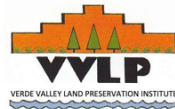


Verde Valley Region Town Hall Forum Task Force



In-Depth Background Report

**2019 Regional Town Hall Forum
November 9th 2019
Beaver Creek School, Rimrock AZ**

**Topic
Verde Valley Land Use:
Making Collaborative Decisions**

Preface

This Report provides important background information for people planning to participate in the Town Hall Forum “Verde Valley Land Use: Making Collaborative Decisions”. The aim of the Report is to support informed discussions among the participants about the processes that are currently being used to make Land Use decisions within the Verde Valley.

Part 1 of this Report provides a demographic overview of the 10 communities within the Verde Valley that are recognized by the US Census Bureau - 5 incorporated communities, 4 unincorporated communities, and the Yavapai-Apache Nation.

Part 2 summarizes the content of 6 Verde Valley Community Plans - each of which is based on comprehensive surveys of the citizens within their respective communities. Those survey results highlight citizen concerns (and priorities) regarding future Land Use decisions within their community.

Part 3 summarizes the processes that are currently used to allow public participation in Land Use decision making by Planning and Zoning Commissions in the Verde Valley. (Supplementary material is also provided in Appendices A-F)

Part 4 provides links to online sources of information regarding:

- (1) processes that are being used in other communities around the nation to facilitate collaborative participation by all stakeholders in Land Use decision making
- (2) current Land Use issues in the United States and Europe, and various measures involved in addressing those issues
- (3) a list of online reference materials that may be informative for purposes of the Forum, and for future considerations.

Important

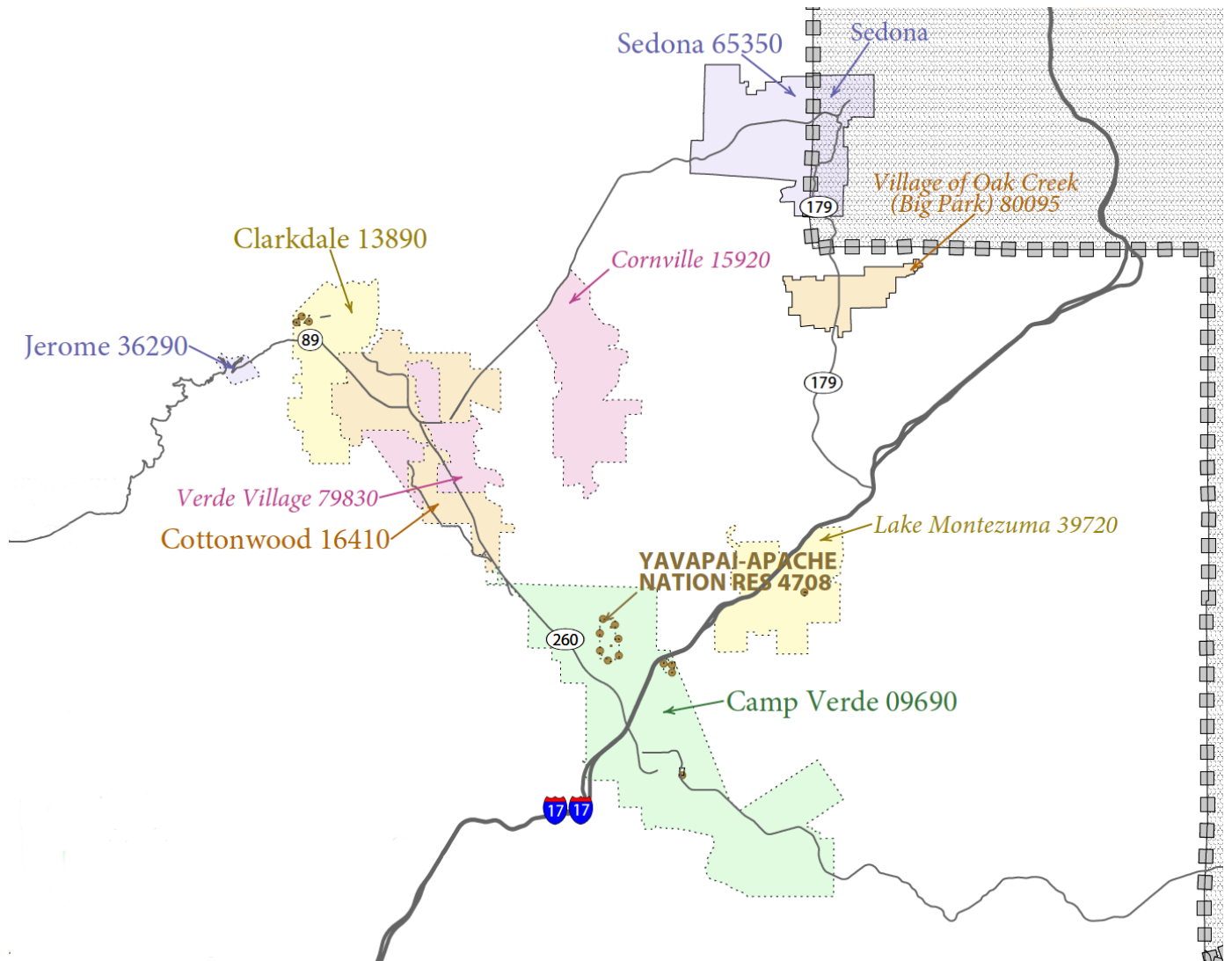
This Report makes no attempt to evaluate the effectiveness of the processes that are currently being used by Yavapai County, or by any of the five municipalities in the Verde Valley, to facilitate Public Participation in Land Use decisions. Its purpose is to provide a factual background, with the aim of giving all stakeholders (including residents, land owners, developers, as well as governmental Planning and Zoning decision makers) an opportunity to:

- (1) share their own personal first-hand experiences with the processes that are currently being used for Land Use decision making in the Verde Valley.
- (2) enumerate any steps in the current process that they judge to be less than optimal.
- (3) propose ways to alter or supplement the current processes, with the goal of facilitating collaboration and accommodation of the concerns and the priorities of all stakeholders **early** in the decision-making process, **before** Letters of Intent or Site Plans are rendered, and delivered to Planning and Zoning decision makers.

Part 1

Demographics for the 10 communities of the Verde Valley

The US Census bureau recognizes 10 communities within the Verde Valley, which are shown in the map below:



The Table below shows the Census Tract numbers for each of these communities, along with their 2017 population, according to US Census Bureau data.

Name	Tract	Population
Verde Village [1]	79830	12,584
Cottonwood	16410	11,634
Camp Verde	09690	11,091
Sedona	65350	10,246
Village of Oak Creek (Big Park) [1]	80095	6,436
Lake Montezuma [1]	39720	5,013
Clarkdale	13890	4,197
Cornville [1]	15920	3,167
Jerome	36290	432
Yavapai-Apache Nation [1]	04708	

[1] Not incorporated, but recognized by the US Census Bureau as a community.

The following tables provide demographic data for 9 of these 10 communities. (Statistics were not found for the Yavapai Apache Nation)
(Source US Census - 2017)

Notable statistics are emphasized in **bold** type.

Community	2017 Pop.	Pop. change 2010-2017	Density per square mile	Med. Age	Family house holds	Avg fam size
Verde Village *	12,584	+975	1808	45.8	71%	3.2
Cottonwood	11,634	+369	701	46.0	54%	2.9
Camp Verde	11,091	+307	257	44.4	66%	3.3
Sedona	10,246	+215	538	58.7	56%	2.5
Village of Oak Creek (Big Park) *	6,436	+289	1224	63.8	59%	2.5
Lake Montezuma *	5,013	+307	417	54.5	63%	2.8
Clarkdale	4,197	+100	403	60.2	55%	2.3
Cornville *	3,167	-113	241	54.7	71%	2.9
Jerome	432	-12	500	56.1	46%	2.7
Arizona				37.2	65%	3.4

Community	2017 Pop.	Median Household Income	Median Prop Value	Home Ownership
Verde Village *	12,584	\$49,016	\$163,700	73.9%
Cottonwood	11,634	\$32,746	\$147,600	52.2%
Camp Verde	11,091	\$40,465	\$167,500	69.1%
Sedona	10,246	\$58,417	\$419,700	73.3%
Village of Oak Creek (Big Park) *	6,436	\$53,735	\$410,300	68.0%
Lake Montezuma *	5,013	\$38,422	\$142,900	64.4%
Clarkdale	4,197	\$45,901	\$198,000	63.7%
Cornville *	3,167	\$60,455	\$261,500	90.8%
Jerome	432	\$48,125	\$287,000	67.6%
Arizona		\$53,510	\$193,200	63.1

Community	2017 Pop.	Number Employed	Avg fam size	Poverty Rate	Med. Age
Verde Village *	12,584	4,256 / 33.8 %	3.2	17.90 %	45.8
Cottonwood	11,634	4,823 / 41.5 %	2.9	20.40 %	46.0
Camp Verde	11,091	3,969 / 35.8 %	3.3	22.80 %	44.4
Sedona	10,246	4,516 / 44.1 %	2.5	10.90 %	58.7
Village of Oak Creek (Big Park) *	6,436	2,456 / 38.2 %	2.5	7.13 %	63.8
Lake Montezuma *	5,013	2,108 / 42.1 %	2.8	20.50 %	54.5
Clarkdale	4,197	1,722 / 41.0 %	2.3	14.90 %	60.2
Cornville *	3,167	1,327 / 41.9 %	2.9	6.66 %	54.7
Jerome	432	248 / 57.4%	2.7	13.00 %	56.1
Arizona			3.4	14.70 %	37.2

Community	2017 Pop.	High School only	2-year Degree	4-year Degree	Masters Degree
Verde Village *	12,584	29.8%	9.2%	19.6%	1.8%
Cottonwood	11,634	27.0%	9.3%	15.3%	0.6%
Camp Verde	11,091	30.6%	14.1%	19.8%	0.7%
Sedona	10,246	23.2%	25.1%	45.8%	4.8%
Village of Oak Creek (Big Park) *	6,436	26.6%	21.0%	38.6%	3.4%
Lake Montezuma *	5,013	40.0%	8.6%	18.3%	0.3%
Clarkdale	4,197	32.9%	10.9%	20.6%	2.7%
Cornville *	3,167	29.1%	13.4%	24.5%	3.4%
Jerome	432	38.9%	16.1%	22.8%	0.0%
Arizona		25.3%	17.8%	28.4%	1.8%

Part 2

Community Plans created across the Verde Valley

A Community Plan serves as the primary blueprint for guiding future growth and development inside the community. It integrates the ideas and desires of residents, businesses, elected and appointed officials, and other various stakeholders into a strategy for managing the town's future.

Arizona Revised Statute 9-461.05 requires that every incorporated community with 2,500 or more residents create a **General Plan** which includes discussions (called **elements**) that cover the following topics:

1. **Land Use** (Proposed use of lands inside the community)
2. **Circulation** (Roads, bicycle routes, and trails)
3. **Open Space** (Open space areas and recreation)
4. **Growth Area** (Areas suitable for new development)
5. **Environmental Planning** (Air & Water quality + Natural resources)
6. **Cost of Development** (Funding methods for new public services)
7. **Water Resources** (Available water resources vs future demand)

Communities are permitted to include additional elements in their General Plan, to address additional topics that are especially important to their citizens.

To ensure that the General Plan accurately represents the feelings of the community, the voters within the community must **ratify** the Plan. Once approved by voters, the General Plan is to be used as a guide for decision makers regarding appropriate land uses, locations, densities, intensities, and circulation.

Arizona Revised Statutes 9-461.06 specifies that the General Plan (once approved and adopted) is valid for 10 years. At the end of the ten-year-period, the General Plan must be either amended or re-adopted by resolution of the governing body of the municipality, following at least one **public hearing**.

Unincorporated communities are not obligated to produce a community plan. However, some such communities in the Verde Valley have also published a plan. The table below shows the 10 Verde Valley communities that are recognized by the US Census Bureau, and the 7 that have published a Community Plan.

Community	2017 Pop.	Title of the Community Plan	Pub. Year
Verde Village	12,584		
Cottonwood [1]	11,634	Cottonwood General Plan 2025	2014
Camp Verde [1]	11,091	Camp Verde 2016 General Plan	2016
Sedona [1]	10,246	Sedona Community Plan	2014
Village of Oak Creek (Big Park)	6,436	Big Park Community Plan	1998
Lake Montezuma (Beaver Creek)	5,013	Beaver Creek Vision 2020	2011
Clarkdale [1]	4,197	Clarkdale General Plan	2012
Cornville	3,167		
Jerome [1]	432	Town of Jerome General Plan	2018
Yavapai-Apache Nation			

[1] An incorporated community that is required by Arizona Revised Statutes to create and publish a Community Plan.

To gauge the relative **importance** that each community assigns to the various **topics** addressed by the Community Plan, we have examined the **percentage of pages** in their Community plan that are devoted to each topic. We have also noted cases where the community has included additional elements in their Community Plan to address other topics that were especially important to their citizens.

The following tables provide these statistics for the Verde Valley communities who have published Community Plans.

Community Plans rely upon citizen surveys, which reflect the individual values of the community's citizens. To the degree that the citizen comments and survey results are included in the Community Plans, they are also shown below.

Cottonwood General Plan (Jun 3, 2014)

Topic	Pages	Percent
Circulation (Transportation/Traffic) [1]	40 / 313	12.8%
Land use [1]	36 / 313	11.5%
Open Space and Parks	29 / 313	9.3%
Economic Development [2]	25 / 313	8.0%
Water Resources	23 / 313	7.3%
Housing [2]	20 / 313	6.4%
Growth Area	17 / 313	5.4%
Historic Preservation [2]	13 / 313	4.2%
Public Participation [2]	13 / 313	4.1%
Cost of Development	9 / 313	2.9%
Environmental Planning	8 / 313	2.6%

[1] These elements were given especially **high emphasis** in the plan.

[2] These elements were not mandated by ARS. However, the Community of Cottonwood included these elements to address other topics that were especially important to its citizens.

Citizen comments

Small-Town feel

- Maintain small town feel - Low crime rate.
- Inexpensive & free community events.
- Value quality of life over commercialism.
- Need restraint of housing developers.
- Need to avoid overdevelopment.
- Need to keep it small - Avoid sprawl.
- Keep development compact and livable.
- Need a new land use category for high density, urban mixed-use.
- Need to increase maximum building height, to increase mixed-use.
- Avoid the "grow or die" paradigm, as it negatively affects current residents.
- Need to involve Cottonwood citizens in all future land annexations.
- Let Cottonwood be known as the town that chose to remain small.

Transportation planning

- Design for people, not cars.
- Need better public transportation, for those who don't drive.

- Need street improvements

Alternative transport

- Need a more bike friendly town, with scenic routes around town.
- Not enough sidewalks or bike paths that are appealing
- Focus on a walkable community.
- Improve sidewalks when improving roadways.

Economic Development

- Need more affordable housing
- More career-type opportunities, not just low-paying retail.
- More knowledge-based jobs
- Bring in clean industry to keep our best educated here.
- Need economic development, while keeping the small-town feel
- Retain our position, as the Verde Valley retail center
- Small town is key to attracting high-quality employers.
- Continue being the retail hub for the Verde Valley.
- Encourage more growth, to increase sales tax revenues.
- Need better costs/benefit analysis of growth
- Cooperate and collaborate with regional partners.
- Need a sustainable water supply, without drying up the Verde River.

Education

- Need better education - early childhood through college
- Provide technology training to improve wages

Sustainable tourism:

- Promote "cultural heritage" tourism.
- Market Cottonwood as a destination.
- Promote Parks, Trails, Verde River, Baseball fields & Hiking.
- Preserve a boatable Verde River as Cottonwood's economic engine.
- Need more attractive roadways - sidewalks and streets clean - more trees.
- Need to develop and grow tourist attractions
- Need more arts and entertainment events.
- Need more local shopping opportunities
- Need to encourage public markets.
- Need a better defined commercial area, with shops & restaurants.

Preservation

- Need to preserve the national register historic designation.
- Value nature over development.
- Protect the Verde River - Dead Horse Ranch State Park and Greenway
- Keep the Verde River and natural areas in their pristine state,
- Preservation of Historic Old Town buildings and environment.

Paths and Trails

- Need better river access for walking
- Need more non-motor & golf cart pathways connecting public spaces
- Need to expand Riverfront park along the Verde River.
- Need an extensive trail system to provide access to natural areas, recreation, natural scenic beauty, open spaces

Public Facilities and Recreation

- Need more children's sports.
- Need a larger community swimming pool
- Need expanded family oriented outdoor recreation areas.
- Better accommodations for the elderly in public spaces

Water

- Water utility is expensive
- Growth will deplete our water resources.
- Need growth without increasing water use
- Must maintain a zero net increase in water pumped
- Must find adequate water resources for any future growth.
- Buy adjacent state land to use as watershed for future.

Agriculture

- Use irrigation to grow food instead of grass.
- Encourage locally produced food and farmer's markets
- Encourage greenhouses
- Encourage vineyards and wine production.

Human Services

- More activities for the youth & juveniles
- Need a new Boys & Girls club
- More care for elderly and disabled.
- Disability access to services.
- Better housing for the poor and homeless.

Town of Camp Verde General Plan (Aug 30, 2016)

Topic	Pages	Percent
Land Use & Character [1]	92 / 182	50.5%
Water Resources	14 / 182	7.7%
Open Space & Recreation	10 / 182	5.5%
Circulation (Roads and Trails)	8 / 182	4.3%
History & Culture [2]	7 / 182	3.8%
Economic Development [2]	6 / 182	3.3%
Growth Area	6 / 182	3.3%
Housing [2]	6 / 182	3.3%
Environmental Planning	6 / 182	3.3%
Cost of Development	4 / 182	2.2%

[1] This element was given especially **high emphasis** in the plan.

[2] These elements are not mandated by ARS. However, the Community of Camp Verde included these elements to address other topics that were especially important to its citizens.

Citizen comments

Biggest assets

- The Verde River
- Open space with mountain scenery
- Rural lifestyle
- Friendly people.

The future of their community

- Desire for more local shopping opportunities
- Preserving the rural character of the Town
- Preserving its visual attractiveness

Future Concerns

- Need for more job opportunities
- Need for more local businesses
- Need for more local affordable housing
- Need for recreational parks/ball fields.
- Preservation

- Preserving water quality and quantity
- Maintain the rural character and visual attractiveness of the town
- Preserving the Verde River

Sedona Community Plan (Mar 25, 2014)

Topic	Pages	Percent
Land Use [1]	33 / 155	21.3%
Circulation (Roads and Trails)	14 / 155	9.0%
Community Character and Historic Preservation [2]	13 / 155	8.4%
Economic Development [2]	8 / 155	5.3%
Parks, Recreation & Open Space	8 / 155	5.2%
Environment	6 / 155	3.9%
Cost of Development	5 / 155	3.2%
Water Resources	4 / 155	2.6%
Housing [2]	2 / 155	1.3%
Growth	1 / 155	0.6%

[1] This element was given especially **high emphasis** in the plan.

[2] These elements were not mandated by ARS. However, the Community of Sedona included these elements to address other topics that were especially important to its citizens.

Citizen comments

- Emphasis on harmony with the environment - being good stewards of our scenic beauty and the land.
- Sedona's power and appeal for both tourists and residents is its spectacular natural environment - from the red rocks, to the creek, to the views, to the fresh air and tranquility. Preserving and protecting Sedona's unique natural environment should be a top priority.
- We have a great responsibility, as stewards of this magical place, to preserve and protect it.
- We need to develop more of a sense of community, through more gathering spots and encouraging interactions
- Community is not just the geographic neighborhood. It is also the organizations, interests, churches, and other ways that people get involved.
- A commitment to reducing Sedona's congestion problems.

- Enable people to walk or bike in a safer and more convenient manner.”
- Walking paths throughout the city so extensive and beautiful that residents and tourists will leave their cars behind
- Retain Sedona's small business atmosphere, and unique independent shops
- Respect that tourism is the key to Sedona's economy.
- Create meaningful jobs that contribute to the wellbeing of all.
- A diversified economy that provides services, products, and other economic productivity.
- Sustainability, and smart economic development, is a very important issue of my generation and our community.”
- Sustain - do not grow the tourism market. Increase business opportunities in other areas, so that the city is not reliant on just one market.”
- What makes Sedona unique? - natural beauty, good weather, and its small town feel.
- We came for the natural beauty - and to escape the city lights, strip malls, and stores.

Village of Oak Creek (Big Park)

The Village of Oak Creek is incorporated, and it is required by Arizona Revised Statute 9-461.05 to update its Community Plan every 10 years. However, its most recent Community Plan was published in 1998, and it has not been outdated since that date.

Lake Montezuma (Beaver Creek Community Plan (Jan 2011))

Topic	Pages	Percent
Transportation/Traffic [1] [2]	24 / 90	26.7%
Land Use [2]	14 / 90	15.6%
Public Participation [2]	12 / 90	13.3%
Water Resources [2]	11 / 90	12.2%
Open Space & Recreation [2]	5 / 90	5.6%
Community Character [2]	5 / 90	5.5%

[1] This element was given especially **high emphasis** in the plan.

[2] Lake Montezuma is not incorporated, so no Community Plan was mandated by Arizona Revised Statutes. However, the Community of Lake Montezuma created a Community Plan with all of these elements to address topics that were especially important to its citizens.

High priority issues revealed in Community Surveys:

Preservation

- Cultural, archaeological, and historical assets should be protected.
- Wildlife preservation is important to our community.
- Preserving the historical aspects of the Rimrock Airport is important
- Laws for littering/dumping should be enforced.
- Preservation of Wet and Dry Beaver Creeks is important to the environmental health of our community.

Water

- Montezuma Well's aquifer must be protected.
- Consider water availability in land-use decisions.
- Individual household water conservation is important.
- Reusing gray water and/or rain harvesting is a good idea for our community.

Other issues

- Rural lifestyles should be preserved.
- Community-wide events unite our community.
- Improved access and alternative routes in the community are important
- Preserving the emergency aspects of the Rimrock Airport is important
- Small privately-owned shops and professional services are needed
- Single-family unit homes are most compatible with our community
- Camping, fishing, and hiking programs for youth are important

Clarkdale General Plan (2012) - Instilling a Culture of Sustainability

Topic	Pages	Percent
Land Use [1]	19 / 123	15.4%
Open Space	12 / 123	9.7%
Circulation (Roads and Trails)	10 / 123	8.1%
Water Resources	8 / 123	6.5%
Environmental Planning	7 / 123	5.7%
Growth Area	7 / 123	5.7%
Housing [2]	7 / 123	5.7%
Education [2]	6 / 123	4.9%
Cost of Development	6 / 123	4.9%
Community Design [2]	6 / 123	4.9%
Economic Development [2]	6 / 123	4.9%
Sustainability [2]	3 / 123	2.4%

[1] This element was given especially **high emphasis** in the plan.

[2] These elements were not mandated by ARS. However, the Community of Clarkdale included these elements to other address topics that were especially important to its citizens.

Citizen comments

Family friendly

- Quaint, nice place to live and raise a family
- A quiet and peaceful “family” environment
- A safe and clean environment in which to raise children

Friendly

- Very friendly
- Wonderful people
- Everyone knows each other, likes and respects each other
- Friendly people who say hello
- Friendly community
- Cordial and friendly people.

Beautiful

- In a beautiful setting
- One can walk to nature; see lovely hills, mountains and a variety of animals

- Beautiful vistas
- Good location in the middle of paradise
- Beautiful unobstructed surrounding scenery

Nature

- Close to open areas and outdoor activities
- Sits pretty well in its environment
- Wildlife
- A 'dark sky' community

Healthy environment

- Not much industry or commercial
- No large industrial parks or environmental pollution
- The air is clean
- Wonderful climate

Small town feel

- Small Town, big heart
- Small Town, geographically & culturally
- Wonderful small Town in beautiful central AZ.
- Great small Town
- Small, friendly Town
- A small-town look and feel
- A "centralized" town that is easy to get to and from

Safety and Privacy

- You feel safe, and able to have fun
- A low-key place
- Comfortable, special place.
- A sense of personal safety and security - a low crime rate
- A slow-paced, clean lifestyle
- Residents who are helpful, but understand personal space and privacy

Traffic

- Traffic is light
- No traffic
- No loud and heavy traffic, and few other types of noise
- Light motor vehicular traffic

History

- Mining Town history reflected in the architecture of its historic districts
- Transitioning from the smelter-centered past
- Historic Town for mining industry
- Old living with new – looks like it could go on forever here
- A nice, neat old company Town - now beginning to grow
- Historic, due to smelter
- Historical roots, from the mining era back to prehistoric Native American cultures

Uniqueness

- Uniquely different from other Verde Valley communities.
- It's home
- Uniqueness of housing and buildings
- Home Town full of special places

Diversity

- People of all ages and incomes
- Individual neighborhoods

Town government

- Good community services
- A responsible community government that lives within its means

Economy

- Downtown is struggling

Sense of Community

- An opportunity to contribute meaningfully to the community
- Enjoying the community with fellow residents
- A community of residents who want to preserve what we have in Clarkdale
- Knowing one's neighbors, regardless of where in the community they live.
- Community camaraderie.

Future Growth and Preservation

- A community that feels that limited growth and expansion are good things
- Architecture of public and private projects to reflect Clarkdale's identification.
- Dedicated residents who want to help preserve all that we have in Clarkdale.
- Deciding whether to remain a bedroom community or further development
- Smart, sensible growth and development that serves the economy, community, and the environment.

- Protect the historic, aesthetic and visual attractiveness of the Town
- Maintain and strengthen Clarkdale's reputation as a historic community
- Maintain Clarkdale's historic town character
- Maintain a strong sense of place
- Emphasize significance of the Verde River and marshes.

Issues enumerated in the Clarkdale General Plan Neighborhoods

- Enhance neighborhood qualities
- Preserve our small-town character
 - Economic development without losing the town's identity
- Buffer residential uses from non-residential uses
- Encourage affordable housing opportunities

Conservation

- Protect the natural environment
- Protect the Verde River
- Protect and improve water resources
- Improve recreational opportunities

Other Issues

- Encourage mixed use in historic downtown
- Improve existing roadways, trails, and paths
- Provide an efficient transportation system
- Ensure an adequate infrastructure - roads, utilities, parks and public safety
- Ensure efficient growth patterns

A bit of relevant history

"Clarkdale's largest housing development to date, filed Chapter 11 Bankruptcy in 2008, leaving a neighborhood half-built, and future years of legal tangles to unravel. Other building developments in earlier stages were also stopped due to lack of funding. As the severity of the downturn continued and worsened, drastic measures were needed: closing of the community pool; stopping plans for a new wastewater treatment facility; surrendering a temporary office building in mid-lease; cutting pay for all staff positions by 10%; shortening the workweek to thirty-six (36) hours."

Town of Jerome General Plan (2018)

Topic	Pages	Percent
Historic Preservation [1] [2]	24 / 62	38.7%
Land Use [1]	13 / 62	21.0%
Circulation (Roads and Trails)	8 / 62	12.9%
Economic Development [2]	3 / 62	4.8%

[1] These elements were given especially **high emphasis** in the plan.

[2] Jerome has less than 2500 citizens, so only two elements are mandated by Arizona Revised Statutes - **Land Use** and **Circulation**. However, the Community of Jerome included these elements to address other topics that were especially important to its citizens.

Citizen comments

We need to build on Jerome's sense of community,

We need to protect and pursue a vibrant full-time residency through land use policy.

We need to maintain and increase Jerome's socioeconomic diversity.

We need to encourage economic and environmental sustainability.

We need to maintain Jerome's historic landmark status.

We are financially overdependent on tourism and tourist related revenue.

Short-term rentals are detrimental to the community - Turning homes into short-term lodging results in a loss of housing for residents, which is needed in a volunteer-driven community.

Short-term rentals also result in a loss of a sense of community in residential neighborhoods.

Preservation of Jerome's historic integrity should be a community goal.

The town is dependent upon Jerome's historic buildings, streetscapes, and appearance to sustain economic viability.

Each incompatible new structure, or removal of an old or historic building will adversely affect the Town's character.

We need to promote resilience and a respect for the natural environment and natural resources.

New development must be limited by ability of the Town's water and wastewater treatment systems to accommodate the projected tourist, as well as the resident, population.

The Yavapai County Comprehensive Plan

The Introductory section of the Yavapai County Comprehensive Plan says:

Our plan recognizes the important role Yavapai County has in participating in open communication and collaborative planning partnerships with incorporated cities and towns, unincorporated communities, various regions within the County and public land management agencies. By working cooperatively together, we maximize the efficient use of available and planned infrastructure, tax revenues, resource management and public services. Our vision is for a County that understands we all benefit by working well together.

In view of the important role of collaborative planning partnerships between Yavapai County and the communities within the County, it is instructive to compare the **importance** assigned to each topic by the Yavapai County Comprehensive Plan.

Yavapai County Comprehensive Plan (Sept 17, 2012)

Topic	Pages	Percent
Land Use [1]	17 / 114	14.9%
Transportation/Traffic [1]	17 / 114	14.9%
Water Resources	10 / 114	8.8%
Open Space	10 / 114	8.8%
Growth Areas	8 / 114	7.0%
Environment	6 / 114	5.3%
Energy	4 / 114	3.5%
Cost of Development	4 / 114	3.5%
Community Vision Statements	.5 / 114	0.4%

[1] These elements were given especially **high emphasis** in the plan.

[2] This element was given especially **low emphasis** in the plan.

The central focus of the Yavapai County Comprehensive Plan is on accommodation of **anticipated future growth**. (The word "growth" appears **52** times in the Land Use and Transportation sections of the Yavapai County Plan, and **127** times in the entire Plan.)

Discussion of Community Plans (Vision Statements)

The Yavapai County Comprehensive Plan devotes one-half page (see page 88) to the discussion Community Plans. That entire discussion is shown below.

"Over the last decade, many of the communities throughout the County experienced rapid growth and development. In the past, Community Plans were created with assistance from staff, and adopted by the Yavapai County Board of Supervisors. In March of 2010, a Moratorium on Community Planning was adopted by the Board of Supervisors in favor of creating a policy of considering a Community Vision Statement process for communities to create a document describing how they envision their community growing.

A Community Vision Statement is a document created by the residents of the community to be used as a tool to review proposed land use projects. The document is not adopted by Yavapai County, and is therefore not binding. Statements will be used in reviewing projects within the community area in concurrence with other community comment. The following is a recommended structure for preparing Community Vision Statements, but is not required.

- Follow the format of the Yavapai County Comprehensive Plan and include a Public Participation Component approved by staff that addresses the eight elements in the Comprehensive Plan.
- Inventory of existing conditions for each element within the community area.
- A list of the needs and concerns gathered from the public outreach.
- Goals, Policies, and Recommendations specific to the community area.
- Summary of meetings, surveys, and other means of collecting comments from the community. The committee must validate the number of residents that participated in the vision process."

Summary

In summary, Community Plans are no longer "adopted" by the Board of Supervisors, and are no longer regarded as providing constraints on decisions made by the Board of Supervisors.

Arizona law still obligates Incorporated Communities to create (and regularly update) General Plans, and unincorporated communities within Yavapai County could still create and update Community Plans (now called Community Vision Statements).

However, the Board of Supervisors is not be obligated to examine (or be constrained by) those Community plans, when making development decisions within the unincorporated areas of the County. This statement (near the end of the Yavapai County Comprehensive Plan) is a stark contrast to the Comprehensive Plan's Introductory statement, which says:

"Our plan recognizes the important role Yavapai County has in participating in open communication and collaborative planning partnerships with incorporated cities and towns, unincorporated communities, various regions within the County and public land management agencies."

Part 3

Processes used in the Verde Valley to allow Public Participation in Land Use decisions

The first 5 entries in the following Table show the 5 incorporated municipal Communities in the Verde Valley. Each has a Planning and Zoning Ordinance, and a Planning and Zoning Commission that handles all applications for rezoning within the city limits.

The 6th entry in the Table is the community of Lake Montezuma (Beaver Creek). Although this community is not incorporated, it has a Planning and Zoning / Land Use Committee that works in collaboration with the Yavapai County Planning and Zoning Commission.

The 7th entry in the Table is Yavapai County, which has a County Planning and Zoning Ordinance and a Planning and Zoning Commission that handles all applications for rezoning in the unincorporated areas of the County.

Community	2017 Pop.	Title of the Planning and Zoning Ordinance
Cottonwood	11,634	Cottonwood Zoning Ordinance
Camp Verde	11,091	Camp Verde Planning and Zoning Ordinance
Sedona	10,246	Sedona Land Development Code
Clarkdale	4,197	Clarkdale Zoning Code
Jerome	432	Jerome Zoning Ordinance
Lake Montezuma (Beaver Creek)	5,013	Beaver Creek Planning and Zoning
Yavapai County		Yavapai County Planning and Zoning Ordinance

Each of the 6 Planning and Zoning Commissions have established a process by which residents, land owners, and other interested parties can participate in Land Use decision making. The following sections describe each of these processes, based on the content of their respective Planning and Zoning Ordinances.

Note: Relevant extracts from the various Planning and Zoning Ordinances are provided in Appendices A-F.

Cottonwood

Number of Planning and Zoning Commissioners: 7

All Commissioners must be Cottonwood residents

Appointed by the Cottonwood City Council

Term of office: 3 years

Meeting Schedule: Monthly

For relevant extracts from the Planning and Zoning Ordinance, see **Appendix A**.

Process used to allow Public Participation in Land Use decisions

1. The applicant for the zoning change arranges a meeting with the Cottonwood Planning staff to discuss:
 - a. all development issues
 - b. arrangements for a Neighborhood Meeting
2. At least 15 days prior to the scheduled Neighborhood meeting, the city notifies all property owners within 300 feet of the subject site of the date, time, and place of upcoming meeting, and provides a description of the proposed land uses.
3. The applicant conducts the Neighborhood Meeting to:
 - a. inform residents and property owners about the proposed zone change
 - b. provide an opportunity for a question and answer period by the audience
 - c. identify a point of contact to the public, for follow-up questions and comments
4. The applicant submits a summary of the meeting to the Planning Department within 15 days after the neighborhood meeting, including:
 - a. a list of attendees
 - b. the issues and concerns discussed
6. When 60 days have passed since the applicant's meeting with the planning staff, and when 30 days have passed since the Neighborhood Meeting, the Planning and Zoning Commission schedules a public hearing.

Camp Verde

Number of Planning and Zoning Commissioners: 7

Appointed by the Cottonwood Town Council

Meeting Schedule: Two times monthly

For relevant extracts from the Planning and Zoning Ordinance, see **Appendix B**.

Process used to allow Public Participation in Land Use decisions:

1. The applicant arranges a meeting with the planning staff to discuss:
 - a. all development issues
 - b. the arrangements for a Neighborhood meeting
2. At least 15 days prior to the scheduled Neighborhood Meeting, the applicant:
 - a. notifies all property owners within 300 feet by first class mail
 - b. provides a description of the proposed land uses.
 - c. posts a meeting notice on the property
3. The applicant provides a notarized affidavit to the planning staff, attesting to this notification being accomplished.
4. The applicant conducts the neighborhood meeting to:
 - a. inform adjoining residents and property owners about the proposed zone change
 - b. provide an opportunity for a question and answer period by the audience
 - c. identify a point of contact to the public, for follow-up questions and comments.
5. The applicant prepares and submits a notarized written summary of the meeting to the Planning Department within 15 days after the neighborhood meeting, including:
 - a. a list of attendees
 - b. the issues and concerns discussed in the Neighborhood Meeting
 - c. a photo of the meeting notice posted on the property
 - d. a copy of the meeting announcement letter

Sedona

Number of Planning and Zoning Commissioners: 7

All members must be Sedona residents

Appointed by the Sedona City Council

Term of office: 3 years

Meeting Schedule: Two times monthly

For relevant extracts from the Planning and Zoning Ordinance, see **Appendix C**.

Process used to allow Public Participation in Land Use decisions:

1. The applicant schedules a pre-application meeting with the Sedona Community Development Department
2. The applicant submits an application for rezoning
3. A "Target area" is defined to include:
 - a. Property owners within the public hearing distance from the site
 - b. The head of any homeowners' association, or community/neighborhood appointed representative adjoining the project site
 - c. other interested parties who have requested that they be placed on the notification list
4. The applicant submits a Citizen Participation Plan which details how those in the "Target Area") will be:
 - a. notified that an application has been submitted
 - b. given the details about the proposed development
 - c. given an opportunity to discuss the applicant's proposal with the applicant and express any concerns, issues or problems they might have with the proposal, in advance of the public hearingThe Citizen Participation Plan also includes:
 - d. A schedule for completion of the Citizen Participation Report
 - e. A statement of how the applicant will keep the Community Development Department updated on the status of their citizen participation efforts.
5. The applicant submits a Citizen Participation Report to the City Staff that includes
 - a. The concerns, issues, and problems raised by the public.
 - b. How the applicant has addressed (or intends to address) those concerns, issues, and problems

c. Concerns, issues and problems the applicant is unwilling or unable to address, and why.

6. A public hearing with the Planning and Zoning Commission is scheduled, and 15-day prior public notice is published.

Clarkdale

Number of Planning Commissioners: 5

Appointed by the Clarkdale Town Council

Meeting Schedule: Monthly

For relevant extracts from the Planning and Zoning Ordinance, see **Appendix D**.

Process used to allow Public Participation in Land Use decisions:

1. The Town notifies property owners within 300 feet of the subject site 15 days prior to the Planning Commission hearing date, providing them with a description of the proposed zoning change, including a map. Property owners are told where comments can be submitted, with a deadline for submission
2. The Commission posts a sign on the site, and publishes a notice in a local newspaper, giving the date and time of the upcoming hearing,
3. The Commission encourages the applicant to contact surrounding property owners to ascertain, and possibly address, issues and concerns. Such contacts might include neighborhood meetings, or some other methods of addressing citizen comments.
3. Not less than 15 days after public notice is given, a public hearing before the Planning Commission is held. During that hearing, public comment is invited.
5. If the owners of 20% or more of the lots 150 feet from the site in question (or 150 feet from the street frontage on the opposite side of the street) file a protest within 10 working days after the Planning Commission's decision, a favorable vote of 3/4 of the members of the Council is required for the Planning Commission's decision to become effective.

Jerome Zoning Ordinance

Number of Planning and Zoning Commissioners: 5

All members must be Jerome residents

Appointed by the Town Council

Term of office: 3 years

For relevant extracts from the Planning and Zoning Ordinance, see **Appendix E**.

Process used to allow Public Participation in Land Use decisions:

1. The applicant arranges a meeting with the Planning staff and the Design Review Board to:
 - (a) identify any development issues
 - (b) discuss arrangements and scheduling for a Neighborhood Meeting
2. At least 15 days prior to the Neighborhood Meeting, the Zoning Administrator posts a meeting notice on the site, and mails a meeting notice (with a description of the proposed land uses) to all property owners within 300 feet of the site.
3. At the Neighborhood Meeting the applicant:
 - (a) provides an opportunity for a question and answer period by the participants
 - (b) identifies a point of contact to the public, for follow-up questions and comments.
4. After the Neighborhood Meeting, the applicant submits a written summary of the meeting to the Zoning Administrator within 15 days. That summary includes:
 - (a) a list of the attendees
 - (b) their addresses
 - (c) the issues and concerns that were discussed.
5. Attendees may also submit comments directly to the Zoning Administrator.
6. After the Neighborhood Meeting has been held, the Planning and Zoning Commission schedules a public hearing, posts a 15-day hearing notice sign on the site, and publishes a 15-day hearing notice in the official newspaper of the Town.

Lake Montezuma (Beaver Creek)

Beaver Creek Planning and Zoning / Land Use Committee

The following has been extracted from web page
BeaverCreekAZ.org/P&Z.html

The purpose of the Planning and Zoning Committee is to communicate on all matters dealing with zoning, building, and growth in the Communities of Beaver Creek. Accordingly, its goal is to help preserve the rural lifestyle of the communities of Beaver Creek by representing the purpose and goals of the Council.

The Committee interacts and consults with the Water and Transportation Committees on all key development and zoning issues related to the Beaver Creek communities and neighborhoods. **A chief role of the committee is the cooperation with Yavapai County officials in upholding County Ordinances and advise and comment on Yavapai County ordinance changes and Public Hearings.**

Have a complaint about a code violation in your neighborhood?
Check out what you can do about it.

What is a Code Violation?

Common ordinance violations include, but are not limited to, the following:

1. The storage of any building material, equipment, tires, auto parts, appliances and personal items that are not shielded from public view.
2. Non-running, inoperable, disabled or abandoned vehicles.
3. Farm animals may be prohibited in certain zoning districts and/or limited to the amount allowed.
4. Failure to display address.
5. Grading, erecting fences, placement of manufactured homes and building etc... without the proper permits.
6. Failed Septic Systems.
7. Recreational vehicle or camping on vacant property.
8. Accumulation of Horse Manure and/or animal feces.
9. Dangerous buildings.
10. Light pollution in excess of the Dark Sky Ordinance.

What is NOT a violation:

1. Ugly or unattractive automobiles, trucks and recreational vehicles.

2. Weeds in the ditch along the roadway should be maintained by the property owner or reported to the Public Works.
3. Violations of CC&R's.
4. Excessive dust during construction should be reported to ADEQ at (800) 234-5677
5. Legally parked vehicles on the public right-of-way. If inoperable or abandoned notify the Yavapai County Sheriff's Office.
6. Excessive barking or dogs at large (report to **Sheriff's Office - Animal Control**).
7. Social nuisances and noisy activities should be reported to the **Sheriff's Office**.

Lake Montezuma Zoning Districts

Zone	Purpose
C	Commercial
I	Industrial
R	Residential
O	Open Space

Yavapai County

Number of Planning and Zoning Commissioners: 10
Appointed by the Yavapai County Board of Supervisors
Term of office: 4 years
Meeting Schedule: Twice monthly
For more details, see **Appendix F**.

Process used to allow Public Participation in Land Use decisions:

1. The applicant schedules a pre-application meeting with the Planning and Design Review Division staff. During that meeting a "target area" is defined, which consists of:
 - a. all owners of properties 1 acre (or smaller) within 300 feet of the site
 - b. all owners of all properties larger than 1 acre within 1000 feet of the site
 - c. all homeowner's associations within 1000 feet of the site
 - d. anyone who asks to be placed on the "interested party" list
 - e. political jurisdictions or public agencies affected by the proposed development
2. The applicant creates a Citizen Participation plan to:
 - a. describe and detail the proposed development to those in the target area
 - b. provide an opportunity for those in the target area to express their concerns, issues, or problems to the applicant, in advance of the public hearing
 - c. facilitate ongoing communication with property owners and interested citizens
3. The applicant delivers a written Citizen Participation report that lists:
 - a. the content of all mailings by the applicant to residents, property owners and interested parties
 - b. the dates and locations where residents, property owners and interested parties were invited to discuss the applicant's proposal
 - c. the number of people who attended
 - d. a list of concerns, issues, and problems brought up in the meetings
 - e. how the applicant has addressed those concerns, issues, and problems
 - f. concerns, issues, and problems that the applicant is unwilling or unable to address, and why
4. The Planning and Zoning Commission:
 - a. schedules a public hearing

- b. publishes a notice of public hearing in a newspaper of general circulation in Prescott at least 15 days prior to the scheduled hearing
- c. posts notice of the hearing within the area of the proposed Zoning District change at least 15 days prior to the scheduled hearing

Part 4 Online Sources

(1) Various Methods of Addressing Land Use Issues:

There are a variety of methods to address the resolution of Land Use issues. Below are several methods, each with brief summary, and an online link for readers who would like to explore to a greater depth.

Community Benefit Agreements

In Tucson, Arizona Community Benefit Agreements (CBAs) have been used. For information, see *The Community Benefits Agreement (CBA) Opportunity for Fourth Avenue and Tucson* at:

https://www.insidetucsonbusiness.com/news/the-community-benefits-agreement-cba-opportunity-for-fourth-avenue-and/article_90efe386-52fb-11e8-9712-93218d18a4d2.html, wherein it is stated:

“CBAs are agreements negotiated between the developer and affected community group that specify certain conditions and agreements relating to the design and use of a particular project as well as defining a set of transparent community benefits that the developer has committed to provide as part of a development project. An example of a provision that can be included in a CBA that relates to the current Union on 6th development is a requirement that the developer reserve a certain amount of space for locally owned, independent businesses. The City of Tucson could have a CBA be one of the conditions for a developer to receive any economic incentives and ensure that this Union on 6th project meets the needs of the community.”

Further information on CBAs and another type of process called "Developmental Agreements" can be found at:

Yes, In My Backyard: Developers, Government and Communities Working Together Through Developmental Agreements and Community Benefit Agreements, by Steven P. Frank, Indiana Law Review, Vol. 42:227.

<http://journals.iupui.edu/index.php/inlawrev/article/view/3988/3947>

Creation and Maintenance of Meaningful Community Participation

(Meaningful) requires:

1. that local government include community participants in the development decision making process early so as to allow them to shape the goals of development in the first place
2. an “enforcement mechanism” for failing to follow its procedures
3. that local governments should not wait to devolve decision-making power to communities only when development projects arise – they should “allow community participation and education in the business of community-decision making on real decisions regularly.”

See *When Inclusion leads to Exclusion: The Uncharted Terrain of Community Participation In Economic Development* by Audrey McFarlane, 66 Brook. L. Review 861 (2000-2001) at page 931)

https://scholarworks.law.ubalt.edu/cgi/viewcontent.cgi?article=1423&=&context=all_fac&=&sei-redirect=1&referer=https%253A%252F%252Fwww.bing.com%252Fsearch%253Fq%253DWhen%252BInclusion%252BLeads%252Bto%252BExclusion%25253A%252BThe%252BUncharted%252BTerrain%252Bof%252BCommunity%252BParticipation%252Bin%252BEconomic%252BDevelopment%2526form%253DEDGNB1%2526mkt%253Den-us%2526httpsmsn%253D1%2526plvar%253D0%2526refig%253D2475a356ff284618811f8ccf24e96b1a%2526sp%253D-1%2526pq%253D%2526sc%253D8-0%2526qs%253Dn%2526sk%253D%2526cvid%253D2475a356ff284618811f8ccf24e96b1a#search=%22When%20Inclusion%20Leads%20Exclusion%3A%20Uncharted%20Terrain%20Community%20Participation%20Economic%20Development%22

Expanded Legal Processes

The Anchorage Alaska municipal ordinances allow expanded legal processes in hearings conducted by the Planning and Zoning Commission in zoning change/land use issue matters as follows:

1. Tape recording of each public hearing
2. Testimony and cross examination (formal rules of evidence do not apply; specific time limits are accorded to the Petitioner, representative groups and individuals; cross examination is permitted only through the chair)
3. the parties are given the right to subpoena witnesses and documents

4. Every decision by the commission is required to including findings of fact and conclusions (the findings are required to provide a reasonable basis for understanding the reasons for the decision)
5. a review process of the commission's findings if requested
6. An appeal process of the decision of the commission.

See Anchorage Municipal Code, Title 21, Regulation 21.10, Article III, Sections 21.10.301 through 21.10.304.

https://library.municode.com/ak/anchorage/codes/code_of_ordinances?nodeId=TIT21_PLZO_REG21.10PLZOCORUPR_ARTIIPUHE

Increased Governmental Agency Disclosure

An increase in disclosure by governmental agencies involved in the process not only informs all stakeholders of the status of pending applications for development and zoning change but establishes transparency and greater trust and credence in those governmental agencies. Suggested disclosure apparatus would include greater information being provided at meetings, postings of relevant documents on the website of the governmental agencies involved including future dates of scheduled proceedings and the parameters set forth in advance as to the time allotted to stakeholders for presentation at hearings and any limitations thereon.

(Please see page 54: Audrey G. McFarlane, Putting the "Public" Back into Public-Private Partnerships for Economic Development, 30 W. NEW ENG. L. REV. 39, 47 (2007).

<https://pdfs.semanticscholar.org/c87c/e4186c5b3224d5692e201fc14a528a8b4c5c.pdf>

Land Use Mediation Model

The land use mediation model is another alternative explained as follows:

“The purpose of the mediation model is to ensure that the allocation of land uses takes place in a way that is viewed as fair by all stakeholders, and that all possible joint gains are incorporated into a technically feasible agreement that can be implemented easily. Using this model, planners seek to integrate competing interests (ranging from the efficiency concerns of government agencies and developers to the equity concerns of special interest groups) with concerns about process and transparency. The result is a highly structured problem-solving process in which all stakeholders learn about each

others' interests, challenge previously accepted assumptions, and develop strategies aimed at maximizing mutual gains."

"Planners who use this model serve a wide variety of functions. They seek to ensure that all parties are well-informed, have an equal opportunity to participate, and are part of an effort to produce a technically informed set of decisions that are better for all stakeholders than what they are likely to obtain if there is no agreement. Planners facilitate communication, identify potential zones of agreement, urge participants to assess carefully what no agreement is likely to mean for them, aid in the codification of agreement on technical points, and suggest "packages" that allow parties to trade across issues they value differently. By filling this role, planners can help to ensure the credibility of public decision making, and shift stakeholder relationships from being adversarial to collaborative."

Facilitators and Mediators

"The assisted negotiation or consensus building process does not require the use of professional mediators, but their participation is often necessary. In the simplest form of assisted negotiation, the planner, or an appointed facilitator, fills the role of a process manager, taking whatever procedural steps are necessary to keep the discussion on a useful course, and to foster an environment conducive to joint problem solving. To accomplish this, facilitators monitor the quality of the dialogue and intervene with questions designed to enhance understanding. Facilitators sometimes act as moderators, usually when many parties are involved, to ensure a positive and productive discussion. Mediators have greater substantive involvement (without seizing control of the outcome from the parties), in addition to the procedural responsibilities of facilitation. In general, mediators help the parties move from a zero-sum mind-set to integrative bargaining. Despite taking a large measure of responsibility for the quality of the agreement that emerges, the mediator must remain absolutely neutral. Land use planners are often in an ideal position to sponsor the involvement of professional mediators."

See *Mediating Land Use Disputes Pros and Cons* by Lawrence Susskind, Mieke van der Wansem and Armand Ciccarelli, at pages 6 and 7

<https://www.cbi.org/assets/files/Mediating%20Land%20Use%20Disputes.pdf>

The Collaborative Land Use Model

“[w]hile negotiation-based regimes do reject the unworkably rigid, detailed plans at the core of traditional planning, these new regimes have largely failed to produce planning alternatives that take into consideration long-term and cumulative impacts.” He argues that a “collaborative land use model” could address this long-term vision problem. His proposed model calls for stronger democratic institutions through broad and meaningful participation in agreement negotiation, as well as sustained problem solving, rather than [an] adversarial, approach.” Cities under the model are to become organizers, facilitators, information gatherers, and distributors.”

The above quotation is from *Meaningful Community Participation in Land Use Decision Making Through Ad Hoc Procedures in New Haven, Connecticut (2011)*, by Laura Huizar, Student Legal History Papers, Paper 14 at page 20:

https://digitalcommons.law.yale.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&httpsredir=1&article=1013&context=student_legal_history_papers)

“A fundamental premise of this collaborative model is that an open and participatory decision-making process serves, both as a check on privileged deal making, and as a necessary conduit for important information about the relevant subjective and often competing interests of individuals affected by a particular land use decision. This model also draws on recent empirical evidence suggesting that decision making processes that foster contributions from those most affected by decisions result in enhanced participant and public satisfaction with both the decision and the regulatory process.”

The above quotation is from *Mustering the Missing Voices: A Collaborative Model for Fostering Equality Community Involvement and Adaptive Planning in Land Use Decisions Installment Two* by Alejandro E. Camacho, Notre Dame Law School, Legal Studies Research Paper No. 05-14 page 272:

https://www.researchgate.net/publication/228170129_Mustering_the_Missing_Voices_A_Collaborative_Model_for_Fostering_Equality_Community_Involvement_and_Adaptive_Planning_in_Land_Use_Decisions_Installment_Two)

(2) Examples of land use issues in the United States and Europe, and various measures involved in addressing those issues

Below is a collection examples of land use problems faced in the United States and Europe. Citations are given to each full online story, followed by key excerpts for the story, to provide a sample of its content.

Amsterdam

Amsterdam Seeks to Rein in Tourists” Spiegel Online

<https://www.spiegel.de/international/amsterdam-tries-to-limit-impact-of-tourism-a-1223505.html>

“The city is indeed overwhelmed by the masses. It simply wasn't built for them. In 2005, 11 million people visited each year. Now, that figure is over 18 million. And many aren't just staying for a few hours, but for up to three nights, and every tenth stays for a week. Amsterdam already has as many Airbnb overnight stays each year as Madrid and Berlin - over 2 million - even though it is considerably smaller, with 850,000 inhabitants. "It's a village," says Hodes.

But Amsterdam is located in the progressive Netherlands, and citizens' advocacy groups, like Hodes', have been around for a while. And the city's municipal government could play a kind of pioneering role for other tourist centers, like Barcelona, Florence or Dubrovnik, by developing concepts to combat the over-commodification of the city, or at least taking a stab at it.

A few canals south of there, at City Hall, two district managers are giving a talk on behalf of newly elected Mayor Femke Halsema. Their goal is to explain how creative ideas can be used to return quality and diversity to a city, how one can set limits without building fences, and to discuss the dilemma of wanting to remain a liberal city while establishing rules that apply to everyone, including visitors.

Two years ago, they developed "City in Balance," a remarkably strict catalogue of measures: Residents are allowed to rent their apartments and houses for a maximum of 60 days per year on home-sharing platforms like Airbnb and, as of 2019, that allowance will drop to 30. The construction of new hotels in the city center has been banned. Since November 2017, the city government has also banned beer bikes, a bachelor-party excrescence with a beer tap.”

California

“Developments in Disaster Prone Areas Mean Big Bucks For Builders But Can Put Homeowners At Risk” by Anna Huntsman and Jake Steinberg, August 15, 2019, Cronkite News

<https://cronkitenews.azpbs.org/2019/08/15/developments-disaster-prone-communities-flooding/?hootPostID=af16bada842a47d31cf80ef89511984b>

“The prospect of additional tax revenue is a common incentive for cities to approve more housing, according to Gregory Simon, an expert in human-environment interactions at the University of Colorado Denver.

“Why does the fire rage on and become so costly and injurious and even deadly? That’s almost always a social thing,” Simon said. “That’s because all of our stuff is there. That’s really the problem, and so we really should be questioning that in the first place.”

[A recent report](#) from Gov. Gavin Newsom said California should “deprioritize” new development in areas that burn. Three in four Californians now say the government should restrict development in high-risk areas, according to a Berkeley Institute of Governmental Studies poll released in June. But no laws have been passed to keep homes out of harm’s way.”

Charleston, South Carolina:

Developments in Disaster Prone Areas Mean Big Bucks For Builders But Can Put Homeowners At Risk by Anna Huntsman and Jake Steinberg, August 15, 2019, Cronkite News

<https://cronkitenews.azpbs.org/2019/08/15/developments-disaster-prone-communities-flooding/?hootPostID=af16bada842a47d31cf80ef89511984b>

“After getting flooded in three consecutive years, a church in the neighboring suburb of West Ashley funded a study of the region’s watershed. [The analysis revealed](#) overdevelopment made flooding worse for people downstream. The culprit: storm runoff. Builders used fill dirt to raise new homes to the city’s elevation requirement, but the artificial material doesn’t absorb water like porous organic topsoil.

When the land is built on, it becomes impervious, said Norm Levine, geologist and director of the Lowcountry Hazards Center at the College of Charleston. "This can force water into other areas that were not originally having water problems."

"Fill, which is composed mostly of crushed rock, sand and clay, allows developers to build homes on land that has long been considered too risky. 'The developers are pushing the envelope and really endangering whole areas,' Charleston councilwoman Carol Jackson said. The use of fill dirt in floodplains came under scrutiny after Hurricane Harvey inundated Houston neighborhoods. Nearly 400 homes in Harris County have been bought out, with 1,100 more recently approved. In June, Charleston closed on a buyout of about 40 homes in West Ashley, and plans to turn the land into greenspace."

Europe

Top Tourism Spots Crack Down As They Become Victims of Their Own Success by Emma Batha, Thomas Reuters Foundation News, July 23, 2019

<http://news.trust.org/item/20190722234024-dwb1d>

"Not so long ago, Venice was considered the trip of a lifetime, said Cesarato, who runs astronomic tours there. Visitors took days, even weeks, to explore the City of Canals, spending money in local restaurants and businesses."

"Today they pile off cruise ships and coaches, go on whirlwind tours run by non-locals, take umpteen selfies and buy little more than a cheap trinket made in China. As millions of holidaymakers head off for their summer break, increasing numbers of popular destinations are saying they cannot take much more. The Belgian city of Bruges is cracking down on cruise ships, Paris wants to limit coaches, Prague is fed up with beer bikes - and one Thai beach has banned tourists altogether."

"While tourism creates jobs and wealth, there is growing awareness of its negative impacts, from environmental damage to the destruction of neighborhoods as residents are priced out. The problems have created a backlash, spawning anti-tourism movements and protests from Amsterdam to Rome and Dubrovnik, the Croatian city featured in the TV show "Game of Thrones". . .

"The perception of going on holiday has shifted from being pretty much a privilege to becoming very much a right," said Marina Novelli, professor of tourism and international development at the University of Brighton. She said for decades tourism

authorities and ministries have only measured success in terms of increased visitor numbers."

"This model no longer works, and that's probably the most important message to get out there," she said, warning that overcrowding and "Disneyfication" in some places could destroy the charms that draw tourists in the first place. 'If we look at numbers only, and we don't look in more detail at the impact – economic, social, environmental – we risk killing the goose that lays the golden egg.'"

"Another phenomenon fueling anti-tourism protests is the rise of short-stay letting platforms such as Airbnb, which are blamed for hiking rents and changing neighborhoods. With landlords able to make far more on holiday lets than traditional leases, housing supply has shrunk and residents have been squeezed out."

"Paris has about 60,000 homes listed on Airbnb, Amsterdam 19,600, Barcelona 18,300 and Venice 8,500, according to [Inside Airbnb](#), a website highlighting the company's impact on neighbourhoods. Cities including Palma de Mallorca, Paris, Amsterdam and London have introduced or are discussing measures to mitigate the impact."

"While overtourism is most apparent in Europe's historic cities, the World Travel & Tourism Council (WTTC) warned last month that certain cities in Asia, Latin America and Africa could be at risk if they do not plan ahead..."

"Nor are problems confined to cities. Thailand closed a beach made famous by the Leonardo DiCaprio movie *The Beach* indefinitely last year to give its ecosystem time to recover."

Europe

How Tourists Are Destroying the Places They Love by Der Spiegel Staff, Spiegel Online, August 21, 2018

<https://www.spiegel.de/international/paradise-lost-tourists-are-destroying-the-places-they-love-a-1223502.html>

"Often, the profits benefit very few – the landlords and hotel owners primarily, but also, to a much lesser extent, the often poorly paid employees working in the travel sector. The rest are stuck with the noise and the mess, the high rents and the feeling of being a stranger in their own country, like being an extra in some Disney World for tourists."

"In many places, that feeling has begun manifesting itself in expressions of open hostility. Activists spray paint "tourists go home" on the walls in many places overflowing with tourists, and in Mallorca, they even proclaimed a "summer of action," with protests against travelers at the airport and in hotels. In Palma, activists have thrown horse droppings at tourists. In Barcelona they have pushed people from bicycles, and harassed them in cafés. In Venice, self-proclaimed pirates have taken the dramatic step of blocking cruise ships from entering the port..."

"The travel industry has begun recognizing that its own success is increasingly undermining the foundation of its business model. *Overtourism* is the buzzword currently dominating industry conferences. Discussions are taking place about how tourist flows can be directed such that they will no longer be perceived as a threat."

Savannah, Georgia

The Charm, and Challenge, of Savannah by Keith Schneider, New York Times, August 6, 2019

<https://www.nytimes.com/2019/08/06/business/savannah-georgia-development.html>

"The city's growth, increased traffic congestion and noise — along with changing uses of downtown buildings that do not fit Oglethorpe's plan — prompted the National Park Service to downgrade the landmark district's condition to "threatened" from "satisfactory" last year.

"The decision prompted officials and residents to intensify their allegiance to the city's character. Builders in Savannah's historic districts are required to meet height, design, scale, parking, color and other standards to fit new development into the old architectural vernacular. Ample numbers of meetings with city and Chatham County planning staffs are required, as are multiple listening sessions with neighborhood associations."

The experience can be a test of endurance for developers. In 2018, after two years of public meetings, city oversight, and a lawsuit filed by neighborhood critics that challenged the city's review, the Forum Group gained permission to build the \$40 million, 170,000-square-foot Starland Village project in a historic neighborhood favored by artists and students. The first new mixed-use development in that district, the project is set to start construction later this year. It encompasses 91 apartments, retail spaces, a parking deck and the renovation of an early-20th-century Methodist church and school building for restaurants and offices."

"Though it is an assembly of modest structures, new and old. Starland Village was criticized by some residents as out of scale with the neighborhood. 'We had a lot of meetings with residents,' said Travis Stringer, Forum's chief executive. 'At least 10 meetings in large and small groups to discuss changes in the design and reorient the mixes.' Residents wanted the development to blend into the community. 'They wanted to feel like the project was theirs,' Mr. Stringer said."

(3) Online reference materials Regarding Arizona Growing Smarter

Arizona Growing Smarter Guiding Principals (2006)

https://www.farmlandinfo.org/sites/default/files/Growing_Smarter_Guiding_Principles_for_AZ_1.pdf

Arizona Growing Smarter Scorecard

<https://repository.asu.edu/attachments/181449/content/smart-growth-scorecard-application.pdf>

Arizona Revised Statutes

Municipalities: Adoption and amendment of general plan; expiration and re-adoption

<https://www.azleg.gov/viewDocument/?docName=http://www.azleg.gov/ars/9/00461-06.htm>

Counties: Comprehensive Plan Adoption; notice; hearing; amendment; expiration and readoption

<https://www.azleg.gov/viewDocument/?docName=http://www.azleg.gov/ars/11/00805.htm>

Is Arizona Growing Smarter? (2008)

<https://sonoraninstitute.org/files/pdf/is-arizona-growing-smarter-growing-smarter-statues-and-recommendations-for-improving-growth-management-in-arizona-10022008.pdf>

(4) Online reference materials regarding constitutional referendum

History of the Constitutional Referendum:

<http://www.azcentral.com/arizonarepublic/news/articles/2012/01/30/20120130arizona-centennial-state-fight.html#ixzz5xGC1JVvX>

How to initiate a Referendum

State of Arizona, Secretary of State, Initiative, Referendum and Recall
<https://azsos.gov/elections/initiative-referendum-and-recall/>

Use of the Referendum in Zoning Change/Land Use Situations

“We have previously held that zoning decisions are legislative in character. *Wait v. City of Scottsdale*, 127 Ariz. 107, 108, [618 P.2d 601](#), 602 (1984). As such, zoning decisions have been considered proper subjects of referenda in Arizona. *Queen Creek Land & Cattle Corp. v. Yavapai County Bd. of Supervisors*, 108 Ariz. 449, [501 P.2d 391](#) (1972); see also *Cottonwood Dev. v. Foothills Area Coalition*, 134 Ariz. 46, [653 P.2d 694](#) (1982).”

(Arizona Supreme Court in *Pioneer Trust Company vs. Pima County*, 811 P.2d 22 (1991)).
<https://law.justia.com/cases/arizona/supreme-court/1991/cv-90-0348-ap-2.html>

Arizona Constitution, Article 4, Part 1:
<https://www.azleg.gov/const/4/1.p1.htm>

(5) Diminution of land value by state enactment

Arizona Revised Statute 12-1134: Just Compensation to be Paid where there is a reduction in fair market value of private property by the enactment of any land use law by the state or political subdivision thereof

<https://www.azleg.gov/viewDocument/?docName=http://www.azleg.gov/ars/12/01134.htm>

(6) Municipal and County Comprehensive Plans in the Verde Valley

Camp Verde

<http://www.campverde.az.gov/government/town-clerk/documents/general-plan/>

Clarkdale

<https://www.clarkdale.az.gov/2012%20General%20Plan%20Master%20-%20Final.pdf>

Cottonwood

<http://www.cottonwoodaz.gov/DocumentCenter/View/596/General-Plan---All-Files-PDF>

Jerome

https://www.jerome.az.gov/documents/76/2018_GENERAL_PLAN_FINAL_reduced.pdf

Sedona

<http://www.sedonaaz.gov/home/showdocument?id=36754>

Yavapai County

<http://www.yavapai.us/Portals/34/Reference%20Materials/YavapaiCountyComprehensivePlan.pdf>

(7) Municipal and County Planning and Zoning Ordinances in the Verde Valley

Camp Verde

<http://www.campverde.az.gov/government/community-development-2/planning-and-zoning/>

Clarkdale

https://www.clarkdale.az.gov/your_government/community_development/planning.php

Cottonwood

<https://cottonwoodaz.gov/384/Planning-Zoning-Commission>

Jerome

<https://www.jerome.az.gov/planning-and-zoning-commission>

Sedona Land Development Code

<http://www.sedonaaz.gov/your-government/departments/community-development/land-development-code>

The Verde Valley Regional Land Use Plan

<http://www.yavapai.us/Portals/34/Reference%20Materials/VerdeValleyRegionalLandUsePlan.pdf>

Yavapai County Planning and Zoning Ordinance

<http://www.yavapai.us/Portals/0/OrdinancesRegulations/Ordinance-Planning-Zoning.pdf>

(8) Red Rock Corridor Management Plan (2005)

Red Rock Corridor Management Plan (2005)

(No longer available on www.azdot.gov)

(10) Resource information regarding resources, safety, traffic & sustainability

91st Arizona Town Hall Land Use: Challenges and Choices For the 21st Century

http://www.aztownhall.org/Resources/Documents/Complete_91st_Report_FINAL.pdf

Developer Proposes housing for Sedona workforce in nearby Rimrock:

<https://www.12news.com/article/news/local/arizona/developer-proposes-housing-for-sedona-workforce-in-nearby-rimrock/75-94d47f45-8db2-463b-97eb-2fc4b249b7ed>

Northern Arizona Sees Wear and Tear from Tourism Love

<https://www.newsbreakapp.com/n/0McsNOD4?s=a3&pd=028Mh5eO>

Sedona Sustainable Tourism Plan

<https://visitsedona.com/sustainable-tourism-plan/>

“Stack and Pack” Construction: Rancho Cucamonga, California

<https://www.youtube.com/watch?v=IS06YqojsYU>

State of Arizona’s Rivers

<https://azpbs.org/horizon/2019/08/state-of-arizona-rivers/>

Wildfire hazard for Prescott is like Paradise, California

<https://www.dcourier.com/news/2019/aug/14/wildfire-hazard-prescott-paradise-california/>

Wildfire risks in Arizona

<https://www.azcentral.com/in-depth/news/local/arizona-wildfires/2019/07/22/wildfire-risks-ahead-of-the-fire-about-this-report/1784203001/>

(11) Smart Growth

American Planning Association Policy Guide on Smart Growth

<https://www.planning.org/policy/guides/adopted/smartgrowth.htm>

(12) Transportation Studies in the Verde Valley

Central Yavapai County Transportation Study Update, 1998

Verde Valley Multi-modal Transportation Study, 2009

Yavapai County Regional Mobility Management Implementation Plan (2017)

<https://www.cympo.org/docs/ycrmmip-2017.pdf>

(13) Unincorporated Areas: Vision Statements/Comprehensive Plans

Beaver Creek Vision 2020

<http://www.beavercreekaz.org/vision%202020%20final.pdf>

Mission and Vision for Big Park (2014)

Big Park Community Plan (1998)

Yavapai-Apache Community Plan

(14) Verde Valley Economic Development Plan

http://www.vvreo.com/wp-content/uploads/2015/07/Print-Ready_FINAL_Verde-Valley-Economic-Development-Plan.pdf

(15) Yavapai County Developmental Services

Use Permit Zoning Map Change Guidelines

<http://www.yavapai.us/Portals/34/Forms/UsePermitZoningMapChange.pdf>

Appendix A
Relevant extracts from the Cottonwood Zoning Ordinance

Cottonwood Zoning Ordinance
SECTION 301.B
Citizen Review and Participation

1. For all zone change applications, the following citizen review and participation process is required:
 - a. At least 60 days prior to any public hearing, the applicant or an appointed representative shall arrange a meeting with planning staff which identifies development issues as well as arrangements and scheduling for the neighborhood meeting described in subsection b below.
 - b. At least 30 days prior to any public hearing, the applicant or an appointed representative shall conduct a neighborhood meeting designed to inform adjoining residents and property owners about the proposed zone change.
 - c. At least 15 days prior to the scheduled neighborhood meeting, the City shall notify all property owners within 300 feet of the subject site by first class mail. The notification shall include the date, time and place for the neighborhood meeting, as well as a description of the proposed land uses.

2. It is the responsibility of the applicant or their representative initiating the zone change to conduct the meeting and provide an opportunity for a question and answer period by the audience. It is also the responsibility of the same to identify a point of contact to the public for follow up questions and comments. A written summary of the meeting, including a list of attendees and the issues and concerns discussed, must be prepared by the applicant and a copy submitted to the Planning Department within 15 days after the neighborhood meeting.

Cottonwood Zoning Districts

Zone	Purpose
GA	General Agriculture
AR-43	Agricultural Residential
AR-20	Agricultural Residential
R-1	Single Family Residential
R-2	Single Family Multiple Family Residential
R-3	Multiple Family Residential
R-4	Single Family Multiple Family Manufactured Home
MH	Manufactured Home
C-1	Light Commercial
C-2	Heavy Commercial
CR	Commercial Residential
L-1	Light industrial
L-2	Heavy Industrial
CF	Community Facility
PAD	Planned Area Development
AR-70	Agricultural Residential
NF	National Forest
HP	Overlay District

Appendix B
Relevant extracts from the Camp Verde Land Planning and Zoning Ordinance

Camp Verde Planning and Zoning Ordinance
SECTION 601.A.3.
Citizen Review and Participation Process

- a. Prior to any public hearing, the applicant or an appointed representative shall arrange a meeting with the planning staff which identifies development issues as well as arrangements and scheduling for the neighborhood meeting described in subsection **b** below.
- b. The applicant or an appointed representative shall conduct a neighborhood meeting designed to inform adjoining residents and property owners about the proposed zone change, specific plan application or Use Permit.
- c. At least 15 days prior to the scheduled neighborhood meeting, the applicant shall notify all property owners within 300 feet of the subject site by first class mail and post the actual property with meeting date and time. The notification shall include the date, time and place for the neighborhood meeting, as well as a description of the proposed land uses. The applicant shall provide an affidavit attesting to this notification being accomplished.
- d. It is the responsibility of the applicant or their representative to conduct the meeting, provide an opportunity for a question and answer period by the audience, and identify a point of contact to the public for follow-up questions and comments.
- e. The applicant shall prepare a written summary of the meeting by way of affidavit, including a list of attendees and the issues and concerns discussed and submit a copy of the summary, with a photo of the posting on the property and a copy of the meeting announcement letter, to the Planning Department within 15 days after the neighborhood meeting

Camp Verde Zoning Districts

Zone	Purpose
R1L	Residential: single-family limited
R1	Residential: single-family
R2	Residential: multiple dwelling units
R-R	Residential-Rural
RS	Residential and Services
C1	Commercial: neighborhood sales and services
C2	Commercial: general sales and services
C3	Commercial: heavy commercial
PM	Performance Industrial
MI	Industrial: general
M2	Industrial: heavy
PAD	Planned S Area Development
OS	Open Space resource conservation zone
AG	Agricultural
CF	Community Facilities

Appendix C
Relevant extracts from the Sedona Land Development Code

Sedona Land Development Code
Article 8.3.D.
Citizen Review Process

(1) Purpose

- a. Ensure that applicants pursue early and effective citizen participation in conjunction with their applications, giving them opportunity to understand and try to mitigate any real or perceived impacts their application may have on the community
- b. Ensure that citizens and property owners within the community have an adequate opportunity to learn about applications that may affect them and to work with applicants to resolve concerns at an early stage of the process
- c. Facilitate ongoing communication between the applicant, interested citizens, and property owners throughout the application review process

The citizen review process does not pertain to a specific review body or committee. It is not intended to produce complete consensus on all applications, but to encourage applicants to be good neighbors and to allow for informed decision-making.

(2) Applicability

- a. Every applicant who is proposing a project that requires a public hearing, except for those application types listed in subsection 8.3.D(2)b below, shall prepare a citizen participation plan following the pre-application meeting and submission of the application. Implementation of the plan shall begin upon submittal of the application.
- b. A Citizen Participation Plan shall not be required for an application for a variance, Certificate of Appropriateness, appeal, minor conditional use permit (except those associated with a development review), or extension of time for an existing approval.

(3) Target Area

The level of citizen interest and area of involvement will vary depending on the nature of the application and the location of the site. At a minimum, the target area shall include the following:

- a. Property owners within the public hearing notice area required by other sections of this Code;
- b. The head of any homeowners association, or community/neighborhood appointed representative adjoining the project site; and
- c. Other interested parties who have requested that they be placed on the notification list for a particular project.
- d. The Director may determine that additional notices or areas should be provided.

(4) Citizen Participation Plan

At a minimum, the Citizen Participation Plan shall include:

- a. How those interested in and potentially affected by an application will be notified that an application has been submitted
- b. How those interested and potentially affected parties will be informed of the substance of the change, amendment, or development proposed by the application
- c. How those affected or otherwise interested will be provided an opportunity to discuss the applicant's proposal with the applicant and express any concerns, issues or problems they may have with the proposal in advance of the public hearing
- d. The applicant's schedule for completion of the Citizen Participation Report
- e. How the applicant will keep the Community Development Department informed on the status of their citizen participation efforts.

(5) Public Notice

These requirements are in addition to public notice provisions required by **Section 8.3.F.3 Scheduling and Notice of Public Hearings**.

Sedona Land Development Code
Section 8.3.F.3
Scheduling and Notice of Public Hearings

a. Published and Mailed Notice

...

2. Published notice shall appear in a newspaper of general circulation in the City at least 15 days prior to the scheduled hearing.
3. Mailed notices shall be sent via first-class mail to all property owners as listed in the records of the county tax assessor's office within 300 feet of the subject property, as measured from property boundaries.

b. *Posted Notice*

1. Required posted notice shall include at least one sign on the subject property at least 15 days prior to the public hearing...

(6) Additional Meetings

The Director may require the applicant to hold additional citizen participation meetings based on:

- a. The length of time between the last citizen participation meeting and the date of the submittal of the application;
- b. The extent of changes that have occurred to the development proposal since the last citizen participation meeting was held; and/or

- c. The length of time between last public hearing (such as a conceptual review hearing) and the date of submittal for further development application consideration.

(7) Citizen Participation Report

The applicant shall provide a written report to the Director and the Planning and Zoning Commission on the results of their citizen participation effort (prior to the notice of public hearing). The Citizen Participation Report shall include the information specified in the **Administrative Manual**.

**Design Review, Engineering and Administrative Manual
Chapter 1.1.G.2
Citizen Participative Plan**

- 2. Prior to scheduling a public hearing with the Planning and Zoning Commission, a Citizen Participation Report must be provided to City Staff that includes a summary of the applicant's public outreach efforts based on the Citizen Participation Plan along with a summary of concerns, issues, and problems expressed during the process including:
 - a. The concerns, issues, and problems raised by the public.
 - b. How the applicant has addressed or intends to address concerns, issues, and problems expressed during the process.
 - c. Concerns, issues and problems the applicant is unwilling or unable to address, and why.

Sedona Zoning Districts

Zone	Purpose
RS-70	Large Lot Single-Family Residential
RS-35	Large Lot Single-Family Residential
RS-1S	Single-Family Residential
RS-10	Single-Family Residential
RS-6	Single-Family Residential
RMH	Single-Family and Mobile Home
RM-1	Medium Density Multifamily
RM-2	Medium-High Density Multifamily
RM-3	High Density Multifamily
MI	Mixed-Use Neighborhood
M2	Mixed-Use Employment
M3	Mixed-Use Activity Center
CO	Commercial
IN	Light Industrial
L	Lodging
PD	Planned Development
OC	Oak Creek Heritage
CF	Community Facilities
OS	Open Space and Recreation
NF	National Forest

Appendix D
Relevant extracts from the Clarkdale Zoning Code

Clarkdale Zoning Code
Chapter 13, Section 13-020.D.
Citizen Participation

1. The legislative body of the Town of Clarkdale has adopted the following citizen review and participation process that applies to all re-zoning cases. By law and policy the re-zoning process is designed to give the greatest opportunity possible for citizen participation in such a public process. In the event of doubt regarding public participation, more, not less public participation, shall be the standard.

The purpose of the citizen participation process is to:

- a. **Ensure that applicants pursue early and effective citizen participation** in conjunction with their application, giving them the opportunity to understand and try to mitigate any real or perceived impacts their application may have on the community;
- b. **Ensure that the citizens and property owners of Clarkdale have an adequate opportunity to learn about the applications** that may affect them and to work with applicants to resolve concerns at an early stage of the process; and
- c. **Facilitate ongoing communications between the applicant, interested citizens and property owners**, Town staff, and elected officials throughout the application review process.

2. The citizen participation plan is not intended to produce complete consensus on all applications but to **encourage applicants to be good neighbors and to allow for informed decision making.**

The process includes the following elements:

- a. A minimum of one (1) public hearing will be held on all re-zoning cases and proposed text amendments. The first hearing will be before the Planning and Zoning Commission. A second public hearing will be before the Mayor and Council if the owners of twenty percent (20%) or more either of the area of the lots included in a proposed change, or of those immediately adjacent in the rear or and side thereof extending one hundred fifty (150) feet therefrom, or of those directly opposite thereto extending one hundred fifty (150) feet from the street frontage of the opposite lots, file a protest in writing against a proposed amendment, it shall not become effective except by the favorable vote or three-fourths (3/4) of all members

of the Council. The written protest shall be filed with the Clarkdale Town Clerk no later than ten (10) working days after the Planning Commission's decision on the amendment. If no written protest is filed, the amendment will be presented to the Town Council at a public meeting with opportunity for public comment.

- b. The Town shall notify all affected property owners within three hundred (300) feet of the subject site by first class mail no less than fifteen (15) days prior to the public hearing date.
- c. The notification above shall include date, time, and place for the public hearing as well as a description of the proposed change in land uses. A map of the site shall be included in the notification.
- d. Reference shall be made as to where comments can be made concerning the proposed zone change and when such comments are due prior to the public hearing.
- e. The affected property shall be posted fifteen (15) days in advance of the public hearing date so that the following are visible from a distance of one hundred (100) feet; the word "zoning", the present zoning district classification, the proposed zoning district classification and the date and time of the hearing.
- f. A notice shall be published at least once in a newspaper of general circulation at least fifteen (15) days in advance of the public hearing.
- g. In addition to notice by publication, mailed notices, and property postings, the Town of Clarkdale and the Planning and Zoning Commission reserve the right to give notice to the hearing in such other manner as it may be deemed necessary. The Commission always encourages any person proposing a re-zoning to contact surrounding property owners to ascertain and possibly address issues and concerns before the public hearings. Such contacts could include neighborhood meetings or other methods of addressing citizen comments.

Clarkdale Zoning Districts

Zone	Purpose
HR	High (Density) Residential - Larger multi-unit apartment complex developments. Found in areas with adequate infrastructure.
MHR	Medium High (Density) Residential - Small apartments and Townhouse residential developments configured with fourplex, triplex or duplex style housing on larger lots with adequate infrastructure available.
MR	Medium (Density) Residential - Single-family residential development on smaller lots, including within historic residential neighborhoods and for manufactured home developments.
LR	Low (Density) Residential - Single-family development and would typically include subdivision neighborhoods with developed infrastructure including roads and utilities.
VLR	Very Low (Density) Residential - Larger lots in areas with minimal services available.
CBD	Central Business District - An existing area of the original Town site defined by historic mixed uses, including governmental, commercial, cultural, recreational, entertainment and residential uses in an area with historic designs, materials and general style of development.
NC	Neighborhood Commercial - commercial retail and service needs that provide the surrounding neighborhoods and residents of Clarkdale with their basic day-to-day needs. This classification is characterized by various retail outlets, offices and restaurants. Such uses include adequate off-street parking, landscaping and generally-improved site development.
HC	Highway Commercial - A wider range of community-wide and regional commercial uses. These uses would typically be found along arterial highways or major collector streets with minimal association with local neighborhood roads.
LI	Light Industrial / Industrial Park - Light manufacturing, warehousing, distribution, wholesaling, mini-storage and other uses primarily located within buildings with limited outside storage that must be fully screened from adjacent uses.
HI	Heavy Industrial - Locations for more intensive industrial uses that may include large amounts of exterior storage and outside work areas, primary material processing facilities, contractor storage yards, distribution and transportation facilities that generate trucking and traffic impacts, and various major public facilities including recycling facilities and waste water treatment plants, electric substations or other uses by utilities.

PL	Public Lands and Facilities - Public land uses including government offices, public schools, community colleges, public utility facilities, community centers, fire stations, libraries, recreational facilities, parks and open space areas.
MU	Mixed Use - Planned development projects that include a mix of uses such as residential, commercial, recreational, open space, institutional and/or community facilities.
O	Open Space - both public and private land designated as open space. This not only includes undeveloped natural areas but also a variety of outdoor recreational uses, ranching and agricultural uses, historic sites and conservation areas.
NF	National Forest - Prescott National Forest lands currently subject to the jurisdiction of the United States Forest Service (USFS) and located within the boundaries of the Town. The Town has explored possible land uses in the event these lands become exchange lands.

Appendix E
Relevant extracts from the Jerome Zoning Ordinance

Jerome Zoning Ordinance
Section 301
Amendments or Zone Changes

B. PETITIONS FOR AMENDMENTS

1. Petitions for change of district boundaries or amendment of regulations shall be filed with the Zoning Administrator by an owner of real property...
2. Upon receipt of a complete application for amendment, the Zoning Administrator shall forward the application to the Planning and Zoning Commission...

C. COMMISSION ACTION

1. Upon receipt of any complete application for, and prior to holding a public hearing on, rezoning or ordinances that impose a new land use regulation or modify an existing land use regulation, a Neighborhood Meeting shall be required in accordance with Section 306 of this zoning ordinance. The Commission shall then fix a reasonable time for the hearing of the proposed zone change, amendment, or addition and shall give notice thereof to interested parties and to the public by publication of a notice in the official newspaper of the Town, and by posting the area included in the proposed change, not less than fifteen (15) days prior to the hearing. The notice shall set forth the time and place of the hearing including a general explanation of the matter to be considered and including a general description of the area affected. The Commission may for any reason, when it deems such action necessary or desirable, continue such hearing to a time and place certain. Within thirty (30) days after the close of the hearing, the Commission shall render its decision in the form of a written recommendation to the Council. The recommendation shall include the reasons for the recommendation.

Jerome Zoning Ordinance
Section 306
Neighborhood Meetings

A. PURPOSE

Neighborhood Meetings provide an opportunity for informal communication between an applicant, neighboring residents and property owners who may be affected by development projects, use permits, rezoning or ordinances that impose a new land use regulation or modify an existing land use regulation. The purposes of the

Neighborhood Meeting are to inform the affected public about the project and encourage communication among the applicant and neighboring residents and property owners.

B. GENERAL REGULATIONS

1. Prior to any public hearing by the Planning and Zoning Commission on rezoning or ordinances that impose a new land use regulation or modify an existing land use regulation, the applicant or an appointed representative of the applicant shall arrange a meeting with the planning staff to identify development issues as well as to discuss arrangements and scheduling for the Neighborhood Meeting described in Subsection 4 below.
2. When required pursuant to Section 302.D.1 of the Jerome Zoning Ordinance, prior to any public hearing by the Planning and Zoning Commission on a use permit, the applicant or an appointed representative of the applicant shall arrange a meeting with the planning staff to identify development issues as well as to discuss arrangements and scheduling, if required, for the Neighborhood Meeting described in Subsection 4 below.
3. When required pursuant to section 304.F.5 of the Jerome Zoning Ordinance, prior to any public hearing by the Design Review Board on a development project, the applicant or an appointed representative of the applicant shall arrange a meeting with the planning staff to identify development issues as well as to discuss arrangements and scheduling, if required, for the Neighborhood Meeting described in Subsection 4 below.
4. A Neighborhood Meeting designed to inform adjoining residents and property owners about the proposed development project, use permit, ordinances that impose a new land use regulation or modify an existing land use regulation, or rezoning will be arranged by the Zoning Administrator. The meeting should be held in a place that is generally accessible to neighbors that reside near the subject site.
5. At least 15 days prior to a scheduled Neighborhood Meeting, the Zoning Administrator shall notify all property owners within 300 feet of the subject site by first class mail, and the actual property shall be posted with the meeting date and time. The mailed notification shall include the date, time and place for the Neighborhood Meeting, as well as a description of the proposed land uses, project or conditional use permit.
6. At the Neighborhood Meeting, it is the responsibility of the applicant... to provide an opportunity for a question and answer period by the participants, and identify a point of contact to the public for follow-up questions and comments.
7. The applicant shall prepare a written summary of the meeting, including a list of attendees, their addresses, and the issues and concerns discussed, and submit

a copy of the summary to the Zoning Administrator within 15 days after the neighborhood meeting. The summary shall be made available, upon request, to any meeting attendee. Attendees may, at their discretion, also submit their comments to the Zoning Administrator.

8. If the application is substantially modified from what was presented at the initial Neighborhood Meeting, the Zoning Administrator may require that one or more additional Neighborhood Meetings be held in compliance with this section to present the modified application.
9. For rezonings of property initiated by the Town, the Town shall be deemed the applicant and shall conduct a Neighborhood Meeting as required by Subsections 2 through 5 of this section 306 B. For ordinances that impose a new land use regulation or modify an existing land use regulation, the Town's obligations under this Section 306 shall be satisfied by complying with the notice and hearing requirements otherwise imposed by this Zoning Ordinance.

Jerome Zoning Districts

Zone	Purpose
AR	Low density residential development and noncommercial farming and agriculture. Land use is composed chiefly of individual homes, together with required recreational, religious, and educational facilities.
R1-10	Low density residential development. Designed to protect the single-family residential character of the district, and to prohibit all incompatible activities. Land use is composed chiefly of individual homes, together with required recreational, religious and educational facilities.
R1-5	Medium density single family residential development. Designed to protect the single family residential character of the district and to prohibit all incompatible activities. Land use is composed chiefly of individual homes, together with required recreational, religious, and educational facilities.
R-2	Medium density residential development. Designed to allow maximum flexibility and variety in residential development, while prohibiting all incompatible activities. Land use is composed chiefly of individual and multiple family homes, together with required recreational, religious, and educational facilities.
C-1	This district is intended to provide for and encourage orderly development in existing and future commercial areas within the Town.
I-1	This district is intended to provide for commercial, industrial, and manufacturing activities, while insuring that these activities will in no manner affect in a detrimental way any of the surrounding districts.

Appendix F
Relevant extracts from the Yavapai County Planning and Zoning Ordinance

Yavapai County Planning and Zoning Ordinance
Section 209.I.
Citizen Participation Plan

- A.** Every applicant who is proposing a project, which requires a public hearing, shall include a citizen participation plan, which shall be implemented prior to the first public hearing. This process shall be started prior to submitting a rezoning, General Plan Major Amendment or Use Permit application. This process should not occur until after the required pre-application meeting and consultation with the Planning and Design Review Division staff.
- B. Purpose:**
1. Ensure that applicants pursue early and effective citizen participation in conjunction with their applications, giving them opportunity to understand and try to mitigate any real or perceived impacts their application may have on the community.
 2. Ensure that the citizens and property owners within the community have an adequate opportunity to learn about applications that may affect them and to work with applicants to resolve concerns at an early stage of the process.
 3. Facilitate ongoing communication between the applicant, interested citizens and property owners, County staff, Planning Commissioners and elected officials throughout the application review process.
- C.** The citizen participation plan is not intended to produce complete consensus on all applications, but to encourage applicants to be good neighbors and to allow for informed decision-making.
- D.** The level of citizen interest and area of involvement will vary depending on the nature of the application and the location of the site. The target area for early notification will be determined by the applicant after consultation with the Planning and Design Review Division. At a minimum, the target area shall include the following:
1. Property owners notice area shall be as follows:
Subject Property Size Notice Boundary
 - a. One (1) acre or less – three hundred feet (300')
 - b. More than one (1) acre – one thousand feet (1,000')

2. The head of any homeowners association or community/neighborhood within at least one thousand feet (1,000') radius of the project site unless a greater distance is required by other Sections of this Ordinance.
3. Other interested parties who have requested that they be placed on the interested parties' notification list maintained by the Development Services Department.
4. Those residents, property owners, interested parties, political jurisdictions and public agencies that may be affected by the application.
5. The Planning and Design Review staff may determine that additional notices or areas be included.

E. At a minimum, the following information regarding the involvement of the target area must be included:

1. How those interested in and potentially affected by an application will be notified that an application has been made.
2. How those interested and potentially affected parties will be informed of the substance of the change, amendment, or development proposed by the application.
3. How those affected or otherwise interested will be provided an opportunity to discuss the applicant's proposal with the applicant and express any concerns, issues, or problems they may have with the proposal in advance of the public hearing.
4. The applicant's schedule for completion of the citizen participation plan.
5. How the applicant will keep the Planning and Design Review Division informed on the status of their citizen participation efforts.

F. These requirements are in addition to any notice provisions required by State Statute and the Planning and Zoning Ordinance.

G. Additional Meetings:

Extenuating circumstances may warrant the Planning and Design Review staff to cause the applicant to hold additional citizen participation meetings including, but not limited to:

1. Timeframe between the last meeting and the date of the submittal.
2. Any substantial changes that have occurred to the development proposal since the last citizen participation meetings were held.

Yavapai County Planning and Zoning Ordinance
Section 209.II.
Citizen Participation Report

- A. The applicant shall provide a written report on the results of their citizen participation effort prior to the notice of public hearing. This report will be included in the information provided to the Planning and Zoning Commission by the Planning and Design Review staff at the public hearing on the matter.

- B. That the citizen participation report will include the following information:
 - 1. Details of techniques the applicant used to involve the public, including:
 - a. Dates and locations of all meetings where citizens were invited to discuss the applicant's proposal;
 - b. Content, dates mailed, and numbers of mailings, including letters, meeting notices, newsletters and other publications;
 - c. Where residents, property owners, and interested parties receiving notices, newsletters, or other written materials are located;
 - d. The number of people that participated in the process.

 - 2. A summary of concerns, issues and problems expressed during the process, including:
 - a. The substance of the concerns, issues, and problems;
 - b. How the applicant has addressed or intends to address concerns, issues and problems expressed during the process;
 - c. Concerns, issues and problems the applicant is unwilling or unable to address and why.

Yavapai County Planning and Zoning Ordinance
Section 208
Amendments

The Board of Supervisors may, from time to time, following public hearings and Commission report as prescribed by this Ordinance, amend, supplement or change the Zoning Regulations or Map. Any such proposed change may be initiated by the Commission, the Board of Supervisors or by petition and application of property owners. Application for Amendment shall be filed in the office of the Land Use Specialist on forms provided.

- A. DISTRICT BOUNDARY CHANGE (Rezoning):** A property owner or authorized agent of a property owner desiring an amendment or change in the Zoning

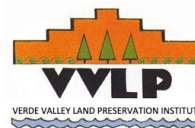
Ordinance changing the Zoning District boundaries within an area previously zoned shall file an application for the Amendment or Change. Site plans and/or graphic representations are required with rezoning applications, unless waived by the Board of Supervisors upon recommendation from the Commission.

- C. COMMISSION ACTION:** Upon receipt of any proposed amendment, the same shall be submitted to the Planning and Zoning Commission for a report. Prior to reporting to the Board of Supervisors, the Commission shall hold at least one (1) public hearing thereon, after giving at least fifteen (15) days notice thereof by publication (at least once) in a newspaper of general circulation in the County seat, and by posting the area included in any proposed Zoning District change...

Yavapai County Zoning Districts

Zone	Purpose
R1L	Residential: Single Family Limited - Site built structures only
RMM	Residential: Site built , Factory built & Multi-Sectional Manufactured Homes
RI	Residential: Single Family - Site built & Manufactured Homes
RCU	Residential: Single Family - Rural
R2	Residential: Multi-Family
RS	Residential and Services
CI	Commercial: Neighborhood Sales and Services
C2	Commercial: General Sales and Sevices
C3	Commercial and Minor Industrial
PM	Performance Industrial - Laboratories, Light manufacturing & Assembly
MI	Industrial: General Limited
M2	Industrial: Heavy - All types of industrial uses
PAD	Planned Area Development - Multiple types and combinations of land uses
	Open Space and Sustainable Development Option - Flexible lot sizes and locations for single-family residential dwellings
	Cluster and Open Space Option - - Flexible lot sizes and locations for single-family residential dwellings
RCD	Residential Camping District - Resident camps that are either private, public, religious, organizational or agency camps.
OS	Open Space Resource Conservation Zone - Preserved scenic and recreational areas for public and/or private use.

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