

City of Grand Junction, Colorado

Strategic Plan  
2002 - 2012

# City of Grand Junction Strategic Plan

Prepared by City Council and Administrative Staff  
April - November, 2002

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## Preamble

The following statements reflect beliefs of the City of Grand Junction that serve as fundamental principles applicable throughout this Plan.

- As called for in the Grand Valley Vision 20/20 document, the City of Grand Junction is committed to establishing partnerships and working collaboratively as it fulfills its responsibilities for community planning and problem-solving.
- The City recognizes that growth and its impacts are of great importance to local residents. The City's intent is to manage growth so that it is of high quality and is well planned.
- The City is supportive of issues dealing with youth / families and education at all levels and will cooperate with those primarily responsible for those valued areas of community life.

# Plan Background

## The Intent of the Plan

The City of Grand Junction initiated the development of its Strategic Plan in early 2002 to identify both long-term direction for the city and nearer-term goals, objectives and action steps for the City organization. The Plan is intended to specifically build on but not be limited by the broad Grand Valley Vision 20/20 Plan.

The overriding commitment inherent in this Plan is the City's continued support of the strong services and programs residents expect from the City and the superior service standards the City expects of itself.

## Plan Development

A Strategic Plan Team was formed composed of all seven members of City Council, the City and Assistant City Managers, and eight of the City's senior staff.

The Team took the following steps in developing this Plan:

- A review of existing plans from Grand Valley agencies and organizations, including:
  - City of Grand Junction City Council and Management Staff 2002 Work Plan with Priority Issues/Projects;
  - City of Grand Junction Growth Plan;
  - City of Grand Junction City Council Service Level and Organizational Issues/Priorities;
  - City of Grand Junction 2001 Citizen Survey;
  - Fruita Community Plan 2020;
  - Grand Junction Area chamber of Commerce 2002 Business Plan;
  - Grand Junction Arts and Culture Business Plan, 2000-2004;
  - Grand Junction Downtown Development Authority;
  - Grand Junction Housing Authority;
  - Grand Valley Vision 20/20;
  - Mesa County Build a Generation Youth Prevention Plan;
  - Mesa County Economic Development Council (Economic Partnership);
  - Mesa County: Our Picture of Health, 1998; Focusing on Community Health to the Year 2000;
  - Mesa County Strategic Plan, May 2001;
  - Mesa County Valley School District #51 Strategic Plan
  - Walker Field Airport Authority.
- Identification of consistent themes found in these plans in order to focus on the critical issues facing the Grand Valley;
- Based on the critical issues identified through the review of existing plans, development of Strategic Issues and Directions critical to the City of Grand Junction in the next 10 to 15 years;

- Administration of a statistically valid random sample telephone survey of 435 residents. Working with a professional research firm, the Team developed the survey as a means of assessing residents' interest in / awareness of the areas identified as Strategic Directions. Results of the survey guided Team members as they developed and prioritized 3- to 5-year Goals to address each of the Strategic Directions;
- In order to both inform and respond to citizens, Team members hosted a series of nine neighborhood cluster meetings. The purpose of these meetings was to review the Plan Directions and Goals with local residents and ask for their responses. Eight neighborhood meetings were held in City parks spread throughout the community and one televised meeting took place in City Hall. A total of 101 residents participated. Results from these meetings guided the Team in the determination of the final Strategic Directions and Goals.

# City Mission and Values

Our mission is to create a great community.

We will:

- Act with openness, respect, integrity, accountability and equality;
- Preserve and promote health, safety and quality of life;
- Provide exceptional municipal services.

We embrace the Motto and Values adopted by the City's employees:

Motto: United in service to our community.

Core Values and Action Statements:

Integrity - We hold ourselves accountable to the highest level of honesty, truthfulness and ethical conduct.

Professionalism - We are committed to the highest level of professional standards by recruiting and developing highly trained, skilled and motivated employees.

Teamwork - We embrace a spirit of teamwork, empowerment, cooperation, collaboration, communication and community involvement.

Honesty - We are truthful and open in our interactions with each other and with citizens of our community.

Creativity - We encourage innovative and creative approaches to problem solving.

Fairness - We treat everyone and all situations in an impartial, equitable, sensitive and ethical manner.

Respect - We believe that all people deserve to be treated with respect, sensitivity and compassion by showing understanding and appreciation for our similarities and differences.

Customer Service - We strive to gain the public's confidence and trust by providing friendly, efficient and effective service.

# City of Grand Junction Strategic Plan





This section is the working part of the document. It lists:

- the 10- to 15-year Solutions to key community issues that establish the statements of success for Grand Junction's future;
- the 3- to 5-year Goals for each Solution that state the results expected in that time frame;
- the specific and measurable 2-year Objectives established to achieve each Goal; and
- Action steps to address each objective.

The Solutions have not been prioritized, and are listed in alphabetical order. Objectives for each Goal are numbered for reference.

## SOLUTION: A BALANCE OF CHARACTER, ECONOMY AND ENVIRONMENT

Our community will strike a critical balance, maintaining the values that reflect our small town character while supporting a strong, diverse and growing economy that serves as the regional retail, trade, services and cultural center. We will live in a safe, well-planned, high quality environment, supported by exceptional services and physical infrastructure. We will have a sufficient supply of high quality water for agricultural, municipal and recreational uses, and clean air that offers clear visibility of the beauty that surrounds us. (10 - 15 years)

### KEY ISSUES

- Long term protection of our water resources.
- Ability to maintain level of City services as we grow.
- Ability to meet air quality standards (federal regulations) and air quality and quality of life.
- How does a maturing community keep a sense of identity / cohesion re: environment, character, culture?
- Grand Junction's growth will lead to a population too large to retain a close sense of community, yet without a network of neighborhoods or other groups to provide civic communication.
- Balance growth with quality of life - maintain small town character.
- How do we create economic opportunity and diversity without sacrificing community values?
- Keep the economy healthy and diverse to weather downturns.
- Grand Junction is and likely always will be the population center of western Colorado, yet is not the clear cultural center.
- What is our role in facilitating arts and culture?

**Goal - Develop and maintain public and private sector partnerships which enhance economic opportunities and preserve Grand Junction's position as a regional center. (3 - 5 years)**

**Objective 1** Review and evaluate by December 31, 2002 the City's contributions to economic development organizations and explore possible alternatives to existing efforts. (2 years)

Actions

- ▶ Administrative Services Department will provide updated history (overview and numeric / financial) and status of economic development fund.  
*Who:* Administrative Services Department  
*When:* by December 2002.
- ▶ Receive report by outside consultant on economic development efforts and coordination. (This is the report that was jointly funded by the Grand Junction Economic Partnership, the Chamber of Commerce, and the incubator.)  
*Who:* City Manager's office  
*When:* by December 2002.
- ▶ Complete infill / redevelopment policy and review other pertinent City policies and programs.  
*Who:* City Council and City staff  
*When:* by January 2003.
- ▶ Use the above information to develop options for funding and City participation in economic development efforts.  
*Who:* Administrative Services Department and City Manager's office  
*When:* by March 2003.

**Goal - Establish criteria for City decision-making which will consider elements of small town character. (3 - 5 years)**

**Objective 2** Develop by June 30, 2004, policies regarding traffic flow, access and appearance which allow continued growth but preserve in Grand Junction the positive attributes of a small town. (2 years)

Actions

- ▶ Define and develop the attributes of a small town.  
*Who:* Consultant  
*When:* by September 2003.
- ▶ Match identified attributes with what currently exists.  
*Who:* City Council  
*When:* by December 2003.
- ▶ Prioritize attributes to focus our efforts.  
*Who:* City Council  
*When:* by March 2004.

**Goal - Develop a culture which values citizen-based planning, adherence to adopted plans and emphasis on high quality development. (3 - 5 years)**

**Objective 3** Working from recommendations of the citizens committee reviewing Grand Junction's Growth Plan, complete implementation of recommendations for expanded design standards by December 31, 2003. (2 years)

Actions

- ▶ Adopt Growth Plan update.  
*Who:* City Council  
*When:* by March 2003.
  
- ▶ Identify action items to implement community appearance policy of the Growth Plan update.  
*Who:*  
*When:* by April 2003.
  
- ▶ Finalize / adopt design standards.  
*Who:*  
*When:* by December 2003.

**Goal - Create an environment that fosters a safe community atmosphere which includes absence of crime and access to exceptional health care and emergency services. (3 - 5 years)**

**Objective 4** By June 30, 2004, implement a City policy standardizing provision of emergency medical services, including transit, with participation by regional partners in developing policy alternatives. (2 years)

Actions

- ▶ Fire Department writes a summary report on recent efforts and the current status of EMS and transport.  
*Who:* Fire Department  
*When:* by January 2003.

*How these Action Steps are carried out depends on whether a consultant is hired.*

- ▶ Develop a City policy on standardizing the City provision of emergency medical services.  
*Who:* City Council  
*When:* by November 2003.
  
- ▶ Consultant will work with the other entities to see who would like to participate with the City under the new policy.  
*Who:* Consultant  
*When:* by June 2004.

**Objective 5** By December 31, 2003 complete internal and external educational processes which generate neighborhood based plans for the implementation of community policing strategies. (2 years)

Actions

- ▶ Complete internal community policing training.  
*Who:* Police Department  
*When:* by March 2003.
  
- ▶ Complete external community policing training.  
*Who:* Police Department  
*When:* by July 2003.
  
- ▶ Complete neighborhood based community policing strategic plan.  
*Who:* Police Department staff  
*When:* by December 2003.
  
- ▶ Community policing is our culture.  
*Who:* All Police Department staff  
*When:* by December 2003.

**Goal - Continue to support regional efforts to maintain and improve air quality and assure access to sufficient and high quality water. (3 - 5 years)**

**Objective 6** Participate in regional efforts to make sure air quality remains a priority in order to reduce particulates as the major source of local pollution. (2 years)

Actions

- ▶ Provide report on current status of Grand Valley air quality.  
*Who:* Public Works Department  
*When:* by February 2003.
  
- ▶ Provide estimate of impacts for "non attainment" status and discuss future action steps.  
*Who:* Public Works Department & the Regional Transportation Planning Organization  
*When:* by October 2003.

**Objective 7** Continue to participate in regional efforts to protect the quality of water and community water sources. (2 years)

Actions

- ▶ Continue to participate with organizations such as Club 20, Colorado River District and Colorado Water Quality Control Commission.  
*Who:*  
*When:* Ongoing.
  
- ▶ Evaluate a watershed ordinance with our Kannah Creek partners.  
*Who:* Public Works Department  
*When:* by July 2003.

**Objective 8** Plan for and take action to ensure an adequate quantity of water on an ongoing basis. (2 years)

Actions

- ▶ Develop a drought management plan.  
*Who:* Public Works Department  
*When:* by March 2003.
  
- ▶ Continue to participate with organizations such as Club 20 and the Colorado River District.  
*Who:*  
*When:* Ongoing.
  
- ▶ Evaluate City's agreements with other water providers.  
*Who:* Public Works Department  
*When:* by September 2003.

**Goal - Put in place strategies that enhance the attractiveness and character of the community. (3 - 5 years)**

**Objective 9** Review the current code requirements and enforcement methods for practicality and take appropriate action. (2 years)

Actions

- ▶ Create a team of City Council and staff to review current codes and enforcement practices.  
*Who:*  
*When:* by January 2003.
  
- ▶ Complete review and report to City Council.  
*Who:* Council / staff team  
*When:* by July 2003.

## **SOLUTION: EFFICIENT TRANSPORTATION**

Transportation in and around Grand Junction will be efficient. A beltway around the city center, better use of Interstate 70 and support of alternative modes of transportation will all increase efficiency. (10 - 15 years)

### **KEY ISSUES**

- Manage transportation system and options so we can still get around.
- As Grand Junction continues to grow, the lack of a solution to traffic problems will create additional problems with the community's pollution, quality of life, cultural atmosphere and historic identity.
- Interstate 70 is underutilized as a local transportation corridor.

**Goal - Develop a strategy to gain Colorado Department of Transportation support for better local utilization of I-70 as a transportation corridor. (3 - 5 years)**

**Objective 1** Participate with Colorado Department of Transportation to develop future project funding which incorporates future interchanges and upgrades existing ones. (2 years)

#### **Action**

- ▶ Obtain Metropolitan Planning Organization approval for I-70 corridor as "8<sup>th</sup> pot" project.  
*Who:*  
*When:* by January 2003.

**Objective 2** Create a 30 year plan, including timetables, strategies and estimated costs, for adding four (total of eight) interchanges between Persigo and Clifton. (2 years)

#### **Actions**

- ▶ Conduct a feasibility study / analysis to prioritize future interchange locations.  
*Who:* Public Works Department staff  
*When:* by June 2003.
- ▶ Develop cost estimates and funding strategies for interchanges.  
*Who:* Public Works Department staff  
*When:* by December 2003.
- ▶ Review an urban speed limit on I-70 to more easily facilitate additional interchanges and reduce their cost.  
*Who:*  
*When:* by December 2003.

**Objective 3** Examine Colorado Department of Transportation swaps (City accepts responsibility and ownership in exchange for Colorado Department of Transportation's funding a City project). (2 years)

Action

- ▶ Develop cost / benefit analysis for swaps currently being discussed.  
*Who:* Public Works Department staff  
*When:* by January 2003.

**Goal - Develop a long-term (30+ years) Master Road Plan, maximizing flexibility of network. (3 - 5 years)**

**Objective 4** Develop a 30-year transportation right-of-way plan. (2 years)

Actions

- ▶ Based on the Growth Plan, calculate build out for the entire 201 area.  
*Who:* Community Development and Public Works Departments staff  
*When:* by March 2003.
- ▶ Update the Master Road Plan including corridors and right-of-way needs.  
*Who:* Public Works and Community Development Departments staff  
*When:* by July 2003.
- ▶ Prioritize projects on the new 30 year plan to add to the 15-year Capital Improvement Plan including coordination with areas of "Redevelopment Designation".  
*Who:* Public Works Department staff  
*When:* by September 2003.

**Goal - Encourage a public vote on dedicated tax revenue to Grand Valley Transit to ensure a stable budget and service level. (3 - 5 years)**

**Objective 5** Meet with funding entities to establish: desirability of a dedicated transit tax source; timetable and organization; boundaries for district; tax source; set election date and prepare for vote, by December 31, 2003 (process, not vote). (2 years)

Actions

- ▶ City Council representative to Regional Transportation Planning Organization places this on agenda for discussion at the February 2003 meeting.  
*Who:* City Council representative  
*When:* February 2003.

*Assumes Regional Transportation Planning Organization accepts the above*

- ▶ Joint staffs develop financial analysis of funding options.  
*Who:* City staff and Regional Transportation Planning Organization staff  
*When:* by October 2003.

**Goal - Explore a wide range of funding options (including bonds) to accelerate road construction. (3 - 5 years)**

**Objective 6** Evaluate funding options (including bonds, tools, tax, enterprise fund, partnerships, railroad, etc.). (2 years)

Action

- ▶ Assess and recommend funding options.

*Who:*

*When:* by March 2003.

**Objective 7** Choose options and, if appropriate, refer to vote.

Action

- ▶ City Council decides if / when to bond for corridor projects. (This decision may create more action steps.)

*Who:* City Council

*When:*

**Goal - Encourage coordination and linkage of air, rail and surface transportation, both passenger and commercial / freight. (3 - 5 years)**

**Objective 8** Identify and evaluate opportunities in the community to link modes of transportation. (2 years)

Action

- ▶ Ask the Regional Transportation Planning Organization to consider a formal action item to study this objective within the Unified Planning Work Program.

*Who:* Public Works Department

*When:* by October 2003.

## **SOLUTION: OPEN AND BEAUTIFUL SPACES**

We will maintain the attractiveness and character of our city by protecting open space, including surrounding agricultural lands, and by creating city entrances that reflect the natural beauty of the area.  
(10 - 15 years)

### **KEY ISSUES**

- Adequate open space.
- Balance of growth and character / open space / agriculture.
- Grand Junction is a beautiful community, yet many of our entrances and corridors do not reflect that natural beauty.
- New growth in the community is creating a concern about the physical appearance of the community.

**Goal - Develop and implement a plan for the beautification of entrances to the city of Grand Junction. (3 - 5 years)**

**Objective 1** Identify and prioritize the entrances and gateways appropriate for beautification and design a plan that includes common elements for each by November 2003. (2 years)

#### **Actions**

- ▶ Create a work team including City Council, City Manager, Parks and Public Works Departments, Visitor and Convention Bureau.  
*Who:*  
*When* by January 2003.
- ▶ Identify and prioritize locations.  
*Who:* Work team  
*When:* by March 2003.
- ▶ Design several alternatives of a plan containing common design elements.  
*Who:* Work team  
*When:* by May 2003.
- ▶ Develop cost estimates.  
*Who:* Work team  
*When:* by August 2003.
- ▶ Fund top priorities in the next two year budget.  
*Who:* Budget and Accounting Division  
*When:* by October 2003.

**Goal - Continue to support the efforts that maintain the buffer zones between Grand Junction, Palisade and Fruita. (3 - 5 years)**

**Objective 2** Continue active participation on the Purchase of Development Rights committee. (2 years)

Action

- ▶ Assign City Council and staff to continue attending these meetings.  
*Who: City Council and staff*  
*When:*

**Objective 3** Continue financial support based upon budgetary resources and grant opportunities. (2 years)

Action

- ▶ Allocate City support of \$50,000 per year in the two-year budget.  
*Who: Budget & Accounting Division*  
*When: by October 2003.*

**Objective 4** Seek annual review and evaluation by partners in the program. (2 years)

Action

- ▶ City Council annually reviews status via a formal report and supports continuation of the program.  
*Who: City Council*  
*When:*

**Goal - Maintain active participation with other entities in efforts that impact the preservation of open spaces in the Grand Valley. (3 - 5 years)**

**Objective 5** Develop guidelines for City participation in open space preservation and review guidelines with regional partners by December 31, 2003. (2 years)

Action

- ▶ Develop options for guidelines for City Council consideration.  
*Who: Parks and Public Works Departments and City Manager's Office staff*  
*When: by July 2003.*

**Goal - Continue support of the Parks Master Plan. (3 - 5 years)**

**Objective 6** Identify at least two neighborhood park sites for acquisition by April 2003. (2 years)

Actions

- ▶ Submit recommendations for two neighborhood park sites to the Parks Board.  
*Who:* Parks Department staff  
*When:* by July 2003.
  
- ▶ Submit the Parks Board recommendations to the City Council.  
*Who:* Parks Department  
*When:* by September 2003.

**Objective 7** Prioritize Master Plan tier one projects. (2 years)

Actions

- ▶ Prioritize the tier one projects and submit them to the Parks Board for its review.  
*Who:* Parks Department staff  
*When:* by April 2003.
  
- ▶ Submit the Parks Board recommendations to the City Council.  
*Who:* Parks Department  
*When:* by July 2003.

**Objective 8** Complete research on school / park development models from comparable communities in other U.S. cities by December 2003. (2 years)

Actions

- ▶ Prepare and submit a report on school / park development models for review by the Parks Board and School District 51 by April 2003.  
*Who:* Parks Department staff  
*When:* by April 2003.
  
- ▶ Submit the Parks Board recommendations to the City Council.  
*Who:* Parks Department  
*When:* by July 2003.

**Goal - Facilitate efforts that sustain the historic character of the community.  
(3 - 5 years)**

**Objective 9** By 2004, complete Phase Two of the historic survey. (2 years)

Actions

- ▶ Community Development Department and City Council submit the grant application by April 2003.  
*Who:* Community Development Department and City Council  
*When:* by April 2003.
  
- ▶ Hire a consultant and complete Phase Two of the survey by September 2004.  
*Who:*  
*When:* by September 2004.

## **SOLUTION: RESPONSIBLE YOUNG CITIZENS**

The young people in our community will have their needs met by feeling safe and valued as responsible members of our community. (10 - 15 years)

### **KEY ISSUE**

- A safe and healthy environment for youth.

**Goal - Engage, listen and respond to youth. (3 - 5 years)**

**Objective 1** Review and update current information from various organizations. (2 years)

#### **Action**

- ▶ Acquire information to inventory existing programs being offered by groups such as Build A Generation, School District 51, County Health and Human Services, etc.  
*Who:* City Manager's Office  
*When:* by March 2003.

**Goal - Create opportunities for youth to become involved in community affairs. (3 - 5 years)**

**Objective 2** Look at successful "youth council" models and create a Grand Junction model to advise the City on current and future youth related programs. (2 years)

#### **Actions**

- ▶ Working with School District staff and youth, review different models and develop a report on what can be accomplished with each one.  
*Who:* Police Department and City Manager's Office  
*When:* by March 2003.
- ▶ City Council, the School Board, and youth decide on a model / plan.  
*Who:* City Council, School District #51 Board of Education, and youth  
*When:* by May 2003.
- ▶ Implement the model or plan by September 2003.  
*Who:*  
*When:* by September 2003.

**Goal - Support community partnerships that promote positive behaviors, reducing the potential for destructive activities. (3 - 5 years)**

**Objective 3** Inventory current youth programs and activities and evaluate current City role with each. (2 years)

Action

- ▶ Review the inventory of existing programs (Build A Generation, School District #51, County Health and Human Services, etc.) developed by the City Manager's Office to complete an earlier Action Step, and evaluate City's role in each program.

*Who:* City Manager's Office

*When:*

## **SOLUTION: SHELTER AND HOUSING THAT ARE ADEQUATE**

All city residents will have adequate shelter, whether their need is for permanent or temporary housing. (10 - 15 years)

### **KEY ISSUES**

- Grand Junction's historic and apparent future role as a trade and service center creates conflict between low wages and a lack of affordable housing.
- Is there a City role in creating / promoting diverse housing opportunities in addition to the Housing Authority?
- Increasing the number of options to deal with the impact of transients on the community.

**Goal - Promote public-private partnerships to take advantage of funds available, such as private activity bonds and Colorado Housing Finance Authority. (3 - 5 years)**

**Objective 1** In conjunction with the Grand Junction Housing Authority, identify all developers in Colorado who specialize in private activity bonds for affordable housing and determine level of interest. (2 years)

#### **Actions**

- ▶ City staff will work with the Grand Junction Housing Authority and appropriate Colorado State agencies to develop a list of potential developers.  
*Who:* Administrative Services Department and City Manager's Office  
*When:* by January 2003.
- ▶ Work with the appropriate developers to identify and stimulate interest in an affordable housing project.  
*Who:*  
*When:* by April 2003.

**Objective 2** Identify potential locations available; use of private activity bond funds; infrastructure issues; and prioritize siting. (2 years)

#### **Actions**

- ▶ Work with the Grand Junction Housing Authority to review and expand the information they have developed.  
*Who:* Community Development Department  
*When:* by January 2003.
- ▶ City Staff will work with the Housing Authority to develop criteria such as location and availability of infrastructure. The Department Head Team will prioritize sites.  
*Who:* City staff / Department Head Team  
*When:* by April 2003.
- ▶ Present the prioritized recommendations to the City Council for review.  
*Who:* Community Development Department  
*When:* by May 2003.

**Goal - Encourage affordable housing through infill and redevelopment policies and by re-examining zoning and development codes (density, setbacks, openness to manufactured housing and downtown mixed use). (3 - 5 years)**

**Objective 3** Complete creation of infill and redevelopment policies by City Council. (2 years)

Action

- ▶ Schedule the policies for final review and adoption by the City Council as part of the Action Plan for the Growth Plan update.  
*Who:* Community Development Department  
*When:* by March 2003.

**Objective 4** Survey interest groups to identify areas of code that may be detrimental to affordable housing and act appropriately. (2 years)

Action

- ▶ This was also in the recent Grand Valley Housing Needs Assessment. Work with the Housing Authority and the Oversight Committee and ask them to identify areas of the code that may be detrimental to affordable housing.  
*Who:* Community Development Department and City Manager  
*When:* by July 2003.

**Goal - Examine a full range of transient shelter solutions. (3 - 5 years)**

**Objective 5** Identify public and private facilities, faith based partnerships, drug enforcement and other options. (2 years)

Actions

- ▶ Work with the local Housing Coalition or Oversight Committee to inventory the services that are currently available.  
*Who:* Community Development and Police Departments  
*When:* by April 2003.
- ▶ Present the inventory of services to the City Council for review.  
*Who:* Community Development and Police Departments  
*When:* by May 2003.

**Objective 6** Study the points of origin and destinations of transient homeless people.  
(2 years)

Actions

- ▶ Work with local entities and service providers to compile information that is currently available.  
*Who:* Community Development Department and City Manager's Office  
*When:* by May 2003.
  
- ▶ Develop and implement a method to survey transients to gather more information about this issue.  
*Who:* Community Development Department, Police Department and City Manager's Office  
*When:* by August 2003.

## **SOLUTION: VITAL NEIGHBORHOODS**

A vital, organized network of neighborhoods will exist throughout the city, linked with parks and schools and supported by City resources and active citizen volunteers. (10 - 15 years)

### **KEY ISSUES**

- Growth in the community is creating large-scale community demands, drawing resources away from the neighborhoods.
- There is no clear symbiosis between neighborhoods / schools and parks which would maintain civic entrepreneurship.
- Parks available to neighborhoods.

**Goal - Create program(s) to strengthen neighborhoods and provide a framework for them to work closely with the City on issues important to them. (3 - 5 years)**

**Objective 1** Reserve funds in the 2003 budget to develop guidelines for a neighborhood program, identify potential funding sources and staff requirements. (2 years)

#### **Actions**

- ▶ Select a work team which may consist of City Council, staff, possibly a consultant and possibly an intern that will review and provide a report regarding different models for neighborhood organizations and programs.  
*Who:* Community Development Department  
*When:* by January 2003.
  
- ▶ City Council will discuss and establish criteria or guidelines for using the City's Community Development Block Grant funds.  
*Who:* Community Development Department and City Council  
*When:* by February 2003.
  
- ▶ The work team will review and decide on a preferred model for a neighborhood program.  
*Who:* Community Development Department  
*When:* by July 2003.
  
- ▶ City Council makes a decision on a model for a neighborhood program.  
*Who:* City Council  
*When:* September 2003.

Goal - Develop a strategy that will maximize the joint development of schools and neighborhood parks. (3 - 5 years)

Objective 2 Using the Pomona complex as an example, further coordinate planning and action by the City and School District #51 regarding recreation sites and programs to enhance cooperative efforts to meet community needs. (2 years)

Actions

*These actions duplicate those to achieve Objective 8 on page 20 in support of the OPEN AND BEAUTIFUL SPACES SOLUTION.*

- ▶ Prepare and submit a report on school / park development models for review by the Parks Board and School District #51 by April 2003.  
*Who:* Parks Department staff  
*When:* April 2003.
  
- ▶ Submit the Parks Board recommendations to the City Council.  
*Who:* Parks Department  
*When:* by July 2003.

## Appendices

# Themes Identified Through a Review of Regional Plans

The following themes were identified as a result of the review of planning documents from a wide range of Grand Valley entities. A list of the plans that were reviewed and are represented in this summary can be found on the last page of this document. The theme categories below are listed in alphabetical order.

## *Arts and Culture*

Plans focus on artistic and cultural growth for adults and children, on an increase in arts and cultural events and programming, and on new facilities for the arts. The establishment of a cultural district and specific tax allocation for the arts is also called for, as is expansion of the downtown Art on the Corner program.

## *Agricultural Lands*

The preservation and enhancement of agricultural lands and operations in the Grand Valley is considered a priority in a number of plans. Residential development that preserves agricultural lands and rural character is encouraged, as is residential development on land that is unsuitable for agricultural use. Conflicts between residential and agricultural uses is discouraged.

## *Civic Life*

The focus for this issue is on public participation in community activities and decisions, the nurturing of social connections and creation of a social environment that fosters interaction between residents and empowers citizens to be involved in the community.

## *Community Image and Character*

Communities within the Grand Valley wish to maintain separate identities while maintaining their rural, small town atmospheres and agricultural heritages. Within the City of Grand Junction, it is important that valued distinctions between different areas within the community are recognized and preserved and the characteristics of different neighborhoods within the community are retained. Plans throughout the Valley call for such things as compact growth at a human scale, walkable communities and the retention and preservation of historic and cultural resources that symbolize each community's identity and uniqueness. Quality of life in neighborhoods is stressed, including effective code enforcement, cleanup and beautification programs. A clear priority is the need to create and sustain a vital, dynamic downtown business core by encouraging public and private investment in capital projects, infrastructure, aesthetic and cultural programs and amenities.

## *Crime and Criminal Justice*

In the Mesa County Strategic Plan, interest is expressed in information sharing of criminal justice system data among criminal justice entities in the area. Other priorities in that Plan include: reduction of juvenile criminal activity, and evaluation of the need for long-term drug and alcohol treatment and short-term drug and alcohol detox programs.

### *Economic Development*

Plans call for a community that provides a stable, prosperous and diversified economy that is compatible with community character, values and local development resources and is supported by a high-quality workforce. Partnerships between business and education and training providers are called for in order to address businesses' need for qualified workers. Specific needs mentioned include high quality technological infrastructure, transportation and childcare opportunities for employees. Communities are focusing on economic development that results in well-paying jobs with good benefits for local residents, economic diversification in sustainable industries, minimal impact on environmental resources and preservation and enhancement of the area's quality of life. Interest is also shown in a collaborative approach to economic development by increasing the level of cooperation and information-sharing among area economic development organizations and communities in order to maximize impact. The desire to have Grand Junction serve as the regional center and provider of goods and services is also expressed, as is the development of a regional events center in Grand Junction.

### *Education*

The focus is on providing area residents, both children and adults, with education that gives them the knowledge to make healthy choices. Specifically, plans cite creating a literate population that is competent in language, mathematics, computers and citizenship. They also recommend educational systems which prepare and support a well-trained work force, offer neighborhood family learning centers, offer access to learning and communication technology regardless of economic status, and focus on early childhood education. Fruita plans promote maintenance of high quality local schools, with new facilities built as needed to keep pace with growth and collaboratively planned for, sited and jointly used in the community.

### *Fire Protection / Emergency Medical Services*

The Mesa County Strategic Plan calls for the development of an equitable and rational fire and emergency medical system throughout Mesa County. It specifically cites the encouragement of improved cooperation of services provided by all fire protection districts and emergency medical service providers and the encouragement of the discussion of consolidation on the east end of the valley. Also mentioned is follow-up on the possible merger of the Grand Junction Rural Fire Protection District and the City of Grand Junction. The development and implementation of a countywide option / structure for emergency media services is also called for, as is the exploration of private and public partnerships to provide county-wide EMS service. Grand Junction City Council Priority Issues / Projects include Fire / EMS / Redlands.

### *Growth Management*

Priorities expressed in this area focus on the need to plan for orderly and well-managed growth. The City of Grand Junction Growth Plan calls for the concentration of urban growth through the definition of an Urban Growth Boundary. The efficient and cost-effective use of infrastructure through the growth pattern is called for, as is coordination of the timing, location and intensity of

growth with the provision of adequate public facilities and the efficient use of investments in streets, utilities and other public facilities. Other growth management strategies cited include implementation of the City of Grand Junction Growth Plan through the coordinated and consistent actions of Grand Junction, Mesa County and other service providers, promotion of the cost-effective provision of services for businesses and residents by all service providers, and equitable funding of improvements required to serve community residents and businesses. Mesa County's Strategic Plan calls for an update of its Master Plan and its Land Development Code. Grand Junction City Council Priority Issues / Projects include an update of the Growth Plan.

### *Healthy Families*

Plans focusing on this issue cite the need for a healthy community that balances personal family and community responsibilities for physical and mental health. Specific measures include affordable and accessible health care for all, healthy lifestyles, prevention activities to prolong life, teen pregnancy prevention and intervention, leisure activities and high-quality recreational activities and emotional well-being as integral parts of physical health. The need for increased awareness of and action to prevent child abuse and neglect, improved parent / child relationships and improved parenting skills is also highlighted. Also called for is the need for people of all ages to be, and feel, safe in the community, for a strong sense of family and parental responsibility, for a community commitment to meeting the basic needs of all its members, and for youth and elders to be respected and engaged members of community life. It is also a stated priority that all families have access to needed support services, such as mental health services, parent training education, childcare and public health.

### *Housing*

Plans call for all people living in urban and rural areas of Mesa County to have access to a variety of affordable and safe types of housing. Specifically recommended are: a range of housing choices; preservation of existing housing stock; increased community awareness of the need for affordable housing and of the availability of housing rehabilitation programs; and increasing the percentage of owner-occupied housing units. Plans also call for more higher density housing located throughout the community and integrated into mixed density housing developments. The creation of affordable single-family homes and the higher density housing types to achieve a mix of compatible housing types and densities dispersed throughout the community is additionally recommended. There is an expressed need for affordable housing, both increases in rental housing units and home ownership opportunities available to low-to-moderate-income homebuyers. The removal or reduction of substandard housing units, the preservation of existing affordable housing units, and the reduction of the impact of barriers to affordable housing to special-needs populations is also called for.

### *Internal Governmental Priorities*

Mesa County's Strategic Plan identifies e-government as a means to enhance efficiency and effectiveness of County services. The City of Grand Junction's Growth Plan cites a City-County intergovernmental agreement as a critical tool in the implementation of the Plan and also recommends the elimination of service duplications when cost savings can be achieved. The City's City Council Service

Level and Organizational Issues / Priorities include: development of an employee incentive program; improving external communications for Council and the organization; implementation, enforcement and review of downtown parking; development of a common theme / logo for the City; and customer service and supervisor training.

### *Land Use and Development*

The City of Grand Junction's Growth Plan calls for a balance of open space, agricultural, residential, and non-residential land use opportunities that reflects residents' respect for the natural environment, the integrity of the community's neighborhoods, the economic needs of the residents and business owners, the rights of private property owners and the needs of the urbanizing community as a whole. Other land use priorities identified in the City's plan include: an infill / redevelopment policy; development that pays its own way; enhancement of the ability of neighborhood centers to compatibly serve neighborhoods in which they are located; and orderly transitions or buffers between different communities that help define communities within Mesa County. The Grand Junction Area Chamber of Commerce calls for a planning and development process for the area that is consistent with Vision 2020 and encourages quality growth. Fruita's Community Plan focuses on: infill with the Community Residential District; mixed use development within the downtown business area; "new urbanism" architecture; preservation of the existing open, rural character along the US 6 corridor between Fruita and Grand Junction; and having new growth pay its own way.

### *Local Government Funding*

The Mesa County Strategic Plan calls for creation of "a balanced citizens committee to advise County Commissioners as to possible ballot issues related to TABOR." Grand Junction City Council Priority Issues / Projects include TABOR Issues and Building Partnerships for the Issues.

### *Natural Resources and Environment*

Plans consistently focus on the need to preserve and enhance the natural environment. Specifically targeted are the need to maintain deer, elk and fisheries in healthy balance with their habitats; preservation of wetlands, natural drainages and the river floodplains as open space; hillside and riverine policies and strategies to help retain natural vistas and open space linkages through the community; a high quality of air, water and land resources; and minimizing the loss of life and property by avoiding inappropriate development in natural hazard areas.

### *Parks / Open Space / Trails*

The preservation of open space and provision of local trails and parklands is stated as a priority in the Fruita Community Plan, the Mesa County Strategic Plan and the City of Grand Junction Growth Plan and 2001 Five-Year Consolidated Plan. Fruita's focus on open space calls for the preservation of washes, creeks, ditches and canal corridors, and property acquisition along the Colorado River. It also cites the need to expand its trail system, both within the city limits and beyond and linking major wash trails from the Colorado River to BLM lands to the north. Fruita's plan for parks calls for providing a variety of park facilities and programs, location of mini-parks and trails near affordable housing areas, retirement homes and assisted

living facilities, location of future schools and parks in areas accessible to trails and beautification of the city through landscaping and tree planting. Mesa County's Plan calls for implementation of the East Grand Valley Master Parks Plan, development of new partnerships with local municipalities and other entities that promote recreation, parks and trails, improved pedestrian / bicycle interconnection of neighborhoods to parks and trails, and addressing infrastructure issues at Mesa County Fairgrounds. The City of Grand Junction's Plans focus on providing open spaces throughout the urban area, particularly an interconnected system of neighborhood and community parks, trails and recreational facilities throughout the city, greenbelts, a trails network for recreation, transportation and environmental purposes, and use of floodplains for greenbelts and trails.

### *Physical Infrastructure*

Plans cite the need for development and maintenance of a physical infrastructure that will support community-wide economic vitality and expansion. Specifically called for are sanitary sewer, water, irrigation and drainage systems that are designed, sized and located in appropriate areas to support future growth. Additional priorities mentioned are fiber optics, roads, reliable and accessible ground transportation throughout the Grand Valley, waste management, site accessibility and site appeal to support economic expansion. The City of Grand Junction's City Council Service Level and Organizational Issues / Priorities include a Combined Storm Sewer Improvement Program, and the City's 2001 Five-Year Consolidated Plan lists ongoing and improved water and sewer service, improved street and pedestrian systems, ongoing and improved storm sewer service and ongoing maintenance and new construction of public facilities. The Grand Junction Downtown Development Authority encourages public and private investment in capital projects and infrastructure.

### *Special Needs Populations*

The City of Grand Junction's 2001 Five-Year Consolidated Plan cites the need for shelter for homeless adults and families, more transitional housing units with support services for the homeless and improved homeless prevention activities. The Plan also calls for: more medical and dental facilities; additional group homes to accommodate individuals with physical and cognitive disabilities; increased quality of affordable childcare for children of the working poor and people entering the workforce; increased drug and alcohol counseling; promotion of health recreational activities; and opportunities for all citizens to realize stability and increased household income.

### *Transportation and Mobility*

Improved air service, with lowered airfares and improved reliability and accessibility of air travel to and from Grand Junction, is stated as a priority in a number of Grand Valley plans. Walker Field Airport Authority focuses on a vision that includes being the regional airport of choice, a regional air cargo hub, the regional airport of choice for corporate, business and leisure aviation, home to a well-planned, self-sustaining private aircraft operator community and hub for governmental aviation activities. Fruita's Community Plan focuses on a traffic calming plan, implementation of the 2020 Regional Transportation Plan, improvement of existing rural collector roadways, improving and beautifying vehicular and pedestrian access to the downtown area, and encouragement of the

Grand Valley Transit System to operate a shuttle between downtown and specific areas of the city. Mesa County's Strategic Plan calls for: the enhancement of public transit service through implementation of the Mesa County Transit Development Plan, including coordination with other transit providers; creation of a private / public partnership to fund public transit; and interagency resource sharing arrangements for facility support of Grand Valley Transit. It also seeks to improve transportation through implementation of the 2020 Regional Transportation Plan. The City of Grand Junction Growth Plan calls for: a well-balanced transportation system that supports the use of a variety of modes of transportation, including automobile, local transit, pedestrian and bicycle use; development and maintenance of a street system which effectively moves traffic throughout the community; and improved ground transportation to the community. In addition, Transportation Corridors are listed on the City Council Priority Issues / Projects.

### *Youth*

The Mesa County Build a Generation Youth 2000 Prevention Plan calls for a community that shares a commitment to creating positive lifelong ambition and achievement in youth as well as an environment where youth feel a sense of worth, belonging and purpose. It also cites the need for providing youth with clear and consistent messages specific to alcohol, drug use, sexual activity and behavior standards, including non-violence. The Mesa County Valley School District #51 Strategic Plan calls for continuous student improvement and success in school, elimination of the achievement gap between students, rigorous and relevant standards and assessments for all students, and for all students to be technologically literate. That Plan also cites the need for a safe and nurturing learning environment, the commitment of the District to work with public agencies to plan, prevent and respond to safety issues, to consistently enforce student discipline and provide leadership in promoting a culture based on important core values.

# Grand Valley Government / Organization / Agency Goals

## Arts and Culture

- Arts and Culture: Mesa County will improve and enhance awareness of the whole person - spiritual, physical and emotional - and consider all of these dimensions when planning (*Mesa County: Our Picture of Health, 1998; Focusing on Community Health to the Year 2000*)
  - Values:
    - A. Mesa County will provide for the future by ensuring that children experience not only economic and physical security but also artistic and cultural growth.
    - B. Mesa County will have the capacity to support the concepts of both "bread" and "roses" when bread is understood to be the basics of healthy bodies, economics, social and educational structures, and roses reach beyond the basics to include but not be limited to arts, culture and leisure.
    - C. Mesa County will utilize all available resources to realize its vision.
- Encourage arts and cultural organizations to do additional school outreach programs. (*Grand Junction Commission on Arts and Culture*)
- Establish an arts award program in the schools, especially for performing arts. (*Grand Junction Commission on Arts and Culture*)
- Provide more live theater, more children's events, and more outdoor events. (*Grand Junction Commission on Arts and Culture*)
- Encourage evolution of the Arts Expo into an even larger community-wide arts festival through other arts organizations, presumably the new "Pride of the Valley Arts Festival". (*Grand Junction Commission on Arts and Culture*)
- Advocate for the purchase of a mobile stage by the Lion's Club and help them obtain adequate storage for the equipment. (*Grand Junction Commission on Arts and Culture*)
- Help to build or renovate a new multi-use facility, a new museum, and a new theater. (*Grand Junction Commission on Arts and Culture*)
- Advocate for including a large amphitheater in Los Colonias Park. (*Grand Junction Commission on Arts and Culture*)
- Publish the Community Cultural Calendar every two months instead of every three months and contract out the data entry of all event information and distribution of the calendars. (*Grand Junction Commission on Arts and Culture*)
- Maintain the quality and increase the quantity of available arts events and programming by providing financial support from the Commission and the City for arts and cultural programs. (*Grand Junction Commission on Arts and Culture*)
- Help create and market a positive image of the local arts industry and community artists. (*Grand Junction Commission on Arts and Culture*)
- Provide opportunities and professional development for artists marketing their artwork locally. (*Grand Junction Commission on Arts and Culture*)
- Continue to encourage and promote the establishment of an arts incubator facility in Grand Junction. (*Grand Junction Commission on Arts and Culture*)
- Increase promotion, publicity and media coverage about local cultural events and issues. (*Grand Junction Commission on Arts and Culture*)

- Continue all existing ongoing Commission programs. (*Grand Junction Commission on Arts and Culture*)
- Encourage the establishment of a cultural district and specific tax allocation for the arts. (*Grand Junction Commission on Arts and Culture*)
- Find a partner organization with numerous volunteers to help bring the Artrain exhibit to Grand Junction in 2003 or 2004. (*Grand Junction Commission on Arts and Culture*)
- Encourage more community outreach and reduced pricing for disadvantaged populations by local arts and cultural organizations. (*Grand Junction Commission on Arts and Culture*)
- Help expand the Art on the Corner program throughout downtown and Grand Junction by purchasing a piece of sculpture each year and installing it in a park or other visible location. (*Grand Junction Commission on Arts and Culture*)
- Revise and update the 1991 *Grand Junction Strategic Cultural Plan* in 2001. (*Grand Junction Commission on Arts and Culture*)

### Agricultural Lands

- Agriculture (*Fruita Community Plan 2020*)  
 Desired Future Condition: Recognizing that agriculture is important to the Fruita area's heritage, economy and rural character, agriculture is preserved and enhanced through creative ways to maintain working farms.  
 Policy 1 - Protect Agriculture: The City of Fruita will encourage the long-term protection of agriculture around the City.  
 Policy 2 - Encourage New Agriculture: The City of Fruita will work with organizations that try to encourage additional agricultural activity in and around the city.
- Land Use and Growth Patterns (*Fruita Community Plan 2020*)  
 Desired Future Condition: Growth and development are managed to preserve and enhance the quality of life that makes Fruita an attractive place to live. Residential, commercial and industrial land uses are interspersed with parks and open space and provide a balanced environment to live, work, and play.  
 Policy 1 - Transfer of Development Rights: TDR is encouraged in appropriate locations to provide a gradual transition between Community Residential density and Rural / Agricultural density and to provide a means to preserve agricultural and open land.  
 Policy 5 - Preservation of Open and Agricultural Land: Preservation of open and agricultural land outside the urban growth boundary is encouraged through the purchase or transfer of development rights, large lot zoning, and cluster development.
- Natural Resources and Environment: Mesa County citizens understand the essential role that natural resources and the environment play in community health. Planning, development and ongoing management should be conducted in ways that preserve and enhance the natural environment. (*Mesa County: Our Picture of Health, 1998; Focusing on Community Health to the Year 2000*)  
 Values:  
 D. Agricultural land, ranch land, wetlands and other habitats of critical importance to the maintenance of Mesa County's natural, social and economic balance will be preserved or restored.

- Growth Management: Preserve agricultural properties and operations and open space. (*Mesa County Strategic Plan, May 2001*)
  - Objective: Encourage / educate regarding voluntary conservation techniques, including providing incentives.
  - Objective: Encourage agricultural / conservation techniques, transfer and purchase of development rights, and cluster development.
  - Objective: Influence state and federal legislation affecting agricultural operations (e.g. Clean Water Act, Endangered Species, Farmland Protection, etc.).
- Natural Environment - Goal 22: To preserve agricultural lands. (*City of Grand Junction Growth Plan*)
- It is the year 2020 and the Grand Valley is a distinctive geographic area with a sustainable unity of the physical, social and economic environments. Agriculture is flourishing due to honoring the natural wealth of the landscape within which the valley, its discrete communities, and wildlife thrive. (*Grand Valley Vision 20/20 Statement*)

### Civic Life

- Community Character / Image - Goal 14: To encourage public awareness and participation in community activities. (*City of Grand Junction Growth Plan*)
- Social Environment: The social environment of a healthy community fosters interaction between residents, provides a sense of safety and well-being for families and individuals, and empowers citizens to be involved in the community. (*Mesa County: Our Picture of Health, 1998; Focusing on Community Health to the Year 2000*)
  - Values:
    - A. Individuals are involved, beyond self or family concerns, in some aspect of community that promotes activities for the good of the whole.
    - B. (*See Crime and Criminal Activity*)
    - C. The community champions a strong sense of family and parental responsibility.
    - D. The community, as individuals and a whole, supports activities and behaviors that nurture social connections.
    - E. The community has a commitment to meet the basic needs of community members.
    - F. Youth are respected and engaged members of community life.
    - G. Elders are respected and engaged members of community life.
    - H. Individuals participate in and have impact on community decisions.
- Spiritual Life: Mesa County will improve and enhance awareness of the whole person - (*Mesa County: Our Picture of Health, 1998; Focusing on Community Health to the Year 2000*)
  - Values:
    - A. (*See Youth*)
    - B. Mesa County will have an increased awareness of diversity, values and opinions which results in celebration of differences, increased interfaith communications and safety to speak freely.

- Equitable access to government and institutions has been insured with the various governments, individually and cooperatively, facilitating citizen partnerships to resolve issues, run projects and create programs, producing citizen ownership in governance, reducing the need to govern through regulations. (*Grand Valley Vision 20/20 Statement*)
- Alignment Action: Integrate: citizen ownership through stewardship activities. (*Grand Valley Vision 20/20*)

### Community Image and Character

- Community Character and Design (*Fruita Community Plan 2020*)
  - Desired Future Condition: The rural, small town atmosphere, historic character of the downtown area, and agricultural heritage is preserved. Fruita exists within but maintains a separate identity from the larger Grand Junction metropolitan area by becoming more culturally and economically self-sufficient.
  - Policy 1 - Compact Growth: Continue to encourage compact growth within the urban growth boundary at a human scale (i.e. small lots, front porches, sidewalks, and residences close to goods and services.)
  - Policy 2 - Walkable Community: Encourage a walkable, bicycle friendly community with traffic calming measures and neighborhoods that are easily accessible to shopping areas.
  - Policy 3 - Historic Preservation: The City of Fruita encourages the preservation of historic buildings and discourages replacement of such buildings, when necessary, with structures that are not architecturally compatible with nearby historic buildings.
- Growth Management: Provide an effective code enforcement program. (*Mesa County Strategic Plan, May 2001*)
  - Objective: Identify the parameters of the program.
  - Objective: Provide clear definitions for enforcement.
  - Objective: Evaluate alternatives to the current code enforcement process.
  - Objective: Provide adequate staff for code enforcement as determined by identified parameters of the program.
- Principle: Support / Enhance Existing Neighborhoods (*City of Grand Junction Growth Plan*)
  1. Planning should help maintain the quality of life in existing neighborhoods.
  2. The recently adopted Orchard Mesa Neighborhood Plan should be incorporated.
  3. New roadways (such as the Riverside bypass) should be designed and located so they do not intrude on existing neighborhoods.
  4. Compatibility standards should be in place for more intense uses in or adjacent to neighborhoods.
- Principle: Retain Valued Cultural and Environmental Resources (*City of Grand Junction Growth Plan*)
  1. Support for preservation of historic resources and neighborhood integrity will help the community retain sites of cultural or architectural significance.
- Community Character / Image - Goal 9: To recognize and preserve valued distinctions between different areas within the community. (*City of Grand Junction Growth Plan*)
- Community Character / Image - Goal 10: To retain valued characteristics of different neighborhoods within the community. (*City of Grand Junction Growth Plan*)

- Community Character / Image - Goal 11: To promote stable neighborhoods and land use compatibility throughout the community. (*City of Grand Junction Growth Plan*)
- Community Character / Image - Goal 13: To enhance the aesthetic appeal of the community. (*City of Grand Junction Growth Plan*)
- Cultural / Historic Resources - Goal 19: To retain and preserve historic and cultural resources that symbolize the community's identity and uniqueness. (*City of Grand Junction Growth Plan*)
- Mission: To plan, promote and develop long term economic vitality within the Grand Junction Downtown Development District for the benefit of the community, by encouraging public and private investment in capital projects, infrastructure, aesthetic and cultural programs and amenities. (*Grand Junction Downtown Development Authority*)
- Controlling Weeds in Public Rights-Of-Way (*City Council Service Level and Organizational Issues / Priorities*)
- The riverfronts are beautiful and accessible, providing continuity and integration with the flourishing downtowns where historic districts, buildings and gathering places provide a wonderful variety and elegance for the enjoyment and interaction of our residents and visitors. (*Grand Valley Vision 20/20 Statement*)
- Alignment Action: Remove barriers: pick low hanging fruit
  - Assist the residents with the placement of the Riverside School on the state and national historic registers and help the Riverside community obtain ownership of the school and proper permits to rehabilitate the structure for use as a community resource center.
  - Post signs allowing no truck traffic through the Historic District on 7<sup>th</sup> Street. (*Grand Valley Vision 20/20*)
- Alignment Action: Generate momentum: support citizens in resolving issues
  - Support citizen efforts to beautify and make more prominent the entrances to Grand Junction from the south on Highway 50 and coming from the west on Interstate 70.
  - Help citizens make the I-70 entrance to Palisade more attractive. (*Grand Valley Vision 20/20*)

### Crime and Criminal Justice

- Crime and Criminal Justice: Research and evaluate computer software for criminal justice system data collection to provide information sharing between authorized users. (*Mesa County Strategic Plan, May 2001*)
  - Objective: Bring Sheriff's Office, Criminal Justice Services, District Attorney's Office, Department of Human Services, Probation Department, Courts, Grand Junction Police Department, and other criminal justice agencies together to discuss the need and develop a plan.
  - Objective: Conduct a system analysis of the local data collection capability and needs through the Criminal Justice Advisory Board with a grant from the National Institute of Corrections.
  - Objective: Evaluate the recommendations of the system analysis and present a plan of action to the Criminal Justice Advisory Board.

- Crime and Criminal Justice: Reduce juvenile criminal activity. (*Mesa County Strategic Plan, May 2001*)
  - Objective: Identify at-risk youth and take appropriate steps toward preventing them from becoming career criminals.
  - Objective: Develop a program, in conjunction with school district officials, to address school dropout rates.
  - Objective: Develop a long-term tracking and mentoring program.
  - Objective: Explore increased efforts at providing education in parenting to parents of at-risk youth.
- Crime and Criminal Justice: Evaluate the need for long term drug and alcohol treatment in the community. (*Mesa County Strategic Plan, May 2001*)
  - Objective: Bring partners together (Colorado West Mental Health, Mesa County Department of Human Services, Mesa County Health Department, Law Enforcement, Community Corrections, St. Mary's Hospital) to evaluate the substance abuse treatment needs in Mesa County.
  - Objective: Ongoing assessment of treatment needs in the criminal justice system and the community at large. Identify gaps in existing substance abuse treatment services.
  - Objective: Assess existing programs and funding sources and write summary of the findings.
  - Objective: Develop a plan to fill the gaps in service, if they exist, and present the plan to the Criminal Justice Advisory Board and the Board of County Commissioners.
- Crime and Criminal Justice: Evaluate the needs for short-term drug and alcohol detox program in the community. (*Mesa County Strategic Plan, May 2001*)
  - Objective: Bring partners together (Colorado West Mental Health, Mesa County Department of Human Services, Mesa County Health Department, Law Enforcement, Community Corrections, St. Mary's Hospital) to evaluate the detoxification capabilities and needs in Mesa County.
  - Objective: Assess current bed availability and funding sources.
  - Objective: Assess county-wide detox needs and alternative funding sources.
  - Objective: Present findings to Criminal Justice Advisory Board and the Board of County Commissioners.
- Social Environment: The social environment of a healthy community fosters interaction between residents, provides a sense of safety and well-being for families and individuals, and empowers citizens to be involved in the community. (*Mesa County: Our Picture of Health, 1998; Focusing on Community Health to the Year 2000*)
  - Values:
    - B. People of all ages are, and believe they are, safe in the community and are committed to preserving that safety.

### Economic Development

- Envision and plan for a future community that provides a stable, prosperous economy and an unparalleled quality of life:
  - 1) Ensure that Grand Junction remains a regional center for the area; continue efforts to serve as a catalyst for the development of a regional events center (*Grand Junction Area Chamber of Commerce 2002 Business Plan*)

- Represent area business interests at the local, state and federal levels to insure a favorable business climate:
  - 1) Represent area business interests to positively affect policy decision making at the local level;
  - 2) Influence legislation at the state and federal level that directly impacts our members; 3) Provide information to the membership about government actions that may affect them. (*Grand Junction Area Chamber of Commerce 2002 Business Plan*)
- Address the need of business for qualified workers through partnering with education and training providers:
  - 1) Increase business involvement in education and training;
  - 2) Build relationships between the business community and education;
  - 3) Support the Mesa County Business Education Foundation;
  - 4) Support higher education efforts to provide training and retraining that will meet the requirements of local businesses for trained labor;
  - 5) Assist expanding local companies in accessing programs and technical aid offered by governmental entities and others that will enable them to grow their workforce and add jobs to the local economy. (*Grand Junction Area Chamber of Commerce 2002 Business Plan*)
- Mesa County Economy: “Economic development is the process of creating wealth through the mobilization of human, financial, capital, physical and natural resources to generate marketable goods and services.” (Economic Development Today) (*Mesa County: Our Picture of Health, 1998; Focusing on Community Health to the Year 2000*)
 

Values:

  - A. Mesa County will have access to broad markets through high-quality technological infrastructure and transportation.
  - B. Mesa County will have an educational system that provides a high-quality work force with a positive work ethic and the skills necessary for local businesses to succeed.
  - C. Mesa County will maintain job growth for its citizens.
  - D. Mesa County will have a diversified economy that can withstand economic cycles and result in strong businesses that can pay well enough to keep our young people in the local area.
  - E. Mesa County will provide affordable, high quality child care opportunities so workers can feel safe about the nurturing of their families while they are at work.
- Economic Development (*Fruita Community Plan 2020*)
 

Desired Future Condition: Tourism, recreation and agriculture are important parts of an economy that has become more diverse by attracting other economic sectors, compatible with community character, which provide well-paying jobs for local residents.

Policy 1 - Economic Diversification: The City of Fruita shall be pro-active and support the efforts of public and private organizations to diversify the local economy.

Policy 2 - Revitalize Downtown: The City of Fruita supports and encourages the revitalization of the historic Aspen Avenue downtown business area.

Policy 3 - Annex Industrial Area: To increase its tax base, to enhance environmental quality and safety, and to provide consistent urban services, the City of Fruita intends to annex the industrial corridor between US6 and I-70, extending from 17.5 Road to 14 Road.

- Community-wide Economic Vitality: To increase average wage and benefit packages in Mesa County. (*Mesa County Strategic Plan, May 2001*)
  - Objective: Attract enterprises that employ individuals who command higher wages and benefits.
  - Objective: Assist existing businesses' potential to employ individuals who command higher wages and benefits.
  - Objective: Support the development of human capital skills to increase competitive worth of individuals in the Mesa County job market.
- Develop a Persigo Agreement Business Plan (*City Council Service Level and Organizational Issues / Priorities*)
- During the next five years the Grand Junction Economic Partnership aims to create a total of 765 jobs with an average salary of \$32,975 (five year average). Total payroll of \$25,225,875 will be generated. While meeting this goal the organization will be strategically focused on:
  1. Living wage job development and preservation;
  2. Innovative and well-planned economic growth that is compatible with local values, quality of life, and local development resources;
  3. Economic diversification in sustainable industries and industry clusters that lead to the balanced long-term growth of the area economy;
  4. Economic growth that has a low impact on environmental resources and preserves and enhances the area's quality of life. (*Grand Junction Economic Partnership, Strategic Plan 2001 - 2006*)
- Increased Business Investment (*Grand Junction Economic Partnership, Strategic Plan 2001 - 2006; Strategic Priority*)
  1. Increase the number of new qualified prospects and actual investments by high quality business in the Grand Junction metro area by strengthening current strategies and developing new ones that diversify the local economic base and emphasize quality job creation for area residents.
  2. Sharpen the focus of economic development efforts by identifying the best future investment and job development opportunities by existing and new businesses for the Grand Junction metro area.
  3. Equip the organization with the ongoing research capability to identify emerging opportunities in the context of the changing economy.
- Greater Collaborative Advantage (*Grand Junction Economic Partnership, Strategic Plan 2001 - 2006; Strategic Priority*)
 

Increase the level of cooperation and information sharing among local economic development organizations and communities and achieve greater synergy and a more positive overall impact through collaborative partnerships.
- Community Education and Awareness (*Grand Junction Economic Partnership, Strategic Plan 2001 - 2006; Strategic Priority*)
 

Expand local leadership and public support for sustainable and competitive economic development in the Grand Junction metro area by strengthening the organization's economic development education and communications role.
- Improved Area Resource Competitiveness (*Grand Junction Economic Partnership, Strategic Plan 2001 - 2006; Strategic Priority*)
 

Provide leadership and technical support to local efforts to increase the competitiveness of the area's development resources, including air service, business sites and facilities, workforce development, and expanding the presence and quality of higher education institutions and programs in the Grand Junction metro area.

- Strengthened Organization (*Grand Junction Economic Partnership, Strategic Plan 2001 - 2006; Strategic Priority*)  
Re-organize and prepare the Economic Partnership and its development partners to meet the challenges and opportunities by moving to a new “business model” that emphasizes the role of networks and action teams.
- Economy - Goal 17: To promote a healthy, sustainable, diverse economy. (*City of Grand Junction Growth Plan*)
- Economy - Goal 18: To maintain the City’s position as a regional provider of goods and services. (*City of Grand Junction Growth Plan*)
- The economy is diversified and self-sufficient, architecturally unique villages with parks and other friendly areas necessary for healthy living dot the landscape. Today people make a living wage and salary thereby providing time and resources for the continued enrichment of life for individuals, families, elderly and minorities. (*Grand Valley Vision 20/20 Statement*)
- Alignment Action: Remove barriers: pick low hanging fruit  
--The Visitor and Convention Bureau can resolve civic protocol issues with Fruita and Palisade regarding its marketing of dinosaurs and wineries as being under Grand Junction’s purview in order to move on to more cooperative ventures. (*Grand Valley Vision 20/20*)
- Alignment Action: Engage: citizen participation through cooperative endeavors  
--The community and appropriate government entities collaborating on getting an events center for the community that will draw people from all over the Western Slope, if not the entire state, for entertainment purposes.  
--Local businesses and appropriate government entities working together to implement a livable wage for residents of the Grand Valley, a wage that is on par with housing prices and the cost of living. (*Grand Valley Vision 20/20*)

## Education

- Education: Education provides people with the knowledge and skills to make healthy choices (*Mesa County: Our Picture of Health, 1998; Focusing on Community Health to the Year 2000*)  
Values:
  - A. Mesa County will have a literate population: competent in language, mathematics, computers and citizenship.
  - B. Mesa County will nurture and support lifelong learning.
  - C. Mesa County will support educational systems that prepare and support a well-trained labor force.
  - D. Mesa County will have neighborhood family learning centers that foster learning for all ages including options for after-school tutoring, parenting, mentoring and other services.
  - E. Mesa County will provide access to technology for learning and communicating regardless of economic status.
  - F. Mesa County will focus on early childhood education.
- Schools (*Fruita Community Plan 2020*)  
Desired Future Condition: The high quality of local schools is maintained, and new facilities are built as needed to keep pace with a growing population in order to enhance educational opportunities.

Policy 1 - City and School District Cooperation: The City of Fruita will cooperate with Mesa County Valley School District #51 in planning the location and siting of new schools within Fruita.

Policy 2 - Multi-Use of Schools: The City of Fruita encourages Mesa County Valley School District #51 to continue to share school facilities, including buildings and recreational facilities, with the Fruita community (see Fruita Monument High School Master Plan).

- The Valley's current state of health is evidenced by the following: What was Mesa State College is now a University and is nationally recognized for its cutting edge curriculums, events center, and research activities. The University acts as a magnet for attracting intellectual capital, that in turn generates new opportunities for diversified prosperity compatible with, and improving upon, our natural and human landscape. (*Grand Valley Vision 20/20 Statement*)
- Alignment Action: Generate momentum: support citizens in resolving issues
  - Work with the school district to procure a location and access to school impact fees and other funding for a new elementary school in Fruita.
  - Resolve current situations in which students in Orchard Mesa are bused to two different high schools, thus interrupting relationships they have established during elementary and middle school years and putting them in uncomfortable adversarial roles. (*Grand Valley Vision 20/20*)
- Alignment Action: Engage: citizen participation through cooperative endeavors
  - The community and Mesa State College working together to help MSC make the transition from a college to a university, complete with research capabilities. (*Grand Valley Vision 20/20*)

### Fire Protection / Emergency Medical Services

- Fire Protection and Emergency Medical Services Availability: Develop an equitable and rational fire and emergency medical system throughout Mesa County. (*Mesa County Strategic Plan, May 2001*)
  - Objective: Continue to encourage improved cooperation of services provided by all fire protection districts and emergency medical service providers.
  - Objective: Continue to encourage and facilitate consolidation discussion on the east end of the valley.
  - Objective: Follow up on developments of the Grand Junction Rural Fire Protection District and the City of Grand Junction merging.
- Fire Protection and Emergency Medical Services Availability: Develop and implement a county-wide option / structure for emergency medical services. (*Mesa County Strategic Plan, May 2001*)
  - Objective: Review County responsibilities and authority with regards to EMS.
  - Objective: Investigate alternatives of establishing a county-wide umbrella agency, EMS board, authority, special district, etc.
  - Objective: Incorporate medical direction components as discussed by the medical community into the EMS umbrella organization.
  - Objective: Explore the options of consultant services for system design.
  - Objective: Inform the public of the issues surrounding Fire / EMS in Mesa County.

- Fire Protection and Emergency Medical Services Availability: Explore private and public partnerships to provide county-wide EMS service. (*Mesa County Strategic Plan, May 2001*)  
Objective: Explore other systems throughout the state and country that integrate private and public partnerships.
- Fire / EMS / Redlands (*City Council Priority Issues / Projects*)

### Growth Management

- Growth Management: Plan for orderly and well-managed growth (consideration of land use, infrastructure - water, sewer, drainage and solid waste - environment, parks, transportation, housing, intergovernmental coordination, capital improvement program). (*Mesa County Strategic Plan, May 2001*)  
Objective: Update the Master Plan or revise per new legislation.  
Objective: Update Land Development Code.  
Objective: Implement adopted Master Plan.
- Growth Plan Update (*City Council Priority Issues / Projects*)
- Principle: Concentrate Urban Growth (*City of Grand Junction Growth Plan*)
  1. The general land use pattern should be as shown on the "Concentrated Urban Growth Alternative" with specified changes.
  2. A key objective of this growth pattern is to use infrastructure (existing and planned) most efficiently and cost-effectively.
  3. An Urban Growth Boundary (UGB) should be defined as the outer limit of urban development within the Urban Planning Area.
  4. Phasing and other techniques may be used in addition to the UGB.
- Growth Management - Goal 3: To implement the plan through the coordinated and consistent actions of Grand Junction, Mesa County and other service providers. (*City of Grand Junction Growth Plan*)
- Growth Management - Goal 4: To coordinate the timing, location and intensity of growth with the provision of adequate public facilities. (*City of Grand Junction Growth Plan*)
- Growth Management - Goal 5: To ensure that urban growth and development make efficient use of investments in streets, utilities and other public facilities. (*City of Grand Junction Growth Plan*)
- Growth Management - Goal 6: To promote the cost-effective provision of services for businesses and residents by all service providers. (*City of Grand Junction Growth Plan*)
- Growth Management - Goal 7: To equitably fund improvements required to serve community residents and businesses. (*City of Grand Junction Growth Plan*)

### Healthy Families

- To raise awareness of child abuse and neglect in order to increase involvement and accountability by the community, to improve parent / child relationships, to develop and improve parenting skills and knowledge of child growth and development so that Mesa County residents will acknowledge each child is valued and valuable. (*Mesa County Build a Generation Youth 2000 Prevention Plan*)

- Health and Well-Being: A healthy community balances personal, family and community responsibilities for physical and mental health. (*Mesa County: Our Picture of Health, 1998; Focusing on Community Health to the Year 2000*)
  - Values:
    - A. Mesa County will provide affordable, available and accessible health care for all of its citizens.
    - B. Mesa County will demonstrate healthy lifestyles, a population invested in its health, increased nutrition and exercise, decreased smoking and decreased substance abuse.
    - C. Mesa County will provide prevention activities that increase the span of healthy life.
    - D. Mesa County will provide support for valley-wide programs that stress teen pregnancy prevention and intervention.
    - E. Mesa County will provide opportunities for leisure activities and high-quality recreational activities.
    - F. Mesa County will regard emotional well-being as an integral part of physical health and nurture the whole person, both physically and emotionally.
- Healthy Families: Mesa County families will have access to needed support services, such as mental health services, parent training education, child care, and public health. (*Mesa County Strategic Plan, May 2001*)
  - Objective: Make available the appropriate mental health services for children and families.
  - Objective: Assure availability of parent training education opportunities and resources.
  - Objective: Assure the availability of safe, affordable, high quality child care for Mesa County residents.
  - Objective: Assure the availability of public health-related services for families.
- Healthy Families: Build a building to house Health and Human Services staff. (*Mesa County Strategic Plan, May 2001*)
  - Objective: Perform program analysis.
  - Objective: Design facility.
  - Objective: Construct the building.
- Health care delivery including affordability and accessibility is recognized as a model for the nation. Medical research centers in collaboration with Mesa State University and other international health science centers, attract top professionals and practitioners to the Valley. (*Grand Valley Vision 20/20 Statement*)

### Housing

- Built Environment: Mesa County housing and infrastructure will expand to accommodate growth. Existing infrastructure will be maintained to avoid deterioration and obsolescence. (*Mesa County: Our Picture of Health, 1998; Focusing on Community Health to the Year 2000*)
  - Values:
    - C. All people living in urban and rural areas of Mesa County will have access to a variety of affordable and safe types of housing.

- Housing (*Fruita Community Plan 2020*)
  - Desired Future Condition: The housing stock is safe, well-maintained, well-designed, and compatible with community character with a wide price and rental range adequate to house all income levels and age groups.
  - Policy 1 - A Range of Housing Choices: The City of Fruita encourages the construction of new housing units within the urban growth area at densities ranging from multi-family units to single family units on three-acre parcels.
  - Policy 2 - Multi-Family Downtown: The City of Fruita encourages the construction of multi-family housing units on vacant parcels near the downtown area.
  - Policy 3 - Affordable Housing: The City of Fruita encourages and supports the efforts of public and private organizations to provide new affordable housing units and encourages the formation of partnerships to implement this policy.
  - Policy 4 - Preserve Existing Housing: The City of Fruita encourages the preservation of the existing housing stock, particularly older structures, through renovation and repairs to maintain existing affordable housing units and to preserve community character.
- Maintain and expand current housing operated by Grand Junction Housing Authority. (*Grand Junction Housing Authority*)
- Advocate for changes outside GJHA that benefit people in need of housing in this area. (*Grand Junction Housing Authority*)
- Ensure that GJHA remains a financially stable, well-managed, and solvent organization, mindful of the fiduciary responsibility to our customers and to the community. (*Grand Junction Housing Authority*)
- Increase community awareness of the need for affordable housing and of GJHA's role in meeting that need. (*Grand Junction Housing Authority*)
- Principle: Disperse Higher Density Housing (*City of Grand Junction Growth Plan*)
  1. Higher density housing is needed and an adequate supply should be provided.
  2. This housing should be located throughout the community rather than concentrated in a few small areas. Ideally it should be integrated into mixed density housing developments.
  3. Design and compatibility standards are needed to ensure that higher density housing is a long-term asset to the community.
  4. The plan should support creation of affordable single-family homes as well as the higher density housing types (affordable housing doesn't have to mean attached units).
- Housing - Goal 15: To achieve a mix of compatible housing types and densities dispersed throughout the community. (*City of Grand Junction Growth Plan*)
- Housing - Goal 16: To promote adequate affordable housing opportunities dispersed throughout the community. (*City of Grand Junction Growth Plan*)
- Need for Affordable Housing (*City of Grand Junction, 2001 Five-Year Consolidated Plan*)
  1. Increase the number of affordable rental housing units.
  2. Increase the number and type of home ownership opportunities available to low-to-moderate-income homebuyers.
  3. Remove or reduce substandard housing units.
  4. Preserve existing stock of affordable housing units.
- Needs of Special-Needs Populations and Other Human Service Needs
  - Reduce the impact of barriers to affordable housing. (*City of Grand Junction, 2001 Five-Year Consolidated Plan*)

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Reduce the impact of barriers to affordable housing. (*City of Grand Junction, 2001 Five-Year Consolidated Plan*)

### Internal Governmental Priorities

- E-Government: Utilize e-government to enhance efficiency and effectiveness of Mesa County services. (*Mesa County Strategic Plan, May 2001*)  
Objective: Maintain and upgrade infrastructure, hardware, software and bandwidth capabilities, to industry standards.  
Objective: Provide user training to maximize return on investment.  
Objective: Expand utilization of electronic fund transfers.
- Evaluations and Training: Developing an Employee Incentive Program (*City Council Service Level and Organizational Issues / Priorities*)
- Improving External Communications for Council and Organization (*City Council Service Level and Organizational Issues / Priorities*)
- Downtown Parking - Implementation, Enforcement and Review (*City Council Service Level and Organizational Issues / Priorities*)
- Develop a Common Theme / Logo for the Organization (*City Council Service Level and Organizational Issues / Priorities*)
- Customer Service and Supervisor Training (*City Council Service Level and Organizational Issues / Priorities*)
- Principle: Continue Coordination to Implement Plan (*City of Grand Junction Growth Plan*)
  1. Intergovernmental agreements (IGAs) are critical implementation tools. The City and County should negotiate an IGA to provide for joint plan implementation.
  2. (*See Land Use and Development*)
  3. Service duplications should be eliminated when cost savings can be achieved.

### Land Use Planning and Development

- Envision and plan for a future community that provides a stable, prosperous economy and an unparalleled quality of life:
  - 1) Pursue a planning and development process for the area that is consistent with Vision 2020 and encourages quality growth. (*Grand Junction Area Chamber of Commerce 2002 Business Plan*)
- Land Use and Growth Patterns (*Fruita Community Plan 2020*)  
Desired Future Condition: Growth and development are managed to preserve and enhance the quality of life that makes Fruita an attractive place to live. Residential, commercial and industrial land uses are interspersed with parks and open space and provide a balanced environment to live, work, and play.  
Policy 1 - (*See Agricultural Lands*)  
Policy 2 - Infill: Infill of existing vacant parcels within the Community Residential District is encouraged.  
Policy 3 - Mixed Use Development: Mixed use development is encouraged within the downtown business area to help revitalize this area and to increase the supply of apartment rental units.

Policy 4 - New Urbanism: The City of Fruita shall continue to provide incentives to encourage "new urbanism" architecture (allowing small front yards if developers provide porches and locate garages on rear half of lot).

Policy 6 - Areas of Special Consideration: In order to achieve a visual separation between Fruita and Grand Junction, the existing open, rural character should be preserved and enhanced along the US 6 corridor.

Policy 7 - New Growth Pays Its Own Way: When the cost of providing public facilities and services to new development is calculated to exceed the amount the development contributes in taxes, the City of Fruita will collect impact fees to make up the difference.

- Infill / Redevelopment Policy (*City Council Priority Issues / Projects*)
- Principle: Ensure that Development Pays Its Own Way to the Extent Allowed by Law (*City of Grand Junction Growth Plan*)
- Land Use - Goal 1: To achieve a balance of open space, agricultural, residential and non-residential land use opportunities that reflects the residents' respect for the natural environment, the integrity of the community's neighborhoods, the economic needs of the residents and business owners, the rights of private property owners and the needs of the urbanizing community as a whole. (*City of Grand Junction Growth Plan*)
- Land Use - Goal 2: To ensure orderly transitions or buffers in areas of joint concern between different communities (i.e. Grand Junction, Fruita, Palisade) that help define distinct communities within Mesa County. (*City of Grand Junction Growth Plan*)
- Community Character / Image - Goal 8: To support the long-term vitality of existing centers of community activity [as called for in the Plan: the Downtown Commercial Core Area; the Airport Environs / Horizon Drive; Mesa Mall Environs; Clifton; Hospital Environs; and Mesa College]. (*City of Grand Junction Growth Plan*)
- Community Character / Image - Goal 12: To enhance the ability of neighborhood centers to compatibly serve the neighborhoods in which they are located. (*City of Grand Junction Growth Plan*)
- Principle: Reinforce Existing Community Centers (*City of Grand Junction Growth Plan*)
  1. A vital Downtown is a major part of this plan. The viability of an updated Two Rivers convention center and support hotel rooms should be impartially evaluated prior to the development of new tourism / convention facilities in other parts of the community.
  2. Other existing centers (Clifton, the Mall, the Airport area) should be recognized and allowed to grow.
  3. There may be a need for some new neighborhood-scale centers in some areas.
  4. No major new community centers will be included in the plan.
- Principle: Continue Coordination to Implement Plan (*City of Grand Junction Growth Plan*)
  1. (*See Internal Governmental Priorities*)
  2. Zoning should be compatible with and supportive of the plan. While areas may be appropriate for downzoning, private property rights must be respected.
  4. (*See Internal Governmental Priorities*)
- Alignment Action: Engage: citizen participation through cooperative endeavors --Local businesses and governments working together to create and sustain vital, dynamic downtown business cores. (*Grand Valley Vision 20/20*)

### Local Government Funding

- Financial Responsibility: Ensure County funding flexibility. (*Mesa County Strategic Plan, May 2001*)  
Objective: Pull together a balanced citizens committee to advise County Commissioners as to possible ballot issues related to TABOR.
- TABOR Issues and Building Partnerships for the Issues (*City Council Priority Issues / Projects*)

### Natural Resources and Environment

- Natural Resources and Environment: Mesa County citizens understand the essential role that natural resources and the environment play in community health. Planning, development and ongoing management should be conducted in ways that preserve and enhance the natural environment. (*Mesa County: Our Picture of Health, 1998; Focusing on Community Health to the Year 2000*)  
Values:
  - A. Mesa County citizens will demonstrate increased awareness and understanding of the connection between human health and the overall balance of the natural environment including wildlife, agriculture, water resource, economic and social components.
  - B. The Mesa County land use plan will guide zoning, development and growth.
  - C. Deer and elk, as well as exotic and native fisheries, will be maintained in healthy balance with their habitats to ensure the economic contribution of hunting and fishing to Mesa County while protecting habitats for other species.
  - D. (*See Agricultural Lands*)
  - E. Agricultural land and infrastructure to sustain ranching and agriculture will be recognized and supported by citizens, businesses and legislators.
  - F. Effective partnerships of public and private entities and individuals will ensure effective management, restoration and preservation of the Mesa County natural environment.
- Principle: Retain Valued Cultural and Environmental Resources (*City of Grand Junction Growth Plan*)
  - 2. Hillside and riverine policies and strategies will help retain natural vistas and open space linkages through the community. They will also provide natural areas to support wildlife in and around the community.
- Natural Environment - Goal 20: To achieve a high quality of air, water and land resources. (*City of Grand Junction Growth Plan*)
- Natural Environment - Goal 21: To minimize the loss of life and property by avoiding inappropriate development in natural hazard areas. (*City of Grand Junction Growth Plan*)
- We are an example to communities around the world who look for inspiration to ensure that their environments are in productive harmony with the natural riches that sustain us. (*Grand Valley Vision 20/20 Statement*)
- Alignment Action: Generate momentum: support citizens in resolving issues  
--Work with citizen groups to protect the fragmented lands on the slopes of the Grand Mesa where the City owns property as part of its watershed.

--Facilitate efforts by local non-profit land conservation organizations to develop TDR and other conservation tools to conserve the Grand Valley's natural wealth and agriculture. (*Grand Valley Vision 20/20*)

### Parks / Open Space / Trails

- **Open Space** (*Fruita Community Plan 2020*)  
Desired Future Condition: An ongoing aggressive effort is mounted to preserve open space where appropriate within the City and in outlying areas to maintain a separate identity within the Grand Junction metropolitan area, as well as to preserve scenic vistas and natural areas.  
Policy 1 - Preserve Washes and Creeks: The City of Fruita, in cooperation with Mesa County, shall work to preserve the natural character of the washes, creeks and other natural features in the planning area. These features will serve as a visual and recreational amenity for residents and visitors.  
Policy 2 - Preserve Ditches and Canals: The City of Fruita, in cooperation with Mesa County, the Bureau of Reclamation, Colorado State Parks, ditch companies and organizations, shall work to preserve the attractive and aesthetically pleasing character of ditches and canal corridors in the Fruita area.  
Policy 3 - Colorado River Greenway: The City of Fruita will continue to move forward with property acquisition along the Colorado River in the Fruita area.
- **Trails** (*Fruita Community Plan 2020*)  
Desired Future Condition: The City of Fruita and the surrounding area has an extensive trail system along washes, ditches, creeks and other alignments that serves as both a non-motorized transportation network as well as a recreational amenity. The trail system is safe, pleasant and provides access throughout the area and to surrounding public lands.  
Policy 1 - Trail System Expansion: The City of Fruita shall take the initiative in expanding its trail system both within the city limits and beyond.  
Policy 2 - Link Trails: Link the major wash trails from the Colorado River to BLM lands to the north. These washes include Reed, Big Salt, Little Salt, and Adobe.
- **Parks** (*Fruita Community Plan 2020*)  
Desired Future Condition: Fruita, in cooperation with other entities including the school district and State Parks, continue to provide a variety of park facilities and programs to enhance recreation opportunities for residents of all ages.  
Policy 1 - Park Acreage Ratio: The City of Fruita will maintain the existing acreage per thousand population as the population grows.  
Policy 2 - Schools and Parks: The City of Fruita will continue to locate schools and parks adjacent to each other wherever possible.  
Policy 3 - Location of Mini-Parks: The City of Fruita will attempt to locate mini-parks and trails near affordable housing areas, retirement homes and assisted living facilities.  
Policy 4 - Trail Access: The City of Fruita will locate future schools and parks where they are accessible from the trail system.  
Policy 5 - Beautification: Fruita, in cooperation with other entities including CDOT, service clubs, Chamber of Commerce and the business community, will work to beautify and enhance the appearance of Fruita through landscaping and tree planting.

- Parks: Provision of parks and trails. (*Mesa County Strategic Plan, May 2001*)
  - Objective: Implement East Grand Valley Master Parks Plan as resources allow.
  - Objective: Continue and develop new partnerships with school districts, municipalities, special districts, homeowners associations, and private sector groups that promote recreation, parks and trails.
  - Objective: Develop Long Family Memorial Park per agreement of County Commissioners.
  - Objective: Require pedestrian / bicycle interconnection of neighborhoods to parks and trails.
  - Objective: Continue to address infrastructure issues at Mesa County Fairgrounds addressed in updated master plan.
- Principle: Provide Open Spaces Throughout the Urban Area (*City of Grand Junction Growth Plan*)
  1. Neighborhood parks should be located in all urban areas.
  2. Natural open spaces and greenbelts should be provided within the urban area.
  3. A trails network is needed, both for recreation and transportation (include pedestrian, bike, equestrian).
  4. Floodplains offer good opportunities for greenbelt and trail location.
- Need for Non-Housing Community Development Infrastructure (*City of Grand Junction, 2001 Five-Year Consolidated Plan*)
  - 1.- 3. (*See Physical Infrastructure*)
  4. Improve parks and recreation facilities
- Parks and Open Space - Goal 26: To develop and maintain an interconnected system of neighborhood and community parks, trails and other recreational facilities throughout the urban area. (*City of Grand Junction Growth Plan*)
- Parks and Open Space - Goal 27: To include open space corridors and areas throughout the planning area for recreational, transportation and environmental purposes. (*City of Grand Junction Growth Plan*)
- Alignment Action: Remove barriers: pick low hanging fruit.
  - Assist the Parkwood Estates neighborhood to get a picnic table for their local park
  - Work with citizen groups to change the canal roads into bike and pedestrian paths (*Grand Valley Vision 20/20*)

### Physical Infrastructure

- Plan and build the physical infrastructure that will allow area businesses to succeed locally, regionally and globally:
  - 1) Monitor and provide business input into transportation and capital plans at the local, state and federal level that will improve our multimodal system;
  - 2) Encourage improved air service into the Grand Junction area. (*Grand Junction Area Chamber of Commerce 2002 Business Plan*)
- Infrastructure (*Fruita Community Plan 2020*)
  - Desired Future Condition: Sanitary sewer, water, irrigation and drainage systems are designed, sized and located in appropriate areas to support future growth patterns as specified in the Community Plan.
  - Policy 1 - 201 / Urban Growth Area: The 201 / urban growth boundary indicated on Map 5 is adopted, subject to approval from the Colorado Department of Health, as the official limit of sewer service provided by the City of Fruita.

Policy 2 - Sewer Extensions to West Industrial Area: In order to stimulate development of the west industrial area, the City of Fruita is committed to extending sewer lines to this area.

Policy 3 - Wastewater Treatment Facility: The City of Fruita shall upgrade the wastewater treatment facility in compliance with requirements of the Colorado Department of Health.

Policy 4 - Sewer Extensions to New Residential Areas: Extension of sewer lines to new residential areas is the responsibility of developers of such areas.

Policy 5 - Sewer Tap Fees: Sewer tap fees assessed for individual structures should be based on a fair, proportional value of the cost to treat effluent generated by such structures.

Policy 6 - Mountain Water System: The City of Fruita should consider leasing its mountain water system.

Policy 7 - Comprehensive Irrigation Plan: A comprehensive irrigation plan is preferable to individual subdivisions responsible for obtaining their own irrigation water.

- City Facilities (*Fruita Community Plan 2020*)

Desired Future Condition: Government services and facilities are adequate to serve residents without increasing tax burdens for individuals, property owners, and businesses. Quasi-public and private organizations provide a variety of cultural, recreational, medical, communications, and other services, activities, and facilities to maintain and enhance Fruita's quality of life.

Policy 1 - Fruita Civic Center: The Fruita Civic Center will continue to serve as a multi-purpose facility, housing government offices and providing space for a variety of community activities.

Policy 2 - Purchase Downtown Building: If a favorable opportunity arises, the City of Fruita should consider purchasing a building in the downtown business area, renovate it, and then sell it or temporarily lease space to private enterprise to reduce vacant store fronts and to help stimulate an economic revitalization of the area.

- Community-wide Economic Vitality: Develop a physical infrastructure that will support community-wide economic vitality and expansion. (*Mesa County Strategic Plan, May 2001*)

Objective: Ensure comprehensive and other County plans contain provisions for adequate infrastructure, such as, but not limited to: fiber optics, sewer, roads, site accessibility, site appeal.

Objective: Assist in lowering airfares and improving reliability and accessibility of air travel to and from Grand Junction.

- Combined Storm Sewer Improvement Program (*City Council Service Level and Organizational Issues / Priorities*)

- Mission: To plan, promote and develop long term economic vitality within the Grand Junction Downtown Development District for the benefit of the community, by encouraging public and private investment in capital projects, infrastructure, aesthetic and cultural programs and amenities. (*Grand Junction Downtown Development Authority*)

- Need for Non-Housing Community Development Infrastructure (*City of Grand Junction, 2001 Five-Year Consolidated Plan*)
  1. Provide ongoing and improved water and sewer service.
  2. Improve street and pedestrian systems.
  3. Provide ongoing and improved storm sewer service.
  4. (See Parks / Open Space / Trails)
  5. Provide for ongoing maintenance and new construction of public facilities.
- Built Environment: Mesa County housing and infrastructure will expand to accommodate growth. Existing infrastructure will be maintained to avoid deterioration and obsolescence. (*Mesa County: Our Picture of Health, 1998; Focusing on Community Health to the Year 2000*)
 

Values:

  - A. Mesa County will have reliable and accessible ground transportation throughout the Grand Valley.
  - B. (*See Housing*)
  - C. (*See Transportation*)
  - D. City, neighborhood and rural road service will integrate efficiency, aesthetic impact, pedestrian and bicycle safety.
  - E. Waste management systems across the county will meet or exceed maintenance standards and growth demand.
  - F. All Mesa County residents will have access to quality drinking water.

### Special Needs Populations

- Needs of the Homeless (*City of Grand Junction, 2001 Five-Year Consolidated Plan*)
  1. Provide shelter for homeless adults.
  2. Provide shelter for homeless families.
  3. Increase the number of transitional housing units with support services for homeless individuals and families.
  4. Improve homeless prevention activities.
- Needs of Special-Needs Populations and Other Human Service Needs (*City of Grand Junction, 2001 Five-Year Consolidated Plan*)
  1. Increase the capacity of existing medical and dental facilities.
  2. Increase the number of group homes that can accommodate individuals with physical and cognitive disabilities.
  3. Increase the quality of affordable childcare for children of the working poor and people entering the workforce.
  4. Increase the availability of drug and alcohol counseling.
  5. Promote healthy recreational activities.
- Needs of Special-Needs Populations and Other Human Service Needs
 

Reduce the impact of barriers to affordable housing. (*City of Grand Junction, 2001 Five-Year Consolidated Plan*)

Evaluate and reduce lead-based paint hazards. (*City of Grand Junction, 2001 Five-Year Consolidated Plan*)

Provide opportunities for all citizens to realize increased stability and increased household income. (*City of Grand Junction, 2001 Five-Year Consolidated Plan*)

Assess the effectiveness of Strategic Plan implementation (*City of Grand Junction, 2001 Five-Year Consolidated Plan*)

## Transportation and Mobility

- Plan and build the physical infrastructure that will allow area businesses to succeed locally, regionally and globally:
  - 1) (See *Physical Infrastructure*);
  - 2) Encourage improved air service into the Grand Junction area. (*Grand Junction Area Chamber of Commerce 2002 Business Plan*)
- Mission: Walker Field Airport Authority is committed to facilitating and enhancing regional aviation services.

Vision:

  - 1) Walker Field Airport will continue to be safe, secure, well-maintained, and financially self-sustaining;
  - 2) Walker Field Airport will be the regional airport of choice for airline travelers;
  - 3) Walker Field Airport will be a regional air cargo hub;
  - 4) Walker Field Airport will be the regional airport of choice for corporate, business and leisure aviation;
  - 5) Walker Field Airport will be home to a well-planned, self-sustaining private aircraft operator community;
  - 6) Walker Field Airport will be a hub for governmental aviation activities;
  - 7) Walker Field Airport will continue to be a responsible community partner; and
  - 8) Walker Field Airport is an equal opportunity employer and continues to strive to attract and retain high-caliber professionals committed to serving Walker Field Airport.
- Transportation (*Fruita Community Plan 2020*)

Desired Future Condition: Arterial and collector roads are improved and maintained to provide safe and efficient transportation, keeping pace with the demands of increased traffic. Traffic calming devices preserve the serene quality of residential areas. Public transit connects major population centers within the metropolitan area, and a network of trails provides opportunities for non-motorized travel and recreation.

Policy 1 - Traffic Calming Plan: The City of Fruita is committed to implementing the *Traffic Calming, Pedestrian, and Bicycle Plan*.

Policy 2 - 2020 Regional Transportation Plan: The City of Fruita is committed to working with Mesa County and CDOT to implement relevant sections of the 2020 Regional Transportation Plan.

Policy 3 - Rural collector Roads: Existing rural collector roadways in urbanizing areas within the 201/urban growth boundary shall be gradually improved to municipal road standards.

Policy 4 - Pedestrian Access and Parking: In support of a revitalized downtown, the City of Fruita is committed to improving and beautifying vehicular and pedestrian access to the downtown area and to providing adequate parking that does not detract from a pedestrian-friendly atmosphere.

Policy 5 - Public Transit: The City of Fruita encourages the Grand Valley Transit System to operate a shuttle with frequent service between downtown and: the 340 business tourist area, Fruita Monument High School, and Family Health West. In the future, as more development occurs in the industrial area west of the city, a shuttle should operate between this area and downtown.

Policy 6 - Bicycle-Friendly Community: The City of Fruita encourages businesses to provide showers and bike racks for employees who ride bicycles to work.

- Transportation and Mobility: Assist Regional Transportation Policy Advisory Committee in becoming an effective policy-making board. (*Mesa County Strategic Plan, May 2001*)
  - Objective: Coordinate and unify local agencies on transportation issues.
  - Objective: Prioritize regional transportation improvements.
- Transportation and Mobility: Enhance public transit service through implementation of the Mesa County Transit Development Plan. (*Mesa County Strategic Plan, May 2001*)
  - Objective: Coordinate with other transit providers.
  - Objective: Identify and coordinate with key user groups for transit service.
  - Objective: Create a private / public partnership to fund public transit.
  - Objective: Create interagency resource sharing arrangements for facility support of Grand Valley Transit.
- Transportation and Mobility: Improve transportation through implementation of 2020 Regional Transportation Plan. (*Mesa County Strategic Plan, May 2001*)
  - Objective: Prevent deterioration of levels of service.
  - Objective: Provide multi-modal improvements to enhance mobility.
  - Objective: Maintain facilities for peak performance
  - Objective: Evaluate and update Regional Transportation Plans
- Community-wide Economic Vitality: Develop a physical infrastructure that will support community-wide economic vitality and expansion. (*Mesa County Strategic Plan, May 2001*)
  - Objective: Assist in lowering airfares and improving reliability and accessibility of air travel to and from Grand Junction.
- Built Environment: Mesa County housing and infrastructure will expand to accommodate growth. Existing infrastructure will be maintained to avoid deterioration and obsolescence. (*Mesa County: Our Picture of Health, 1998; Focusing on Community Health to the Year 2000*)
  - Values:
    - B. Mesa County will have affordable and dependable air service that supports better commerce with the rest of the state and country.
- Transportation Corridors (*City Council Priority Issues / Projects*)
- Transportation - Goal 23: To foster a well-balanced transportation system that supports the use of a variety of modes of transportation, including automobile, local transit, pedestrian and bicycle use. (*City of Grand Junction Growth Plan*)
- Transportation - Goal 24: To develop and maintain a street system which effectively moves traffic throughout the community. (*City of Grand Junction Growth Plan*)
- Transportation - Goal 25: To obtain improved ground and air access to the community. (*City of Grand Junction Growth Plan*)
- Civic stewardship based on strong, healthy neighborhoods, where citizens generate their energy, has produced a livable environment no longer dependent on cars as a sole source for moving people, with foot and bike trails from Palisade to Fruita (the rule still applies that people can travel to anyplace in the Valley within 15 minutes). (*Grand Valley Vision 20/20 Statement*)
- Alignment Action: Remove barriers: pick low hanging fruit
  - Provide better traffic light management on the 5<sup>th</sup> street bridge, especially during the morning commute. (*Grand Valley Vision 20/20*)
- Alignment Action: Engage: citizen participation through cooperative endeavors
  - Citizens, government, and local businesses working together to revitalize air service to Grand Junction. (*Grand Valley Vision 20/20*)

## Youth

- Establish a commitment to lifelong learning by ensuring that all children will have early successful school experiences and by expecting that all children can and will graduate from high school for the purpose of creating positive lifelong ambition and achievement. *(Mesa County Build a Generation Youth 2000 Prevention Plan)*
- To create an environment where youth in Mesa County feel a sense of worth and belonging and have a purpose in the community. *(Mesa County Build a Generation Youth 2000 Prevention Plan)*
- To provide Mesa County youth with clear and consistent messages in schools, families, community agencies, and peer groups specific to alcohol and other drug use, sexual activity, and behavior standards, including non-violence. *(Mesa County Build a Generation Youth 2000 Prevention Plan)*
- Continuous student success: *(Mesa County Valley School District #51 Strategic Plan)*
  - 1.1 Establish and maintain a culture of continuous improvement throughout the district.
  - 1.2 Eliminate the achievement gap between groups of students.
  - 1.3 Provide clear and challenging expectations to increase student achievement
  - 1.4 Expect, promote and provide rigorous and relevant standards and assessments for all students.
  - 1.5 Assures students and staff are technologically literate.
- Safe learning and working environment *(Mesa County Valley School District #51 Strategic Plan)*
  - 1.1 The school district and community will work together to provide a safe and nurturing learning and working environment.
  - 1.2 The school district will work with public agencies to plan, prevent and respond to safety issues.
  - 1.3 The school district will consistently enforce student discipline.
  - 1.4 The district will provide leadership in promoting a culture based on important core values.
- Effective Parent and Community Partnerships *(Mesa County Valley School District #51 Strategic Plan)*
  - 1.1 Provide meaningful and well-defined opportunities for parental partnerships to increase achievement for ALL students.
  - 1.2 Provide leadership to engage all community entities (e.g. volunteers, business, nonprofit organizations, religious groups, and higher education) to support achievement of ALL students.
  - 1.3 Expand cooperation with community partners to maximize the use of available local resources.
- Spiritual Life: Mesa County will improve and enhance awareness of the whole person - *(Mesa County: Our Picture of Health, 1998; Focusing on Community Health to the Year 2000)*
  - Values:
    - A. Mesa County will provide for the future by ensuring that our children are exposed to and given opportunities to express spirituality.

## Grand Valley Agency / Organization Plans Reviewed

- ❖ City of Grand Junction City Council and Management Staff 2002 Work Plan with Priority Issues / Projects
- ❖ City of Grand Junction Growth Plan
- ❖ City of Grand Junction City Council Service Level and Organizational Issues / Priorities
- ❖ Fruita Community Plan 2020
- ❖ Grand Junction Area Chamber of Commerce 2002 Business Plan
- ❖ Grand Junction Arts and Culture Business Plan, 2000-2004
- ❖ Grand Junction Downtown Development Authority
- ❖ Grand Junction Housing Authority
- ❖ Grand Valley Vision 20/20
- ❖ Mesa County Build a Generation Youth 2000 Prevention Plan
- ❖ Mesa County Economic Development Council (Economic Partnership)
- ❖ Mesa County: Our Picture of Health, 1998; Focusing on Community Health to the Year 2000
- ❖ Mesa County Strategic Plan, May 2001
- ❖ Mesa County Valley School District #51 Strategic Plan
- ❖ Walker Field Airport Authority

# Citizen Telephone Survey Results

The survey was conducted by Dan Jones and Associates, Salt Lake City, Utah.

Grand Junction Survey  
Sample size: 403 interviews

Conducted: June 2002  
Error:  $\pm 5.0\%$

Hello. I'm \_\_\_\_\_ from Dan Jones & Associates, an independent public opinion research firm. We are conducting an opinion survey of residents in Grand Junction today. The purpose of the research is to get resident's ideas about the future of their community. May I speak with someone age 18 or older?

1. What is your zip code area? (*CHECK ZIP CODE*)

24%	81501
<1%	81502
24%	81504
9%	81505
13%	81506

*("In which city area do you reside?" READ OPTIONS)*

2%	(81503) - Riverside
14%	(81503) - Redlands
14%	(81503) - Orchard Mesa
0%	(81503) - First Street and Pomona School area

2. How would you rate Grand Junction as a place to live today compared to a few years ago? Would you say it is (READ OPTIONS)...

13%	Much better (ASK Q.3)
26%	Somewhat better (ASK Q.3)
23%	About the same (SKIP TO Q.5)
22%	Somewhat worse (ASK Q.4)
7%	Much worse (ASK Q.4)
9%	Don't know/haven't been here that long

(VOL - SKIP TO Q.5)

3. IF BETTER: In what way(s)? *(number responding - 156)*

2%	Don't know
56%	More shopping / restaurants / activities
10%	More growth / growing population
4%	More cultural / arts
3%	More services / better services
2%	People are nicer
2%	More jobs
5%	More opportunity
16%	Miscellaneous

4. IF WORSE: In what way(s)? *(number responding - 118)*

0%	Don't know
44%	Too many people
23%	Traffic
10%	Growth / getting too big
2%	Too much building
7%	Crime
1%	Too busy
11%	Miscellaneous

5. What do you like best about living in Grand Junction?

3%	Don't know
29%	Climate / weather
12%	Scenery / mountains / outdoors
11%	Small town community
10%	People
6%	Recreation opportunities
6%	My home
4%	Size / not too big
3%	Nice / peaceful / relaxed / laid back
4%	Location / convenience / close to everything
2%	Safe / low crime
1%	My job is here
1%	Family is here
1%	Opportunities for business growth
1%	Clean air / clean environment
1%	Don't like it here
5%	Miscellaneous
1%	Medical care/ doctors are great here

6. And, what do you like least about living in Grand Junction?

7%	Don't know
11%	Nothing
23%	Traffic
9%	Population growth / too many people
7%	Growth / problems with growth
13%	Weather (hot / drought / dry)
3%	Wages low
<1%	Crime
1%	Older areas / run down
3%	Nothing to do / lacks night life / recreation
2%	Not enough stores / restaurants
3%	Rude people / people's attitudes
1%	Need more cultural activities
1%	Airport / air connections
2%	Roads / roundabouts
1%	Politics / bureaucracy
1%	Spread out / too far from things
9%	Miscellaneous

7. What would you consider to be the most important issue facing Grand Junction today?  
What other important issues are facing Grand Junction? *(number responding - 385)*

8%	Don't know
40%	Growth
9%	Population growth
12%	Traffic
6%	Water / drought
5%	Schools / education
5%	Roads / improvements
2%	Transportation
2%	Job / work opportunities
2%	Low wages / pay
2%	Economy
1%	Crime / drugs
1%	Land use
1%	Housing
1%	Fires
1%	Things for teens to do
1%	Nothing

Please tell me how concerned you are about each of the following issues in Grand Junction... Please use a 1-7 scale, with one meaning "not at all concerned" and seven meaning "very concerned."

	<u>Not at all</u> <u>concerned</u>				<u>Very</u> <u>concerned</u>		<u>Don't</u> <u>know</u>	<u>Mean</u>	
8. having active/organized neighborhoods:	8%	5%	14%	18%	24%	14%	16%	2%	4.51
9. having neighborhood parks:	5%	5%	8%	13%	23%	20%	24%	1%	5.03
10. population growth:	3%	3%	3%	7%	16%	20%	47%	1%	5.79
11. maintaining adequate air quality standards:	3%	4%	4%	7%	19%	19%	43%	1%	5.68
12. having a safe healthy environment for youth:	2%	0%	2%	8%	13%	19%	54%	1%	6.08
13. maintaining small town atmosphere:	4%	4%	9%	11%	24%	13%	34%	1%	5.25
14. keeping a strong healthy local economy:	1%	1%	2%	5%	11%	20%	59%	1%	6.22
15. having adequate open spaces:	2%	2%	3%	7%	20%	28%	37%	1%	5.75
16. maintaining agricultural lands:	1%	1%	2%	9%	23%	22%	41%	1%	5.82
17. the transportation system:	4%	3%	5%	10%	21%	26%	30%	1%	5.41
18. sufficient affordable housing:	3%	2%	5%	11%	23%	23%	32%	1%	5.49
19. physical appearance of Grand Junction:	4%	2%	4%	17%	23%	26%	24%	1%	5.29
20. cultural and arts:	5%	4%	11%	19%	25%	21%	14%	2%	4.79
21. the transient population in Grand Junction:	4%	6%	11%	19%	23%	14%	20%	4%	4.78

Now, a few questions about some specific subjects...

22. How would you describe the "ideal" neighborhood - that is - what things would make it good?

5%	Don't know
21%	Good / friendly neighbors
14%	Clean / well kept yards
12%	Quiet / peaceful
8%	Safe / less crime
9%	Parks / open-spaces
10%	People (neighbors) watching out for each other / good neighbors
4%	Involvement / working together
3%	Houses not too close / more space between
1%	Like living in the country / not in a neighborhood
1%	Diversity of age / cultures
2%	Like my neighborhood now (not specific)
1%	Trees
1%	Better traffic
7%	Miscellaneous

(YOUTH)

Thinking about the young people in Grand Junction...How would you rate Grand Junction on the following:

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
23. Creating safe and healthy environment for youth:	5%	51%	28%	11%	5%
24. Helping youth feel like a part of the community:	5%	33%	39%	14%	9%
25. Discouraging destructive behaviors like drugs, alcoholism, vandalism:	4%	30%	40%	18%	8%

26. What youth programs or activities would you like to see Grand Junction implement?

33%	Don't know
17%	Recreation / youth center
8%	Have enough already
10%	Places for kids to go / keep off the streets
4%	Ice / roller skating rink
6%	Sports / organized sports / sport activities
1%	Work programs / give them jobs
3%	Keep kids involved (not specific) / keep kids busy
1%	Swimming pools / swimming
2%	YMCA
3%	Boy / Girls Clubs / youth groups
1%	Dancing places
3%	Activities & programs
3%	Miscellaneous teaching programs ("ride alongs" / teaching trades / teaching values)
6%	Miscellaneous

(BALANCING GROWTH/HERITAGE)

27. In your opinion, does Grand Junction have a small town feel?

24%	Definitely
39%	Probably
21%	Probably not (SKIP TO Q.29)
14%	Definitely not (SKIP TO Q.29)
2%	Don't know (VOL - SKIP TO Q.29)

28. IF DEFINITELY / PROBABLY: What kinds of things give it that feel? (*number responding - 262*)

9%	Don't know
18%	Small town feeling
20%	Good / friendly people
15%	Population
9%	Knowing people
4%	Starting to lose it / used to be
7%	Downtown / Main Street (restaurants / stores)
2%	Events
3%	Country / farmland
4%	Not busy (traffic / people)
2%	Easy to get around
2%	Great town
7%	Miscellaneous

29. As Grand Junction grows it will be increasingly difficult to maintain a small-town feel and character. How important is it to you that Grand Junction have that small-town character?

34%	Very important
39%	Somewhat important
14%	Not very important
9%	Not at all important
4%	Don't know (VOL)

30. What kinds of things could be done to help Grand Junction keep its small town feel? (*number responding - 398*)

27%	Don't know
10%	Too late / can't do anything
12%	Manage / control growth
6%	Control population
5%	Community activities / event
3%	Stay neighborly and friendly
5%	You can't have it both ways
3%	Community say and involvement
4%	Stop building
5%	Keep it the way it is / need to grow and adapt
3%	Limit / control business / industry
2%	Maintain downtown / Main Street
2%	More open spaces / parks
1%	Don't promote town
2%	Better planning on roads / traffic
1%	People need to stay close
1%	Keep gangs out / no crime
1%	Clean neighborhood
8%	Miscellaneous

(ECONOMY)

Now a couple of question about business and economy in Grand Junction...

31. How would you rate the overall economy of Grand Junction?

6%	Excellent
50%	Good
31%	Fair
11%	Poor
3%	Don't know (VOL)

32. How important do you feel it is that the City work to bring better paying jobs to Grand Junction?

73%	Very important
19%	Somewhat important
3%	Not very important
2%	Not at all important
3%	Don't know (VOL)

(PROTECTED OPEN SPACES)

Now on another issue...

33. Which of the following best describes how you feel about the amount of open-space in Grand Junction? Do you feel there is...? (READ OPTIONS)

9%	Definitely enough now
41%	Probably enough now
31%	Probably not enough
13%	Definitely not enough
6%	Don't know (VOL)

34. Should the City spend tax money to acquire more open space?

14%	Definitely
23%	Probably
27%	Probably not (SKIP TO Q.36)
20%	Definitely not (SKIP TO Q.36)
15%	Don't know (VOL - SKIP TO Q. 36)

35. IF DEF. OR PROBABLY: Where would you most like to see additional open-space?  
*(number responding - 155)*

- 29% Don't know
- 12% East of town / Northeast
- 8% On the outskirts / boundaries of town
- 7% Within city limits
- 7% Everywhere / anywhere they can get it
- 4% Around Patterson (12<sup>th</sup>, 28<sup>th</sup>)
- 7% In residential / subdivisions
- 7% Along river / expand river
- 4% Parks (in neighborhoods)
- 4% In West / North areas
- 3% Redlands area
- 4% Co. National Monument/Mesa area
- 1% Keep agricultural lands
- 1% By the mall
- 5% Miscellaneous

(TRANSPORTATION)

Now a few questions about transportation issues...

36. What is your biggest concern about transportation in Grand Junction?

- 8% Don't know
- 27% Traffic / crowded roads / too many cars
- 15% No concern / good the way it is
- 7% Inadequate roads / fix
- 2% Wider roads
- 5% Need more roads
- 5% Keep up with growth / plan / prepare for growth
- 13% Bus system / public transportation / improve
- 1% Road construction / too much
- 1% Not enough parking
- <1% Bus fares are too high
- 1% Not enough stop lights / signals
- 2% The way people drive / too fast / dangerous
- 2% Congestion / gridlock / bottlenecks
- 11% Miscellaneous

How would you rate Grand Junction on the following:

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
37. Pedestrian system (sidewalks & walking paths):	8%	49%	31%	8%	4%
38. Bus system:	7%	43%	27%	4%	19%
39. Bicycle system:	5%	45%	32%	8%	10%

40. Overall, how satisfied are you with the road system in Grand Junction?

11%	Very satisfied
47%	Somewhat satisfied
27%	Not very satisfied
14%	Not at all satisfied
1%	Don't know (VOL)

41. What specific things could the City do to improve transportation for the future?

24%	Don't know
14%	Widen roads / widen streets
10%	Build more roads
7%	Fix roads
11%	Improve bus system / more routes
9%	Better planning / plan for growth
1%	Too much road construction
1%	Carpooling / car pool lanes
4%	Get rid if roundabouts
3%	Doing ok / nothing
3%	Traffic signals / synchronize
1%	Bike paths
8%	Miscellaneous
1%	Police / enforcement
3%	Control traffic / less traffic

(HOUSING)

The next couple of questions are about housing in Grand Junction...

42. In your opinion, is there adequate affordable housing in Grand Junction?

11%	Definitely
43%	Probably
19%	Probably not
18%	Definitely not
9%	Don't know (VOL)

43. In your opinion, how important is it for the City to encourage affordable housing for the citizens of the Grand Junction?

55%	Very important
30%	Somewhat important
6%	Not very important
4%	Not at all important
5%	Don't know (VOL)

(BEAUTIFUL CITY)

44. Grand Junction has grown substantially over the past 10 years. Overall, would you say you are satisfied or dissatisfied with the aesthetic appearance of the City?

20%	Very satisfied
62%	Somewhat satisfied
10%	Somewhat dissatisfied
5%	Very dissatisfied
3%	Don't know (VOL)

45. What things do you feel could be done to improve the appearance of the City - what would make it a more beautiful city?

21%	Don't know
19%	Clean it up / keep clean
14%	Landscaping / trees / lawns / flowers
13%	Nothing / doing a good job / it is fine
2%	Junk yard
4%	Parks / open spaces
5%	Growth / control growth
4%	Litter / clean litter/junk
3%	Entrance
4%	Fix up yards / homes
1%	Roads / fix roads
1%	Curbs & gutters
1%	Sidewalks
<1%	Fences
7%	Miscellaneous
2%	Plan / want a master plan

46. Do you feel that you and your immediate family members have ample opportunity to be a part of artistic, cultural and performance arts sponsored events?

44%	Definitely
43%	Probably
4%	Probably not
4%	Definitely not
5%	Don't know (VOL)

47. What would you like the "ideal" Grand Junction to be like in 15 to 20 years? (PROBE FOR MULTIPLE COMMENTS)

14%	Don't know
9%	Better paying jobs
18%	Stop growth / control growth
9%	Clean
12%	Exactly like now / stay the way it is
4%	Safe / low crime
4%	More stores / better stores / restaurants
1%	Better roads
1%	Quiet
3%	Like it how it used to be
2%	Parks
2%	Less traffic / more traffic efficient
3%	Cultural activities
2%	Bigger
2%	Friendly
9%	Miscellaneous
2%	Planning for growth
2%	Public transportation / mass transit
1%	Where people care
1%	Affordable
<1%	It will be a city

Now, some questions that will help us analyze the data...

48. Gender: (DO NOT ASK)

49%	Male
51%	Female

49. Into which of the following age categories do you fit?

10%	18-24
14%	25-34
21%	35-44
20%	45-54
13%	55-64
11%	65-74
10%	75 or over
2%	Refuse (VOL)

50. How long have you lived in Grand Junction?

6%	Less than 2 years
15%	3-5 years
15%	6-10 years
18%	11-20 years
44%	21 or more years
2%	Refuse (VOL)

51. Do you have children under 18 years living in this household?

33%	Yes
65%	No
2%	Don't know (VOL)

Do you have children in the following age categories?

	<u>YES</u>	<u>NO</u>
52. Under 5	15%	85%
53. 6-12	21%	79%
54. 13-18	14%	86%

# Responses from Neighborhood Meetings

## Notes from Neighborhood Meetings

### COLUMBINE PARK September 9, 2002

1. HOUSING AND SHELTER: Housing in GJ is at a crisis.
  - We desperately need multi-family affordable housing. The group appeared proud that we called it affordable housing versus low income. They generally believed that affordable multi-family housing can be done well.
  - Someone suggested a moratorium on building and growth, but was pretty well shouted down by others that did not support the Boulder approach.
  - Housing costs are increasing more than wages.
  - We need a good mix: small, 1 bedroom houses with yards.
2. GROWTH AND QUALITY OF LIFE: Everyone likes the small town character that is being threatened. They would like to see stricter noise enforcement for cars, loud stereos and motorcycles along streets and in the neighborhoods. Some would like to see voluntary emissions control requirements imposed in the valley.
3. TRANSPORTATION: The group spent more time on this item than anything else.
  - Dede made her own presentation (she lives in Palisade) about a different route for the Riverside bypass that includes improvements to Crosby Ave, and the reconstruction of the black bridge connecting Orchard Mesa.
  - Some were concerned that we may not be planning enough for possible Hazmat incidents along I-70. We need a hazmat transportation plan and we should designate hazmat routes to avoid clogging Main Street, i.e. 5<sup>th</sup> Street Bridge in case of accidents, trains.
  - They also want to make sure we are planning for and reserving transportation corridors where they will be needed. (I really think we are doing this already.)
  - All of our roundabouts are too small, about ½ the size they need to be. One person hates 7th and Horizon and claims it should be taken out as unsafe.
  - We need sidewalks built on every street in the City for safety.
  - 1<sup>st</sup> and Grand is dangerous.
4. ATTRACTIVENESS AND CHARACTER:
  - Need to beautify the entrances to the City and some believe that CDOT has water we could use. We need to work with a Jimmy Joe Lance at the local CDOT office, whoever he is.
  - Some would like to see medians maintained by volunteer groups.
  - Buffer zones are worthless and the whole idea is Pollyanna. It is a costly, losing proposition according to some.

5. YOUNG PEOPLE:
  - We need to build a Recreation Center and infrastructure for young activities. These folks would vote for it. They do not believe it would hurt private health clubs. The best health club in the valley is St Mary's Wellness Center, interesting.
  - We continue to lose the brightest and the best because of a lack of better paying jobs.
  - The ice rink is going to be near 1<sup>st</sup> & Grand, we need a new parkway so kids can avoid 1<sup>st</sup> & Grand.
  - We need to lure better paying jobs for young people.
  - We should build a dam south of GJ like Lake Powell.
6. Speeders in the 2800 block of Elm and along 28 ¼ Road near the park.
7. Public Works bidding process: need incentives and penalties for contractors.
8. Infill/redevelopment policies in the code. Do high density now to avoid sprawl.
9. Need a bond issue now to finance needed transportation infrastructure.
10. Need pedestrian overpasses near the college and hospital.
11. 12<sup>th</sup> & PATTERSON:
  - Concerned about the width of the street if widened: too wide for older pedestrians to cross on one light.
  - Synchronize traffic lights for a constant speed and post that speed.
12. PARKS MASTER PLAN
  - Are lands that were donated by builders for parks/open space being sold off by the City?
  - Park near 30 and F Roads: it is outside the City and waiting for annexation.
13. Need sidewalks: many streets don't have them.
14. NETWORK OF NEIGHBORHOODS AND PARKS
  - We want smaller neighborhood schools
  - Do not bus kids very far
  - We need a viable transit system and mass transit needs to be funded with a dedicated tax!
  - Use larger busses on major streets but smaller ones in neighborhoods
  - Bus stops are hard to find and no good maps or handouts are available for bus routes and times.
  - Air service is too expensive and it is not conducive to enticing businesses to GJ.

Columbine - Other complaints received.

1. In order to get City Contracts done on time we should always use incentives and penalties.
2. Elm Avenue between 28 and 28 & 3/4 Roads needs to have its sidewalks finished. I guess there are obvious gaps that need to be filled in.

3. A young lady of 82 complained about the City trying to force her to take care of the weeds on City property out in front of her home. Claims she used to do it when she was younger, but just can't any more. We have sent her threatening letters etc. Her address is 2836 Hall. This may be a real problem that may need resolution by changing some policies or practices. Maybe we need an exception for hardship cases.

#### EAGLE RIM PARK September 9, 2002

1. DIRECTION #1: The fourth goal has repetitious language when compared to strategic direction #2. The repetitious language relates to "high quality water" used for both items.
2. DIRECTION #2: Orchard Mesa is missing elements of making it part of the regional center. When the 29 Road project is completed, this could be a good target area for increased commercial uses.
3. Orchard Mesa is not part of the enterprise zone.
4. Continue to support downtown businesses, particularly restaurants.
5. Let's admit we're not a small town anymore.
6. Develop a partnership program for small businesses (mom and pop stores).
7. DIRECTION #3: Too much emphasis on landscaping and minimizing costs associated with street projects. Of particular concern are intersections, particularly for commercial traffic. Bakersfield, CA and Phoenix, AZ are good examples of wide roads and intersections planning for the future; Ft. Collins, CO is a bad example.
8. Consider the bypass route for noise when developing the route. It will be noisy for Orchard Mesa. Also, please save the Botanical Gardens.
9. DIRECTION #4: City needs to adopt the entryways to the community and not leave them to volunteers.
10. More pro-active code enforcement.
11. DIRECTION #5: Endorse "service learning" of the School District which acknowledges youth achievements.
12. DIRECTION #6: Orchard Mesa would like to have help and be one of the first in forming a recognized neighborhood.

## SPRING VALLEY PARK #2 September 10, 2002

1. STRATEGIC DIRECTION #1: "Any plans for the transient population? Does the City have any ideas on what to do regarding the transient population, especially regarding the parks?"
2. The same lady a little bit later asked whether the City had done any studies or had any information of the cost of housing relative to the local pay scales. The same lady asked whether the Council intended to prioritize the various goals and actions.
3. Another citizen asked about the transient shelters. He indicated that ten years ago he used to work as a volunteer in the soup kitchen and there were about 50 people a day for the noon soup kitchen meal. He estimates there are up to 250 today. He related that a boxcar in New York City was observed with a sign inside of it indicating that the soup kitchen in Grand Junction was one of the best around.
4. Another citizen asked about getting the transients out of the parks and also mentioned the soup kitchen as a draw.
5. Another lady asked whether or not the transients at the library were something the City was involved in. Another gentlemen noted that some transients had been seen bathing in the library restrooms.
6. Creighton Bricker suggested that the last goal in #1 "Continue to support regional efforts to maintain and improve air quality and assure access to sufficient and high quality water," should be moved to strategic direction #2. Creighton indicated he would send further notes in writing to the Council.
7. STRATEGIC DIRECTION #2: Another gentleman asked if the City was taking steps regarding the water quality of point source discharges. His question implied that he believes that the City should be working harder to clean up the water quality of storm water discharges.
8. A lady asked why it was that we didn't have a solution for the pedestrian use of canal trails. She indicated that Phoenix and Denver both have successful programs and even advertise public use of canal roads. She gave Janet a copy of the Phoenix advertisement, a copy of which is attached and believes that the City should promote those efforts. A gentleman responded indicating that this was the first year in many that we hadn't pulled a young child out who had drowned in the canal system and that was the answer to why canal systems shouldn't be used.
9. Creighton Bricker asked why it was that we couldn't use fencing to solve any safety concerns.
10. STRATEGIC DIRECTION #3: A citizen thought we ought to be removing the [VanGundy] "junk yard", cleaning it up and putting the road through there; whether the landowner agreed or not really wasn't relevant in her mind. The Botanical Society should not be sacrificed for the Riverside Parkway. The same gentleman who asked the question about the point source said that the strategic questions seem to focus direction on only cars and rail transportation should also be looked at. He thinks our

plans sound like Los Angeles in the 1950s. Another citizen thinks the planning system of the City and the code encourage growth and he thinks we should be spreading out and making diverse clumps of shopping so that the people don't have to drive from one side of town to the other. That way we could avoid attracting all the traffic at one point.

11. In response to Janet's discussion about infill, a citizen said that she couldn't get from where we were (Spring Valley Park #2) to downtown on a bicycle safely. And she stated a concern that 12<sup>th</sup> and Patterson was already a problem intersection with high accident rates and that therefore the City Market being proposed ought not to go there because it would just make the situation worse. Two other people chimed in indicating they were residents near Spring Valley #2 and with regard to both 12<sup>th</sup> and Patterson and 28¼ Road there is too much traffic. They are concerned on how to get onto Patterson going eastbound from their area: They have to travel west to the traffic light to get back to the East. The consensus was that Patterson moves traffic well and there should be no more curb cuts along Patterson at all, including none for City Market at 12<sup>th</sup> and Patterson.
12. A lady asked related questions regarding bicycle access to downtown, indicating it as a problem from Spring Valley in that there are no good ways to cross Patterson or to get down to 15<sup>th</sup> Street. A later question was brought up that maintenance of the City bicycle lanes is very poor, specifically Patterson north to Ridge Drive. A question was asked about access to the eventual Matchett Park and when it would be developed. The consensus was to avoid any curb cuts on to Patterson and to limit access on to 28¼ Road as extended into the Matchett property.
13. A lady asked a question about air transportation and City Planning. The Council discussed a little bit about subsidizing air carriers. Creighton Bricker asked me about the City's progress on outdoor storage of commercial and industrial uses along Patterson. He thinks enough time had passed that the City should be aggressively working toward covering or hiding that storage with fencing or vegetation.
14. STRATEGIC DIRECTION #4: A citizen asked a question about the existing two mile wide buffer in which we acquire open space, indicating that at 60 mph it only takes two minutes to drive through that, suggesting that there should be broader swath of open space. He indicated knowledge with Oregon and a statewide effort to preserve lands for agricultural uses, suggesting that Grand Junction should do the same.
15. STRATEGIC DIRECTION #5: The last question before the turbulent weather arrived again related to transit: reduced fares for both the poor and for kids.

## LINCOLN PARK September 10, 2002

### 1. ADEQUATE SHELTER

- Infill along Grand Valley Transit routes or change routes to pass new housing
- Support in-fill rather than sprawl. Would like to see bonuses for in fill projects.
- Does the City cooperate with the County to prevent sprawl?
- The County Health Department needs more teeth to inspect/close septic systems: get more houses on city sewer.
  
- Cost of housing is rising faster than incomes. The City needs to leverage CHFA funds.
- I hope "adequate shelter" does not include housing for transients.

### 2. CRITICAL BALANCE

- My elderly neighbors asked me to say that they do not want a zoning change at 12<sup>th</sup> and Paterson to allow the new grocery store.
- How do we keep small town character and be a regional center for retail and service?

### 3. TRANSPORTATION

- I'd like an ordinance that requires bike lanes or a bike trail anytime a new road is built. Echo that; bike paths, not bike lanes.
- I think bike paths are under utilized now, why build more?
- Separate the bike and cars to reduce conflicts.
- Seventeen of the twenty people present raised their hands to indicate that Grand Valley transit is effective.

### 4. RIVERSIDE BYPASS

- I'm disappointed in the route being discussed.
- The process and route selection seemed predetermined.
- Keep D Road out of Las Colonias Park.
- Keep the parkway out of the river.
- Take the \$10 and fix 1<sup>st</sup> & Grand, forget the parkway.
- Go back to Grand Valley transit: Many benefits: air quality, traffic, access to jobs.
- BLM land: move the motorcycle use area away from the highway.
- Slow down traffic near schools, need more cops for traffic enforcement.
- 19<sup>th</sup> and Gunnison: speeding vehicles on Friday nights 10pm-2am, need no parking signs near the corners; can't see on-coming traffic
- Need a juvenile curfew.
- Need more police officers, public safety is important, take the \$10 mil from the Riverside Bypass and hire more cops.

### 5. ATTRACTIVENESS AND CHARACTER OF THE CITY

- Nine of fourteen people present think buying open space is a good idea.
- Three of fourteen people present think buying open space is a bad idea.
- There should be residential design requirements: do not allow buildings like the "hanger" on Monument road.

## 6. NEIGHBORHOODS

- Use schools as community centers for after school programs.
- What is the school district doing? The City and school district need to cooperate.
- Why build a recreation center when the bus system closes down at 6 pm?

## 7. YOUTH

- Why is "building a recreation center" not a Council goal?
- Why don't you cover the Lincoln Park pool for winter use?
- The seniors need better communication/information on ballot issues: most did not realize the vote on the Recreation Center included a part dedicated as a senior center.
- 26<sup>th</sup> & Grand would be a good location for a recreation center.
- We need to not only listen to our youth; we need to engage our youth. Follow through on what the youth tell you in the survey.

## PARADISE HILLS PARK September 12, 2002

1. There is quite a bit of gravel left over from the chip seal program. Could the City have another sweeper come through to pick up the remaining gravel? There was also quite a bit on the sidewalk. Is there any way to also sweep it up?
2. Spring Cleanup--(a comment from just one family). The neighborhood gets very trashy a couple of weeks before the pickup. Is there anyway to have two pickups a year?
3. Just how many homeless people are there in Grand Junction? Quite a discussion occurred on whether the many services available for the homeless actually increase the number in the area. Is there anything that the City can do about the homeless in the area?
4. Is there any effort to expand water resources or limit growth? Council explained the water storage available etc.
5. Could the City trim the landscaping around the roundabouts? The full landscaping is now blocking views.
6. What are the plans for Carmike Theatre? Would a roundabout work there?
7. Comments about the Paradise Hills Park: Is a Gazebo planned for the east end of the Park? Kids are hanging out late at night in the park and are drinking and smoking (cigarettes & marijuana). The gazebo may just attract more of this gathering. Some gathering occurs because there are no lights. Nobody wanted more lighting though. The main problem is on Friday and Saturday nights during the school year and nightly during the summer. They also turn on car stereos and boom boxes way too loud. Kelly Arnold suggested that the Parks Department and the Police Department get with the neighborhood associations to discuss possible ways to curtail the activity and decide what everyone wants in the park.

8. It was suggested that the City become more involved with the BLM's plan to design the Master Plan for recreational use. Traffic north of the interstate is increasing dramatically into the desert orth of Paradise Hills.
9. Why won't the City help pay for the Ice Rink?
10. What happened to the French drain that was in the neighborhood park? Could it be reused or uncovered? It might help with flooding/run-off in Paradise Hills.

#### POMONA PARK September 17, 2002

1. STRATEGIC DIRECTION 1 - HOUSING: There was a concern about the statement of being open to manufactured housing. This individual cited the two manufactured homes on First Avenue as well as the home and "garage" on Monument Road as concerns.
2. Concern was also expressed regarding transient shelter solutions. There was recognition of a need and that we have no vagrancy laws. Transient issues should not be addressed by government - rather by social services groups and non-profits.
3. Concern over inflexibility of regulations - "shall" vs "should". Need to have administrative "wobble room."
4. STRATEGIC DIRECTION 2: The bypass is the right thing to do. Get traffic out of downtown.
5. When development occurs, is there an opportunity to allow artwork as a substitute for playgrounds and playground equipment?
6. Need a park on the southeast corner of 12th and Patterson.
7. STRATEGIC DIRECTION 3: Like roundabouts!!!! A roundabout was mentioned as a solution for 1st and Grand. It was noted that the real solution for this intersection is the bypass and the development of the 24 Road corridor.
8. STRATEGIC DIRECTION 4: Support for historic preservation. Cited Wallace, Idaho as a good example - even designated the brothel!!!!
9. STRATEGIC DIRECTION 5: Youth need opportunities to get away from their parents. Different ages have different needs.
10. STRATEGIC DIRECTION 6: Like the idea of focusing/defining neighborhoods around schools/parks/civic facilities.

## RIVERSIDE PARK September 17, 2002

1. There are many homeless people in the Riverside area. Some of them are on the islands in the River. A lady who works with the homeless said there are about 250 in the area right now.
2. The City waters the streets instead of the grass area at Riverside Park. We need to adjust the sprinklers.
3. Some of the signal lights are not synchronized, especially during rush hour. For example, northbound at 1<sup>st</sup> & Grand turning left.
4. Have seen more police patrolling in the Riverside neighborhood lately and they like this. Even though this has improved, they would still like to see more police presence.
5. It appears there is discrimination because Riverside does not have regular, scheduled bus service. They will pick you up if you call but then you have to wait too long.
6. Would like to have an overpass instead of an underpass going over the railroad tracks from the Riverside neighborhood to the downtown area.
7. Would like to have more activities for youth and more places (like neighborhood centers) where they can go to hang out and do things.
8. We should have an overpass on 12<sup>th</sup> Street at the college. This would make it safer for the students.
9. The Riverside area needs more code enforcement, (don't just give warnings) especially for furniture and junk being left out in front of the houses. Need to get junk cars off the streets. Barnyard animals are also a nuisance in some areas. We also need to get tougher with weed enforcement. This is a nice neighborhood and we need to clean it up.
10. The railroad property next to Riverside needs to have its weeds cut.
11. We need to do something about the loud stereo music/noise coming from the kids cars as they cruise around. Enforce the noise ordinance against them.
12. We need to do something to reduce the speed of traffic on the road next to Riverside Park. Might like to look at some kind of traffic calming.
13. The area around 9<sup>th</sup> and Kimball needs more police patrol. Many people (mechanics?) test the cars they are working on along this stretch of road and it creates a problem.
14. Need to cut the weeds east of 9<sup>th</sup> St. on both sides of Kimball.

TOWN HALL MEETING IN COUNCIL CHAMBERS September 19, 2002

1. First person to speak from the audience: Would like to see more mixed use housing or higher density and affordable housing. The Grand Junction Housing Authority is serving the highest number of people ever. They want to work with the City and with neighborhoods to develop affordable housing solutions.
2. Second person to speak from the audience: This lady works with the faith community and she would like to see the City get more involved with the faith community. She would like to see us work together planning youth activities and other programs. They are building neighborhood networks and relationships and this really works. She really likes strategic directions 5 and 6 that deal with young people and neighborhoods. She updated Council on several youth activities in the community.
3. Third person to speak from the audience: Would like to have the Council set aside a certain time during the month when the average citizen can come in and meet one on one with Council Members. Even just an hour or two per month. Basically, this request is for some set office hours for a Council Member to be present at City Hall.
4. First question called in over the telephone: Why doesn't the City do more to support or promote activities for youth and the arts and culture, especially those that are offered by the private sector?
5. Second question called in over the telephone: What is the City doing to guarantee the general health of the citizens such as air quality and things like second hand smoke, smoking regulations in restaurants and making sure that restaurants follow health regulations?

## Comments from Response Forms at Neighborhood Meetings

QUESTION #1: Based on tonight's information and discussion, which directions and goals do you believe are most important to the people of Grand Junction over the next few years?

1. B Highway transportation, City-county 911 boundaries.
2. Creating strong neighborhood orgs. that are blessed by city government. These legitimate orgs. could make decisions for local issues and present recommendations.
3. YOU have messed up all east-west traffic routes. First Street is a total mess between Orchard & Patterson- it does NOT move traffic. Seventh Street is now a mess with the construction at St. Mary's. You totally messed up Twelfth when you put in the bike lane and cut it back to a two lane road. It needs to be four lanes. The bike path needs to be on 14<sup>th</sup> or 10<sup>th</sup>. Put a waling overpass at Mesa College between North Ave. and Elm, NOT the mess you have now. THINK-PLAN-LOOK at the future. YOU have a real traffic MESS with the building of the three malls on one stretch of road. NOW the traffic is backed up to First and North. What will happen when they all open? Fix it NOW!!!!
4. Flow of traffic. Affordable housing. Better wage scale of jobs.
5. First, think the meeting was good. Sorry there wasn't more there.
6. Most could probably be attained. Housing, traffic, economics.
7. (1) First of all, and I know I'm stepping on someone's toes but read the definitions of "Strategy" and "Goal." Strategy: An artful means to some end. This implies taking an action, not the desired end itself. Goal: An end that one strives to attain. Your "Strategic Directions" are in fact goals. Your "Goals" are in fact strategies, as each implies action (Promote, encourage, examine, continue, develop, establish, create, etc.). At least get this part right up front. I hope you did not pay to get that bit of mistaken use of meaning. (2) Each of the Goals (your Strategic Directions) is utopian. A goal should be somewhat tempered with reality but still "push the limits" and be attainable. A goal that is patently unattainable has no real force of meaning. I'm not sure you are at that point. Each Goal (your Strategic Directions) should be feasible to attain in 10 years. Perhaps they are but, again, you need to be certain in your own minds. (3) Your Strategic Direction (SD) #2 (Community strike a critical....) is what I would consider the highest priority Goal. (4) I consider your SD #3 to be the next most important Goal; then SD #5; then SD #4; then SD #6; and finally, SD #1. SD #1 kind of falls out of some of the previous items.
8. Transportation in and around the City is important.
9. Transportation, the efficient movement of traffic (cars, etc.) and people will be the most difficult problem for FJ in the future. Good maintenance and good traffic planning are a must!! Transportation plans should include a public system.
10. Transportation. Build N-S corridors new restore 4 lanes to 12<sup>th</sup> St. Build bypass and/or funnel traffic in front of court house. Code enforcement.
11. Goals #2 - keep the small town character. #3 - safety - bike lanes - keep traffic & big business out of residential areas.
12. Traffic, space, recreation center.

13. Limit the suburban spread, in which the NW valley becomes 5 acre to 20 acres single family residences which takes the agriculture land and defeats the rural ambiance of the area plus it increases the rush hour traffic on rural roads.
14. Growth: Does Grand Junction want to be a big city or small community? We're at a crossroad; we have agencies working against each other, for example, Council and the Mesa County Economic Development Group.
15. Traffic problems. Connected bikeways. Use of canal banks.
16. Traffic management. Bicycle trails (? use of ditch banks).
17. Preserve open space, not necessarily all of it needs to be park, natural open space: could function as buffer zones. Few more skateboard parks away from residential. Reinvestigate canal road usage for hike/bike trails.
18. #5, #6, #1
19. #5. Support community partnerships that promote programs to reduce the potential for destructive activities.
20. I believe Strategic Direction #6 is the most important, followed by #5 and then #4.
21. The young people of our community will have their needs met by feeling safe and valued as responsible members of our community - listen to youth.

**QUESTION #2: Why do you believe these goals are most important?**

1. Taking traffic off I-70B by making a street on the north side of the railroad running from Crosby Lane to the Redlands Parkway.
2. More livable community. OM lacks people who work for a goal together.
3. To help synthesize all the different views and reach possibilities that deal with issues that go beyond one neighborhood.
4. We definitely need to listen to the youth and young people of our community. We need a youth center, but it needs to be located where the youth can get to it. That is not at 28 ¼ and Patterson. Somebody said use Grand Valley Transit - BUT it shuts down at 6:00. HOW DO THEY GET HOME???? The proposed youth center that the people failed before was because you wanted to build a TAJ MAHAL. We do NOT have to have that fancy of a building for our youth to be able to have a fun center.
5. Not enough (thru Main) streets or roads to travel from one area to another - more cars on our streets at certain hours especially when school is in session.
6. Yes, especially for traffic. 12<sup>th</sup> & Patterson is a place just waiting for a wreck. It's hard now to walk across 1<sup>st</sup> & Grand - bad.
7. Housing is very expensive; people need opportunities to acquire at better costs. Traffic needs to move better to allow access to work and shopping.
8. (1) Within Goal #2 (your SD #2), the priority order of strategies (your "goals") should be: 1. "Establish criteria..."; 2. "Develop a culture..."; 3. [#4 from your SD #1] "Continue to support regional efforts to maintain and improve air quality..."; 4. "Develop and maintain public and private..."; and 5. "Create an environment that fosters..." (2) Under the "Establish criteria" strategy, I believe you can possibly also gather up the "Develop a culture" strategy by continued overhaul of the City's Planning processes. In essence, the Planning Commission sees a development proposal way too early in the process. If you want "citizen-based planning" that compares plans and looks for high quality, as well as "small town character," the Planning Commission should be reviewing the final layouts; examples of architecture; traffic impacts (with proposed final solutions), lighting plans, landscaping plans, parking plans, and so forth; the complete final proposal. City Planners can get more involved up front in this process and it should speed things

along - it has in other cities. Then your "citizens" that man the Commission can make substantive input instead of shallow review of a vague proposal. In general, detailed questions from the Planning Commission members on a vague "preliminary" proposal beget vague "promises" and the Commission has much less impact on what finally gets built. (3) As a comment on the preceding paragraph, I know it can work because I served on a Planning Commission that did just that. (4) The strategy (your "goal") under Goal 1 (your SD #1) that addresses "high quality water" has no bearing on the "adequate shelter" for everyone, but does affect Goal 2 (your SD #2). (5) The importance of intimately involving the citizenry in decisions under Goal 2 (your SD #2) cannot be minimized. If we want to maintain the "small town character" and yet continue to grow in a wonderful environment, then get the Planning Commissioners really involved.

9. With the steady population growth, which will not slow down, all roads will be in gridlock within 10 years.
10. Transportation. Add more staff to code enforcement.
11. Hold to long term vision - no City Market.
12. Traffic in residential area, keep traffic there, slower, slow it down. Make it so we can feel safe.
13. To keep Grand Junction from becoming a suburban residence from Q.5 & 6 Road to Palisade. Besides all the new residences are on the down flow side of the highline canal.
14. See above. Controlled growth is not working here. We cannot solicit businesses to move here and then not expand our major traffic corridors when the opportunity exists.
15. Lots of bikers & walkers (or runners) would help traffic pollution.
16. Increasing population. Increasing traffic. Increasing accidents.
17. Embellish small town feeling-open space... Develop and improve existing buildings, homes, lots within the City boundaries. Strong weed control.
18. Our families, youth and neighborhoods are the reason all the other goals are important. They are the fabric of our society that are in danger of being torn apart as our City grows and expands.
19. Helps everyone in our community.
20. I believe #6 is important precisely because of our significant growth as a regional center. The regional shopping has negatively impacted neighborhood retail areas. Our residential growth has led to a loss of small town feeling already and neighborhoods have lost their sense of connection/shared history with the inward focus of many subdivisions. Geographical proximity alone does not establish a neighborhood. #5 is vital if we want our youth to remain in GJ as adults. #4 is particularly needed for the only southern entrance - Orchard Mesa before 29 Road or other entrances are enhanced.
21. Youth must have a voice - a positive voice. So far Grand Junction does not always seem like a community that values youth. Youth in trouble get all the press. What about positive choices and healthy choices for activities?

**QUESTION #3: Do you have any specific suggestions about how to achieve any of the goals?**

1. Yes, I passed out maps showing how this could be accomplished (a new road from Crosby to Redlands Pkwy.), even building a corridor from Route 5 & 60 at UnawEEP going west over the old black bridge area clear to 340. Put it on the corridor presentation list.
2. To achieve an OM business association, for new businesses to meet new neighbors, to have a youth ad hoc member on the GJ City Council.
3. I am an associate of a national non-profit, America Speaks. Check out [www.americaspeaks.org](http://www.americaspeaks.org). We are developing profoundly new ways of bringing the citizen voices so they can be heard by elected officials. I'll be glad to discuss these with you.
4. You definitely need to strengthen our neighborhoods. Right now the neighborhoods feel they are totally ignored. A neighborhood council is working great in Great Falls, Montana and that is not a big city. Maybe we need to try it here. Neighbors called the City because a lot of weeds were cut down at that old Ultronics building and left to blow all over the neighborhood. The City did NOTHING! A pile of trash was left behind a neighbor's home when he was out of town. He called the City. The City did NOTHING!
5. Better publicity about bus time schedules and bus stops. Coordinating times better with school schedules when possible.
6. I think we need condos or a place seniors can afford. \$700 + month is too much for some of us, patio homes (no yards) or one level places like Walnut Park, more places like that and not a low income necessary.
7. Traffic. Better design for intersections and less obtrusive landscapes; consider large truck traffic. Everything we use comes to us by trucks.
8. (1) I have addressed one of the ways you might implement one aspect of the strategies under Goal 2 (your SD #2). (2) As to maintain and improve air and water quality, we should get the City involved in lobbying for water projects. The transportation Goal (your SD #3) has an impact here also. One cannot separate "transportation" and "development." One directly affects the other. The long-term road plan and GV Transit are high priority strategies. The term "better utilization of I-70" seems a bit vague and if there is a strategy there, what is it? More exits? (3) Looking for, and using, a range of funding options should be another priority in transportation.
9. Patterson Rd. is a major East-West arterial and must be kept free of obstructions to flow heavy volume of traffic. It should be kept free of further commercial development. Commercial development of Patterson at 28 ¼ Rd., 27 ½ Rd. and 12<sup>th</sup> Street would be very detrimental to the smooth flow of large numbers of cars.
10. A good plan that matches the growth (development). Plans that require the development interests to pay their impact mitigation.
11. Bike paths, lanes on any new road built or old road reconfigured. Design criteria for residential building (buffers, height, better setback).
12. Hire companies to build. Add more staff to code enforcement.
13. More stop signs, speed bumps. Cut speed limits, residents need to feel safe.
14. Suburban growth extends, where any new building has to make 51% of the family income from agriculture. Boulder and Washington CO., Oregon have similar programs.
15. Look at the eastern slope, growth will come, plan for it, built it, pass costs on to new construction, businesses and corporations.

16. Input from those living in Grand Junction. Build large stores (grocery) away from traffic congestion! No more gas stations.
17. Improve existing busy intersections (e.g. two left turn lanes). Bridge over River at 29 Road.
18. GVT-support by gasoline tax in Mesa County e.g. ½ cent per gallon. #5-Develop some constructive programs for our youth-organized volunteer works coordinated with a fun activity e.g. road clean up followed by a hike or swim party.
19. Look at the "Adopt-A-Block" neighborhood program that has been successful in Clifton for the past two years. Support those community efforts underway now to serve youth, families and neighborhoods. Add more opportunities for youth in the arts as well as recreation.
20. Support grass roots local organizations that are doing positive things daily for youth, by helping FUND them i.e. The Tree House.
21. #6- Providing "seed money/grants" for neighborhood-based organizations/activities could inspire new or existing groups to come together to plan activities in their neighborhoods such as cleanups, history sharing, school/park spruce ups, senior/youth socials, etc! #4-OM City entrance 29 Rd. - to top of hill is in dire need of some elected official to bring City, County and state together to address the needs of our businesses and residents on issues of safety, drainage, access, beautification, lighting along 6 & 50. Each entity says it's not just their problem and for the 12 years I've been an OM resident it just keeps deteriorating more resulting in high rates of business turnover, shabby appearance, youth and residents crossing unsafely, buses turning across heavy traffic at Linden to get to Dos Rios. #5-District 51 has been developing service-learning programs at many schools. These programs provide youth with the ability to apply their learning to needs they have identified in the community. The accomplishments of these youth are phenomenal, from tutoring/mentoring, environmental projects/cleanups, to anti-bullying programs, food drives, school community projects, programs with senior citizens, a youth-led call in radio program as well as many, many more. The City could establish a connection with these efforts and explore small funding of projects and making City resources/employees available to service-learning youth initiatives in an official way. Currently, s-l youth seek out partnerships individually and probably miss out on many City resources/expertise available.
22. Youth need recreation activities and a recreation center where responsible adults can interact with them. Youth need healthy activity choices at low rates.

#### OTHER COMMENTS:

1. It was a great meeting. Reford Theobald let us say whatever we were thinking.
2. Tonight was a traditional meeting of citizens and elected folks. We are arguing/presenting issues of bushes and intersections. We, the citizens are not talking to each other about our conflicting interests and working out solutions across the complexity.
3. We totally lack enforcement. You do NOT see police cars around the community now - only at the police station. When the guy was killed just off the 5<sup>th</sup> St. bridge, we only have FIVE (5) police officers on duty on that Friday night. Somebody was thrown off a car hood at Columbine Park, the fire department and ambulance were there, but they could not leave until police arrived. Guess what - we had no police to come. We have a problem - a BIG PROBLEM. I was in Denmark. Yes, they do have lots of roundabouts, but you do NOT see any pickups - just small cars. Semis

are upon the roundabout at 12<sup>th</sup> and Horizon without any warning. It is way too small for semis. There is no excuse for the total lack of planning and organization skills to have had Independent Ave. tore up this long. A schedule needs to be set forth before you tear up any street, so it is completed in a timely manner. This is NOT happening in Grand Junction.

4. The City seems to have all the bases covered concerning growth, just started too late and we may never catch up! Thanks for trying!
5. Roundabouts need to be larger. 1<sup>st</sup> & Main is the worst. You can't get in. You can't get out.
6. Better landscape codes that reduce the problems of visibility at street corners and roundabouts and include signs in clearing up visibility problems. Require the design of retention ponds to drain completely after runoff has entered same (mosquito breeding places). Solve the transient problems and their use of our parks and buildings.
7. (1) Under your SD #4, the fifth listed "goal" is totally superfluous since it is covered by your listed "goals" 1, 3, and 6. And, of course, your "goals" are actually strategies." A (very) long-term plan for working on the entrances is probably necessary. (2) An "organized network of neighborhoods" might be set up by ensuring the City has a contact list for each HOA with names of officers and their email/phone numbers. There might be a City official as Neighborhood Monitor or some such position. This also might impact the "citizen-based planning" and involvement aspects addressed earlier. Issues/controversial items/heads-up on planning efforts/etc. might be circulated and cause some increase in interest by the community. More interest equates to more input. (3) Your SD #4 and SD #6 both address parks. Perhaps there is some overlap here that can be eliminated. (4) I listed your SD #1 last in my list of Goals. There are aspects of planning under the other Goals that can include such things as "bonus" densities if so many "below market" rentals or residences are included. I recall Grand Junction of the 1950s and 60s when the neighborhoods for the most part were all well kept. The barracks-like apartment complexes almost invariably result, over time, in run-down, ghetto-like developments. Whatever the City allows or develops to house everyone should somehow include incentives to keep it neat and well groomed - or penalties for not doing so. There are many instances throughout the city that defy your goal of attractiveness. Such things as stored wrecks in back and side yards, trucks parked in side yards, falling down garages/accessory buildings, and so on. Some sort of long-term plan to "clean up" these "violations" of attractiveness should be considered. A good bit of this will certainly be unpopular, but that's why you on the Council get the big bucks.
8. Essential to work w/ the County. The County is supporting sprawl.
9. City must partner or be the most forceful player in a partnership with citizens on beautification.
10. Keep residential areas residential, do not over load with low income housing in established ones.
11. Not quite a current GJ City limit concern, but it will become one. Re: item #4 - Strategic Direction.
12. The goal to examine shelters/solutions for transients. Why expend so much energy and time on such a small population? A population of 41,000 concerned about a population of approximately 200. It makes no sense.

13. I wish that you would consider opening Hawthorne on to 28 ¼ Road and allow the use of the traffic light at 28 ¼ & Patterson. 28 & Patterson is very difficult to get on to.
14. Thanks for the small group discussion.
15. I'm really pleased with the objectives and the fact that our "youth" are recognized on this plan. I serve as secretary of the Grand Junction Ministerial Alliance, and as a "faith" representative on Build A Generation and the Homeless Coalition. I'm on the board of M.E.S.A. youth promoting wholesome activities for youth in Media, Education, Science & Social Science and the Arts and encouraging family involvement.
16. Build A Generation (names attached). Call the Tree House Director Terri Klements? 241-3001.
17. I am writing in response to the neighborhood meetings concerning the strategic directions and goals for the City of Grand Junction. I am concerned with the way our City develops. I like that we are a center of commerce as it is a fairly clean (other than cars) and reasonable economy. I am not so much in favor of heavy industry moving in. I worry about the downtown area, it seems as if retail is mainly moving away and that there is a lack of support for other businesses that would attract economy downtown (i.e. moving planning to the mall, not using the beautiful courthouse building...) I know some of this is temporary but it still affects the downtown spending. I also believe we are lacking in business use of our outdoor areas. I'm not sure if this is because of zoning and licensing issues, but it seems crazy to me that Il Bistro can NOT serve a glass of wine to you if you are at their tables on the street. Are we really that afraid and of what? It seems that encouraging people to use downtown will only help the City to survive in a long-term manner. With outside cafes not expensive ones, roof top gardens. Places for people to gather and meet one another. I believe it's a lot easier to care about someone if you know him or her. Might we consider commercial spaces other than the hopelessly unappealing strip malls? I also agree that affordable housing is an issue. But once again it seems that affordable housing where residents are going to live and stay, which may require higher density would be better suited towards the City center. This would allow for people to walk to services, hopefully offer easy access to public transportation and less dependence on cars. I know it's impossible to make cooperative neighborhoods happen, but I do think creating a pleasant environment can help. I'm sure CHFA has their own ideas about how this can be achieved. I have noticed that apartment buildings seem to get a "bad rap" here. Not sure if they're really a problem or it's a cultural thing. I have certainly seen, stayed in, had friends live in lovely apartments in smaller buildings with courtyards and mutual outside areas. (I don't necessarily mean big grassy lawns) and have enjoyed using my feet for something other than the accelerator and brake peddle when I am close to a downtown area. It might be nice for our older population as well. Maybe some population age diversity would be helpful to incorporate into planned communities, after all it is naturally occurring all over town. I also wonder about low interest loans for renovation of older homes downtown. Along with some support in dealing with renovating in historical areas, as property closer to city centers can often times hold its value. As far as traffic goes it is a snarl, there are so many traffic lights here. It's been my experience that they cause more congestion than not. I really believe that creating some large, multi-lane European style roundabouts or traffic circles would help a lot. It seems that 1<sup>st</sup> and Grand is a perfect candidate. The land is already there, can't have much of any other use,

pedestrians don't attempt it too much and you already have traffic going all different directions as it is. They are not as hard to negotiate as people think; it's never too late to learn something new and with a little advertising and guidance for the public it's really pretty easy to learn. I'm not sure about the beltway thing, once again I think we are basically bypassing downtown. Choosing to send people to outlying areas instead of encouraging the well being of the downtown area. 1<sup>st</sup> and Grand seem to be the big problem so why not just deal with that? I would much rather see the Riverfront be developed as open space without a highway running through it or next to it. See the Arts Center move next to the Botanic Gardens and encourage a diverse development of that area. Yes we need dedicated tax revenue to Grand Valley Transit. Open space is part of quality of life here. Buffer zones and existing agriculture zones between towns are one of the charming things about this area, no idea how this is achieved; I lived in the west all my life and watched these very areas disappear. More power to anyone who knows how to achieve this. I try hard by buying local food, wine, local products. Support of things like the farmers market. The food is great here, fresh locally grown food available so much of the year. As far as the entrances to the City, I would have to agree that some signage would be nice. When you drive over the River and around the corner it is beautiful. I love it every time. The Bookcliffs contrasted with the green of Palisade, the gorgeous and unusual arid landscape to the north, the long vistas along the cliffs. Maybe beautification could be some well-placed rocks and native plants because we are the deserts, the warm, sunny desert. Okay maybe some shade trees so it doesn't look so hot in the summer. Grand Junction seems to be just pushing over the edge to becoming more of a small city than the small town it once was. Maybe just looking at some larger cities that have developed nicely to glean some of their lessons learned. To take a long-term look for the next 50 years, so it will be a nice place for our kids.

18. Understanding that many road improvements must wait to be included in larger road improvements - please consider temporary turn lanes into subdivisions and intersections. For example, B ½ Road subdivision at Arlington has created a 4 way intersection and allowed to make \$ contribution to 2006 B ½ project without installing a temporary turn lane. Same for the car wash near City Market. 27 ½ and B ½ is also a real safety problem as cars bomb down the overpass during rush hours. Temporary turn lanes would greatly improve safety for a minimal cost while waiting for the 2006 Road improvement. I am sure there are many other roads where this could help too. 911 City/County dispatch borders should be examined to ensure they are current. B ½ Road and 27 ½ for example where the south lane is County and north lane is City. Southern bypass: regarding southern pass under 5<sup>th</sup> Street Bridge. Please consider air/pollution/noise impact studies on the migratory bird populations in this area - it is a critical spring and fall migration path.
19. Put a youth on City Council - but have youth panels, not only a token youth.

## Goals in Priority Order

**Goal - Develop and maintain public and private sector partnerships which enhance economic opportunities and preserve Grand Junction's position as a regional center. (3 - 5 years) [Solution: A Balance of Character, Economy and Environment]**

**Objective** Review and evaluate by December 31, 2002 the City's contributions to economic development organizations and explore possible alternatives to existing efforts. (2 years)

### Actions

- ▶ Administrative Services Department will provide updated history (overview and numeric / financial) and status of economic development fund.  
*Who:* Administrative Services Department  
*When:* by December 2002.
  
- ▶ Receive report by outside consultant on economic development efforts and coordination. (This is the report that was jointly funded by the Grand Junction Economic Partnership, the Chamber of Commerce, and the incubator.)  
*Who:* City Manager's office  
*When:* by December 2002.
  
- ▶ Complete infill / redevelopment policy and review other pertinent City policies and programs.  
*Who:* City Council and City staff  
*When:* by January 2003.
  
- ▶ Use the above information to develop options for funding and City participation in economic development efforts.  
*Who:* Administrative Services Department and City Manager's office  
*When:* by March 2003.

**Goal - Promote public-private partnerships to take advantage of funds available, such as private activity bonds and Colorado Housing Finance Authority. (3 - 5 years) [Solution: Shelter and Housing That Are Adequate]**

**Objective** In conjunction with the Grand Junction Housing Authority, identify all developers in Colorado who specialize in private activity bonds for affordable housing and determine level of interest. (2 years)

### Actions

- ▶ City staff will work with the Grand Junction Housing Authority and appropriate Colorado State agencies to develop a list of potential developers.  
*Who:* Administrative Services Department and City Manager's Office  
*When:* by January 2003.

- ▶ Work with the appropriate developers to identify and stimulate interest in an affordable housing project.  
*Who:*  
*When:* by April 2003.

**Objective** Identify potential locations available; use of private activity bond funds; infrastructure issues; and prioritize siting. (2 years)

Actions

- ▶ Work with the Grand Junction Housing Authority to review and expand the information they have developed.  
*Who:* Community Development Department  
*When:* by January 2003.
  
- ▶ City Staff will work with the Housing Authority to develop criteria such as location and availability of infrastructure. The Department Head Team will prioritize sites.  
*Who:* City staff / Department Head Team  
*When:* by April 2003.
  
- ▶ Present the prioritized recommendations to the City Council for review.  
*Who:* Community Development Department  
*When:* by May 2003.

**Goal - Explore a wide range of funding options (including bonds) to accelerate road construction. (3 - 5 years) [Solution: Efficient Transportation]**

**Objective** Evaluate funding options (including bonds, tools, tax, enterprise fund, partnerships, railroad, etc.). (2 years)

Action

- ▶ Assess and recommend funding options.  
*Who:*  
*When:* by March 2003.

**Objective** Choose options and, if appropriate, refer to vote.

Action

- ▶ City Council decides if / when to bond for corridor projects. (This decision may create more action steps.)  
*Who:* City Council  
*When:*

**Goal - Create program(s) to strengthen neighborhoods and provide a framework for them to work closely with the City on issues important to them. (3 - 5 years)**

*[Solution: Vital Neighborhoods]*

**Objective** Reserve funds in the 2003 budget to develop guidelines for a neighborhood program, identify potential funding sources and staff requirements. (2 years)

Actions

- ▶ Select a work team which may consist of City Council, staff, possibly a consultant and possibly an intern that will review and provide a report regarding different models for neighborhood organizations and programs.  
*Who:* Community Development Department  
*When:* by January 2003.
- ▶ City Council will discuss and establish criteria or guidelines for using the City's Community Development Block Grant funds.  
*Who:* Community Development Department and City Council  
*When:* by February 2003.
- ▶ The work team will review and decide on a preferred model for a neighborhood program.  
*Who:* Community Development Department  
*When:* by July 2003.
- ▶ City Council makes a decision on a model for a neighborhood program.  
*Who:* City Council  
*When:* September 2003.

**Goal - Develop a long-term (30+ years) Master Road Plan, maximizing flexibility of network. (3 - 5 years) [Solution: Efficient Transportation]**

**Objective** Develop a 30-year transportation right-of-way plan. (2 years)

Actions

- ▶ Based on the Growth Plan, calculate build out for the entire 201 area.  
*Who:* Community Development and Public Works Departments staff  
*When:* by March 2003.
- ▶ Update the Master Road Plan including corridors and right-of-way needs.  
*Who:* Public Works and Community Development Departments staff  
*When:* by July 2003.
- ▶ Prioritize projects on the new 30 year plan to add to the 15-year Capital Improvement Plan including coordination with areas of "Redevelopment Designation".  
*Who:* Public Works Department staff  
*When:* by September 2003.

**Goal - Develop and implement a plan for the beautification of entrances to the city of Grand Junction. (3 - 5 years) [Solution: Open and Beautiful Spaces]**

**Objective** Identify and prioritize the entrances and gateways appropriate for beautification and design a plan that includes common elements for each by November 2003. (2 years)

Actions

- ▶ Create a work team including City Council, City Manager, Parks and Public Works Departments, Visitor and Convention Bureau.  
*Who:*  
*When* by January 2003.
  
- ▶ Identify and prioritize locations.  
*Who:* Work team  
*When:* by March 2003.
  
- ▶ Design several alternatives of a plan containing common design elements.  
*Who:* Work team  
*When:* by May 2003.
  
- ▶ Develop cost estimates.  
*Who:* Work team  
*When:* by August 2003.
  
- ▶ Fund top priorities in the next two year budget.  
*Who:* Budget and Accounting Division  
*When:* by October 2003.

**Goal - Create opportunities for youth to become involved in community affairs. (3 - 5 years) [Solution: Responsible Young Citizens]**

**Objective** Look at successful "youth council" models and create a Grand Junction model to advise the City on current and future youth related programs. (2 years)

Actions

- ▶ Working with School District staff and youth, review different models and develop a report on what can be accomplished with each one.  
*Who:* Police Department and City Manager's Office  
*When:* by March 2003.
  
- ▶ City Council, the School Board, and youth decide on a model / plan.  
*Who:* City Council, School District #51 Board of Education, and youth  
*When:* by May 2003.
  
- ▶ Implement the model or plan by September 2003.  
*Who:*  
*When:* by September 2003.

**Goal - Develop a culture which values citizen-based planning, adherence to adopted plans and emphasis on high quality development. (3 - 5 years) [Solution: A Balance of Character, Economy and Environment]**

**Objective** Working from recommendations of the citizens committee reviewing Grand Junction's Growth Plan, complete implementation of recommendations for expanded design standards by December 31, 2003. (2 years)

Actions

- ▶ Adopt Growth Plan update.  
*Who:* City Council  
*When:* by March 2003.
  
- ▶ Identify action items to implement community appearance policy of the Growth Plan update.  
*Who:*  
*When:* by April 2003.
  
- ▶ Finalize / adopt design standards.  
*Who:*  
*When:* by December 2003.

**Goal - Encourage a public vote on dedicated tax revenue to Grand Valley Transit to ensure a stable budget and service level. (3 - 5 years) [Solution: Efficient Transportation]**

**Objective** Meet with funding entities to establish: desirability of a dedicated transit tax source; timetable and organization; boundaries for district; tax source; set election date and prepare for vote, by December 31, 2003 (process, not vote). (2 years)

Actions

- ▶ City Council representative to Regional Transportation Planning Organization places this on agenda for discussion at the February 2003 meeting.  
*Who:* City Council representative  
*When:* February 2003.

Assumes Regional Transportation Planning Organization accepts the above)

- ▶ Joint staffs develop financial analysis of funding options.  
*Who:* City staff and Regional Transportation Planning Organization staff  
*When:* by October 2003.

**Goal - Support community partnerships that promote positive behaviors, reducing the potential for destructive activities. (3 - 5 years) [Solution: Responsible Young Citizens]**

**Objective** Inventory current youth programs and activities and evaluate current City role with each. (2 years)

Action

- ▶ Review the inventory of existing programs (Build A Generation, School District #51, County Health and Human Services, etc.) developed by the City Manager's Office to complete an earlier Action Step, and evaluate City's role in each program.

*Who:* City Manager's Office

*When:*

**Goal - Encourage affordable housing through infill and redevelopment policies and by re-examining zoning and development codes (density, setbacks, openness to manufactured housing and downtown mixed use). (3 - 5 years) [Solution: Shelter and Housing That Are Adequate]**

**Objective** Complete creation of infill and redevelopment policies by City Council. (2 years)

Action

- ▶ Schedule the policies for final review and adoption by the City Council as part of the Action Plan for the Growth Plan update.

*Who:* Community Development Department

*When:* by March 2003.

**Objective** Survey interest groups to identify areas of code that may be detrimental to affordable housing and act appropriately. (2 years)

Action

- ▶ This was also in the recent Grand Valley Housing Needs Assessment. Work with the Housing Authority and the Oversight Committee and ask them to identify areas of the code that may be detrimental to affordable housing.

*Who:* Community Development Department and City Manager

*When:* by July 2003.

**Goal - Create an environment that fosters a safe community atmosphere which includes absence of crime and access to exceptional health care and emergency services. (3 - 5 years) [Solution: A Balance of Character, Economy and Environment]**

**Objective** By June 30, 2004, implement a City policy standardizing provision of emergency medical services, including transit, with participation by regional partners in developing policy alternatives. (2 years)

Actions

- ▶ Fire Department writes a summary report on recent efforts and the current status of EMS and transport.

*Who:* Fire Department

*When:* by January 2003.

*How these Action Steps are carried out depends on whether a consultant is hired.*

- ▶ Develop a City policy on standardizing the City provision of emergency medical services.

*Who:* City Council

*When:* by November 2003.

- ▶ Consultant will work with the other entities to see who would like to participate with the City under the new policy.

*Who:* Consultant

*When:* by June 2004.

**Objective** By December 31, 2003 complete internal and external educational processes which generate neighborhood based plans for the implementation of community policing strategies. (2 years)

Actions

- ▶ Complete internal community policing training.

*Who:* Police Department

*When:* by March 2003.

- ▶ Complete external community policing training.

*Who:* Police Department

*When:* by July 2003.

- ▶ Complete neighborhood based community policing strategic plan.

*Who:* Police Department staff

*When:* by December 2003.

- ▶ Community policing is our culture.

*Who:* All Police Department staff

*When:* by December 2003.

**Goal - Continue support of the Parks Master Plan. (3 - 5 years) [Solution: Open and Beautiful Spaces]**

**Objective** Identify at least two neighborhood park sites for acquisition by April 2003. (2 years)

Actions

- ▶ Submit recommendations for two neighborhood park sites to the Parks Board.  
*Who:* Parks Department staff  
*When:* by July 2003.
  
- ▶ Submit the Parks Board recommendations to the City Council.  
*Who:* Parks Department  
*When:* by September 2003.

**Objective** Prioritize Master Plan tier one projects. (2 years)

Actions

- ▶ Prioritize the tier one projects and submit them to the Parks Board for its review.  
*Who:* Parks Department staff  
*When:* by April 2003.
  
- ▶ Submit the Parks Board recommendations to the City Council.  
*Who:* Parks Department  
*When:* by July 2003.

**Objective** Complete research on school / park development models from comparable communities in other U.S. cities by December 2003. (2 years)

Actions

- ▶ Prepare and submit a report on school / park development models for review by the Parks Board and School District 51 by April 2003.  
*Who:* Parks Department staff  
*When:* by April 2003.
  
- ▶ Submit the Parks Board recommendations to the City Council.  
*Who:* Parks Department  
*When:* by July 2003.

**Goal - Put in place strategies that enhance the attractiveness and character of the community. (3 - 5 years) [Solution: A Balance of Character, Economy and Environment]**

**Objective** Review the current code requirements and enforcement methods for practicality and take appropriate action. (2 years)

Actions

- ▶ Create a team of City Council and staff to review current codes and enforcement practices.  
*Who:*  
*When:* by January 2003.
  
- ▶ Complete review and report to City Council.  
*Who:* Council / staff team  
*When:* by July 2003.

**Goal - Develop a strategy to gain Colorado Department of Transportation support for better local utilization of I-70 as a transportation corridor. (3 - 5 years) [Solution: Efficient Transportation]**

**Objective** Participate with Colorado Department of Transportation to develop future project funding which incorporates future interchanges and upgrades existing ones. (2 years)

Action

- ▶ Obtain Metropolitan Planning Organization approval for I-70 corridor as "8<sup>th</sup> pot" project.  
*Who:*  
*When:* by January 2003.

**Objective** Create a 30-year plan, including timetables, strategies and estimated costs, for adding four (total of eight) interchanges between Persigo and Clifton. (2 years)

Actions

- ▶ Conduct a feasibility study / analysis to prioritize future interchange locations.  
*Who:* Public Works Department staff  
*When:* by June 2003.
  
- ▶ Develop cost estimates and funding strategies for interchanges.  
*Who:* Public Works Department staff  
*When:* by December 2003.
  
- ▶ Review an urban speed limit on I-70 to more easily facilitate additional interchanges and reduce their cost.  
*Who:*  
*When:* by December 2003.

**Objective** Examine Colorado Department of Transportation swaps (City accepts responsibility and ownership in exchange for Colorado Department of Transportation's funding a City project). (2 years)

Action

- ▶ Develop cost / benefit analysis for swaps currently being discussed.  
*Who:* Public Works Department staff  
*When:* by January 2003.

**Goal - Continue to support the efforts that maintain the buffer zones between Grand Junction, Palisade and Fruita. (3 - 5 years) [Solution: Open and Beautiful Spaces]**

**Objective** Continue active participation on the Purchase of Development Rights committee. (2 years)

Action

- ▶ Assign City Council and staff to continue attending these meetings.  
*Who:* City Council and staff  
*When:*

**Objective** Continue financial support based upon budgetary resources and grant opportunities. (2 years)

Action

- ▶ Allocate City support of \$50,000 per year in the two-year budget.  
*Who:* Budget & Accounting Division  
*When:* by October 2003.

**Objective** Seek annual review and evaluation by partners in the program. (2 years)

Action

- ▶ City Council annually reviews status via a formal report and supports continuation of the program.  
*Who:* City Council  
*When:*

**Goal - Maintain active participation with other entities in efforts that impact the preservation of open spaces in the Grand Valley. (3 - 5 years) [Solution: Open and Beautiful Spaces]**

**Objective** Develop guidelines for City participation in open space preservation and review guidelines with regional partners by December 31, 2003. (2 years)

Action

- ▶ Develop options for guidelines for City Council consideration.  
*Who:* Parks and Public Works Departments and City Manager's Office staff  
*When:* by July 2003.

**Goal - Engage, listen and respond to youth. (3 - 5 years) [Solution: Responsible Young Citizens]**

**Objective** Review and update current information from various organizations. (2 years)

Action

- ▶ Acquire information to inventory existing programs being offered by groups such as Build A Generation, School District 51, County Health and Human Services, etc.  
*Who:* City Manager's Office  
*When:* by March 2003.

**Goal - Facilitate efforts that sustain the historic character of the community. (3 - 5 years) [Solution: Open and Beautiful Spaces]**

**Objective** By 2004, complete Phase Two of the historic survey. (2 years)

Actions

- ▶ Community Development Department and City Council submit the grant application by April 2003.  
*Who:* Community Development Department and City Council  
*When:* by April 2003.
  
- ▶ Hire a consultant and complete Phase Two of the survey by September 2004.  
*Who:*  
*When:*

**Goal - Continue to support regional efforts to maintain and improve air quality and assure access to sufficient and high quality water. (3 - 5 years) [Solution: A Balance of Character, Economy and Environment]**

**Objective** Participate in regional efforts to make sure air quality remains a priority in order to reduce particulates as the major source of local pollution. (2 years)

Actions

- ▶ Provide report on current status of Grand Valley air quality.  
*Who:* Public Works Department  
*When:* by February 2003.
  
- ▶ Provide estimate of impacts for "non attainment" status and discuss future action steps.  
*Who:* Public Works Department & the Regional Transportation Planning Organization  
*When:* by October 2003.

**Goal - Establish criteria for City decision-making which will consider elements of small town character. (3 - 5 years) [Solution: A Balance of Character, Economy and Environment]**

**Objective** Develop by June 30, 2004, policies regarding traffic flow, access and appearance which allow continued growth but preserve in Grand Junction the positive attributes of a small town. (2 years)

Actions

- ▶ Define and develop the attributes of a small town.  
*Who:* Consultant  
*When:* by September 2003.
  
- ▶ Match identified attributes with what currently exists.  
*Who:* City Council  
*When:* by December 2003.
  
- ▶ Prioritize attributes to focus our efforts.  
*Who:* City Council  
*When:* by March 2004.

**Goal - Encourage coordination and linkage of air, rail and surface transportation, both passenger and commercial / freight. (3 - 5 years) [Solution: Efficient Transportation]**

**Objective** Identify and evaluate opportunities in the community to link modes of transportation. (2 years)

Action

- ▶ Ask the Regional Transportation Planning Organization to consider a formal action item to study this objective within the Unified Planning Work Program.  
*Who:* Public Works Department  
*When:* by October 2003.

**Goal - Examine a full range of transient shelter solutions. (3 - 5 years) [Solution: Shelter and Housing That Are Adequate]**

**Objective** Identify public and private facilities, faith based partnerships, drug enforcement and other options. (2 years)

Actions

- ▶ Work with the local Housing Coalition or Oversight Committee to inventory the services that are currently available.  
*Who:* Community Development and Police Departments  
*When:* by April 2003.
  
- ▶ Present the inventory of services to the City Council for review.  
*Who:* Community Development and Police Departments  
*When:* by May 2003.

**Goal - Develop a strategy that will maximize the joint development of schools and neighborhood parks. (3 - 5 years) [Solution: Open and Beautiful Spaces]**

**Objective** Using the Pomona complex as an example, further coordinate planning and action by the City and School District #51 regarding recreation sites and programs to enhance cooperative efforts to meet community needs. (2 years)

Actions

These actions duplicate those to achieve Objective 8 on page 20 in support of the OPEN AND BEAUTIFUL SPACES SOLUTION.

- ▶ Prepare and submit a report on school / park development models for review by the Parks Board and School District #51 by April 2003.  
*Who:* Parks Department staff  
*When:* April 2003.
  
- ▶ Submit the Parks Board recommendations to the City Council.  
*Who:* Parks Department  
*When:* by July 2003.

# Glossary

**Mission:** a brief statement of purpose as to why the organization exists. What are you in the fundamental business of doing? Why is what you do unique and important in the life of your community?

A statement of mission should be short, powerful, memorable and should tell why you do what you do rather than how. It should serve as your touchstone when there are difficult decisions facing the organization and should not be subject to change unless there are very fundamental changes in the organization's purpose.

**Values:** the fundamental precepts we apply as you go about your work; these should be consistent among every department and division of the organization and known and upheld by every official and employee.

The values statements should be one sentence long for each organizational value held and should convey what your officials, employees, citizens and customers can count on from the organization. Like the Mission, values should not change over time unless there are fundamental changes in the organization's purpose.

**Critical or Strategic Issues:** those issues either outside or within the organization that will influence whether and how the strategic plan is implemented.

Critical issues are often long-term trends or issues facing an organization or community. Identifying any critical issues that may exist helps to set actions which can work around or take advantage of those issues to give the organization the best possible "shot" at plan implementation. These kinds of issues are often sensed and understood by managers and elected officials, but are frequently overlooked in plan development. It is important to have them "on the table" for planning, as they can de-rail plan implementation.

**Strategic or Policy Directions:** Broad, multi-year directions set for the life of the organization's plan.

Policy or Strategic Directions are usually set to actively address two concepts: (1) the Critical Issues identified; and (2) a Vision that has been established as the desired future. Directions often encompass a 10- to 20-year time frame.

**Goals:** statements of intent. Goals establish the overall results to be achieved in the nearer term.

Goals should describe in a brief phrase the directions or results you desire, but should not describe how those results will be achieved. Because conditions beyond the organization's control can affect your ability to achieve results and are subject to frequent change, goals should not usually be set for longer than a 3-to-5-year time frame.

**Objectives or Strategies:** describe specific, tangible, measurable results set to achieve each goal.

Objectives are the “how” of the Strategic Plan. As the rate of change has accelerated and the “life” of strategic plans has been shortened, some strategic plans combine goals and objectives into a single set of strategic directions / results. The time frame for Objectives is usually 1 to 2 years.

While the mission, values, vision and goals should represent the entire organization, and objectives should be consistent among all departments and divisions, a departmental unit may need to add its own distinct objectives as it applies the corporate strategic plan to its own plan of action.

**Actions or Tactics:** those specific steps describing how the results delineated in the Objectives or Strategies will be achieved.

Actions should be specific and measurable, and responsibility for carrying them out should be clearly defined. Actions are usually defined in an annual operational plan whose scope is narrow, is focused on only one year, but is grounded in the organizational goals and objectives.

**Evaluation:** the measurement of achievement as part of the planning cycle.

Every year, a systematic evaluation should be done of results achieved. You should determine whether the surrounding environment has changed, your underlying assumptions are still valid, some critical issues have been solved while others may have emerged, the original goals, objectives, and actions still hold. The time frame for the plan can remain the same, and periodically the organization can add goals, objectives and actions to the “far” end of the plan as the current, or “near” year is completed.