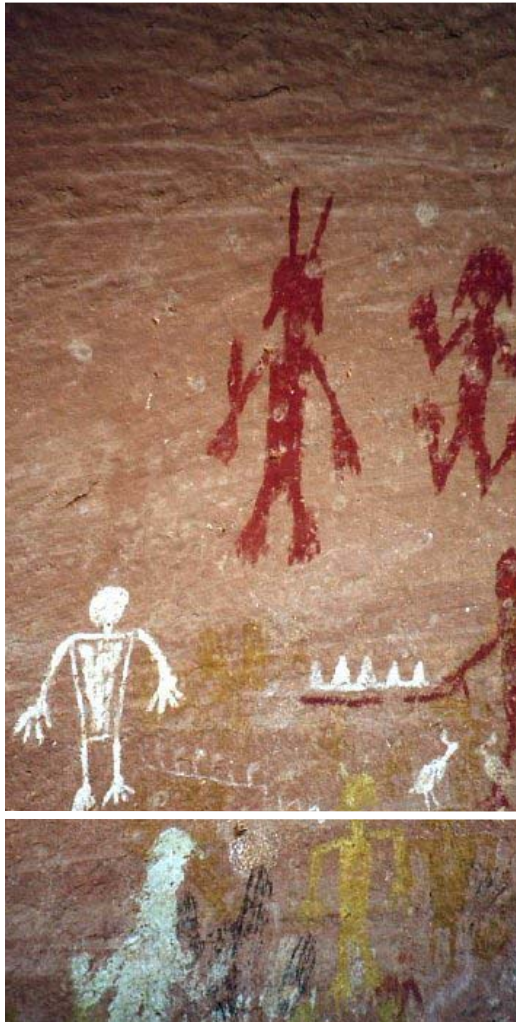




# Kayenta Township Comprehensive Plan



ARROWHEAD  
ENGINEERING, INC.

Policy Plan Volume



Kayenta Township, Navajo Nation, Arizona



# Kayenta Township Comprehensive Plan



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Policy Plan Volume





# Kayenta Township Comprehensive Plan



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# Kayenta Township Comprehensive Plan



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# Kayenta Township Comprehensive Plan

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# Kayenta Township Comprehensive Plan

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# Kayenta Township Comprehensive Plan

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# Kayenta Township Comprehensive Plan





# Kayenta Township Comprehensive Plan



## Kayenta Township, Navajo Nation, Arizona

Kayenta, Navajo: **Tó Dinéeshzhee** is located in northeastern Navajo County, Arizona, about 20 miles south of the Utah border on U.S. 163, 148 miles north-northeast of Flagstaff, and 99 miles west of Shiprock, New Mexico. Because of its remoteness, in the early days the Kayenta region was seldom visited by non-Indians.

Kayenta Township is the only municipal-style government within the Navajo Nation. It is regarded as a political sub-division of the Navajo Nation. The Township is managed by a five-member elected town board, which hires the township manager.

Kayenta is the name for the Chapter, as well as the township. Kayenta Chapter (a political division within the Navajo Nation that is analogous to a county within a state) encompasses land in both Utah and Arizona. As a result, the Navajo Nation's census figures for Kayenta Chapter are significantly different from those of Kayenta Township.

Kayenta is a Census Designated Place (CDP) with a 2000 census population of 4,922. According to the United States Bureau of the Census, the CDP has a total area of 13.2 square miles (34.3 km<sup>2</sup>). Kayenta is located at an elevation of 5,640 feet (1,719 m).

## Major Scenic Attractions

Twenty-seven miles north of Kayenta is the Navajo Nation's most famous attraction, Monument Valley Tribal Park. Betatakin, Navajo for "houses in rock shelves," and Keet Seel Ruins are about 20 miles away. The Four Corners area, a junction of Arizona, Utah, Colorado and New Mexico, the only spot in the United States where four states meet, is less than 80 miles away.

Within a 150- mile radius are a variety of parks and recreational facilities including: Grand Canyon National Park, Glen Canyon National Recreation Area, Lake Powell and Glen Canyon Dam on the Colorado River. The prehistoric Indian dwellings of Canyon de Chelly National Monument and the monoliths and arches of Monument Valley, Rainbow Bridge National Monument and the Navajo Scenic Area are nearby.

## Main Gateway to Monument Valley

Located immediately south of Monument Valley, the Township serves as its main gateway, providing a variety of hotels and motels and guided tour services to visitors attracted to the area. The area offers spectacular views of geological formations that have been amply recorded in film, photography and art.



# Kayenta Township Comprehensive Plan

## The Comprehensive Plan

The Kayenta Township Comprehensive Plan is a long-range policy document designed to improve the quality of life of the Township. The Comprehensive Plan:

- Includes direction for development, redevelopment, infill development based on the principles of sustainability and smart growth
- Serves as a guide or road map for decision making
- Includes strategies for redevelopment of blighted areas
- Responds to the legal state mandate for all Arizona jurisdictions outside of the Navajo Nation.
- Guides the development standards and design guidelines provided in the Zoning Ordinance
- Includes the implementation measures necessary to make Kayenta a self-sufficient, economically resilient, and vibrant sustainable community
- Establishes the development parameters necessary to make Kayenta the Gateway to Monument Valley and a major destination within the Navajo Nation

As the roadmap guiding development, infill development and redevelopment within the Township, this planning tool includes the vision of the community, a thorough analysis of opportunities and challenges, the policy framework guiding development and the implementation strategies necessary to implement the plan.

The Comprehensive Plan serves as a smart growth guide for Township officials during the:

- Evaluation of proposals for development and redevelopment
- Management of orderly growth
- Prioritization of community needs

- Identification of partnerships
- Evaluation of capital improvements projects
- Development of more specific studies needed to appropriately manage growth
- Coordination with other agencies regarding infrastructure improvements
- Implementation of economic development strategies
- Preparation of grants and funding applications

It includes background data and current conditions and provides a policy framework for the refinement of implementation tools such as the zoning ordinance. It also defines all the administrative and monitoring mechanisms necessary to administer and manage the Comprehensive Plan.

## The Comprehensive Plan Volumes

The Kayenta Township Comprehensive Plan consists of two volumes. This *Policy Plan* volume serves as the regulatory document guiding development and redevelopment. This volume includes the community vision, guiding principles, goals, policies and implementation measures.

The *Background and Current Conditions* volume includes an analysis of opportunities and constraints, serves as the backbone of the *Policy Plan* and provides a comprehensive look of the physical, regulatory, demographic, socioeconomic and fiscal conditions impacting development within the Township.



# Kayenta Township Comprehensive Plan

## The Comprehensive Plan Purpose

The purpose of this Comprehensive Plan is to ensure that future growth proceeds in a manner consistent with the vision of Kayenta Township. The guiding principles, goals, policies and implementation strategies provided in this Policy Plan and the map series and analysis included in the *Background and Current Conditions* volume are intended to provide guidance in the evaluation of future decisions related to land use, urban design, economic development, community facilities, transportation and circulation, utilities and infrastructure improvements.

The Comprehensive Plan serves as a guide for appointed and elected officials in the evaluation of proposals for development, in the scheduling of community improvements and capital improvements programming, and in the development of more specific studies. It includes supporting background and current conditions and provides a policy framework for the refinement of existing implementation tools such as the zoning ordinance. The Comprehensive Plan serves as the road map for the development of Kayenta Township, the Main Gateway to Monument Valley, Arizona.

## The Kayenta Zoning Ordinance

The Kayenta Zoning Ordinance provides includes development precepts, standards, and design guidelines for all the zoning districts within the Township. It also includes the Development Review Process for development within the Township and establishes a Design Review Committee. The Zoning Ordinance serves as the implementation tool of the Kayenta Comprehensive Plan.

## Previous Land Planning Efforts in Kayenta

The form and character of Kayenta Township has been molded by the collaborative efforts of a variety of individuals, a multiplicity of Navajo Nation departments, and a wide diversity of public agencies under the leadership of the Navajo Nation's decision makers. Each planning process undertaken in the past has influenced the character of the community and its sense of place. In addition, such processes have assisted Kayenta in its transition from a rural to a more urban setting. Two major previous planning efforts include the Kayenta Chapter Comprehensive Land Use Plan and the Kayenta Airport Master Plan.

### *Kayenta Chapter Comprehensive Land Use Plan*

A Kayenta Chapter Comprehensive Land Use Plan was adopted by Resolution of the Navajo Tribal Council CN-86-85 in November of 1985. The Comprehensive Plan approved the overall concept of the Land Use Planning Authority and extended local governing capacity to the community of Kayenta, officially designating the planning area as the "Kayenta Township Pilot Project". This planning process is further described in the *Background and Current Conditions* volume.

### *Kayenta Airport Master Plan*

Completed in 2005, the Kayenta Airport Master Plan was financed, in part, by the Airport Improvement Program financial assistance from the Federal Aviation Administration (FAA) as provided under Title 49, United States Code, and Section 47104. This master plan describes the overall long-range development concept for the Kayenta Airport and is further described in the *Background and Current Conditions* volume.



# Kayenta Township Comprehensive Plan

## Why is Planning Necessary?

Planning, like life, is a dynamic process. Environmental conditions, market forces and individual needs and preferences change over time. As Kayenta continues to change from a rural to a more urban community, it benefits from ongoing planning efforts that acknowledge previous planning processes and addresses changes and trends not foreseen in previous exercises. Such foresight provides the continuity needed to ensure the long-term viability and sustainability of the community. Without a continuous planning process, the future character and sense of place of the community would be determined by a series of unrelated decisions leading to unintended and often undesirable results.

The planning process is a holistic process. It provides a framework by which decisions and actions can be coordinated with other community plans and development proposals. This insures that the end result will be of benefit to the whole community.

## Comprehensive Plan Intent

This Comprehensive Plan seeks to support the community's vision in a manner that ensures the livability, viability, sustainability and fiscal solvency of the community for generations to come.

This Comprehensive Plan is created to provide specific guidance for Kayenta Township to support its community and to further the rich culture, tradition, identity and economic base of Kayenta as a unique place to live, work, learn, visit and play.

## Comprehensive Plan Legislative Framework

All jurisdictions in the State of Arizona are required by the Arizona Revised Statutes (ARS) 9-461.05 to adopt a general or comprehensive plan to guide future development. The elements included in such plan are determined by the size of the jurisdiction's population.

## Sustainable Planning and Design

This Comprehensive Plan incorporates the latest sustainable design principles to help Kayenta Township become a sustainable destination where community members can live, work, learn and play. Such balanced approach ensures that its environment, economy, society, culture, heritage and technology are preserved and enhanced for future generations. This *Policy Plan* volume incorporates these sustainable principles in its policy framework. These principles are further defined in the *Background and Current Conditions* volume of this Comprehensive Plan and include:

- Environmental Infrastructure
- Economic Base
- Culture and Heritage
- Social Services
- Technology and Innovation



# Kayenta Township Comprehensive Plan



## *Sustainability as an Economic Development Tool*

Kayenta Township was the fourth community in the country to adopt the *International Green Construction Code*. As a result, the community has been asked to join a work group being facilitated by the International Code Council (ICC) to assist other communities in the nation in the adoption and enforcement of this code.

Sustainable development aims at balancing community needs with environmental infrastructure and ecosystem needs. It focuses on community needs while prioritizing the environment that sustains such community without destroying the ecological systems that sustain it.

The focus of this approach is to meet the needs of current and future generations in three categories of needs: environmental, social, and economic. Its approach examines the systems required by a project and proactively applies sustainable design principles that incorporate U.S. Green Building Council strategies as well as a LEED (Leadership in Energy and Environmental Design) approach.

By doing so, the community creates an environment that can also serve as an economic development tool, increasing the livability and fiscal viability of the community and ensuring the quality of life desired by community members.

## Arizona Smart Growth Scorecard

The Arizona Smart Growth Scorecard is a voluntary, self-assessment tool that local jurisdictions can use to evaluate the effectiveness of their planning and development efforts. Planning and zoning decisions have considerable influence on the quality of life of current and future generations. How land use decisions are implemented impacts every resident of every community - from travel to work and school, to which parks have picnic areas and pools, to the safety of neighborhoods.

The Smart Growth Scorecard assists local officials to plan for growth and development. The Scorecard is based on the *Principles of Smart Growth*.

*Growth is smart when it gives us great communities; with more choices and personal freedom, good return on investment, greater opportunity across the community, a thriving natural environment, and a legacy we can be proud to leave our children and grandchildren.*  
(Source: Smart Growth Network, "This is Smart Growth")

All different sized communities, counties, and Tribal governments, can complete a Scorecard. An array of questions relating to environmental benefits, infrastructure efficiency, mobility choices, economic development, social equity, and healthy community concepts are intertwined throughout. Individual questions correspond to the population size of the jurisdiction to acknowledge the variety of local characters and values in a state as diverse as Arizona.



# Kayenta Township Comprehensive Plan

Over 80 communities and counties have completed a Scorecard. Some are using it to reframe development policies to create new choices and opportunities to advance economic sustainability. Some have tied it to performance measurements in their general and comprehensive plans. Its overall objective is to be an available resource to improve capacity for better planning resulting in positive environmental, social, and economic benefits for communities and regions throughout Arizona.

Some state discretionary programs have used the Scorecard in their grant and loan applications to encourage utilization of the tool. For example, a completed Scorecard has been required in a number of programs' funding applications just to be part of an administratively complete grant submittal.

Other state funding programs have awarded additional incentives to communities with advanced scores or offered technical assistance to those needing support. Individual state granting agencies publish notice of applicable criteria, and will include consideration of the Smart Growth Scorecard if it is to be an included factor in the respective program.

The *Arizona Smart Growth Scorecard* is a valuable tool for community self-assessment developed by a working group of the Growth Cabinet with input from public and private stakeholders. It is designed to strengthen the ability of Township officials to plan for future growth and development and to adopt comprehensive strategies that address growth related pressures. As Arizona continues to attract unprecedented population growth, all levels of government must play a role in wisely planning and managing both the challenges and opportunities that new growth and development present.

## *What is Smart Growth?*

Growth itself is neither positive nor negative, but the cumulative effects of population growth, its patterns and form have long-term social, environmental, and economic consequences. Smart growth is guiding growth in ways that result in vibrant communities, strong economies, and a healthy environment. Smart growth means adding new homes, schools, businesses, jobs and infrastructure to Arizona in a way that makes sense and promotes balance.

Smart growth enhances the communities where we live, but does not over-burden our transportation and infrastructure systems, pollute our air and waters, or deplete our open spaces and magnificent natural landscapes. Smart growth embodies qualities that make communities great places to live and gives them a sense of place – recreational amenities, historic spaces, vibrant downtowns, choices in transportation and housing, prudent investments in capital facilities and infrastructure, and opportunities for diversity and citizen involvement.

## *Characteristics of Smart Growth*

The Smart Growth Network states that “the features that distinguish smart growth in a community vary from place to place. In general, smart growth invests time, attention, and resources in restoring community vitality to center cities and older suburbs. New smart growth:

- Is Town-centered;
- It is affordable;
- Is transit and pedestrian oriented;
- Has a greater mix of housing, commercial and retail uses;
- It incorporates access to different mobility needs;
- Includes compact development; and
- Preserves open space and environmental amenities.





# Kayenta Township Comprehensive Plan



The American Planning Association (APA) defines smart growth as using comprehensive planning to guide, design, develop, revitalize and build communities that:

- Have a unique identity, character, sense of community and sense of place;
- Preserve and enhance valuable natural and cultural resources;
- Equitably distribute the costs and benefits of development;
- Expand the range of transportation, employment and housing choices in a fiscally responsible manner;
- Value long-range, regional considerations of sustainability over short term incremental geographically isolated actions; and
- Promotes public health and healthy communities.

The Urban Land Institute characterizes smart growth as development that is environmentally sensitive, economically viable, community-oriented, and sustainable.

The National Homebuilders Association is in agreement, stating that smart growth will help meet the demands of the ever increasing population and a prosperous economy while also building a political consensus to:

- Support comprehensive local plans employing market-sensitive and innovative land-use planning concepts to achieve a wide range of housing choices for all Americans;
- Fairly and fully finance infrastructure to support necessary new residential, commercial, and industrial growth and
- Preserve meaningful open space and protect the environment.

## *How Does the Scorecard Work?*

The Scorecard is an incentive-based tool to help cities, towns, counties and Tribal governments evaluate their growth planning efforts. All entities applying for grants and loans from state discretionary funding must reference a Scorecard. This approach encourages citizens, non-profit organizations, and other entities to talk with their community leaders, make sure a Scorecard is filled out, and ultimately encourage them to implement smart growth practices.

Existing agency grant program guidelines and standards remain the same; however, the score determines whether financial incentives or technical assistance will be provided by the granting program. The Scorecard is designed to provide incentive-based advantages to communities engaged in smart growth planning and implementation and help build the capacity of those communities that need assistance.



# Kayenta Township Comprehensive Plan

## **Tribal Governments and Tribal political subdivisions**

Tribes and Tribal subdivisions must complete and submit their own Scorecard, use a scorecard of the county they are located within, or use a nearby community's scorecard.

## **Financial Incentives**

For smart growth communities (i.e. a community that has a high score), a variety of incentives will be available depending on the individual funding agency and program. Some examples include additional funding, basis points off loans and lower interest rates.

## **Technical and Financial Assistance**

For communities that are transitioning toward smarter growth and development (i.e. a community that has a score that could use improvement), the agency will offer technical and/or financial assistance. Note that a low score may also give an entity priority for certain grants, such as technical assistance grants.

## *How Are the Scores Determined?*

The Scorecard is comprised of the *Growing Smarter Guiding Principles* criteria along with a list of associated smart growth and planning indicators.

The overall calculation of these criteria and indicators is used to obtain a "score" for your community. Smart growth criteria and indicators are applied differently to each of the three size categories of community and county populations as mandated in the Growing Smarter statutes (A.R.S. §9-461.05 and §11-821).

The larger the jurisdiction, the more criteria will apply. This separate application of criteria acknowledges that planning techniques and funding to support smart growth may differ by the growth pressures facing your community and that the level of technical and financial resources available to small, mid-size or large towns, cities, counties, and Tribal governments may be significantly different in a state as diverse as Arizona. The Scorecard will indicate where each criterion applies to different sized communities.

The separate criteria and indicators were developed for different sized communities, counties and Tribal governments within the population thresholds of the Growing Smarter statutes using current state population estimates. Tribal governments (and Tribal political subdivisions) fit within the small category.

Small and medium communities are encouraged but not required to complete the entire Scorecard to assess their strengths and challenges for managing future growth. State discretionary loan and grant process will only consider scores appropriate to community size in determining incentives and assistance.

## *Principles of Smart Growth*

The Smart Growth Network developed a set of ten principles that reflect the new ways that many communities are positively affecting land use and development:

- Mixed use development;
- Take advantage of compact building design;
- Create a range of housing opportunities and choices;
- Create walkable neighborhoods;
- Foster distinctive, attractive communities with a strong sense of place;



# Kayenta Township Comprehensive Plan



- Preserve open space, farmland, natural beauty and critical environmental areas;
- Strengthen and direct development towards existing communities;
- Provide a variety of transportation choices;
- Make development decisions predictable, fair and cost effective; and
- Encourage community and stakeholder collaboration in development decisions.

## Community Involvement Program

The Kayenta Comprehensive Plan is the product of an extensive outreach effort that involved residents, business owners, other major stakeholders, elected and appointed officials, adjacent jurisdictions, Navajo Nation representatives, regional agencies, investors, spiritual leaders, developers and other interested parties. The community involvement process included a total of three Community Conversations at major milestones of the project, a week-long design Charrette, a one day student leaders design

Charrette, and an ongoing partnership with the Arizona Department of Transportation (ADOT) and the Planning Assistance for Rural Areas (PARA) Multimodal Transportation Program running concurrently with this Comprehensive Plan, including consultant team participation in the PARA Technical Advisory Committee.

## *Kayenta Township Community Conversations*

The Kayenta Comprehensive Plan included three focused community conversations with three different stakeholder groups. These groups included representatives from: the Navajo Nation, Navajo Agencies, Navajo judicial system and law enforcement, Kayenta Chapter, state and national agencies, Bureau of Indian Affairs, Kayenta department heads, school districts, community facilities, social institutions, cultural groups, social programs, local businesses, spiritual community, and area residents.

### **Community Conversation 1**

During the first conversation, a visioning process aiming at identifying major community needs was conducted. The input provided during this community conversation is summarized in the Meeting Minutes Report included in Appendix A: Kayenta Comprehensive Plan Public Input Results.

### **Community Conversation 2**

During the second conversation, the results from the week-long design Charrette and the Kayenta Comprehensive Plan draft were shared with the stakeholder groups. Additional input was provided during this conversation and incorporated in the Comprehensive Plan. The input provided during this community conversation is summarized in the Meeting Minutes Report.



# Kayenta Township Comprehensive Plan



*Kayenta Comprehensive Plan Youth Design Charrette  
Monument Valley High School Honor Society Students*

## Community Conversation 3

During the third conversation, the Draft of the Kayenta Zoning Ordinance draft were shared with the stakeholder groups. Additional input was provided during this conversation and incorporated in the Zoning Ordinance. The input provided during this community conversation is summarized in the Meeting Minutes Report.

## *Kayenta Township Youth Design Charrette*

The Kayenta Comprehensive Plan Youth Design Charrette included thirty honor students who participated in an imagine session. During these sessions, participants were asked to map their community desires. The results of these sessions are summarized in the Meeting Minutes Report.

## *Kayenta Township Design Charrette*

As defined by the *National Charrette Institute*, the French word, "charrette" means "cart" and is often used to describe the final, intense work effort expended by art and architecture students to meet a project deadline.



*Kayenta Comprehensive Plan Youth Design Charrette  
Monument Valley High School Honor Society Students*

This term originated in the *École des Beaux Arts* in Paris during the 19th century, where proctors circulated a cart, or "charrette", to collect final drawings while students frantically put finishing touches on their work. This intense process allows the fast transfer of public ideas into graphics, illustrations, guiding principles, and major goals illustrating the community vision.



# Kayenta Township Comprehensive Plan



*Consultant Team Design/Work Sessions*

A Design Charrette is a three-phase holistic, collaborative planning process during which a multiple-day charrette is held as the central transformative event. The process commences with the Charrette Preparation Phase, followed by the Charrette acting as a fulcrum at the middle phase, and closes with the Plan Implementation Phase.

The charrette is the catalytic event of the dynamic planning process. It is a collaborative event that lasts four to seven days. The goal of the charrette is to produce a feasible plan that benefits from the support of all stakeholders through its implementation. A multidisciplinary charrette team, consisting of stakeholders, community, support staff and consultants, produces this plan.

During the charrette, the consultant team solicits the values, vision, and needs of the stakeholders. The team then breaks off to create alternative plans, testing and refining them with the goal of producing a preferred plan.

The charrette is organized as a series of feedback loops through which different stakeholder groups and community members are engaged at critical decision-making points. These decision-making points occur during stakeholder meetings, community visioning and imagine sessions, and open houses throughout the course of the charrette. The Design Charrette final products are incorporated in the Comprehensive Plan and in the Zoning Ordinance.

## *Kayenta Township Design Charrette Walkabout*

During the first day of the Design Charrette, the Design Charrette team, accompanied by the designated ADOT representative of the PARA Multimodal Transportation Program, conducted a walkabout within specific areas of Kayenta and drove all areas of the Township. The purpose of this site visit was to identify:

- Growth, redevelopment/revitalization and infill planning areas
- Character areas
- Major Infrastructure barriers
- Circulation/Transportation barriers
- Land use compatibility
- Sustainable design toolbox



# Kayenta Township Comprehensive Plan



*Black Mesa, Kayenta, Arizona*

## Regional Context

Kayenta is located in northeastern Navajo County, Arizona, about 20 miles south of the Utah border on U.S. 163, 148 miles north-northeast of Flagstaff, and 99 miles west of Shiprock, New Mexico.

With an elevation of 5,660 feet, Kayenta's most prominent land feature and reference point is Black Mesa. Black Mesa is located to the immediate southwest of Kayenta and towers above the townsite at an elevation of 8,000 feet at its highest point. In addition to its spectacular scenic beauty and religious significance, Black Mesa contains within its womb an abundance of coal, sizable as a portion of the nation's coal reserve, and rich as valuable resource for the Navajo people.

Kayenta is encircled by a varied and remarkable set of land features: the red faced canyon walls of Skeleton Mesa to the west; the "Five Toes" sandstone hills of the Kayenta Formation to the North; and the solemn volcanic Church Rock and El Capitan rising to the east and northeast. Exhibit 1 shows Kayenta's regional context.

## Local Context

Located at the intersection of Highways 160 and 163, Kayenta stands as one of the most remotes communities in Arizona. The nearest off-reservation towns of any significance are at distances of 90 and 130 miles away. Politically, Kayenta lies within District 8 of the Navajo Nation and within the Navajo County of the State of Arizona. Exhibit 2 shows Kayenta's local context.

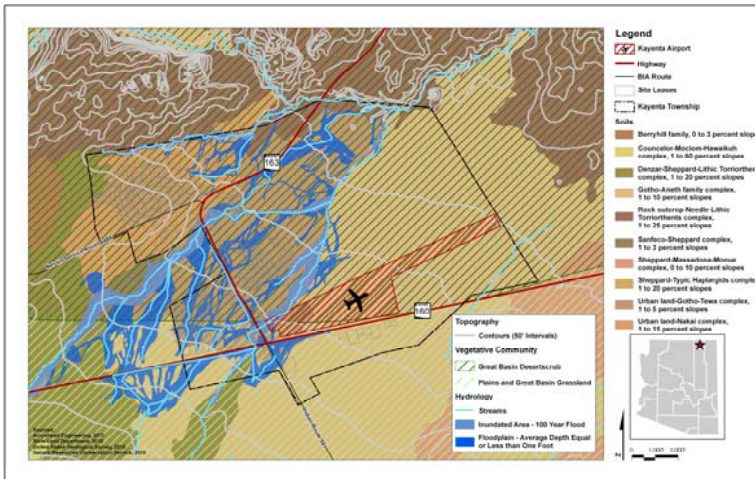
## Physical Environment

A community's infrastructure provides water supply, waste disposal, and pollution control services. It includes extensive networks of aqueducts, reservoirs, water distribution pipes, sewer pipes, and pumping stations. It also includes treatment systems such as sedimentation tanks and aeration tanks, filters, and septic tanks, desalination plants, incinerators and waste disposal facilities such as sanitary land fields and secured hazardous-waste storage impoundments. Such infrastructure serves two important purposes: it protects human health, and it safeguards environmental quality.

On the other end, the physical environment provides a setting, comprises the ecological system, and serves as the environmental infrastructure of a locale or region. It determines the type of development that is most suitable for its characteristics, including climate, landforms, hydrology and drainage, vegetation, view sheds, and wildlife. While the community's infrastructure protects human health and safeguard environmental quality, a balanced environmental infrastructure is vital for the community's long range sustainability and success. The following sections describe Kayenta's environmental infrastructure or physical environment.



# Kayenta Township Comprehensive Plan



*Kayenta Township Opportunities and Constraints,  
Background and Current Conditions Volume, The Planning Center, 2011*

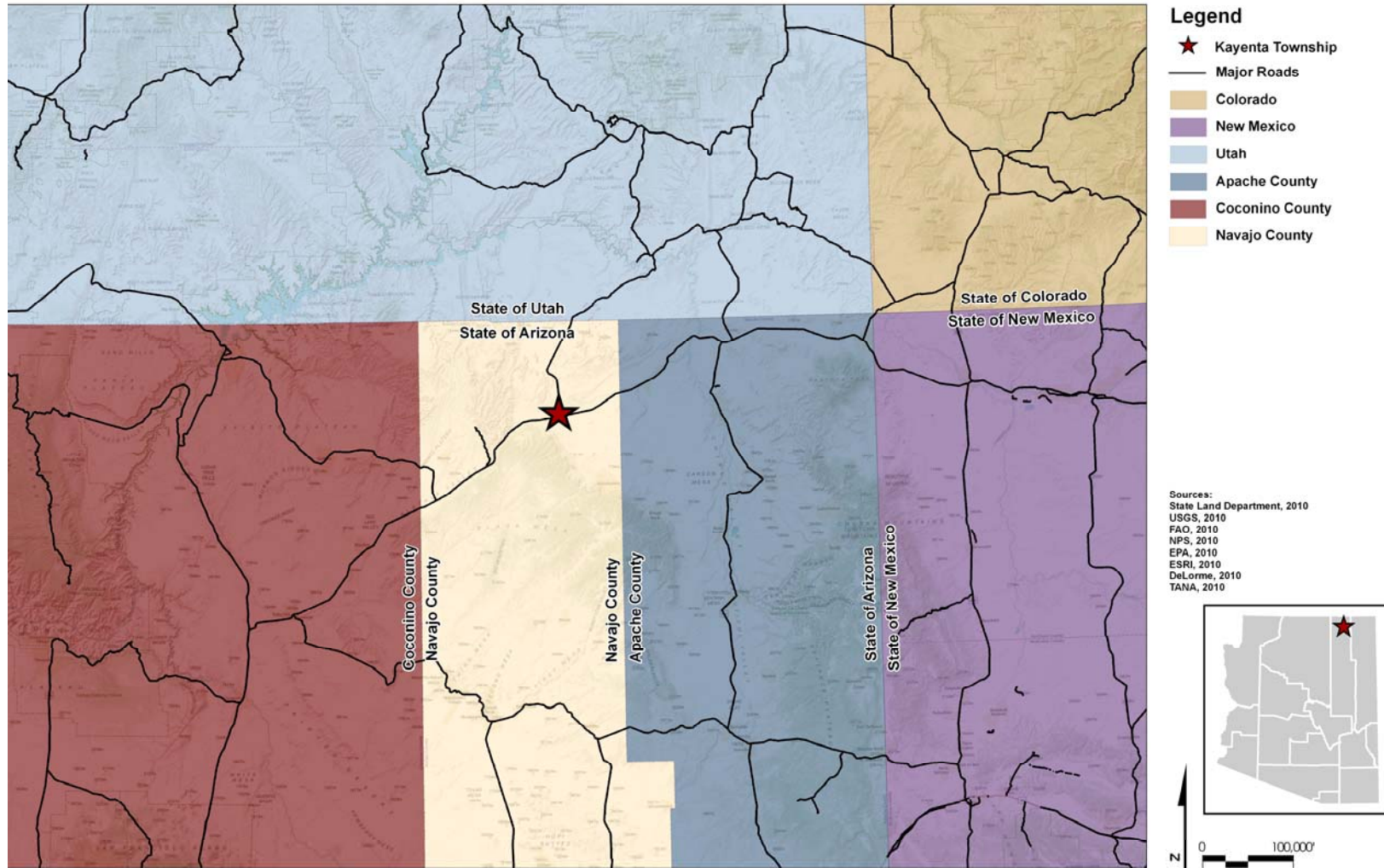
## Opportunities and Constraints Analysis

The *Kayenta Comprehensive Plan Background and Current Conditions* volume of the Comprehensive Plan, provided under separate cover, includes the opportunities and constraints analysis, the community profile, the socio-economic and demographic analysis, the economic framework and the opportunities and constraints map series. The *Background and Current Conditions* volume is an ancillary document of this Comprehensive Plan. It also serves as the backbone of the Comprehensive Plan.



# Kayenta Township Comprehensive Plan

## EXHIBIT 1: Regional Context

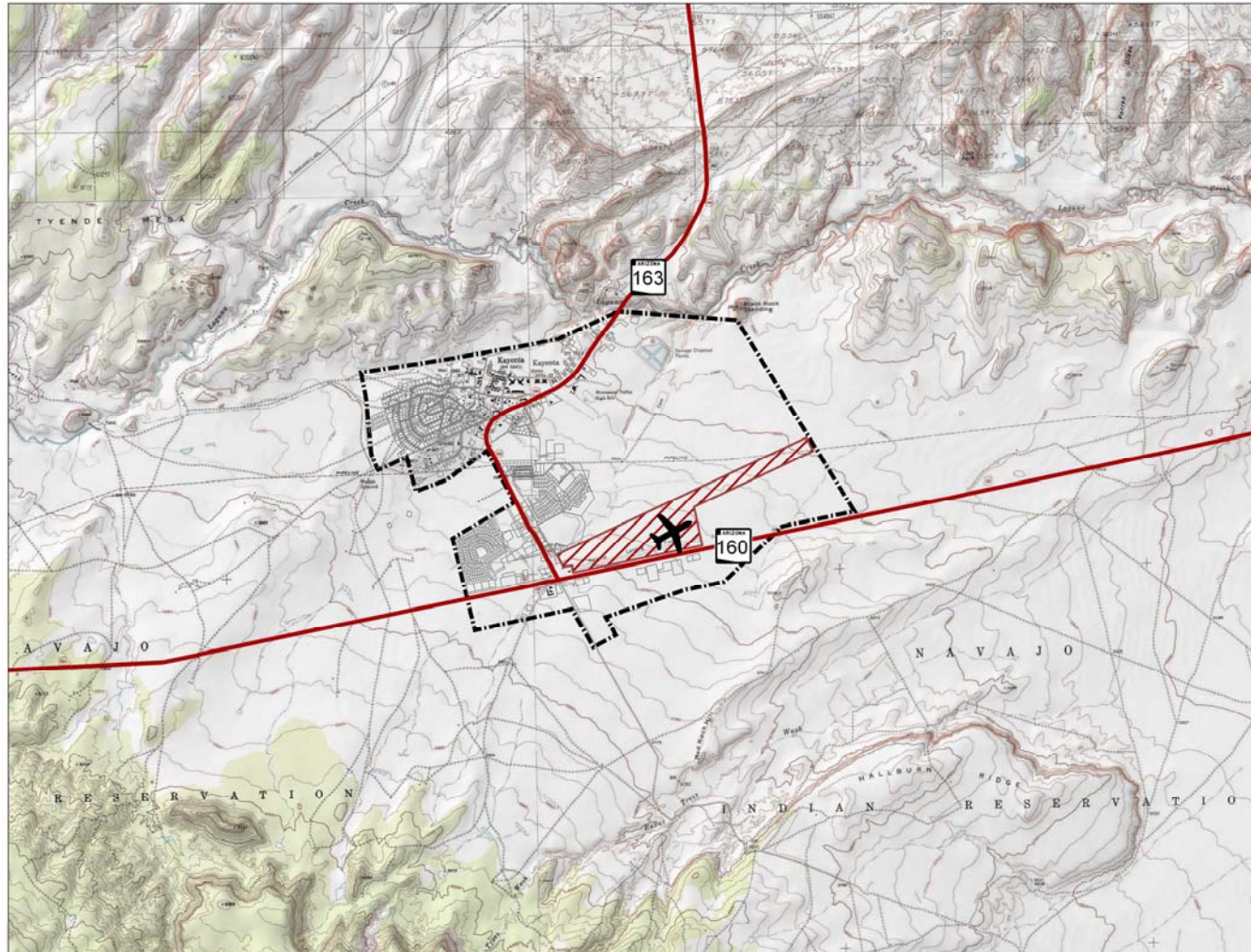






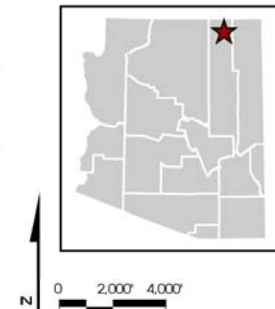
# Kayenta Township Comprehensive Plan

## EXHIBIT 2: Local Context



- Legend**
- Highway/Major Road
  - Kayenta Airport
  - Site Leases
  - Kayenta Township

Sources:  
State Land Department, 2010  
United States Geological Survey, 2010





# Kayenta Township Comprehensive Plan

## Community Values

The statements provided during the community involvement program are summarized in this section. These statements reflect the community values. Together with the analysis of opportunities and constraints provided in the Background and Current Conditions volume, such statements constitute the basis for the preparation of the Community Vision, the Major Guiding Principles and the goals, policies and implementation strategies included in this Comprehensive Plan.

- Incorporate solar energy in new development
- Increase community safety
- Provide the infrastructure necessary to attract businesses
- Proactively attract new revenue generating businesses
- Explore possibility of having 99-year leases
- Diversify the economic base
- Take competitive advantage of heritage tourism (Navajo arts and culture) eco-tourism (scenic environment)
- Address wildcat dumping and create programs for trash collection, solid waste collection and recycling
- Provide opportunities for animal sanctuary and animal show facility
- Expand rodeo grounds to create support uses
- Improve sidewalks and provide community linkages for pedestrians and bicycle users
- Provide opportunities for mixed-use development
- Develop apartments and multifamily residential
- Provide needed services and retail in Township
- Establish 3-tier property tax zones (residential, commercial, hospitality)
- Establish liquor license for hotels to increase tax revenues
- Include a hierarchy of roads with development appropriate access
- Provide opportunities for transit (bus routes)
- Include opportunities for resort and golf course development in the Township
- Develop a veterans center, a visitors center and a convention center
- Develop a user-friendly development review process
- Adopt regulations for livestock
- Keep horses off the highway
- Provide health support services in proximity to the new health center
- Improve the overall circulation and access of the Township
- Create housing opportunities for new health center and judicial complex employees
- Upgrade the existing housing inventory
- Provide opportunities for Navajo agency location within the Township
- Expand the tourist service sector
- Improve police, fire and emergency services response time
- Work with the Kayenta Business Association in the establishment of a Chamber of Commerce or a Development Authority
- Soften the appearance of the new Judicial center by incorporating elements of landscape architecture



# Kayenta Township Comprehensive Plan

## Community Vision

Comments provided by community members during the different stages of the community involvement process were weaved with the Township Mission statement to create the Community Vision that will guide the development of land. The community vision was presented to participants during the week-long design Charrette. The goals, policies and implementation strategies of this plan support this vision. It states:

*Kayenta Township is a model self-sustaining community with the autonomy needed for its citizens to bring Health, Wellness and Harmony to the community in our traditional Sihasin (Hope). As the major destination in the Navajo Nation, Kayenta serves as the gateway to Monument Valley, offers a variety of affordable housing types, includes all the amenities, parks, recreation, trails and open space, schools, community services and programs, and the infrastructure necessary to create a thriving and diversified economic base that takes competitive advantage of our environment, arts, culture, heritage and visitors in a sustainable manner.*

## Comprehensive Plan Major Guiding Principles

Comments provided by community members during the different stages of the community involvement process were weaved to create the Comprehensive Plan Major Guiding Principles. These will guide the development of land. The community vision was presented to participants during the week-long design Charrette. The goals, policies and implementation strategies of this plan support these principles.

## Land Use

Create a land use approach that balances the built and natural environment in consistency with Navajo tradition. Such balance promotes the synergies, partnerships and strategies necessary to attract: high-wage employment; revenue generating retail and service industry in an appropriate scale to each planning area, including: Navajo arts, performing arts and healing traditions public education and higher education; comprehensive medical services; hotel, resort and hospitality services; compact mixed-use development and affordable quality housing in a setting that offers the amenities needed to attain long-range livability and sustainability.

## Housing

Derive the housing policy of Kayenta from a concrete assessment of the existing housing types, characteristics and condition. Housing policy should recognize the fact that good housing is the building block of excellent neighborhoods and that those excellent neighborhoods are the building blocks of great communities. Designate a redevelopment area that includes all the neighborhoods in need of rehabilitation and pursue grant funds for the preparation of the Kayenta Township Core Redevelopment and Rehabilitation Plan. Include strategies for housing improvement within this plan.



# Kayenta Township Comprehensive Plan

## Cultural Heritage

Kayenta Township has a unique and extensive patrimony of historic and arts resources that contributes to a strong “sense of place” and is a fundamental and irreplaceable asset from which our community can built its future. The two largest Navajo rugs in the world are part of this patrimony. Protection, preservation, and celebration of our Navajo heritage, arts, culture, and patrimony is essential to the prosperity and welfare of our community.

## Community Services, Infrastructure, Utilities, and Communication

Kayenta Townships provides all the community services, infrastructure, utilities, and state-of-the-arts communication technologies needed to serve our current and future populations.

## Environmental Sustainability

Kayenta Township reduces its carbon footprint by promoting energy efficiency as well as resource conservation, enforcing its “Green Code,” adopting smart growth best practices, supporting the existing environmental infrastructure of the region and preserving valuable resources such as wildlife corridors, habitats, washes, groundwater, open space and mountain views.

## Community Character, Identity and Sense of Place

New development in Kayenta includes design features that further the vision of our community and reflect our Navajo heritage and traditions. These features include: well-designed gateways at major entrances of the Township; compact and compatible land uses; landscape amenities; inviting, safe, efficient and pedestrian-scaled streetscapes, overall beautification; and a trail system that incorporates linear parks providing multi-use path connectivity to all planning areas and functioning as recreational amenities that enliven our community identity and sense of place.

## Transportation and Circulation

A safe, efficient, convenient, multimodal transportation network including transit, shuttle, street car, vehicular, pedestrian, bicycle and equestrian modes and 911 street addresses serves the specific access, way-finding and mobility needs of each planning area, provides access to people with different access and mobility needs and serves as the unifying element providing connectivity to the urban fabric throughout the Township.

## Parks, Recreation, Trails and Open Space

Develop an integrated system of parks, recreation, trails and open space that provides intuitive and seamless connectivity to the Mustang Trail, the multi-use path along Kayenta Main Street, the residential areas, the equestrian center, the Old Town Center, the resort area, the entertainment and artisans centers and throughout the Township.



# Kayenta Township Comprehensive Plan

## Growth Areas Element

The Growth Areas Element is based on the principle that not all undesirable conditions can be addressed by a blanket approach, nor can all opportunities be addressed with a single policy. This element identifies those areas of Kayenta Township that are particularly suitable for planned multimodal transportation and infrastructure expansion and improvements, which are designed to support a concentration of urban densities, including mixed-use, residential, office, commercial, tourism and industry. This Growth Areas Element includes overarching policies and implementation strategies to:

1. Support smart growth, compact development as well as needed redevelopment and rehabilitation efforts.
2. Provide the diversified economic and employment base needed to secure the long-term fiscal viability of the Township.
3. Provide a safe, convenient, accessible and efficient multimodal transportation system that includes fully integrated vehicular, transit, pedestrian, equestrian and bicycle modes.
4. Support the phased infrastructure expansion required to sustain both the anticipated and fiscally desired growth.
5. Develop sustainable mixed-use corridors along Highway 160 and Highway 163 that take full economic advantage of these major highways traversing the Township by establishing compatible urban densities and intensities based on sustainable principles, integrating natural resources, open spaces and regional recreational amenities.
6. Prioritize infrastructure needs necessary to support smart growth and mixed-use, compact development.

7. Support the public and private construction of timely and financially sound infrastructure expansion through the use of infrastructure funding and financial planning that is coordinated with development activity.

Recognizing the need for both a broad policy framework that directs overall Township growth and a specific one that addresses the particular needs of each growth, infill and redevelopment area, this Growth Areas Element includes the general policy direction for all development. The specific policy direction and development intent for each identified growth, infill and redevelopment area is provided in the land use element.

Although the Navajo Nation is not required to adhere to State of Arizona Growing Smart mandates, this Growth Areas Element responds to such legislative mandates by creating a broader policy framework which more fully recognizes the complexities impacting Kayenta Township. Within this framework, investment decisions regarding infrastructure and other capital improvements, redevelopment, or revitalization can be phased and pursued in a Township wide context. This effort allows for greater recognition and understanding of the implications of such decisions. This element is premised on the existing and projected population growth of the Township. It recognizes the potential of Kayenta becoming the Navajo Nation largest growth center, and it prioritizes the need to attract new growth to insure the Township's long-range fiscal viability.

This Growth Area Element balances the needs, desires, and decisions of the residents, businesses, major stakeholders, organizations, and decision-makers that comprise the community and serves as the foundation guiding the preparation of all other Comprehensive Plan Elements.



# Kayenta Township Comprehensive Plan

## Conformance with the Comprehensive Plan

Within the context of this Comprehensive Plan, the term “development” is used in the broadest sense to include new construction as well as redevelopment and rehabilitation efforts and expansion of existing development. All new development, redevelopment and/or expansion of existing development as well as all Township or developer initiated development plans, specific plans, planned area developments and master plans must further the policy direction provided in the all the elements of this Comprehensive Plan.

For the purpose of this Comprehensive Plan, the term “developer” is defined as the entity intending to develop land and includes both public and private entities. On those instances when the Township initiates the development, the Township is the developer. In those instances where the Navajo Nation initiates the development the Nation is the developer. In those instances where the Chapter initiates the development, the Chapter is the developer.

## Growth Element Goals

The following goals serve as the foundation for all other elements of the Comprehensive Plan:

### **GOAL 1: ALIGN PLANNING AREA, CHARACTER AREA AND LAND USE DESIGNATIONS WITH ECONOMIC DEVELOPMENT PRIORITIES**

**Rationale:** A primary goal of Kayenta is to create a healthy balance between jobs and households throughout the Township. Kayenta facilitates balanced growth by achieving and maintaining a sustainable tax base. Policy direction for achieving the desired economic development goals provided throughout this Comprehensive Plan.

- Policy 1: Establish and define major growth, redevelopment and infill planning areas.
- Policy 2: Establish and define major character areas based on economic development potential identified in the Kayenta Market Study.
- Policy 3: Identify in the Urban Design Element the Sustainable Design Toolbox necessary to guide development within character areas to achieve fiscal viability.
- Policy 3: Based on the Market Study Conducted for the Township, identify in the Land Use Element the appropriate land use mix within each character area to achieve community cohesion, fiscal viability and long-range sustainability.

## IMPLEMENTATION MEASURES

- a. Determine and delineate the Kayenta Township Designated Growth Area to include:
  - (1) Areas of Kayenta Township within the existing Township boundary; and
  - (2) Areas currently in Kayenta Chapter that will benefit from annexation into Kayenta Township.
  - (3) Work closely with the Nation and the Chapter to ensure that major growth is directed to the Kayenta Township Designated Growth Area in conformance to best smart growth practices.
- b. Identify and delineate the following planning areas within the Designated Growth Area to guide development efforts within the Township:
  - (1) Growth Area
  - (2) Redevelopment/Rehabilitation
  - (3) Infill
  - (4) Kayenta Airport



# Kayenta Township Comprehensive Plan

- c. Utilize the most appropriate implementation tools (Area Plan, Master Plan, Planned Area Development, Development Plan as defined in the Kayenta Zoning Ordinance) for each established planning area as follows, unless otherwise indicated in the corresponding Zoning District in the Kayenta Zoning Ordinance:

Kayenta Township Planning Area	Type of Use	Proposed Acreage	Required Implementation Tool/Responsible Entity
Growth Area	Single Use	Less than 40	Development Plan/Developer
		40 acres or More	Master Plan/Developer
	Multiple Uses	Less than 40 acres	Planned Area Development/ Developer
		40 Acres or more	Master Plan/Developer
Redevelopment Area	Entire Area	Entire Area	Redevelopment Plan or Area Plan/Township
Infill	Project Basis	Project Basis	Development Plan/Developer
Airport	Project Basis	Project Basis	Development Plan/Developer

- d. Establish performance-based standards for infrastructure and utility expansion that include the infrastructure phasing required to achieve a healthy balance of commerce, employment, and housing within the community.
- e. Establish a Development Monitoring System to monitor development within each planning area and anticipate changes in infrastructure phasing according to changes in development patterns.
- f. Apply for Economic Development Agency grants for the infrastructure improvements needed to have shovel-ready sites.
- g. Promote consistency across all plans.

## GOAL 2: PROVIDE GROWTH MANAGEMENT GUIDANCE FOR ALL MAJOR PLANNING AREAS INSIDE THE KAYENTA DESIGNATED GROWTH AREA

**Rationale:** This section provides the broad growth management policy framework needed to guide development within in conformance with smart growth best practices. The Land Use Element provides specific land use policy guidance for each character area. The *Background and Current Conditions* volume includes land coverage and amount of vacant or developable land and an analysis of opportunities and constraints.

Policy 1: All new development within the Kayenta Designated Growth Area furthers the policy direction of this Policy Plan.



# Kayenta Township Comprehensive Plan

## IMPLEMENTATION MEASURES

- a. Establish a user-friendly step-by-step Development Review Process as part of the Zoning Ordinance that provides consistent guidance to applicants, Kayenta Township officials and Kayenta Staff in charge of reviewing development applications.
- b. Require that all development proposals comply with the policy direction and with all applicable requirements provided in all the elements of this Policy Plan.
- c. Ensure that all developer or Township initiated implementation tools such as Area Plans, Master Plans, or Planned Area Development:
  - (1) Further the Development intent of the character area;
  - (2) Comply with the policy direction included in all applicable elements of this Policy Plan; and
  - (3) Meet all applicable requirements provided in the Kayenta Zoning Ordinance.

## GOAL 3: IMPLEMENT A DEVELOPMENT MONITORING SYSTEM TO MANAGE GROWTH

**Rationale:** The Kayenta Development Monitoring System (KDMS) monitors development within the major planning areas identified in this Policy Plan. This monitoring system provides an early warning system if goals and policies are not being met. It is a great smart growth managing, evaluating and monitoring tool. The KDMS is the primary evaluation tool for plan implementation.

Policy 1: Monitor key benchmarks based on target growth for each planning area.

## IMPLEMENTATION MEASURES

- a. Periodically measure the success of the Policy Plan by tracking changes in land use, jobs, housing and levels of investment for each major planning area as part of the KDMS.
- b. Anticipates how much additional growth can be accommodated in accordance to infrastructure phases provided.
- c. Monitor building permit activity and infrastructure improvements as part of the KDMS.
- d. Use the KDMS to trigger services and infrastructure needed to accommodate targeted growth.
- e. Monitor variances and development applications to identify Comprehensive Plan, Area Plans, and Zoning Ordinance Code amendments needed to achieve Kayenta's Vision.

## GOAL 4: INCORPORATE SUSTAINABILITY IN ALL ASPECTS OF GROWTH MANAGEMENT

**Rationale:** Achieving self-sufficiency is a long-range goal of Kayenta Township. Therefore, sustainability in the Township is generative and integrated in all aspects and practices of the Township. It generates a vibrant, safe, and compact community with a strong identity and a placemaking sense of place where its members live, learn, work, shop and play and visitors return. It contributes to the fiscal and economic vitality of the Township and the Navajo Nation. It secures the future for next generations. And it balances the built and natural environment to protect the environmental infrastructure of the Township.

Policy 1: Incorporate generative sustainable practices in all elements of the Comprehensive Plan.





# Kayenta Township Comprehensive Plan

## IMPLEMENTATION MEASURES

- a. Work with other agencies and the nonprofit sector to develop a Sustainability Rating System for monitoring quality of life based on the development of measurable sustainable benchmarks for:
  - (1) Home ownership;
  - (2) Affordable housing for all income levels;
  - (3) High-wage employment;
  - (4) Workforce training;
  - (5) Re-use and recycling;
  - (6) Reduction of commuting travel trips;
  - (7) Walkability and multimodal access;
  - (8) Connectivity;
  - (9) Reduction of Township carbon footprint;
  - (10) Decrease dependence on fossil fuels;
  - (11) Water harvesting;
  - (12) Reduction of “heat island effect”;
  - (13) Solar and wind energy generation;
  - (14) Protection of natural and cultural resources;
  - (15) Contained farming and roof gardens;
  - (16) Air and water quality.
- b. Identify funds, prepare, and adopt a Climate Change action strategy to assist Kayenta in achieving its long-range sustainability and economic development goals.



*Passive Water Harvesting*



*Belowground Water Cisterns*



*Active Water Harvesting*



*Contained Farming*



*Solar Shingles*



*Solar Energy Generation*



# Kayenta Township Comprehensive Plan

## Kayenta Major Planning Areas

The identification of major planning areas provides the framework necessary to formulate the area-specific plans and the economic development strategies that will support Kayenta's community vision and assist in the implementation of this Comprehensive Plan. Each of these areas presents a set of unique characteristics, opportunities and challenges. Based on the analysis of opportunities and constraints and on the analysis of vacant or developable land provided in the *Background and Current Conditions* volume, this Growth Area Element identifies four major planning areas in Kayenta. Based on such analysis, each of these areas presents unique opportunities for development, redevelopment and infill. See Exhibit 3: Major Planning Areas.

The major planning areas within the Township conform to the following criteria:

1. Growth Areas: Areas with large amount of vacant or developable land located primarily east of Highway 163, south of Highway 160 and along the proposed alternate truck route. These areas are designated growth areas due to their growth potential and economic development value.
2. Redevelopment Area: The area of the built environment encompassing most of Kayenta Township today, which is in need of revitalization, rehabilitation, urban renewal or redevelopment, is designated a redevelopment area. This area includes most of the existing residential uses within the city. Most of the housing stock within this area is substandard. The roads are unpaved dirt roads. There is a lack of circulation and intuitive connectivity is entirely missing. In addition, there are no 911 addresses within this area, making it extremely difficult for emergency vehicles to provide emergency services. This area also includes the historic Township center, which is currently deteriorated and in need of redevelopment. Highway 163 divides this area into east and west

and connects the area to Highway 160. Visitors in their way to Monument Valley travel along Highway 163 without noticing Kayenta, taking their business somewhere else. This redevelopment area can be redevelop to position Kayenta as a destination by:

- a. Defining the historic Kayenta Town Center
  - b. Defining Highway 163 as Kayenta Main Street
  - c. Providing Connectivity to Highway 160 Corridor
  - d. Upgrading and or replacing the housing stock
  - e. Defining the circulation within this planning area to include: safe, convenient and efficient multimodal streets (vehicles, pedestrian, bicycle, transit)
3. Infill Area: Includes the areas of the built environment with few infill parcels available for development is considered infill areas.
  4. Airport Area: Includes development airport support commercial areas along the north side of Highway 160 in conformance to development precepts included in the Kayenta Airport Master Plan.



# Kayenta Township Comprehensive Plan

## EXHIBIT 3: Kayenta Major Planning Areas





# Kayenta Township Comprehensive Plan

## Kayenta Character Areas

Kayenta character areas guide the development intent, land use patterns, development character and densities/intensities. Such characteristics are determined best on area location, existing development, adjacent development, opportunities and constraints and potential economic impact of the area. Exhibit 4 shows Kayenta's Major Character Areas. These character areas are:

### Agriculture/Equestrian Oriented

This character area evokes the agricultural and equestrian past of the Township and aims to bridge Kayenta's historic past with its progressive future, preserving the culture and heritage of the community while embracing innovation and new technologies. This character area includes three distinct parcels within the Township. These are:

1. Rodeo and Fair Grounds Area: located south of Highway 160 along Indian Route 591, this area includes the Kayenta Rodeo and the Kayenta Flea Market grounds.
2. The Historic Agricultural Area: located west of Highway 163 and in close proximity to the Historic Kayenta Town Center, this area includes the community garden.
3. The Horse Property Area: located at the Township gateway along Highway 163, this area includes horse raising residential properties.

## Kayenta Neighborhoods

This growth area is located north of the Airport and east of the Laguna Greek Conservation Area and extends east to the Township boundary. This character area includes opportunities for future low and medium density residential neighborhoods along the proposed bus route. These neighborhoods will be served by neighborhood commercial uses along this corridor. Nestled east and north of Kayenta's major natural open space system, the Neighborhoods include a variety of recreation opportunities including an integrated system of linear parks and nature trails providing connectivity throughout this character area and to adjacent areas. Due to the scenic quality of Laguna Greek, this area will include the Kayenta Resort and Golf Club, which will offer employment opportunities to adjacent neighborhoods. Within this area is also the historic Kayenta Cemetery. This memorial lands will be preserved to honor ancestors and safeguard the Township history.

## Kayenta Township Core

This redevelopment area extends from Highway 160 to the northwestern Township boundary on both sides of Highway 163 and includes a variety of civic and institutional uses, including Township Hall, new Judicial and Detention Center, schools, the Historic Kayenta Township, most of the existing housing and the NTUA Lagoons . There is a need to redefine this area through a combination of redevelopment and rehabilitation efforts. The area lacks paved roads and most of the housing stock is substandard and in need of rehabilitation, upgrade, or demolition. The Kayenta Township Core character area is designated a redevelopment area.



# Kayenta Township Comprehensive Plan

## Kayenta Airport

The Kayenta Airport includes all lands within the Kayenta Airport Master Plan. In addition to the airport's runways, facilities, infrastructure and accident potential zones, the Airport Master Plan includes development directives to attract airport support commercial uses along the Highway 160 corridor. These support uses may include a variety of retail and service uses in keep with the Airport Master Plan.

## Highway 160 Corridor

This major corridor crosses Kayenta, dividing the southern and northern portions of the community and functioning as the major east-west spine road within the Township. It includes a major intersection where Highway 160 and Highway 163 meet. The portion of Kayenta located north of Highway 160 comprises the Kayenta Township Core and includes most of the developed areas as well as major redevelopment areas, and few infill opportunities along west of Highway 163 along Highway 160. This northern portion of the corridor is more private and geared to providing community services while the southern portion is more public and offers ample opportunities for tourist and visitor oriented businesses, general services, regional commercial and employment generating industry. The southern portion of the 160 Corridor provides the opportunity for development of an integrated web of land uses, including ample opportunities for mixed-use. The intersection of highways 160 and 163 calls for a mixed use activity center geared to becoming the magnet attracting visitors to the adjacent areas. Adjacent areas will benefit from the location of convention center, visitors, center and museums in a mixed-use concept that includes artisan courtyard lofts and support retail and services in keep with the development intent of this area.

## Medical Support Services

This character area focus is to develop an integrated medical campus atmosphere that includes medical and alternative medicine retail, services and light medical equipment and pharmaceutical industry incubators supporting, research and laboratory, mixed-use, higher density residential for Kayenta Medical Center employees and open space amenities in a master planned fashion.

## Technology and Innovation

This character area is located south of Highway 160 at the eastern gateway of the Township and it has access to the highway and to the proposed bus route loop. It is also in close proximity to the medical campus and medical services, providing opportunities for medical industry and research to locate within this area. A portion of the area can be dedicated for park and ride. This character area provides opportunities for additional civic, education and institutional uses, research and development campuses, new technology and innovation incubators and mixed-use development.

## Hospitality and Entertainment

This character area focuses on providing employment generating visitor and Navajo Nation oriented hospitality and entertainment industry needed to support and expand the current rodeo and equestrian themes while capitalizing on Navajo arts, culture and traditions.



# Kayenta Township Comprehensive Plan

## Major Gateway Areas

Gateway areas are major entrances to the community where visitors have the first impression of the community. Due to their location along major highways, gateway areas, if properly defined, can articulate the type of experience that will invite visitors to stay longer, leave their money in the community, return on a future trip and go home to tell their families, friends and coworkers to visit the place. If properly developed, gateway areas can become major economic development players in the long-range viability a community.

The Comprehensive Plan planning process identified a total of three gateway areas within the Kayenta Township. Two of these gateway areas are urban in character and one is rural in character.

1. West Urban Gateway: located along Highway 160 west of Highway 163, due to: (a) its proximity to the proposed transit center, the Intersection of two major highways and Kayenta's Main Street; and (b) the fact that a large number of visitors drive through this entrance of the Township on their way to Monument Valley, this gateway offers the perfect location for destination uses that serve the Navajo Nation, Kayenta Township and Kayenta Chapter and include mixed-use artisan villages, visitor center, Navajo performing arts center, museums, retail and hospitality uses in close proximity to the hotel and hospitality area.
2. East Urban Gateway: located along Highway 160 at the eastern entrance to the Township, this area provides opportunities for transit oriented mixed-use development, park-and-ride facilities, employment, progress and innovation, and commerce serving the new Kayenta Medical Center.

3. Rural Gateway: Located along Highway 163, this gateway is rural in character and includes Kayenta's horse property. This area is highly scenic in character, provides safe equestrian connectivity to the Kayenta historic town center via Mustang Trail. It also provides multimodal connectivity to the Laguna Greek Resort and Golf Course, including equestrian trails through the Laguna Creek Canyon.

## Transit Oriented Development Areas

There is a need within the Township to provide bus services at both local and commuting levels. A bus route loop has been identified in the 2009 Navajo Nation Long-range Transportation Plan. This bus route will assist the township develop a comprehensive multi-modal transportation system that integrates movement of people within the community as well as to and from the community.

In addition, an alternate truck route connecting to Indian Route 591 on the south and to Navajo Service Road 6486 on the north west of Highway 163 provides opportunities for the development of a transit station at the intersection of Highway 160 and the proposed Alternate Truck Route on the west gateway to the Township.

Another opportunity for transit oriented developed at a lower scale occurs at the intersection of the proposed bus route loop and Highway 160 on the east gateway of the Township.



# Kayenta Township Comprehensive Plan

These two transit stations will be different in service, capacity and target users. The west one will be larger in scale servicing the Navajo Nation and visitors to Kayenta, with higher density mixed-use characterizing the type of development. The east one will have a smaller scale and local focus, including shuttle services between residential areas, employment, services, Township center, Laguna Creek Resort and Golf Course area, health center, civic uses, schools, parks, recreation and open space, and other planning areas.

## Employment

This character area is located north of Highway 160, east of the Kayenta Airport and west of the local bus route loop. This area will encourage development of business and industry parks as well as business incubators and business campuses that serve as major local and regional employers. Access to Highway 160 and proximity to Kayenta Airport, the bus route loop, the proposed local transit station, adjacent neighborhoods, commerce, services and open space amenities makes this area ideal for employment.

## Truck Route/Trucking Services

This character area is located north of Highway 160 and south of Navajo Service Road 6486 along the proposed alternate Truck Route outside of the Township west boundary. This area will support trucking services such as truck stops, hotels, and truck service stations. Offering an alternate route along to heavy trucks will allow Kayenta to develop a formal main street along Highway 163.

## Corridor Development

This character area is located south of Highway 160 and west of Indian Route 591 along the proposed road functioning as the Alternate Truck Route north of Highway 160 and as a connector to the Kayenta Medical Center south of Highway 160. This road corridor connects to Highway 163 and Indian Route 591, providing a service route for regional commercial, hospitality/entertainment, Highway 160 Corridor and medical support services uses. Corridor development can incorporate a variety of mixed-use and medium density uses providing residential opportunities for employees working in the hospitality/entertainment. This area also provides an ideal location for RV Park for rodeo and Monument Valley visitors.

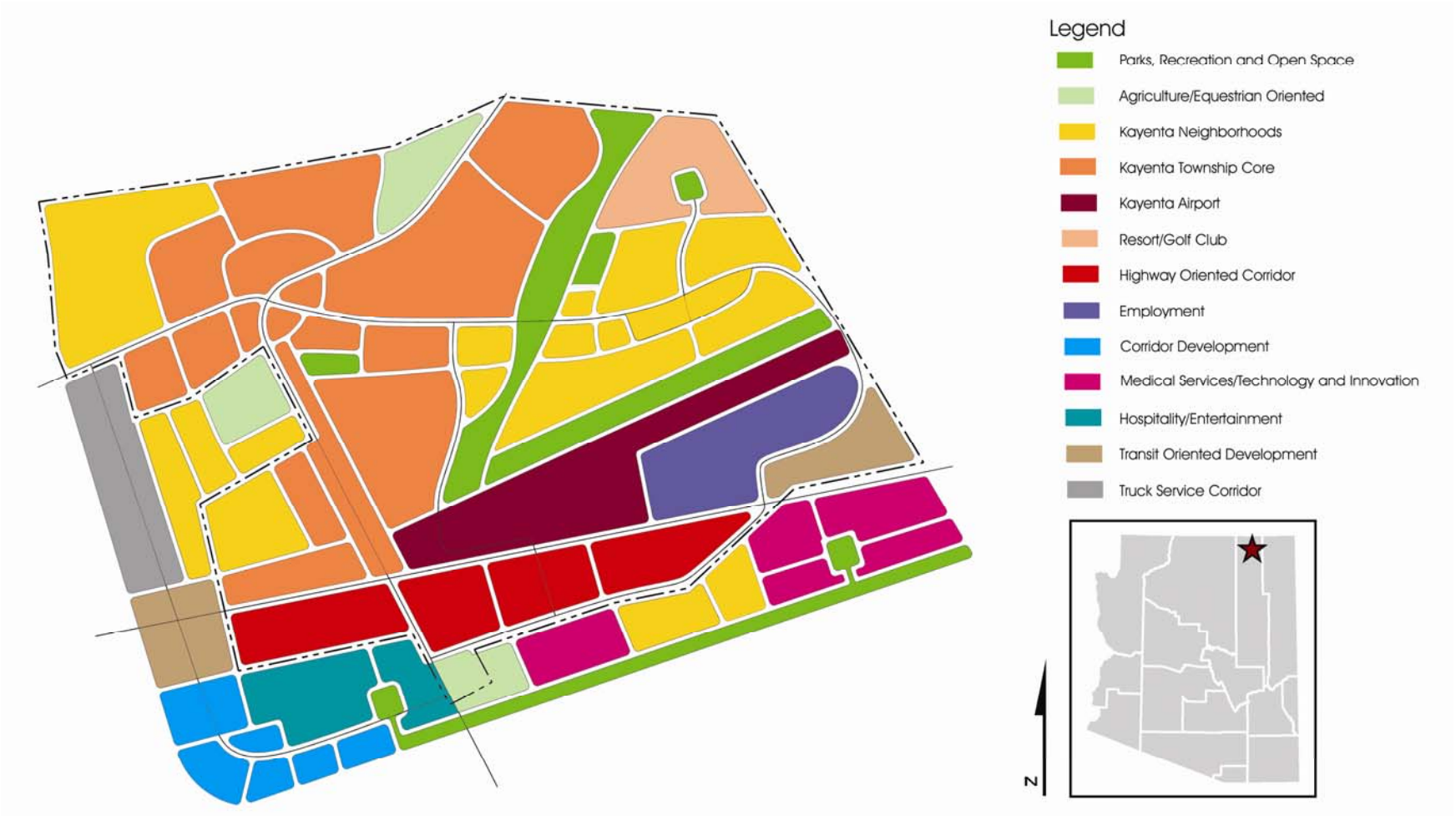
## Parks, Recreation, Trails and Open Space

This character area defines the edges by integrating rather than separating all land uses within Kayenta Township. It serves as a continuous thread connecting all the planning areas, increasing access, including multi-modal opportunities and providing seamless continuity. Only the major regional parks, open space and trail system are identified in the Major Character Areas and Land Use maps. All new development and redevelopment within the Township is required to provide parks, recreation, trails, open space and connectivity to the regional system in consistency with the standards provided in the Parks, Recreation, Trails and Open Space element of this Comprehensive Plan.



# Kayenta Township Comprehensive Plan

## EXHIBIT 4: Kayenta Major Character Areas







# Kayenta Township Comprehensive Plan

## Urban Design Element

This Urban Design Element seeks to define the character and identity envisioned by the community through the identification of placemaking Township-wide design themes for the entire Designated Growth Area. Specific design direction for each designated planning area is provided in the Sustainable Design Toolbox included in this element. The Urban Design Element provides the policy framework for planning and designing the built and natural environments in an integrative manner. Goals, policies and the implementation measures included in this element further the vision of the Kayenta community.

The main objective of this element is to establish the broad guidance necessary to guide the preparation of implementation tools such as area plans, master plans, planned area developments, development plans and zoning regulations governing site planning, circulation and access, architectural design, signage and lighting. This element also establishes overall design themes for Kayenta gateways, including circulation system, streetscapes, civic spaces, landscapes, open spaces, squares, plazas and parks scaled to enhance both the pedestrian and the driver's experience.

This element complements the Land Use Element by providing the urban design guidance necessary to achieve the desired urban form. While this element defines the placemaking character of streetscapes, development and the public realm for each of the gateways and activity centers identified in Kayenta, the Land Use element provides policy direction regarding land use, density, intensity and compatibility.

## Overall Urban Design Element Goals

### GOAL 1: CREATE PLACEMAKING THROUGH WALKABILITY

Policy 1: Design and develop Kayenta's public realm to create pedestrian-friendly streetscapes.

**Rationale:** Designing the public realm to include pedestrian-friendly streetscapes and requiring new development to provide pedestrian-oriented amenities such as promenades, gathering spaces, court yards and plazas encourages walkability as a mode of transportation, decreases vehicular usage, increases connectivity among different uses, promotes community health, increases quality of life, reduces vehicular emissions and traffic congestion, improves air quality, supports community sustainability, and attracts visitors and investors.

### GUIDELINES

- Provide arcades, awnings and other architectural features that promote a human scale and offer protection from rain and the summer heat.
- Include pedestrian plazas and landscaped open spaces that serve multiple functions:
  - a. Offer interesting public places for people to gather and enjoy the street experience;
  - b. Serve as performing arts stage for Navajo dancers, musicians and story tellers;
  - c. Provide space for art festivals, art fairs and community events;
  - d. Invite farmers market venues;
  - e. Celebrate Navajo Nation significant dates.



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- Incorporate water features, sculptures, public art or special architectural features that reflect Navajo heritage and iconography as focal points.
- Include public art, benches, trash receptacles, water fountains, bike racks and other amenities to enhance the quality of the pedestrian experience.
- Differentiate the pedestrian space from the auto realm by utilizing materials with a tactile quality to define walkways, sidewalks and pedestrian crossings.
- Incorporate pedestrian-scaled street lighting and accent lighting to increase safety, placemaking and reduce the impact of light pollution into dark skies.
- Enhance the pedestrian experience by requiring drought tolerant trees and other landscaping to enhance the visual quality, provide shade and create a cooler microclimate that reduces the “heat island effect”.
- Require that walkways from building entrances lead directly to the sidewalk.
- Screen parking lots adjacent to the street with landscape features that provide a pleasant visual screen and include shaded parking with solar panels on top.
- Require new development to provide underground utilities.
- Locate utility boxes in the rear of the development and provide appropriate screening to enhance the pedestrian experience.

## IMPLEMENTATION MEASURES

- a. Incorporate urban design standards for walkability in the preparation of development plans area plans, master plans, plan area developments, and any other implementation tools.
- b. Adopt a Thoroughfare Plan to accommodate *Context Sensitive Design* principles and develop a Context Sensitive Design manual that is consistent with urban design standards for each planning area.

- c. Work with NTUA providers to increase options for street light fixtures that encourage walking and safety and resolve maintenance issues.
- d. Allocate Township funds and identify funding to include pedestrian amenities on streets in priority areas.

## GOAL 2: CREATE PLACEMAKING THROUGH SITE PLANNING

Policy 1: Site and orient buildings to:

- (1) Support the overall visual character of the character area;
- (2) Enhance the value of existing and new development;
- (3) Maintain view corridors;
- (4) Create multi-functional spaces for social interaction;
- (5) Minimize adverse visual impacts;
- (6) Maximize solar energy utilization (passive solar);
- (7) Reduce site disturbance and environmental impacts; and
- (8) Facilitate access for residents, employees, visitors, customers and suppliers.

**Rationale:** Building siting and orientation are important components of placemaking. They create the visual character desired by maximizing site opportunities and minimizing adverse visual impact.



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## GUIDELINES

- Site buildings to blend with the natural contours of the land and to conserve, where applicable and to the maximum extent possible, the natural scenic beauty and vegetation of the site if applicable.
- Minimize cut and fill and maximize on-site and off-site views by requiring that building form is complementary to the landform.
- Orient buildings along the Laguna Creek Regional Linear Parks to allow views through and into the parks and to provide connections and visual access where possible to the its trails, recreation areas and open spaces.
- Provide primary entrances that are immediately identifiable from the public right-of-way.
- Provide secondary entrances that are conveniently accessible from the parking areas and the delivery areas that serve the building.
- Create interesting street scenes through the development of pedestrian promenades that invite interaction.
- Create plazas, courtyard spaces and pedestrian walks through coordinated placement and orientation of buildings.
- Maximize solar energy efficiency through building siting and orientation.
- Site buildings to maximize Walkability and minimize the visual impact of parking areas.

## IMPLEMENTATION MEASURES

- a. Adopt site planning standards for building siting and orientation in the Kayenta Zoning Ordinance.
- b. Require developers to incorporate site planning standards for building siting and orientation in the preparation of development plans, area plans, master plans, planned area developments and any other implementation tools.

## GOAL 3: CREATE PLACEMAKING BY IMPLEMENTING A STREET HIERARCHY

Policy 1: Develop and adopt a hierarchy of streets appropriate for each designated planning area.

**Rationale:** There is a functional hierarchy to streets in Kayenta. This hierarchy is expressed in the street design and the landscape treatment along the street. The primary goal of the Township's transportation element is to ensure safe, efficient and convenient circulation and access for all transportation modes through the establishment of a functional hierarchy of streets that provides the placemaking necessary to distinguish the distinct character of each planning area while providing a cohesive palette distinctive to Kayenta.

## GUIDELINES

- Establish signature boulevards along Highway 160 and Highway 163 that:
  - Convey the character of the planning areas along these corridors in form and scale;
  - Instill a sense of arrival to and traveling through a destination; and
  - Provide the placemaking identity designed to enhance community members/visitors' experience as they travel on these roads.
- Enhance signature boulevards with plant materials and street furniture typical of urban settings.
- Pay attention to detail, color, shapes and textures to provide for a greater variety of materials along signature boulevards to distinguish them from other arterial roads or local roads.
- Design signature boulevards to minimize conflicts between different modes and provide connectivity to adjacent uses.



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- Employ a landscape theme that is consistent with and complementary to the area.
- Utilize decorative paving patterns with varying natural colors to accentuate the vehicular, pedestrian, bicycle and equestrian entries.

## IMPLEMENTATION MEASURES

- a. Include development standards for signature boulevards in the Kayenta Zoning Ordinance.
- b. Require all new development to incorporate signature boulevard standards in the preparation of development plans, area plans, master plans, planned area developments and any other implementation tools.

## GOAL 4: CREATE PLACEMAKING BY ESTABLISHING MAJOR GATEWAYS AND ENTRY FEATURES

Policy 1: Develop and adopt a hierarchy of gateways and entry features that distinguishes the unique placemaking character of each character area:

- (1) **Kayenta Gateway Center:** Main urban gateway along Highway 160 located at the west entrance of the Township.
- (2) **Kayenta East Gateway:** Secondary urban gateway along Highway 160 located at the east entrance of the Township.
- (3) **Laguna Creek Gateway:** Rural gateway along Highway 163 located at the northeast entrance of the Township.
- (4) **Area Entry Features:** Establish primary entry features at main entrances of each major activity center that reflect the distinct placemaking character of that area for:
  - a. Kayenta Gateway Center;
  - b. The Four Corners Activity Center at the Intersection of Highway 160 and Highway 163;

- c. Kayenta Main Street;
- d. Kayenta Old Town Center.

(5) **Neighborhood Entry Features:** Provide entrances to residential areas that discourage through traffic and provide access to the multimodal network.

(6) **Resort and Golf Club Entry Feature:** Provide signature entrances at the resort and golf club area that invite access to the amenities provided by the resort.

**Rationale:** Gateway features convey a placemaking sense of arrival that enhances the experience of travelers. They define the entrances to the Township and to the different character areas within it.

## GUIDELINES

- Provide a formal landscape theme at gateway areas that is consistent with the overall landscape theme of the character area.
- Utilize decorative paving patterns at gateways and entryways with varying natural colors to accentuate the vehicular, pedestrian, equestrian and bicycle entries.
- Utilize landscape features such as monument walls, solar lighting, solar accent lighting, ornamental plantings and signage that convey a sense of arrival and reflects the placemaking identity of the area.
- Ensure that safety visibility triangles are provided at gateways and entryways.
- Employ a landscape theme that is consistent with the placemaking themes of signature boulevards and with the overall distinct placemaking character of each character area.



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## IMPLEMENTATION MEASURES

- a. Include development standards for gateways and entryways in the Kayenta Zoning Ordinance.
- b. Require new development to incorporate gateways and entryway standards in the preparation of development plans, area plans, master plans, planned area development and any other implementation tools.

## GOAL 5: CREATE PLACEMAKING THROUGH THE ESTABLISHMENT OF REGIONAL MULTIUSE PATH ALONG DESIGNATED OPEN SPACE CORRIDORS

Policy 1: Develop the Laguna Creek Regional Linear Park and the Airport Regional Linear Park as continuous signature multifunctional open space corridors designed to minimize conflicts and safety hazards.

**Rationale:** The Laguna Creek corridor encompasses a mix of riparian habitat, naturally occurring washes, and regional signature recreational uses such as linear park, nature trails, scenic overlooks, nature study areas, equestrian trails and bicycle routes.

The Airport Regional Linear corridor allows for the development of linear park traversing a diversity of activity-oriented recreational amenities such a multi-use sport fields, ramadas and pocket parks. This regional linear park serves buffers adjacent airport uses and provides recreational amenities to the Kayenta Neighborhoods.

## GUIDELINES

- Permit pedestrian promenades, amphitheaters, multi-use trails, trail nodes and parking within the 100-foot buffer from any existing wash.
- Integrate habitat to adjacent land uses through the use of principles of habitat integration.

- Permit parks, recreational facilities, multiuse trails, picnic areas, parking areas, ramadas, scenic outlooks, trail directories and sheltered structures within the 100-foot buffer along wash corridors within trail segments designated for recreation uses.
- Developed regional linear parks to provide continuity of regional recreation amenities through development areas and recreation centers.
- Design separate trails facilities for bicycle, pedestrian and equestrian users.
- Design each trail facility wide enough to permit users to travel in both directions.
- Provide a clear zone of two (2) feet or greater between bicycle and pedestrian trails.
- Maintain a clear zone of two (2) feet from each trail to any fence, tree or planted cactus.
- Develop accessible pedestrian facilities that meet the needs of older adults and ADA Standards for Accessible Design.
- Develop parking areas with vehicular access off arterial roads.
- Design interpretive nodes, trail heads, rest areas, nature study areas, and overlooks or vista areas to include: seating area under shade structure, picnic area, bicycle racks, solar lighting, drinking water fountain, restroom facilities and signage.
- Design interpretive nodes to include signage with high quality graphics that engage users of all ages indicating significant cultural, historical, or natural resources.
- Include visible directional signs with trail names, direction arrows, mileage to points of interest and mileage to major Township areas and landmark areas such as the Kayenta Main Street, Kayenta Gateway Center, Laguna Creek Resort and Golf Course, Kayenta Entertainment District, Kayenta Medical Center, Kayenta Township, Kayenta Old Town Center, Kayenta Rodeo and other relevant locations.



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## IMPLEMENTATION MEASURES

- a. Include development standards for these multifunctional open space corridors in the Kayenta Zoning Ordinance.
- b. Require all proposed development adjacent to these major regional linear parks to provide connectivity to these areas.

## GOAL 6: CREATE PLACEMAKING THROUGH ARCHITECTURAL DESIGN

Policy 1: Require that buildings within the major character areas relate to each other in architectural style, massing, scale, color palettes and form.

**Rationale:** Architectural guidelines are established to promote a distinct, unique, recognizable and consistent architectural character for Kayenta. These guidelines are intended to promote flexibility and pertain primarily to development within the designated major character areas. They allow individuality of building character, while maintaining a sense of overall harmony throughout the Township. These guidelines also define how buildings complement each other through coordination of size, materials, colors, building mass, height, and spatial articulation. Building design also meets all applicable building codes and Federal Aviation Administration regulations where these are required. Architectural design must be reviewed and approved by the Kayenta Design Review Committee. Criteria for the formation of this committee are included in this section.

## GUIDELINES

- Encourage placemaking architectural styles that incorporate Navajo Heritage and iconography, are contemporary, progressive in style, and reflect current state-of-the-art green construction technology in design and concept.

- Rely on the dynamic contrast and balance between individual building expression and the ability of new structures to interact visually with neighboring buildings to create a strong sense of unity and community.
- Provide easily identifiable building form, using building numbers, directories, maps, signs, and information kiosks where feasible and appropriate.
- Minimize the large-scale visual impact of buildings by incorporating fenestration, recesses, and projections to segment an otherwise unarticulated wall surface.
- Make provisions for outdoor “people places” such as plazas, courtyards and atriums.
- Use cantilever-style catwalks to physically and symbolically link adjacent buildings, to provide shade and to create a modern architectural effect particularly in proximity to the Gateway Center and the Transit Station Area that invites people to walk during hot Arizona summers.
- Incorporate energy-efficient building design and materials into all new buildings.
- Express the unique, special character, function and nature of the building while respecting and harmonizing with surrounding architecture.
- The building placemaking character incorporates design characteristics that define a pedestrian-oriented, compact urban environment with parking integrated into buildings.
- Encourage a “four-sided façade” architectural treatment on Kayenta Gateway Center, the Kayenta Old Town Center and along Kayenta Main Street.



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**Policy 2:** Design building placement, orientation, and massing to create visual interest from off-site as well as on-site and to ensure efficient use of a development parcel.

## **GUIDELINES**

- Create aesthetically interesting and functional exterior spaces such as plazas, courtyards and pedestrian walkways through coordinated placement and orientation of buildings.
- Orient buildings to maximize view potential to the open spaces and to mountain views.
- Internalize and group together service and loading areas, creating a shared service zone, or design service areas underground and away from view where feasible.
- Place and orient buildings to maximize visibility from Highway 160 and Highway 163.
- Minimize the impact of large paved parking areas by providing parking structures and shared parking where appropriate.

**Policy 3:** Design structures and buildings with a variety of heights to create visual interest and minimize monotony along the street frontage, provided that the maximum building height established in the Land Use Element is not exceeded.

## **GUIDELINES**

- Require that building heights comply with all related Federal Aviation Administration safety regulations on areas adjacent to Airport where required.
- Require higher buildings to vary their heights at building entrance and lobby area, to provide a scaled transition from the public realm.
- Incorporate Context Sensitive Design solutions.

**Policy 4:** Design building façades and details to convey a hierarchy or order and to create visual interest through the interplay of light, shadow, color and texture.

## **GUIDELINES**

- Define building entrances through the use of building recesses, projections, colonnades, space frames or other appropriate architectural features.
- Design building mass and fenestration in proper proportion and scale with the site, adjacent streets and developments.
- Utilize window panels, reveals, recesses, projections and other decorative elements such as molding and arches to segment an otherwise massive, unarticulated exterior wall surface.
- Discourage monotonous façades such as large glass curtain walls.

**Policy 5:** Encourage façades with a high level of visual interest, both at vehicular and pedestrian viewpoints.

## **GUIDELINES**

- Define building entrances through the use of building recesses, projections, colonnades, space frames or other appropriate architectural features with a high level of visual interest for vehicular and pedestrian viewpoints.
- Enhance pedestrian approach to building with landscape, lighting, and walkway materials.
- Avoid large unbroken wall surfaces.

**Policy 6:** Require that building materials and colors are complementary to each other and to adjacent buildings and reflect the overall intent of the character area in which the building is located.



# Kayenta Township Comprehensive Plan

## GUIDELINES

- Ensure that building colors and materials are harmonious and complementary to each other and reflect the color palettes and heritage of Navajo arts and culture.
- Require buildings to have an overall color theme with accent colors applied at main entrances or other special focal areas.
- Require that accent colors are not painted on wall surfaces or used as wide bands.
- Ensure that roof colors are complementary to the overall color theme of the building and harmonize with the environment natural color palettes.

Policy 7: Require that all mounted mechanical equipment is screened from public view and architecturally integrated with the main structure in terms of materials, shape, color and size.

## GUIDELINES

- Encourage the use of southwest style roofs that reflect a contemporary character.
- Use sloped and curved forms at entries or other focal areas.
- Construct roof-mounted mechanical equipment and penthouses of materials compatible with the building façades.
- All roof screens shall be solid and continuous.
- Continuous grills or louvers must cover mechanical equipment.
- Communication devices such as satellite dishes, solar water heater, solar panels and antennas should be roof-mounted in a manner that the top of the equipment must be below the top of the parapet or equipment screen to be invisible from the ground. These types of devices may be integrated into the structure.
- Solar panels installed of roof surfaces must be integrated in a manner that does not negatively impact the view or produce glare that impacts other uses.
- The use of solar shingles is encouraged.

Policy 8: Require that all loading, service and delivery areas are accommodated on-site, on the side or rear of a building or underground and not visible from the public right-of-way to maximize site efficiency and minimize adverse visual impact.

## GUIDELINES

- Ensure that loading docks and service and delivery areas are not visible from the streets, open spaces, or public right-of-ways.
- Provide screening such as screen walls, landscaping and/or extensions of the building wall where loading docks and service and delivery areas front public streets, open space or public right-of-ways.
- Ensure that screening walls for the service areas are compatible with the main building structure in color, design, form and materials.
- Design service areas to provide for backing and maneuvering on-site and not from a public street.
- Integrate truck docks and loading doors into the building design.

Policy 9: Establish the Kayenta Design Review Committee to review all large-scale development plans for compliance with this Urban Design Element and the specific design themes and direction provided in the Kayenta Zoning Ordinance.

## GUIDELINES

- Require that the Kayenta Design Review Committee includes at least seven (7) active members appointed by the Township.





# Kayenta Township Comprehensive Plan

## IMPLEMENTATION MEASURES

- a. Establish the Kayenta Design Review Committee.
- b. Require all new development to incorporate these architectural guidelines in the preparation of development plans, area plans, master plans, planned area developments and any other implementation tools.

## GOAL 7: CREATE PLACEMAKING THROUGH LANDSCAPE DESIGN

Policy 1: Prepare and adopt landscape themes and guidelines for each designated planning area that reflect the area's primary purpose, instill a cohesive and seamless placemaking identity and incorporate minimum requirements for:

- (1) Streetscape definition at major gateway areas;
- (2) Streetscape definition along primary and secondary transportation corridors;
- (3) On-site landscapes;
- (4) Entry zone landscapes;
- (5) Parking lot landscapes;
- (6) Open space/trail system landscapes;
- (7) Walls, fences and paving patterns;
- (8) Water conservation and water harvesting methods; and
- (9) Plant palettes that include native non-allergenic, drought-tolerant plants or xeriscapes, requiring very low water, maintenance and upkeep, having a non-invasive root system and being pest and disease resistant.

**Rationale:** The landscape themes render a distinct identity that reflects the placemaking character of each character area while maintaining consistency with the established urban design framework of adjacent areas. The image is clean, inviting, and composed of desert palettes that harmonize from one area to the next providing seamless continuity. In general, planting design is organic, innovative, colorful, and in some instances repetitive. The plant palette is simple yet exuberant, comprised of native vegetation, drought tolerant plants or xeriscapes and other suitable vegetation requiring very little water, maintenance and upkeep. Plants selected are also non-allergenic, have a non-invasive root system, and are pest and disease resistant. All landscape areas are of high quality and well maintained year round.

## GUIDELINES (Streetscape Treatments)

- Ensure that streetscape treatment is clean, simple, modern and bold in character and reflects the placemaking identity of the character area.
- Develop a hierarchy of street scenes that reflects the area's placemaking identity and clearly defines the landscape treatments for each road segment in accordance to the density/intensities and urban design intent of the area:
  1. Highway 160: Primary east/west spine road traversing the Township:
    - a. Segment 1: at major west entrance of the Township.
    - b. Segment 2: from Township west boundary to intersection of Highway 163.
    - c. Segment 3: at intersection of Highway 160 and Highway 163.
    - d. Segment 4: from Intersection with Highway 163 to the Township east entrance.
    - e. Segment 5: at major east entrance of the Township.



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2. Highway 163: Primary north-south road traversing the Township.
    - a. Segment 1: at intersection with Highway 160.
    - b. Segment 2: Kayenta Main Street, from intersection with Highway 160 to Kayenta Old Town Center.
    - c. Segment 3: from Kayenta Old Town Center to the northeast entrance of the Township.
    - d. Segment 4: at the northeast entrance of the Township
  3. Kayenta Bus Route Loop: Secondary road linking all the planning areas.
  4. Kayenta Truck Route: Truck route bypassing Main Street.
- Prepare and adopt a Plant Palette of drought-tolerant plants and xeriscapes for all the different character areas within the Township.
  - Use trees and accent plants listed in the plant palette as the primary theme for streetscape definition.
  - Use trees to frame the street section and create a placemaking identity along major primary roads.
  - Accentuate the streetscape with massings of flowering bushes, grasses and shrubs listed in the plant palette to add a unique textural quality to the landscape.
  - Design primary roads to be visually cohesive and reflect the distinct placemaking identity of the character area they serve.
  - Use similar landscape elements at intersections in accordance to hierarchy of entrance.
  - Ensure that plant material massing, spacing and height provide visual clues to motorists and users about the road hierarchy.
  - Require that roadway planning and grading creates a variety of experiences along the road.
  - Require that adjoining parcels for future phase development have the required streetscape fully implemented when the first phase of development occurs. This will include the planting of street trees and the hedges for parking lot screening.

- Have a designated landscape architect registered in the State of Arizona review impacts of proposed landscape plans on underground utilities prior to the preparation of a final landscape plan.
- Require all trees to be a minimum 24 inches box and shrubs/hedges to be a minimum 1 gallon size when installed.

## GUIDELINES (On-Site Landscapes)

- Ensure that on-site landscaping has simple and geometric composition, is in scale with the building mass, parking areas and adjacent street width, incorporates visibility triangles and reflects the placemaking identity and urban design intent of the area.
- Use a limited plant palette in conformance with the adopted Plant Palette.
- Establish a theme plant palette throughout the development that expresses the urban design intent of the area, instills a sense of landscape consistency and order and brings attention to areas of significance.
- Plant large sweeps of single species along street frontages and vehicular entries.
- Include massing of similar plant materials in side and rear yards and parking lot areas.
- Encourage more detailed treatments, such as accent trees and shrubs, at formal building entries, pedestrian plazas and courtyards.
- Require that on-site finished grades meet existing street grades.
- Require coordination with adjacent properties when landscaping abuts: (1) common driveways shared with adjoining parcels; and (2) driveways along common property lines.



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## **GUIDELINES (Pedestrian Streets)**

- Provide amenities that enhance the pedestrian experience within common areas that reflect the placemaking identity of the area.
- Use plant materials appropriate in scale with the placemaking theme of the area.
- Provide seating opportunities under shaded areas along pedestrian pathways, trails and sidewalks in the form of fixed benches, informal berms, and seat walls.
- Provide picnic tables, trash receptacles and bicycle racks in pedestrian gathering areas within the street corridor at pocket parks, and along the Laguna Creek and Airport regional linear parks.

## **GUIDELINES (Individual Building Parcels)**

- Ensure that the landscape treatment for each development parcel complements the roadway landscape, conveys the design intent of the area, creates a distinctive setting for the building and helps reinforce the pedestrian green belt system.
- Require a landscape plan prepared by a registered landscape architect and approved by the Design Review Committee as a condition for plan approval.
- Use plant materials listed in the adopted Plant Palette.
- Provide landscape amenities within setbacks.
- Provide landscape amenity areas within building setback areas that contour the ground plane to create a natural progression.
- Create opportunities for water harvesting.

## **GUIDELINES (Building Entry Zones)**

- Provide an entry zone or a transition area between the public street access point and the private building entrance that includes the entry driveway, access to shared parking areas, visitor parking and drop-off area, and building entry area.
- Set the image and identity of a development parcel at the entry zone by providing landscape treatments that are applied in conformance with all entry zone guidelines.
- Require that project entry signage complies with all applicable signage guidelines and is integrated into the surrounding landscape.
- Require that no trees or shrubs are planted within the visibility triangle area of any entry driveway for traffic visibility purpose.
- Prohibit parking along the major signature entry driveways to the regional commerce/employment campus to showcase signature landscapes along these entry zones.
- Provide accent plant materials or specimen trees at formal building entries that do not encroach into the streetscape setback at the site entries or at sign locations.
- Clearly define visitor parking and drop-off areas with special landscape materials and enriched paving.
- Permit accent plant materials or specimen trees not listed in the Plant Palette with approval from the Design Review Committee.



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## GUIDELINES (Parking Lot Landscape)

- Mitigate heat/glare and “heat island effect” through the provision of landscapes that minimize the visual impact of parking areas, provide accessible, safe circulation within and adjacent to parking areas, including parking stalls, parking aisles, drive aisles, and other associated on-site vehicular areas.
- Landscape parking areas to screen them from view from adjacent streets and other properties and to reduce the adverse visual impact of large paved areas.
- Ensure that landscape materials are compatible with adjacent streetscapes and overall on-site landscape themes.
- Ensure that landscape areas within parking setback areas provide contouring of the ground plane to create a natural progression.
- Require parking lot trees at a ratio of one (1) per every four (4) linear stalls.
- Ensure that trees in parking lot areas are geometrically arranged in regularly spaced planter bays to create a formal look.
- Plant additional trees in front of stalls in bays or planters.
- Require that tree wells or planter bays within paved parking areas have a minimum-planting dimension of 8 feet.
- Locate trees in planter bays to provide shading effect to the asphalt areas.
- Ensure that visitor parking and drop-off areas are clearly defined with special landscape materials and enriched paving.
- Provide appropriate landscape screens around parking areas to reduce adverse visual impact of large paved areas.
- Utilize drought-tolerant plants and xeriscapes for parking areas listed in the adopted Plant Palette.

## IMPLEMENTATION MEASURES

- a. Require new development to incorporate these landscape guidelines in the preparation of development plans, area plans, master plans, planned area developments and any other implementation tools.

## GOAL 8: CREATE PLACEMAKING THROUGH SIGNAGE

Policy 1: Prepare and adopt a signage ordinance that provides the specific signage guidelines for each designated planning area that is necessary to convey a cohesive and seamless placemaking identity.

**Rationale:** These general signage guidelines are intended to ensure consistent signage standards to reinforce the overall placemaking image of the Township, while fostering the individual identity of each area. Nonconforming or unapproved signs are brought into conformance at the expense of the property owner. Signage design, location, size and number of signs conform to these guidelines and are subject to review and approval by the Design Review Committee. Signs further the scale and urban design intent of the area.

## GUIDELINES

- Ensure that sign palettes and sign themes provide visual continuity throughout the Township, further the placemaking identity of each designated planning area, are subordinate to landscape and architectural elements, and comply with all applicable building and electrical codes.
- Develop a hierarchy of signs to ensure way finding by conveying information that is needed for the visitor to understand the location of businesses and activities.
- Require that all permanent signs have a life expectancy of at least ten years and that sign materials do not delaminate, fade, distort or deteriorate within this time period.



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- Require the exposed backs of all signs that are visible to the public to be concealed, finished, and properly maintained.
- Require that the number of signs, size, location and design of each sign do not exceed the maximum limitations established for each category in the signage guidelines.

## IMPLEMENTATION MEASURES

- a. Require new development to incorporate these signage guidelines in the preparation of development plans, area plans, master plans, planned area development and any other implementation tools.

### GOAL 9: CREATE PLACEMAKING THROUGH THE ESTABLISHMENT OF SPECIFIC URBAN DESIGN CRITERIA FOR MAJOR CHARACTER AREAS

Policy 1: Provide specific urban design direction, design themes and streetscape options for major character areas.

**Rationale:** The Urban Design Element serves as the framework for the preparation of development plans, area plans, master plans, planned area development plans and other implementation tools, providing Township wide placemaking urban design direction and overall guidelines. This approach allows designers, architects, developers, Township reviewing staff and decision-makers to streamline the development review process without compromising the envisioned placemaking quality of development desired by the community.

## IMPLEMENTATION MEASURE

- a. Identify core issues, overarching goals, guiding principles and specific design criteria for major character areas.

### GOAL 10: CREATE PLACEMAKING THROUGH THE PROVISION OF PUBLIC ART

Policy 1: Encourage public art throughout the Township that celebrate Navajo traditions and heritage and reflects the desired identity, urban design intent and scale of each character area.

**Rationale:** Public art instills community pride, enhances the visual quality of a place and contributes to its identity and sense of place. Encouraging Navajo artists to participate in the design of public art creates the identity envisioned by the community and a sense of ownership. Public art in plazas, terraces, and courtyards in between buildings visually attracts visitors by creating art forms that offer a window into the Navajo ways.

## GUIDELINES

- Require that all developers dedicate one (1) percent of construction value for the provision of outdoor public art.
- Locate public art so that is reasonably visible or accessible to the public from a major road, open space, plaza, courtyard or building entrance area.
- Consider durability of the art material prior to approving design.
- Require Design Review Committee approval for all public art projects.
- Require building owners to provide ongoing maintenance of public art projects.



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## IMPLEMENTATION MEASURE

- a. Require all new development to incorporate these public art guidelines in the preparation of development plans, area plans, master plans, development plans and any other implementation tools.

## GOAL 11: CREATE PLACEMAKING THROUGH THE CREATION OF AN ARTS DISTRICT

Policy 1: Support the redevelopment and revitalization efforts of Kayenta Township by establishing a Navajo Artist Relocation Program and a Navajo Arts District.

**Rationale:** The guidelines included in this section serve as catalysts to provide new areas of collaboration and cooperation in the creation of implementation tools. In order to be effective, the creation of the Arts District involves artists in the design and planning process. This approach ensures that urban design complements cultural planning and provides a strong foundation to guide the economic development strategy that furthers the placemaking identity envisioned by Kayenta artists and the community. The main objectives of this approach are to establish thematic continuity, identify the most appropriate scale and cognitive structure; attract investment, and establish a distinct identity for the Arts District.

## GUIDELINES

- Work with Navajo artists to redefine the historic Kayenta Old Town Center and to define the Kayenta Gateway Center to serve lower scale uses such as mixed-use artist home/studio, boutique art galleries, small restaurants and cafés and larger scale land uses such as art museums performing arts/convention center and art institutes.

- Address urban design considerations such as access, flow, parking, multimodal connectivity, walkability, interfaces, edge definition and functional relationships to the Kayenta Main Street, which connects the historic Kayenta Old Town and the Kayenta Gateway Center.
- Encourage a well defined and contiguous public realm to draw these two Art District together by requiring that all buildings gather around shared spaces instead of fragmenting the public realm and ground plane.
- Promote clear wayfinding and connectivity to the historic Old Town Center, the entertainment district, the adjacent neighborhoods and employment areas.
- Articulate the circulation concept for these Arts District areas to distinguish the different forms of mobility by applying appropriate widths and streetscape landscape palettes. These include:
  - Mobility Streets: these streets constitute the essential public element upon which the fabric of the Arts District is built. They convey the placemaking character unique to the Arts District and fall into three categories:
  - Center Streets: these streets serve the center of the Arts District and thereby attract a distinctive density or quality of use (public and private). These streets will attract the landmarks and land uses that define the placemaking identity of the Arts District.
  - Peripheral Streets: these streets circumscribe the core area of the Arts District and set a particular urban pattern of sub-districts. They define recognizable design elements such as main entries into the Arts District and locate reference points that give greater legibility to the Arts District structure but do not necessarily define edges.



# Kayenta Township Comprehensive Plan

- Contextual Streets: these streets serve vehicular functions over pedestrian functions and provide opportunity to access parking, deliver services, and dissipate traffic generated by regional art events. These streets include mixed-used corridors such as Kayenta Main Street with a pedestrian-oriented public realm with functional sidewalks that encourage pedestrian movement, and vehicular travel lanes that allow access to parking areas and loading docks.

Central and peripheral streets allow more directed vehicular movement and allow more randomness in pedestrian movement. These different functions are reflected in the visual identity of the right-of-way to create placemaking legibility and wayfinding for the Arts District. The Arts District should impress itself upon the street design so that its sense of place is expressed in the public realm.

## IMPLEMENTATION MEASURE

- a. Require that all development support the revitalization efforts and recommendations of the Artist Relocation Program and incorporate these guidelines.

## Sustainable Design Toolbox

The development standards included in the Kayenta Zoning Ordinance are derived from the overarching design themes, guiding principles and specific design criteria provided in the Sustainable Design Toolbox included in this section. The Sustainable Design Toolbox incorporates the latest sustainable best practice, zoning tools, development precepts and design standards necessary for the Township to attain long-range sustainability.

Sustainability in Kayenta is generative. It goes beyond the current practice of isolation by adopting an integrative approach. The Sustainable Design Toolbox includes the results of three community walkabouts conducted by Arrowhead Engineering and The Planning Center during the Kayenta Design Charrette. A representative from ADOT Multimodal Division also attended one of these walkabouts. The *EPA Technical Assistance for Sustainable Communities Summary* provided by the Township was also reviewed. The Sustainable Design Toolbox is incorporated in Table 1. This table identifies:

1. Core Issues
2. Overarching Design Themes
3. Guiding Principles
4. Specific Design Criteria
5. Design Concepts Illustrating the Specific Design Criteria where applicable.

## Core Issues

The core issues, from a planning point of view, are the major blocks to progress and development in a community. Once identified, measures can be defined to transcend those impediments and turn them into opportunities. Kayenta Township core issues were identified during the three walkabouts conducted as part of the Kayenta Design Charrette. These core issues are addressed in the design concepts and in the policy framework included under each respective Comprehensive Plan element. These core issues are also addressed in the Kayenta Zoning Ordinance through the inclusion of best practice zoning, development standards and design guidelines. Core issues are identified in Table 1.



# Kayenta Township Comprehensive Plan



## Specific Design Criteria

Specific design criteria support established Guiding Principles by providing the detailed step-by-step action plan or course of action required to support each principle. Comparable to policy statements in the policy section of the Comprehensive Plan, these are design steps that must be taken to ultimately address the core issues identified. These are provided in Table 1.

## Overarching Design Themes

Overarching design themes identify the desired outcome needed to guide sustainable development and economic development while appropriately managing growth within the Township. They respond to each core issue by identifying the most sustainable approach to address each issue. These are provided in Table 1.

## Guiding Principles

Guiding principles support the overarching design themes by providing the design precepts guiding sustainable development and economic development while appropriately managing growth within the Township. They expand on the overarching design themes by identifying the most sustainable approach needed to support such themes. These are provided in Table 1.





# Kayenta Township Comprehensive Plan

Table 1  
Kayenta Township Sustainable Design Toolbox

Key Issue Identified	Overarching Design Themes	Guiding Principles	Specific Design Criteria
<p><b>Character/Sense of Place</b>            Kayenta is the Main Gateway to Monument Valley, Arizona. Currently, there is no sense of arrival to a destination. Travelers drive by unaware of the Township, taking their business elsewhere.</p>	<p>Establish Gateways to distinguish Kayenta as a major destination and the Main Gateway to Monument Valley</p>	<p>Establish a hierarchy of gateways that instills a sense of arrival at all major entry points of the Township.</p>	<ol style="list-style-type: none"> <li>1. Develop a major gateway at the western entrance of the Township on Highway 160.</li> <li>2. Articulate this Kayenta Gateway Center as the tourist destination and include access to visitor center and convention.</li> <li>3. Establish secondary gateways on Highway 160 at the east entrance to the Township and on Highway 163 at the main entrance from those driving from Monument Valley</li> </ol>
<p><b>Circulation/Transportation</b>            Wayfinding within the Township is difficult due to lack of circulation and absence of sidewalks, paved roads and street names. Visitors wander without knowing where to go. Residents must get in the car to go few blocks away. There is no connectivity between major areas of the Township. These increase community dependency on automobile and fossil fuels.</p>	<p>Define a safe, efficient, convenient, accessible, intuitive and sustainable circulation network that meets the needs of both community and visitors.</p>	<p>Ensure that the circulation network:</p> <ol style="list-style-type: none"> <li>1. Provides sustainable alternate modes of transportation that include access for all mobility needs;</li> <li>2. Increases connectivity among all areas of the Township;</li> <li>3. Defines Kayenta's Main Street;</li> <li>4. Identifies best area for transit station;</li> <li>5. Defines bus and shuttle routes;</li> <li>6. Provides alternative Truck Servicing route;</li> <li>7. Explores opportunities for park and ride;</li> <li>8. Includes 911 address system for emergency services; and</li> <li>9. Reduces dependency on automobile and fossil fuels.</li> </ol>	<ol style="list-style-type: none"> <li>1. Define Highway 160 and Highway 163 as the major spines or multimodal roads providing connectivity to all the planning areas.</li> <li>2. Establish a hierarchy of streets that includes major highways, arterials, collectors and local streets.</li> <li>3. Establish a Main Street along Highway 163 that provides connectivity to the Kayenta Gateway Center, the major activity centers at the intersection of Highway 160 and Highway 163 and the Kayenta Township Center.</li> <li>4. Take advantage of the intersection of Highways 160 and 163 and of major entrances to the Township along Highway 160 to create the mixed-use synergies necessary to foster economic development.</li> </ol>

Source: Kayenta Comprehensive Plan Design Charrette Walkabout and Site Visits, The Planning Center, 2011



# Kayenta Township Comprehensive Plan



*Creating Character by Including Navajo Iconography in Building Design, Activity Center Concept at the Intersection of Highways 160 and 163, The Planning Center, 2011*



# Kayenta Township Comprehensive Plan

Table 1  
Kayenta Township Sustainable Design Toolbox  
(Continued)

Key Issue Identified	Overarching Design Themes	Guiding Principles	Specific Design Criteria
<p><b>Streetscapes</b> The Township lacks street definition. Most of the areas with sidewalk, lack any form of landscape amenities.</p>	<p>Establish a circulation system of well-defined streetscapes that instill pride and provide connectivity throughout the Township.</p>	<p>Create hierarchy of streetscapes that include area appropriate landscape amenities that offer shade, provide seamless continuity and invite both visitors and residents to exercise and experience the spectacular outdoors.</p>	<p>Ensure continuity of streetscapes by:</p> <ol style="list-style-type: none"> <li>1. Establishing specific design and landscape criteria for each type of streetscape in the hierarchy;</li> <li>2. Providing continuous shade for people to be able to walk during hot summer days;</li> <li>3. Defining a drought tolerant landscape palate that harmonizes with the local and regional vegetative communities;</li> <li>4. Incorporating plazas, court yards, nature areas and rest areas in the overall design; and</li> <li>5. Requiring all new development to provide landscaped streetscapes in conformance with the established streetscape hierarchy, landscape guidelines and plant palates.</li> </ol>
<p><b>Connectivity</b> The Township lacks overall vehicular, pedestrian, bicycle, equestrian and trail connectivity.</p> <p>Horses roam free along Highway 163, crossing the highway and creating a safety hazard for horses and moving traffic.</p>	<p>Articulate connectivity throughout the Township while minimizing conflicts among different mobility modes.</p>	<p>Carefully define all mobility modes in a manner that promotes seamless connectivity, ensures safety and minimizes conflicts.</p>	<p>Promote connectivity by:</p> <ol style="list-style-type: none"> <li>1. Clearly defining multi-use paths;</li> <li>2. Providing clear separations between vehicular and non vehicular traffic;</li> <li>3. Providing safe crosswalks;</li> <li>4. Defining bicycle routes;</li> <li>5. Separating equestrian trails from other transportation modes; and</li> <li>6. Establishing fenced equestrian trails</li> </ol>

Source: Kayenta Comprehensive Plan Design Charrette Walkabout and Site Visits, The Planning Center, 2011



# Kayenta Township Comprehensive Plan



*Streetscape Concept Along Kayenta's Main Street (Highway 163) Providing Connectivity Through Different Traffic Modes to Other Planning Areas, The Planning Center, 2011*



# Kayenta Township Comprehensive Plan

Table 1  
Kayenta Township Sustainable Design Toolbox  
(Continued)

Key Issue Identified	Overarching Design Themes	Guiding Principles	Specific Design Criteria
<p><b>Walkability</b> Kayenta is not a walkable community. The Township is automobile-dependent with a very low Walk Score. All errands require a vehicle. This results in a high dependence on automobile.</p> <p>A walkable place is lively, physically and financially healthy, fashionable, affordable, sustainable, sociable and safe. Walkability is the highest indicator of quality of life. Almost by definition, an attractive community is walkable and an unpleasant community is unwalkable.</p>	<p>Create and sustainable walkable community that promotes a high quality of life by increasing the Walk Score of Kayenta.</p> <p>Promote walking, not just for recreation, but also for trips to: work; school; shops; community services and facilities; and entertainment venues.</p>	<p>A walkable lifestyle is the most sustainable, low-impact, convivial way of living. Achieving and sustaining a walkable community is the most effective way to promote a high quality of life. More walking, not just for recreation, but also for trips to work, to school, to shops, is an ideal way to:</p> <ol style="list-style-type: none"> <li>1. Improve health.</li> <li>2. Increase affordability</li> <li>3. Get to know your neighbors</li> <li>4. Promote travel choice.</li> <li>5. Reduce air and noise pollution</li> <li>6. Promote a human-scaled neighborhood,</li> <li>7. Reduce "heat island" effect</li> <li>8. Increase Township viability</li> <li>9. Increase citizen surveillance</li> <li>10. Increase safety</li> <li>11. Retain youth and</li> <li>12. Attract the "creative class"</li> </ol>	<p>Arrange land uses, buildings, circulation, parking and landscape in a manner that maximizes walkability by adhering to the following criteria:</p> <ul style="list-style-type: none"> <li>• <b>Building Orientation and Setback</b> Orient buildings toward and in proximity to adjacent thoroughfares. Direct pedestrian connections to the building entry from the thoroughfare. Integrate buildings into the thoroughfare's street side with arcades, cafes, plazas, courtyards and so forth. In these locations, buildings may form a continuous built edge or street wall (a row of buildings that have no side yards and consistent setback at the thoroughfare edge).</li> <li>• <b>Definition of the Public Realm</b> Define the public realm in a manner that supports pedestrian travel and incorporates resting areas as well as activity areas in high pedestrian traffic areas.</li> <li>• <b>Human Scale</b> Ensure that higher density mixed use preserves the human scale.</li> </ul>

Source: Kayenta Comprehensive Plan Design Charrette Walkabout and Site Visits, The Planning Center, 2011



# Kayenta Township Comprehensive Plan



*Pedestrian-oriented Concept, Kayenta Main Street (Highway 163) Including Sidewalk, Promenade, Courtyards, Multi-Use Plazas and Public Art, The Planning Center, 2011*



# Kayenta Township Comprehensive Plan

Table 1  
 Kayenta Township Sustainable Design Toolbox  
 (Continued)

Key Issue Identified	Overarching Design Themes	Guiding Principle	Specific Design Criteria
Walkability (continued)			<ul style="list-style-type: none"> <li>• <b>Parking type and orientation</b>            Parking provided in surface lots between buildings and streets defines a vehicle-dominated context with a lower priority for walking. On-street parking, and parking under or behind buildings and accessed by alleys is an urban characteristic. Thoroughfares should have a higher priority for walking.</li> <li>• <b>Block length</b>            Development patterns with traditional urban characteristics usually have short block lengths with a system of highly connected thoroughfares, local streets and alleys. Vehicle-dominated contexts, such as power stores, have larger blocks, less complete street connectivity and usually no alleys; this pattern makes walking distances longer and, therefore, it is likely that fewer people will walk between destinations. Generally, the desirable block length is 200 to 400 feet and should not exceed 600 feet.</li> <li>• <b>Pedestrian Crossings</b>            Pedestrian crossings along major highways should be minimized as to not obstruct traffic flow and clearly defined with special paving at traffic lights.</li> </ul>

Source: Kayenta Comprehensive Plan Design Charrette Walkabout and Site Visits, The Planning Center, 2011



# Kayenta Township Comprehensive Plan



*Well-defined Pedestrian Crossing Concept along Kayenta Main Street (Highway 163) at Traffic Light Intersection, The Planning Center 2011*





# Kayenta Township Comprehensive Plan

Table 1  
 Kayenta Township Sustainable Design Toolbox  
 (Continued)

Key Issue Identified	Overarching Design Themes	Guiding Principles	Specific Design Criteria
<p><b>Mixed-Use Development</b>            Kayenta’s current layout follows the old Euclidian zoning. This land use and zoning pattern is highly dependant on automobile use. Smart growth incorporates sustainable city layout principles that include mixed-use development, where home, work, shops, and entertainment are at walking distance or one a short shuttle or bus ride away, substantially reducing reliance on automobile and air pollution and promoting a life style that offers a high quality of life and enhanced health and fitness.</p> <p>Mixed-use development creates 24-hour neighborhoods, increasing the economic potential of the area, reducing opportunities for crime, and creating the level of activity necessary for businesses to thrive.</p> <p>Areas designated commercial lack the roofs and activity necessary for businesses to prosper and offer little public safety after business hours. Mixing residential with commercial land use designations improves viability, increases the public safety, making mixed-use a sustainable alternative.</p>	<p>Identify and designate areas of the Township that can benefit from mixed-use development.</p>	<p>All different types of compact mixed-use development must address the specific needs of the area being served by:</p> <ol style="list-style-type: none"> <li>1. Identifying appropriate densities and intensities;</li> <li>2. Defining commercial and support business in keep with the overall intent of the area they serve;</li> <li>3. Including artisan lofts, lofts, live work, and other compatible residential and commercial mixes;</li> <li>4. Providing housing opportunities for new health care center, detention center and N.A.T.I.V.E Training Center. These are currently under construction and will bring new employment to the Township that will require housing; and</li> <li>5. Permitting uses that support and are compatible with the main employment focus of the area.</li> </ol>	<ul style="list-style-type: none"> <li>• <b>Artisan Courtyards Mixed-Use</b>              This type of mixed use is appropriate in proximity to Kayenta Gateway Center and its vital convention center, museum, and performing arts center. The artisan Courtyards combine residential, gallery and studio space for high-end world artists looking for short-term and long-term art residence near Monument Valley.</li> <li>• <b>Kayenta Old Town Center Mixed-Use</b>              The Old Town Center is the historic core of Kayenta. It is planned to include a mix of residential, retail, shops that serve the adjacent community, bring in tourists and support Navajo artists. Mustang Trail, a multimodal path including separate equestrian trail will feature a trail node at the Old Town, incorporating the existing feed store and stables in the design.</li> <li>• <b>Kayenta Main Street Mixed-Use</b>              This type of corridor mixed-use is intended to provide the Kayenta Main Street along Highway 163. This main street corridor will feature lower densities than the Kayenta Gateway Center. It is designed to connect the Kayenta Old Town Center and the Kayenta Gateway Center.</li> </ul>

Source: Kayenta Comprehensive Plan Design Charrette Walkabout and Site Visits, The Planning Center, 2011



# Kayenta Township Comprehensive Plan



*Artisans Courtyard Mixed-Use at the Kayenta Gateway Center (Highway 160), The Planning Center 2011*



# Kayenta Township Comprehensive Plan

Table 1  
 Kayenta Township Sustainable Design Toolbox  
 (Continued)

Key Issue Identified	Overarching Design Themes	Guiding Principles	Specific Design Criteria
<p><b>Mixed-Use Development</b> (continued)</p>			<ul style="list-style-type: none"> <li> <b>Kayenta Gateway Center Mixed-Use</b>            The Kayenta Gateway Center along Highway 160 is the primary west entrance into the Township. This destination mixed-use will include live/work, lofts, convention center, Navajo Art Museum, visitor center, hotels and hospitality and Navajo Performing Arts center.         </li> <li> <b>Transit Oriented Mixed-Use</b>            The Transit Oriented (TOD) Mixed-Use is a designation appropriate in proximity to the transit stations and shuttle stations along Highway 160 at both the east and west entrances of the Township. The transit station for visitors is located in the west entrance to the Township in close proximity to the Entertainment District and the Kayenta Gateway Center at the intersection of Highway 160 and the proposed Truck road loop. The transit station for commuters is located in the east entrance of the Township in close proximity to major employment uses. This TOD is served by the proposed bus route. Both stations will include shuttle services to the Entertainment District, the Kayenta Gateway Center the Old Town Center, the Kayenta Main Street, the Resort and Golf Club and major area attractions and respond to the needs of their users.         </li> </ul>

Source: Kayenta Comprehensive Plan Design Charrette Walkabout and Site Visits, The Planning Center, 2011



# Kayenta Township Comprehensive Plan



*Kayenta Old Town Center Mixed-Use (Highway 163), The Planning Center 2011*



# Kayenta Township Comprehensive Plan

Table 1  
 Kayenta Township Sustainable Design Toolbox  
 (Continued)

Key Issue Identified	Overarching Design Themes	Guiding Principles	Specific Design Criteria
<p><b>Mixed-Use Development</b> (continued)</p>			<ul style="list-style-type: none"> <li> <b>Health Care Support Mixed-Use</b>            This mixed-use designation includes housing, retail and office space designed to support the new Kayenta Health Center in an integrated health care campus layout. The Kayenta Health Care campus is envisioned to be a healthcare workforce development campus. In addition to its full-service hospital, the campus will provide a one-of-a-kind setting in Navajo Nation for training workers in the higher paying healthcare fields, as well as address the critical existing (and growing) shortage of trained workers needed at every level throughout the continuum of care.             This plan's vision is in accordance with the Governor's Executive Order 2008-03, which calls for public-private collaboration "to develop a health care workforce plan designed to meet the needs of the 21<sup>st</sup> Century Arizona."         </li> <li> <b>General Mixed-Use</b>            The General Mixed-Use land use designation provides a mix of residential, retail and office uses at lower densities.         </li> </ul>

Source: Kayenta Comprehensive Plan Design Charrette Walkabout and Site Visits, The Planning Center, 2011



# Kayenta Township Comprehensive Plan



*Kayenta Main Street Mixed-Use (Highway 163), The Planning Center 2011*



# Kayenta Township Comprehensive Plan

Table 1  
 Kayenta Township Sustainable Design Toolbox  
 (Continued)

Key Issue Identified	Overarching Design Themes	Guiding Principles	Specific Design Criteria
<p><b>Housing</b>            A large portion of the existing housing stock in Kayenta is substandard. With three major employment generators in construction, the Kayenta Health Care Center, the detention center and the N.A.T.I.V.E Training Center, the township has a shortage of housing.</p>	<p>Identify all development and redevelopment efforts necessary to ensure a variety of housing types designed to meet the needs of all income ranges.</p>	<p>Ensure that housing development and redevelopment efforts are prioritized according to specific area needs by:</p> <ol style="list-style-type: none"> <li>1. Inventorying the existing housing stock to determined substandard units that need:               <ul style="list-style-type: none"> <li>- Air conditioning/heater</li> <li>- Kitchen</li> <li>- Plumbing</li> <li>- Roof Work</li> <li>- Additional room (overcrowded)</li> <li>- Demolition or removal</li> </ul> </li> <li>2. Establishing a redevelopment and rehabilitation area that includes all areas affected by blight to funnel funding to those area</li> <li>3. Identifying areas for new housing development to serve the needs of new major employers, Kayenta Health Care Center, Kayenta Detention Center, and N.T.I.V.E. Training Center as well as the needs of the current and the projected population.</li> </ol>	<ol style="list-style-type: none"> <li>1. Utilize a mixed-use development design Toolbox that mixes residential, commercial and office uses and incorporates open space in the form of plazas and courtyards providing connectivity to planned multi-use paths (pedestrian, bicycle and equestrian), transit routes and adjacent planning areas.</li> <li>2. Incorporate a variety of housing types including: single family detached and attached; multi-family and mixed-use development.</li> <li>3. Locate high density multi-family development in proximity to the N.A.T.I.V.E. Training Center, the Kayenta Detention Center and the Kayenta Health Care Center.</li> <li>4. Organize housing around central open space to create neighborhood amenities.</li> <li>5. Locate low density residential development on the east and northwest areas of the Township along proposed bus route.</li> </ol>

Source: Kayenta Comprehensive Plan Design Charrette Walkabout and Site Visits, The Planning Center, 2011



# Kayenta Township Comprehensive Plan



*Kayenta Gateway Center Mixed-Use (Highway 160), The Planning Center 2011*





# Kayenta Township Comprehensive Plan

Table 1  
 Kayenta Township Sustainable Design Toolbox  
 (Continued)

Key Issue Identified	Overarching Design Themes	Guiding Principles	Specific Design Criteria
<p><b>Street Lights and Safety</b>            Kayenta currently lacks a street light and pedestrian light systems. This creates a safety issue within the Township.</p>	<p>Utilize energy efficient, Safe-by-Design principles to increase safety while promoting dark skies.</p>	<p>Ensure that the integrated safe, convenient and efficient network of streets and multi-use paths providing connectivity to all planning areas include energy-efficient lighting that promotes dark skies.</p>	<ol style="list-style-type: none"> <li>1. Adopt a dark sky ordinance that promotes responsible outdoor lighting and addresses types of street, pedestrian, multi-use paths, equestrian trails and accent lights.</li> <li>2. Create a hierarchy for outdoor lighting for the different modes of transportation (streets, walkways and sidewalks, multi-use paths, equestrian paths, bicycle routes, trails and bus stops) and provide standards for lighting in the Zoning Ordinance.</li> <li>3. Ensure that outdoor lighting is solar powered.</li> <li>4. Include development standards for building entrance accent lighting in the Zoning Ordinance.</li> </ol>

Source: Kayenta Comprehensive Plan Design Charrette Walkabout and Site Visits, The Planning Center, 2011



# Kayenta Township Comprehensive Plan

Table 1  
 Kayenta Township Sustainable Design Toolbox  
 (Continued)

Key Issue Identified	Overarching Design Themes	Guiding Principles	Specific Design Criteria
<p><b>Energy Efficiency</b>            Although current development within the Township does not incorporate energy efficient standards, Kayenta Township was the fourth community in the country to adopt the <i>International Green Construction Code (IGCC)</i>. As a result, the community has been asked to join a work group being facilitated by the International Code Council (ICC) to assist other communities in the nation in the adoption and enforcement of this code.</p> <p>With the adoption of IGCC, Kayenta has made a commitment to become an energy efficient community. As a model community, this commitment should be reflected in all future development and redevelopment efforts within the Township.</p>	<p>All new development and redevelopment within Kayenta Township should incorporate the latest energy performance standards.</p>	<p>Optimize the Township energy performance by adopting energy efficient development standards and design guidelines that support the Kayenta IGCC.</p>	<p><b>Energy Performance</b></p> <ol style="list-style-type: none"> <li>1. Incorporate passive and active solar in all new development and redevelopment efforts.</li> <li>2. Incorporate passive heating and cooling strategies in all design.</li> <li>3. Provide development standards and design guidelines in the Zoning Ordinance for site and building orientation that are based on solar orientation to capture energy and maximize shade space.</li> <li>4. Create a radiant barrier on south facing walls or provide cooling elements such as landscape treatments.</li> <li>5. Build all new development to Platinum LEED standards.</li> </ol> <p><b>Onsite Renewable Energy</b></p> <ol style="list-style-type: none"> <li>1. Incorporate solar panels on tops.</li> <li>2. Investigate appropriate net-metering programs to offset cost of solar installation</li> <li>3. Take advantage of high winds by incorporate small wind energy generators in public art and public facilities.</li> </ol> <p><b>Green Building Materials</b></p> <ol style="list-style-type: none"> <li>1. Reuse construction materials.</li> <li>2. Utilize materials with high recycled index.</li> <li>3. Utilize locally available materials.</li> <li>4. Incorporate rammed earth walls in design</li> <li>5. Utilize reflective paint to reduce heat gain.</li> </ol>

Source: Kayenta Comprehensive Plan Design Charrette Walkabout and Site Visits, The Planning Center, 2011



# Kayenta Township Comprehensive Plan

Table 1  
 Kayenta Township Sustainable Design Toolbox  
 (Continued)

Key Issue Identified	Overarching Design Themes	Guiding Principles	Specific Design Criteria
<p><b>Water Conservation</b>            Kayenta currently engages in several water conservation strategies. Recycled water from the sewer lagoons is used as an irrigation sources for recreation and sport fields. This practice should continue. In addition, there are very few lawns with grass in the Township.</p>	<p>Conserve water by reducing potable and non-potable water uses and adopting water conservation measures and strategies as part of the design palate.</p>	<p>Implement a water use reduction program that incorporates a variety of strategies and education programs.</p> <p>Water conservation is extremely tied to climate change. Adopt a climate change program for the township that outlines the actions to be taken to reduce Kayenta's carbon footprint by 50 percent within the next 15 years.</p>	<p><b>Reducing Water Usage</b></p> <ol style="list-style-type: none"> <li>1. Continue to use recycled water from sewer lagoons for irrigation of all recreation, sport fields and golf courses within the Township.</li> <li>2. Prohibit the use of loans within the Township.</li> <li>3. Require all new development or redevelopment to utilize drought tolerant and low maintenance xeriscapes with drip irrigation.</li> <li>4. Adopt a plant palate that includes Kayenta native drought tolerant plants.</li> <li>5. Incorporate water harvesting principles and strategies in all new development.</li> <li>6. Adopt standards to reduce "heat island" effect</li> </ol>
<p><b>Infrastructure</b>            Infrastructure along Highway 163 is aging. In some cases, it has limited capacity. Insufficient water pressure near the intersection of Highway 163 and Highway 160 limits the viability of two story, compact, mixed-use development.</p>	<p>Prioritize infrastructure system improvements needed to support the desired development.</p>	<p>Ensure that major infrastructure is planned or in place to support the development patterns and land uses adopted in this Comprehensive Plan.</p>	<p><b>Water and Wastewater Master Plan</b>            Identify funds and conduct a Water and Wastewater Master Plan that identifies and prioritizes infrastructure needs to create shovel ready opportunities for development.</p> <p><b>Capital Improvements Priorities</b>            Prioritize infrastructure improvements along major development corridors, Highway 160 and Highway 163, which serve as the primary spines of the Township.</p>

Source: Kayenta Comprehensive Plan Design Charrette Walkabout and Site Visits, The Planning Center, 2011



# Kayenta Township Comprehensive Plan

Table 1  
 Kayenta Township Sustainable Design Toolbox  
 (Continued)

Key Issue Identified	Overarching Design Themes	Guiding Principles	Specific Design Criteria
<p><b>Parking and Service Areas</b>            Currently, most businesses in Kayenta are arranged in the old strip mall fashion and include excess parking with little shade or amenities. Service areas and loading zones are visible from public the right-of-way.</p>	<p>Sustainable practices that make better use of space and include beautification amenities, shade and screening measures ensure a pleasant experience for users.</p>	<p>All new infill, development and redevelopment efforts within Kayenta should maximize open space, reduce the amount of impervious surface and contribute to the aesthetic quality desired by the community</p>	<p><b>Parking</b></p> <ol style="list-style-type: none"> <li>1. Establish a variety of alternatives to parking such as shared parking, parking structures, shuttle services, and park and ride facilities to minimize the sea of surface parking lots.</li> <li>2. Adopt sustainable development standards and parking ratios for on-street and off street surface parking as part of the Zoning Ordinance.</li> <li>3. Adopt design guidelines for parking that include a variety of strategies to reduce impervious surfaces</li> <li>4. Utilize air pave and other "heat island" effect mitigation and dust abatement strategies for parking lots.</li> <li>5. Incorporate landscape standards for parking lots in the Zoning Ordinance.</li> <li>6. Include appropriate shading in parking lot design to minimize "heat island" effect and provide an enhanced experience for users.</li> <li>7. Define appropriate landscape palate for parking areas that utilize drought tolerant plants or xeriscapes.</li> <li>8. Incorporate drip irrigation and water harvesting measures in parking lot design.</li> </ol> <p><b>Service Areas</b></p> <ol style="list-style-type: none"> <li>1. Adopt development standards and design guidelines for service areas in the Zoning Ordinance.</li> </ol>

Source: Kayenta Comprehensive Plan Design Charrette Walkabout and Site Visits, The Planning Center, 2011



# Kayenta Township Comprehensive Plan

Table 1  
 Kayenta Township Sustainable Design Toolbox  
 (Continued)

Key Issue Identified	Overarching Design Themes	Guiding Principles	Specific Design Criteria
<p><b>Infrastructure</b>            Infrastructure along Highway 163 is aging. In some cases, it has limited capacity. Insufficient water pressure near the intersection of Highway 163 and Highway 160 limits the viability of two story, compact, mixed-use development.</p>	<p>Infrastructure improvements are key to support the development densities/intensities and quality development desired by the community.</p>	<p>Ensure that major infrastructure has planned or in place capacity to support the development patterns and land use designations adopted in this Comprehensive Plan.</p>	<p><b>Water and Wastewater Master Plan</b>            Identify funds and conduct a Water and Wastewater Master Plan that identifies and prioritizes infrastructure needs to create shovel ready opportunities for development.</p> <p><b>Capital Improvements Priorities</b>            Prioritize infrastructure improvements along major development corridors, Highway 160 and Highway 163, which serve as the primary spines of the Township.</p> <p><b>Transportation Network</b>            Take advantage of ADOT multimodal transportation system improvements programs to ensure that major spine roads, truck service route and bus route are built in a manner that support this Comprehensive Plan.</p> <p><b>Drainage and Stormwater Management</b>            Adopt development standards for grading that detain storm water to prevent erosion, provide flood control, and incorporate water harvesting principles such as kit filters to clean run-off for irrigation reuse.</p>

Source: Kayenta Comprehensive Plan Design Charrette Walkabout and Site Visits, The Planning Center, 2011



# Kayenta Township Comprehensive Plan

## Land Use Element

This Land Use Element provides the broad goals, policies and implementation measures directing development in Kayenta Township. They make up the broad land use policy framework guiding all development and redevelopment decisions within the Kayenta Designated Growth Area. This Land Use Element provides an integrative land development strategy to achieve the Kayenta Community vision. This element of the Kayenta Comprehensive Plan is based on the:

- Analysis of existing conditions summarized in the *Background and Current Conditions* volume;
- Overarching design goals, guiding principles and specific design criteria included in the Sustainable Design Toolbox;
- Direction provided in the Growth Areas Element, the Urban Design Element, the Transportation Element and the Parks, Recreation, Trails and Open Space Element.

During the week-long design Charrette the community and major stakeholders identified the need to implement a flexible land use approach that:

1. Manages growth in an ordered and responsible manner based on growing smart principles.
2. Responds to changing market forces to ensure the long-term viability of Kayenta.
3. Provides a streamlined and consistent development review process.
4. Departs from traditional land use designations by adopting an integrative approach that focuses on planning area needs.

5. Directs development by establishing a strong policy framework.
6. Incorporates implementation tools such as Master Plans and Planned Area Development that include flexibility in design while requiring high quality development.
7. Promotes the synergies, partnerships and strategies necessary to establish and expand a diversified economy that includes:
  - a. High-wage employment generating industry.
  - b. Retail, restaurant and service revenue generating industry.
  - c. Compact, mixed-use high and high quality development
  - d. Navajo art, film, theater and performing arts.
  - e. Tourism and eco-tourism.
  - f. Technology and innovation.
8. Ensures land use compatibility through the establishment of major planning areas and the provision of transitional elements, landscaped buffers and connectivity.
9. Encourage new development to create a mix of housing opportunities that is affordable to all income ranges.
10. Integrate parks, recreation, open space and trail systems to increase connectivity, walkability and promote health.
11. Directs mixed-use development to areas that will benefit from it.
12. Furthers the revitalization and redevelopment of the Kayenta Township Core planning area as a compact, historic, mixed-used central business core.
13. Addresses the infrastructure, mobility and multimodal access needed to promote circulation throughout the planning area.



# Kayenta Township Comprehensive Plan

## Land Use Element Goals and Policies

### GOAL 1: ALIGN LAND USE STRATEGIES, URBAN DESIGN AND ECONOMIC DEVELOPMENT PRIORITIES

Policy 1: Ensure that each planning area provides the balance of land uses needed to achieve and maintain a sustainable tax revenue base and supports the urban design and economic development goals of the Township.

**Rationale:** A primary goal is to create a healthy balance between jobs and households throughout the Township to make Kayenta a self-sustaining community. The Township facilitates balanced growth with the goal of achieving and maintaining a sustainable tax base.

### IMPLEMENTATION MEASURE

- a. Coordinate planning area land use decisions with the Urban Design Element, the Transportation Element and the Parks, Recreation, Trails and Open Space Element.
- b. Achieve self-sufficiency by allowing flexibility while ensuring a cohesive land use approach.

### GOAL 2: DEVELOP KAYENTA AS A SELF-SUFFICIENT, COMPACT, SUSTAINABLE DESTINATION

Policy 1: Provide an appropriate mix of land uses that encourages compact development, supports economic development, expands the retail, services, tourism, employment and industry sectors and promotes the efficient use of infrastructure and services to achieve self-sufficiency.

**Rationale:** Compact development promotes the efficient use of infrastructure, increases access, supports walkability and reduces the Township's carbon footprint. Mixed-use is a form of compact development desirable within areas of Kayenta Township that benefit from this type of development. The land use mix for Kayenta must support community needs and attract and engage tourists by capitalizing on Kayenta's uniqueness.



*Examples of Mixed-use Compact Development Appropriate for a Main Street  
Santa Fe Arts District, Denver, Colorado*



# Kayenta Township Comprehensive Plan

## IMPLEMENTATION MEASURE

- a. Designate and maintain the appropriate mix of land uses needed to develop a self-sufficient sustainable destination.
- b. Adopt specific policy direction for all major planning areas that includes the mix of land uses necessary to support economic development goals, quality of life and the efficient use of infrastructure and services.
- c. Identify areas where mixed-use development is appropriate.
- d. Ensure that the land use mix takes competitive advantage of the proximity to Monument Valley and serves as a magnet attracting visitors by providing a mix of retail, service, hotel and hospitality, restaurants, arts and culture and entertainment opportunities that showcase Navajo heritage and traditions to strengthen and diversify the Township's economic base.
- e. Integrate the established rodeo and the horse keeping tradition of the Navajo people by providing a land use mix that fully recognizes this heritage and showcases it as part of Kayenta's uniqueness.
- f. Require development plans, area plans, master plans, and planned area developments to incorporate integrated open space, parks and trails and foster walkability, as well as pedestrian and bicycle connectivity to achieve the desired quality of life.
- g. Revitalize, redevelop and develop the Kayenta Township Core character area by making Kayenta Main Street and the Kayenta Old Town Center mixed-use areas a priority and by upgrading the housing stock within this area.
- h. Support and expand the truck service and industry sectors of Kayenta by designated industrial land uses along the proposed Truck Service Corridor character area and the Highway Oriented Corridor along Highway 160.
- i. Designate land for the Kayenta Cemetery to create a memorial park/memorial garden that serves the function of a cemetery and provides opportunities for Navajo people to pay respect to ancestors.
- j. Designate regional parks, recreation, trails and open space in the Future Land Use map to ensure that connectivity to this network is provided when development adjacent areas.
- k. Designate lands for the development of a resort and golf club that take opportunity of the adjacent scenery and provide connectivity to designated equestrian trails.
- l. Designate lands where mixed-use Transit Oriented Development (TOD) is appropriate in the vicinity of transit station areas.
- m. Define the Highway Oriented Corridor character area to include the Kayenta Gateway Center, the Kayenta Four Corners Activity Center, regional commercial, and medical support services in proximity to the Kayenta Medical Center.
- n. Designate lands for the development of technology and innovation uses, research parks, business incubators and solar generation.
- o. Identify land uses and strategies compatible with the intent of the Airport Master Plan to infuse vitality to the airport character area.
- p. Designate lands for employment in close proximity to the airport and the proposed transit route.
- q. Designated areas for low, medium and high density residential.
- r. Support the vitality of the Kayenta Gateway Center, the Four Corners Center and the Kayenta Rodeo by designating lands for hospitality and entertainment in close proximity to these uses.





# Kayenta Township Comprehensive Plan

- s. Strengthen existing and develop new public/private partnerships with all applicable Navajo agencies, Kayenta Chapter, federal, state, regional, local entities, school districts, educational institutions, chambers of commerce, non-profit organizations, private developers, investors, the Kayenta Business Association and other stakeholders to market attract and retain the diversity of land uses needed to strengthen and diversify the Township economic base.

### **GOAL 3: INCREASE LAND USE COMPATIBILITY BY ENHANCING THE CHARACTER OF EXISTING DEVELOPMENT.**

**Policy 1:** Enhance the character of existing development through the provision of adequate landscape buffers or landscape amenity areas, density/intensity transitions and appropriate grading.

#### **Implementation Measures:**

- a. Require that development plans, area plans, master plans and planned area development include site-appropriate land use compatibility techniques.
- b. Promote land use compatibility throughout the Kayenta Designated Growth Area by implementing all applicable buffers, transition elements, setback requirements and development standards identified in the Zoning Ordinance.
- c. Cluster higher-density/intensity development to allow for integrated open space.
- d. Define the edges by providing seamless pedestrian, bicycle, equestrian, and nature trail connectivity and other adequate transition elements that create an integrated and smooth transition to development that is lower in density/intensity.
- e. Include the option for lower-density residential cluster development in areas including topographic variations, riparian areas and/or other physical/environmental constraints.

- f. Incorporate linear parks and/or natural habitat corridors where appropriate.
- g. Utilize the Planned Area Development (PAD) as an implementation tool that fosters flexibility, creativity and land use compatibility.
- h. Comply with the intent, policy direction and implementation strategies of each character area.
- i. Locate higher-density residential uses and mixed-uses in areas served by public transit with access to commerce and public services.
- j. Mitigate in an aesthetically pleasing manner all visual, noise and vibration impacts arising from major thoroughfares and the Kayenta Airport.

### **GOAL 4: LOCATE REGIONAL COMMERCIAL, INDUSTRIAL DEVELOPMENT AND INDUSTRIAL PARKS IN AREAS SUITED FOR SUCH DEVELOPMENT.**

**Policy 1:** Require that regional commercial, industrial development and industrial parks comply with all applicable requirements of this comprehensive plan and of the Kayenta Zoning Ordinance.

#### **Implementation Measures:**

- a. Direct high-intensity regional commercial and industrial development to character areas designated for such development along major highway corridors and thoroughfares.
- b. Require that regional commercial uses prepare a master plan or planned area development in conformance with the Kayenta Zoning Ordinance.



# Kayenta Township Comprehensive Plan

- c. Require that industrial development prepares a development plan in compliance with all applicable requirements provided in the Kayenta Zoning Ordinance.

**Goal 5: SUPPORT RESIDENTIAL AREAS BY PROVIDING OPPORTUNITIES FOR NEIGHBORHOOD COMMERCIAL AND NEIGHBORHOOD-ORIENTED SERVICES.**

Policy 1: Locate neighborhood commercial and neighborhood-oriented services in close proximity to the residential areas being served.

**Implementation Measures:**

- a. Require that development plans for neighborhood commercial and neighborhood-oriented development:
  - (1) Mitigate all adverse visual, sound and odor impacts.
  - (2) Support, complement and enhance the neighborhoods being served by providing access to all mobility needs and travel modes.
  - (3) Include enhancements that provide visual relief and harmonize in massing, height, scale and style with the character envisioned for Kayenta.
  - (4) Require that such development occurs at the intersection of arterial or collector roads.

**Goal 6: Provide an adequate mix of housing types.**

Policy 1: Ensure that new residential development includes a mix of housing types that are affordable to all income ranges within Kayenta Township.

**Implementation Measures:**

- a. Require that all new residential development complies with the intent and policy direction of the Housing Element.

**GOAL 7: BALANCE PUBLIC INFRASTRUCTURE AND COMMUNITY FACILITIES PROJECTS WITH PLANNING AND ECONOMIC DEVELOPMENT EFFORTS.**

**Policy 1:** Coordinate and anticipate infrastructure and community facilities needs and updates with existing and planned development to support economic development efforts.

**Implementation Measures:**

- a. Prepare master plans for water, sewer, solid waste and recycling that:
  - (1) Include an inventory of existing infrastructure;
  - (2) Provide an assessment of existing and projected public facilities capacity and life expectancy based on projected growth; and
  - (3) Delineate service and priority expansion areas.
- b. Update the Kayenta Capital Improvements Plan to provide a systematic approach to coordinate and anticipate infrastructure needs and updates.
- c. Develop an efficient mechanism to coordinate and monitor new development and capital improvements.
- d. Take advantage of Kayenta's strategic location with respect to Monument Valley by conducting a regional studies that identifies regional infrastructure needs that may further economic development opportunities.



# Kayenta Township Comprehensive Plan

- e. Work with the Federal Emergency Management Agency (FEMA) to obtain Flood Insurance Rate Maps (FIRM) status.
- f. Work with Kayenta Chapter to coordinate annexation strategies and develop intergovernmental agreements that allows Kayenta to expand its current boundary into the Designated Growth Boundary.
- g. Continue to work with Navajo agencies to ensure that Kayenta receives adequate infrastructure and highway improvement funds.
- h. Work to improve Township-wide telecommunication infrastructure through a variety of public and private efforts;
- i. Collaborate with NTUA and other utility companies/agencies serving the planning area to incorporate sustainable alternative energy sources (solar, wind, biomass) as tools for economic development.

## **GOAL 8: IMPROVE THE DEVELOPMENT REVIEW PROCESS.**

Policy 1: Establish a consistent and streamlined process for development review.

### **Implementation Measure:**

- a. Establish a flexible, efficient and equitable development process that helps navigate unique site constraint issues while ensuring high quality development.
- b. Adopt and implement user-friendly Development Review Process procedures in the Kayenta Zoning Ordinance to standardize and expedite the development review process.

Policy 2: Coordinate planning efforts with all applicable agencies and Township departments to streamline the development review process.

### **Implementation Measures:**

- a. Require a pre-application conference that includes representatives from all applicable Township department heads and Navajo agencies.
- b. Involved all applicable Navajo agencies and Chapter representatives as applicable from early stages of the process.

Policy 3: Evaluate development proposals for consistency with the intent and policy direction of the respective character area during the development review process.

### **Implementation Measures:**

- a. Require that all development plans, area plans, master plans and planned area developments conform to all applicable policy statements contained in this comprehensive plan and in the Kayenta Zoning Ordinance.
- b. Periodically review and update zoning requirements and development standards to ensure market feasibility.

## **GOAL 9: ENSURE THE EFFECTIVENESS OF IMPLEMENTATION MECHANISMS.**

Policy 1: Periodically review, evaluate and update ordinances for their effectiveness and to minimize conflicts.



# Kayenta Township Comprehensive Plan

## Implementation Measures:

- a. Prepare, adopt and implement the Kayenta Zoning Ordinance.
- b. Discuss staff recommendations regarding ordinance revisions at Department heads meetings to establish consensus prior to issuing a staff report.

## Kayenta Township Core Character Area

This character area comprises the core of Kayenta and includes Kayenta's historic downtown and most of Kayenta's developed areas. Most of this character area is located within the Kayenta Redevelopment/ Rehabilitation Planning Area. This redevelopment area extends from Highway 160 to Kayenta's northern boundary and includes areas on both sides of Highway 163 as shown on Exhibit 4, included in the Growth Areas Element.

This area includes Kayenta Township, the new judicial and detention center, schools, the Kayenta community park, the historic Kayenta Township, and the NTUA lagoons. The proposed land use designations for this area include: Civic/Institutional and Public Facilities, which include existing civic, community and public facilities, educational institutions, parks, commercial uses along Highway 160 in need for redevelopment, low, medium and high density residential uses and mixed-use development defining the Kayenta Main Street and the Kayenta Old Town Center, and the northern portion of the Four Corners Activity Center at the Intersection of Highway 160 and Highway 163.

## Kayenta Old Town Center



## Land Use Concept

The Kayenta Old Town Center (Old Town) is a mixed-used, walkable urban core where historic preservation, restoration, revitalization and redevelopment play a key role. These combined efforts strengthen Kayenta's image, enhances its sense of place, defines its identity and increases its revenue generating retail base. This area incorporates opportunities for mixed-use, multifamily residential and for the establishment of a community-oriented Navajo Artisans village offering lofts to Navajo artist studios located on the ground floor and residential areas on the second floor. The area incorporates community arts center and market space.



# Kayenta Township Comprehensive Plan



*Mustang Trail at Agricultural Area, Showing Stables near Old Town.*

Old Town celebrates the horse keeping tradition of Navajo people by being a focal point along Mustang Trail and providing opportunities for the creation of horse stables in proximity to the existing feed house. The multifamily uses within this area provide housing opportunities for employees of the new justice and detention center at walking distance to adjacent schools. This dynamic and vibrant focal point exudes civic pride, and functions as a mixed-use art district with an integrated work force, adequate affordable housing and thriving revenue generating businesses. Old Town serves as the historic and cultural heart of Kayenta from which Kayenta Main Street radiates.

This core includes a vital retail base, services, courtyards and plazas with outdoor performance space, art galleries, art studios, residences, parks, small family-owned restaurants, outdoor cafés creating an atmosphere that attracts visitors and residents. Old Town offers well-defined pedestrian-scaled streets and places to live, work, play, shop, learn rest, celebrate, and perform.

**GOAL 1: PROMOTE OLD TOWN AS A VIBRANT, ENERGETIC COMMUNITY CULTURAL HUB OF ACTIVITY THAT DRAWS PEOPLE OF ALL AGES TO LIVE, WORK, PLAY, SHOP, DINE, AND CELEBRATE THE ARTS AND HORSEMANSHIP OF THE NAVAJO CULTURE.**

**Policy 1:** Revitalize and redevelop the Kayenta Historic Downtown to serve as the thriving historic heart of Kayenta.

## **Implementation Measures:**

- a. Identify funding, prepare, adopt and implement the Kayenta Township Core Revitalization Plan and prioritize Old Town as part of the redevelopment strategy.
- b. Identifies community reinvestment programs.
- c. Strengthen and enliven the existing retail base.
- d. Attracts uses that support and enhance the existing retail base.
- e. Encourage the preservation, restoration and adaptive reuse of underutilized historic buildings.
- f. Provide opportunities for mixed-use development (first story retail, second story residential);
- g. Identify appropriate zoning mechanisms for mixed-use development in the Kayenta Zoning Ordinance;
- h. Prepare, adopt and implement a Navajo Artist Relocation Program to boost Old Town redevelopment efforts.
- i. Make the area vibrant, attractive and safe by utilizing Safe-by-Design principles.
- j. Establishes design themes including hardscapes and landscapes for the enhancement of the entire planning area that:



# Kayenta Township Comprehensive Plan



*Mustang Trail along Kayenta's Main Street*

- (1) Include well-defined, authentic and high-quality streetscapes that create a vibrant street scene;
  - (2) Incorporate hardscapes that reflect Navajo arts and iconography and are complementary to the historic character of the area;
  - (3) Take into consideration all streets and alleys in the design process to create safe, efficient and convenient circulation that includes a cohesive pedestrian-friendly network;
  - (4) Provide multi-modal connectivity (vehicular, pedestrian, bicycle, equestrian and transit) to all adjacent planning areas via Mustang Trail and Kayenta Main Street.
- k. Include boutique style small community-oriented commercial uses integrated with the mixed use that:
- (1) Serves the adjacent neighborhoods;
  - (2) Complements the retail focus of Kayenta Main Street;
- (3) Incorporates new mixed-use development that includes retail, offices and residences;
  - (4) Mixed-use development must comply with all applicable requirements for Mixed-Use Development provided in the Kayenta Zoning Ordinance.
- l. Create shade throughout the area with shade structures that incorporate photo voltaic fabric to generate electricity for street lights, bollards, and accent lights.
  - m. Carefully integrate Mustang trail along Old Town.
  - n. Evaluate options for solar covered surface parking and/or parking structures.
  - o. Incorporate options for public transit including shuttle services
  - p. Providing aesthetically-attractive, safe and comfortably accessible crossings for all transportation modes (pedestrian, bicycle and equestrian).
  - q. Provide opportunities for Navajo owned bed and breakfasts within this area.
  - r. Identify funding, resources and partnerships to establish shuttle service and equestrian transportation to other major destinations within the Township.
  - s. Serve as an anchor and generator of new urban efficiency and smart growth.
  - t. Provides easy and convenient access to all the different planning and activity areas within Kayenta.
  - u. Serves as a catalyst of urban transformation.
  - v. Provides a solution to auto traffic and parking challenges.



# Kayenta Township Comprehensive Plan

## Kayenta Main Street



*Kayenta Main Street (Highway 163)*



*Kayenta Main Street Mixed-use (retail in ground level/residential in upper level)*

### Land Use Concept

The Kayenta Main Street is located within the Kayenta Township Core character area and spans along Highway 163. This mixed-use main street corridor serves as the primary road connecting the Four Corners Center and the Kayenta Gateway Center to the Kayenta Old Town. This mixed use corridor includes residential, retail, and community centers such as the Veterans Affairs building, serving the community as well as visitors.

It provides housing opportunities for adjacent civic uses and for students attending N.A.T.I.V.E and Dine College. Main Street also serves its adjacent neighborhoods and residential areas and provides connectivity to the Laguna Creek and the Kayenta Airport regional linear parks. Kayenta Main Street also offers ample opportunities for public art as well as outdoor performance space. It incorporates small restaurants and cafes for those working on the adjacent civic uses.



*Kayenta Main Street Community Centers and Outdoors  
Multi-use Performance Space*



# Kayenta Township Comprehensive Plan



*Kayenta Main Street Showing Mustang Trail West of Highway 163*



*Mustang Trail West of Highway 163*



*Kayenta Main Street Entrance to Equestrian Center in Old Town  
Next to Agricultural Area Via Mustang Trail*

Kayenta Main Street includes a destination multiuse path, Mustang Trail, along the west side of the street. Mustang trail provides pedestrian, bicycle and equestrian connectivity to most planning areas within Kayenta.

## **GOAL 1: CREATE A VIBRANT KAYENTA MAIN STREET**

Policy 1: Create the synergies necessary to develop a vibrant Kayenta Main Street that serves as a major destination corridor connecting Kayenta's major activity centers and as a focal point within this planning area.

### **Implementation Measures**

- a) Work with the Navajo Nation, the Kayenta business community and with the Kayenta Business Association to identify the public/private partnerships and funding mechanisms necessary to plan, design and develop Kayenta Main Street.





# Kayenta Township Comprehensive Plan



*Kayenta Main Street Mixed-use (retail in ground level/residential in upper level)*

- b) Design Kayenta Main Street as a destination main street corridor that incorporates retail, office, restaurants, cafés, residences, community services, integrated parking and other complementary uses in a mixed-use environment.
- c) Integrate open spaces, outdoor amphitheatres, gathering spaces, parks, promenades, sidewalks and trail linkages that provide connectivity to adjacent uses, parks and trails, creating a setting that makes Kayenta a destination.
- d) Create shaded outdoor spaces with benches, water fountains, low walls that serve as sitting areas.
- e) Incorporate landscape amenities that serve as an oasis during the summer heat for the community to gather, rest and play.
- f) Provide pedestrian connectivity to transit and shuttle stops.
- g) Include a shaded shuttle stop for along Main Street.

## Four Corners Center



*Four Corners Center (Intersection of Highway 160 and Highway 163)*

### Land Use Concept

The Four Corners Center is a major activity node located at the intersection of Highway 160 and Highway 163. The northern portion of the center serves as the gateway to Kayenta Main Street. Its southern portion functions as a transitional element between the higher intensity Kayenta Gateway Center located west of Highway 163 and the lower intensity regional commercial uses located east of this highway. The design of the Four Corners Centers integrates its multiple functions creating a dynamic intersection while responding to the specific needs of each corner. The design incorporates elements of Navajo believed system and Navajo iconography that can only be observe as one flies into Kayenta from the air.



# Kayenta Township Comprehensive Plan



*Four Corners Center (Intersection of Highway 160 and Highway 163)  
Plan View, Layout Design Evokes Navajo Themes and Iconography.*

## **Northeast Corner**

The Northeast Corner serves as a gateway to the Kayenta Airport including uses that greet visitors traveling by airplane. Uses appropriate for this area include airport-oriented retail, cafes, information booths, bicycle rental, car rental, greeting services, horse and jeep tours of Monument Valley, artist kiosks and any other retail and service opportunities supporting the Kayenta Airport user. This corner also serves as the main entrance or gateway to Kayenta Main Street. Providing information at this corner about Old Town in the form of directories will enhance the probability of visitors to visit the Kayenta's Old Town.

## **Southeast Corner**

The Southeast Corner offers integrated convenience services, retail, office and hotel opportunities for families having patients at the Kayenta Health Center near by. The corner greets travelers driving from the east and serves as a transition to the adjacent regional commercial uses offering opportunities for a market place with large scale super centers serving as anchors and their accompanying retail department stores, regular retail, restaurants and services.

## **Southwest Corner**

The Southwest Corner responds to the adjacent Kayenta Gateway Center, offering a window into the Navajo heritage, culture and traditions, inviting visitors to flow into the Gateway area for more. Appropriate uses within this corner include a Navajo Museum of Art, film industry museum showcasing the cinematography of the Southwest and the Navajo land as it appears in old westerns, equestrian museum. Additional uses include thematic restaurants featuring the Navajo culinary world, and small shops related to these museums. This corner also serves as the major point of pedestrian, equestrian and bicycle crossing for Kayenta community into the Kayenta Gateway Center, the Hospitality and Entertainment areas and the Rodeo and Fair Grounds along Mustang Trail.



# Kayenta Township Comprehensive Plan

## Northwest Corner

The Northwest Corner responds to the adjacent Kayenta civic uses and residential neighborhoods, providing integrated convenience opportunities and gas stations and serves as a community gateway into Kayenta Main Street. This corner also serves as the major point of pedestrian, equestrian and bicycle crossing for Kayenta community into the Kayenta Gateway Center, the Hospitality and Entertainment areas and the Rodeo and Fair Grounds along Mustang Trail.

## **GOAL 5: DEVELOP A VIBRANT ACTIVITY NODE THAT SERVES THE MAIN FOUR CORNERS OF KAYENTA AND THEIR DISTINCT LAND USE NEEDS.**

Policy 1: Create the synergies necessary to develop a vibrant Four Corners Center that serves as a dynamic activity node responding to the specific land use needs of each corner while serving as a transitional element as one moves to and from:

- (1) Kayenta Airport
- (2) Kayenta Main Street
- (3) Regional Commercial Uses
- (4) Kayenta Gateway Center
- (5) Kayenta Civic Center
- (6) Mustang Trail

## Implementation Measures

- a. Work with Navajo agencies, developers, investors and non-profit organizations to identify potential funding and to market the Four Corners to the different interest groups.
- b. Engage and strengthen private/public partnerships to develop the Museum of Navajo Art.

- c. Prepare an economic development strategy that targets the revival of the film industry in the Monument Valley area and identifies sponsors for the creation of a Navajo in the Films museum.
- d. Design the Four Corners Center in keep with the concepts for each respective corner, responding to adjacent land use needs, serving as a transition to adjacent needs and programming the layout as an integrated activity node.
- e. Incorporate plazas, courtyards, small event spaces, Navajo spirituality and iconography and Navajo public art in an integrated setting.
- f. Provide connectivity to other destinations and include wayfinding elements such as directories that direct users to the different destinations radiating from the Four Corners Center.
- g. Provide safe, convenient, and efficient connectivity and properly marked paved crossings on Highway 160 for pedestrians, bicycle and equestrian traveling modes along Mustang Trail.
- h. Provide bicycle parking in close proximity to buildings.
- i. Provide clear directional signs for equestrian users to stables located at the Hospitality and Entertainment area across from the Rodeo and Fair Grounds.
- j. Provide pedestrian and bicycle connectivity to adjacent airport uses on the Northeast Corner.
- k. Provide pedestrian and bicycle connectivity to adjacent regional commercial uses at the Southeast Corner.
- l. Require compliance with all applicable requirements set forth in this Comprehensive Plan and in the Kayenta Zoning Ordinance.



# Kayenta Township Comprehensive Plan

## Highway Oriented Corridor Character Area

This character area the stretch of land south of the east-west segment of Highway 160 extending from the western to the eastern urban gateways of the Township along this corridor. All land uses along this corridor require access from a primary spine road or Highway 160. The uses along this corridor are higher density/intensity revenue generating uses serving Kayenta Township and its visitors.

However, the uses along this corridor are very distinct and respond to different community needs. Appropriate transitions and treatments are required for each of these distinct uses while providing seamless continuity among the different traveling modes, streetscapes, design elements and landscape themes through cohesive and integrative site design. A master plan or a planned area development that addresses all the different components is required for development along this corridor.



*Kayenta Gateway Center, Highway 160*

## Kayenta Gateway Center



*Kayenta Gateway Center, Highway 160*

The Kayenta Gateway Center functions as the main gateway into Kayenta and Monument Valley. It includes the Kayenta Visitors Center, the Kayenta Convention Center or the Navajo Center for the Performing Arts, tourist and visitor oriented retail and services, the Navajo Artisans Courtyard incorporating a variety of activities and mixed-use live/work.

The Navajo Artisans Courtyard offers opportunities for Navajo Artist as well as artists from around the world for long term residency programs that allows them to rent space for art studio and living quarters in a layout that is inspiring and at walking distance from a variety of entertainment and art venues aimed at enliven visitors experience. The Artisans Courtyards offers common space for resident artist to teach their art media to visitors and to the community, creating a center for arts and crafts that teaches and showcases Navajo Arts to the world.



# Kayenta Township Comprehensive Plan



*Navajo Artisans Courtyard at the Kayenta Gateway Center, Highway 160*

**GOAL 5: BUILD A CONVENTION CENTER OR CENTER FOR THE NAVAJO PERFORMING ARTS AND PROVIDES VENUES FOR EVENTS, MEETINGS AND CULTURAL EXPERIENCES.**

**Policy 1:** Create the synergies necessary to develop a vibrant Kayenta Convention Center (KCC) that serves as a key contributor to the economic and cultural vitality of the Kayenta Gateway Center.

**Implementation Measures**

- a. Work with Navajo agencies, developers, investors and non-profit organizations to identify potential funding and to market the Kayenta Gateway Center to the different interest groups.
- b. Engage and strengthen private/public partnerships to develop the Kayenta Convention Center or Navajo Center for the Performing Arts.

- c. Work with Dine College, N.A.T.I.V.E., Northern Arizona University and other interested universities to create an Arts Extension Campus in Kayenta that focuses on Navajo arts and to adopt an Artist Residency Program that identifies sponsors for the creation of a Navajo Arts Center.
- d. Program adjacencies in an integrated manner within the Kayenta Gateway Center.
- e. Incorporate plazas, courtyards, small event spaces, Navajo spirituality and iconography and Navajo public art in an integrated setting.
- f. Provide connectivity to other destinations and include wayfinding elements such as directories that direct users to the different destinations.
- g. Provide bicycle parking in close proximity to buildings.
- h. Provide pedestrian and bicycle connectivity to adjacent uses.
- i. Require compliance with all applicable requirements set forth in this Comprehensive Plan and in the Kayenta Zoning Ordinance.
- j. Require that all new development prepare a master plan or planned area development to ensure that all programmatic design elements are kept consistent throughout the Kayenta Gateway Center.



# Kayenta Township Comprehensive Plan



*Internal Circulator Street Serving the Kayenta Gateway Center  
Located Along Highway 160*

## **GOAL 6: CREATE AN ART DISTRICT THAT IS A FOCUS OF COMMUNITY AND VISITORS ACTIVITIES, OFFERING ATTRACTIVE GATHERING PLACES AND SERVING AS THE CULTURAL HEART OF THE CITY.**

Arts districts are a great tool to create placemaking or place-based destinations. If properly designed, they offer an attractive mix of gathering places, residences for artists, studio spaces, indoor and outdoor galleries, farmers markets, crafts and arts shows, community art learning center, cafés and restaurants. This type of mixed-use activity serves as the cultural heart of a community. By tapping into the creative talent of Navajo' artists, the Kayenta Navajo Arts District can become the focus of community and visitors activities, further enhancing Kayenta's sense of place and identity, and reaffirming its culture, heritage and history.

**Policy 1:** Create, adopt and implement the Kayenta Navajo Arts District overlay zone as part of the Kayenta Gateway Area.

### **Implementation Measures:**

- a. Develop and strengthen public/private partnerships and multi-agency collaboration from the Navajo Nation, the Arizona Office of the Governor, ADOT, Dine College, NAU, N.A.T.I.V.E., investors, philanthropists, art foundations, and non-profit organizations necessary to delineate, establish and develop the Kayenta Arts District.
- b. Identify strategies to attract higher education institutions that could bring fine arts, performance, film, theater, and music programs to Kayenta to assist in the development of the Kayenta Arts District as an attractive destination that celebrates the Navajo arts, culture, traditions and folklore.
- c. Establish and benefit from a Navajo Artist Relocation Program that supports the development of artist-space and residence for



# Kayenta Township Comprehensive Plan

Navajo artists desiring to relocate and serves as a tool for economic development.

- d. Establish and benefit from the development of an Artist Residency Program through a major university Arts Extension Program to attract art students from abroad for full term residency programs to learn the techniques and art styles of the Navajo people.
- e. Offer an attractive mix of gathering places, residences for artists, studio spaces, indoor and outdoor galleries, farmers markets, crafts and arts shows, cafés and restaurants within the Art District.
- f. Create the synergies necessary to make the Art District function as the cultural heart of the community.
- g. Require development within this overlay zone to provide connectivity to adjacent Hospitality/Entertainment District and Transit Station and Four Corners Center.
- h. Provide opportunities for shared parking structures that minimize the use of the land and also service the adjacent areas.
- i. Require all development within this overlay zone to prepare a Master Plan that conforms to all requirements set forth in this Comprehensive Plan and in the Kayenta Zoning Ordinance.

## Kayenta Market Place (Regional Commercial)

A key element on the Highway Oriented Corridor is the Regional Commercial land or Kayenta Market Place. This commerce destination is located southeast of the Four Corners Center and east of Highway 163 along Highway 160. This land use includes large, contemporary automobile-scaled retail. Due to its location, it functions as the commerce center of Kayenta and provides opportunities for the creation of a vibrant commercial center that serves Kayenta's neighborhoods, employment centers, and tourist destination areas.

Uses permitted within this land use include highway-oriented commercial, automobile-scaled commercial, power centers, auto malls, theater and entertainment, high density commercial and mixed-use development that incorporates retail and office on the ground floor.

Currently, visitors bypass Kayenta on their way to Monument Valley and other destinations. Developing this area as a revenue-generating commerce destination that caters to both community and visitors provides opportunities to recapture a percentage of travelers utilizing Highway 160 and Highway 163. Bridging the Kayenta Market Center with all adjacent development makes a successful economic development strategy for the Township.

### **GOAL 1: PROMOTE KAYENTA MARKET CENTER AS THE COMMERCE DESTINATION OF THE TOWNSHIP.**

Policy 1: Provide opportunities for automobile-scaled retail, outlet malls, destination power centers, high density residential, mixed-use, and landscape amenities needed to articulate the area's identity as a place making commerce destination.



# Kayenta Township Comprehensive Plan

## Implementation Measures:

- a. Establish incentives to attract automobile-scaled retail, outlet malls, power centers, boutique commerce, high-density residential and mixed-use development.
- b. Identify funding mechanisms to finance and prioritize the infrastructure needed to serve these land uses.
- c. Provide a shuttle or transit stop within this area.
- d. Provide opportunities for public transit from the Kayenta Market Place to the different destinations within the Township.
- e. Locate higher density residential and mixed-use development in close proximity to the Medical Services and Medical Support Services land uses to provide walking access to the medical services employment center.
- f. Articulate the architectural and site elements of the Kayenta Market Place area as a commerce destination.
- g. Requires the preparation of a PAD that integrates open space, parks, recreation and trails into the residential areas.
- h. Incorporate pedestrian, bicycle, transit and shuttle connectivity to the different activity centers.
- i. Ensure that all land uses within this planning area are programmed to provide seamless continuity.
- j. Include appropriate landscape buffers and/or height and density/intensity transitions between residential and non-residential development.
- k. Contribute to the creation of a place making destination that invites visitors as well as the residents of Kayenta.
- l. Incorporate appropriate passive and active recreation courtyards in the residential areas.
- m. Include signature streetscapes along Highway 160.

## Highway Oriented Corridor (Medical Support Services)

A key element on the Highway Oriented Corridor, the Medical Support Services land use, or Health Services Plaza, is located east of the Kayenta Market Place along Highway 160. This land use supports the Kayenta Medical Center by providing complementary uses to the medical facilities.

Uses permitted within this land use include medical, dental and holistic or natural healing offices, outpatient clinics, medical education, research and long-term care, residences for out-patients undergoing long-term treatment, residences for families of patients who are in long-term critical care, healing spas, medical support retail, including coffee shops, restaurants, florists, gifts shops, and other support services, mixed-use residential and high density residential supporting the housing needs of the Kayenta Health Center.

Development within this area should be designed in an integrated manner, providing connectivity and clear wayfinding to the different uses and including connectivity to adjacent uses. Circulations as well as recreation and open space are integral components of the site layout. A master plan or a PAD is required within this area.

### **GOAL 1: DESIGN THE KAYENTA HEALTH SERVICES PLAZA AS AN INTEGRATED HOLISTIC HEALTH CAMPUS.**

Policy 1: Provide opportunities for the design of a health services plaza that includes the landscape amenities needed to articulate the area's identity as a holistic health campus.





# Kayenta Township Comprehensive Plan

## Implementation Measures:

- a. Establish incentives to attract all forms of holistic healing and medical support services that complement the Kayenta Health Center located south of this land use without replicating the uses included in it.
- b. Identify funding mechanisms to finance and prioritize the infrastructure needed to serve these land uses.
- c. Provide a shuttle or transit stop within this area.
- d. Provide opportunities for public transit from the Kayenta Market Place to the different destinations within the Township.
- e. Locate higher density residential and mixed-use development in close proximity to the Kayenta Health Care Center to provide walking access to this employment center.
- f. Articulate the architectural and site elements of the Kayenta Health Services Plaza as a holistic health spa destination.
- g. Requires the preparation of a PAD that integrates open space, parks, recreation and trails into the residential and non-residential areas.
- h. Provide opportunities for the development of a healing garden based on Navajo spiritual and holistic healing traditions.
- i. Incorporate pedestrian, bicycle, transit and shuttle connectivity to the different activity centers.
- j. Ensure that all land uses within this area are programmed to provide seamless continuity.
- k. Include appropriate landscape buffers and/or height and density/intensity transitions between residential and non-residential development.
- l. Incorporate appropriate passive and active recreation courtyards in the residential areas.
- m. Include signature streetscapes along Highway 160.

## Kayenta Airport

The Kayenta Airport is located north of Highway 160 and includes a strip of commercial uses along this highway corridor. Development within the Kayenta Airport planning area must support the airport and comply with the requirements set forth in the Kayenta Master Plan.

### **GOAL 1: WORK WITH THE KAYENTA AIRPORT AUTHORITY TO SUPPORT AND PROMOTE THE KAYENTA AIRPORT.**

Policy 1: Attract compatible land uses that support the expansion and long-term viability of the Kayenta Airport.

#### Implementation Measures:

- a. Work with the Kayenta Airport Authority to implement the Airport Master Plan and attract compatible land uses that support the expansion and long-term viability of the airport.
- b. Prohibit new residential development within the Airport's Accident Potential Zones and the 65 Ldn noise contour or higher.
- c. Comply with all applicable Federal Aviation Regulations requirements.



# Kayenta Township Comprehensive Plan

## Kayenta Civic Center

Located west of Kayenta Main Street within the Kayenta Township Core Character Area, the Kayenta Civic Center includes government uses, Township buildings, and the Kayenta Justice and Detention Center. Due to its location and existing activities, this area functions as the civic heart of Kayenta.

**GOAL 1: PROMOTE THE KAYENTA CIVIC CENTER AS A FUNCTIONAL AND VIBRANT CIVIC CENTER.**

**Policy 1:** Enhance the Civic Center with courtyards, plaza, pedestrian promenades, ramadas, connectivity to adjacent uses, and attractive landscape themes to create the synergies necessary for the revitalization of the Kayenta Township Core Character Area.

### Implementation Measures:

- a. Establish community reinvestment programs and incentives to encourage façade improvements and the revitalization of existing Township buildings and other existing civic uses within this area.
- b. Identify area for the location of a Civic Plaza that provides gathering opportunities for employees working at the Kayenta Civic Center.
- c. Provide connectivity to Main Street, Mustang Trail, Old Town, and Kayenta Gateway Center.
- d. Address ways to integrate court and police department facilities as well as the location of government annex buildings in an integrative manner that takes into consideration the programmatic functions and needed adjacencies of these services.

## Kayenta Cemetery

Located east of the Laguna Creek Regional Linear Park and adjacent to the Kayenta residential areas, the Kayenta Cemetery offers a beautiful and private garden environment for Navajo families to honor, commemorate and remember our ancestors and loved ones. This area is not open to the public and it is only accessible by Navajo people visiting the site.

**GOAL 2: ADDRESS KAYENTA CEMETERY EXPANSION NEEDS AS A LAND USE PLANNING EFFORT.**

**Policy 1:** Work with the Kayenta Cemetery Advisory Committee to design and maintain a private, aesthetically pleasing and professionally administered municipal Cemetery.

### Implementation Measures:

- a. Establish a Kayenta Cemetery Advisory Committee to ensure the respectful and proper maintenance of cemetery grounds.
- b. Ensure that any expansions or additions to the Kayenta Cemetery follow the guidance of the Cemetery Advisory Committee and adhere to all applicable Navajo ordinances and mandates.
- c. Ensure that expansions or additions are safe, accessible, and well maintained, offer a peaceful and visually pleasing atmosphere conducive to meditation and reflection, are adequately funded for on-going maintenance, meet the needs of Kayenta community, and operate under the guidance of the Cemetery Advisory Committee according to all applicable ordinances.



# Kayenta Township Comprehensive Plan

## Kayenta Neighborhoods Character Area

The Kayenta Neighborhoods character area is primarily a growth area including opportunities for future low-density and medium-density residential development in close proximity to employment centers, schools, regional parks, recreational facilities and neighborhood commercial land uses serving these residential areas.

Development within this character area integrates circulation, multimodal transportation, parks, recreation and open space in a seamless manner. Access to schools, neighborhood commercial services and transit are incorporated in the design of these residential areas. Neighborhood commercial activity nodes within this planning area serve the adjacent neighborhoods and provide appropriate transitions and connectivity to adjacent residential land uses. Residential areas incorporate pocket parks and community parks in conformance with the Parks, Recreation, Trails and Open Space Element.

### **GOAL 1: DESIGN THE KAYENTA NEIGHBORHOODS IN AN INTEGRATIVE AND SUSTAINABLE MANNER.**

Policy 1: Provide opportunities for the development of high quality residential development and neighborhood commercial uses that incorporate the latest principles of sustainable design.

#### **Implementation Measures:**

##### Neighborhood Commercial:

- a. Ensure that neighborhood commercial/activity nodes within this character area are located along the proposed bus route as shown on Exhibit 5: Kayenta Future Land Use Map.
- b. Are compatible with the desired residential character of the adjacent neighborhoods.

- c. Include appropriate transitions and/or landscape buffers between residential and nonresidential development.
- d. Provide needed services to adjacent neighborhoods.
- e. Provide connectivity to residential development, schools, open space, parks, recreation and trails.
- f. Enhance the overall character of adjacent neighborhoods by providing landscape amenities and sidewalk/trail connectivity along streetscapes and perimeter buffer areas.
- g. Include bus stop for transit system.
- h. Comply with all applicable development standards provided in this Comprehensive Plan and In the Kayenta Zoning Ordinance.

##### Residential Development:

- a. Comply with all applicable development standards provided in this Comprehensive Plan and in the Kayenta Zoning Ordinance.
- b. Include appropriate transitions and/or landscape buffers when located adjacent to lower-density development.
- c. Provide connectivity to existing schools, neighborhood commercial uses, open space, parks, recreation and trails.
- d. Provide landscape amenities and sidewalk connectivity along streetscapes and perimeter buffer areas.



# Kayenta Township Comprehensive Plan

## Industrial

There are two types of light industrial use designations within the Kayenta Designated Development Area. These are general light industrial uses and Truck Service Corridor uses. The general light industrial uses are located across the Kayenta Airport planning area along Highway 160. The Truck Service Corridor is located along the proposed Alternative Truck Route. Exhibit 5: Kayenta Future Land Use Map shows the location of these two industrial land use designations.

### **GOAL 1: SUPPORT THE DEVELOPMENT OF A LIGHT INDUSTRIAL INDUSTRY SECTOR TO DIVERSIFY THE ECONOMIC BASE OF THE TOWNSHIP.**

**Policy 1:** Provide additional opportunities for industry, industry parks, distribution, warehouses, truck service corridor and industry support services within the Kayenta Designated Growth Area while ensuring land use compatibility.

#### **Implementation Measures:**

- a. Include appropriate transitions and/or landscape buffers between industrial uses and lower intensity/lower density development and provide trail connectivity along buffer areas.
- b. Comply with all applicable federal and state industry standards.
- c. Comply with all applicable requirements included in the Kayenta Zoning Ordinance and the Kayenta Green Building Code.

#### Truck Service Corridor:

- a. Direct truck dependent development such as distribution and warehouse, truck service stations and truck service plazas to the Truck Service Corridor.

- b. Incorporate opportunities for highway oriented uses along the Truck Service Corridor that include retail sale of goods and services which appeal to the motorist and to truck service stations and hotels.
- c. Includes establishments which display, rent, sell, and service trucks, motor vehicles, boats, and other related equipment.
- d. Includes retail trade, personal services, and professional service that serve the motorists.
- e. Permit the establishment of facilities serving the traveling public and conveniently providing needed services without endangering the movement along, as well as to and from.
- f. Permit hotels, motels, gas stations, restaurants, and a motorist oriented retail activities.

#### General Light Industrial:

- a. Direct general light industrial uses such as light manufacture and assembly uses, and auto repair and maintenance services servicing the community to the industrial area in close proximity to employment centers.



# Kayenta Township Comprehensive Plan

## Technology and Innovation

This land use is located within the Kayenta Designated Growth Area along highway 160 at Kayenta's eastern gateway and next to the Industrial land use. This innovation zone positions Kayenta at the leading edge of technology by providing opportunities to develop high-tech industry parks, eco-parks, , high-production green-houses and contained farming, high-tech assembly/manufacture, biosciences research and development, university research park extensions, business incubators, alternative energy generation (solar/wind), solar components manufacture, and other major high-tech industry benefiting from proximity to the four states corner area, serving four adjacent states and the Kayenta Airport.

**GOAL 1: TAKE FULL ADVANTAGE OF THE STRATEGIC LOCATION OF THIS PLANNING AREA IN PROXIMITY TO THE FOUR STATES CORNERS AREA AND THE KAYENTA AIRPORT.**

**Policy 1:** Develop this planning area as innovation zone that takes full competitive advantage of its strategic location.

### Implementation Measures:

- a. Prepare an Economic Development Strategy designed to market, recruit and retain industry sectors appropriate for innovation zones.
- b. Comply with all applicable federal and state industry standards.
- c. Comply with all requirements of this Comprehensive Plan and the Kayenta Zoning Ordinance.

- d. Plan, design and developed this planning area in an integrated manner that incorporates site design with the latest best practices for industry, technology and innovation, energy efficiency, and LEED standards of development.
- e. Require the preparation of a PAD or master plan for this area that includes the amenities desired by today's major employers in a diversity of industry sectors.

## Transit Oriented Development

This land use directs compact mixed-use development to areas designated as Transit Oriented Development in the Kayenta Future Land Use Map. The Navajo Long Range Transportation Plan 2009 identifies the location of a transit station at the intersection of the proposed Alternate Truck Route and Highway 160 west of the current Township boundary and within the Kayenta Designated Growth Area. This transit station will provide long-distance transit services to all growth areas within the Navajo Nation and other destinations. A smaller scale local transit or shuttle station is located on Kayenta's eastern gateway along the proposed bus route serving Kayenta planning areas. This local transit station includes shuttle services to all the planning areas and benefits from its proximity to major employment areas. There is opportunity to incorporate smaller scale mixed-use within the local transit station.

**GOAL 1: ALIGN GROWTH MANAGEMENT TOOLS WITH ECONOMIC DEVELOPMENT PRIORITIES TO CREATE VIBRANT TRANSIT CENTERS**

**Policy 1:** Provide opportunities for Transit Oriented Development at the West Kayenta Transit Station that supports development within Kayenta by providing:

- (1) Connectivity to the Kayenta Gateway Center, the Kayenta Art District, the Kayenta Four Corners Center, and the Hospitality and Entertainment District.



# Kayenta Township Comprehensive Plan

- (2) Access to the local shuttle and transit service.
- (3) A real alternative to regional and local traffic congestion.
- (4) Access to tourists from a variety of destinations via Gray Hound or other alternative transit services.

Policy 2: Provide opportunities for Transit Oriented Development at the East Kayenta Local Transit Station that supports development within Kayenta by providing:

- (1) Connectivity to all employment centers, residential, commercial, industrial, hospitality, resort and golf course land uses and all destinations within the Township.
- (2) Access to the regional bus transit station.
- (3) A real alternative to local traffic congestion.
- (4) Access to tourists from a variety of destinations inside the Township.

## Implementation Measures:

- a. Provide transitional elements such as height and density transitions.
- b. Include landscape buffers along edges abutting lower density/intensity development.
- c. Provide pedestrian-friendly landscaped streetscapes along the connecting edges that incorporate opportunities for multimodal connectivity.
- b. Provide multimodal access (pedestrian, bicycle, transit, vehicular) for people with different mobility needs.
- c. Comply with all applicable standards.
- d. Comply with all applicable requirements provided in the different Elements of this Comprehensive Plan and in the Kayenta Zoning Ordinance.

## Regional TOD Transit Station (West)

- e. Work with the Navajo Nation, Kayenta Chapter, ADOT and all appropriate entities to develop the Regional Transit Station on the west side of the Kayenta Designated Growth Boundary.
- f. Support a variety of mixed-use development within this TOD area that is compatible in density/intensity with the intent of this area.
- g. Required the preparation of a master plan for development within this TOD area.

## Local TOD Transit Station (East)

- a. Work with the Navajo Nation, ADOT and all appropriate entities to develop the Local Transit Station on the east side of the Kayenta Township.
- b. Support a variety of mixed-use development within this TOD area that is compatible in density/intensity with the intent of this area.
- c. Required the preparation of a master plan for development within this TOD area.



# Kayenta Township Comprehensive Plan



*Kayenta Annual Navajo Rodeo, Navajo Times, Donovan Quintero*

## Hospitality and Entertainment

This character area establishes a hospitality and entertainment district that supports all the surrounding land uses while serving as a catalyst for eco-tourism and economic development.

The parcel located along Indian Route 591 across from the existing Kayenta Rodeo and Fair Grounds includes the trail head for Mustang Trail and the horse stables. These uses are located adjacent to the Kayenta Rodeo and Fair Grounds and the Animal Sanctuary. This parcel provides opportunities for western type saloons celebrating the equestrian history of the Kayenta Rodeo. A small horse arena for horse training and daily shows, allowing visitors to learn the arts of roping, horse tending and horseback riding is also appropriate within this area. Establishing the Navajo Museum of Equestrian History featuring photo exhibits that display the history of horse tending in the Navajo culture could bring additional revenues while safeguarding Navajo history for future generations.

The area is designed as a tourist attraction offering a variety of rides, stables for the seasoned riders who bring their horses, and horseback riding tours of the adjacent desert lands and guided tours to Monument Valley. A variety of local enterprises spur from this area, having the Kayenta Rodeo as the focal point.

At the Kayenta Stables visitors will experience the breathtaking desert landscape on horseback rides and enjoy the valley trails, vivid sunsets, wildlife and expansive views. Economic development activities such as riding lessons, horse rides, moonlight rides, breakfast rides, steak rides and chili rides where the food is cooked on fire pits in the desert allow local vendors to incorporate their cuisine for small groups wanting to explore the Navajo ways.

The adjacent parcel offers opportunities for hotel uses, RV Park and a variety of hospitality uses catering to both the equestrian center and the Kayenta Gateway Center.



# Kayenta Township Comprehensive Plan



**GOAL 1: PLAN DEVELOPMENT WITHIN THE HOSPITALITY AND ENTERTAINMENT AREA TO GENERATE REVENUES AND MINIMIZE THE IMPACT OF THESE LAND USES ON ADJACENT AREAS**

Policy 1: Provide opportunities for small-scale and large-scale tourist-oriented businesses within this character area to employ locals and provide a variety of revenue generating activities.

**Implementation Measures:**

- a. Work with the Central Navajo Rodeo Association and the All Indian Rodeo Cowboy Association to identify the specific needs of this area and prepare an action plan.

- b. Develop the Kayenta Stables as a cohesive and integrated activity center designed to honor the environment and evoke and celebrate the Navajo ways in a respectful and culturally appropriate way.
- c. Incorporate a cohesive internal circulation system providing separate horse and pedestrian connectivity to all activity areas within this character area to minimize conflicts between pedestrian and horses.
- d. Develop the RV Park and parking areas in a manner that minimizes conflicts between horses, pedestrians and vehicles.
- e. Provide pedestrian-friendly landscaped streetscapes along the edges that include equestrian and pedestrian connectivity.
- h. Provide multimodal access to the character area (pedestrian, bicycle, transit, vehicular) for people with different mobility needs.
- i. Comply with all applicable requirements provided in the different Elements of this Comprehensive Plan and in the Kayenta Zoning Ordinance.





# Kayenta Township Comprehensive Plan



## Employment

The employment land use designation includes single-tenant or multi-tenant buildings arranged in a business park manner. This land use provides opportunities for the location of corporate headquarters, basic office space, light manufacturing, research and development, airport related facilities supporting the Kayenta Airport, and business support services, including retail servicing the needs of businesses such as coffee houses, bakeries, restaurants, cafeterias, reprographic services, and any other use complementing the activities of a well-designed and integrated business park. Development within this land use is intended to be high-intensity and highway accessible and to serve as a regional employment center.

The intent of this character area is to create an employment destination in an urban environment. Such environment includes buildings, pedestrian amenities, street-level retail or services, shared off street parking or shared parking structures integrated within buildings, outdoor amenities and access to the adjacent Kayenta Airport Linear Park and transit facilities located at the local transit station. The local transit station will provide shuttle connectivity to the Kayenta Neighborhoods and to all the planning areas.

The employment campus is built in a master planned manner to ensure circulation and access, programmatic functionality, wayfinding, and operation of facilities. Natural areas, landscape amenities, stormwater detention and collection facilities, parks and gardens, ramadas, bicycle, jogging and pedestrian paths, recreational areas, and connectivity to shuttle and transit system must be addressed in an integrative manner.

All development within this area must achieve the highest feasible LEED certification, conform to all applicable industry standards, comply with all applicable restrictions listed in the Kayenta Airport Master Plan and with all requirements in the Kayenta Zoning Ordinance and in the Kayenta Green Building Code and be energy efficient.



# Kayenta Township Comprehensive Plan

## **GOAL 1: MASTER PLAN ALL DEVELOPMENT WITHIN THE EMPLOYMENT CHARACTER AREA IN AN INTEGRATIVE MANNER**

Policy 1: Require that all development within the Employment character area is planned and designed in an integrative manner by requiring the preparation of a master plan in conformance with the Kayenta Zoning Ordinance.

### **Implementation Measures:**

- a. Work with NTUA, all appropriate Navajo Nation agencies, and the U.S. Economic Development Administration (EPA) to identify the infrastructure improvements needed to make this site shovel ready to attract employment opportunities.
- b. Require development within this area to comply with all applicable industry standards and with all applicable requirements listed in this Comprehensive Plan, in the Kayenta Zoning Ordinance and in the Kayenta Green Building Code.
- c. Prepare a Business Park Master Plan that addresses the design character and circulation of the overall business park in accordance to the following guidelines.
- d. Require development within this area to meet the highest feasible LEED accreditation and be energy efficient.

### Site Planning:

- a. This parcel is unique in that it is located adjacent to the proposed transit loop road. Buildings in this area must be sited with sensitivity to: each other; the Kayenta Business Park Signature Entry Boulevard; the Kayenta Business Park Signature entry and Highway 160.

- b. Design buildings on this area with four-way facades.
- c. Respect and utilize scenic views within this area by maintaining view corridors.
- d. Buildings shall be carefully oriented as to complement the Signature entrance to the Business Park, and the intersection of this entrance and the proposed transit loop road.
- e. Site buildings to leave adequate space at the intersection of Rite Road Signature Entry Boulevard with the Business Development entry road to provide for more enriched landscaping areas.

### Circulation and Access:

- a. Site the signature entry access to the Kayenta Business Park along the proposed transit loop road. Ensure that the entrance to the business park matches the entrance to the Transit Oriented Development area across the street and provide safe pedestrian, bicycle, and vehicular signalized crossings between these two planning areas.
- b. Surface parking areas shall not be easily visible from the public right-of-way.
- c. Vehicular access to the parking areas shall be at a safe distance from the intersection, and shall correspond to access ways on the opposite side of the street, as well as median breaks on the Signature Entry Boulevard.
- d. Incorporate shuttle service stops in the site layout and circulation system of the Business Park.

### Architectural Design:

- a. The form, scale, and massing of the buildings shall respond to each other and the intersection, and shall help define the intersection as a signature entryway into the Business Park.



# Kayenta Township Comprehensive Plan

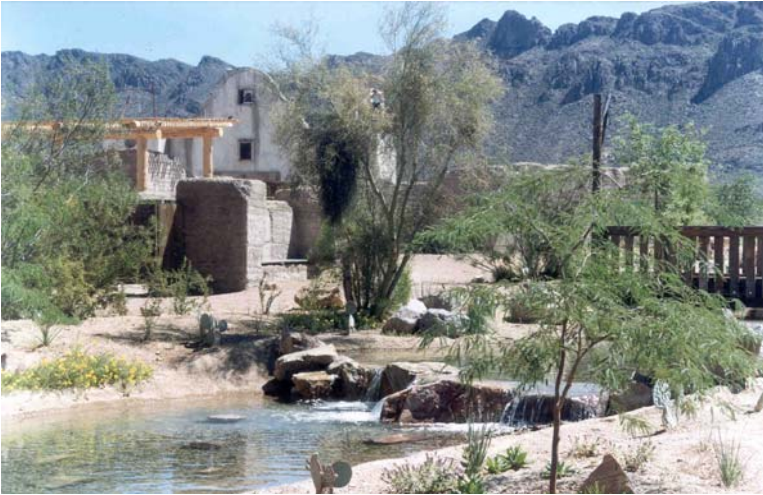
- b. Buildings shall be contemporary in form and style, but should reflect their office or support service function, and incorporate elements of southwestern architecture.
- c. A diversity of setbacks and architecture features is preferred rather than uniformity, provided that the overall Business Park maintains a cohesive identity.

## Landscape:

- a. Landscaping shall reflect the Signature Entry as a main gateway/focal point to the Business Park.
- b. Accent trees with flowering color and/or palm trees should be used as plantings in accordance with the plant palette selected for the Business Park.
- c. Trees should be massed to create an effect similar to native plantings in undisturbed areas.
- d. Enriched paving treatments, such as interlocking brick pavers, should be used to denote crosswalks.
- e. Clear views for traffic safety shall be a primary consideration when landscaping.
- f. Landscaping along parcel or building entrances shall reflect the intersection as an entryway, but shall not denote the same significance given to the signature gateway into the Business Park.



# Kayenta Township Comprehensive Plan



## Parks, Recreation, Trails and Open Space

An integrated park, recreation, trails and open space system is a critical component of any community's quality of life. In Kayenta, it is a defining element of the Township itself. The City's open space system provides places for activity and engagement, for peace and enjoyment, and for freedom and relief from the built world. It serves the social and environmental health of the Township, providing a sustainable environment. The Kayenta parks, recreation, trails and open space system is fully addressed in the Parks, Recreation, Trails and Open Space element of this Comprehensive Plan.

**GOAL 1: DEVELOP A SYSTEM OF PARKS, RECREATION, TRAILS AND OPEN SPACE THAT PROMOTES ENVIRONMENTAL STEWARDSHIP AND QUALITY OF LIFE**

**Policy 1:** Designate land for the development of an integrate system of parks, recreation, trails and open space that provides connectivity to all the planning areas, supports a high quality of life, promotes long-term sustainability and environmental stewardship, protects environmental infrastructure and wildlife corridors and incorporates principles of habitat integration.

### Implementation Measures:

- a. Provide recreational opportunities that respond to the demographics of users and emerging industry trends.
- b. Include innovative community-driven uses such as food production, education, and improved streetscapes as part of the parks, recreation, trails and open space system.
- c. Design open spaces that include both active and passive uses.
- d. Provide programming for a healthy, active lifestyle.
- e. Add amenities such as concessions, where appropriate to serve and attract visitors.
- f. Expand opportunities for temporary uses such as festivals, art, music concerts and farmers markets.
- g. Allow active engagement with natural areas (public access/trail, wildlife observation, birding and education displays).
- h. Increase cultural programming and activities based on neighborhood needs.
- i. Comply with all additional requirements included in this Comprehensive Plan and in the Kayenta Zoning Ordinance.



# Kayenta Township Comprehensive Plan



*Dove Mountain Resort Golf Course, Marana, Arizona*

## Resort and Golf Course

High visual quality, equestrian and pedestrian access along Laguna Wash and seclusion make the northeast corner of Kayenta the ideal place for the location of the Laguna Creek Resort and Golf Course.

The Laguna Creek Resort functions as a luxury destination spa offering a variety of holistic healing and spa services. Horseback riding tours along the Mustang Trail and Laguna Creek Regional Linear Park provide access to different destinations in Kayenta.

A small stable for horse rental and horse keeping can be developed at the resort or it can be located on the Agricultural/Equestrian Oriented lands along Highway 163, a short horseback ride away from the resort area along Laguna Creek. It is recommended that the resort provides equestrian access to the facilities.

A 9-hole executive golf course could be developed in association with the resort provided there is sufficient reclaimed water for irrigation. A passive recreation park is proposed on top of the closed landfill. Mitigation measures will need to be incorporated in the park for methane ventilation such as sealing the top of the landfill and careful turf irrigation practices.

**GOAL 1: MASTER PLAN ALL DEVELOPMENT WITHIN THE RESORT AND GOLF CLUB CHARACTER AREA IN AN INTEGRATIVE MANNER**

**Policy 1:** Require that all development within the Resort and Golf Course character area is planned and designed in an integrative manner by requiring the preparation of a master plan in conformance with the Kayenta Zoning Ordinance.



# Kayenta Township Comprehensive Plan

## Implementation Measures:

- a. Work with NTUA and all appropriate Navajo Nation agencies to identify the infrastructure improvements needed to support the development of this area.
- b. Require development within this area to comply with all applicable industry standards and with all applicable requirements listed in this Comprehensive Plan, in the Kayenta Zoning Ordinance and in the Kayenta Green Building Code.
- c. Require development within this area to meet the highest feasible LEED accreditation and be an energy efficient and green hotel and golf course.
- d. Include a mix of hotel, conference, retail, spa services, support services, recreational facilities, golf course and golf club house within this area.

## Development Standards and Design Guidelines:

- a. Harmonize patterns of the past (e.g. Southwest architectural themes and styles) while introducing entirely new dynamics of community character by orienting hotel, retail, and support facilities in a manner that is responsive to adjacent residential development, Laguna Creek and spectacular views.
- b. Include public art, courts, plazas, paseos, and pocket parks in the overall design.
- c. Provide connectivity to Kayenta's pedestrian walkways, bicycle routes, and nature trail systems.
- d. Include multimodal linkages to adjacent land uses, golf course, and golf clubhouse.
- e. Design street and avenue scenes to convey arrival to a destination luxury spa hotel.

- f. Provide a mix of uses that include, but are not limited to, conference center, 9-hole golf course and associated golf club house, community amenities such as health centers, fitness centers and spas, recreational facilities, and associated retail, service, and support facilities.
- g. Locate golf course tees in a manner that it does not constitute a nuisance to adjacent residential areas
- h. Provide convenient, accessible, and visually pleasing parking areas.
- i. Parking structures within this area could liberate additional land for other desired land uses, allowing more efficient, cohesive, and user friendly design, provided that the parking structure height does not exceed the permitted height within the this area.
- j. Uses in close proximity to the resort's signature entry boulevard will be hospitality, commercial and retail-dominant and serve spa, adjacent golf course and area neighborhoods
- k. Uses adjacent to residential areas should be lower in both density and intensity, more community oriented, and serve the adjacent residential areas and provide appropriate density/intensity transitions or landscape buffers.
- l. Casitas or hospitality villages should be located in close proximity to the golf course, club house, and recreational amenities.
- m. Require that casitas or hospitality villages are located in close proximity to the residential areas in order to provide a desired density/intensity transition from resort uses to residential uses.



# Kayenta Township Comprehensive Plan



## Site Planning:

- a. The hotel and retail buildings shall physically define the entry node from the arterial road through position, size, verticality, detailing, and open space treatment.
- b. The position of the buildings in relation to the Signature Entry Boulevard area shall not block the vista to the center of the development and shall incorporate view corridors with mountain views.
- c. There shall be an emphasis on the interior-exterior relationship of the siting and design of the buildings where the desert setting harmonizes with architectural themes and styles.
- d. The siting of hotel, golf club house, and retail buildings shall reflect sensitivity to the potential differences in scale between these uses.
- e. The siting of the buildings shall acknowledge and enhance the pedestrian experience, as well as the linkages to adjacent uses and open space.

- f. Unique setback distances are encouraged around access points to accommodate more intensive landscaping and hardscape treatment.
- g. Retail and service-oriented uses not directly related to hospitality complex must be human scale in design and articulate the concept of a village center.

## Circulation and Access:

- a. It is recommended that the hotel buildings provide a turnabout/drop-off area that would enhance the entry area from the access road.
- b. Major entryways to hotel buildings and retail parking areas should be staggered to avoid congestion.
- c. Bicycle, pedestrian and equestrian paths should be incorporated into the design and siting of hotel and retail areas.

## Architectural Design:

- a. In general, hospitality areas (and grounds) should have more enhanced architectural and landscaping provisions than the retail buildings and public spaces.
- b. Hotel and retail buildings should have compatible architectural styles.
- c. The main entrance to the hotel is particularly important and should reflect a sense of arrival through attractive landscaping and exterior architectural treatment that makes it distinct from the rest of the buildings.
- d. An atrium or lobby at the hotel entrance should be supplemented with small commercial uses to make the hotel more “visible” to the general public, and provide a source of revenue through leasing of ground-level space to retailers.



# Kayenta Township Comprehensive Plan

- e. Materials should be local and reflect southwest architectural styles.
- f. Southwestern architectural styles with stucco surfaces are preferred over stone and wood.
- g. Wood cladding is not appropriate for buildings in the desert climate and should not be used.
- h. Retail buildings should be pedestrian scaled with glazing at street level to allow for “window shopping”.
- i. Terraces and balconies are recommended as façade treatments on the hotel to provide amenity space, create shadows on the building façade, and visually break-up the building mass.
- j. Metal shading screens could add a contemporary flare to the southwestern architectural features.

## Landscape:

- a. Accent trees with flowering color should be used as identity plantings in the Signature Entry area.
- b. Shrubs and ground covers with annual or perennial color should be used to highlight key areas.
- c. Provide primary landscape treatments at the signature entry, hotel main entrance and major intersections and secondary landscape treatments at driveways to clearly convey the hierarchy of the circulation system.
- d. Trees should be massed to create an effect similar to native plantings in undisturbed areas.
- e. Road surfaces at the Signature entry area shall be enhanced with enriched paving treatments, which should also be considered for high volume pedestrian and equestrian crossing points.
- f. Parking areas should be located to minimize their visual impact, buffered with vegetation from the street, and

landscaped accordingly; the emphasis in this area shall be on the “pedestrian” rather than the “vehicle”.







# Kayenta Township Comprehensive Plan

## Agriculture/Equestrian Oriented

This character area includes two distinct land uses, agriculture and equestrian oriented uses located in three distinct parcels along Mustang Trail as indicated in Exhibit 5: Kayenta Future Land Use Map.

The equestrian-oriented parcel located east of Indian Route 591 corresponds to the Kayenta Rodeo and Fair Grounds. This area is carefully planned in coordination with its adjacent Hospitality and Entertainment character area and is the home of the Kayenta Rodeo. Careful definition of the equestrian, pedestrian and vehicular circulation system providing access to this area aims at minimizing conflicts among these different travel modes.

The equestrian-oriented parcel located at the rural gateway of Kayenta along Highway 163 includes residential uses with horse property. These uses are very important in helping define the overall equestrian theme brought up by the rodeo. This area can also provide space for horse keeping and horse rental and serve the adjacent Laguna Greek Resort and Golf Course as well as horseback riders traveling along Mustang Trail. Currently horses in this area roam freely across Highway 163, creating a safety hazard for moving traffic and equines. There is a need to establish livestock regulations in the Kayenta Zoning Ordinance to keep horses properly fenced and provide fenced areas where they can roam free without becoming a safety hazard.

The agriculture parcel is located along Highway 160 and it is the historic agriculture field of Kayenta. This area continue to play a significant role in food production by including community gardens, agriculture fields and permitting new uses including Mustang Trail and contained farming

### GOAL 1: PROTECT THE AGRICULTURE AND EQUESTRIAN HERITAGE OF KAYENTA

Policy 1: Protect the agricultural and equestrian heritage of Kayenta by incorporating these in the overall design of a self-sufficient community.

#### Implementation Measures:

- e. Work with the Central Navajo Rodeo Association and the All Indian Rodeo Cowboy Association to coordinate all the equestrian uses within Kayenta in an integrative manner.
- f. Protect the agricultural heritage of Kayenta by providing venues that tie food production with economic development.
- g. Allow opportunities for community gardens and contained farming within the Agricultural land use designation.
- h. Provide connectivity to different planning areas via Mustang Trail.
- i. Adopt regulations for livestock keeping in residential areas in the Kayenta Zoning Ordinance
- j. Require development within these areas to comply with all applicable industry standards and with all applicable requirements listed in this Comprehensive Plan, in the Kayenta Zoning Ordinance and in the Kayenta Green Building Code.



# Kayenta Township Comprehensive Plan

## Corridor Development

This character area provides opportunities for the development of commercial, mixed-use, live/work and higher density residential corridor development serving the adjacent tourist oriented areas. It is anticipated that development pressures will not impact these areas until adjacent uses are developed. Therefore, this corridor will not be a priority until the Hospitality and Entertainment, the Regional Transit Station and the Kayenta Gateway Area are developed.

**GOAL 1: DIRECT COMPACT LAND USES TO THE CORRIDOR DEVELOPMENT AREA THAT SUPPORT THE TOURIST ORIENTED USES IN ADJACENT PLANNING AREAS.**

Policy 1: Provide opportunities for the development of compact commercial, mixed-use, live/work and higher density residential designed to serve the adjacent tourist oriented areas along this corridor as development pressure arises.

### Implementation Measures:

- a. Allow flexibility for market forces to better define the types of land uses appropriate within this corridor as development pressures arise.
- b. Provide multimodal connectivity to adjacent areas.
- c. Require development within these areas to comply with all applicable industry standards and with all applicable requirements listed in this Comprehensive Plan, in the Kayenta Zoning Ordinance and in the Kayenta Green Building Code.

## Mixed-Use Development

The most important aspect of mixed-use development is the way that the project is integrated physically and functionally as to encourage pedestrian activity and walking as the primary means of moving through and around the development. Mixed-use development is encouraged in different character areas within the Kayenta Designated Growth Area.

**GOAL 1: PROVIDE INTEREST AT THE STREET LEVEL TO ENCOURAGE WALKING AND TO ENHANCE THE PEDESTRIAN EXPERIENCE.**

Policy 1: Align building fronts with the sidewalk or right-of-way edge providing opportunities for public art, promenades, courtyards and plazas along pedestrian corridors and including activities that enhance the pedestrian experience.

### Implementation Measures:

- a. Develop the ground level of a building to encourage pedestrian activity by including pedestrian-oriented elements, such as:
  - (1) Transparent display windows.
  - (2) Outdoor dining areas (cafes).
  - (3) Provide storefront continuity from the sidewalk
  - (4) Include public art or other public amenities such as fountains, benches, and sitting walls.
- b. Locate on-site parking to minimize visibility from the sidewalk.
  - (1) Place on-site parking behind the buildings, either at-grade or within a parking structure.



# Kayenta Township Comprehensive Plan

- (2) Provide access to parking areas through the rear of parcels.
  - (3) Design driveways to parking areas as part of the rhythm of the storefronts, in a way that is safe and convenient to pedestrians, providing good pedestrian visibility to drivers, and including a change in material on the sidewalk or promenade, to “warn” pedestrians where the access to the parking is located.
  - (4) The entrance to parking facilities should be located on a secondary street and not along highways or primary streets.
- c. Locate mechanical equipment and service areas out of the public view.
  - d. Black, mirrored, or other opaque surfaces are prohibited.
  - e. Delineate new buildings and additions vertically and horizontally to reflect the human scale.
  - f. Incorporate a clear visual division between upper and lower floors through a change in materials, colors and use of canopies and awnings.
  - g. Incorporate human scale detailing through the use of reveals, belt courses, cornices, expressions of structural or architectural bays, recessed windows or doors, material or material module changes, color and/or texture differences, or strongly expressed mullions on facades of buildings that face the street.
  - h. Each building including a principal non-residential use (restaurants, cafes, bookstores, community centers, etc.) must incorporate at least two (2) of the following additional features on all building facades facing a public street, public plaza, or public open space:
    - (1) Arcades;
    - (2) Arbors;
    - (3) Contrasting building materials or textures;
    - (4) Street furniture at the ground floor;
    - (5) Outdoor eating or seating areas at the ground floor;
    - (6) Variations in rooflines along a single block face; or
    - (7) Transparent windows that allow views into and out of the building.
- i. Use simple rectangular forms with horizontal roof forms on commercial and mixed-use structures.
  - j. Use of pitched rooflines on residential structures is appropriate provided it harmonizes with the roof geometry of adjacent buildings.
  - k. Use parapet walls detailed with cornice features for screening flat roofs.
  - l. Clearly identify the primary entrance to the building and oriented to the street.
  - m. Use Architectural features to provide weather protection and highlight building entrances and features.
  - n. Design buildings with careful incorporation of signage and lighting.
  - o. Design outdoor spaces to enliven the sidewalk level and provide for private open space for shoppers, employees, and residents.
  - p. Comply with all additional requirements included in this Comprehensive Plan and the Kayenta Zoning Ordinance.

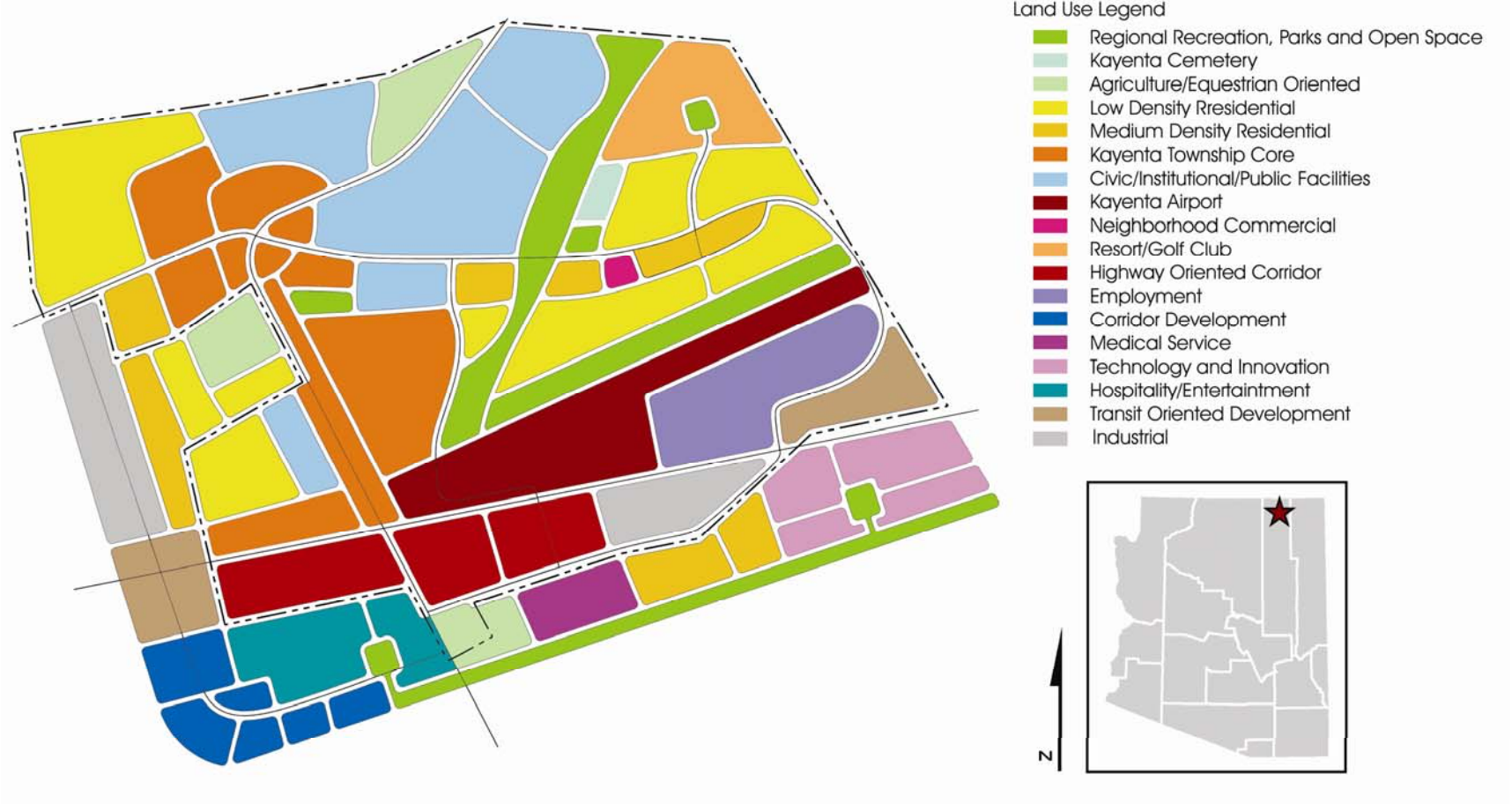
## Kayenta Main Street:

- a. Divide buildings into modules that provide visual interest and serve to create a traditional Main Street.
- b. Create modules of 25 to 50 foot wide as traditionally found in Main Street environments.



# Kayenta Township Comprehensive Plan

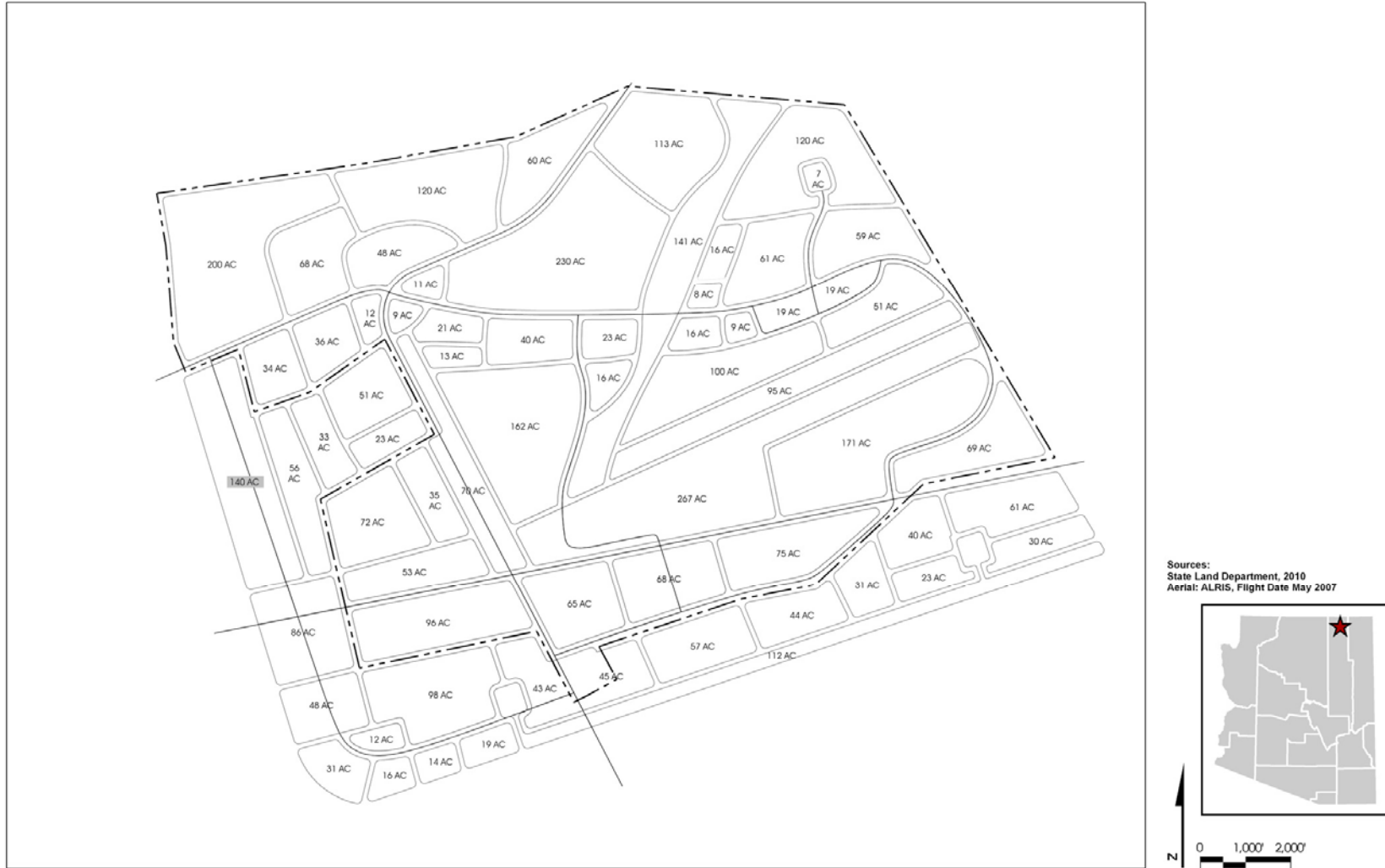
## EXHIBIT 5: Kayenta Future Land Use Map





# Kayenta Township Comprehensive Plan

## EXHIBIT 6: Kayenta Future Land Use Map (Land Use Acreage)





# Kayenta Township Comprehensive Plan

## Transportation and Circulation

All the land, water, and air routes make up the transportation and circulation system of a community. Such system allows the movement of people and goods and is a key factor in the economic success of a region. A safe, efficient, accessible and convenient multimodal transportation system providing access and connectivity via a variety of transportation modes to all the destination areas within the Township is a vital component to Kayenta's viability, livability, sustainability and long-range economic success.

The primary and often only means of transportation across the Navajo Nation is cars and trucks. These are the primary forms of mobility for families living in the different growth centers. The Navajo Nation Growth Centers are small satellite urban communities designated for development and economic activity. Kayenta is the only Township within the Navajo Nation that functions as an urban destination. Its strategic location as the gateway to Monument Valley requires a transportation and circulation system that addresses both regional as well as local transportation and circulation needs.

The close proximity between these growth centers and their satellite communities creates commuter, home-to-work traffic and other trips between these communities. Development along the connecting corridor cannot be planned in isolation and require regional planning. Such comprehensive regional transportation efforts, addressing corridor connections between these growth centers and their satellites must also integrate street, pedestrian and bicycle circulation systems between these communities as well as the inter-modal connection needs at each community.

Currently, convenient, safe and efficient walkways defining the public realm, creating a sense of place and providing shortcuts and connectivity to goods, services, amenities, recreation, parks, trails and open space, do not exist for community members or visitors to shop,

visit, or exercise. Bicycle routes are none existent. This high dependency on automobiles, makes these growth centers highly dependant on fossil fuels. As a result, both community health and the environmental wellbeing are adversely impacted.

In Kayenta, approximately ninety-seven (97) percent of the population uses the typical means of travel. These are automobiles, pick-up trucks, motorcycles and some bicycles. The Navajo Nation Transit System (NNTS) provides transit services throughout the Navajo Reservation. NNTS provides transit services between Kayenta and Window Rock. The transit bus system departs Kayenta at 6:00 AM and arrives in Window Rock at 10:00 AM. The return trip departs Window Rock at 2:00 PM and arrives in Kayenta at 6:00 PM.

There is a need to define the internal circulation of Kayenta to accommodate the future land uses designated in Exhibit 5: Kayenta Future Land Use Map.

## Multimodal Long Range Transportation

Concurrent to the preparation of this Comprehensive Plan, The Arizona Department of Transportation (ADOT) is conducting the Planning Assistance for Rural Areas (PARA) study for Kayenta Township. Multimodal Long Range Transportation Study is prepared for the Navajo Nation Division of Transportation (NNDT) and addresses the needs of multiple jurisdictions as well as the needs of neighborhoods within such jurisdictions.

The principal focus of the proposed study is to address the most critical transportation planning needs identified by the Navajo Nation Division of Transportation (NNDT). Development growth centers within the Nation lack the updated transportation plans to guide their development into larger urbanized centers. There are few planned and developed streets, sidewalks and walkways around schools and housing tracts. As



# Kayenta Township Comprehensive Plan

a result, comprehensive planning is needed for strategic, controlled development and access management.

The multimodal transportation plan will include the following objectives:

- Develop transportation plans for rural communities of the Navajo Nation in order to promote travel safety, mobility, enhance economic vitality and improve community livability and increase community sustainability.
- Support current and long-range planning for economic and community development.
- Address transportation needs for each Navajo community in regards to multi-modal transportation needs for vehicular, pedestrian and bicycle transportation that promotes safety for community residents, commuters and visitors while enhancing the quality of life.
- Address inter-modal connections between vehicular, airport and transit systems for commuter and emergency needs.
- Recommend transportation improvements of the State and BIA and other road systems within and between these communities, including impacts to Navajo Nation's transportation network and other regional transportation systems.
- Recommend improvements of multi-modal and inter-modal transportation to address such needs within and between the communities including impacts to the Navajo Nation's total transportation network and the regional transportation system.

An extensive public participation program is included as part of this study that will allow the NNDT to actively seek input from neighbors, business owners and major stakeholders and incorporated their priorities into the plan and their program for improvements. Extensive community outreach will result in stronger community support for funding transportation improvements. A technical Advisory Committee (TAC) has been established to closely coordinate this study. The following agencies are represented on this Committee:

- Navajo Division of Transportation
- ADOT Holbrook District Engineer
- Many Farms Chapter Representative
- St. Michaels Chapter Representative
- Fort Defiance Chapter Representative
- ADOT Multimodal Planning Division
- Navajo Region Bureau of Indian Affairs
- BIA Roads Agency Engineers, Ft. Defiance and Chinle
- ADOT Environmental Planning Group
- Arizona State Land Department
- Apache County
- ADOT Communication & Community Partnership





# Kayenta Township Comprehensive Plan

## Navajo Nation/Navajo DOT/ADOT/FHWA/Navajo County Partnership

The Navajo Nation is largely based in Arizona. The Nation also extends into Utah and New Mexico. The reservation is 27,000 square miles and is larger than 10 of the 50 states in the United States. Navajo land has a vast diversity in terrain ranging from the high desert to mountainous regions. It is well known for the majestic Red Rocks that are a breathtaking view in the Arizona sunset.

There are six scenic routes on Navajo land. One is Navajo Mountain Road that traverses 58 miles along SR98 from Page, Arizona to the intersection of US160. This route is a great way to enter the Nation for first time visitors. Second is the Kayenta-Monument Valley Scenic Byway located on US163 and is known as the “Gateway to Monument Valley.” It begins in Kayenta, AZ and ends at the Utah border. Third is the Flat Mesa Rock Scenic Road that is located on US191 between milepost 467 and 510. The road weaves through northeastern Arizona. Fourth is the Fredonia-Vermilion Cliffs Scenic Road that traverses 82 miles along SR89A between mileposts 525 and 607. This is known as the gateway to the Colorado River in Marble Canyon and to the North Rim of the Grand Canyon. The fifth scenic route is Among the People Scenic Road that weaves through the high desert, mountains, valley, canyon country and lakes. It is 105 miles long from I-40 near the Arizona and New Mexico Border and north towards Canyon De Chelly National Monument on Navajo Routes 12 and 64. The last one is a road network that encompasses a web roadway in Utah and New Mexico (Navajo Scenic Roads).

## 2009 Navajo Nation Long-Range Transportation Plan

The 2009 Navajo Nation Long Range Transportation Plan (LRTP) is a twenty-year comprehensive plan developed and updated by the Navajo Division of Transportation (Navajo DOT) in a five-year cycle. The 2009 LRTP identifies the Nation’s multi-modal transportation needs over the next 20 years and develops strategies to meet them. The plan provides long range planning policies and implementation strategies for the Navajo Indian Reservation Roads (IRR) Program improvements. It is based on a comprehensive analysis of all pertinent factors and issues affecting the Navajo Nation’s existing and future transportation needs.

This transportation element builds from previous studies and defines the transportation and circulation system needed to support the vision of the community.

## Transportation and Circulation Element Goals

Establishing a safe and efficient transportation network that includes access to alternate modes (vehicular, pedestrian, bicycle, transit and equestrian) is a key component for the development of Kayenta as a self-sufficient and sustainable community. This element reaffirms a commitment to the future of the Township and seeks to provide an integrated transportation and circulation system that:

1. Provides an attractive and pedestrian-friendly gateway to a revitalized Kayenta;
2. Articulates a placemaking sense of arrival to a destination;





# Kayenta Township Comprehensive Plan

3. Defines the different planning areas by providing a seamless and intuitive transportation and circulation network that connects all areas of the Township;
4. Serves as the main gateway to Monument Valley;
5. Improves the regional transportation system;
6. Establishes a safe, efficient and convenient regional transportation system by minimizing number of access points to Highway 160 and Highway 163 and by establishing a hierarchy of arterial, collectors, local and ring roads;
7. Minimizes local and regional traffic congestion; and
8. Includes multi-modal (pedestrian, bicycle, transit, equestrian) connectivity to the different destinations within the Township.

The implementation of the overall direction provided in this Transportation and Circulation Element, the Land Use Element, the Parks, Recreation, Trails and Open Space Element, and the Urban Design Element allows Kayenta to become a sustainable and vibrant destination with a strong placemaking identity, character and sense of place.

**GOAL 1: PROVIDE A SAFE, CONVENIENT AND EFFICIENT MULTIMODAL TRANSPORTATION NETWORK THAT FURTHERS ECONOMIC DEVELOPMENT GOALS.**

Policy 1: Establish and maintain a safe, convenient and efficient level of service standard for all motorized and non-motorized transportation systems within the Designated Growth Area that:

- (1) Meets the community's current and projected transportation and circulation needs;
- (2) Furthers the Township's economic development goals;
- (3) Ensures appropriate traffic flow throughout the Kayenta Designated Growth Area; and
- (4) Supports regional long-range regional transportation goals;

Policy 2: The road network supports the development intent of each character area and furthers the placemaking direction established in the Urban Design Element.

**Rationale:** A primary goal is to create a destination environment that serves residents and attracts visitors to the area. Kayenta's parks, recreation, trails and open space system offers a broad range of local and regional opportunities in keeping with the Township's economic development goals. Likewise, successful and functional activity centers rely on pedestrian environments that are safe and convenient with short walking distances, and include comfortable placemaking surroundings.

In addition to development adjacent to the street, this environment is also shaped by the design of the public realm, including public streets, sidewalks and gathering spaces. The circulation concept provided in this element complements the land use, urban design and economic development concepts by incorporating pleasant and convenient walking facilities, and amenities within the public street right-of-way and public spaces, such as streets, landscaped areas and plazas.



# Kayenta Township Comprehensive Plan

## IMPLEMENTATION MEASURES

- (1) Continue to coordinate regional route improvements with NDOT, ADOT, FHWA, and BIA.
- (2) Ensure that all regional route improvements further Kayenta's vision and economic development goals.
- (3) Require that all major and minor arterials within the Kayenta Designated Growth Area maintain a "D" Level of Service or higher in order to maintain traffic flow.
- (4) Integrate the proposed Alternate Truck Route and the Proposed Transit Route as major components in the Future Land Use Plan.
- (5) Require that all development proposals analyze proposed development traffic impact on the existing roadway network.
- (6) Revitalize and redevelop the area of the Township designated as the Redevelopment/Rehabilitation Planning Area or Kayenta Township Core Area to incorporate an integrated and well defined system of local streets that incorporate paved, streets, sidewalks, streetscapes, multimodal connectivity to other planning areas, and 911 address system.
- (7) Review all proposed roadway improvements prior to scheduling such improvement in the Capital Improvements Plan to determine if such improvement furthers the policy direction provided in this Comprehensive Plan.
- (8) Where the roadway is maintained and/or operated by another jurisdictional authority, notify such jurisdiction in writing if any identified roadway improvement plans are not consistent with the policy direction of this Comprehensive Plan.

- (9) Require that all development plans, area plans, master plans and planned area developments conform to the policy direction provided in this element.

## GOAL 2: REDUCE THE DEPENDENCE ON AUTOMOBILE BY ENSURING THAT ALTERNATE TRANSPORTATION MODES ARE AVAILBLE WITHIN THE DESIGNATED GROWTH AREA

Policy 1: Provide a comprehensive multimodal transportation network that serves existing and planned development.

**Rationale:** A comprehensive multimodal transportation network that integrates commuter/express service needs, circulator (local) transit needs, special service needs (such as dial-a-ride), transit service, pedestrian and bicycle access, and equestrian trails in those areas designated for equestrian mobility is integral to the long-range viability of Kayenta.

## IMPLEMENTATION MEASURES

- a. Conduct a Comprehensive Transit Study that addresses:
  - (1) Commuter/express shuttle service needs;
  - (2) Circulator or local transit needs;
  - (3) Special service needs, including Dial-a-Ride services;
  - (4) Regional transit and tourist traveling needs;
  - (5) Size and scale of regional transit station and local transit station.
- b. Prepare a Kayenta Transportation Master Plan that incorporates the Comprehensive Transit Study results and the PARA Study results in conformance with the policy direction of this Comprehensive Plan.



# Kayenta Township Comprehensive Plan

- c. Require that all development plans, area plans, master plans and planned area developments conform to policy direction provided in Kayenta Transportation Master Plan.

### **GOAL 3: SYSTEMATICALLY IMPLEMENT ALL APPLICABLE REGIONAL TRANSPORTATION GOALS IN A LOGICAL, EQUITABLE AND TIMELY FASHION TO ENSURE THAT ADOPTED LEVEL OF SERVICE IS MAINTAINED THROUGHOUT THE KAYENTA DESIGNATED GROWTH AREA**

Policy 1: Adopt standards for fund identification, right-of-way and roadway design phasing.

**Rationale:** The systematic implementation of regional transportation goals in a logical, equitable and timely fashion requires the adoption of standards for fund identification, rights-of-way and roadway design phasing.

### **IMPLEMENTATION MEASURES**

- a. Establish a mechanism for the identification and allocation of funds necessary for the timely development of roadway improvements as part of the Capital Improvements Plan.
- b. Require, where feasible and applicable, that road improvements are designed so they may be easily and economically upgraded to their ultimate configurations without requiring major reconstruction of the original roadway infrastructure.
- c. Prepare, adopt and implement a Major Streets and Routes Plan as part of the Kayenta Transportation Master Plan that identifies the location and width of required right-of-way dedications for all Township arterial roadways at buildout.

- d. Protect future right-of-way from building encroachment by establishing right-of-way setback requirements for all buildings and structures along new or improved arterial roads.
- e. Require new development or expansion of existing development to provide the established right-of-way.
- f. Require that roadway improvement projects are phased as recommended by the Township Engineer.
- g. Require that all development plans, area plans, master plans and planned area developments conform to policy direction provided in Kayenta Transportation Master Plan and in this Comprehensive Plan.

### **GOAL 5: LIMIT THE NUMBER AND FREQUENCY OF CONNECTIONS AND ACCESS POINTS TO ARTERIAL ROADS**

Policy 1: Limit the number and frequency of connections and access points to arterial roads by incorporating access management concepts where feasible and appropriate.

**Rationale:** Access Management is the process that provides access to land development while simultaneously preserving the flow of traffic on the surrounding road system in terms of safety, capacity, and speed. Access Management involves changing land use planning and roadway design practices to limit the number of driveways and intersections on arterials and highways, constructing medians to control turning movements, encouraging clustered development, creating more pedestrian-oriented streetscapes, improving connectivity, and road space reallocation to encourage efficiency. Although Access Management is primarily intended to improve motor vehicle traffic flow, it can integrate transportation and land use planning. It can help convert automobile-oriented strip development into more accessible land use patterns that are better suited to walking, cycling and public transit.



# Kayenta Township Comprehensive Plan

By adopting an Access Management Program, the Township establishes a mechanism that discourages strip development by limiting direct access to arterial streets from individual parcels. A variety of techniques such as the use of median divided arterials, frontage roads, and collector streets are used to limit access points to arterial roads and provide shared access where feasible and appropriate. This approach assists the Township in maintaining the established Level of Service while providing a safe, convenient and efficient multi-modal transportation network with a well-defined public realm.

## IMPLEMENTATION MEASURES

- a. Work with ADOT to establish the Access Management Program.
- b. Adopt an Access Management Program for highways and arterials within the Kayenta Designated Growth Area that identifies all the actions Kayenta will take to maintain the safety and traffic carrying capacity of major arterials. These actions may include enacting ordinances that control driveway location as well as design guidelines and standards for limited access that support ADOT roadway design standards as well as the development intent of each designated planning area.
- c. Simplify timing for an orderly progression of traffic signal phasing through a uniform spacing pattern of all new driveways and median breaks.
- d. Require that all development plans, area plans, master plans and planned area developments reflects the standards for ingress and egress adopted in the Access Management Program.



*Concept Showing a Business Park with a Shared Entry Drive that Offers Limited Access*



# Kayenta Township Comprehensive Plan

## **GOAL 6: PROVIDE SAFE AND CONVENIENT MULTIMODAL CROSSINGS THAT CONNECT DESTINATIONS WITHIN THE TOWNSHIP.**

Policy 1: Establish safe and convenient multimodal crossings access points along Highway 160, Kayenta Main Street and at the regional and local transit stations.

**Rationale:** Safe pedestrian, bicycle and equestrian access points ensure the vitality of a planning area.



*Safe At-Grade Pedestrian, Bicycle, and Equestrian Crossing Concept Connecting the Kayenta Civic Center and the Kayenta Main Street*

## **IMPLEMENTATION MEASURE**

- a. Require all development plans, area plans, master plans and planned area developments to incorporate safe and convenient multimodal crossings at designated access points.

## **GOAL 7: ENSURE SAFE, CONVENIENT AND EFFICIENT MULTIMODAL TRANSPORTATION IN KEEPING WITH THE DEVELOPMENT INTENT OF EACH CHARACTER AREA**

Policy 1: Require that all new development respond to the specific transportation and circulation needs and the development intent of the character area where such development is located.

**Rationale:** Each planning and character area defined in the Growth Areas and in the Land Use elements, includes policy direction for safe, convenient and efficient multimodal transportation in keeping with the development intent of the respective area.

## **IMPLEMENTATION MEASURE**

- b. Require all development plans, area plans, master plans and planned area developments to incorporate safe, efficient and convenient multimodal transportation and support the specific development intent of the planning or character area in which such development is located.

## **GOAL 7: DEFINE MUSTANG TRAIL IN ACCORDANCE TO CHARACTER AREA NEEDS WITHOUT COMPROMISING SAFETY**

Policy 1: Ensure that each segment of Mustang Trail is designed to reflect the character and intent of the land uses and character areas it traverses without compromising safety.



# Kayenta Township Comprehensive Plan

**Rationale:** Each planning and character area defined in the Growth Areas and in the Land Use elements, includes policy direction for safe, convenient and efficient multimodal transportation in keeping with the development intent of the respective area. It has several character segments.

## Mustang Trail Segment 1: Urban

Form Rodeo Trailhead located on the west side of Indian Route 591 across from the Kayenta Rodeo and Fair Grounds to the Highway 160 crossing access point.

## Mustang Trail Segment 2: Urban

Form the Highway 160 crossing access point to Kayenta Old Town Stables along Main Street.

## Mustang Trail Segment 3: Urban/Rural

Form Kayenta Old Town Stables to the Laguna Creek crossing (Highway 163 natural underpass).

## Mustang Trail Segment 4: Rural

Form the Laguna Creek crossing (Highway 163 natural underpass) to the Laguna Creek Resort and Golf Course.

## Mustang Trail Segment 5: Rural

Form the Laguna Creek crossing (Highway 163 natural underpass) to the Kayenta Airport via the Laguna Creek Regional Linear Park.

## Mustang Trail Segment 6: Urban

Form the Kayenta Airport Regional Linear Park to Kayenta Main Street with one crossing access point at Highway 163.

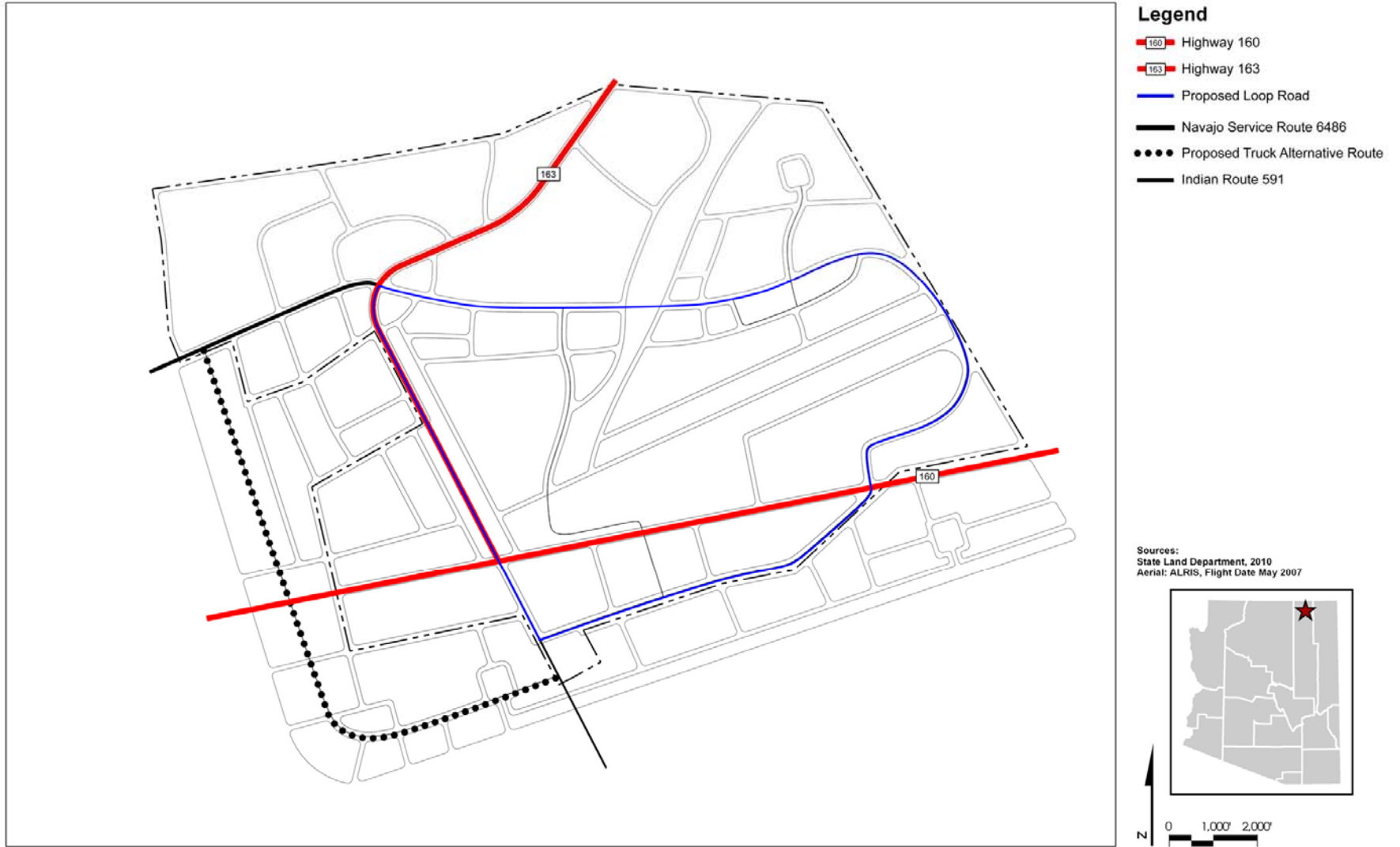
## IMPLEMENTATION MEASURE

- c. Require all development plans, area plans, master plans and planned area developments to include connectivity to Mustang Trail in conformance with the specific development intent of the planning or character area in which such development is located and in compliance with the character of the Mustang Trail segment within such area.
- d. Equestrian Trail must conform with the following guidelines:
  - (1) Design separate trail facilities for equestrian users.
  - (2) Design equestrian trails wide enough to permit users to travel in both directions.
  - (3) Provide appropriate fencing to avoid conflicts with other travel modes.
  - (4) Provide a clear zone of five (5) feet or greater between equestrian trails and bicycle and pedestrian routes and trails.
  - (5) Provide a vegetated buffer between bicycle/pedestrian and equestrian trails with a planted median separating equestrian trails from other trail modes.
  - (6) Maintain a clear zone of two (2) feet from each equestrian trail to any fence or tree.
  - (7) Only two at-grade equestrian crossing access points are permitted along Mustang Trail: one connecting Main Street and the Kayenta Civic Center; the other one across Highway 160.
  - (8) Include directional signs with trail names, direction arrows, mileage to points of interest, and other relevant information where they will be clearly visible



# Kayenta Township Comprehensive Plan

## EXHIBIT 7: Kayenta Planned Transportation and Circulation





# Kayenta Township Comprehensive Plan



## Parks, Recreation, Trails and Open Space Element

Kayenta residents place a high priority in the development of an integrated system of parks, recreation, trails and open space. Such system provides connectivity throughout the Kayenta Designated Growth Area. Parks, recreation, trails and open space should make up part of the natural fabric of the community and provide a sense of place and identity.

Many visitors come from all over the world to adventure into the wonders of Monument Valley. A strong system of parks, recreation, trails and open spaces lures visitors to have a longer stay and provide a variety of passive and active recreation opportunities for community members. This system functions as the unifying thread connecting all areas of the Township in a seamless manner. It also contributes to the health of the community by increasing its quality of life.

The surrounding desert valleys and mountain peaks contribute scenic beauty to the Kayenta Designated Growth Area and offer a multitude of recreational opportunities such as nature and bird watching, horseback riding, camping and outdoor activities. Kayenta's great outdoors, weather, abundant birding, hiking and biking opportunities, and its beautiful landscapes and mountain views draw visitors from around the world.

Developing Mustang Trail as a multiuse signature trail will provide the necessary connectivity desired by Kayenta's residents and will contribute substantially to the community's identity and sense of place.

This element provides a 20 year vision and the broad policy direction for parks, recreation, trails and open space within the Kayenta Designated Growth Area. In conjunction with the Transportation and Circulation Element, it provides the framework to define parks, recreation, trails, and open spaces with the placemaking quality envisioned by the community. The main objective of this element is to provide guidance for the establishment of appropriate Levels of Service for the provision of parks, recreation, trails and open space within the Kayenta Designated Growth Area. Additional policy direction for each character area is provided in the Growth Areas Element, the Land Use Element and the Transportation and Circulation Elements.





# Kayenta Township Comprehensive Plan



## Parks, Recreation, Trails and Open Space Goals and Policies

Parks, recreation, trails and open spaces provide the community with a sense of place and identity and enhance the livability of the Township. A diverse range of active and passive recreation opportunities will meet the needs of existing and future neighborhoods and further the vision of Kayenta as a destination. The Township already has recreational amenities but lacks a comprehensive master plan to ensure coordinated planning efforts for future and existing recreational amenities.

**GOAL 1: PROVIDE A DIVERSE RANGE OF ACTIVE AND PASSIVE RECREATION OPPORTUNITIES IN KEEPING WITH THE DIFFERENT CHARACTER AREAS.**

**Policy 1:** Prepare, adopt and implement a Parks, Recreation, Trail and Open Space System Master Plan that addresses all these needs in an integrated manner.

**Policy 2:** Provide for a variety of recreation facilities and programs that meet the community's current and projected needs.

**Policy 3:** Require new development to provide connectivity to existing and proposed parks, pedestrian, bicycle, equestrian and nature trail systems to enhance the sense of place and character of the Township and link its different character areas.

### Implementation Measures:

- a. Prepare an Parks, Recreation, Trails and Open Space, Master Plan that:
  - (1) Defines walking, biking, horseback riding and hiking system throughout Kayenta in conformance with the direction of this Comprehensive Plan;
  - (2) Provides connectivity to Monument Valley and other regional open spaces and riparian areas;
  - (3) Identifies standards for passive and active recreation that exceed national minimum standards;
  - (4) Establishes a hierarchy of parks that includes pocket parks, neighborhood parks, community parks, and regional parks and provides appropriate standards for the development of these parks;
  - (5) Identifies the types of passive and active user-based recreation facilities needed to support the needs of the existing and projected population;
  - (6) Identifies funding opportunities for acquisition and maintenance of parks and trails;
  - (7) Identifies public/private partnerships that will foster this endeavor; and
- b. Require all new developments to install sidewalks and provide bicycle and trail connectivity.



# Kayenta Township Comprehensive Plan

- c. Require protection of high value ecological features including existing wildlife corridors and riparian areas.
- d. Provide opportunities for community input in the planning, site selection, and design of parks or recreation facilities to ensure neighborhood and community needs are met.
- e. Establish annual events such as a “Runner’s Run” tour connecting all current parks and major landmarks and an annual “Kayenta Bike Tour” to Monument Valley.

## **GOAL 2: PRESERVE AND ENHANCE THE INTEGRITY AND QUALITY OF EXISTING PARKS AND RECREATION.**

Policy 1: Protect, maintain and upgrade existing public parks and recreational facilities.

### **Implementation Measures:**

- a. Protect existing public parks and recreation facilities from new non-residential development encroachment through the provision of landscaped buffers and density/intensity transitions.
- b. Identify and secure funding as part of the annual Capital Improvements Program for protecting, preserving, maintaining and upgrading public parks and recreation facilities and programs.
- c. Consider charging park user fees or permits at park locations to visitors and users that live outside of the Kayenta designated service area.
- d. Maintain and expand recreation programs to keep up with demographic changes.
- e. Work in partnership with Home Owner Associations to ensure maintenance of existing parks within private developments.

- f. Require that all development plans, area plans, master plans and planned area developments comply with all requirements included in this Comprehensive Plan.
- g. Adopt and maintain Level of Service for parks, recreation trails and open space.

## **GOAL 3: PROVIDE CONNECTIVITY AND ACCESSIBILITY TO MAJOR DESTINATIONS WITHIN THE KAYENTA DESIGNATED GROWTH AREA.**

Policy 1: Develop an integrated park, recreation, trails and open space system that provides connectivity and accessibility to:

- (1) Major character areas and destinations within the Kayenta Designated Growth Area;
- (2) Mustang Trail,
- (3) Airport Regional Linear Park;
- (4) Laguna Creek Regional Linear Park;
- (5) Resort and Golf Course;
- (6) Rodeo and Fair Grounds;
- (7) Historic trails;
- (8) Washes and riparian corridors
- (9) Local and regional attractions;
- (10) Monument Valley.



# Kayenta Township Comprehensive Plan

## Implementation Measures:

- b. Develop Mustang Trail as a multiuse path designed to enhance Township connectivity, provide access to all destinations and mobility needs, reduce automobile use and encourage alternative modes of travel.
- c. Locate new parks and recreation facilities within walking distance of existing residential, commercial, mixed-use and employment centers.
- d. Require the equal distribution of regional and community parks and recreational facilities throughout the Kayenta Designated Growth Area and in locations that provide accessibility through several modes of travel (pedestrian, bicycle, vehicular, public transit).
- e. Require, wherever possible, that new parks and recreation facilities include access to public transit routes for persons with different mobility needs, elderly, teens and the economically disadvantaged.
- f. Provide new and upgraded parks and recreation facilities that employ barrier-free design principles that make them accessible and safe to all community members regardless of age or physical ability.
- g. Require residential areas to incorporate parks and a well-defined, integrated and accessible trail system that provides connectivity to nearby bike routes, trail systems, parks and open space.
- h. Require mixed-use areas to incorporate walkways, promenades, plazas, courtyards and connectivity to nearby bike routes, trail systems, parks and open space.

- i. Include a balance between programmed and non-programmed use of recreational facilities throughout the Kayenta Designated Growth Area to increase availability to the greatest variety of users.
- j. Require that all development plans, area plans, master plans, and conform to the policy direction provided in this element and satisfy the connectivity, opportunity and availability components for locating and designing new parks and recreation facilities.

## **GOAL 4: DEVELOP MUSTANG TRAIL AS AN INTEGRATED MULTIUSE PATH LINKING ALL THE MAJOR DESTINATIONS WHILE REFLECTING CHARACTER AREA CHARACTERISTICS.**

**Policy 1:** Develop Mustang Trail as a cohesive and integrated multi-use trail that unifies all major destinations of Kayenta while reflecting the characteristic of the character area by identifying segment character areas.

## Implementation Measures:

- a. Work with ADOT, as well as major local, regional and state agencies and stakeholders, to plan, design and develop Mustang Trail in accordance to criteria provided in the Transportation and Circulation Element and the guidelines provided in Table 2.
- b. Provide signalized, safe and separate pedestrian and equestrian crossings at Kayenta Main Street and at Highway 160.



# Kayenta Township Comprehensive Plan

**GOAL 5: DEVELOP THE LAGUNA CREEK REGIONAL LINEAR PARK AS A REGIONAL RECREATIONAL AMENITY THAT CONTRIBUTES TO KAYENTA'S IDENTITY AND SENSE OF PLACE.**

**Policy 1:** Develop an integrated system of nature trails, equestrian trails, and mountain bike trails that provides connectivity to adjacent community parks, recreation facilities and land uses.

**Implementation Measures:**

- a. Develop the Laguna Creek linear park as a regional amenity that contributes to Kayenta's identity and sense of place, serves as a regional recreational amenity and as the rural segment of Mustang Trail.
- b. Include specific guidelines and design criteria necessary to implement the community's vision for the Laguna Creek Regional Linear Park in the Parks, Recreation, Trails and Open Space Master Plan.
- c. Require all development adjacent to the Laguna Creek Regional Linear Park to provide pedestrian and mountain bike connectivity to this park.

**GOAL 5: DEVELOP THE AIRPORT REGIONAL LINEAR PARK AS A REGIONAL RECREATIONAL AMENITY THAT CONTRIBUTES TO KAYENTA'S IDENTITY AND SENSE OF PLACE.**

**Policy 1:** Develop an integrated system of nature trails, equestrian trails, bicycle routes, mountain bike trails that provides connectivity to regional sport fields located along this linear park and adjacent community parks, recreation facilities and land uses.

**Implementation Measures:**

- a. Develop the Airport linear park as a regional amenity that contributes to Kayenta's identity and sense of place, serves as a regional recreational amenity, includes active and passive recreation, and functions as an urban segment of Mustang Trail.
- b. Include specific guidelines and design criteria necessary to implement the community's vision for the Kayenta Airport Regional Linear Park in the Parks, Recreation, Trails and Open Space Master Plan.
- c. Require all development adjacent to the Kayenta Airport Regional Linear Park to provide pedestrian and mountain bike connectivity to this park.





# Kayenta Township Comprehensive Plan

**GOAL 6: PROVIDE AN APPROPRIATE MIX OF PASSIVE AND ACTIVE RECREATION WITHIN EACH CHARACTER AREA THAT SUPPORTS THE DEVELOPMENT INTENT OF SUCH AREA.**

Policy 1: Support the development intent of each planning area by:

- (1) Providing specific direction for the provision of passive and active recreation;
- (2) Establishing a hierarchy of parks that serves the specific needs of the area; and
- (3) Adopting standards for the provision of active and passive recreation in the Parks, Recreation, Trails and Open Space Master Plan.

**Implementation Measures:**

- a. Prepare and adopt a Parks, Recreation, Trails and Open Space Master Plan to implement the concepts provided in this Comprehensive Plan.
- b. Until the Kayenta Parks, Recreation, Trails and Open Space Master Plan is completed, provide forms of passive and active recreation selected by the community based on the national standards provided in Table 3. Table 3 includes widely accepted standards for active and passive recreation. Active recreation includes fields, courts, swimming pools, trails, and facilities that promote recreation activities. Passive recreation includes ramadas, gardens, picnic areas and facilities that allow its users to gather, relax and contemplate nature without needing to engage in a specific sports or activity.





# Kayenta Township Comprehensive Plan

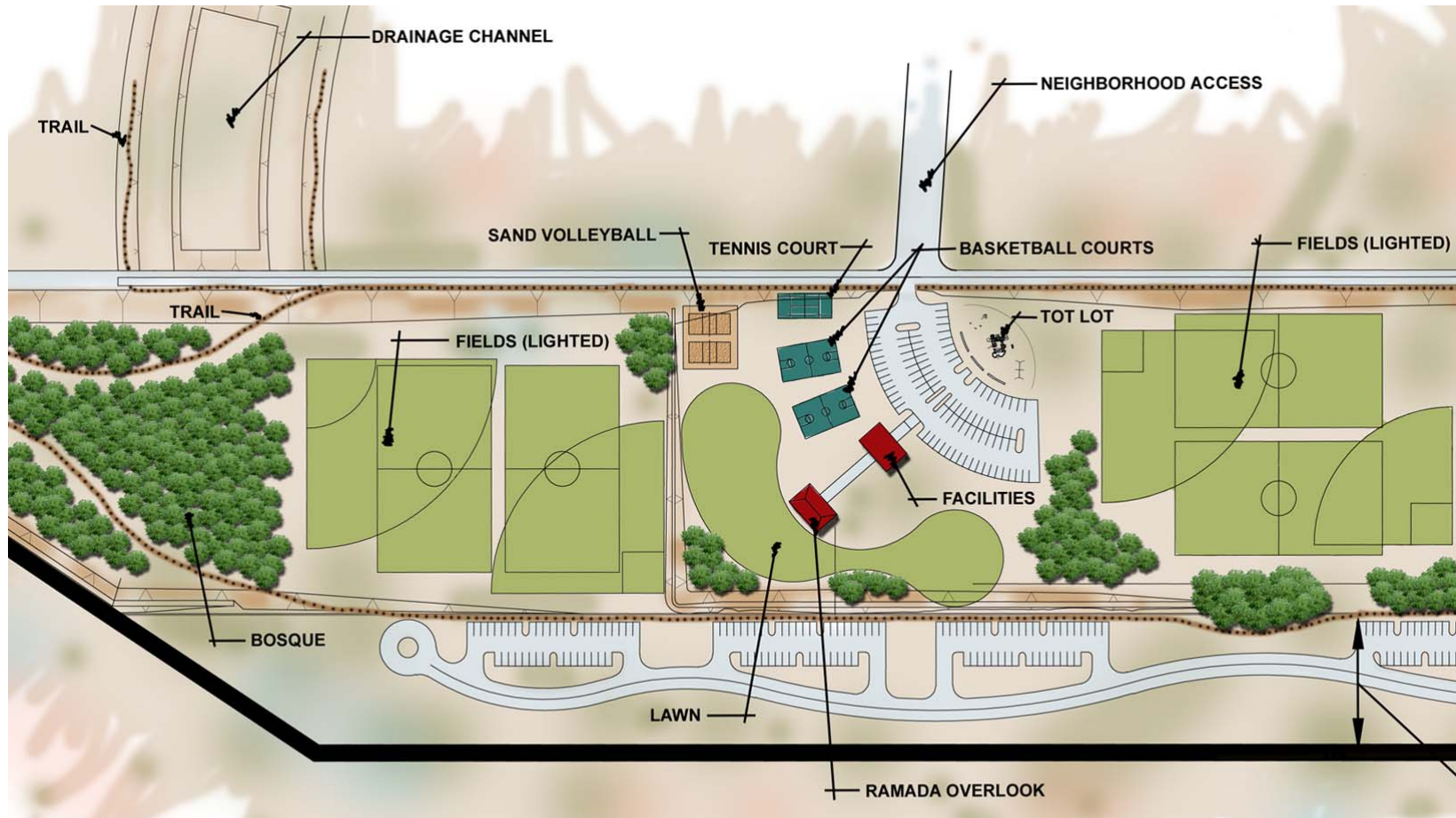
Table 2  
Mustang Trail Character Areas by Trail Segment

Trail Segment	Segment Length	Type	Bicycle	Equestrian	Sidewalk	Nature Trail	Mountain Bike
1	Form Rodeo Trailhead located on the west side of Indian Route 591 across from the Kayenta Rodeo and Fair Grounds to the Highway 160 crossing access point.	Urban	Yes	Yes	Yes	No	No
2	Form the Highway 160 crossing access point to Kayenta Old Town Stables along the west side of Kayenta Main Street.	Urban	Yes	Yes	Yes	No	No
3	Form Kayenta Old Town Stables to the Laguna Creek crossing (Highway 163 natural underpass) along the west side of Highway 163.	Urban/ Rural	Yes	Yes	Yes	No	No
4	Form the Laguna Creek crossing (Highway 163 natural underpass) to the Laguna Creek Resort and Golf Course.	Rural	No	Yes	No	Yes	Yes
5	Form the Laguna Creek crossing (Highway 163 natural underpass) to the Kayenta Airport via the Laguna Creek Regional Linear Park.	Rural	No	Yes	No	Yes	Yes
6	Form the Kayenta Airport Regional Linear Park to Kayenta Main Street with one crossing access point at Highway 163.	Urban	Yes	Yes	Yes	Yes	Yes

*Notes: Fencing is required for equestrian trails along those segments that are urban in character.  
Separation between equestrian and non-equestrian trails, including vegetation buffer, is required on multi-use trails that are rural in character.*



# Kayenta Township Comprehensive Plan



*Example of Active Recreation: Sand Volleyball, Basketball, Tennis Courts, Fields, The Planning Center*



# Kayenta Township Comprehensive Plan

Table 3  
Recreation, Parks, Trails and Open Space Standards

ACTIVITY/ FACILITY	RECOMMENDED SPACE REQUIREMENTS	RECOMMENDED SIZE AND DIMENSIONS	RECOMMENDED ORIENTATION	NO. OF UNITS PER POPULATION	SERVICE RADIUS	LOCATION NOTES
<b>Badminton</b>	1620 sq. ft.	Singles – 17'x44' Doubles – 20'x44'	Long axis north-south	1 per 5000	¼ -1/2 mile	Usually in school, recreation center or church facility. Safe walking or bike access.
<b>Basketball</b> 1. Youth 2. High School 3. Collegiate	2400-3036 sq. ft. 5040-7280 sq. ft. 5600-7980 sq. ft.	46-50'x84' 50'x84' 50'x94' with 5' unobstructed space on all sides	Long axis north-south	1 per 5000	¼ - ½ mile	Same as badminton. Outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings.
<b>Handball (3-4 wall)</b>	800 sq. ft. for 4-wall 1000 for 3-wall	20'x40' – Minimum of 10' to rear of 3-wall court. Minimum 20' overhead clearance	Long axis north-south. Front wall at north end.	1 per 20,000	15-30 minute travel time	4-wall usually indoor as part of multi-purpose facility. 3-wall usually outdoor in park or school setting
<b>Tennis</b>	Minimum of 7,200 sq. ft. single court (2 acres for complex)	36'x78'. 12' clearance on both sides; 21' clearance on both ends.	Long axis north – south	1 court per 2000	¼-1/2 mile	Best in batteries of 2-4. Located in neighborhood/community park or adjacent to school
<b>Volleyball</b>	Minimum of 4,000 sq. ft.	30'X60'. Minimum 6' clearance on all sides	Long axis north-south	1 per 5000	¼ - ½ mile	Same as other court activities (e.g. badminton)

Source: Lancaster, R.A. (Ed.). (1990), *Recreation, Parks and Open Space Standards and Guidelines*, Ashburn, VA. National Recreation and Parks Association.





# Kayenta Township Comprehensive Plan

Table 3  
Recreation, Parks, Trails and Open Space Standards  
(Continued)

ACTIVITY/ FACILITY	RECOMMENDED SPACE REQUIREMENTS	RECOMMENDED SIZE AND DIMENSIONS	RECOMMENDED ORIENTATION	NO. OF UNITS PER POPULATION	SERVICE RADIUS	LOCATION NOTES
<b>Baseball</b> 1. <b>Official</b>  2. <b>Little League</b>	3.0-3.85 A minimum  1.2 A minimum	Baselines – 90' Pitching distance 60 ½' foul lines – min. 320' Center field – 400'+ Baselines – 60' Pitching distance – 46' Foul lines – 200' Center field – 200' – 250'	Locate home plate to pitcher throwing across sun and batter not facing it. Line from home plate through pitchers mound run east-north-east.	1 per 5000 Lighted 1 per 30,000	¼ - ½ mile	Part of neighborhood complex. Lighted fields part of community complex.
<b>Field Hockey</b>	Minimum 1.5 A	180' x 300' with a minimum of 6' clearance on all sides.	Fall season – long axis northwest to southwest. For longer periods north-south	1 per 20,000	15-30 minutes travel time	Usually part of baseball, football, soccer complex in community park or adjacent to high school.
<b>Football</b>	Minimum 1.5 A	160' x 360' with a minimum of 6' clearance on all sides.	Same as field hockey.	1 per 20,000	15-30 minutes travel time	Same as field hockey.

Source: Lancaster, R.A. (Ed.). (1990), *Recreation, Parks and Open Space Standards and Guidelines*, Ashburn, VA. National Recreation and Parks Association.



# Kayenta Township Comprehensive Plan

Table 3  
Recreation, Parks, Trails and Open Space Standards  
(Continued)

ACTIVITY/ FACILITY	RECOMMENDED SPACE REQUIREMENTS	RECOMMENDED SIZE AND DIMENSIONS	RECOMMENDED ORIENTATION	NO. OF UNITS PER POPULATION	SERVICE RADIUS	LOCATION NOTES
<b>Soccer</b>	1.7 – 2.1 A	195' to 225'x330' to 360' with a minimum 10' clearance all sides.	Same as field hockey.	1 per 10,000	1-2 miles	Number of units depends on popularity. Youth soccer on smaller fields adjacent to schools or neighborhood parks.
<b>Golf-driving Range</b>	13.5 A for minimum of 25 tees	900'x690' wide. Add 12' width for each additional tee.	Long axis south-west-northeast with golfer driving toward northeast.	1 per 50,000	30 minutes travel time.	Part of a golf course complex. As separate unit may be privately owned.
<b>¼ Mile Running Track</b>	4.3 A	Overall width – 276' Length – 600.02' Track width for 8 to 4 lanes is 32'.	Long axis in sector from north to south to north-west-south-east with finish line at northerly end.	1 per 20,000	15-30 minutes travel time	Usually part of high school, or in community park complex in combination with football, soccer, etc.

Source: Lancaster, R.A. (Ed.). (1990), *Recreation, Parks and Open Space Standards and Guidelines*, Ashburn, VA. National Recreation and Parks Association.



# Kayenta Township Comprehensive Plan

Table 3  
Recreation, Parks, Trails and Open Space Standards  
(Continued)

ACTIVITY/ FACILITY	RECOMMENDED SPACE REQUIREMENTS	RECOMMENDED SIZE AND DIMENSIONS	RECOMMENDED ORIENTATION	NO. OF UNITS PER POPULATION	SERVICE RADIUS	LOCATION NOTES
<b>Softball</b>	1.5 to 2.0 A	Baselines – 60 ' Pitching distance- 46' min. 40' women. Fast pitch field Radius from Plate – 225' Between foul Lines. Slow Pitch – 275' (men) 250'(women)	Same as baseball	1 per 5,000 (if also used for youth baseball)	¼ - ½ mile	Slight differences in dimensions for 16" slow pitch. May also be used for youth baseball.
<b>Multiple Recreation Court (basketball, volleyball, tennis)</b>	9, 840 sq. ft.	120' x 80'	Long axis of courts with <i>primary</i> use is north-south	1 per 10,000	1-2 miles.	
<b>Trails</b>	N/A	Well defined head maximum 10' width, maximum average grade is 5% not to exceed 15%. Capacity rural trails – 40 hikers/day/mile. Urban trails – 90 hikers/day/mile.	N/A	1 system per region	N/A	

Source: Lancaster, R.A. (Ed.). (1990), *Recreation, Parks and Open Space Standards and Guidelines*, Ashburn, VA. National Recreation and Parks Association.



# Kayenta Township Comprehensive Plan

Table 3  
Recreation, Parks, Trails and Open Space Standards  
(Continued)

ACTIVITY/ FACILITY	RECOMMENDED SPACE REQUIREMENTS	RECOMMENDED SIZE AND DIMENSIONS	RECOMMENDED ORIENTATION	NO. OF UNITS PER POPULATION	SERVICE RADIUS	LOCATION NOTES
<b>Archery Range</b>	Minimum 0.65 A	300' Length x Minimum 10' wide between targets. Roped clear space on sides of range minimum 30', clear space behind targets minimum of 90'x45' with bunker.	Archer facing north = or – 45 degrees.	1 per 50,000	30 minutes travel time	Part of regional or metro park complex.
<b>Golf</b> 1. <b>Par 3 (18 hole)</b> 2. <b>9-hole standard</b> 3. <b>18-hole standard</b>	50-60 A Minimum 50 A Minimum 110 A	Average length vary 600-2700 yd. Average length –2250 yards Average length 6500 yards	Majority of holes on north-south axis	-- 1/25,000 1/50,000	½ to 1 hour travel time	9 hole course can accommodate 350 people/day. 18 hole course can accommodate 500-550 people/day. Course may be located in community or district park, but should not be over 20 miles from population center.

Source: Lancaster, R.A. (Ed.). (1990), *Recreation, Parks and Open Space Standards and Guidelines*, Ashburn, VA. National Recreation and Parks Association.



# Kayenta Township Comprehensive Plan

Table 3  
Recreation, Parks, Trails and Open Space Standards  
(Continued)

ACTIVITY/ FACILITY	RECOMMENDED SPACE REQUIREMENTS	RECOMMENDED SIZE AND DIMENSIONS	RECOMMENDED ORIENTATION	NO. OF UNITS PER POPULATION	SERVICE RADIUS	LOCATION NOTES
<b>Swimming Pools</b>	Varies on size of pool and amenities. Usually ½ to 2 A site.	<i>Teaching</i> - minimum of 25 yards x 45' even depth of 3 to 4 ft. <i>Competitive</i> – minimum of 25 m x 16 m. Minimum of 27 square feet of water surface per swimmer. Ratios of 2:1 deck vs. water.	None-although care must be taken in siting of lifeguard stations in relation to afternoon sun.	1 per 20,000 (Pools should accommodate 3 to 5% of total population at a time.)	15 to 30 minutes travel time	Pools for general community use should be planned for teaching, competitive and recreational purposes with enough depth (3.4m) to accommodate 1m and 3m diving boards. Located in community park or school site.

Source: Lancaster, R.A. (Ed.). (1990), *Recreation, Parks and Open Space Standards and Guidelines*, Ashburn, VA. National Recreation and Parks Association.



# Kayenta Township Comprehensive Plan

## Hierarchy of Parks

The National Recreation and Parks Association developed a park classification system that includes guidelines for the establishment of a hierarchy of parks. These guidelines serve as a foundation from which communities can adopt level of service standards for parks, trails, and open space. A hierarchy of parks based on these national guidelines is provided in the following section.



*Typical Pocket Park Design by The Planning Center*

## Pocket Park

A pocket park is the smallest park in the park classification system and should be considered as an alternative when providing a typical neighborhood park is impractical. Pocket parks provide open space and meet the recreational needs in high density urban neighborhoods. The site should be residential in scale and character and provide a quiet setting for park use. It should have a strong emphasis on passive uses such as picnic and sitting areas, include shade, and provide visibility from all adjoining streets to provide an inviting and safe environment. Table 1 lists standards for pocket parks.



*Typical Pocket Park Design by The Planning Center*



# Kayenta Township Comprehensive Plan

## Neighborhood Park

A neighborhood park is the basic unit of the park system and serves as the recreational focus of an individual neighborhood. Surrounding uses should be predominantly single family or multi-family residential. Playgrounds, trails and usable open spaces are generally given the highest priority.

Park development should achieve a balance between active use areas such as sport fields and game courts and passive use areas intended for sitting, picnicking and relaxing. About half of the park area should incorporate passive activities and natural features. Uses requiring chain link fencing should be minimized in order to make the park visually attractive.



*Typical Neighborhood Parks Designed by The Planning Center*

Neighborhood parks are not intended for programmed activities that attract users from outside the neighborhood. Noise, glare, parking problems and street congestion should be minimized to provide a secured environment.



*Typical Neighborhood Parks Designed by The Planning Center*

## Community Park

Community parks are typically larger in size than neighborhood parks and serve several neighborhoods with both active and passive recreational facilities. Group activities are well integrated and may include highly used recreational facilities such as programmed athletic sports fields, swimming pools and recreation centers, which are less appropriate for neighborhood parks due to the noise and vehicular traffic they generate.

Community parks may also contain large passive open space areas or preserve unique landscapes. About 25-50% should be undeveloped green or open space. This type of park, due to their location on major thoroughfares, provides a visual break in the built environment.

Most of the park should be visible from adjoining streets. When located abutting a linear park, it provides opportunities to connect with adjacent neighborhoods, art districts or schools via hiking, nature or biking trails along the linear park.



# Kayenta Township Comprehensive Plan



*Example of Community Park*



*Typical Regional Park Designed by The Planning Center*

## **Regional Park**

Regional parks supplement community and neighborhood parks, serving broader based recreation needs in addition to those addressed in smaller parks. The increased size permits larger development of both active and passive facilities, providing a wide range of recreational pursuits.

Regional parks should include sizeable areas of undeveloped land with natural vegetation and/or water features. When possible, major thoroughfares should be routed around regional parks rather than through them. Regional parks can also incorporate linear parks and provide connectivity to the regional trail system.





# Kayenta Township Comprehensive Plan



## *Linear Park*

Linear parks are greenways of open space that offer scenic beauty and allow safe, uninterrupted pedestrian, bicycle or equestrian movement along natural or built corridors. They are generally located along washes, creeks, streams or in association with major thoroughfares or boulevards. This type of park is ideal along major washes or riparian habitats or wildlife corridors. They can also serve to buffer residential areas from higher intensity uses such as the Kayenta airport. When linked to trails, walkway and bikeway systems, linear parks can provide connectivity to other parks, residential neighborhoods, schools, libraries and businesses. Linear parks provide breaks in the urban development pattern, conserve ecologically unique areas along riparian corridors, incorporate habitat restoration, and provide long stretches of open space well suited for multi-use trail systems.





# Kayenta Township Comprehensive Plan

## Environmental Planning Element

The *General Plan Background and Current Conditions* volume provides analysis of environmental opportunities and challenges impacting the Designated Growth Area. This element includes the policy framework necessary to minimize the impacts of development on air quality, water quality, energy conservation and natural resources. The goals, policies and implementation strategies provided in this element address community wide concerns.

The policies and strategies under this element have communitywide applicability and shall not require the production of any additional environmental impact statement or similar analysis beyond the requirements of state and federal law.

This Environmental Planning Element ensures that growth and development is balanced with the protection and enhancement of the environmental infrastructure of the Township, including natural resources, open space, wildlife habitats, washes and floodplains through the use of sustainable principles. This element also addresses energy conservation, recycling, air and water quality, identifies potential flood hazards and provides policy direction for the mitigation of such hazards.

## Environmental Planning Goals and Policies

**GOAL 1: ACHIEVE SELF SUFFICIENCY BY REDUCING THE CARBON FOOTPRINT, PROMOTING ENERGY EFFICIENCY AND RESOURCE CONSERVATION, AND PRESERVING WILDLIFE CORRIDORS, HABITATS, WASHES, GROUNDWATER AND VIEWSHEDS.**

Policy 1: Protect environmentally sensitive and riparian areas as a resource for eco-tourism.

Policy 2: Cluster development and provide integrated open space.

Policy 3: Incorporate passive and active solar methods and/or wind turbines in new development and redevelopment when feasible.

Policy 4: Investigate new technology that may reduce waste disposal costs and support alternative energy production.

Policy 5: Utilize drought-tolerant vegetation to protect environmental resources, provide shade and protection from summer heat and help reduce the heat island effect.

### Implementation Measures:

- a. Create guidelines to preserve and maintain undisturbed riparian vegetation and wildlife habitat and to ensure consistency in staff review.
- b. Promote cluster development that provides integrated open space in new developments using implementation tools such as master plans and planned area development.
- c. Establish a Utility Incentive Program to motivate customers to incorporate alternative energy sources into new and existing developments.



# Kayenta Township Comprehensive Plan

- d. Explore opportunities in cutting-edge technology to reduce solid waste disposal and produce biomass energy.
- e. Adopt a drought-tolerant plant palette that provides guidance for future development along corridors and within the major planning areas to create a distinct sense of arrival to a destination.

## **GOAL 2: ESTABLISH MECHANISMS TO MANAGE WATER CONSUMPTION.**

Policy 1: Incorporate water conservation, reuse, and rainwater harvesting principles into new development.

Policy 2: Establish an education program that educates the community on the benefits of water harvesting, drip irrigation and sustainable options for water use and reuse as mechanisms to manage water consumption.

### **Implementation Measures:**

- a. Require that landscape plans for new development include water harvesting and drip irrigation.
- b. Establish a Public Awareness Water Conservation education program that educates the community on the benefits of water harvesting, drip irrigation, and water use and reuse as mechanisms to reduce water consumption.
- c. Establish a Utility Incentive Program for commercial and industrial customers designed to motivate water customers to update or replace their equipment to become more water efficient.
- d. Major sources of emission in Kayenta include unpaved roads and cleared areas. Implementing programs designed to improve air quality increases the sustainability, livability and viability of the Township.

## **GOAL 3: PROTECT AND IMPROVE AIR QUALITY BY REDUCING SOURCES OF AIR POLLUTION.**

Policy 1: Meet Federal and State Air Quality Standards by implementing programs and providing incentives designed to increase air quality and to reduce dust or fine particulate matter and carbon monoxide pollution.

Policy 2: Promote preservation of existing vegetation and revegetation of disturbed areas and limit premature removal of vegetation to assist in dust control.

### **Implementation Measures:**

- a. Implement programs to reduce dust pollution, such as paving roadways, and adopt and enforce ordinances relating to grading, dust control and construction regulations.
- b. Develop programs to improve connectivity and walkability throughout the Township to encourage alternative modes of transportation that reduce emissions.
- c. Implement programs designed to reduce emissions from industrial, manufacturing and vehicular sources.
- d. Require preservation of existing vegetation and revegetation of disturbed areas and limit premature removal of vegetation whenever possible through the use of mitigation techniques in development plans, master plans, planned area developments and other implementation tools.



# Kayenta Township Comprehensive Plan

## **GOAL 4: PROTECT WATER QUALITY BY REDUCING SOURCES OF WATER POLLUTION.**

Policy 1: Meet Federal and State Water Quality Standards by implementing programs designed to increase water quality.

### **Implementation Measures:**

- a. Continue to work with all appropriate agencies and ADEQ to ensure water quality.
- b. Create an education and outreach campaign that educates the community on water quality management.

## **GOAL 5: MAINTAIN, PRESERVE AND PROTECT THE DESERT CHARACTER AND ENVIRONMENT OF KAYENTA TO FURTHER THE COMMUNITY SUSTAINABILITY AND ECONOMIC DEVELOPMENT GOALS**

Policy 1: Retain and enhance where possible, the desert character of the area through the use of context sensitive solutions.

Policy 2: Enhance the connectivity and walkability of the Township to provide adequate access to natural features.

Policy 3: Promote Kayenta as a destination for eco-tourism.

### **Implementation Measures:**

- a. Incorporate Context Sensitive Design into planning decisions whenever possible.
- b. Develop programs to preserve important riparian areas and wildlife habitats.

- c. Develop programs to improve connectivity and walkability and ensure adequate access to natural features in accordance with the direction provided in this Comprehensive Plan.

## **GOAL 6: PREVENT FLOOD HAZARDS IN AREAS ALONG THE WASHES AND MAJOR DRAINAGEWAYS.**

Policy 1: Work with the Federal Emergency Management Agency (FEMA) to minimize flood hazards and to build a resilient community.

### **Implementation Measures:**

- a. Work with Navajo Agencies and FEMA to obtain FEMA Letter of Map Revision adopting most recently completed floodplain maps.
- b. Apply for Flood Insurance Rate Maps (FIRM) status with FEMA.



# Kayenta Township Comprehensive Plan

## Community Facilities and Services Element

Community facilities include all public utilities, such as water collection, treatment, and distribution; wastewater collection and treatment; waste treatment and storage facilities; electrical utilities; schools; fire, rescue and emergency medical services; police protection; and libraries. Community facilities may also include hospitals, community centers, and other public and quasi-public facilities.

Community facilities provide services to the community. For land to be developable there must be access to a network of supporting infrastructure and community facilities, such as road frontage, potable water, and waste disposal. Property without these services generally has a lower value in land planning and development. Community facilities are integral parts of commercial centers, industrial and office parks, employment centers, civic centers and residential neighborhoods.

The Kayenta Civic Center includes governmental offices and it is a land use designation in the Kayenta Future Land Use Plan Map. A power plant may be planned in conjunction with an industrial land use. Other facilities, such as waterworks, sewage treatment plants, power substations, recycling centers and landfills have special location considerations and can be planned for separately. However, it is important to keep in mind the effect of such facilities on the future development of the areas in which they are located.

The *Background and Current Conditions* volume assesses community facilities and services adequacy for serving present and future needs. This element includes goals to achieve the placemaking character and long-range viability expressed in the community vision that will make the Township a self-sufficient sustainable destination. It also includes the policy direction and associated implementation measures for providing

the desired level of public facilities and services throughout the planning horizon. The purpose of this element is to provide policy direction needed to:

1. Assist the Township in coordinating the planning of public facilities and services to make the most efficient use of existing infrastructure;
2. Align infrastructure needs with Township Economic Development Goals.
3. Facilitate identification of future investments and expenditures for capital improvements and long-term operation and maintenance costs for each character area; and
4. Provide a monitoring system that assists the Township in monitoring and managing growth.

## Community Facilities and Services Element Goals

**GOAL 1: ALIGN ECONOMIC DEVELOPMENT GOALS WITH THE PROVISION OF FUNCTIONAL, EFFECTIVE AND EFFICIENT PUBLIC AND PRIVATE FACILITIES AND SERVICES**

Policy 1: Adopt a Community Facilities Management System that facilitates the functional, effective and efficient delivery of public infrastructure needed to sustain existing and planned development and includes:

- (1) Stormwater management system;
- (2) Potable water distribution system;
- (3) Wastewater collection and disposal system;
- (4) Solid waste collection and recycling; and
- (5) Water harvesting and greywater systems.



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**Rationale:** A primary goal of the Township is to create a self-sufficient sustainable destination. A Community Facilities Management System facilitates identification of priorities for the Capital Improvements Plan. Such integrated approach allows the Township to respond to prioritized needs and to phase infrastructure.

## IMPLEMENTATION MEASURES

- a. Promote joint use of stormwater detention areas for parks, sports fields and open space.
- b. Identify funding options for the phased provision of a functional, effective and efficient water distribution and delivery system to major character areas.
- c. Identify funding options for the phased provision of effective and efficient sanitary sewer collection, disposal and treatment system and for the treatment of effluent to provide safe wastewater disposal to major growth areas designated in the Growth Area Element.
- d. Expand the existing sanitary sewer to include areas where septic tanks exist with a housing density of one (1) dwelling unit per acre or with non-residential users.
- e. Prepare a Water and Wastewater Master Plan that reflects the development intent of each major character area.
- f. Develop a waste management collection system that includes recycling options.
- g. Identify options in the Community Facilities Management System for water harvesting, water use and reuse and greywater systems for residences, employment, commerce and industry.

- h. Require that all development plans, area plans, master plans and planned area developments reflect the policy direction provided in this element.

## GOAL 2: ALIGN ECONOMIC DEVELOPMENT GOALS WITH PUBLIC PROTECTION AND SAFETY

**Policy 1:** Include the Police Department, Fire and EMS needs in the Community Facilities Management Systems to facilitate the functional, effective and efficient delivery of public protection and safety.

**Rationale:** Public protection and safety is a primary goal of the Township. Therefore, in prioritizing the cost of safety and protection and identifying pro-active safety programs as the designated character areas are developed is essential.

## IMPLEMENTATION MEASURES

- a. Support the needs of Kayenta Police Department by:
  - (1) Planning the replacement of police vehicles as part of the Capital Improvements Plan;
  - (2) Identifying opportunities to provide maintenance to police and other Township vehicles with a Township maintenance shop.
  - (3) Coordinating transportation improvements with the Police Department to ensure safe, efficient and effective delivery of services.
- b. Meet the administrative and operational space needs of a growing Police Department by planning for adequate location, operation and office space for the Police Department so that response time is maintained as the growth areas develop.



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Policy 2: Ensure appropriate Police, Fire and EMS response times.

**Rationale:** As major growth areas develop, future fire and EMS station locations are must be determined. The Township promotes joint use locations for fire, police protection and EMS where feasible and appropriate to minimize costs and maintain response times. A detriment to response times in Kayenta is the lack of street definition and the absence of a 911 address system. These need to be addressed as part of the redevelopment and rehabilitation efforts of the Kayenta Redevelopment/Rehabilitation area delineated in the Growth Areas Element.

## IMPLEMENTATION MEASURES

- a. Support fire protection needs by:
  - (1) Maintaining adequate water supplies and facilities for emergency response.
  - (2) Studying, and revising as necessary, the location of fire hydrants in underserved areas.
  - (3) Coordinating transportation improvements with the Fire Department to ensure safe, efficient and effective access and maintain response times.
- b. Include a Fire Department and Emergency Management Services needs assessment in the Community Facilities Management System and monitor development to anticipate the need for:
  - (1) Fire Department administrative office and fire station space;
  - (2) Training facility, equipment and staff;
  - (3) Fire prevention and safety education and awareness programs and materials;
  - (4) Emergency vehicle access to new development as designated growth areas develop; and

(5) Emergency vehicle access during flood events by providing appropriate stormwater management.

- c. Require that adequate water supply and water pressure are available on-site at the time of development or redevelopment.
- d. Develop and maintain programs that remove or renovate structures that are fire hazards.
- e. Encourage the use of fire-proof or fire resistant materials in new construction.
- f. Update zoning, building and fire codes to meet accepted fire insurance requirements.
- g. Require that all area plans, master plans and planned area developments conform to policy direction provided in this element.

## GOAL 3: DEVELOP QUALITY EDUCATION FACILITIES IN KEEPING WITH ECONOMIC DEVELOPMENT GOALS

Policy 1: Support the establishment of a high-quality public education system offering a full range of educational opportunities.

**Rationale:** A sustainable community benefits from the creation of a strong working force that becomes a magnet for industry attraction.

## IMPLEMENTATION MEASURES

- a. Work with NAU, Dine College, N.A.T.I.V.E, and Kayenta School District to identify high-quality job training programs to increase the skill level of the Township work force.
- b. Promote opportunities for post-secondary, continuing education and vocational training by actively:
  - (1) Supporting development of vocational training centers, and junior college facility to serve residents and businesses;



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- (2) Increasing work force skills to attract high-wage paying industries;
- (3) Supporting the public library system;
- (4) Supporting the development of technology and innovation, agricultural extensions and a sustainability program; and
- (5) Pursuing a variety of arts programs to complement the Arts District.

## **GOAL 4: ADOPT WASTE MANAGEMENT PROGRAM IN KEEPING WITH ECONOMIC DEVELOPMENT GOALS**

Policy 1: Establish a comprehensive waste management program that includes solid waste, recycling, wildcat dumping, littering and trash reduction programs.

**Rationale:** Maintaining the community clean and recycling are major goals of any sustainable community. Currently, the honor students at the Monument Valley High School have a clean up and litter collection program. Educational programs are beneficial, instilling a sense of pride and improving the sense of place.

## **IMPLEMENTATION MEASURES**

- a. Work with NAU, Dine College, N.A.T.I.V.E, Monument Valley High School and Kayenta School District to develop curriculum on litter, recycling, adopt a highway, weed and seed, back to basics and any other program suitable for students to learn about these concepts at an early age and to develop adult education programs addressing these.
- b. Work with Kayenta Business Association, community association, non-profit organizations to identify volunteer groups for litter removal.

- c. Work with detention center to identify prisoners with good conduct that can participate in community trash removal programs.
- d. Continue efforts to identify other locations to implement the "Adopt a Highway Program."
- e. Apply for grants to establish a comprehensive waste management program that includes solid waste collection and reduction, recycling, wildcat dumping, littering and trash reduction programs.
- f. Establish a comprehensive waste management education program that includes literature, videos and brochures.
- g. Adopt, implement and enforce a litter fine for both visitors and community members.





# Kayenta Township Comprehensive Plan

## Water Resources Element

**GOAL 1: ALIGN ECONOMIC DEVELOPMENT GOALS WITH THE ADEQUATE HIGH-QUALITY SUPPLY OF WATER NEEDED TO SUSTAIN THE CURRENT AND PROJECTED POPULATION AND ACHIEVE SELF-SUFFICIENCY**

Policy 1: Provide an adequate water supply of potable and non-potable water to serve the current and projected population, commerce, employment and industrial needs of the Kayenta Designated Growth Area.

### IMPLEMENTATION MEASURES

- a. Ensure adequate water supply to meet current and future needs.
- b. Identifying various methods to recharge water to the ground sub-basin.
- c. Recharging treated effluent in the Laguna Creek bed to support riparian vegetation and wildlife corridor creation.
- d. Removing lands from the floodplain and recharge treated effluent to reconstruct a portion of Laguna Creek.
- e. Locate and develop additional sources of groundwater for potable and non-potable needs.
- f. Require that the Water and Wastewater Master Plan to identify the adequate water supply to serve current and forecasted population, commerce and industry in conformance with the:

- (1) Economic development intent of each character area provided in this Comprehensive Plan;
- (2) Land use distribution, densities and intensities included in this Comprehensive Plan; and
- (3) Policy direction provided in the Community Facilities and Infrastructure Element.
- (4) Implement water reuse and recharge opportunities to provide a reliable and high-quality water supply;
- (5) Implement water conservation/drought management measures.

**GOAL 2: ENCOURAGE THE ESTABLISHMENT OF WATER CONSERVATION STRATEGIES TO MANAGE WATER CONSUMPTION AND ENSURE FUTURE WATER SUPPLY**

Policy 1: Identify water conservation strategies for each character area.

**Rationale:** Encouraging water conservation strategies supports the sustainability goals of the Township and assists in providing the water supply needed to serve current and future residential, employment, commerce and industry needs.

### IMPLEMENTATION MEASURES

- a. Discourage the use of turf in residential, employment, commercial and industrial landscapes and along roadways in the public realm.
- b. Encourage the use of air paved gravel and air grass systems in lieu of turf for sports arenas and golf courses.
- c. Adopt a drought tolerant plant palette and provide incentives for the use of xeriscapes.



# Kayenta Township Comprehensive Plan

- d. Encourage the use of efficient irrigation systems (drip/low flow) and water harvesting features in all new development or redevelopment.
- e. Continue to inspect new constructions for low-water use equipment as specified in the green building code.
- f. Balance water management with urban heat island mitigation by furthering the heat island mitigation goals and policies provided in the Environmental Planning Element.
- g. Require that all development conform to the policy direction provided in this element.

## **GOAL 3: IMPLEMENT SUSTAINABLE WATER MANAGEMENT WITHIN THE DESIGNATED GROWTH AREA**

Policy 1: Include supply-side sustainable water management measures such as water reuse and alternative water supplies.

**Rationale:** Sustainable water management involves supply-side measures such as water reuse, effluent and other alternative water supplies like appropriately treated rainwater.

### **IMPLEMENTATION MEASURES**

- a. Utilize recycled water for landscape irrigation and irrigation purposes and for large turf areas such as golf courses, sports fields, community parks and street landscapes.
- b. Supports the use of greywater in residential development.
- c. Utilize appropriately treated rainwater as an alternative water supply (water harvesting).

## **GOAL 4: EDUCATE COMMUNITY ON WATER CONSERVATION MEASURES**

Policy 1: Continue to promote public awareness to reduce water use.

**Rationale:** Sustainable water management measures involve educating the public on demand-side water conservation measures such as installing water-efficient appliances, bathroom fittings and being 'waterwise'.

### **IMPLEMENTATION MEASURES**

- a. Continue to work with school districts and Navajo agencies to enhance awareness.
- b. Support creative and effective water conservation educational programs.
- c. Participation in regional advertising campaigns to enhance awareness.
- d. Support voluntary programs to retrofit residential and commercial structures with low flow fixtures and recirculating hot water systems.