

TOWN OF TUSAYAN

GENERAL PLAN – 2023

*Adopted by the Mayor and Council of the Town of
Tusayan on _____, 2013*

Acknowledgements

The following individuals and firms had a major role in the preparation of the General Plan 2023.

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CHAPTER 1: INTRODUCTION

Purpose

This is the first General Plan for the Town of Tusayan. It supersedes the Tusayan Area Plan which was adopted by the Coconino County Board of Supervisors in 1995 (amended in 1997). Following the incorporation of Tusayan as a town in 2010, the Town Council acted to adopt the Tusayan Area Plan as its land use guidance document, recognizing that it did not meet all of the requirements of a General Plan. The Council knew that soon they would need to embark on an effort to develop a General Plan in accordance with the statutes of the State of Arizona. This is that Plan.

ARS 9-461.05 states "Each planning agency shall prepare and the governing body of each municipality shall adopt a comprehensive, long-range general plan for the development of the municipality." A community General Plan serves as a blue print for its future development. It is a statement of what the community wants to become and how it wants to get there. It also expresses what is good about the community and recognizes the challenges it faces in achieving its goals.

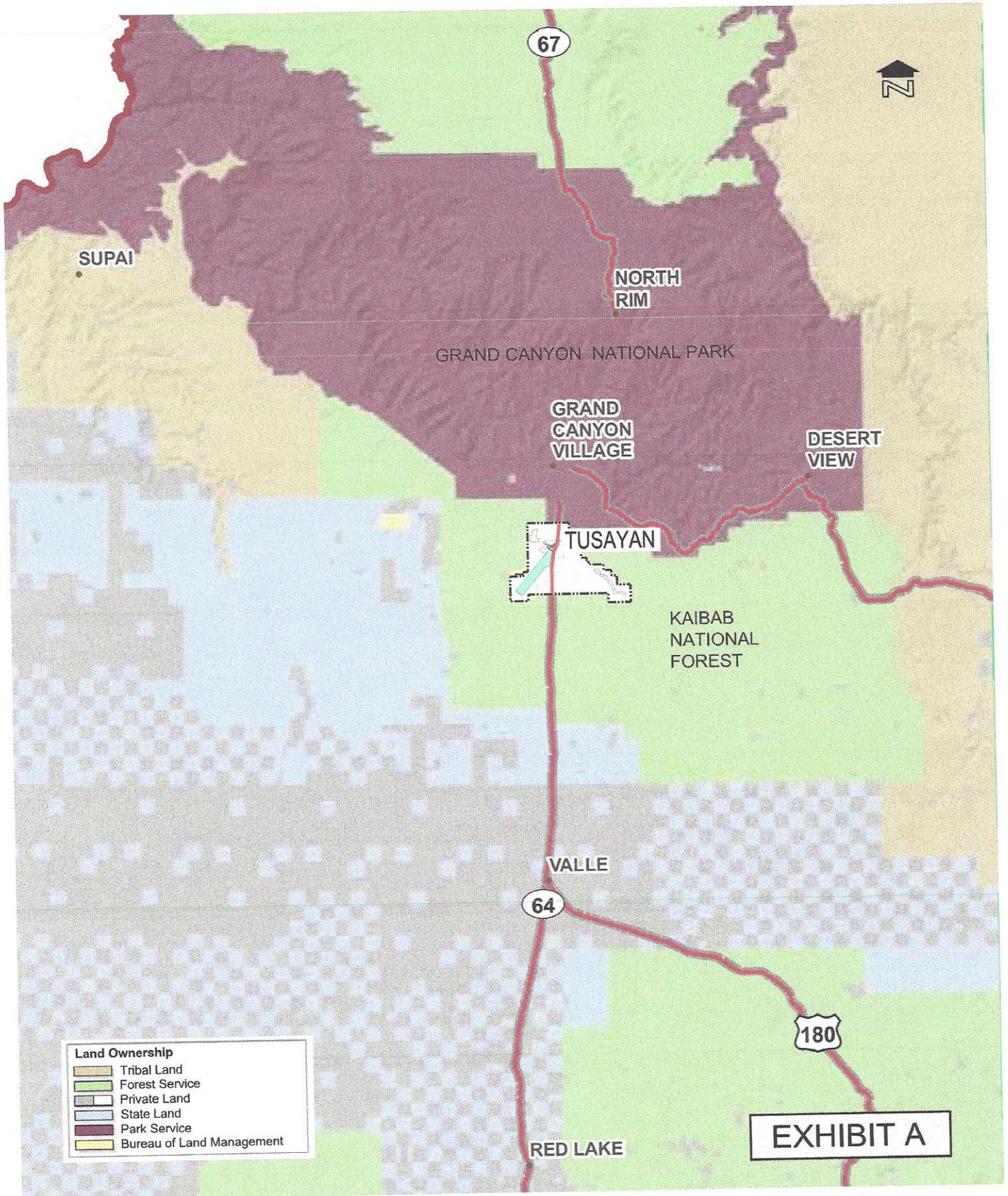
This General Plan was prepared and developed according to the processing requirements as set forth in statute. The draft General Plan was transmitted for review by various organizations, entities and agencies. Noticed public hearings were held by the Planning and Zoning Commission and Town Council. On _____ the Tusayan Town Council approved a resolution adopting the Tusayan General Plan – 2023.

Regional Setting

The corporate limits of the Town of Tusayan extend north to the main entrance of Grand Canyon National Park and the area known as the South Rim. Tusayan currently encompasses a land area of approximately 16.8 square miles and is divided by State Highway 64. Highway 64 runs south to the small unincorporated community of Valle. There it splits into two highways, one that proceeds south to Williams (State Route 64) and the other southeast to Flagstaff (US Hwy 180). Exhibit A, the Regional Context Map, shows how the town relates to the surrounding area.

The Town is bounded on the north by the Grand Canyon National Park and the Kaibab National Forest . It is bordered on the east, south and west by the Kaibab National Forest. Most of the land within the Town is part of the National Forest. There are two large private in-holdings in the National Forest that are within the Town limits.

The Town has a planning area that extends beyond the town limits. The purpose of the planning area is to indicate preferred future land use for property that may one day be annexed into the town. It allows the town to indicate the preferred future use of property on its borders. Tusayan's planning area extends one mile beyond the existing town limits to the east, south and west. All of the land within the planning area and beyond the town limits is within the Kaibab National Forest with the exception of a private in-holding west of town. Exhibit B, the Planning Area Map, shows the town limits and the towns' planning area.



DATE: 7-15-2013



TOWN OF TUSAYAN at the entrance to Grand Canyon National Park

Town of Tusayan
General Plan 2023
REGIONAL CONTEXT MAP
 (Coconino County)

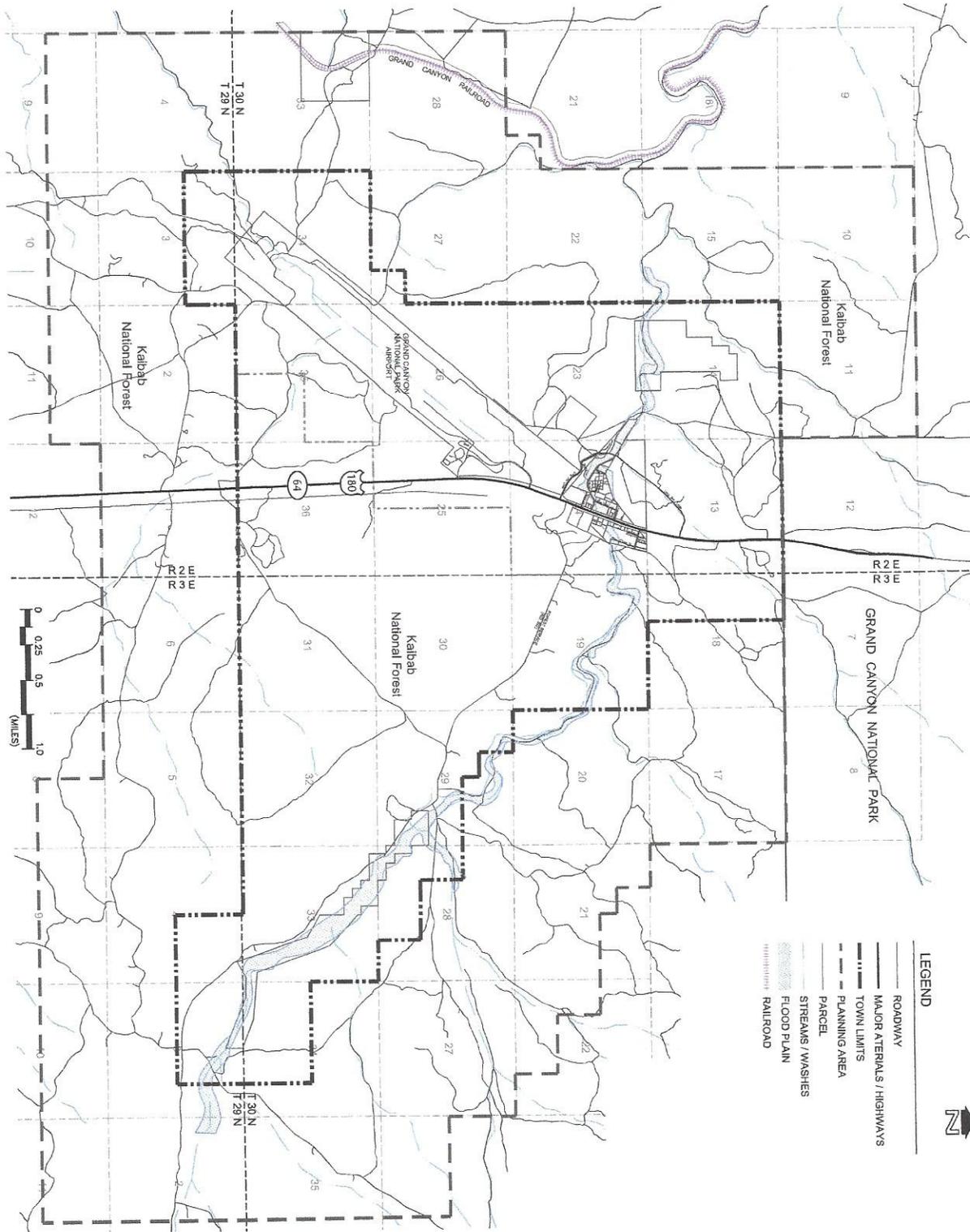


EXHIBIT B

**General Plan 2023
PLANNING AREA**

Most visitors to the South Rim of Grand Canyon National Park pass through Tusayan. Last year there were 4,421,352 Park visitors, approximately 90 percent of which visited the South Rim. In the last 20 years total annual visitation has fluctuated between 4 million and 4.8 million. Many of these visitors take advantage of the opportunity to stay, dine and /or shop in Tusayan. The Town is truly the gateway to the South Rim of the Grand Canyon. Tusayan would do well to continue to present itself as a place a Canyon visitor would like to spend time. To keep the welcome mat out and even improve on its ability to attract visitors, the Town should consider measures that promote an inviting appearance; one that is consistent with what awaits them inside Grand Canyon National Park.

Public Participation Plan

The Town Council approved a Public Participation Plan (PPP) on January 23, 2013. This was the first step in the General Plan process. The PPP describes the processes and mechanisms the Town will use to obtain public input on the draft of the General Plan from beginning to end (adoption). The adoption of a PPP is a requirement of State Law. The statute requires that the governing body adopt written procedures to provide effective, early and continuous public participation in the development of the General Plan from all geographic, ethnic and economic areas of the community.

According to State Law, the PPP should provide for the broad dissemination of proposals and alternatives. It should provide an opportunity for the submittal of written comments. It shall also mention the required public hearings and public notice that is proposed. The PPP must allow for open discussion, communication programs and information services. Finally, the statute requires that the PPP provide for consideration of public comments by the Town. The PPP for the Tusayan General Plan addresses the statutory requirements. A description of the various elements of the proposed PPP follows.

Web Page:

The Town created a place on the Town's web site for the General Plan. This is a convenient way for the public to stay abreast of the progress of the General Plan. The General Plan web page contains information on upcoming meetings and events. It also includes minutes of public meetings as well as draft Plan documents. The General Plan web page includes an area for submission of public comments. Written comments provided outside of the internet environment are also encouraged.

Stakeholder Interviews:

One of the best ways to determine the issues that may impact the Town is through interviews with those individuals active in the community. This would include those persons directing local governmental and public service organizations. Staff interviewed these organizations early in the General Plan process. In addition to issue identification, interviews were also used to determine how stakeholders view the community and how they would like to see it develop in the coming years.

General Plan Technical Review Committee:

The General Plan Technical Review Committee (GPTRC) consisted of seven individuals appointed by the Town Council. Appointment of GPTRC members occurred early in the planning process. One member of the GPTRC also served on the Planning and Zoning Commission and one member served on the Town Council. Input provided by the GPTRC gave technical credibility to the Plan and helped to ensure a broad perspective in terms of the issues that are addressed. The GPTRC met on July 2, 2013 to review the planning process, review comments from a member on the draft of the Plan, review the proposed trails maps and select preferred alternative titles for the Plan.

Public Town Hall Workshops:

Two public meetings were held to garner feedback and support from the community. The format of the first meeting was an interactive "Tusayan Town Hall" workshop, similar to an Arizona Town Hall. Those attending the workshop broke into groups and were asked to study and report on some community related questions. Results were reported out to the larger group and results recorded for use in preparing the General Plan. The date, time and location of the meeting was announced on the Town's web site and distributed to the Town's e-mail list. The results of the workshop are provided later in this section of the General Plan.

The second meeting was a public workshop, the focus of which was the proposed trails and selecting the best title for the Plan.

Public Hearings:

Statutorily required public hearings on the final draft of the General Plan were held by both the Planning and Zoning Commission and the Town Council. These hearings occurred toward the end of the planning process. The Planning and Zoning Commission hearing was held first. Following the conclusion of the Commission hearing, a recommendation was made to the Town Council. Notice of each public hearing was provided by legal ad, an article in the local newspaper, an announcement on the Town's web page and distribution to the Town's e-mail list. Citizen feedback both in writing and in the form of oral testimony at the public hearings was encouraged.

Public Input

At the Town Hall meeting that took place early in the planning process, participants were asked for words that best describe what they want Tusayan to be. This was an important exercise in that it provided guidance in the preparation of the various plan elements. It is important that the goals included in the General Plan support the common vision held by the residents and businesses that make up the Town.

The most commonly used words by residents at the Town Hall meeting were scenic, quiet, ecologically sustainable, safe, friendly and community oriented. This would tend to indicate a vision of Tusayan as an attractive, welcoming community. Other responses to this question propose a town with improved

community services. Some of the specific responses supporting this view were a medical clinic, local law enforcement, churches, library, schools in Town, recycling, trails and parks.

Before the Town Hall, staff interviewed many individuals active in the community. A similar question about the preferred vision of the future Tusayan was asked of those being interviewed. The most common replies indicate a desire for a town with more community activities/services and facilities. Another common theme was a community that had small town feel, one that was quaint, comfortable, cozy and harmonious.

Town Hall participants were also asked about how best to preserve or maintain small town feel. The most common responses were trails, phased growth, centralized community services, open space, no chain stores, community events and landscaping. These responses can be supported by the realization of many of the goals found in this Plan and implementation of land use controls.

Through the interview process we learned the things people most liked about the Town were the recent improvements (Highway 64, sidewalks, and buildings), Tusayan as a close knit community that came together in times of need and "smallness". There were several responses that indicated an appreciation for the appearance of the Town and its natural setting, as well as its closeness to the Grand Canyon.

In answer to an interview question about what things could be improved, housing topped the list. This was followed by a desire for more services/activities/facilities for residents and reduction in divisiveness in the community. Similar responses were reported to a question about issues currently affecting the Town.

At the Town Hall meeting, attendees addressed a question about how Tusayan could maintain its own identity while honoring the value of the Grand Canyon. Responses suggest that Tusayan should tell its story; explain how it is connected to the Canyon and its Native American history. The community should also hold more events and conduct a branding study.

In answer to a question about the Town's biggest strengths, the response most often heard from interviewees was access and closeness to the Grand Canyon. Next was the sense of community (the residents, community pride, and people look out for each other). The environment (clean air, forest, weather) was the next most reported response.

Another question asked of the people interviewed was about future challenges facing Tusayan. Topping the list of responses was growth and how it will be managed. This was followed by inadequate water supply, divisiveness in the community and inadequate housing.

Many of the people interviewed represented organizations that do business or serve the Tusayan community. Two questions dealt with issues currently affecting respondent's organizations and future challenges. Responses to both questions were similar. The top answer to both questions was inadequate housing. The ability to attract new residents/employees was the next most frequently heard reply to the current issue question and organization's budget was the second most offered response to the future challenge query

Finally, at the Town Hall those in attendance were asked their ideas for desirable features of a future trail system in and around the Town. Those in attendance reported the need for multi-use trails with picnic benches and rest areas. They wanted the trail system to be pet and family friendly with informed signage, low lighting in high traffic areas and connectivity with other trails.

At the second public workshop, attendees were asked to comment on the proposed trail system. Several changes were made to the draft trails maps. After the trail system was agreed upon, the group assigned priorities, high, medium and low, to the various new trail segments. Finally, those in attendance "voted" on which of two names they preferred for the General Plan.

Tusayan Area Plan

As noted above, the Tusayan Area Plan was approved by the County in 1995 for use in directing the growth of the community. It is interesting that many of the recommendations of the Tusayan Area Plan have come to pass. These changes are reflected in the positive comments received during the Town stakeholder interviews. Here are some of the changes recommended in the Tusayan Area Plan that have been realized.

- *The "domes" have been removed. (The "domes" were large, hemi-spherical buildings developed for use as a theater and were also used as a gift shop, restaurant, arcade and bar)
- *Helicopter operations have been relocated to the Grand Canyon National Park Airport.
- * The service station on the west side of the highway has been replaced by more modern service station on the east side.
- * A community park is being developed on the southwest side of Town.
- *Many older mobile homes have been removed.
- *A Fire District has been established.
- *Water conservation measures continue to be employed.
- *Undergrounding of some utility lines.
- *Removal of some trailers used by employees for housing.
- *Restrictive "dark skies" outdoor light regulations were added to the Zoning Ordinance.
- *Design guidelines were adopted and included in the Zoning Ordinance.
- *Continued use of reclaimed waste water in non-potable applications.

CHAPTER 2: HISTORY

The area of the Grand Canyon and Tusayan were frequented by indigenous peoples many thousands of years before being settled by Europeans. The Anasazi, Cohonina, Paiutes, Navajo and Cerbat were among the first native peoples in the area. The Havasupai, said to have descended from the Cerbat, have been in the area for about 800 years. The Havasupai would hunt along the South Rim of the Grand Canyon in the winter and fall months and spend the rest of the year farming within the Canyon. The Havasupai continue to live and farm in the area.

The Grand Canyon Railway began transporting tourists to the South Rim of the Grand Canyon in 1901. In 1905, the El Tovar Hotel, still in existence in Grand Canyon Village, was open for business. In 1919, the area of the Grand Canyon was designated a national park. In the 1930's, visitors arriving by automobile began to exceed those arriving by rail. The Grand Canyon National Park began charging entrance fees at entry stations on roads leading to the Park. Over the years the location of the entrance station to the South Rim has moved south, closer to Tusayan. With the recent annexation of National Forest land, the present location of the entrance to Grand Canyon National Park is immediately north of the town limits.

The first European settler in the Tusayan area was George Reed, a former forest service ranger. In 1920 Reed homesteaded 160 acres of what is now Tusayan and began growing vegetables for his family. He sold surplus potatoes to hotels in the newly designated Grand Canyon National Park.

In 1928, transportation to the Grand Canyon and the Reed property was improved with the construction of a highway from Williams, Arizona. Following the end of prohibition in 1933, Tony Galindo built a bar and motel on land he leased from George Reed. He named the bar the Tusayan Bar after a local pueblo. The State followed with a sign that identified the area as Tusayan. Development of a campground and store also happened about this time. The Reed's sold their homestead in the 1930's and the land became a cattle ranch for about the next ten years.

R.P Thurston figures prominently in the history of the Town. Mr. Thurston was mayor of Williams and also served on the Coconino County Board of Supervisors. His decedents are prominent land owners in the community today. In the 1930's Thurston began ranching in the Tusayan area. Thurston later bought most of what was the original Reed homestead from the Ten X Cattle Company.

That portion of Highway 64, which runs through the middle of what is now the Town of Tusayan, was built in 1953-54. R. P. Thurston's offer to sell the State right-of-way through the middle of his property for one dollar was accepted and resulted in the current alignment of the highway.

After the construction of the new, modern highway with private property on both sides, commercial development soon followed. The Thurston family built the Red Feather Lodge in 1963-64. A service station, bar and restaurant were built about that same time. Thurston offered some of his land to help complete the development of the Grand Canyon National Park Airport which was built in the mid 1960s. The addition of the airport further stimulated the construction of tourist oriented commercial development, including airplane and helicopter tour operators and an IMAX Theater.

No history of Tusayan would be complete without a brief review of the history of aerial scenic tours of the Grand Canyon based in Tusayan. The original helicopter tour operator was Ed Montgomery who started his business in the late 1940's. This operation lasted only a couple of years. The Arizona Helicopter Service operated on property that is now the Canyon Pines Mobile Home Park in the 1950's. Elling Halvorson, a contractor who came to the area in 1964, also began offering helicopter tours of the Grand Canyon. He used his helicopters for tours when they were not otherwise being used to facilitate construction of a water pipeline project in Grand Canyon National Park. Halvorson has become a prominent businessman who by himself and in association with others has developed several properties and businesses in Tusayan. He owns Papillon Grand Canyon Helicopters and, with John Siebold, purchased Grand Canyon Airlines.

With the increased commercial development of Tusayan came a greater demand for housing for employees of the local businesses. Most employees, those that did not commute from Williams or Valle, resided in local mobile home parks or other employer sponsored housing. The shortage of employee housing persists to this day.

The development of the community furthered the need for a local supply of domestic water. Collection of rain water and snow melt was adequate in the days of the early farmers and ranchers, but with the advent of tourist oriented businesses and attendant residential use, additional means of providing water was needed. R.P. Thurston operated a water hauling business to meet the early additional demand for water. Others also hauled water or acquired it from the National Park Service through the Tusayan Water Development Association. In 1987, the first community well was drilled. Two water companies currently provide water to the businesses and residents of Tusayan.

In April of 1995, the Coconino County Board of Supervisors approved the Tusayan Area Plan. This was followed in October of that same year by the adoption of the Design Review Overlay for Tusayan. These documents provided guidance to County officials in the consideration of applications for changes in land use (zoning) as well as other development approvals such as conditional use permits.

The idea of incorporating the community as a town began to gain support in the 1990's. Due to the small population, special legislation was required to allow an incorporation vote. After one failed attempt, the necessary state legislation was rewritten and approved in 2003. The initial incorporation vote in 2008 failed to garner majority support. The measure did pass on March 9, 2010 by a vote of 116 to 71 and Tusayan became the smallest town the state of Arizona.

In June of 2010, the Town Council adopted the Coconino County Zoning Ordinance as its Zoning Ordinance and also adopted the Tusayan Area Plan and Design Review Overlay. In 2011, the Town Council approved the annexation of 5,637.5 acres of land, most of which is part of the Kaibab National Forest. The annexation included two large parcels of private land for which development approval was requested.

CHAPTER 3: PUBLIC SERVICES AND FACILITIES

The residents and businesses of the Town of Tusayan receive their public services by way of contract, special district or other arrangement. The Town is not a direct provider of any utility or public service. With such a small population, this has initially proven to be an effective and efficient way of serving Town residents, businesses and visitors.

Exhibit C shows the boundaries of the school districts and special districts that serve the Town.

Fire District

The Tusayan Fire District was formed in 1996. The District is housed in a building on the west side of Highway 64 in the core area of Town. The District has three pieces of firefighting equipment, including a recently acquired ladder truck and one rescue vehicle. District personnel are a combination of paid professionals and volunteers. They deal with an average of 300 incidents a year and have achieved an Insurance Service Organization (ISO) rating of six. In cooperation with the Forest Service they have engaged in a proactive forest management program that includes control burns in the Kaibab National Forest.

GOAL: Adequate fire protection infrastructure in town.

POLICY: Town staff shall encourage prospective developers to communicate with the Fire District in the early stages of project planning.

Water Companies

The Tusayan Water Development Association, Inc. (TWDA) is not a water company per se, but it holds the Certificate of Convenience and Necessity issued by the Arizona Corporation Commission for the Tusayan area. The TWDA was formed in 1978 as a way to accept water from the Park Service. Prior to 1978, all of the water used in Tusayan was provided by private suppliers in Williams and Bellemont. Tusayan no longer obtains water from the Park Service. There are two water companies that actually provide domestic water to the Town's residents and businesses. Those companies are Hydro-Resources Inc. and Anasazi Water Company, LLC. TWDA, a private, nonprofit corporation, buys water from the two water companies and bills water customers.

One of the wells that supplies much of the domestic water used in Town is located on the Squire Inn property. The Squire Inn also has its own distribution system that connects to the Hydro-Resources system. Hydro-Resources serves 32 customers. Anasazi has nine customers, two of which are actually served by the Hydro-Resources system. The properties served by each of the water companies is shown on Exhibit D. Each customer may have multiple end users.

Some of the hotels in Town own the water distribution systems on their properties. Those systems connect to the Hydro-Resources system which supplies water. The Grand Canyon National Park Airport

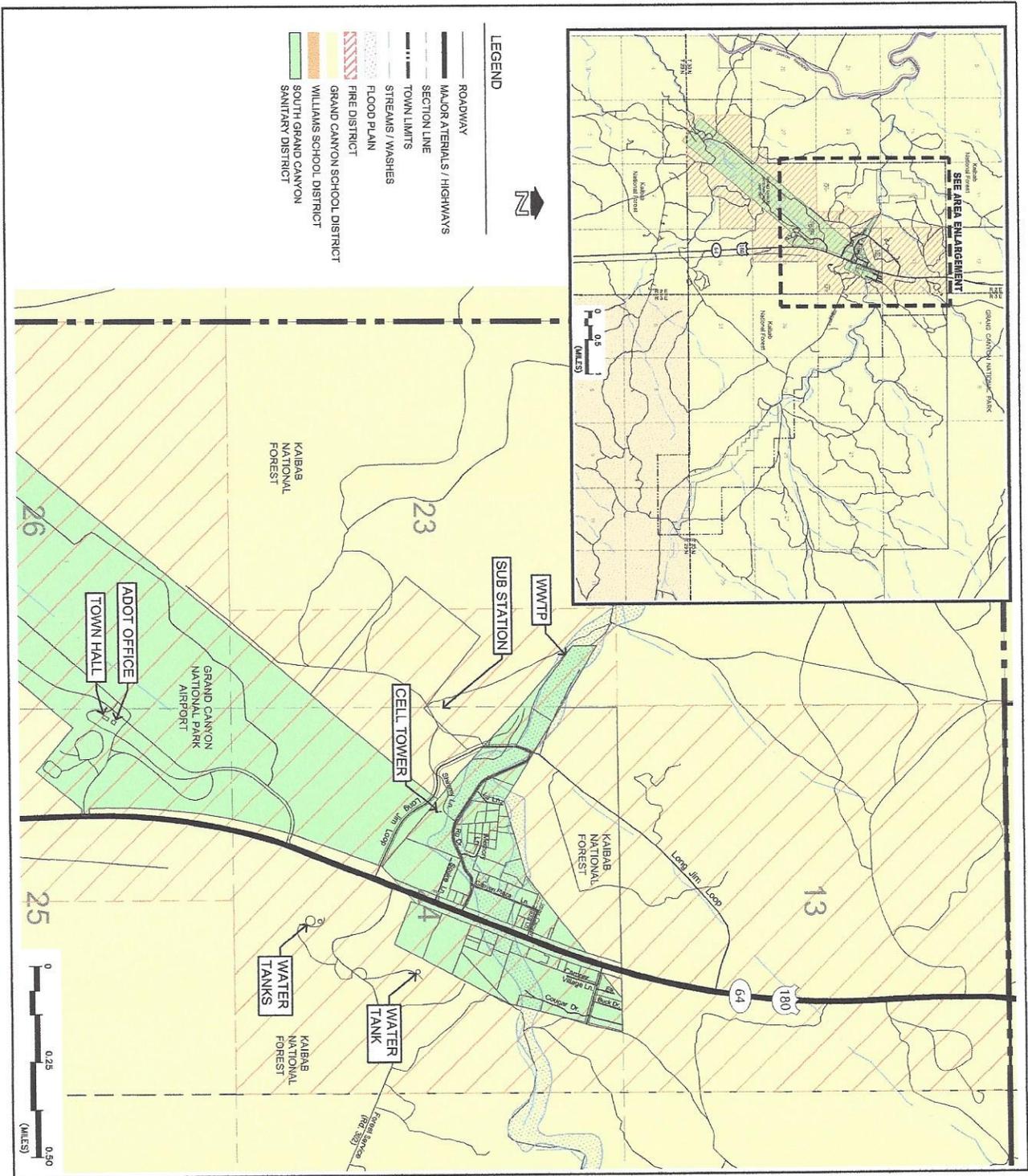


EXHIBIT C

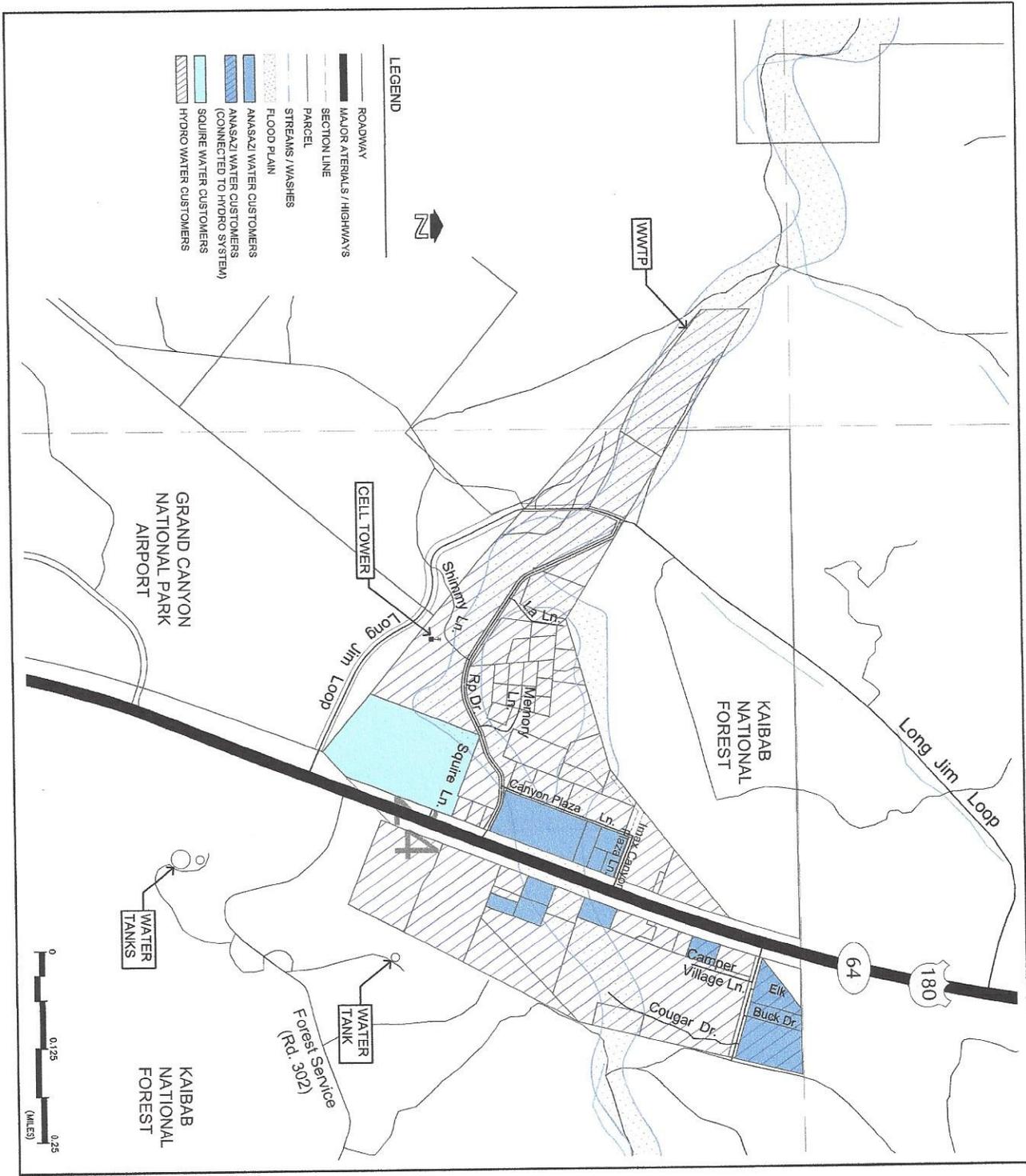


EXHIBIT D

**General Plan 2023
WATER COMPANY CUSTOMERS**

also has a system that is connected to Hydro-Resources. Another water system is owned and operated by the Forest Service.

Hydro-Resources has four wells that they use, two in the community of Valle and two in Tusayan. Anasazi was the original water distribution system in Town. Their one deep water well in Town has been out of service for a few years and they have been hauling water to Town from Valle. According to the Tusayan Municipal Water Study, dated April 27, 2011 the two wells in Town that are used by Hydro-Resources are capable of providing enough water to meet the Town's needs.

Tusayan can boast of having the lowest per capita water consumption rate in the country. Some of the reasons for this are the high relative price of water based in large part on a history of hauling water to the Town, the progressive conservation measures that have been put in place and the extensive use of reclaimed water.

In the long term, it would benefit the Town to become a designated municipal provider of domestic water within its corporate limits. This would help to unify the rate that is charged for water and improve planning, operation and maintenance of the system.

GOAL: Provision of domestic water within the town limits by the Town of Tusayan.

OBJECTIVE: The Town should investigate and if appropriate, pursue actions necessary to become a designated municipal provider of domestic water.

GOAL: To develop a water supply, distribution system and storage that meets the needs of the Town.

OBJECTIVE: Conduct and implement studies and work with partners to achieve an adequate and reliable supply of domestic water.

GOAL: Maintain and increase water conservation.

POLICY: Continue to promote and require water conservation measures in all new development in the Town.

South Grand Canyon Sanitary District

A privately funded sanitary treatment facility was built in Tusayan in 1972. Formation of the South Grand Canyon Sanitary District occurred later. All of the property in the Town is connected to the sanitary sewer system operated by the District. The last septic tank system was retired in 2002. New septic tank systems are not permitted in the Town. The District operates a treatment facility on 8 acres west of the core area of Town. The District also provides commercial users in Town with reclaimed water. Reclaimed water is used to meet needs that can be met by non-potable water in hotel rooms, for irrigation and for construction purposes. The District's facility can process up to 0.75 million gallons of waste water per day and is currently operating at about one third of capacity. An issue for the District

and for future development in the Town is the collection system which, according to District officials, is at capacity.

GOAL: All development within the Town shall be connected to a waste water treatment system (septic tank systems shall not be permitted).

POLICY: In the review of land development applications the Planning and Zoning Commission and Town Council shall require connection to an adequate sanitary sewer treatment system.

POLICY: Town staff shall encourage prospective developers to communicate with the South Grand Canyon Sanitary District in the early stages of project planning.

GOAL: Efficient and effective use of water.

POLICY: The Town shall require that all new development use reclaimed wastewater for non-potable applications such as toilet flushing and landscape irrigation whenever possible.

Arizona Public Service

Arizona Public Service (APS) is the authorized provider of electricity to the residents and businesses in Tusayan. An electric substation is located in the Kaibab National Forest southwest of the core area of Town. Most electrical lines are underground and APS continues to strive to do the same with the remaining overhead lines, especially those within sight of Highway 64.

GOAL: There shall be no new overhead electric utility lines in Town and those that exist shall be placed underground if at all possible and when economically feasible to do so.

POLICY: The Town shall encourage APS to place all future electric utility lines underground and to continue their program of undergrounding existing electric lines where ever possible.

POLICY: Wherever possible, undergrounding of utilities shall be required for all new developments.

Grand Canyon School District

The Town of Tusayan is within the boundaries of the Grand Canyon School District. However, none of the school buildings are presently in the Town. All of the District buildings are inside Grand Canyon National Park. In fact, this is the only school district in the nation located within a National Park. The first school in Grand Canyon National Park was established in 1911, one year before Arizona achieved statehood. The current enrollment is 310 students, K through 12. Twenty years ago, enrollment was reported to be 366 students. If and when Tusayan's need for additional housing is met, there will likely

be increased demand for a school in Tusayan. If there are enough students to justify it, expansion of the district's facilities in Tusayan should be considered by district officials.

The School District has acquired 80 acres of Forest Service land in Tusayan off of Long Jim Loop. A portion of this property has been developed with the first phase of a community park. Ultimate development of this land is envisioned to include school district offices, an aquatics facility, high school, athletic complex and dormitory.

Future development that has the potential to impact school district operations, property, or facilities should be made known to District officials early in the planning process.

GOAL: Provide the School District with knowledge of future development that may impact them.

POLICY: Town staff shall encourage prospective developers to communicate with the Grand Canyon School District in the early stages of project planning.

Law Enforcement and Courts

The Town contracts with Coconino County for law enforcement services that are provided by the County Sheriff's Office. The current level of service is equal to that provided prior to incorporation. At one time, an officer resided in the community. This is no longer the case. Both the Town and the Sheriff's Office agree that it would be beneficial to have an officer living in Tusayan sometime in the future.

Court services are provided by the Williams Justice Court (Coconino County) by way of an intergovernmental agreement.

Emergency Medical Services

Emergency 911 calls go to the Park Service. From there, Guardian Medical, who holds the Certificate of need for this area and the Tusayan Fire Department are dispatched to the scene of the emergency. Both Guardian and the Fire Department have ambulances available to handle emergency situations. The Fire Department will handle the call if the Guardian ambulance is unavailable. There is an emergency medical clinic in Grand Canyon National Park.

Other Public Buildings/Facilities

The Tusayan Town Hall is located on the Grand Canyon National Park Airport/ADOT property at 845 Mustang Drive. A United States Post Office is located in Town.

Telephone service in the Town is provided by Century Link. Television programming is available through contract with a satellite provider.

Natural gas is not currently available in Tusayan. The Town should cooperate with the Grand Canyon National Park to affect the extension of this utility.

The Town does not currently have adequate internet service. This was one of the complaints most frequently mentioned in the round of interviews conducted in the process of preparing the General Plan. Inadequate band width means unreliable connection and slow response. The Town has contracted for a study that will provide recommendations to improve internet service in the Town.

Some basic services and institutions are not available in Town. There are no health care facilities in Tusayan. There are no churches in Tusayan. An internet search revealed one community church inside Grand Canyon National Park and a Catholic Chapel. A library is located inside the National Park. The County operates a trash compacting station in the area. Solid waste is then transported to the Flagstaff landfill that has an expected life of 80 years. Pick up of waste that could be recycled is not currently available in Tusayan. Businesses and residents should be encouraged to recycle their solid waste.

As will be noted in the Transportation section of the Plan, there are no public roads owned and maintained by the Town of Tusayan. The main highway through the community, Highway 64, is owned and maintained by the Arizona Department of Transportation (ADOT).

The community benefits from the work of several volunteer and service organizations. These include the Rotary on the Rim Club, Lions Club, American Legion Post and the Grand Canyon Chamber and Visitors Bureau. These organizations contribute to Tusayan by sponsoring various community events and raising funds for local causes.

GOAL: Provide the residents and businesses of Tusayan with a full range of public utilities and services available in most other communities.

OBJECTIVE: In partnership with Grand Canyon National Park, design and construct a natural gas line extension to service Tusayan residents and businesses.

OBJECTIVE: Develop a comprehensive strategy to improve internet service within Tusayan.

OBJECTIVE: The Town will research recycling programs, including partnering with the Park Service and implement a program that is appropriate for Tusayan.

CHAPTER 4: TRANSPORTATION

The transportation system in Tusayan is unlike that in most other communities, but is probably not unusual for a small community on the edge of a large national park. The major access to the community is State Highway 64 which divides Tusayan into east and west sections. The Highway provides access to the South Rim of the Grand Canyon National Park, the entrance to which is a short distance north of the core area of Town. Highway 64 runs north from the small unincorporated community of Valle, approximately 22 miles south of Town.

Highway 64, which is under the jurisdiction of the Arizona Department of Transportation, has recently been improved through Town. Road improvements include sidewalks and two roundabouts at the north and south ends of the core area of Town. Much of the highway right of way has been landscaped. The Town is responsible for the street lights and maintenance of the landscaping in the right-of-way. The Town is also responsible for clearing snow from the sidewalks in the highway right-of-way. Future development along the main highway should incorporate lush landscaping that is appropriate for the local environment and climate, will allow business visibility and be appealing to local residents and visitors. Pedestrian crossings have been marked and signed. However, some residents believe the cross walks could be further improved.

At the height of the tourist season, during the summer months, Highway 64 can become congested through Town. Grand Canyon National Park now has 10 entry gates to facilitate visitor access. The ability of the Park to quickly process vehicles at the South Rim Entrance Station impacts the degree to which this congestion occurs.

One of the measures with a positive effect on Highway 64 congestion is the Grand Canyon National Park Shuttle. Shuttle service currently runs from the middle of May through middle of September. Shuttle runs to Tusayan occur every 10 to 20 minutes and the service is free to users. Many in Town believe the shuttle service could be expanded to further benefit visitors and local residents, further reducing congestion and providing a desirable alternative to travel by automobile. Suggested improvements include more stops in Town and operation for the entire year. The transportation map, Exhibit E includes suggested additional shuttle stops.

At this time, the Town of Tusayan is not maintaining any of the private streets within the town limits. Aside from Highway 64, Forest Service roads and roads on Grand Canyon National Park Airport property, which are owned and maintained by the Arizona Department of Transportation, streets within the town are private. The most used private streets, those that are the longest and access the most properties are Long Jim Loop and R P Drive, both of which are west of Highway 64. These are two lane paved streets, stretches of which have been augmented with speed bumps. Existing signing, striping and the use of symbols painted on the street should be reviewed for pedestrian and bike safety.

The current system of private streets is adequate at this point in time. In the long run, if future development and redevelopment results in increased density and intensity, the Town may want to consider making these and perhaps other private streets, public for reasons of maintenance, traffic control and the provision of utilities.

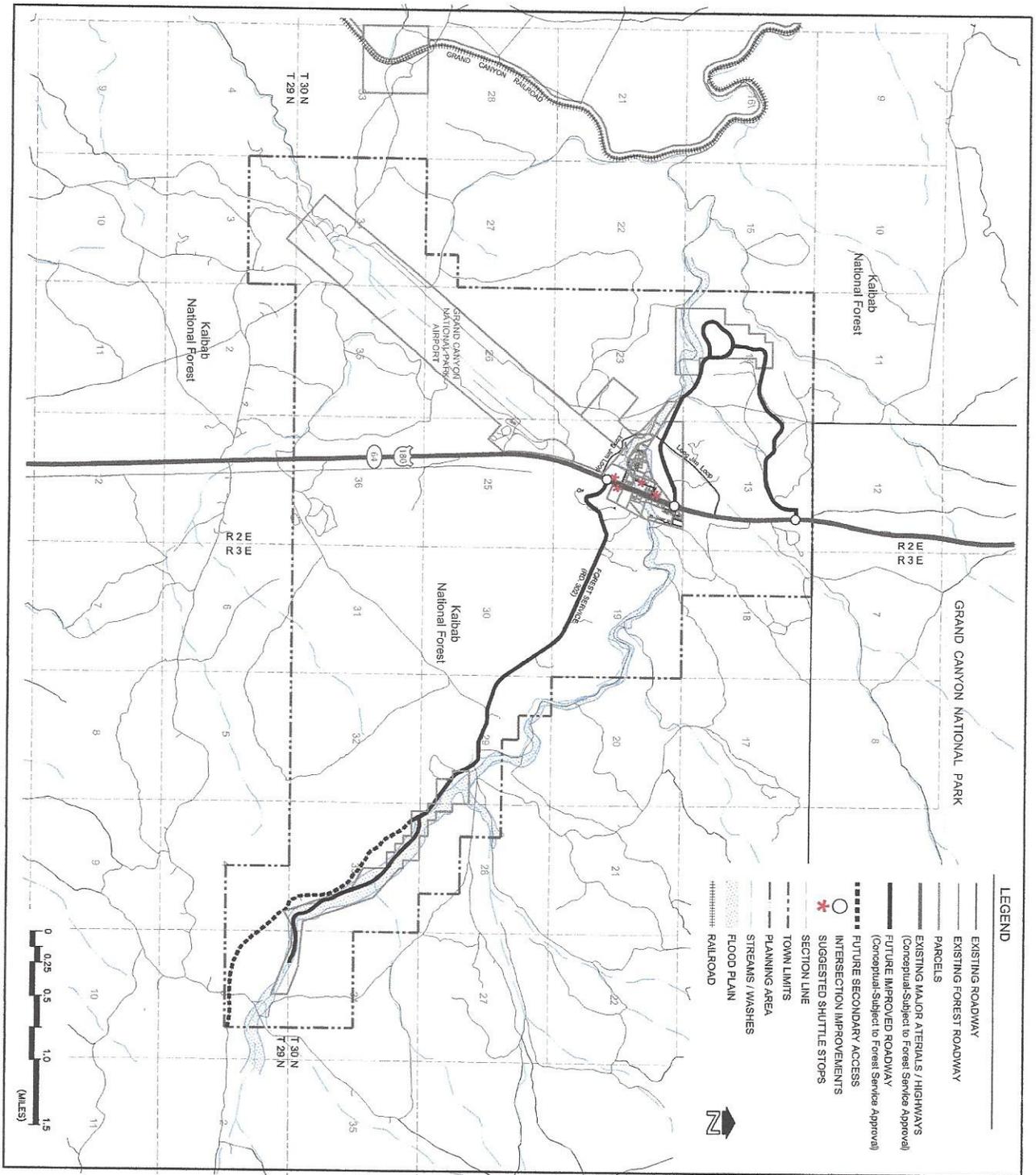


EXHIBIT E

The Forest Service maintains an extensive system of two lane roads throughout the Kaibab National Forest and the Town of Tusayan. Most of these roads are unimproved. Proposed improved access roads to the Kotzin Ranch and TenX Ranch parcels are currently under review by the Forest Service. These proposed access roads are shown on the transportation map.

An important component of the transportation picture in Tusayan is the Grand Canyon National Park Airport. This airport is unique in that it is the only one owned and operated by the Arizona Department of Transportation. The current airport opened in 1965 on the site of the original airport that had been in use since 1925. The airport has a 9,000 foot runway that can accommodate commercial passenger operations. Planned improvements include a new terminal building. The airport is home to three helicopter tour companies and three fixed wing tour operators. Due to the volume of tour operations, the Grand Canyon National Park Airport is the third busiest airport in the State.

Another mode of travel to the Grand Canyon National Park that serves to reduce travel by automobile is the Grand Canyon Railway. The railroad tracks pass within approximately $\frac{3}{4}$ mile of the western boundary of the Town. The railroad initiated service to Grand Canyon National Park in 1989.

GOAL: Improve pedestrian and bike safety in Town.

OBJECTIVE: In association with the Arizona Department of Transportation and the owners of the private streets, investigate measures to improve pedestrian and bike safety and implement when funds are available.

GOAL: Increase shuttle use thereby reducing traffic congestion in the summer months in Town and reducing reliance on the use of automobiles.

OBJECTIVE: Work with Grand Canyon National Park officials to increase the length of time the shuttle operates during the year.

OBJECTIVE: Work with Grand Canyon National Park officials to increase the number of stops the shuttle makes in Town and increase the number of operating shuttles, if appropriate.

OBJECTIVE: Investigate the possibility of using the trailhead at the north end of Town as a shuttle stop.

GOAL: Improve the appearance of Tusayan from the view of the motoring public.

POLICY: Require lush, appropriate landscaping for new development and redevelopment along Highway 64.

GOAL: Improve multi-modal transportation alternatives.

POLICY: The Town Council shall take advantage of opportunities in working with other governmental entities to promote and create new and improved modes of transportation in and around Tusayan.

GOAL: A system of streets and rights-of-way that can be used for providing utilities, maintained on a regular basis and where traffic control can be effectively employed.

OBJECTIVE: The Town should investigate the advantages and disadvantages of creating a system of public streets in the Town when feasible to do so.

CHAPTER 5: HOUSING

Housing and specifically, the lack of adequate housing for employees, is a key issue for the Town. This was one of the most common themes expressed during the stakeholder interviews that were done early in the planning process. Related to the inadequate supply of housing were responses that indicated a preference for future housing to be located in neighborhoods separated from the “busier” parts of the community.

According to the US Census, there were 297 housing units in the area in 1990. In 2000 this number had increased to 313. The Census reported 289 housing units in 2010. Irrespective of the need, the number of housing units in Tusayan has not substantially changed in the past few decades.

A significant challenge to providing an adequate number of local housing units for employees is the seasonal nature of employment in Tusayan. The tourist based economy means more workers are needed in the warmer months than in the winter. Providing housing year round means a high vacancy rate during the months when the number of visitors is down. A further complication is the relatively low average wage paid most seasonal workers. Approximately 82 percent of all employees that work in Tusayan live in Town or within the confines of Grand Canyon National Park.

Numerous employees are housed in dwellings provided on or near the sites of the businesses that employ them. Many are housed in units in nearby apartments and locations such as dormitories or in mobile/manufactured home parks. According to recent survey of employees in Town, 64 percent live in a manufactured home, 13 percent live in dormitory housing and 11 percent live in an apartment. It seems that most businesses in Town that employ large numbers of people are in a similar situation in terms of having to provide for nearby housing for their employees. Many of those employed at the Grand Canyon National Park Airport live in housing on airport (Arizona Department of Transportation) property.

The Town Council has been pro-active in its approach to the housing situation. A housing consultant has been retained to provide advice and recommendations. The Council has made it clear that homeownership is important to any long term solution. Only seven percent of the employees in Town own their housing. The creation of a housing authority is being researched as a means of dealing with the issue.

An opportunity that may present itself to the Town is the dedication of 40 acres for the purpose of providing future housing for employees of Town businesses. There is also the recent approval of up to 46 manufactured home spaces in Camper Village. The manufactured homes in Camper Village will exist until more permanent housing is available in Ten X Ranch. In the long term, development of Kotzin Ranch and TenX Ranch has the potential to be a significant part of the solution to the housing shortage. The approved zoning for these parcels allows a maximum of 2,176 dwelling units.

Most of the existing single family detached homes in the community, of which there are relatively few, are located in a small neighborhood west of the core area of Town.

GOAL: To provide decent, affordable housing opportunities, including ownership, for residents and employees.

OBJECTIVE: The Town will consider creating a Housing Authority tasked with the provision of housing for employees and full time residents of the Town

CHAPTER 6: OPEN SPACE, RECREATION AND TRAILS

Kaibab National Forest and Tusayan Community Park

Located within the Kaibab National Forest, the Town of Tusayan is virtually surrounded by open space. Over 80 percent of the total incorporated area is Kaibab National Forest land. Only small parts of the forest have been developed with other uses. Recreational opportunities in the Forest include hiking, biking, camping and hunting. Access to the forest from Highway 64 is available on Forest Roads 302, 688, and 2708 (to the east) and Forest Roads 306, 605M and 2708 (to the west). These roads intersect others that crisscross the forest throughout the incorporated area of the town.

Located on the east side of Highway 64, a short distance south of the core area of town, the Ten-X Campground has 72 campsites and is open from May 1 to September 30.

Biking from the core area of town to the National Park has been facilitated with the development of the Tusayan Greenway. The Greenway begins at a trailhead and parking lot (96 automobile spaces plus 6 oversized spaces) just north of the core area of town and runs north 6.5 miles to the Mather Point Visitor's Center in Grand Canyon National Park. An additional bike trail network courses in and out of the town limits generally northeast and east of the core area. This system includes three loops that together total 20 miles. A trail accessed from the third loop terminates at the Grandview Fire Tower, 16 miles to the east. Bikes may be rented in town.

The Town has recently developed the first phase of its first community park. The park is being developed on the southwest side of Long Jim Loop, about ¼ mile from Highway 64. The Park's initial phase of development is located on 12.9 acres of an 80 acre parcel acquired from the Forest Service by the School District through the Education Land Grant Act in 2008. Park development includes a play structure and fenced sports court. The national standard for a neighborhood park is 3 acres for every 1,000 residents. Tusayan's new community park exceeds this criteria. The original conceptual master plan for the community park is shown on Exhibit F.

Other recreational opportunities in the area are primarily geared for use by visitors destined for the Grand Canyon, but may also be used by local residents. These include the riding stable located in the National Forest, north of the core area of town and west of Highway 64. The Squire Inn also has a small bowling alley and game room.

Future development plans for the Kotzin Ranch, TenX Ranch and Camper Village parcels show facilities for recreational opportunities. Plans for the Kotzin Ranch property include 45 acres of open space, trails that are intended to connect to other trails in the forest, parks and bike paths adjacent to collector roads. Similarly, development of the TenX Ranch parcel will include open space, trails and bike paths. In the core area of town, that portion of Camper Village that is in the floodplain will be used for playing fields, picnic facilities and trails. A pedestrian plaza is also proposed.

GOAL: Complete the development of the community park to serve the residents of Tusayan.



Original Master Plan Park

- TRAILS LEGEND**
- EXISTING TRAILS - MODERATE
 - EXISTING TRAILS - EASY
 - PROPOSED TRAILS - MODERATE
 - PROPOSED TRAILS - EASY

EXHIBIT F

Town Park PLANNING AREA

OBJECTIVE: Continue to support and as feasible, financially contribute to the development of the community park in accordance with its Master Plan.

GOAL: Provide increased recreational opportunities for residents and visitors.

OBJECTIVE: Investigate the feasibility of developing a winter park to provide areas for sledding and snow activities

Trails

There are various types of existing trails that run through Tusayan. The majority of the existing trails outside of the downtown core are used by visitors, especially the most commonly used Arizona and Greenway Trails. These multi-use trails range in difficulty from easy to moderate based on slope. Trails considered moderate have slopes in excess of approximately 8%. Exhibit G depicts the system of trails within and just outside of the town limits. Exhibit H shows trails in and around the core area of town.

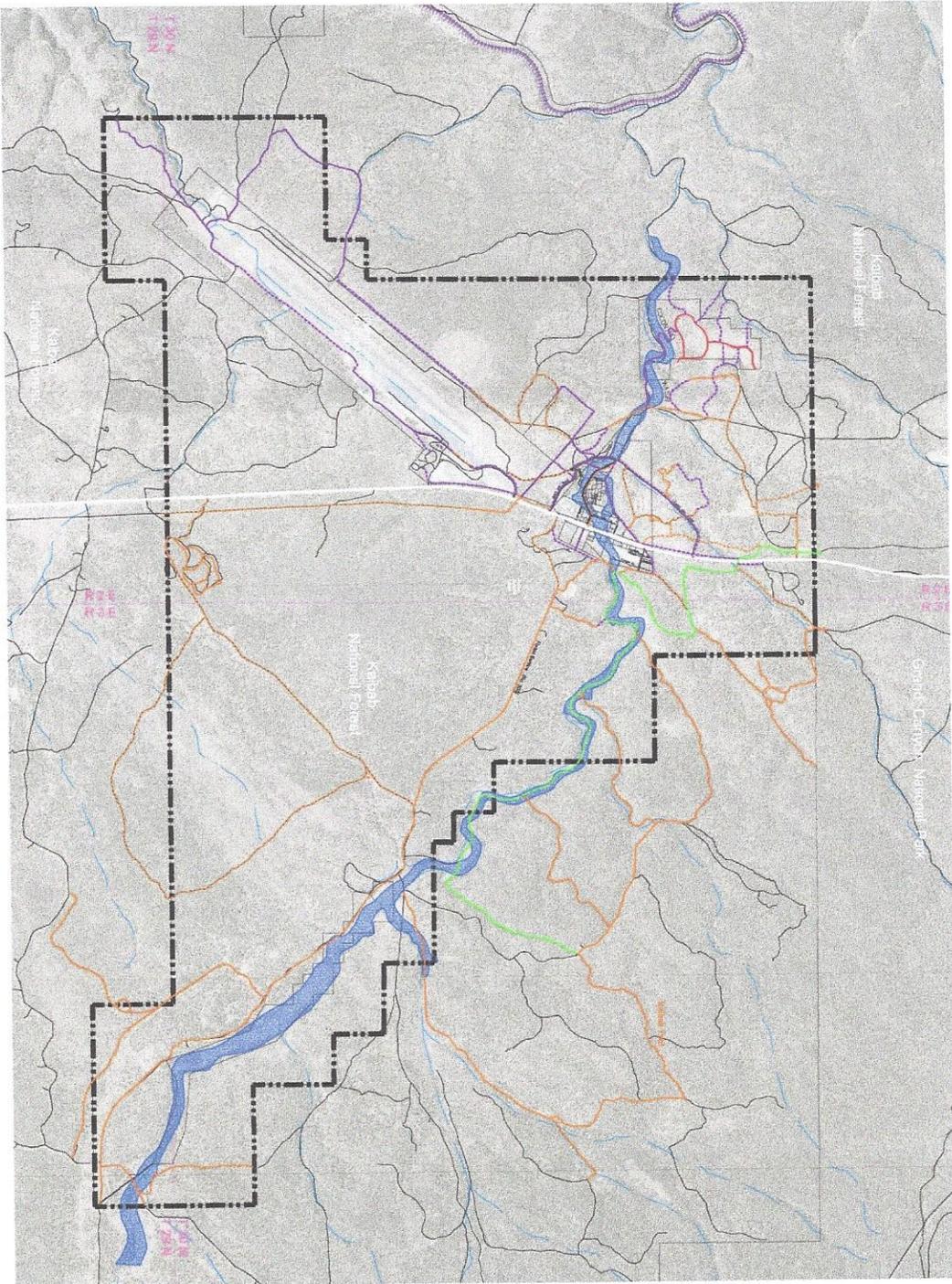
The Arizona Trail is approximately 800 miles long and runs from Mexico to the Utah border. This recreational trail enters the Tusayan area from the east and follows a circuitous route to a point just east of Hwy 64, north of the core area of town. From that point, it turns north, crosses the highway and continues north to Grand Canyon National Park. Much of the trail in the Kaibab National Forest is maintained by the Forest Service in conjunction with the Arizona Trail Association. That portion of the Arizona Trail closest to the Town recently acquired a trail steward. Some maps identify this segment of the Arizona Trail as the South Kaibab Trail.

The Greenway Trail was completed from Tusayan north to the Grand Canyon National Park in 2012. It accommodates bike, pedestrian and equestrian use. A portion of the Greenway Trail coincides with the Arizona Trail.

By adding a few new trails to the outskirts of the developed part of town, the trail system becomes strands of pearls that will tie the future mixed-use development of Kotzin Ranch and Ten X Ranch parcels to Tusayan.

Moving closer to the downtown area, additional trails are suggested to allow more access from existing higher density developments to the core. Other trails are shown to connect key activity areas such as the community park and areas of denser housing. Future trails near established roads should be designed to protect pedestrians by separating the trail system from vehicular activity to the extent practicable. Due to the high volume of foot traffic in this area, providing a paved pedestrian path, that could be plowed, would be ideal for use in winter months.

The final area of trail planning concerns access to and from the community park. Currently, there are no sidewalks that lead to this area, forcing pedestrians to walk on the road. With the potential for expanding the park, it is important to provide multi-use paths for the safety of pedestrians as well as allowing other modes of transportation (bikes, walking, jogging, etc.). As noted on the map, several of the proposed trails lead to the park, allowing people to tour the beautiful area without walking on a road.



OVERALL LEGEND

- ROADWAY
- MAJOR ATTERALS / HIGHWAYS
- TOWN LIMITS
- PARCEL
- STREAMS / WASHES
- FLOOD PLAIN
- RAILROAD

TRAILS LEGEND

- EXISTING TRAILS - MODERATE (+/-17.0 Miles)
- EXISTING TRAILS - EASY (+/-15.7 Miles)
- ARIZONA TRAIL
- PROPOSED TRAILS - MODERATE (+/-1.8 Miles)
- PROPOSED TRAILS - EASY (+/-14.5 Miles)

ROAD SYSTEM

- FUTURE PROPOSED ROADS

EXHIBIT G

**Overall Trails Map
PLANNING AREA**



OVERALL LEGEND

- MAJOR ARTERIALS / HIGHWAYS
- PARCEL
- STREAMS / WASHES
- FLOODPLAIN

TRAILS LEGEND

- EXISTING TRAILS - MODERATE (+/-17.0 Miles)
- EXISTING TRAILS - EASY (+/-15.7 Miles)
- PROPOSED TRAILS - MODERATE (+/-1.8 Miles)
- PROPOSED TRAILS - EASY (+/-4.5 Miles)
- PRIORITY 1
- PRIORITY 2
- PRIORITY 3
- CHANGE IN PRIORITY IN SAME TRAIL SEGMENT

ROAD SYSTEM

- PROPOSED ADDITIONAL SHUTTLE STOPS
- EXISTING TRAIL HEAD

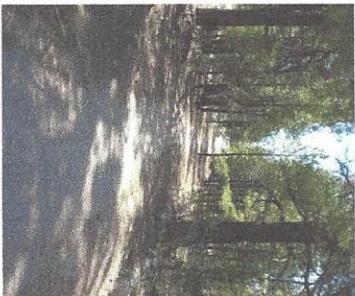
HARDSCAPE TRAILS

- Concrete Walkways
- Set away from road
- Safe for pedestrians
- Wide enough for multi-use
- Mature landscape with new plants
- Functional and used



SOFTSCAPE TRAILS

- Natural paths
- Set away from road
- Safe for pedestrians
- Wide enough for multi-use
- Mature landscape
- Functional and used



**Trails Map Enlargement
PLANNING AREA**

EXHIBIT H

TOWN OF TUSAYAN at the entrance to Grand Canyon National Park

DATE: 6-25-2013

The General Plan Town Hall workshop held on March 25, 2013 included a discussion on trails. The most commonly sought feature for a future trail system is that they be multi-use. Those in attendance mentioned walking and biking as the most common uses. Some wanted to allow use by all terrain vehicles while others wanted to restrict the use of motorized vehicles on trails. Benches and places for people to rest were also a frequently mentioned idea. Several attendees requested that the trails be "pet friendly". Others mentioned trail connectivity, low lighting in high travel areas for safety and well provisioned rest rooms as desirable features for a future trail system.

A follow-up workshop on trails was held on July 2, 2013, following a meeting of the General Plan Technical Review Committee, also on trails. As a result of those discussions, a new trail is proposed north of town from the Park Service parking lot, parallel and west of Highway 64 to a point where it will cross the highway (the same place the Arizona/South Kaibab Trail crosses the highway). From that point, the trail would continue north near the highway and connect to the Forest Service housing near the north end of the town limits.

Future trails in and around Grand Canyon National Park Airport were modified by the group. Other changes were made to the various proposed segments in and near the core area of town to improve connectivity and based on local knowledge of conditions and terrain.

Finally, in response to a request by staff, the group assigned priorities 1, 2 or 3 to each of the proposed trail segments. The designated priorities are shown on the attached exhibits.

GOAL: Complete a trails system that augments the existing trails with new trails that link various areas together, making it possible to navigate throughout the area by foot or bike in a safe manner.

OBJECTIVE: Work with the Forest Service and other owners to develop and improve access and connections to existing trails around the town.

OBJECTIVE: Use the designated priorities as a general guideline in future trail planning.

CHAPTER 7: LAND USE

Land Ownership

Most of the land in the Town of Tusayan is owned by the Federal or State Government. Approximately 84 percent is in the Kaibab National Forest. The Arizona Department of Transportation owns approximately 964 acres comprised of the Grand Canyon National Park Airport and the right-of way for State Highway 64. The Grand Canyon Unified School District owns 80 acres on the west side of the core area of town. The South Grand Canyon Sanitary District owns 8 acres, also in the western portion of the core area. Most of the rest of the property is privately owned, including the Kotzin Ranch and TenX Ranch parcels which together total approximately 355 acres. Most of the land within the planning area (that area beyond the town limits, extending one mile east, south and west from the town limits) is within the Kaibab national Forest. A 160 privately held in-holding is located west of town. Land ownership is shown on Exhibit I.

Demographics

The population of Tusayan has remained relatively stable over the last few decades. This is perhaps a function of the limited housing supply and the limited amount of private property and private property owners. Prior to incorporation, Tusayan was part of a Census Designated Place (CDP) that included a total of 28.6 square miles. The Tusayan CDP includes the core area of town (downtown) and no other highly populated areas. The 1990 census reported a population for the Tusayan CDP of 555 people. In 2000 the population of the Tusayan CDP was 562 and in 2010 it was 558.

In 2010, 25.4 percent of the Tusayan CDP population was under the age of 20. Only 5.2 percent of the residents were 60 and older. The remaining 69.4 percent were between the ages of 20 and 60. The median age is 31.5. 42.1 percent of the population identified themselves as White while 40.7 percent identified themselves as Hispanic.

There were 289 housing units in the Tusayan CDP in 2010. Of these, 79.9 percent were occupied. The median household income was reported to be \$50,048. All of the statistics in this section of the General Plan are from the US Census.

Natural Setting

Tusayan's climate can be characterized as semi arid. At an elevation of 6,593 feet, average high temperatures in the summer months are in the low 70's. Lows temperatures in the winter months are in the 25 to 30 degree range.

Vegetation in the region is predominantly transitional between Great Basin Conifer wood land and Rocky Mountain montane conifer woodland. Vegetation types include pinion-juniper woodland, grassland and relatively homogeneous stands of ponderosa pine. One federal candidate plant species, the Arizona leather flower, can be found near the TenX Ranch property in the National Forest and along Forest Road 302 in the vicinity of the TenX Ranch property.

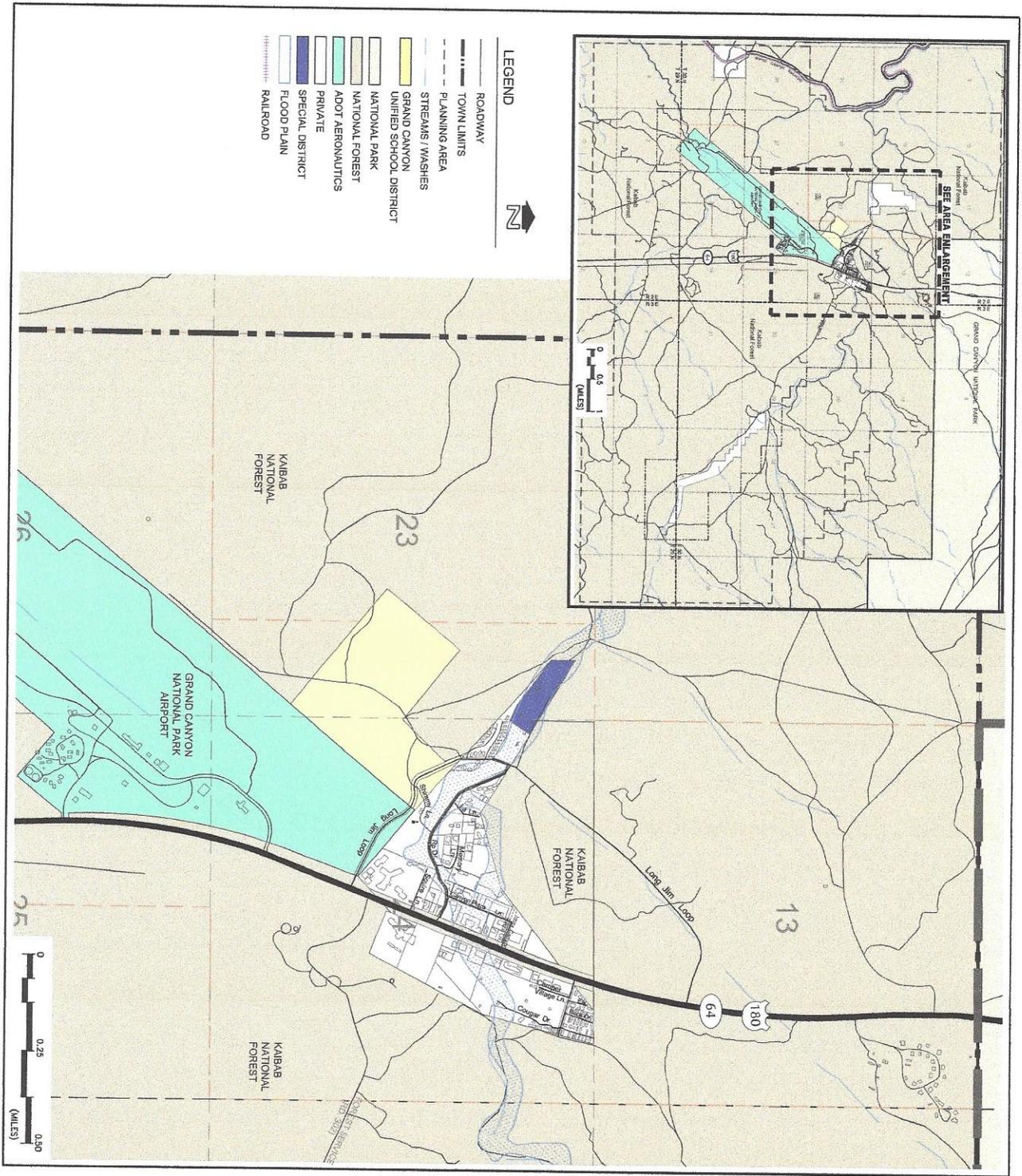


EXHIBIT I

**General Plan 2023
LAND OWNERSHIP**

Soils are derived primarily from surface strata, the Kaibab limestone, and are reported to have high shrink swell characteristics. The terrain generally slopes away from the Grand Canyon. Drainage is from northeast to southwest.

Area wildlife includes elk, mule deer, coyote, porcupine, turkey, grey fox, chipmunk, skunk and squirrel. There are many different species of birds in the area including great horned owl, bluebird, pinion jay and hairy woodpecker. The northern goshawk is a sensitive species known to occur in the area.

Coconino Wash

Coconino Wash is a major drainage that impacts the community. Tributaries to Coconino Wash flow from east to west through the Town. Drainage through the Town is significant enough to warrant designation as a 100 year floodplain by the Federal Emergency Management Agency (FEMA). This drainage system also impacts the Kotzin Ranch and TenX Ranch parcels northwest and southeast of the core area of town. The extent of the existing floodplain is shown on Exhibit J.

Development within a floodplain is regulated by provisions contained in the Town's Zoning Ordinance (Chapter 13, Section 6, Floodplain Management Overlay). This regulation is currently administered by Coconino County.

Coconino Wash flooded in the town in 2005 and in the summer of 2012. To help alleviate or at least reduce future flood damage, the US Forest Service has proposed to partner with the town and the Sanitary District to construct several storm water retention basins upstream of the town.

A current study of the drainage and the improvements referenced above will result in a more realistic designation of the flood hazard area through town. The town would be wise to follow up the work done by the National Forest Service with its own drainage analysis.

GOAL: Alleviate damage from flooding within the town limits.

OBJECTIVE: Conduct a drainage analysis of the Town of Tusayan to supplement previous flood analysis prepared by the Nation Forest Service.

Aggregate Resources

State law was amended in 2011 to require that the land use element of each General Plan include information on the source of aggregates. Policies are also required to preserve currently identified aggregates sufficient for future development and to avoid incompatible uses.

Tusayan is within the region known as the Colorado Plateau. The local geology is shown on Exhibit J. Almost all of the area is identified as Kaibab limestone. Limestone may be quarried and crushed as needed for use in road construction. The value of the resource is limited to local use by transportation costs. Sand and gravel deposits are found in some stream channels, but in this part of the State it is more common for volcanic cinders to be crushed and substituted for use in the construction of roads.

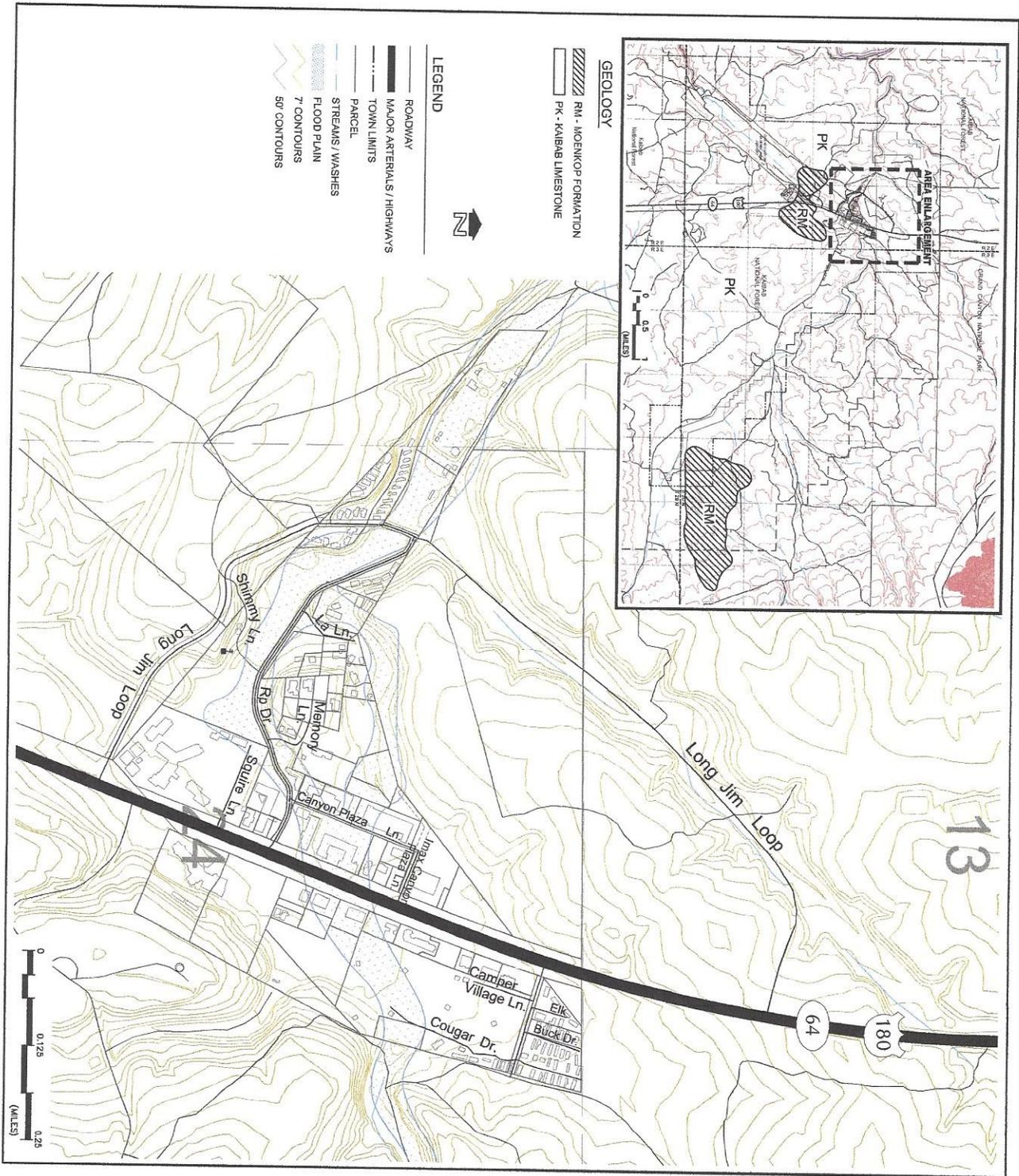


EXHIBIT J

TOWN OF TUSAYAN at the entrance to Grand Canyon National Park

General Plan 2023
TOPOGRAPHY, HYDROLOGY AND GEOLOGY

DATE: 7-15-2013

There are a few borrow pits in the incorporated area of the town identified on USGS maps. Their origin and use are probably not important for the purpose of this Plan. There are also a few quarries inside the Grand Canyon National Park whose material has been used for Park purposes. There are no active aggregate mines inside the corporate limits of the Town. The closest active quarry is located approximately 17 miles southeast of the core area of the town at the intersection of Forest Roads 310 and 320 in the Kaibab National Forest.

Although not impossible, it is highly unlikely that the core area of the town would see an application for the development of an aggregate quarry. A more likely location would be some distance away from the core area of the town, yet within the Kaibab National Forest. A land use such as this, within the town limits should be subject to review by the Town as well as the Forest Service. In this review it would be important for both to consider surrounding land use and access.

The Town's Zoning Ordinance provides for aggregate mining in the Mineral Resource Zone (Section 13.9). Activities associated with this use are allowed with the approval of a conditional use permit. Development standards include extensive setbacks, screening and landscape requirements.

GOAL: Consider allowing aggregate mining in locations proven to be economically feasible and compatible with existing and potential future land use and tourism.

POLICY : Aggregate mining shall not be permitted within the core area of the town or within one mile of Highway 64.

POLICY : In most instances aggregate mining in suitable locations may be supported in the National Forest provided access is acceptable and economic feasibility is proven.

Access to Incident Solar Energy

ARS 9-461.05 includes a requirement that the land use element of all general plans include consideration of access to incident solar energy for all general categories of land use. The Town's zoning regulations includes provisions that support the use of solar energy systems for all categories of land use. The Tusayan Area Plan included a policy that also addressed this issue. That policy is still applicable today and can be restated in the following goal and objective.

GOAL: Solar energy systems and design shall be used in all new development.

POLICY: All new land development projects shall be encouraged to employ solar energy design standards and systems.

Existing Zoning

Aside from the zoning changes requested by the Stilo Development Group, the zoning in the Town of Tusayan has not changed since the Town was incorporated. At that time, the zoning that had been established while the Town was under County jurisdiction carried over to the newly incorporated town. Changes to the zoning districts that were made with the recent adoption of the new Ordinance did not affect the number of zoning districts. However, the titles of some of the zones were updated (e.g mobile home was changed to manufactured home). Existing zoning is shown on Exhibit K.

The existing pattern of zoning in the town is a logical reflection of the basic economic driver, tourism. Both sides of the main highway through town are zoned CG-10,000, Commercial General Zone or CH-10,000, Commercial Heavy Zone. The CG Zone is intended for general retail and wholesale activities and the CH Zone is intended to accommodate highway oriented businesses. The other commercial zoning district, CN-2/A does not presently exist in town. This is not surprising since this zone is intended for neighborhood commercial uses. Since there are no highly populated residential neighborhoods in Tusayan, there is no present need for this zoning district. Some of the basic shopping needs of local residents are met by some of the commercial businesses along the highway. A small parcel of CH-10,000 zoning is located adjacent to the sanitary district's waste water treatment facility west of town.

Most of the RM-10/A and RM-20/A Zoning can be found behind commercial zoning, away from the main highway. These are multiple family residential zoning districts that permit apartments, condominiums, townhouses, and other group dwellings. The difference between these two zones is density. RM-10/A Zoning permits developments with up to 10 dwelling units per acre and RM-20/A allows densities of up to 20 units per acre. There is an area of single family zoning, RS-10,000 (minimum lot size of 10,000 square feet), west of the commercially zoned property.

Much of the General Zoning in the core area of Town is located in the Coconino Wash floodplain or at the airport. Additional General Zoning can be found at the north end of the core area of Town. The Kaibab National Forest that was annexed by the Town was zoned General at the time of annexation. The classification of General is a rural land use category that is applied to those lands not yet specifically designated for a land use that more often than not, requires a different zoning classification.

There are three large parcels, Camper Village, Kotzin Ranch and Ten-X Ranch zoned PC (Planned Community). This Zoning is designed to accommodate large scale, mixed use projects. The Camper Village parcel is located east of Highway 64 in the core area of town. The other two parcels are located northwest and southeast of the core area of the Town of Tusayan.

The western portion of the Kaibab National Forest is zoned Open Space and Conservation. This zoning district is intended for permanent open spaces when such are necessary to safeguard the public health, safety and general welfare and to provide for the location and preservation of scenic areas and recreation areas. It is primarily applied to land in public ownership.

ZONING MAP OF THE TOWN OF TUSAYAN



LEGEND Zoning Code

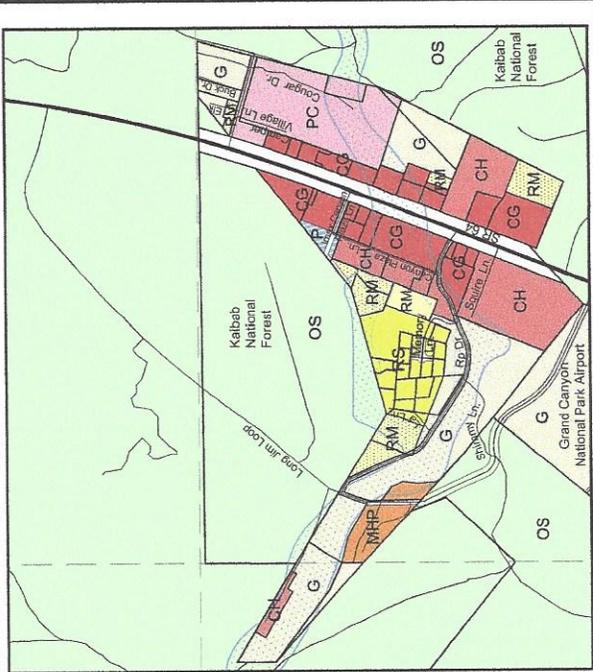
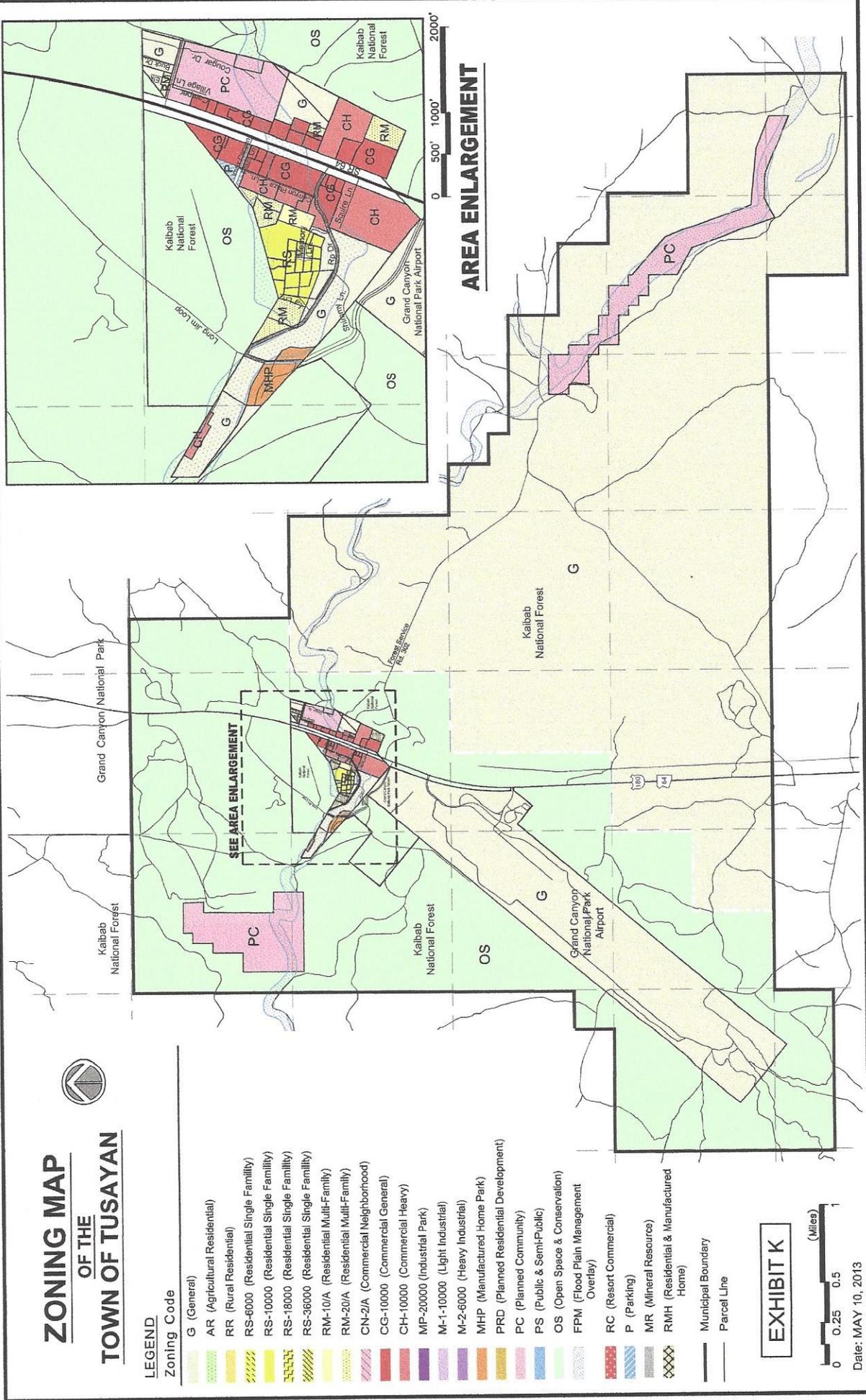
- G (General)
- AR (Agricultural Residential)
- RR (Rural Residential)
- RS-6000 (Residential Single Family)
- RS-10000 (Residential Single Family)
- RS-18000 (Residential Single Family)
- RS-36000 (Residential Single Family)
- RM-10/A (Residential Multi-Family)
- RM-20/A (Residential Multi-Family)
- CN-2/A (Commercial Neighborhood)
- CG-10000 (Commercial General)
- CH-10000 (Commercial Heavy)
- MP-20000 (Industrial Park)
- M-1-10000 (Light Industrial)
- M-2-6000 (Heavy Industrial)
- MHP (Manufactured Home Park)
- PRD (Planned Residential Development)
- PC (Planned Community)
- PS (Public & Semi-Public)
- OS (Open Space & Conservation)
- FPM (Flood Plain Management Overlay)
- RC (Resort Commercial)
- P (Parking)
- MR (Mineral Resource)
- RMH (Residential & Manufactured Home)

- Municipal Boundary
- Parcel Line

EXHIBIT K



Date: MAY 10, 2013



AREA ENLARGEMENT



MHP, Manufactured Home Park Zoning is located west of town on both sides of Long Jim Loop Road. There is a triangular parcel of property zoned "parking" west of the highway in the northern part of the core area of town.

Much of the existing development in town was authorized by conditional use permit. Conditional use permits are required for certain uses in certain zoning districts. Approved conditional use permits are not identified as such on the zoning map.

The Kaibab National Forest private in-holding within the planning area west of the Town Limits is zoned "General" in Coconino County. The General zoning district in the County is essentially the same as the Town's General zoning category. The balance of the Kaibab National Forest in the planning area is zoned Open Space in the County.

Existing Land Use

For the most part, existing land use in Tusayan is consistent with the existing zoning. This is not unexpected since existing land use was established when the community was under County jurisdiction and the town adopted County zoning when it incorporated. Existing land use is shown on Exhibit L.

The dominant existing land uses in the core area of town are the hotels and motels located along or close to Highway 64. A total of 1038 guest rooms are provided by these businesses. Many lodging establishments include accessory uses such as employee housing (dormitories/apartments/mobile homes) and bars/restaurants. Other commercial uses on the highway include restaurants, retail shops, a service station and an I-Max theater. Setback a short distance from the highway at the north end of the core area is the community Fire Station.

Camper Village is located behind a row of commercial properties, east of the highway. A portion of this property is being developed with manufactured housing for temporary use by employees of local businesses on a rental basis. This residential use is interim housing approved by the Town in a Pre-annexation and Development Agreement and by approved zoning for the property.

There are manufactured/mobile home parks at the north end of the core area of town and to the west on both sides of Long Jim Loop Road. Single family and manufactured homes are located in the Memory Lane area, also west of town. Higher density multiple family housing is located on the east side of RP Drive west of town and west of the single family housing. There is additional multi-family housing adjacent to the manufactured/ mobile home parks at the north end of the core area.

A community waste water treatment plant is located at the west end of the core area of town, northwest of the intersection of RP drive and Long Jim Loop Road. A community park is being developed on the south side of Long Jim Loop Road, also west of town. A cellular communications facility is located a short distance east of the community park. An electric substation is situated in the National Forest, west of Long Jim Loop Road in this same general area. Water storage tanks can be found on the east of the highway, behind the Grand Hotel and on Grand Canyon National Airport property near the existing housing.

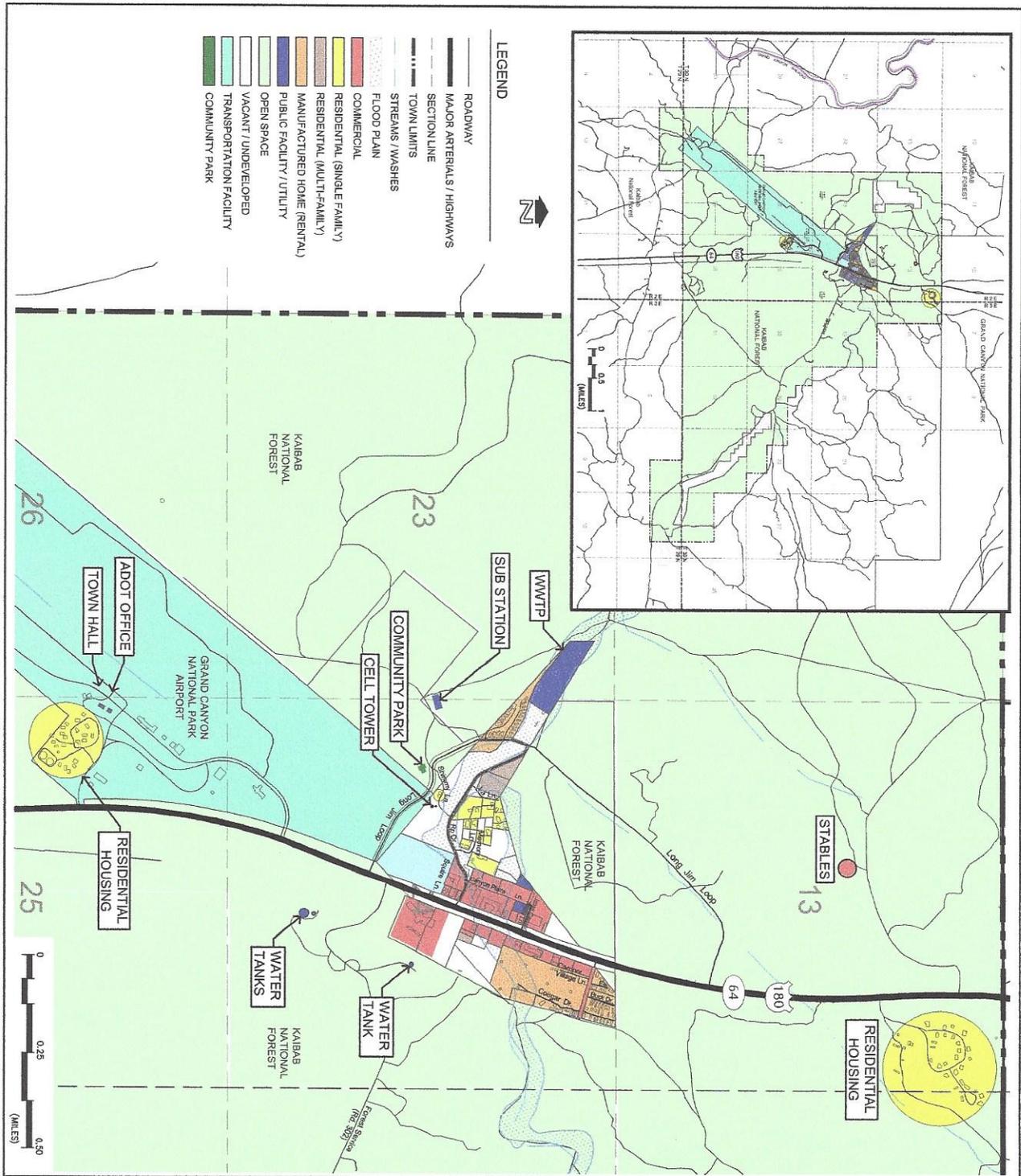


EXHIBIT L

Located in the National Forest at the north end of town, near the park entrance, is a Ranger Station and National Forest Service housing. To the west, further into the forest, is a commercial riding stable. TenX campground is situated in the Kaibab National Forest south of town. Most of the forest is used for grazing and recreation (e.g. camping and hiking).

The Grand Canyon National Park Airport is located south of the core area of town on the west side of Highway 64. In addition to buildings and uses ordinarily associated with airport operations there is housing for employees of the airport operator and other businesses based at the airport as well as outdoor vehicle storage. The Tusayan Town Hall is also located on airport property, on Mustang Drive.

Vacant Land

There is some vacant property zoned multi-family or commercial in Tusayan. There are three areas of vacant commercial zoning in the core area of town that together total approximately 3.6 acres. The largest of these is located north of the Grand Hotel on the east side of Highway 64. Another is a triangular parcel north of the Grand Canyon Visitors Center/I-Max Theater on the west side of the main highway. Both of these parcels are well suited for future commercial development. The third area of underutilized commercial zoning is behind the retail store, north of the McDonalds restaurant. The amount of commercially zoned undeveloped property in the core area of town is approximately 8 percent of the total of 45 acres.

The property known as Camper Village, located behind and east of a row of businesses along Highway 64, is zoned PC, Planned Community. With this zoning, Camper Village has the potential for commercial development. The approved PC zoning allows approximately 15.2 acres of commercial development on this property. There is also the prospect of additional future commercial development on the outlying Kotzin Ranch and TenX Ranch parcels, both of which are zoned PC and are located northwest and southeast of the core area of town respectively. The potential on the Kotzin Ranch parcel is for 77.1 acres of commercial development. The development plan for the TenX Ranch parcel would allow 44.4 acres of commercial development. It should be noted that a substantial portion of the permitted commercial development on these two parcels is projected to be lodging.

If all of the vacant property that is either zoned commercial or zoned PC and designated for commercial development is taken into account, the total amount is approximately 140.3 acres.

There are two parcels of undeveloped property that are zoned for multi-family use in the core area of Tusayan. These parcels are located in the same area, west of the row of hotels/motels that are on the west side of Canyon Plaza Lane. The combined acreage of these properties is 2.2 acres. The development potential on these parcels is a maximum of 44 multi-family units. Access to these parcels does not appear to be well suited for multi-family development. The approved development proposals for the Camper Village, Kotzin Ranch and TenX Ranch parcels would allow over 1,800 multi-family units. If the land designated for multi-family use on the Camper Village, Kotzin Ranch and TenX Ranch parcels is not considered, there would not appear to be a sufficient amount of appropriately zoned property to meet the multi-family housing needs of the community. If the development potential of these outlying

parcels is considered, there would appear to be sufficient land to meet the demand for multi-family zoning in the community.

There are only a few parcels zoned for single family use that are vacant in the core area of town. These are located in the Canyon View Subdivision near Memory Lane, west of the commercial development. The future development of the TenX Ranch property would provide 446 to 534 single family home sites. Here are two-20 acre parcels of land on the Kotzin Ranch property that are designated for residential use and possible dedication to the Town. If the Town chooses not to accept one or both parcels, they may be developed with up to 575 dwelling units each (single or multi-family) by the property owner.

Future Land Use

Tusayan is a community facing many challenges in meeting the needs and desires of its residents, visitors and neighbors. It also is a community with the potential to be a model gateway community, welcoming visitors to one of the most spectacular natural features in the world, the Grand Canyon.

Tusayan is both benefited and constrained by its position in the National Forest. The forest provides a beautiful natural setting, but limits the ability of the town to expand. There are few properties left in the core area of town with access appropriate for commercial or multi-family use. Ownership opportunity is also limited in Tusayan due to the control of most of the land by only a few entities. There is the potential for needed development of additional commercial and residential use on the Camper Village, Kotzin Ranch and TenX Ranch properties. Zoning has been approved, but development is subject to securing guarantees related to necessary infrastructure, including water.

The argument for quality development and redevelopment is easily made in Tusayan. Quality development attracts more customers. Visitors will tend to stay longer. Property values are higher. Much of the recent construction and improvements in Tusayan is consistent with concept of quality development. Prominent among the positive changes are the improvements to Highway 64. A further example of the kinds of things that separate Tusayan from other communities is the amount of public art on display at many of the businesses in town. The town should encourage this kind of altruistic investment by taking similar actions. The town has already demonstrated its commitment to quality development by including the text of the Design Review Overlay (design guidelines) in the recently revised Zoning Ordinance. The town has also adopted outdoor lighting regulations that are more restrictive than those that were in place when the Town was under the jurisdiction of the County. Enforcement of existing land use regulations and the use of landscaping appropriate for the setting and climate of Tusayan will further the goal of achieving quality development in Tusayan.

It is clear from input received in interviews and at a Town Hall meeting that residents desire more in the way of services. Some of those mentioned include medical facilities, churches, child care and convenience store. Many of the services mentioned as not available in town are commonly provided by the private sector and should not be provided by the town. However, the town can facilitate their arrival through the availability of appropriately zoned property and expeditious processing of land development applications.

Future Land Use Map

The future land use recommended for the town of Tusayan is shown on Exhibit M, the Generalized Future Land Use Map. Due to the extent to which the town has already been developed and zoned and given the maximum life of the plan, 10 years, the Future Land Use Map offers no dramatic changes in land use from what currently exists.

The legend shown on the Generalized Future Land Use Map includes various categories of land use that are described here:

Multi-Family (up to 20 du/ac). This category denotes areas where higher density, attached residential uses such as duplexes, apartments, condominiums and townhouses are desirable. This category is implemented by the RM (Multiple Family Residential) Zoning Districts.

Low Density (Single Family) Residential. This category denotes areas where single family detached housing is appropriate. Densities of up to 2 dwelling units per acre would be allowed in this land use category. Zoning districts that implement this category are G (General), AR (Agricultural Residential), RR (Rural Residential) , RS-36,000 and RS-18,000 (Residential Single Family Zones).

Medium Density (Single Family) Residential. This category includes areas where single family detached housing at densities up to 6.0 dwelling units per acre would be permitted. This category is implemented by the RS-10,000 and RS-6,000 (Residential Single Family) Zoning Districts.

Mixed Use . This category is intended for properties suitable for the coordinated development of a mix of various types of land uses such as single or two family residential, multiple-family residential, professional and administrative offices, commercial centers, resorts areas, industrial parks and any public or semi-public use or combination of uses. This category is implemented by the PC (Planned Community) and the PRD (Planned Residential Development) Zoning Districts.

Commercial/Lodging. This category denotes area suitable for commercial uses including general retail, wholesale, lodging and highway oriented businesses. Zoning Districts that implement this category are the CN-2/A (Commercial Neighborhood), CG-10,000 (Commercial General) and CH (Commercial Heavy).

Open Space. This category is intended primarily for public land where it is necessary and desirable to provide permanent open spaces to safeguard public health, safety and welfare and to provide for the preservation of scenic views and recreation areas. This designation is implemented by the OS (Open Space and Conservation) Zone.

Public. This category is intended for land uses traditionally associated with governmental operations such as schools, parks, wastewater treatment facilities, fire stations and well sites. The category is implemented by PS (Public and Semi-Public), G (General), AR (Agricultural Residential), RR (Rural Residential), single family residential, multiple family residential, commercial, PC (Planned Community) PRD (Planned Residential Development) and the OS (Open Space and Conservation) zones.

Transportation. This category is intended for major transportation facilities such as an airport. The transportation category is implemented by the G (General) Zoning District.

Future Changes in Land Use

The existing mobile home parks in town will continue for as long as their owners wish. The future land use map recognizes that this type of use is often a transitional use that may change to a higher use, given a change in market demand. Accordingly, the mobile home use at the north end of town is shown for future commercial and multi-family use. Similarly, the mobile home park use in the west part of the core area of town is shown for multi-family use. Additional multi-family zoning is needed in the core area of town. The Camper Village, Kotzin Ranch and TenX Ranch parcels are shown as mixed use, which is consistent with approved zoning. Vacant parcels east of Highway 64 are shown for future commercial use. This assumes access issues can be resolved. The triangular parcel north of the National Geographic Visitor Center (Imax Theater) is proposed for commercial use. Land north of the airport and west of the Squire Inn is designated for low density single family use. A lower density of development is appropriate considering the impact of airport operations and access to this area. Floodplain areas are all proposed to remain vacant and undeveloped.

Most of the planning area (a strip one mile wide east, south and west of the existing town limits) is designated as open space since it is within the Kaibab National Forest. There is a privately held, 160 acre in-holding west of town that has been designated for low density residential use for now. Given this property's proximity to the railroad, its future development may be a mix of uses.

GOAL: Increase amount public art on display in the town.

OBJECTIVE: Develop and implement a public art program at bus stops operated by Grand Canyon National Park.

GOAL: Development and redevelopment of property as shown of the Future Land Use Map.

POLICY: Support land development applications that are consistent with the Future Land Use Map.

GOAL: The character of development in Town shall be consistent with Tusayan's role as a model gateway community.

POLICY: Strictly enforce existing land use regulations and design guidelines.

POLICY: Promote the use of landscaping that is appropriate for Tusayan, its natural setting and climate.

Parking Demand

The Town's Zoning Ordinance includes parking regulations that require a certain amount of parking spaces depending on the use of property. Often parking requirements are based on square footage of the building or use area. The parking requirements in the Zoning Ordinance are based on nationally recognized parking standards that in turn are based on studies of land uses in typical urban situations. Tusayan is not a typical urban place and the parking standards found in the Zoning Ordinance may have to be revised to reflect true parking demand. One of the adjustments already made in the ordinance to reflect the parking situation in Tusayan is the allowance for patrons arriving by tour bus in the determination of required parking for lodging uses. One tour bus parking space is equivalent to 16 automobiles in terms of parking.

Due to the propensity of many of the town's visitors to travel around town on foot, the demand for parking at retail businesses may not be as great as reflected by the Zoning Ordinance. A parking study would determine the actual demand for parking that could then be reflected in the parking requirements.

GOAL: The number of parking spaces required for various types of businesses is equal to the actual demand for parking spaces.

OBJECTIVE: Conduct a parking study to determine the actual need for parking spaces for various types of businesses. The study should also consider the use of cross access easements to take advantage of time variable parking demand.

OBJECTIVE: Revise the Zoning Ordinance to reflect the results of a parking study showing the true demand for parking.

Native American Presence

The area occupied by the Town of Tusayan was once part of the history and culture of several American Indian tribes long before the arrival of European settlers. The identification of sacred sites and consultation is governed by the National Historic Preservation Act as amended in 1992, the American Indian Religious Freedom Act of 1978 the Native American Graves Protection and Repatriation Act of 1990 and Executive Order 13007 of 1996. There are implications for future development of any large parcels of vacant land within the town limits. Consultation with local tribes and the State Historic Preservation Office (SHPO) is warranted for parcels of 10 acres or more.

GOAL: Protect significant cultural resources in the development of land where ever possible.

POLICY: Refer land development applications on parcels of 10 acres or more for review and comment to representatives of local tribes and the SHPO.

CHAPTER 8: IMPLEMENTATION

Overview

The implementation chapter of the Tusayan General Plan sets forth the specific measures that will lead to plan achievement. Listed at the end of this chapter are goals and objectives from each Plan element in a section titled "Implementation Activities". This approach provides an easy to use reference for the Town, its stakeholders and the public to monitor plan implementation.

This chapter is organized into three sections in order to clearly communicate the Town's future direction regarding implementation of the General Plan.

- *Administration of the General Plan
- *General Plan Amendment Criteria/Processes
- *Land Use Regulations
- *Implementation Activities

Administration of the General Plan

After the Town Council has adopted the General Plan, Town staff shall undertake the following actions to encourage effectuation of the plan:

1. When appropriate, investigate and make recommendations to the Town Council regarding reasonable and practical means for putting into effect the General Plan or parts thereof. Town staff will seek to ensure that the General Plan serves as a guide for the orderly growth and development of the community and as a basis for the efficient expenditure of its funds relating to the subjects of the General Plan. The measures recommended may include plans, regulations, financial reports and capital budgets.
2. Render an annual report to the Town Council on the status of the General Plan and progress in its application.
3. Promote public interest in and understanding of the General Plan and regulations relating to it.
4. Consult and advise with public officials and agencies, public utility companies, civic, educational, professional and other organizations and citizens in regard to carrying out the General Plan.

State law requires Town staff, Town Commissions, Town Boards and other governmental bodies whose jurisdiction lies entirely or partially within town limits, whose functions include recommending, preparing plans for or constructing major public works, submit to the Town, a list of the public works planned or proposed to be built during the ensuing fiscal year. The agencies shall list and classify all such recommendations and shall prepare a coordinated program of proposed public works for the ensuing fiscal year. Town staff shall review and report back to the proposing agency as to the conformity of their coordinated program with the adopted general plan or part thereof.

State law also states that no public real property may be acquired by dedication or otherwise for street, square, park or other purposes, no public real property may be disposed of, no public street may be vacated or abandoned and no public building or structure may be constructed or authorized, if the general plan applies thereto, until the location, purpose and extent of such acquisition or disposition,

street vacation or abandonment, or such public building or structure have been submitted to and reported upon by the Town planning staff as to conformity with the general plan. Town planning staff shall render its report as to conformity with the general plan within 40 days after the matter is submitted to it. These provisions will not apply to acquisitions or abandonments for street widening or alignment projects of a minor nature if the Council so provides by ordinance or resolution.

In accordance with State law, this General Plan is effective for up to 10 years. The Council will want to monitor the relevance of the Plan in future years and if found to be deficient in any area, approve the necessary amendment(s). In any event, prior to the tenth anniversary of the Plan, the Council should direct staff to begin the preparation of a new General Plan for the community.

Tusayan is somewhat unique in that it must deal with more governmental agencies, authorities and districts than most similarly sized cities or towns. While this can be a challenge, it can also present opportunities to further the goals and objectives of the General Plan. In making agreements and in reaching out to other organizations, the Town will want to consider the General Plan.

General Plan Amendment Criteria/Process

The process and criteria for amending the General Plan should ensure that all approved amendments will not result in an adverse impact to the community as a whole. Public participation will be encouraged in all amendment applications and all legal requirements met.

Amendments to the General Plan should occur only after careful review of the request and findings of fact in support of the revision following public hearings before the Planning and Zoning Commission and Town Council. The term "amendment" shall apply to both text and map revisions. A major amendment to the General Plan may only be approved by affirmative vote of at least two-thirds of the members of the Town Council (5 members). A minor amendment requires a majority vote for approval.

Amendments to the General Plan may be initiated by the Town or by formal application by the owner(s) or owner(s) agents of real property within the town limits. Prior to the approval of any land development that is in conflict with the General Plan, an amendment to the Plan must be approved.

Major Amendment Criteria:

1. Any change in land use on parcels of 20 acres or larger shall require the major amendment process.
2. An increase in intensity of any residential land use classification on a parcel of 20 acres or more shall require the major amendment process.
3. The addition or deletion of a major arterial or collector road shall require the major amendment process.

Minor Amendment Criteria:

1. Any change in land use deemed not to require a major amendment.
2. Any change mandated by Arizona or federal law.

3. Any change in land use from a commercial or residential category to an open space or public facility category shall require the minor amendment process, regardless of acreage.

Major Amendment Process:

1. Applicants proposing a major amendment should submit a formal application at least four months prior to the Planning and Zoning Commission hearing. In most instances, the application should include both written and graphic materials and a project narrative together with supporting information/reports deemed necessary by the Town. The application should clearly explain the public benefits of the proposal as well as any impacts on the community, surrounding lands and adjacent property. Careful attention should be given to vehicular and pedestrian access and circulation as well as the public improvements that may be necessary to accommodate the proposal.
2. All major amendments shall be processed in accordance with the citizen participation requirements of the Zoning Ordinance (Section 20.2).
3. All major amendment applications shall be transmitted for review and comment by national, state and local agencies, associations, districts, utility providers and other organizations with jurisdiction in the area.
4. Information on the major amendment application shall be posted on the Town web site.
5. At least 60 days before the amendment is noticed for hearing, it shall be transmitted to the Planning and Zoning Commission and Town Council as well as the Coconino County Community Development Department, the Northern Arizona Council of Governments, the Arizona Commerce Authority or State planning agency, and any individual or organization that has requested in writing the opportunity to review major amendments.
6. The Planning and Zoning Commission shall hold at least one public hearing on each major amendment. Notification of the hearing shall be provide by publication of a notice in the local newspaper at least 15 but not more than 30 days in advance of the hearing. Action of the Commission on the major amendment shall be transmitted to the Council.
7. The Town Council shall hold a public hearing on the major amendment with notice provided in the same manner as provided for the public hearing by the Planning and Zoning Commission. Adoption of an amendment by the Town Council shall be by resolution.
8. All major amendments to the general plan proposed for adoption shall be presented at a single public hearing during the calendar year the proposal is made.

Minor Amendment Process:

1. All minor amendments to the General Plan shall be processed in the same manner as map amendments to the Zoning Ordinance. There is no limitation on the times during a calendar year that minor amendments can be considered.

2. A minor amendment may be processed at the same time as another land development application, but must be approved in advance of any other application pertaining to the same parcel/ project.

Land Use Regulations

An important and practical way of implementing the goals and objectives of the General Plan is in the enforcement and use of the land use regulations that are adopted by the Town.

Key among the tools available to the Town in the implementation of its General Plan is the zoning Ordinance. Shortly after incorporation, the town adopted the County's Zoning Ordinance. The Zoning Ordinance has been revised to better suit the needs of the town. The principal way to use the Zoning regulations to affect the goals and policies of the General Plan is by making decisions in land development applications that are consistent with the Plan. Each time the Planning and Zoning Commission or Council consider an application for a rezoning, conditional use permit or design review, they have the opportunity to make a decision that supports the adopted General Plan.

Subdivision Regulations are another key tool commonly used to implement a General Plan. The town does not presently have locally adopted subdivision regulations and it is most important that it do so in the near future.

Other opportunities for the Town to implement the General Plan are with the adoption of the budget and capital improvement plan. It is important to consider the goals and objectives of the General Plan when preparing these documents.

GOAL: The Town will have a full complement of basic land use tools to implement the General Plan.

OBJECTIVE: The Town should adopt subdivision regulations as soon as practicable.

Implementation Activities

The implementation activities listed below are projects that correspond to General Plan goals and objectives. They are identified as being accomplished in the short term (one or two years), intermediate term (three or four years) or long term (five years or longer). Each year the Council should review the project list and prioritize the projects to be accomplished in the coming year.

OBJECTIVE: The Town will consider creating a Housing Authority tasked with the provision of housing for employees and full time residents of the Town. SHORT TERM

OBJECTIVE: The Town should investigate and if appropriate, pursue actions necessary to become a designated municipal provider of domestic water. SHORT TERM

OBJECTIVE: Conduct and implement studies and work with partners to achieve an adequate and reliable supply of domestic water. SHORT AND INTERMEDIATE TERM

OBJECTIVE: In partnership with Grand Canyon National Park, design and construct a natural gas line extension to service Tusayan residents and businesses. INTERMEDIATE TERM

OBJECTIVE: Develop a comprehensive strategy to improve internet service within Tusayan. SHORT TERM

OBJECTIVE: The town should research recycling programs and implement a program that is appropriate for Tusayan. INTERMEDIATE TERM

OBJECTIVE: In association with ADOT and the owners of the private streets, investigate measures to improve pedestrian and bike safety and implement when funds are available. INTERMEDIATE TERM

OBJECTIVE: Work with Park officials to increase the length of time the shuttle operates during the year. SHORT TERM

OBJECTIVE: Work with Park officials to increase the number of stops the shuttle makes in town and increase the number of operating shuttles, if appropriate. SHORT TERM

OBJECTIVE: Investigate the possibility of using the trailhead at the north end of town as a shuttle stop. SHORT TERM

OBJECTIVE: Continue to support and as feasible, financially contribute to the development of the community park in accordance with its Master Plan. SHORT AND INTERMEDIATE TERM

OBJECTIVE: Investigate the feasibility of developing a winter park to provide areas for sledding and snow activities. LONG TERM

OBJECTIVE: Work with the Forest Service and other owners to develop and improve access and connections to existing trails around the town. SHORT TERM

OBJECTIVE: Use the designated priorities as a general guideline in future trail planning. SHORT, INTERMEDIATE AND LONG TERM

OBJECTIVE: Conduct a drainage analysis of the Town of Tusayan to supplement previous flood analysis prepared by the Nation Forest Service. SHORT TERM

OBJECTIVE: Conduct a parking study to determine the actual need for parking spaces for various types of businesses. The study should also consider the use of cross access easements to take advantage of time variable parking demand. SHORT TERM

OBJECTIVE: Revise the Zoning Ordinance to reflect the results of a parking study showing the true demand for parking. SHORT TERM

OBJECTIVE: Develop and implement a public art program at bus stops operated by Grand Canyon National Park. SHORT TERM

OBJECTIVE: The Town should adopt subdivision regulations as soon as practicable. SHORT TERM

OBJECTIVE: The Town should investigate the advantages and disadvantages of creating a system of public streets in the town when feasible to do so. LONG TERM