Element and suggested changes by staff.
3. Status of 2003 Growth Management and Cost of Development Element Goals.
4. Discuss the Growth Management and Cost of Development Element and suggested changes by staff.
5. Call to the Public.

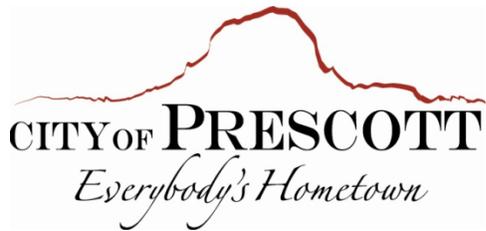
V. Adjournment

THE CITY OF PRESCOTT ENDEAVORS TO MAKE ALL PUBLIC MEETINGS ACCESSIBLE TO PERSONS WITH DISABILITIES. WITH 48 HOURS ADVANCE NOTICE, SPECIAL ASSISTANCE CAN BE PROVIDED FOR SIGHT AND/OR HEARING IMPAIRED PERSONS AT PUBLIC MEETINGS. PLEASE CALL 777-1272 OR 777-1100 (TDD) TO REQUEST AN ACCOMMODATION TO PARTICIPATE IN THIS MEETING.

CERTIFICATION OF POSTING OF NOTICE

The undersigned hereby certifies that a copy of the foregoing notice was duly posted at Prescott City Hall and on the City's website on March 8, 2011 at 11:00 AM in accordance with the statement filed with the City Clerk's Office.


Suzanne Derryberry, Administrative Specialist



**2011 GENERAL PLAN COMMITTEE
REGULAR MEETING
FEBRUARY 22, 2012
PRESCOTT, ARIZONA**

MINUTES OF THE REGULAR MEETING OF THE 2011 GENERAL PLAN COMMITTEE HELD ON FEBRUARY 22, 2012 AT 4:00 PM IN THE DOWNSTAIRS CONFERENCE ROOM, CITY HALL, 201 S. CORTEZ STREET, PRESCOTT ARIZONA. Notice of this meeting was given pursuant to Arizona Revised Statutes, Section 38-431.02.

I. Call to Order

Co-chairman Haubrich called the meeting to order at 4:01 PM.

II. Attendance

<i>MEMBERS PRESENT</i>	<i>EX OFFICIO MEMBERS</i>
Miriam Haubrich, Co-Chair	Chris Kuknyo, Councilman
Elisabeth Ruffner	Steve Blair, Councilman
Brad Devries	
Zena Mitchell	<i>STAFF MEMBERS PRESENT</i>
Gary Worob	George Worley, Planning Manager
David Quinn	Ryan Smith, Community Planner & Committee Liaison
George Sheats	Suzanne Derryberry, Administrative Assistant
Dave Fisher	
Roxane Nielsen	Other Council Present (not a committee member)
<i>MEMBERS ABSENT</i>	Jim Lamerson, Councilman
Glenn Gooding	
Terry Marshall, Co-Chair	

Mr. Lamerson and Mr. Fisher excused themselves from the meeting at 4:50pm. Mr. Blair joined the meeting at 5:08pm.

III. Announcements

Mr. Smith informed the committee that he received some grammatical changes from Ms. Ruffner; he noted that none of the changes altered the context of the element.

Ms. Haubrich asked the committee members if it would be okay to end the meeting at 5:50; no one protested.

IV. Regular Items

1. Consider approval of the minutes of the January 25, 2012 meeting.
2. Consider approval of the minutes of the February 8, 2012 meeting.

Mr. Worob made a **MOTION: to approve the minutes of the January 25, 2012 and February 8, 2012 meetings.** Mr. Sheats 2nd. **Vote: 9-0, unanimous.**

3. Continued discussion of the Land Use Element and suggested changes by staff.

Mr. Smith discussed the question brought up by Mr. Quinn regarding goals 6 and 4 and the possibility of combining or deleting them. Mr. Quinn stated that the goals themselves are different with different emphasis; however, he felt that the strategies were very similar in nature. Mr. Smith felt that goal 4 promotes balance, whereas goal 6 is very specific and discusses compact development. Mr. Smith then asked for the committee's opinion on the matter. Mr. Devries offered that he would like to see how the strategies would play out if goals 4 and 6 were combined. Ms. Ruffner expressed that she was not concerned how the strategies were laid out, but rather with the word "incentive" being used after strategy 6.1. She felt that "promote" in the context of the city's planning is not a useful word. She believed that all of the strategies need the word "incentive" included in them. Mr. Sheats explained that using "incentives" may not really be the best word to use. Ms. Ruffner stated that a specific description of incentive would be outlined in an ordinance. Mr. Kuknyo asked if strategy 6.1 was actually done or if it was just written down. Mr. Smith stated that permit fees are reviewed annually. Mr. Kuknyo then asked if it should be changed to "continue to investigate" or "annually investigate". Mr. Lamerson stated that each situation should be left flexible; when you use the word "incentive" it can mean many different things to many different boards depending on what is brought before them. Ms. Ruffner asked for confirmation that Mr. Lamerson agreed that incentives are only granted by change in the law; they are not the choice of staff to offer. Mr. Lamerson agreed and stated that it is policy.

Mr. Smith requested a call to public so Mr. Mattson could address the committee. Mr. Mattson stated that goals 4 and 6 could be combined which would help to make the plan easier to understand. He also noted that if the workforce has to pay a lot of money for housing it will increase the cost of everything for everybody. There needs to be a way to provide workforce housing that's reasonable and inexpensive, people cannot afford to live here and work at McDonald's.

Mr. Worob wished to re-address Mr. Quinn's suggestion of combining goals. Mr. Quinn stated his reasoning being that there is substantial overlap in the strategies of the two goals. Mr. Smith asked the committee if they wished to go back to that particular issue after having a chance to review the information. Ms. Haubrich suggested reviewing goals 4 and 6 at the next meeting. The committee members agreed. Mr. Smith asked if there were any other comments regarding goal 6 or 7; there were no responses.

Mr. Smith moved onto section 5.3; and goal 1 under Historic Neighborhoods. Mr. Smith noted that there is a little bit of background information included and if it's okay with the committee members, he would like to leave it included in the plan. Ms. Ruffner pointed out various changing of wording and grammatical errors which was noted by Mr. Smith. Ms. Mitchell asked whose responsibility is it for the care of the sidewalks down McCormick Street. Mr. Smith stated that it is the responsibility of the property owners. Mr. Worley added that when they are determined to be dangerous the property owners are notified and that they are responsible for fixing them. Ms. Mitchell noted that the sidewalks in that area are all broken up and are in an unsafe manner, she thought it was the city's responsibility to install sidewalks. Mr. Worley explained that by ordinance in Prescott, it is the adjacent property

owner's responsibility for maintenance and upkeep. Mr. Lamerson added that they are currently reviewing certain issues regarding the requirement of private property owners to maintain public property that is adjacent to their property and assume the liability for the public property that is adjacent to their private property. Mr. Worob expressed that it makes him feel nervous that all the authority for historic buildings are left to the owner, even though it is *their* property. He stated there have been cases where owners have torn down historic buildings. Ms. Ruffner added that Prescott has no demolition prohibition for historic buildings. Mr. Sheats noted that there are permits required and Mr. Worley added that there are reviews required in certain districts.

Mr. Smith continued on with goal 2 which discussed assisting property owners. Mr. Smith requested any comments from the committee regarding goal 2 or any of its strategies. Mr. Quinn wanted to reiterate the point that he believed that goal 2 and its two strategies should be removed. He felt that the existence of goal 2 and its efforts and activities should instead be included in the narrative. Ms. Ruffner made a suggestion that it might be useful to have each topic listed at the bottom of each page. Mr. Smith stated that he could add that to the bottom of the pages. Ms. Haubrich asked the committee what the decision was regarding the idea of moving goal 2 and its strategies to the narrative. Mr. Smith inquired if that was okay with everyone. Mr. Sheats stated that he did not want it to be diluted and that historic preservation should not be minimized because it is a key element. Mr. Lamerson asked what a historic structure is and who defines it. Mr. Worley stated that it's generally defined by the age of the structure. Mr. Smith noted that as a city staff member, he does not consider anything to be a historic structure until it's listed as a historic building because the code doesn't segregate them until they are listed.

Ms. Haubrich made a call to the public at 4:49. Mr. Mattson made the comment that what they are working on is a guideline; they are not tying the hands of the council. Nothing that goes into the general plan is mandated unless the council decides to act on it. He also added that whatever they can do to compact the plan to make it shorter would be better. Mr. Haubrich called for a ten minute break.

At 4:57 Mr. Haubrich called the meeting back to order and again asked what agreement was made regarding the removal of goal 2. Mr. Smith stated that they would review goal 2 with the possibility of moving it to the text. Ms. Ruffner argued that she is not in agreement with such idea; no one is going to read 2 pages of text which is why it has been broken up into different sections. Mr. Quinn added that a strategy is something that you're setting out to accomplish that is not already being accomplished. If you want to describe activities currently underway the proper place for that is in the text. How that information is formatted doesn't matter, but they should not devote space in the plan to regurgitate information that's currently standard operating procedure. Mr. Smith added that they run the risk of having the council remove something like this because it is already being done so moving the text does make sense in many ways. Mr. Worley suggested not making the plan shorter just for the purpose of shortness but rather shortening it for more conciseness and to make it more easily read. They can attempt to consolidate the information in the goal and strategy's into something that would fit as a paragraph and possibly keep the bullet points so there is an emphasis on certain items. It would reduce the length of that particular section while keeping informational content in the paragraph. Ms. Ruffner once again disagreed and felt that it should remain the same. Ms. Nielsen suggested adjusting the wording to indicate that we are presently dealing with an issue, and will continue to do so. Mr. Quinn added they should not continue debating the issue any longer and to continue on with the meeting. Mr. Smith stated that he will just leave it as is.

Mr. Smith moved on to Transition Areas and Areas of Special Study. This would include areas that are going from single-family to multi-family and multi-family to commercial uses. It basically covers the importance of areas within the city as a whole. Mr. Quinn asked if goal 1 is redundant to an earlier goal dealing with 5.2.5; he would eliminate goal 1 if possible. Mr. Smith added that he will review that information and no one was in opposition of the change.

Mr. Smith asked for any comments regarding goal 2. Mr. Worob asked if goal 2 was a standard for the planning process. Mr. Smith stated that the citizens of a neighborhood either go to them or they get an unusual application which makes it become apparent to staff that the residents are concerned about a neighborhood; it's on a case by case basis. There were no other questions or comments.

Ms. Ruffner had a change in the wording in goal 3; Mr. Smith noted the change.

There were no comments on goal 4.

Section 5.5 talks about downtown and how it's essential to the city. Mr. Smith didn't make very many changes from the 2003 plan. Ms. Ruffner had other changes in wording; Mr. Smith noted the changes and added that these are simple grammatical changes and asked if the committee wanted to be involved with these changes. The committee agreed they do not need to hear about the changes, however, Ms. Haubrich asked if the changes could be highlighted just so they know where they were. Mr. Smith will make the suggested changes outside of the meeting and Mr. Worley asked that they continue to be notified of such simple grammar errors outside of the meeting. Mr. Quinn added that strategy 2.2 could be eliminated and added into circulation. Ms. Ruffner was in opposition of that idea as she believed it is a crucial statement in the goals and strategies as it is essential in describing downtowns circulation from the standpoint of pedestrian use. Mr. Kuknyo asked if there was information that could be added regarding the four blocks of downtown Prescott. Ms. Ruffner stated that "downtown Prescott" is actually 29 blocks and she suggested just including the "29 blocks" somewhere in the plan. Ms. Smith added the 29 blocks into the plan and he will research where that information originated and include it in the plan.

Mr. Kuknyo asked Ms. Haubrich if the general plan meetings are broadcasted on channel 13 or if they are taped. Ms. Smith stated that they are not, but we do have digital recordings of the meeting. Ms. Haubrich added that if community members would like to be more involved they could come to an actual meeting.

4. Call to the public.

At 5:44 Ms. Haubrich made a call to the public. Mr. Mattson stated that he saw a lot of overlapping between goals and strategies and he wonders if it can be consolidated. He also added that for a long time he believed the Courthouse Square belonged to the city. He felt that it would be useful to include something noting that it is owned by the county. Lastly, he added that the poverty simulation will be on Saturday, February 25, 2012 at 9:00am and he would like as many people to attend as possible.

V. Adjournment

Co-chairman Haubrich adjourned the meeting at 5:48 p.m.

Terry Marshall
Co-Chairman

Miriam Haubrich
Co-Chairman


Suzanne Derryberry
Administrative Specialist

DRAFT



2011 General Plan Committee Community Development

Date: Wednesday, March 14, 2012

To: Councilman Steve Blair, Brad Devries, Dave Fisher, Glenn Gooding, Miriam Haubrich, Councilman Chris Kuknyo, Terry Marshall, Zena Mitchell, Roxanne Nielsen, David Quinn, Elisabeth Ruffner, George Sheats and Gary Worob

From: Tom Guice, Community Development Director
George Worley, Planning Manager *GW*
Ryan Smith, Community Planner *RS*

Staff Memo

Status of 2003 Growth Management and Cost of Development Element Goals

PURPOSE:

The Committee has requested staff to provide a brief evaluation and available data regarding the goals and strategies from the 2003 General Plan. The data is provided to assist the Committee in its task to update the goals of the General Plan Growth Management and Cost of Development Element.

6.2.1 Growth Management Goals and Strategies

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

Strategy 1.1 Promote lower cost housing options as outlined in the Land Use, Economic Development and Community Quality elements of this Plan.

Staff Comment: Specific quantities of water are made available yearly for affordable/workforce housing projects. This is separate from the amount available for other types of housing, certain commercial and industrial developments. The LDC was amended to relax parking requirements for residential uses, reducing costs. Density, building footprint and setbacks may be waived by Council in PAD projects. (This strategy is similar to other strategies located in the elements noted in the text of 1.1)

Strategy 1.2 Conserve critical areas of open space throughout the community

Staff Comment: Open space within a subdivision is protected by the subdivision final plat. Open Space purchased by public monies is protected by the language authorizing the tax or other funding source. Often, land purchased for open space is protected by deed restrictions or by rezoning to an open space zoning district. These methods are widely used and will limit the use of property to open space related activities. (This strategy should be placed in the Open Space Element)

Strategy 1.3 Implement the provisions of the adopted Open Space and Trails Plans.

Staff Comment: The Open Space Master Plan was updated in 2008 and can be found at: http://www.cityofprescott.net/d/open_space_plan_2008.pdf. (this strategy should be deleted since it is already being implemented through the Master Plan itself)

Strategy 1.4 Periodically review and revise these plans as indicated.

Staff Comment: Plans are reviewed on an ongoing basis. Revisions take place when a plan no longer provides useful direction, new data or funding becomes available and as staff time permits. (the strategy is unclear as to which plans or what "as indicated" refers to - needs clarification or to be deleted)

Strategy 1.5 Continue acquisition of targeted open space parcels according to the citizen approved open space tax initiative and plan for stewardship of all city owned and controlled open space.

Staff Comment: This is an ongoing process. Acquisition of specific parcels for open space is dependent upon the availability of the parcel, purchase price and other factors. Open space land purchases are not made unilaterally by the City. Dedicated funding for open space acquisition will sunset at the end of 2015. (This strategy should be placed in the Open Space Element)

Strategy 1.6 Secure targeted open space parcels through any of the following methods: fee simple purchases, private land trusts, conservation easements, purchase of development rights, density transfers (PAD), development agreements and donations of land.

Staff Comment: Several large open space acquisitions have been made in recent years. (This strategy should be placed in the Open Space Element)

Strategy 1.7 In cooperation with property owners, preserve and connect green belts, riparian areas and wildlife corridors when feasible through processes such as fee simple purchases, donations, density transfers, development agreements, and easements.

Staff Comment: Green belts and riparian areas are preserved during the subdivision plat process. A wildlife corridor will generally require large tracts of land crossing jurisdictional boundaries. The City cannot unilaterally create a wildlife corridor unless it is entirely within the City boundary. As mentioned in 1.5, acquisition of specific parcels for open space is dependent upon availability, purchase price, etc. and also are not made unilaterally by the City. (Strategy 1.5, 1.6 and 1.7 should be combined and placed in the Open Space Element.)

Goal 2. Pursue strategies to preserve and enhance the unique historic and pedestrian character of downtown and which also support the establishment of appropriate village centers in large tracts of land being newly developed.

(This goal should be modified to abandon the Village Center concept, which is beyond the purview of the General Plan)

Strategy 2.1 Continue implementation of the Downtown Master Plan.

Staff Comment: The 1997 Downtown Master Plan can be found at: http://www.cityofprescott.net/d/downtown_plan..pdf. The plan contains 10 goals which have been implemented. (delete strategy - this has been done)

Strategy 2.2 Implement a downtown business zoning district as provided by the 2003 Land Development Code.

Staff Comment: The downtown area was rezoned to the Downtown Business zoning district in 2004. (delete strategy - this has been done)

Strategy 2.3 Further refine the village center concept proposed in the ASAP, PEAP and WLSAP area plans.

Staff Comment: The village center is a known planning concept that proposes to create a sense of place in a sustainable and walkable neighborhood. Other than better defining the concept, a refinement would imply a development proposal to create a village center. This is beyond the purview of the General Plan. (delete strategy)

Strategy 2.4 Implement the village center concept at appropriate locations when large tracts of land (especially those lying within PEAP, WLSAP and ASAP) are being developed and/or annexed.

Staff Comment: Targeting a specific location for a use such as a village center project is appropriate and encouraged. However, implementation requires a willing developer. This is beyond the purview of the General Plan. (delete strategy)

Strategy 2.5 Promote higher density, mixed uses, multi-modal connectivity and pedestrian amenities in these locations.

Staff Comment: These are traditional neighborhood concepts. Specific locations have been established in the Airport Specific Area Plan, Willow Lake Specific Area Plan and the Prescott East Area Plan. (this strategy should be modified to include a specific method to promote traditional neighborhood concepts)

Goal 3. Promote effective planning for new growth and development and effective planning for areas transitioning to new uses, and include extensive citizen participation.

Strategy 3.1 Produce Specific Area Plans with the assistance of citizen's oversight committees 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 when changing conditions and opportunities make it appropriate.

Staff Comment: Annexation applications for large areas are processed through a public process as required by Proposition 400. Annexations typically involve a rezoning application and a Master Plan approval by Council.

Strategy 3.2 Create Specific area plans to address at a minimum the following items: desired land uses for the area; identification of significant natural resources and open space areas with plans for conserving them; circulation elements needed in the area with an emphasis on connectivity and accommodation of multi-modal transportation options; plans to mitigate any anticipated negative impacts of development on adjacent neighborhoods.

Staff Comment: In 2008, a Major General Plan Amendment was performed and adopted by Council for the West Airport area. The General Plan Land Use Map was updated to help reflect FAA guidelines to protect the airport. *The Airport Master Plan was developed in 2009 and adopted by Council in 2011. No new area or neighborhood plans have been developed since 2002. Neighborhood plans are initiated by residents and supported by staff. The need for a plan becomes apparent when unusual conditions arise such as a rezoning application where residents feel neighborhood character may be threatened.* (This is similar to Land Use Element strategy 1.1 and should be kept in the Land Use element)

Strategy 3.3 Use Residential Office, Neighborhood Oriented Business, Mixed Use and Special Planned Community districts as tools to effect quality re-development in transitioning areas.

Staff Comment: These zoning districts are available to developers as an option for rezoning requests. Rezoning applications in transitioning areas have been processed and approved by Council. (strategy should be reworded to encourage the use of these districts)

Strategy 3.4 Cooperate with residents and businesses to produce neighborhood and/or specific area plans as appropriate to guide development in areas transitioning to new uses.

Staff Comment: See the response for 3.2. (Should be combined with 3.2)

Goal 4. Promote compact development and higher density development where feasible and appropriate.

Strategy 4.1 Encourage infill development on parcels already served by infrastructure and water allocation.

Staff Comment: Development is driven by the private sector. Developers decide on project locations based on demand, demographics, traffic and other considerations. When a non-infill project is proposed, the developer must pay for the infrastructure needed for water, sewer and other services, which increases costs. This is the incentive for infill to occur. In 2011, the State mandated a reduction in impact fees that cities may charge developers and also eliminated some impact fees. Reducing or eliminating impact fees result in less money available for growth related costs. (This strategy should be swapped for the goal and the goal should be strategy 4.1)

Strategy 4.2 Give preference in water allocations to proposed development utilizing compact forms such as multi-family housing, clustered homes, smaller lot sizes, smaller unit sizes, shared driveways and clustered parking.

Staff Comment: Applications are processed on a first come, first served basis. Should staff become aware of a project utilizing sustainable forms of development, the developer is urged to submit the applications early in the

process. (this strategy could be modified to urge Council to set aside water for compact design)

Strategy 4.3 Give preference in administrative processing and review for new developments which maximize efficient use of existing and planned infrastructure and encourage multi-modal transportation options.

Staff Comment: Staff will minimized processing time subject to work load. Also, see staff response for 4.2. (Combine with 4.2)

Strategy 4.4 Encourage location and clustering of schools, government facilities, neighborhood shopping, retail and service facilities at designated urban nodes and village centers to reduce traffic impacts, support multi-modal transportation and encourage pedestrian friendly public spaces.

Staff Comment: Government facilities may located to accommodate the above. Also, see staff response to 4.1. (Rerword to address government facilities only)

Goal 5. Promote effective management of negative growth impacts (loss of landscaping, site disturbance, erosion, construction on hilltops, ridgelines, loss of open space).

Strategy 5.1 Address the need for pedestrian, bicycle and transit facilities to reduce traffic impacts.

Staff Comment: The Prescott Bicycle and Pedestrian Master Plan was adopted in 2003 and presents a comprehensive strategy for increasing bicycling and walking for transportation and recreation. Prescott is a member of the Central Yavapai Metropolitan Planning Organization (CYMPO), which has regional responsibilities for transit system planning and funding. In 2011, a plan was put forth to provide mass transit in the quad-city area, however the proposal has not been approved due to lack of funding.

Strategy 5.2 Implement as appropriate the neighborhood protection provisions of the 2003 Land Development Code.

Staff Comment: The provisions of the adopted Land Development Code are required and are implemented to new development and change of use projects. (This strategy should be deleted)

Strategy 5.3 Conduct neighborhood planning processes to address the growth impacts of development and re-development within or adjacent to existing neighborhoods.

Staff Comment: See staff response to 1.4.

Strategy 5.4 Implement the new site disturbance, grading and restoration standards from the 2003 Land Development Code.

Staff Comment: See staff response to 5.2. (This strategy should be deleted)

Strategy 5.5 Implement the enhanced hillside development standards and ridgeline protection standards of the 2003 Land Development Code.

Staff Comment: See staff response to 5.2. (This strategy should be deleted)

Goal 6. Promote safe and firewise development patterns.

Strategy 6.1 Require reduction of flammable vegetation and materials in and around structures.

Staff Comment: The provisions of the adopted the 2002 Wildland/Urban Interface Code are required and are implemented for all structures within the interface area. (This strategy should be deleted)

Strategy 6.2 Implement the firewise provisions of the 2002 Wildland/Urban Interface Code.

Staff Comment: See staff response to 6.1. (This strategy should be deleted)

6.3.2 Cost of Development Goals and Strategies

Goal 1. Continue to require development to pay for itself by the use of impact fees, buy-in fees, off site improvement charges and other legal devices.

Strategy 1.1 Require developed areas seeking annexation to bear the costs of bringing infrastructure up to city standards unless public benefit is demonstrated and the City Council approves a departure from city standards.

Staff Comment: New development, in both vacant areas of the City or a proposed annexation, is required to construct infrastructure to City standards before dedicating it to the City, or otherwise participate in the recovery of City costs already expended to provide capacity. If an existing development wished to be annexed into the City, it must first bring infrastructure up to City standards. There may be an exception to existing commercial development wishing to annex into the City provided some overriding public benefit could be demonstrated.

Strategy 1.2 Review and update impact fees periodically.

Staff Comment: Impact fees are required by state law to be reviewed and updated by July 31, 2014 and then every 5 years thereafter.

Strategy 1.3 Periodically review and update development review fees.

Staff Comment: These were reviewed and revised in 2001 and became effective in March 2002. Review of building permit fees and planning application fees are made regularly. (this is in the text - delete)

Strategy 1.4 Continue to seek a balance between incentives and regulations.

Staff Comment: This strategy is broad and unclear, incentives for all types of development? Regulations exist for the health, safety and welfare of all citizens, not individuals or specific developments. (delete)

Goal 2. Maximize the effectiveness of existing infrastructure facilities.

Strategy 2.1 Encourage infill development by giving incentives for compact forms.

Staff Comment: Water is guaranteed yearly to be available specifically for affordable/workforce housing projects. This is in addition to the limited amount available for other types of housing. The LDC was amended to relax parking requirements for residential uses. Density, building footprint and setbacks may all be waived by Council in PAD projects. (this is similar to section 5.2.5 strategy 4.2 in the Water Element)

Strategy 2.2 Require new development and developed areas proposed for annexation to connect to city water and sewer systems.

Staff Comment: While not mandated, vacant properties to be annexed often do so to access the City water system. Proposition 400 provides that any annexation larger than 250 acres will require all effluent to be used for permanent aquifer recharge. This will require connection to the City sewer system. The City water policy requires that all properties, within the City boundary, must connect to any water main within 100 feet and where the cost of connection does not exceed \$15,000. Also, properties must connect to any sewer main within 400 feet. Developed properties that are "grandfathered", including those that are requesting to be annexed, are excepted. (delete)

Strategy 2.3 Require new road and transportation networks to connect to the existing network.

Staff Comment: The land Development Code states, "...connectivity between adjacent properties and parking lots shall be required as necessary to promote safe ingress and egress from fronting streets" and "Local streets shall be planned and designed to continue and connect to surrounding areas as the terrain permits to foster dispersion and connectivity." (delete strategy)

6.4.1 Government Sustainability Goals and Strategies

Goal 1. Enterprise funds must remain self-sufficient.

Strategy 1.1 Maintain the self-sufficiency of the City's enterprise funds by regular review and update of applicable user fees.

Staff Comment: Generally, enterprise funds must be self-sufficient with the fees charged paying for the services provided, however, by law, self-sufficiency is not required. (delete goal and strategy)

Goal 2. Continue proactive planning for capital improvement needs.

Strategy 2.1 Re-evaluate capital improvement plans annually and project out five years.

Staff Comment: Capital Improvement plans project out 5 years and are evaluated and presented to Council yearly. (delete strategy - already in effect)

Strategy 2.2 Continue an annual budget transfer to the Capital Improvement Fund.

Staff Comment: The Capital Improvement Fund no longer exists. Capital improvements made by City Departments funded by the General Fund, are now also financed through the General Fund. (delete strategy - unnecessary)

Goal 3. Emphasize joint use of government facilities.

Strategy 3.1 Continue City/county joint projects such as Pioneer Park, jail facilities and the downtown-parking garage and seek new opportunities for such partnerships and intergovernmental agreements.

Staff Comment: Pioneer Park and the downtown parking garage have both been completed. The County Juvenile Detention Center located on Pioneer Parkway should be completed in 2012. The City will continue to participate in joint projects as opportunities present themselves.

Strategy 3.2 Continue City/educational institutions joint projects such as Badger Field, Rough Rider Park and Ken Lindley Field and seek new opportunities for such partnerships in facilities and services.

Staff Comment: The City will continue with existing joint projects with educational institutions, and new projects as opportunities are presented subject to funding availability.

Strategy 3.3 Continue public/private partnerships such as Peppertree Park, YMCA, Family Advocacy Center, Youth Count, Central AZ Land Trust, The Open Space Alliance, and seek new opportunities for such partnerships.

Staff Comment: The City will continue with public/private partnerships as opportunities are presented and funding is available.

Strategy 3.4 Continue the partnership between Central Yavapai Fire District (CYFD) & Prescott Fire Department (PFD) to remain functionally integrated, jointly using facilities & equipment, conducting centralized dispatching, and maintaining conjoint special purpose teams (e.g. hazardous materials unit).

Staff Comment: Intergovernmental agreements exists between these agencies. (delete - already in effect)

Strategy 3.5 Continue multi-governmental projects such as joint police/fire training center, joint public safety dispatch center, the Prescott Area Narcotics Task Force, the Wildland/Urban Interface Commission and seek new opportunities for such partnerships.

Staff Comment: Intergovernmental agreements exists between these agencies. (delete - already in effect)

6.5.1 Regional Cooperation Goals and Strategies

Goal 1. Improve regional cooperation and coordination of planning for regional growth impacts.

Strategy 1.1 Pursue joint planning for regional circulation, mitigation of traffic impacts, as well as other projects of a regional nature.

Staff Comment: Prescott staff and officials regularly work with CYMPO and ADOT regarding traffic issues. State law requires consideration of General Plans.

Strategy 1.2 Participate in regional planning forums such as through the Central Yavapai Metropolitan Planning Organization, the Yavapai Water Committee and the Northern Arizona Council of Governments.

Staff Comment: Prescott maintains appropriate presence in regional forums. Prescott is a member of the Yavapai Water Advisory Committee as well as several other water forums, CYMPO, NACOG and others. (although this strategy is already in effect, it is an ongoing effort)

Goal 2. Apply compatible land uses within the airport influence area which permit continued development while protecting the operation of the airport.

Strategy 2.1 Encourage the implementation by adjoining jurisdictions of the land use plan adopted within the Airport Specific Area Plan.

Staff Comment: Both the Prescott Valley Town Council and Yavapai County Board of Supervisors have informally agreed to observe the ASAP recommendations. However, neither jurisdiction has adopted the ASAP.

Strategy 2.2 Discourage amendments to the Airport Specific Area Plan which permit new residential development within the one-mile approach and departure boundaries of the airport.

Staff Comment: The 2009 Airport Master Plan restricts residential uses near the airport. FAA guidelines also restrict residential uses near the airport. Amendments allowing residential uses near the are unlikely. (delete - the airport is covered in the land Use Element)

Goal 3. Reduce the potential for incompatible development where jurisdictional boundaries occur.

Strategy 3.1 Coordinate infrastructure standards, development regulations and fees with neighboring jurisdictions.

Staff Comment: The City and the surrounding communities use the Yavapai Association of Governments standards for infrastructure standards and the 2006 International Building Code for building standards. Development regulations and fees are very similar but have subtle differences in appearance preference such as for setbacks, landscaping, signage, etc.

Strategy 3.2 Periodically review and update annexation policies, especially where coordination with nearby jurisdictions is conducted.

Staff Comment: Annexation Policies are reviewed on an as needed basis.

- Proposition 400, regarding large annexations, was passed by voters in 2005, and implemented by Council Resolution No. 3735 in 2006.
- Council Resolution No. 3461, regarding fees, was adopted by Council in 2006.
- Council Resolution No. 2739, regarding impacts to the City, was adopted by Council in 1994.
- The Water Management Policy, which address annexations, was adopted by Council in 2005 and will likely be updated in 2013.

Goal 4. Continue to address water issues as region-wide concerns.

Strategy 4.1 Participate in the Yavapai County Water Advisory Committee, promote joint funding of studies, joint development of strategies for importation of water from outside the Prescott Active Management Area and creation of joint strategies for conservation of water resources.

Staff Comment: Staff regularly participates in the Yavapai County Water Advisory Committee and will participate in joint activities with other entities when appropriate. The Big Chino Water Ranch is the City's latest acquisition for imported water supplies. Prescott Valley was a financial contributor to the project and will benefit from imported water supplies along with the Yavapai Indian Tribe. (delete - this is covered in the Water Element)

Strategy 4.2

Promote wide spread public debate regarding local and regional strategies for the acquisition and possible importation of water to maintain needed water supplies and to reach safe

Staff Comment: Reports on Current and Future Annual Water Resources & Management are available. On an annual basis reports are provided to City Council regarding groundwater pumping and Assured Water Supply. This information is made available on the City website. This year a new report was created for the public, the Annual Water Resources & Management Report. Each year, this report will have timely information for the public. The Big Chino Water Ranch is the City's latest acquisition for water supplies and was purchased in 2004. There was extensive public dialogue before, during, and after this acquisition. Continued public involvement will be associated with this and other sources of future city water supplies. (delete - this is covered in the Water Element)



2011 General Plan Committee Community Development

Date: Wednesday, March 14, 2012

To: Councilman Steve Blair, Brad Devries, Dave Fisher, Glenn Gooding, Miriam Haubrich, Councilman Chris Kuknyo, Terry Marshall, Zena Mitchell, Roxanne Nielsen, David Quinn, Elisabeth Ruffner, George Sheats and Gary Worob

From: Tom Guice, Community Development Director
George Worley, Planning Manager *GW*
Ryan Smith, Community Planner *RS*

Staff Memo Draft Growth Management and Cost of Development Element - Suggested Changes

PURPOSE:

To discuss updates to the Growth Management and Cost of Development Element and address suggested changes by staff. After reading the draft individually prior to the meeting, be prepared to discuss any requested changes to the text, goals and strategies regarding the content and character of the element. Grammatical corrections or simple word substitutions that do not change the character of the element may be submitted to staff prior to the meeting.

CHANGES MADE:

Initial suggested edits have been made the text, goals and strategies to create a more useable and implementable document. Numerical and historical information has been updated to the present. Information covered in previous elements has been minimized with references made to the appropriate element. Some figures were eliminated with information added to the text language. Text has been reworded and updated for clarification and consistency of information. Text, goals and strategies were modified or deleted to reflect City activities and directives that are currently mandated by other documents or agencies.

6.0 GROWTH AND COST OF DEVELOPMENT

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

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

6.1 EXISTING CONDITIONS & SPECIAL CHALLENGES

6.1.1 Land use mix and trends

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

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

6.1.2 Transition Areas and Areas of Special Study

In older areas of Prescott, uses are transitioning to higher density residential or commercial uses. Preservation of historic properties in these areas is essential to the protection of the City's culture. Land use zoning and community planning for smart growth are the principal cultural resource preservation tools in Prescott. Growth regulations, cultural/natural resource management, historic district preservation and neighborhood conservation are established practices here. The use and change-of-use of existing structures capitalizes on the investments of the past and will save the costs of

demolition, reconstruction, maintaining historic character, and extending infrastructure. In all cases, the community will expect that new development be sensitive and compatible with existing development. The potential impacts of dissimilar land uses is mitigated in accordance with the 2003 Land Development Code. The adoption of Form-based codes, as discussed in the Land Use Element, may also be helpful in integrating dissimilar land uses.

6.1.3 Wildland/Urban Interface

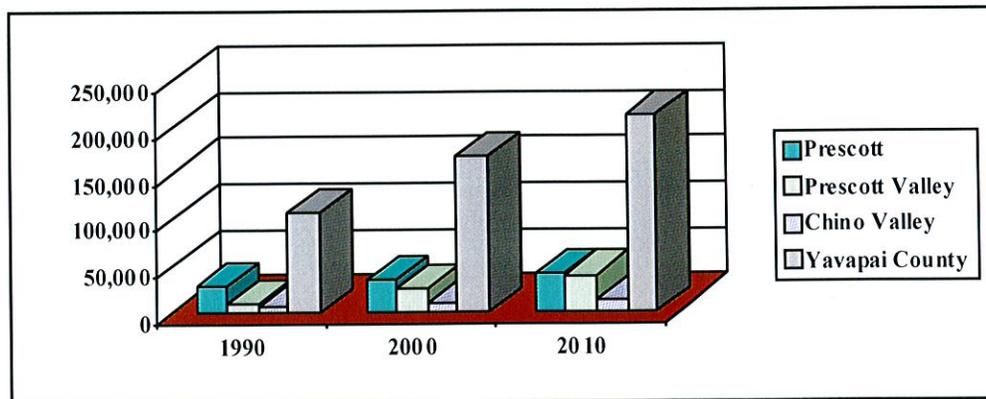
Prescott is located in the foothills of the Bradshaw Mountains, with the Prescott National Forest to the south and west. Given the proximity of the pine forests, Prescott has an increased potential for wildfire and conflicts with wildlife. In 2002, the City adopted a Wildland/Urban Interface Code to address these issues and to reduce the fire danger close to the forest by requiring residents to clear brush away from all structures.

6.1.4 Regional Issues related to sustainability

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

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

Figure 6-1 Population by jurisdiction 1990 - 2010



6.2 GROWTH MANAGEMENT

The City's water allocation process and the 2003 Land Development Code (LDC) are the tools for guiding and managing growth in Prescott. Water resource availability is administered by the state through the Prescott Active Management Area. As discussed in the Water Element, the supply of water is limited both physically and legally. The LDC classifies the City into zoning districts & overlay areas to protect the health, safety and general welfare of existing and future residents. The LDC is intended to protect our quality of life by implementing the goals and policies of the General Plan, regulate land use/intensity, mitigate impacts and promote conservation.

The LDC has several zoning districts that are well suited to transitioning areas. Residential Office, Neighborhood Oriented Business, and Mixed-Use zoning districts will accommodate both residential and low intensity commercial uses as an area transitions from single-family homes to multi-family homes and businesses. As listed in the Land Use Element, several transitional areas are subject to commercial development or re-development. Proactive 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 discussed in the Land Use Element, the LDC has provisions for Specific Area Plans, Neighborhood Plans and Overlay Districts, which are also useful planning tools for transitional areas and areas with unique circumstances. The plans and districts contain recommendations regarding mitigation strategies and identify special concerns, such as airport aviation easements, which are addressed as development occurs.

Neighborhood plans offer existing residents an opportunity to influence the pattern of development and re-development occurring in their area. These plans often go beyond land use and density consideration, also addressing issues affecting the character and quality of life in the neighborhood.

The use of Overlay Districts, such as the Historic Preservation Master Plan, address special concerns with unique land uses, and issues that overarch geographic areas or multiple zoning districts.

6.2.1 Growth Management Goals and Strategies

- Goal 1.** Promote a balance of land uses to preserve and enhance neighborhoods, encourage re-development at appropriate locations, include housing affordable at all income levels, and to protect environmentally sensitive areas.

A.R.S. 9-461.05.

2. A growth area element, specifically identifying those areas, if any, that are particularly suitable for planned multimodal transportation and infrastructure expansion and improvements designed to support a planned concentration of a variety of uses, such as residential, office, commercial, tourism and industrial uses. This element shall include policies and implementation strategies that are designed to:

- (a) Make automobile, transit and other multimodal circulation more efficient, make infrastructure expansion more economical and provide for a rational pattern of land development.
- (b) Conserve significant natural resources and open space areas in the growth area and coordinate their location to similar areas outside the growth area's boundaries.
- (c) Promote the public and private construction of timely and financially sound infrastructure expansion through the use of infrastructure funding and financing planning that is coordinated with development activity.

- Strategy 1.1** Periodically review, revise or create Specific Area Plans, Neighborhood Plans, Overlay Districts and Redevelopment Districts as needed.
- Strategy 1.2** In cooperation with property owners, preserve & connect green belts, riparian areas, wildlife corridors and continue acquisition of targeted open space parcels.
- Goal 2.** Pursue strategies to preserve and enhance the unique historic and pedestrian character of downtown.
- Strategy 2.1** Promote higher density, mixed uses, multi-modal connectivity and pedestrian amenities in the downtown and surrounding areas.
- Goal 3.** Promote sustainable planning for growth, new development, areas transitioning to new uses and include extensive citizen participation.
- Strategy 3.1** Encourage the creation of Specific Area Plans with the assistance of citizen's oversight committees 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** Cooperate with residents and businesses to produce neighborhood and/or specific area plans to guide development in areas transitioning to new uses.
- Goal 4.** Encourage infill development on parcels already served by infrastructure and water allocation.
- Strategy 4.1** Promote compact development and higher density development where feasible and appropriate.
- Strategy 4.2** Set aside separate water allocations for new developments that propose compact design such as multi-family housing, clustered homes, smaller lot sizes, smaller unit sizes, shared driveways and clustered parking.
- Strategy 4.3** Create an administrative approval process for review of new developments which maximize efficient use of existing

and planned infrastructure and encourage multi-modal transportation options.

Strategy 4.4 Encourage location and clustering of government facilities at designated urban nodes to reduce traffic impacts, support multi-modal transportation and encourage pedestrian friendly public spaces.

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

Strategy 5.1 Encourage pedestrian, bicycle and transit facilities to reduce traffic impacts in growth areas.

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

6.3 COST OF DEVELOPMENT

The levels of service that the community wishes to have and the ability to finance those services are often in disharmony. The provision for services is outlined in the City's 1994 Strategic Plan. Reducing services may risk the health, safety and general welfare of Prescott citizens. There are five primary revenue sources: sales tax, local property-tax, intergovernmental revenue, user fees and development impact fees.

Primary property tax is not a viable long-term revenue source for the operation and maintenance of City services due to state constitutional limitations. These restrictions limit annual primary property tax levy increases to 2 percent plus an allowance for new construction. Without a voter approved state constitutional amendment, the community isn't able to use primary property tax as a means to generate substantial funds, which would decrease reliance on sales taxes. Prescott has, and is effectively locked into, one of the lowest combined municipal primary property tax/fire district rates in Arizona, reflecting the Council and community view of seeking to reduce the total property tax burden.

Secondary property taxes must be approved by voters and are used for bonded debt on capital projects. As of 2012, the community has outstanding bond issues for the 1992 purchase of Willow and Watson Lakes. When the bonds for the lakes are paid, the state will allow a 2 to 7 year extension of this levy with voter approval. Secondary property taxes are currently 25 cents per \$100 assessed valuation. This amount has been reduced due to periodic refinancing at favorable rates. In comparison, 2003 secondary property taxes were 41 cents per \$100 assessed valuation.

A.R.S. 9-461.05.

4. A cost of development element that identifies policies and strategies that the municipality will use to require development to pay its fair share toward the cost of additional public service needs generated by new development, with appropriate exceptions when in the public interest. This element shall include:

(a) A component that identifies various mechanisms that are allowed by law and that can be used to fund and finance additional public services necessary to serve the development, including bonding, special taxing districts, development fees, in lieu fees, facility construction, dedications and service privatization.

(b) A component that identifies policies to ensure that any mechanisms that are adopted by the municipality under this element result in a beneficial use to the development, bear a reasonable relationship to the burden imposed on the municipality to provide additional necessary public services to the development and otherwise are imposed according to law.

Intergovernmental revenues are revenues received from other governmental entities (State, Federal, County, tribe, 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 governmental function, streets projects, drainage projects, library services, and numerous grant projects ranging from the airport to public safety.

Users fees pay for enterprise funds, which are funds used to provide self supporting fee-based services. It is beneficial to regularly update and maintain user fees to accurately represent costs of services.

Impact fees are intended for growth to pay for itself rather than placing the burden of growth on existing citizens. Examples are water, wastewater, solid waste services and recreational 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. City impact fees were last reviewed and revised in June, 2006, and are required to be updated by 2013.

Along with impact fees, building permit fees and planning application fees are charged to pay planning and inspection costs for the development of new buildings. These fees were reviewed and revised in 2001 and became effective in March 2002. A review of building permit fees is made regularly. Periodic review of the costs of new residential construction should also be made regularly.

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

6.3.1 Cost Allocation Mechanisms Applied to New Development.

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

Impact fees: As mentioned above, these fees intend that growth pay for itself. State statutes require that impact fees must be paid, and also provide for establishing or increasing the cost of impact fees. Impact fees are currently used for library services, parks, fire, police, streets, water and sewer. The State mandated a reduction in the impact fees Cities may charge by rolling the fee amount back to 2009 levels and eliminating both the Recreation and Public Buildings fees. Reducing or eliminating impact fees will be a substantial disincentive to growth given the objections of the general population to paying for growth related costs through other cost allocation mechanisms.

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

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

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

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

Financial Assurances are funds, usually in the form of bonds, provided by private developers to ensure that money is available to cover the costs of all required infrastructure. When the developer completes the construction of required infrastructure, the funds are returned. The City may use these funds to complete required infrastructure if the developer fails to do so.

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

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

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

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

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

Bonding options for capital improvement projects:

Municipal Improvement Districts are voted on by property owners who will be assessed for the cost of a capital improvement project such as for paving roads or providing utilities. It requires an agreement by at least 51% of the affected landowners to establish a district. The City may issue bonds to fund the project, which are then retired by assessments placed on property owners. Assessments may be per lot or based on a formula such as dollars per linear foot or lot area.

Community Facilities Districts provide a private funding source for public infrastructure. Similar to a municipal improvement district, bonds are issued by the city based on the value of the project and retired by assessments on property owners. This mechanism is best suited for large capital projects, such as a wastewater treatment

plant, which will be dedicated to the City upon completion. The process can be administratively cumbersome especially where multiple owners are involved.

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

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

6.3.2 Cost of Development Goals and Strategies

Goal 1. Continue to require development to pay for itself by the use of impact fees, buy-in fees, off site improvement charges and other legal devices.

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.

Goal 2. Maximize the effectiveness of existing infrastructure facilities.

Strategy 2.1 Encourage infill development by giving incentives for compact forms.

6.4 SUSTAINABILITY OF GOVERNMENT SERVICES & INFRASTRUCTURE

Recognizing that new development impacts existing public services and facilities, the community expects new development to bear the cost of those impacts. The city will periodically establish level of service standards that can then be used to quantify if existing capacities will support new demands on public services and facilities.

Public safety (police & fire), recreation and government administration are the primary costs funded by General Fund revenues. A feasible financial structure is maintained to support essential city services. However, the City must compliment sufficient funding with productivity, efficiency, cost reduction/avoidance and investments.

Joint projects and regional cooperation planning for growth and development, especially related to traffic circulation, open space, annexation issues and water policy, will assist Prescott in maintaining a more sustainable growth pattern.

6.4.1 Government Sustainability Goals and Strategies

Goal 1. Emphasize joint use of government facilities.

Strategy 1.1 Continue City/county joint projects such as Pioneer Park, jail facilities and the downtown-parking garage and seek new opportunities for such partnerships and intergovernmental agreements.

Strategy 1.2 Continue City/educational institutions joint projects such as Badger Field, Rough Rider Park and Ken Lindley Field and seek new opportunities for such partnerships in facilities and services.

Strategy 1.3 Continue public/private partnerships such as Peppertree Park, YMCA, Family Advocacy Center, Youth Count, Central AZ Land Trust, The Open Space Alliance, and seek new opportunities for such partnerships.

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

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

Strategy 2.2 Participate in regional planning forums such as through the Central Yavapai Metropolitan Planning Organization, the Yavapai Water Committee and the Northern Arizona Council of Governments.

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

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

Goal 4. Reduce the potential for incompatible development where jurisdictional boundaries occur.

Strategy 4.1 Coordinate infrastructure standards, development regulations and fees with neighboring jurisdictions.

Strategy 4.2 Periodically review and update annexation policies, especially where coordination with nearby jurisdictions is conducted.