

Guice, Tom

From: Lindsay Bell [m-lbell@msn.com]
Sent: Tuesday, July 22, 2014 9:46 AM
To: Worley, George; Guice, Tom
Cc: elisabethf19@cableone.net
Subject: General Plan Items
Attachments: Existing Conditions, Emerging Trends and Next Steps, L Bell rev to 2013 Plan.doc

Dear George and Tom,

I have finally finished the General Plan section I promised to do: a combined chapters 3 and 4. I'm sorry it took so long to complete this project, but it turned out to be a more daunting task than I anticipated, especially with not having an electronic copy of the current draft. I'm assuming there were political pressures or other reasons that prevented you from sending it to me. Regardless, I managed to complete the rewrite, and I think I have faithfully captured all the original language from the 10-31-13 draft. A few notes regarding my rewrite. All original language from the 10-31-13 draft is written in black font. Where I have done additional editing (usually to make the document more readable rather than changing the content) I have listed those changes in purple font with strikethrough text for deletions, and underlined for additions. I have added a few notations or other clarifications such as notes to switch out a table for the current 2013 version, and these are in italicized green text. I also tried to note what previous section a passage was taken from to make it easier to track the changes.

I will have a draft Executive Summary for the plan to you in a few days.

Also, I haven't heard when the next meeting of the General Plan committee is scheduled. I hope it is not this week as I have some family stuff going on that would make it difficult to attend. Just let me know when the meeting is set up, and I will try to attend.

Call if you have questions on any of this.

Lindsay

L. Bell revisions to Chapter 3 Existing Conditions and Chapter 4 General Plan Summary for the 2014 City of Prescott Draft General Plan (changes made to the 10-31-13 version)

The following is a rewrite of chapters 3 and 4 from the 10-13-13 version of the 2014 City of Prescott Draft General Plan. With these revisions, the two chapters have been combined into one chapter titled "Existing Conditions, Emerging Trends and Next Steps". Existing language from the 10-31-14 draft appears in black font. Notations to the text, e.g. to clarify the previous location of that paragraph, are listed in *italicized green font*. Any new changes to the existing language that have been provided by Ms. Bell are written in purple font. Ms. Bell is also drafting an Executive Summary for the plan, and will be providing that shortly.

3.0 EXISTING CONDITIONS, EMERGING TRENDS AND NEXT STEPS

3.1 POPULATION AND DEMOGRAPHIC TRENDS

3.1.1 Population Forecast

From 1960 to 1990, the city's population grew at an average annual rate of 3.9% per year, inclusive of annexations. Since 1990, the growth rate has slowed. From 1990 to 1995, the population grew at an average annual rate of slightly below 3% per year, without any major annexations of existing residential areas, and inclusive of a growth spurt in 1993. Beginning in 1995 and continuing through 2010, the population growth slowed to below 2%.

For the purpose of this General Plan, we use the 2010 Census and assume a moderate growth rate of 2% resulting in a population of approximately 48,500 by the year 2020. Changes in economic conditions and the annexation of significant tracts of flat, more easily developed ranch land could drive that number higher. However, other factors such as availability of water, market trends of large lot, low density development, and finite growth boundaries can be expected to play a role in limiting growth over the next ten years. Consistent with articulated community values, Prescott seeks to maintain a sustainable moderate growth rate which will accommodate residents of all ages and stations, while preserving the community's character now and into the future.

3.1.2 Changing demographics: household size, population aging and diversity

Census data from 1980, 1990, 1995, 2000 and 2010 show that there have not been significant changes in the percentage of Prescott's population comprised of individuals between the ages of 20 and 64. The more dramatic shifts have occurred at the two ends of the population age range. Youth aged 0 to 19 declined as a percentage of total population from 26.1% in 1980 to 16.8% by 2010, while adults aged 65 and over increased from 21.4% to 30.8%. These changes have significant impacts on local school district enrollment, on the labor force, and on the balance of family types and sizes in the area.

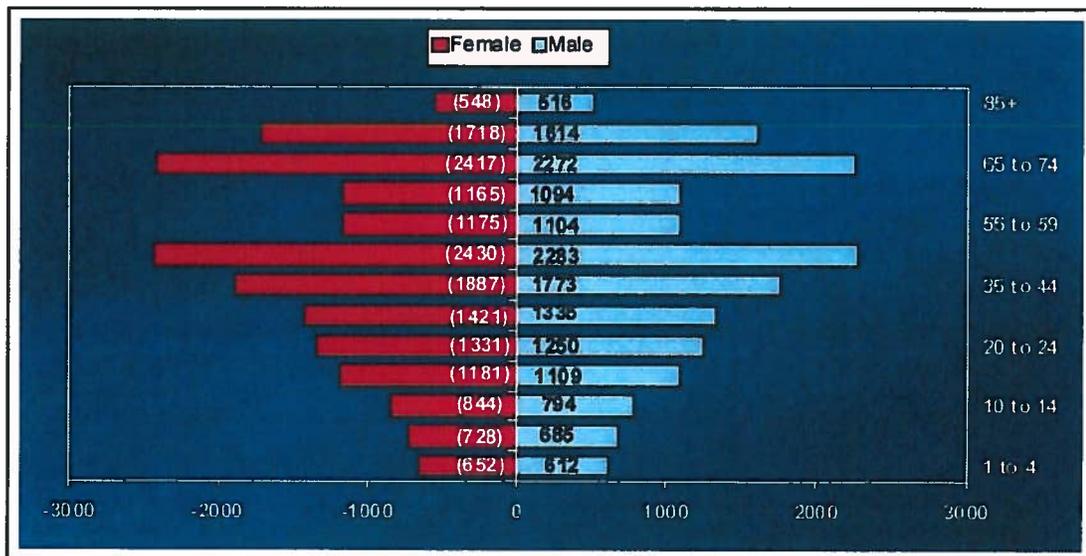
Figure 3-1 Prescott Population by Age Group

Population	1980		2000		2010	
	Number	Percent	Number	Percent	Number	Percent
Ages:						
0 to 19	5,247	26%	6,605	20%	6,708	17%
20 to 64	10,503	52%	18,248	54%	20,862	52%
65 years	4,305	22%	9,085	26%	12,273	31%
Total:	20,055	100%	33,938	100%	39,843	100%

Median age increased to 54.1 years of age in 2010, accompanied by an increase in households with one or more persons aged 65 and over (from 34.8% in 1980 to 44.8% in 2010). With the aging of Baby Boomers (those born in the high birth rate years of the 1950s and 1960s), an increase in older populations is a national trend, as is an overall reduction in birth rates. Prescott reflects this trend, but is different from many other communities in that we also have a continuing in-migration of seniors approaching retirement or already retired. In addition, the out-migration of young people at the upper end of the 0-19 age range for educational or employment opportunities elsewhere is also a contributing factor in this trend. Telecommunication based on improved connectivity is changing the median age and demographics as younger families seeking quality of life are bringing their jobs with them (see below).

There has also been a continual decline in the average number of persons per household. In 1980, the City's average household size was 2.52 persons. By 2000 the average household size had decreased to 2.11 persons. It dropped further, to 2.03 persons in the 2010 census. This is a predictable result of the aging population trend discussed above. *(Note: need to change chart below to current 2010 numbers)*

Figure 3-2 Prescott Population Distribution by Age and Gender



In terms of diversity, Prescott's population was 95% Caucasian in 1980. By 2010, Caucasians accounted for 92.1% of the population and Hispanics/Latino constituted 8.6% (note: much of this difference is accounted for by changes in the way race was defined by the census). The percentage of African-American residents in Prescott remained the same at 0.7% in both 1980 and 2010. The percentage of American Indian residents dropped from 1.2% to 1.1% and Asian residents increased from 0.6% to 1.2% between 1990 and 2010.

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

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

Achieving and maintaining a balanced community requires that we influence existing market trends, as well as sustaining and building an environment that which welcomes and supports families with children. If Prescott is to be balanced demographically and remain a viable community for both young working families and retirees, it will be necessary to pursue strategies to accomplish that vision strategies would include efforts to address community housing needs, expand transportation/telecommunication options, attract jobs which produce family supporting income, and promote youth activities and educational opportunities. To serve those in need, local churches and non-profits collaborate with the public sector through various programs as limited finances allow. *(this paragraph previously in section 4 1)*

3.1.3 Household income

The median household income for Prescott in 1990 was \$22,517, with the largest single concentration (24%) of incomes in the \$5,000 to \$15,000 range. The 2010 Census indicated that the median household income was \$44,278 with the largest concentration in the \$35,000 to \$50,000 range. While Prescott's median income remains slightly higher than Yavapai County as a whole, it continues to be below the statewide median income of \$50,448 in 2010.

3.1.4 Regional population trends

The City of Prescott is very much affected by the growth trends and development patterns of neighboring communities and unincorporated areas of Yavapai County. Between 1990 and 2010, the neighboring communities of Prescott Valley and Chino Valley have experienced much higher rates of growth than Prescott. The unincorporated portions of Yavapai County have also grown rapidly. The population changes for Prescott, the county and neighboring communities are shown in the table below. If the rates of growth in the region continue, Prescott's proportion of the regional population will continue to decline. *(Note: please substitute the current Figure 3 3 table for the one listed below from the 2003 plan).*

Figure 3-3 Population Counts by jurisdiction

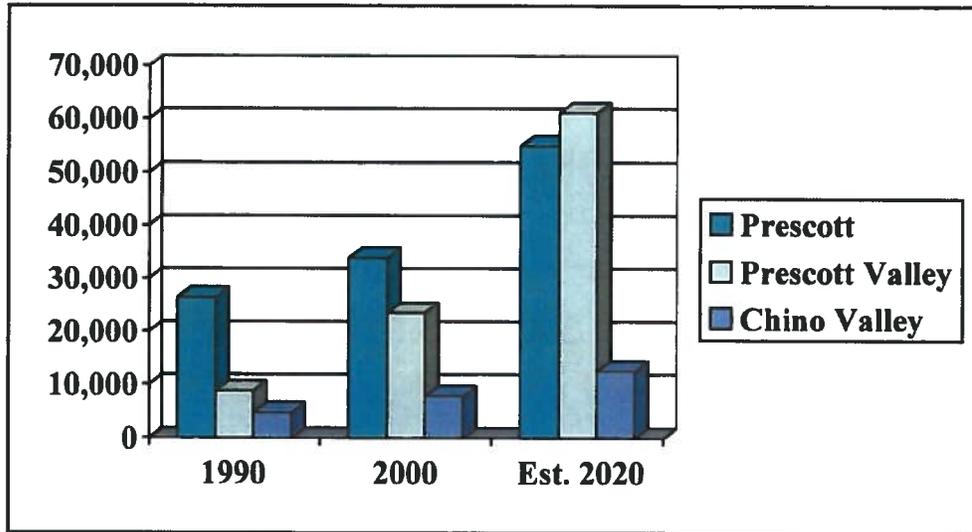


Figure 3-4 Population Percentages by jurisdiction

Jurisdiction	1990 Population	1990 Portion of County Population	2010 Population	2010 Portion of County Population
City of Prescott	26,455	25.6%	39,843	18.9%
Town of Prescott Valley	8,858	8.2%	38,822	18.4%
Town of Chino Valley	4,837	4.5%	10,817	5.1%
Yavapai County	107,714	102,209	211,033	100.0%

3.2 TRAFFIC CIRCULATION AND MANAGEMENT ISSUES

3.2.1 Metropolitan Planning Organization and Transportation Planning

Jurisdictions in the region, city of Prescott, Yavapai County, Town of Chino Valley, Town of Prescott Valley and the Yavapai-Prescott Tribe, cooperated in regional transportation planning for nearly two decades through a voluntarily created planning group, the Central Yavapai Transportation Planning Organization. This group had provided a regional forum to conduct studies, coordinate transportation planning, secure transportation funds, prioritize transportation projects, and partner with the Arizona Department of Transportation in implementing a regional transportation network. With the 2000 Census, the combined population of the Prescott/Prescott Valley area reached 50,000, a population threshold which triggered the establishment of a metropolitan planning organization to coordinate regional transportation planning and administer federal and state transportation funding. The Central Yavapai Metropolitan Planning Organization (CYMPO) is now the designated regional transportation planning authority. Within the city of Prescott, transportation planning is integrated into the City's capital improvement budget and is coordinated with both land use planning and development review. Transportation needs are a required component in specific area plans where Transportation

Services and the Police Department examine ~~traffic calming~~ approaches to provide neighborhood safety and ~~emphasize~~ which include traffic enforcement. Retrofitting existing roadways with improvements is an important part of transportation planning requiring careful consideration of the potential impacts on neighborhoods. *(previously in 4.5)*

A "complete Street" is defined as a street which safely accommodates all users including public transit vehicles, autos, pedestrians and bicyclists. Basic elements of Complete Streets include pullouts for public transit, sidewalks, bike lanes (or wide paved shoulders), pedestrian crossing opportunities, median islands and accessible pedestrian signals. Careful planning and development of Complete Streets infrastructure offers long term cost savings for local and state government by reducing automotive travel. *(previously in 4.5)*

Prescott residents and visitors currently enjoy a network of sidewalks, bicycle routes, bicycle lanes and multi-use paths. The network may be enhanced with the support of advocacy groups who encourage pedestrian, bicycle and public transit transportation alternatives. The Circulation element provides further detail on these subjects. *(previously in 4.5)*

3.2.2 Traffic Impacts and traffic management issues

The 1995 Central Yavapai Regional Transportation Study established that growth within Prescott and throughout the region would create long-term traffic management problems. The initial study and subsequent updates included traffic projections for all of the major highways and arterials throughout the region, and proposed a number of strategies for addressing the long-term traffic management problems inherent in this fast growing region. ~~This~~ The regional transportation study, updated approximately every three years, is serving as the blueprint for long term regional transportation planning and improvements which addressing the negative effects of traffic congestion while also ensuring adequate circulation, which continues to be a challenge. The CYMPO Study ~~recommends~~ recommended alternative transportation components such as public transit, carpooling, bikeways, trails, etc. and forecasts that an investment in these systems could reduce projected traffic counts throughout the CYMPO planning area. *(Language from 4.5 merged into this paragraph)*

Projected traffic counts have been revised with each study update. The 1998 update assumed a regional population growth from approximately 81,000 in 1998 to 220,000 by the year 2018. The current 2012 population within the CYMPO planning boundary is 121,783 with Prescott and Prescott Valley being 84,744 of that total. The 2006 Study update factors in the impacts of the Gateway Mall and other development along the Highway 69 corridor as well as measures the traffic relief provided by then recently constructed arterial roadways. The 2011 update uses a more realistic population projection based on the 2010 Census. *(Note. the 2011 update was a partial update only since some 2010 Census numbers were not yet available CYMPO recently solicited bids for a 2014 update which will use all 2010 population figures)*

3.2.2 Regional Transportation Improvements

The Central Yavapai Regional Transportation study called for a phased approach to regional transportation planning and improvements. Phase I set forth improvements which needed to be in place when the region's population approached 100,000, projected (and realized) for the year 2000. The majority of these improvements have been achieved. Major improvements to regional links have included Pioneer Parkway, Airport Connector, Glassford Hill Road and the widening of Highways 69 and 89. Within the City of Prescott, enhanced transportation corridors have included Prescott Lakes Parkway, the extension of Smoketree Lane and the widening of Willow Creek Road and Iron Springs Road. Later phases call for further improvements as regional population grows and would include extension of Fain Road (already under construction in Prescott Valley), improvements to the 69/89 intersection, connecting Rosser between Prescott Heights and Cliff Rose, and widening of Copper Basin Road. The 1998 update recommended consideration of additional regional transportation corridors including a Prescott East Loop (Sundog Connector currently being studied) connecting State Road 69 and State Road 89 north

of Yavapai Hills and a SR 69/89 connector across the Yavapai-Prescott Indian Reservation completed in early 2013.

The original 1995 Study indicated that projected traffic demand in the region could not be addressed solely by improving or building roads. In addition to recommending new transportation corridors and road enhancements to address traffic management, the study recommended significant alternative transportation components. Suggestions included carpooling, some form of public transit and the further development of multi-use trail systems region wide. The study forecasts that investments in these alternatives, along with assumptions that up to 5% of person trips would be by some form of alternate transit and that vehicle occupancy rates would increase, could reduce the projected travel counts by as much as 20% thereby extending the longevity of the roads network and reducing the need to widen transportation corridors in sensitive environmental areas (e.g. Granite Dells). The subsequent study updates continue to support these alternative transportation recommendations.

~~CYMPO is charged with the Future development and implementation of a regional transit system is under the jurisdiction of CYMPO whose mission of CYMPO is to provide leadership in planning and promoting a comprehensive multi-modal transportation system that will provide for regional mobility and connectivity that encourages encouraging a positive investment climate and fosters fostering development sensitive to the environment. (this paragraph previously in 4.5)~~

3.3 CURRENT LAND USE POLICY ISSUES

3.3.1 Annexations

As of October 15, 2013, Prescott's land area covers 42.6 square miles. An annexation policy was adopted by the City Council in 1994 with the objective to "utilize annexation as a means to help insure cost effective and orderly service delivery, provide for a balance of land uses and tax base, protect against incompatible development adjoining the City and plan for the long term interests of Prescott." Spurred by the 1994 Strategic Plan and concerns over insufficient availability of commercial sites within Prescott, the policy also established priorities for annexations with the main priority being to annex "property with actual or potential commercial or industrial uses". Since adoption of the policy, a limited number of existing residential neighborhoods have been annexed into the city in recent years. Interest in controlling development in key areas (e.g. near the airport) as well as concerns about alternative water supplies and the recovery of effluent have contributed to exceptions to the established annexation priorities.

From time to time, the city's annexation policies and priorities are reviewed, and this has been the case with land near the airport. The airport and the manufacturing, industrial and commercial uses associated with it have long been recognized as an important economic engine for the city. Based on this recognition the City developed and adopted several plans (the Airport Master Plan, the Airport Business Plan and the Airport Specific Area Plan) to assure the continued economic vitality of the airport, and to establish appropriate land use designations for the surrounding acreage.

Recent annexations of lands west and north of the airport, as well as, previous annexations east of the airport on both sides of SR89A have given the City jurisdiction over these prime development areas. These annexations occurred in cooperation with the land owners and with mutually agreed master development plans in place which helped assure compliance with airport protection efforts.

~~Large tracks of ranch land near the airport have come under annexation and development pressures from multiple jurisdictions. This raises airport land use protection concerns. Based on these concerns, the City completed a boundary agreement with the Town of Prescott Valley in 2001 establishing the eastern build-out edge of the city near the airport. Similarly, the City of Prescott and the Town of Chino Valley have reached an agreement effectively setting Prescott's~~

~~northerly growth boundary. These agreements have set the stage for recent large annexations in the vicinity of the Prescott airport.~~

In addition to the requirements of State law and City Code, the annexation process for areas greater than 250 acres is also subject to the provisions of Proposition 400. Adopted in 2006 by the citizens of Prescott, Proposition 400 requires Council approval by a three-fourths majority, a 60 day public comment period beginning at the time of a formal recommendation by the Planning and Zoning Commission, and that all effluent generated by a project must be reserved for permanent aquifer recharge.

The Proposition 400 annexation process is divided into three parts. Step 1 is to meet with City staff to determine the feasibility of the project and identify any major issues. Step 2 is the entire annexation process including a cost benefit analysis, master plan and development agreement. Step 3 may include General Plan amendments, rezoning and a preliminary plat for the project.

In 2007, Granite Dells Estates was the first Proposition 400 annexation. The project consists of a residential, commercial and industrial subdivision totaling 1142 acres located south of the airport and Highway 89A. The project included a rezoning, preliminary plat and a master plan approval. In 2009, Granite Dells Ranch was annexed as a commercial and industrial subdivision. The annexation encompassed various properties totaling 387 acres located southeast of the airport in proximity to Side Road/Highway 89A. The project included a minor General Plan Land Use Map amendment, Airport Specific Area Plan Map amendment, rezoning and a master plan approval.

3.3.2 Land use mix and trends

The City of Prescott currently encompasses 42.6 square miles or about 27,264 acres. Typical of most towns and cities, a variety of land uses exist within the City of Prescott. Community growth, based on permit activity in the 10 year period between January 1, 2003 and January 1, 2013, indicates that 86% of permits issued for new buildings were residential development, mostly for single-family homes ~~in a subdivision~~ continuing a pattern where residential development comprises an increasing proportion of the land uses within the City. Multi-family and workforce housing permits have not kept pace with the rate of single family development. *(most of this paragraph previously in section 4.3)*

The proportion of land use dedicated to protected open space also increased significantly over the last decades, reflecting a shift in public sentiment regarding the importance of open space as well as implementation of the voter approved open space initiative of 2000. In contrast, commercial and industrial uses represented a declining percentage of the total land mass of the City of Prescott. The significance of this is demonstrated in national data which indicate that, on average, residential uses require more in services for each \$1.00 in taxes paid, while commercial/industrial uses require less in services per \$1.00 in taxes paid. A balance between land uses is critical to maintaining the economic base of the community thus assuring an adequate revenue stream to support city services and ~~providing~~ sufficient jobs and housing for city residents.

~~Therefore~~ Consequently, the mix of land uses must be given serious consideration in future area plans, development agreements, and annexations. It is especially important to ~~provide~~ establish areas for commercial and industrial uses which not only provide a revenue stream to support services, but can also attract additional employers with competitive compensation. *(previously in section 4.2)*

The challenge for the community is: to ensure the continued vitality and longevity of existing commercial and industrial areas; to ~~zone~~ create additional sites suitable for business, commercial and industrial development; and to do so without sacrificing the historic and cultural resources and open space valued by the community or ~~create~~ cause undue negative impacts on existing neighborhoods. Currently undeveloped areas represent the best opportunities to improve and

maintain a sustainable balance between these types of land uses. The Land Use Element addresses this topic in greater detail. *(Previously 4 2)*

3.3.3 Housing trends: variety, affordability and quality

Prescott's housing stock varies by price, style, and quality, depending upon location and age. The 2010 Census indicated that 22,159 total housing units were available in the City. Prescott's first neighborhoods were designed in a grid pattern on small lots with generally modest home sizes and were often located in or adjacent to mixed-use areas. This type of development still exists in the downtown area. A new pattern of residential development began to appear in the late 1970s and developed rapidly during the 1980s and early 1990s in the form of larger lot, single-family home subdivisions located away from commercial or mixed-use areas. This suburban pattern of development continued until the economic slowdown in 2007. Single family building permit applications are increasing, indicating that suburban home building is resuming in Prescott in 2014.

With the exception of tri-plexes and four plexes built primarily as infill development in older neighborhoods, there has been limited multi-family residential development over the last 20 years. This has eased somewhat in recent years with several high end multi-family residential developments and complexes for special populations (e.g. elderly, persons with serious mental illness) being built. Zoning issues such as lack of appropriately zoned sites or difficulties in rezoning to multi-family densities, plus changes in development fees combine to create disincentives for multi-family projects. Impact fees applicable to each new housing unit were adopted in 1994 and have been adjusted several times. These increased costs, along with water and sewer buy in fees based on the number of fixtures, have raised the per unit development cost for new multi-family housing. The 1996 *Prescott Housing Needs Study* identified these issues as limiting factors in the production of less costly, more compact housing types. The study further noted "there is little vacant land zoned for multi-family housing development. In addition, the planned residential development provisions of the Zoning ordinance do not lead to the production of townhouse, or clustered or compact lot housing units."

Another important factor in discouraging multi-family housing is the community perception of higher density development in general and of multi-family housing in particular. Many multi-family housing projects proposed in past years, especially those requiring rezoning, have faced opposition with opponents raising concerns about higher densities, traffic impacts, effects on neighborhood aesthetics and property values, possible loss of open space, potential increased crime and threats to existing neighborhood character.

The 1996 Prescott Housing study indicated that while the total number of new housing units produced each year was about equal to the total demand for new housing units, the production of units available within certain price ranges did not match the demand for units within those ranges. The Study identified a significant demand for units in the low to medium price range that was not being met.

The 2003 *Arizona Affordable Housing Profile* included a methodology to estimate the "affordability gap" in each Arizona community, including Prescott. This gap is defined as the number of households that cannot afford, or which pay too much for, housing (either rental or purchase) at various income levels. Based on that analysis, there continues to be an inadequate supply of housing units in Prescott for households at or below the Prescott median income. Production strategies may be needed such as developer incentives to increase the supply of affordable housing to those at or below the median income. *(Previously in section 4 3)*

The 2010 American Community Survey figures show that the median housing price in Prescott remains significantly higher than prices in surrounding communities and or for the State. Also, home owners and renters in Prescott are spending a greater portion of their income on housing compared to the state average. The housing market has ~~corrected~~ stabilized somewhat itself in

recent years, which may assist moderate and low income households in buying into housing that already exists. However, marginal income households are still not able to buy into the housing market, ~~possibly due to a tightened credit and financing market, and also have difficulty obtaining rental housing that costs less than 30% of household income.~~ This General Plan strongly ~~encourages~~ recommends that an updated study of community housing needs of the 1996 Housing Needs Study be done to identify current need and establish multiple strategies to address those needs. The Land Use, Growth Area and Economic Development Elements of this plan ~~encourage~~ recommend review and consideration of ~~a number of means~~ various methods to encourage production of housing more affordable to working families.

General Plan survey respondents indicated support for accommodating the housing needs of all income levels and family types in the community and support compact development types, mixed use areas and transit friendly development to accomplish this goal. However, market development trends indicate a continuing preference for low density large lot single-family home subdivisions in Prescott. The conflict between General Plan goals of providing housing for all incomes, ages, and special needs groups and the continuing direction of current market trends suggest that housing affordability will continue to be an issue in Prescott. Housing needs, affordability and the need for housing balance are discussed further in the Land Use, Growth Area and Economic Development elements.

3.3.4 Urban Development Issues

Until the 1980s, most residential subdivisions in Prescott were designed using a 7,500 to 9,000 square foot lot size. A median lot size of 22,000 plus square feet has been more typical in recent years. Likewise typical dwelling size has undergone a transformation from an average of 1,760 square feet during the 70s and early 80s to an average of more than 2,800 square feet by 2000. ~~In the last several decades~~ Most of this new development occurred in outlying areas of the City with little infill. In late 2007, the economic slowdown caused the construction of new housing to cease. However, new residential development appears to be resuming this pattern in Prescott of high-end single family residential, in low density, large lot subdivisions located predominately away from the City Center.

This continuing preference for large lot, low-density subdivisions, is a pattern typical of suburban development which has been termed as "sprawl". The lower density, combined with the trend to locate these neighborhoods at the urban fringe (as opposed to infill development) is a less efficient use of land which places a greater burden ~~demands~~ on water, sewer and road infrastructure. ~~with more main lines, longer main lines and more lane miles of roads.~~ Longer utility supply lines and extended roads are more expensive to build, operate and maintain. *(this sentence previously in section 4.4)* Most of the initial infrastructure costs are passed on to the home buyer and result in higher housing costs. However, all City residents inherit the costs for maintenance in perpetuity of this infrastructure. ~~Over time, it becomes impractical to maintain the many increasing miles of water, sewer and road infrastructure created by sprawl. There are also concerns that the more expansive use of remaining undeveloped land at the city edge may adversely impact environmentally sensitive or ecologically unique features in the area.~~

~~A~~ Lower density forms of development also ~~increases~~ the community's dependence on the private automobile as a means of transportation, with ~~the~~ corresponding increases in traffic and demand on the road network. *(And also from 4.4)* Public transportation transit, such as bus service is most efficient where a dense population exists in compact clusters. Suburban development tends to isolate neighborhoods from service centers and creates large districts with the opposite character of the pedestrian friendly, historic atmosphere which attracts new residents and is often used to describe the character of Prescott. Reducing impediments to in-fill by clustered or other compact development types can not only encourage a wider variety of housing types to be built ~~and-but can also~~ improve the balance of housing available in the community.

3.3.5 Code and Regulatory issues

During the 1990s there was an increasing perception that the parameters of the existing zoning code, adopted in 1951 and substantially updated in 1980, were no longer sufficient to meet the demands of current planning and development issues. To address these concerns, a major re-write of the zoning code was initiated in 2001. The resulting Land Development Code was adopted in July 2003 with an effective date of December 31, 2004.

The new Land Development Code (LDC) incorporates previous changes in zoning and regulatory mechanisms and builds on the experience of other jurisdictions. The LDC creates several low, medium and high intensity residential, business and employment districts. Transitional zoning classifications and stronger buffering and screening, lighting, landscaping and access management standards help integrate various uses within neighborhoods and improve compatibility between uses.

Adoption of the LDC has created opportunities for some limited proactive Zoning Map changes as the City moves to bring the zoning map into conformance with the LDC and adopted specific area, neighborhood and historic preservation plans. In addition, recognized development trends in transition areas can be addressed.

One additional strategy to produce varied housing types may include a different approach to general development. As an alternative to the use of current zoning districts, form-based codes may be introduced to allow for more flexibility in neighborhood design. *(these two sentences previously in action 4.3)* ~~To further meet the demands of current planning and development issues, Form-based Codes may be used as an alternative to traditional zoning. Form-based Codes may be introduced to allow for more flexibility in neighborhood design.~~ Form-based codes do not focus on uses, but instead focus on appearance and impact. Uses may be blended together as long as the outward appearance of buildings complement one-another. Traditional neighborhood design is an example of a form where commercial and residential uses are combined to promote walkability and functionality. Shops, offices and housing are not separated, but instead are allowed to be mixed together. This approach contrasts with conventional zoning, which focuses on separating uses. Standards include architecture, project scale, street design and landscaping. Prescott's downtown and historic neighborhoods are examples of traditional designs. *(Final sentence in this paragraph previously in section 4.3)*

3.3.6 Development process: planning and procedural issues

In an attempt to assure fairness and equity to all participants in a planning process, Prescott has increasingly encouraged greater public participation in the planning and development process through area meetings, mailings and citizen planning groups.

Specific area plans can be developed for large, undeveloped areas within the City. These plans, usually undertaken with broad citizen and property owner participation, designate land uses for the area within the planning boundaries and also stipulate major transportation corridors along with alternative transportation objectives. These plans also address environmental concerns such as riparian areas or open space that should be protected and/or preserved as well as designating locations for mixed use village centers suitable for civic or public uses, business and commercial services and higher density or multi-family housing. Three specific area plans have been created to date: the 1998 Prescott East Area Plan (PEAP), the 1999 Willow Lake South Area Plan (WLSAP) and the 2001 Airport Specific Area Plan (ASAP). These plans now provide the planning basis for development within those areas, thus removing much of the uncertainty over what can be proposed or what will be approved for development. Any major departure from the approved plan requires an amendment to the specific area plan prior to submission of a re-zoning or other development request. This General Plan anticipates that a specific area plan will be developed for any future large undeveloped tracks as they are annexed into the City, and must be initiated by the City as a responsible method for balanced community planning.

The neighborhood planning process, undertaken with the residents, property and business owners in a neighborhood, goes beyond land use questions and considers issues of importance and significance to that particular neighborhood. The process allows the community within the neighborhood to partner with the city in addressing such concerns as traffic or crime in the area, neighborhood clean up or property maintenance issues, and preservation of neighborhood character in addition to addressing land use, zoning or development pressures. To date, six neighborhood plans have been written and adopted by the city. The establishment of neighborhood plans, initiated by property owners for their neighborhoods within the City, continues to be encouraged.

3.3.7 Water Availability and Resources for Future Needs

Under a law enacted in 1980, the State of Arizona established five Active water Management Areas to ensure that groundwater would not be depleted beyond the level being recharged, a condition known as "safe yield." The City of Prescott water service area is located within (and draws water from) one of these active water management areas. In addition to the City of Prescott, the Prescott Active Management Area (AMA) includes Prescott Valley, Chino Valley, the Yavapai-Prescott Indian Tribe as well as some surrounding county areas. Communities within the AMA draw groundwater based on rights, goals and policies established by the groundwater law and are further obligated to demonstrate a 100 year assured water supply. Beyond the statutory requirements, Prescott's policy is to create a sustainable water supply. The Water Element contains a more detailed analysis of water related issues.

In Arizona's arid climate, water availability is crucial to the City's economy and quality of life. In 1998 the Arizona Department of Water Resources (ADWR) determined that the Prescott AMA was no longer in a state of safe yield. This determination imposed significant constraints to the pumping a groundwater, effectively capping the amount of groundwater which could be used by the respective jurisdictions within the AMA as a source of assured water for new development.

The City of Prescott water service area is located within the Prescott Active Management Area along with Prescott Valley, Chino Valley, the Yavapai Prescott Indian Ribe, Dewey Humboldt and county areas. The City of Prescott water service areas accounts for about 8.6% of the land within the Prescott AMA. The groundwater basin aquifers within the AMA are interconnected. Therefore, drawdown in other parts of the Prescott AMA can contribute toward decreased water tables in Prescott. Population growth ad development anywhere within the AMA will affect the aquifers and the AMA goal of reaching safe-yield. A sustainable balance of water quality, water use, conservation, importation and groundwater recharge is desirable, but requires mitigation strategies with consensus among various water stakeholders.

The legal, physical and economic availability of water from sources which are known or can be reasonably anticipated, including the costs of water rights and infrastructure to access and deliver water, will be an important ~~a limiting~~ factor in the future development of Prescott. Other issues such as emerging contaminants and the cost of treating our water supply for known contaminants, such as arsenic, drive up the costs for a safe water delivery system. Even with strong market demand, the availability of water and capital will determine the long term growth of the City. The Water Resources Element discusses these issues in detail. *(previously 4 8)*

Since the water policies pursued by an individual jurisdiction affect all jurisdictions in the AMA, water policies are a topic of major regional interest. Regional coordination will be necessary to maintain an assured water supply for the City's and the region's anticipated population growth. A regional coordinating body, the Yavapai County Water Advisory Committee, has been established with members representing the AMA and local jurisdictions. The Water Resources Element of this plan addresses the goals and strategies for water resource management. ~~The Prescott AMA includes the Yavapai Prescott Indian Tribe, the Town of Prescott Valley, the Town of Chino Valley and portions of Yavapai County.~~ The City of Prescott alone cannot achieve safe-yield within the AMA since these its neighboring jurisdictions must cooperate to resolve water issues. There is

currently no plan ~~to achieve which will assure achievement of~~ safe-yield within the AMA, therefore, safe-yield is identified as a future challenge in Prescott.

3.3.8 Airport *(previously 3.3.10)*

The Prescott Airport serves the entire region, but is supported and managed by the City of Prescott. This General Plan recognizes the airport as both a transportation asset and an economic engine for the City and for the region. In 2012, Ernest A. Love Field is was the 3rd busiest Arizona airport in tower operations after Phoenix Sky Harbor and Phoenix Deer Valley airports. It is also one of the busiest regional airports in the country, ranking 37 out of 513 airports with control towers. This, in part, is due to the close proximity and use by Embry-Riddle Aeronautical University. Its importance to the City stems from direct airport operations such as the large number of hanger tenants, general aviation services, flight training operations, cargo services, the forest service fire-fighting operations, the FAA tower and the fueling station. In addition, much of the land at and near the airport is designated for industrial uses as well as other more intense commercial operations related to the airport and includes a significant number of the region's manufacturing and technology jobs.

The 2009 Airport Master Plan, the 1997 Airport Business Plan and the 2001 Airport Specific Area Plan (ASAP) have been adopted to address Airport land-use protection and to assure the continued economic vitality and modernization of the airport infrastructure. The Town of Prescott Valley and Yavapai County have each informally agreed to accept ASAP as the basis of their future land use decisions for lands near the Airport but within their jurisdictions and planning areas. This regional cooperation in land uses is a positive example of inter-jurisdictional efforts to protect regional assets. The Prescott Municipal Airport's regional significance and future needs are further discussed in the circulation and economic development elements of this plan.

Note: the following few sections have been rearranged under a new sub heading entitled 3.4 Environmental Commitments

3.4 PRESERVING AND PROTECTING THE ENVIRONMENT *(previously section 3.3.8, Environmental Commitments)*

3.4.1 Open Space

The term open space is used in many forms and has different meanings in common usage. Typically, open space is used to describe undeveloped land. From a regulatory point of view, cities are composed of only two types of property, public ownership and private ownership. This critical distinction between public and private property has been the basis of urban design since the concept of land ownership emerged and the term "open space" first appeared. *(from previous 4.6)*

The acquisition, dedication and stewardship of open space as a community amenity is also an economic development asset which supports the tourism industry. Maintaining the integrity of the natural environment, conserving and connecting open space and protecting significant natural features and public and private ridges surrounding the Prescott basin from development are an ongoing challenge. Scarce resources require the community to carefully target and manage public investments in open space or natural landmarks and to search for innovative public and private ~~preservation~~ conservation mechanisms. If economic, transportation or other specific needs of community-wide interest and importance necessitate impacts on natural features; the City is committed to feasible mitigation measures, ~~as much as is feasible~~. *(from previous 4.6)*

The Prescott community remains committed to the conservation of environmentally significant lands and features. This commitment is reflected in community and regional partnerships with groups such as the Open Space Alliance of Central Yavapai County, the Central Arizona Land Trust, the Prescott Creeks, and the Town of Prescott Valley, the city's partner in efforts to protect the scenic Glassford Hill from development. Additional efforts and resources are being directed

at open space acquisition, parks and recreation opportunities, public trails, air and water-quality management and protection of the national forest surrounding the City. Policies and strategies are addressed in the Open Space and Environmental Planning Elements of this plan.

3.4.2 Historic Preservation *(previously section 4.7)*

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

Prescott's focal point, the Downtown, is not only the historic and economic center of the City, but also, the artistic and cultural center. Interest in cultural activities has been expanding in recent years as seen in the increasing numbers of tourists, resident artists, and participants.

Protecting and preserving historic resources in the form of commercial buildings, residences, neighborhoods and business districts and archeological sites is essential to maintaining and enhancing the city's character as well as to sustaining tourism and the quality of life for the residents. Partnerships involving the City, the State of Arizona, historic preservation advocacy groups, property owners, businesses and other state and national entities will ensure that tangible reminders of the city's rich heritage will enlighten and educate future generations, as well as to protect valuable business and housing stock. The Land Use and Community Quality elements discuss this topic.

3.4.2 Environmental Impacts to Air and Water Quality

Contributing to the quality of the community is an environment with high quality air, water and dark skies. As the City population increases, the threat to air quality, water quality, noise and light pollution also increase. It is important to acknowledge that progress toward some community wide interests such as adequate circulation and economic development opportunities will have some negative impact on the environment. Maintaining a balance to preserve the environment is in conflict with the impacts of population growth and the need for economic prosperity.

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

Storm water run-off delivers silt into the local surface waters along with known and emerging contaminants. Protecting surface waters and groundwater recharge areas help maintain the high quality of Prescott's drinking water and prevent degradation of recreational amenities such as the area lakes.

Prescott's clear dark night sky is a community asset. The Prescott Land Development Code primarily regulates commercial outdoor lighting by addressing light fixture types and light output. Residential lighting could be addressed to allow for adequate lighting that also reduces glare to neighbors. New energy efficient technologies, such as hi intensity discharge (HID) and light emitting diode The Open Space and Environmental Planning elements discuss these issues in greater detail (LED) may also be addressed.

Maintaining the integrity of the natural environment, preserving open space and protecting significant natural features such as Badger Mountain and other public and privately owned ridges surrounding the Prescott basin from development will be an ongoing challenge. Scarce resources require the community to carefully target and manage public investments in open

space or natural landmarks and to search for innovative public and private preservation mechanisms. If economic, transportation or other specific needs of community-wide interest and importance necessitate impacts on natural features, the City is committed to mitigate these as much as is feasible.

3.4.3 Firewise Management Principles

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

Prescott Fire Department leadership is committed to aggressively addressing the threat of wildfire to our community and 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 in fire management, ~~both locally and nationally.~~

3.5 TAX AND REVENUE ISSUES *(previously 3.4)*

Demands for service grow along with population growth. Services must be provided within a reasonable revenue structure, which includes effective management of expenditures. It is a challenge to maintain current service levels and make strategic enhancements for desired future services. The cost of maintaining an aging infrastructure and to fund needed improvements is also an ongoing challenge.

Prescott's economy includes retail sales, tourism, education, health care, real estate, industry, construction, federal, state, county and municipal government. The historic downtown, airport, industrial parks, auto dealerships and regional commercial developments along the Highway 69 corridor are recognized as economic centers for the City.

Few of the community's goals can be achieved without a strong economic base. For the City of Prescott, this means recognizing sales tax as the major source of revenue and maintaining a strong, growing sales tax base within a highly competitive and unusual regional market. In order to achieve and maintain a strong economic base, it is necessary that Prescott:

- Attract and retain a reasonable share of the regional scale retail business market.
- Attract, retain and encourage expansion of local or "neighborhood scale" business development sufficient to provide local goods and services within Prescott for City residents.
- Continue to promote a strong tourism industry.
- Improve the quality of the regional job and employment market with an emphasis on higher wage positions such as provided by research and development and telecommunications.
- Provide housing opportunities for all segments of the community including moderate to low income residents.
- Promote health, education and cultural sectors as community assets which enhance quality of life as well as contribute to the viability of the economic base.

Due to state law, the City relies primarily on the transaction privilege (sales) tax and state shared revenue, and to a much lesser degree, 5% property tax, to generate revenue necessary for providing services such as police, fire, upgrading infrastructure, building safety, parks and recreation. Sales tax is subject to economic fluctuations and 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 ~~consistent substantial funds, which would decrease reliance on inconsistent sales taxes, more~~ stable funding.

3.5.1 Revenue structure

There is a critical relationship between what the community wants to accomplish and how to finance those goals. There are four primary areas for financing city services which are subject to community control: local sales tax rate, other transaction tax rates such as transient occupancy (bed) tax, primary and secondary property tax rates and user fees. Each of these sources of City revenue is discussed in detail in the Growth and Cost of Development element.

The major source of revenue subject to community control is the sales tax. Under current city charter, voter approval is required for any increase in current transaction tax rates such as the retail sales or transient occupancy tax. Likewise, voter approval is needed to implement any new transaction taxes. The tax base to which those rates are applied, and sustaining growth over time, is critical. Several of the city's economic development strategies are specifically designed to ensure a reasonable, steady growth in this tax base.

Changes in the area retail market and regional economic competition for retail business are a major reason Prescott was not able to maintain the 8% sales tax growth rate in the early 1990s that it had enjoyed in the late 1980s. In response, the City has worked aggressively to retain and expand the local sales tax base and has particularly targeted the Highway 69 corridor and the Prescott downtown for these efforts. The Gateway Mall, the largest commercial project in the City's history, opened in 2002. This project not only ensured that four of the city's top 20 sales tax producers (Sears, J. C. Penny, Lamb Auto and York Motors) would stay within the city limits for years to come, but also served to attract major new retailers to the City such as the Wal-Mart supercenter and trader Joe's. With the addition of these retail anchors, the Highway 69 area has grown into a substantial commercial corridor. These retailers expand upon the existing large businesses along the corridor to form a vital part of the City's sales tax generation which provides funding for basic City services.

In recognition of downtown's importance to the sales tax base, the City Council approved a Downtown Specific Area Action Plan in 1997. Many of the plan's five major action items have either been accomplished. The Downtown Enhancement Program was completed in June 2000 and was designed to enhance the shopper / visitor experience and make the downtown more pedestrian friendly by adding new sidewalks, landscape planters, lampposts, and benches. The Cityscape project included an investment of 3.5 million dollars in the downtown, the largest public works project ever in the City center. Perhaps one of the most important accomplishments was the formation of the private non-profit Prescott Downtown Partnership which provides leadership in the management of downtown and functions a liaison to the City Council on downtown issues. In 1998, with property owner participation, a Historic Preservation District was formed around the Courthouse Plaza which serves to protect the historic integrity of the buildings which are so important to the city's fabric and character. The adoption of the 2003 Land Development Code created the Downtown Business Zoning District to preserve the Downtown mixed use character. The activities listed above ensure the Downtown will remain a viable business, retail, government and cultural center as well as a strong segment of the local sales tax base.

~~The high levels of~~ Regional competition between the various jurisdictions to attract new retail development ~~have~~ has generated suggestions that additional regional cooperation may be beneficial to all parties involved. The towns of Prescott Valley, and Chino Valley and the Yavapai-Prescott Indian Tribe, facing the same economic pressures may also be concerned about how the continuing regional economic competition will affect their respective economic growth. The Economic Development Element discusses these issues further.

3.5.2 Economic Development strategies

Maintaining the balance, quality, character and sustainability of the community are all intertwined with the health and vitality of Prescott's economy. Every community needs a healthy economic sector and a strong tax base to achieve its these goals. Local availability of goods and services contribute to a self sustaining, independent community. Likewise, a solid and diverse employment base provides jobs for the workforce, contributes to a higher standard of living for all residents and supports a diversity of households.

As Arizona municipalities are highly dependent on sales tax as a source of revenue to support city services, the retail sector of the economy is particularly important. Thirty years ago, if a person went out for a pizza, chances are they ate it in Prescott. In 2012, ~~tri-city~~ residents have many more choices about where to buy groceries or where to pick up their next restaurant meal. This process and the way it affects the ability of Prescott to provide services to its residents should be viewed as part of the region's natural growth cycle and must be treated as another challenge in the community's efforts to attract, expand and retain local business and enhance the tax base.

Other important sectors of the Prescott economy include ~~retail trade and~~ hospitality services (including tourism), educational services, health services, construction, finance, insurance and real estate services, institutions of higher learning and government services (federal, state, county and municipal). The Prescott downtown, notable as a tourist destination, the Prescott airport, the City's industrial parks and the regional commercial development along the Highway 69 corridor are particularly recognized as economic ~~engines~~ drivers for the city.

Manufacturing and industrial jobs have become a more important segment of the local economy due in large part to the City's emphasis on attracting these employers who provide higher paying jobs and good benefits. As noted in previous General Plans as well as the 1994 Strategic Plan, a barrier to the expansion of this sector had been the lack of suitable sites for such businesses to locate. Since the mid 1990's, the City has placed a particular emphasis on quality industrial and commercial development, and has partnered with the private sector to expand commercial space and fund associated infrastructure improvements. This plan also contains goals and strategies to encourage creation of a greater percentage of industrial land available for development.

Over the last two decades, the City has sought ~~placed a major emphasis on economic development, including efforts~~ to diversify the employment sector and expand the sales tax base. These efforts have been successful in garnering a substantial share of the retail, manufacturing and business development locating within the region over the past few years and in placing an emphasis on research and development businesses. Growth projected for the region will create additional demand for businesses and services to serve the growing population. In addition to the availability of goods and services, that population will need quality, high paying jobs to sustain a high standard of living. Since municipal service delivery is highly dependent on sales tax revenues, where new businesses locate and where people shop will continue to be of tremendous importance to Prescott's future.

Tourism is an important sector of the local economy. The 2009 Prescott Area Tourism Study, produced for the Arizona Office of Tourism by Northern Arizona University, indicated that visitors to the Prescott area spent an estimated 196.7 million that year. The merchants and service providers then provided paychecks to employees bought supplies and made other business related expenditures resulting in an indirect economic impact of an additional \$40 million. Indirect business taxes produced an additional \$23 million. The total economic impact supported 4,761 direct and indirect jobs. *(This paragraph could also be taken out of this section and moved to the economic development element)*

Destination Marketing Organizations are charged with representing a specific destination and helping the long-term development of communities through a travel and tourism strategy. Tourist development and promotion is a complex issue. To attract visitors, Prescott must develop and

maintain amenities and attractions. The City's cultural heritage is an important draw for tourists along with recreational opportunities offered by area golf courses, parks, lakes, trails and the Prescott National Forest. Community groups work with the City to create events to keep Prescott a center for entertainment and culture in Yavapai County. Visitor attractions have included new events such as the Whiskey Off-Road bicycle race, Prescott Film Festival, New Year's Eve Boot Drop, Chaparral Music Fest and Ghost Talk. Signature long time events and venues include Elks Opera House productions, Sharlot Hall Museum, Prescott Frontier Days, Acker Night the Bluegrass Festival, Phippen memorial Art Show and the Cowboy Poets gathering.

To attract visitors, Prescott must maintain and create amenities and attractions with the long-term development of a travel and tourism strategy. Destination Marketing or other means of advertising may be used to promote Prescott as a specific vacation destination with the City's cultural heritage as an important draw for tourists. The Economic Development element further addresses these issues.

3.5.4 Balancing Community Values *(previously section 4.4)*

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 complement 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 a slight extent toward the City operating budget through property taxes, which in fiscal year 2013, provides only 5% of City general fund revenues.

Business development, neighborhood and environmental protection efforts will at times conflict. The community must conscientiously make choices and tradeoffs when values conflict. In making these community choices and tradeoffs, community wide interest and benefits will be the primary criteria for resolving the conflict. When considering neighborhood conflicts not of a community wide impact, the concerns of the neighborhood will be the primary consideration.

Note following section was previously in section 4.9 of chapter 4. In combining chapters 3 and 4 this section becomes sub heading 3.6 of the new chapter 3 Existing Conditions Emerging Trends and Next Steps

3.6 MAINTAINING COOPERATION ON REGIONAL ISSUES

Good working relationships with the other entities in the region must be maintained despite differing goals among the jurisdictions. Challenges which argue for demand a regional approach include coordination of regional traffic, transportation and circulation requirements, including the Prescott Airport; cooperation on water management issues; and acknowledgement of the economic ~~cooperation~~ competition between Prescott, Prescott Valley, Chino Valley and the Yavapai-Prescott Indian Tribe. Increased regional cooperation is touched upon in every element of this plan. Some of the existing regional efforts by the City are described below.

The Prescott community remains committed to the conservation of environmentally significant lands and features. The commitment is reflected in community and regional partnerships with groups such as the Open Space Alliance of Central Yavapai County, the Central Arizona Land Trust, Prescott Creeks and the Town of Prescott Valley, the City's partner in efforts to protect the scenic Glassford Hill from development. A relationship also exists with the Open Space Alliance on protection of Badger "P" Mountain Preserve.

The Town of Prescott Valley and Yavapai County have each informally agreed to accept the Airport Specific Area Plan as the basis of their future land use decisions for lands near the Airport, but within their jurisdictions and planning area. This regional cooperation in land uses is a positive example of inter-jurisdictional efforts to protect regional assets.

Prescott, Yavapai County, Chino Valley, Prescott Valley, Yavapai-Prescott Indian Tribe, Dewey-Humboldt and the Arizona Department of Transportation are partners in the Central Yavapai Metropolitan Planning Organization (CYNPO) which is the designated transportation planning entity for our region. Their purpose is to conduct studies, coordinate transportation planning, secure state and federal transportation funds, and prioritize funded transportation projects.

A regional coordinating body, the Yavapai County Water Advisory Committee, consists of ~~has been established with~~ members representing the AMA and local jurisdictions. The City participates with staff and financial resources, along with the Northern Arizona Municipal Water Users Association (NAMWUA) and Upper Verde Watershed Protection Coalition. Additionally, as a community within the Prescott Active Management Area, the City remains engaged in the GUAC (Groundwater Users Advisory Group) which is a group defied by state statute and whose membership is appointed by the Governor.

Prescott's Historic Preservation Specialist works closely with the State Historic Preservation Office, Arizona State Museum (University of Arizona) and Sharlot Hall Museum. When specific projects are proposed, the City works with the Yavapai County Cultural Resources Management staff to preserve artifacts and historic features that preserve Prescott history but are outside of Prescott.

Public safety is involved in several examples of regional cooperation, such as the Communications Center, which is the dispatch for ten agencies, and the Partners Against Narcotics Trafficking (PANT). These are just a ~~couple of~~ few examples of regional cooperation.