



# 2011 GENERAL PLAN COMMITTEE

## Community Development Department

### Agenda

2011 General Plan Committee  
Regular Meeting  
Wednesday, November 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, November 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	Len Scamardo, Councilman
Roxane Nielsen	Chris Kuknyo, Councilman
David Quinn	

#### III. Announcements

#### IV. Regular Items

1. Consider approval of the minutes of the October 24, 2012 meeting.
2. Revised schedule of the 2012 General Plan Committee.
3. Discussion of the Community Quality Element updates.
4. 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 November 9, 2012 at 1:00 PM in accordance with the statement filed with the City Clerk's Office.

Suzanne Derryberry  
Administrative Specialist



2011 GENERAL PLAN COMMITTEE  
 REGULAR MEETING  
 OCTOBER 26, 2012  
 PRESCOTT, ARIZONA

MINUTES OF THE REGULAR MEETING OF THE 2011 GENERAL PLAN COMMITTEE HELD ON October 26, 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 4:00 p.m.

**II. Attendance**

<b>MEMBERS PRESENT</b>	<b>EX OFFICIO MEMBERS</b>
Miriam Haubrich, Co-Chair	Chris Kuknyo, Councilman
Zena Mitchell	Len Scamardo, Councilman (absent)
Elisabeth Ruffner	
Roxane Nielsen	<b>STAFF MEMBERS PRESENT</b>
Gary Worob	Ryan Smith, Community Planner & Committee Liaison
David Quinn	Suzanne Derryberry, Administrative Specialist
George Sheats	George Worley, Planning Manager
<b>MEMBERS ABSENT</b>	
Glenn Gooding	
Dave Fisher	
Brad Devries	
Terry Marshall, Co-Chair	

**III. Announcements**

None

**IV. Regular Items**

1. Consider approval of the minutes of the October 10, 2012 meeting.

Ms. Mitchell requested her comments from the previous meeting to be included in those minutes.

Minutes were deferred to the following meeting.

2. Continued discussion of the Community Quality Element

Mr. Quinn inquired about the information which was to be obtained from the police and fire departments. Mr. Smith stated that the information had not yet been received and that he planned on including that information along with other updates from the schools.

Mr. Smith pointed out that the two pieces of information included in the packet were from Ms. Ruffner and Dava Hoffman. Mr. Smith discussed the different possibilities of including the new information into the text of the General Plan. Mr. Smith explained that the information could be moved into section 12.4 along with its own goals and strategies. The majority of the committee members felt that they didn't think it actually needed its own section.

Mr. Smith discussed the information received from Ms. Ruffner and noted that she would like the information to be included in the Historic Preservation section. There were no comments or objects regarding the request.

Mr. Smith noted he had made some minor changes to section 12.8. He added that it may be a good idea to have the library manager review the information and make updates if needed. Ms. Ruffner stated she would check with the library director to obtain more accurate information.

The committee discussed the community center and the need for the information to be updated and revised.

The committee discussed the section on healthcare assets. Ms. Haubrich discussed the Community Health Center and suggested that it should be mentioned in the text. Ms. Nielson requested the addition of YRMC East to be added as well because it contains the heart and birthing centers which are important to the community. Mr. Smith stated they may want to contact the director of YRMC to obtain additional information. Mr. Quinn and Mr. Worob suggested a bulletined list of assets listed by category. Various members of the committee continued to discuss other aspects related to the section on healthcare assets.

The general consensus of the committee was to delete the age distribution data located on the last page.

Mr. Smith discussed the vision statement and requested the committee's opinion on how they would like to handle that. Ms. Ruffner suggested reviewing the plan in full and then reviewing the mission statement; the committee agreed.

The committee discussed the timeline and the amount of time needed to review the updated plan before the next committee meeting. The final decision was to meet on November 14, 2012.

3. Call to the public.

## **V. Adjournment**

Co-chairman Haubrich adjourned the meeting at 5:05 p.m.

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**Terry Marshall**  
Co-Chairman

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**Miriam Haubrich**  
Co-Chairman

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**Suzanne Derryberry**  
Administrative Specialist

**2012 General Plan Committee - Revised Schedule as of 10-30-12**

Public Participation Plan adopted by Council

- 5.0 Land Use Element - done
- 6.0 Growth and Cost of Development - done
- 7.0 Circulation - done
- 8.0 Open Space - done
- 9.0 Environmental Planning - done
- 10.0 Water Resources - done
- 11.0 Economic Development - requires editing
- 12.0 Community Quality - requires editing and additional Committee review

November 14	Community Quality and Distribution of the Final Draft Elements
November 28	Break - 30 day review of Final Draft Elements / prepare comments
December 12	Discussion - Final Draft of the 2012 General Plan Elements
December 26	Discussion - Final Draft of the 2012 General Plan Elements
January 9	Chapter 1 - Vision
January 23	Chapter 2, 3 & 4 - History, Existing Conditions, Future Challenges
February 13	Completed General Plan Final Draft Comments
February 27	Staff Preparation for 60 Day Review

\*\*\*\*\* Required 60 Day Agency Review, Public Workshops (March, April) \*\*\*\*\*  
Make changes as needed.

May 2013 P&Z Public Hearings (City Hall and Adult Center)

June 2013 Council Action by Resolution

\*\*\*\*\* 120 Day Waiting Period ( July, August, September, October) \*\*\*\*\*

\*\*\*\*\* Garner Public Endorsement \*\*\*\*\*

\*\*\*\*\* Voter Approval by Next Regular or by Special Election (November)\*\*\*\*\*

Note: The November 2013 elections require that Council must adopt the Draft General Plan and pass a Resolution declaring that the Plan will be ratified by a vote by the people at least 120 days prior to the election, which falls on July 8, 2013.

## **12.0 COMMUNITY QUALITY**

### **12.1 INTRODUCTION**

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

### **12.2 THE NATURAL ENVIRONMENT**

The natural environment provides the setting for the community. Prescott is located in a high, semi-arid zone where several vegetation types, climatic conditions, and geological formations meet. Granite Dells near the City's northeast boundary, Thumb Butte and Granite Mountain to the west and north, are extraordinary natural landmarks adding to Prescott's landscape as one of volcanic rock, valleys, mountains, chaparral and pines vegetation.

As the city grows, the threat to air and water quality and noise and light pollution also grows. It is important to acknowledge that progress toward some community-wide interests such as adequate circulation and economic development opportunities may have some negative impact on the environment. It is important to maintain an appropriate balance between preserving environmental quality and the need for continued economic prosperity, as well as to manage the impacts of increased growth.

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

### **12.3 CULTURAL ASSETS**

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

Another cultural asset is the strong volunteer support for the various venues and organizations. Volunteerism in Prescott is an asset of both monetary and qualitative importance.

Prescott has always been a place for cultural enlightenment and popular entertainment. The first cultural event in the area probably occurred hundreds of years ago, when an American Indian storyteller told winter tales around the village fire circle. Upon the arrival of the earliest white settlers in the 1860s, their pioneer belongings no doubt included books, the most effective transmitters of culture, as well as fiddles, pianos, and that same predilection for storytelling, the most basic and human of cultural traits. From storytelling to piano tinkling, from petroglyphs to saloon dancers, Prescott's cultural inventory has evolved to include fine art galleries and sculpture gardens, history, anthropology and art museums, a symphony, rousing rock and roll on Whiskey Row, library systems, a nature center and an animal rescue sanctuary.

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

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

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

### **12.3.1 Cultural Assets Goals and Strategies**

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

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|---------------------|---|
| <b>Strategy 1.1</b> | Continue to use the Courthouse Plaza as a community activity focal point.   |
| <b>Strategy 1.2</b> | Widely promote Prescott as an ideal community for cultural opportunities for residents of all ages.   |
| <b>Strategy 1.3</b> | Advertise Prescott as a cultural and arts destination using appropriate marketing strategies.   |
| <b>Strategy 1.4</b> | Ensure that local facilities are well maintained and that program and facility development keeps pace with demand.  |
| <b>Strategy 1.5</b> | Identify and inventory community assets which need to be protected, preserved or enhanced through periodic assessments and regular updates of the inventory.                    |
| <b>Strategy 1.6</b> | Designate and adopt a Culture, Arts, and Entertainment District that encompasses historic venues in the Downtown. Implementation methods might include signage or pennants that |

symbolize the arts located along Downtown streets; connecting the art venues.

**Strategy 1.7** Encourage the development of a Traditional Arts and Cultural Center. Implementation methods might include the reuse of upper stories of historic Downtown structures.

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

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

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

## **12.4 HISTORIC PRESERVATION**

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

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

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

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

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

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

quality of Prescott's past and the needs for public action to ensure the future of the appearance of the town.

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

The historic preservation movement was formalized by U.S. Congressional action in 1966 with the federal historic preservation act which provided planning assistance and funding throughout the country. The historic preservation movement became an integral part of Prescott's future in 1973 with the adoption by the City Council of an ordinance amending the Zoning Code to add an architectural overlay district provision including historic preservation design review responsibilities. Yavapai Heritage Foundation was organized in 1975 following the demolition of several important buildings, primarily to conduct a survey and to assist in the acquisition and relocation of the Bashford House from one end of downtown to the other. In collaboration with Sharlot Hall Museum an American Revolutionary Bicentennial grant was obtained, and along with an historic preservation fund grant, the survey was completed. The Bashford House was moved and renovated, and a publication "The Territorial Architecture of Prescott, Arizona Territory" was produced by Yavapai Heritage Foundation. This document was adopted as the City's official historic register and a later ordinance allowed for additions.

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

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

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

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

Preservation also plays an important role in putting affordable housing within the reach of all residents. By rehabilitating and renovating existing structures on smaller lots, the older parts of

town return to the more pedestrian friendly system of the past, making use of existing infrastructure and landscaping.

#### **12.4.1 Historic Preservation Goals and Strategies**

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

**Strategy 1.1** Apply for membership in the National Trust MAIN STREET PROGRAM

**Strategy 1.2** Work closely with The Prescott Downtown Partnership in carrying out Main Street principles for residential and commercial opportunities with the private sector.

**Goal 2.** Redefine a downtown district with the City of Prescott Finance Department to encompass a planned geography to include Summit Street on the west, Sheldon Street on the north, Pleasant Street on the east, and Carleton Street on the south. Both sides of the streets are to be included in all cases.

**Strategy 2.1** Identify multiple uses in historic and non-historic designated buildings to include residential with commercial.

**Strategy 2.2** Collaborate with all city departments in planning of streets and sidewalks upgrades to accommodate all modes of transportation including pedestrian, in the downtown district

**Goal 3.** Continue the survey, documentation and listing in city, state and national registers of eligible properties.

**Strategy 3.1** Produce updated information for property owners citing protection and tax benefits listing.

**Strategy 3.2** Cooperate with the state historic preservation office and associations and individuals to carry out continuing public awareness activities.

**Goal 4.** Confirm and update periodically city ordinances dealing with historic and prehistoric resources in order to better integrate historic preservation into overall community planning.

**Strategy 4.1** Review the applicable codes to ensure that irreplaceable prehistoric resources receive appropriate survey and mitigation procedures.

**Strategy 4.2** Review the applicable codes to ensure that the historic preservation ordinances remain in compliance with the federal Certified Local Government program of the U.S. Historic Preservation Act of 1966, as amended.

**Goal 5.** Periodically review and update of the 1998 Historic Preservation Master Plan.

**Strategy 5.1** Encourage private property owners and require city departments to maintain sites and structures which serve as visible reminders of Prescott's past as well as the city's role in state and national history.

**Strategy 5.2** Assist neighborhoods through area plans and register listing in preserving the character and livability of older parts of the city.

## **12.5 THE PRESCOTT POLICE DEPARTMENT**

The Police Department's goal is to serve all people within our jurisdiction with respect, fairness, and sensitivity. The Department strives to provide quality police service in partnership with other members of the community through innovative police practices and pro-active problem solving. We are committed to the prevention of crime; preservation of peace, order and safety; the enforcement of laws and ordinances; and the safeguarding of constitutional guarantees. We strive to attain the highest degree of ethical behavior and professional conduct at all times.

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

The Prescott Police Department is committed to providing the best police service in the region. One way it meets this goal is through Community Policing. Programs like Business and Block Watch, Security Surveys, Shop with a Cop, The Role Model Scholarship at Prescott High School and Crime Prevention, through Environmental Design, offer education opportunities for community members and fosters information exchange. Many times, these programs lead to partnerships which result in a team approach to problems that adversely affect our community. The Community Services Section of the Police Department is a work group dedicated to community policing; actively working with community members to handle issues that create problems for many in our city. Through the efforts from both community members and officers, a team approach is taken to brainstorm ideas to handle these issues. The result of this process is that both officers and community members take ownership of the problem and work together to effectively handle the issue in a better directed law enforcement approach. Through hard work and dedication, the Prescott Police Department will continue to build relationships and partner with its community members in order to fulfill its mission to protect life, property and rights of those in our city.

## **12.6 THE PRESCOTT FIRE DEPARTMENT**

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

The Prescott Fire Department provides all risk services to our community. Personnel are trained in emergency medical response, structural and wild land fire fighting tactics, confined space and high angle rescue, hazardous material mitigation, fire prevention techniques, and involved in large scale incident management at the Local, County, and State level.

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

### **12.6.1 Fire Department Goals and Strategies**

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

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

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

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

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

## **12.7 EDUCATIONAL ASSETS**

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

### **12.7.1 PRESCOTT UNIFIED SCHOOL DISTRICT**

The Prescott Unified School District (PUSD) is a learning community built on a foundation of excellence that is more than a century old. As of September, 2012, 5,028 students are engaged in a wide range of programs spanning four preschools, five elementary schools, two middle schools, three alternative schools, one high school and a family resource center.

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

Students in the PUSD gain the basic tools needed to become strong citizens, valued employees, entrepreneurs and leaders of tomorrow. Most graduates go on to higher education with 46% attending 2-year colleges and 36% attending 4-year colleges. Students pursuing higher education received \$4.3 million in academic scholarships.

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

### **12.7.2 YAVAPAI COLLEGE**

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

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

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

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

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

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

### **12.7.3 EMBRY-RIDDLE AERONAUTICAL UNIVERSITY**

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

The mile-high Prescott campus has an enrollment of about seventeen hundred students offering fourteen bachelor degrees and one master degree on a five hundred and thirty-nine acre

campus featuring eighty-three buildings. New construction has included: Academic Complex, Visitors Center, Haas Chapel, Hazy Library, Dining Hall, Student Union, Robertson Safety Science building, Engineering Laboratory and athletic facilities. Future growth plans project a student enrollment of more than twenty-two hundred students by 2017.

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

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

#### **12.7.4 PRESCOTT COLLEGE**

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

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

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

#### **12.7.5 Educational Assets Goals and Strategies**

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

- Strategy 1.1**      Initiate a joint marketing plan with the educational institutions to prepare public relations information for distribution by various organizations such as the chamber of commerce, economic development and tourism.
  - Strategy 1.2**      Work with the leaders of the educational institutions to create joint liaisons/committees which identify and facilitate areas of cooperation and collaboration.
  - Strategy 1.3**      Facilitate an annual work session 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.

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

### **12.7.6 CHALLENGES**

The budget picture in the state of Arizona has created a very difficult climate for every community and organization in the State to operate. City General Fund revenue is greatly reduced due to the slowdown in construction and reduced sales tax revenue. The state has reduced the amount of shared revenue provided to the City. This will require the maximization of scarce resources if the needs of citizens are served in a satisfactory manner.

An investment in human resource development has long been recognized as the best way a community can ensure its future. Now education, technology, economic, amenity and community development strategies must be coordinated to respond to the challenges inherent in a highly competitive international society. The cornerstone for success is the ability to forge

creative and effective partnerships based on maximum cooperation and collaboration of education, commerce, industry and government. Only through strong and successful partnerships will Prescott remain a strong and viable community.

## **12.8 PRESCOTT PUBLIC LIBRARY** Elisabeth will coordinate with the Library Director and Deputy City Manger (Allison Zelms) to update this section.

The Prescott Public Library serves as a cultural, informational, educational and recreational center for the city and surrounding areas. The library provides the hub of the Yavapai Library Network serving public, school, academic and museum libraries through technological connections. The downtown library houses the systems administrator who coordinates the services of all of the network libraries. The library provides free access to print and electronic library resources, programming for citizens of all ages, regional information, significant business related resources and special services to the handicapped population.

Although the book and traditional library functions remain the core of library services in Prescott, access is provided to homes, offices and shopping areas, through a combination of electronics, wireless connectivity, public access kiosks and dispersed book drops.

The expansion and renovation of the downtown location has augmented the services and spaces to meet the public's need for books and periodicals, quiet reading areas, Internet access and public meeting spaces, as well as expanded cultural opportunities. The downtown building serves as an anchor for downtown Prescott, bringing well over a thousand people daily to the center of Prescott. The Goodwin Street building was expanded in 2006 and library hours were increased to accommodate the demand already being made for more public library services.

As Prescott grows to the north there is a need for library services in a similar location with ready access to pedestrian, bicycle and motor traffic from that area.

### **12.8.1 Prescott Public Library Goals and Strategies**

**Goal 1.** Continue cooperative efforts to expand the library system.

**Strategy 1.1** Assist the effort for expansion by creating publicity through city information systems.

**Strategy 1.2** Continue to augment services with funding for collection development and technology upgrades.

**Goal 2.** Continue to support the Yavapai Library Network by providing space for the technological systems.

**Strategy 2.1** Continue publicity about the access to library services, including interlibrary loans.

**Strategy 2.2** Facilitate resource sharing through a county-wide courier service.

**Goal 3.** Recognize the need for expanded site for service to a growing population.

**Strategy 3.1** Collaborate with developers for mall or similar space.

**Strategy 3.2** Plan new annexations to provide for sites for library services as appropriate.

## **12.9 ROWLE P. SIMMONS COMMUNITY CENTER**

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

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

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

## **12.10 HEALTHCARE ASSETS**

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

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

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

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

Yavapai Regional Medical Center's East campus in Prescott Valley was ranked second for "patient satisfaction" among 70 Arizona hospitals in a recent survey conducted as part of the

federal Hospital Consumer Assessment of Healthcare Providers and Systems. Overall, the survey looked at patient satisfaction and how well doctors and nurses treated patients receiving care for heart attacks, heart failure and pneumonia, plus how effectively they prevented infections related to surgery. More than 2,500 hospitals nationwide were tracked for this survey. In Arizona, only the Mayo Clinic Hospital in Phoenix was ranked higher than YRMC East in the patient satisfaction category.

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

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

### **12.10.1 Healthcare Existing Conditions**

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

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

Healthcare in the Prescott area also encompasses a wide range of other specialists and services, including but not limited to optometrists, dentists, natural medicine practitioners, and outpatient testing and treatment at every level of need. There is a strong selection of mental health services - both private and government-funded - along with programs and services to benefit developmentally disabled and physically challenged citizens of every age group and ability.

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

For the younger and middle-aged generations, the Prescott healthcare community provides outreach services and programs 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 here and elsewhere as healthcare costs continue to rise across the board. Prescott is a leader in the prevention arena by virtue of offering the comprehensive options that allow individuals to play a key role in managing their own health and that of their families.

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