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**GRAND JUNCTION CITY COUNCIL
MONDAY, DECEMBER 14, 2020
STREAMED LIVE
BROADCAST ON CABLE CHANNEL 191
WORKSHOP, 5:30 P.M.**

To become the most livable community west of the Rockies by 2025

1. Discussion Topics

- a. Mesa County Economic Development First Responder Update
- b. Parks, Recreation and Open Space (PROS) Master Plan: Final Plan & Community Center Feasibility Update
- c. One Grand Junction Comprehensive Plan
- d. Non-Profit Update and Discussion

2. City Council Communication

An unstructured time for Councilmembers to discuss current matters, share ideas for possible future consideration by Council, and provide information from board & commission participation.

3. Next Workshop Topics

4. Other Business

What is the purpose of a Workshop?

The purpose of the Workshop is to facilitate City Council discussion through analyzing information, studying issues, and clarifying problems. The less formal setting of the Workshop promotes conversation regarding items and topics that may be considered at a future City Council meeting.

How can I provide my input about a topic on tonight's Workshop agenda?

Individuals wishing to provide input about Workshop topics can:

1. Send an email (addresses found here www.gjcity.org/city-government/) or call one or more members of City Council (970-244-1504);
 2. Provide information to the City Manager (citymanager@gjcity.org) for dissemination to the City Council. If your information is submitted prior to 3 p.m. on the date of the Workshop, copies will be provided to Council that evening. Information provided after 3 p.m. will be disseminated the next business day.
-



Grand Junction City Council

Workshop Session

Item #1.a.

Meeting Date: December 14, 2020

Presented By: Greg Caton, City Manager

Department: City Manager's Office

Submitted By: Greg LeBlanc, Sr. Asst. to the City Manager

Information

SUBJECT:

Mesa County Economic Development First Responder Update

EXECUTIVE SUMMARY:

The Mesa County Economic Development First Responders will present an update on COVID-19 response activity. An update on the City's grant program for local businesses will also be provided.

BACKGROUND OR DETAILED INFORMATION:

As part of the community's response to the COVID-19 pandemic, several local economic development entities have formed the Mesa County Economic Development First Responders. This group collectively works together to help facilitate the economic recovery of the community. An update on the activities of the group will be provided.

On May 6, 2020, the City Council approved Ordinance 4920 authorizing temporary assistance by and through an appropriation of \$540,000.00 to the Business Stabilization and Recovery Fund ("Fund.") The City's Fund, which was administered by the Business Incubator/Small Business Development Center ("BIC/SBDC") as a revolving loan fund, was to support business with a physical location in Grand Junction with expenses directly and indirectly related to forestalling foreclosure, rental assistance and temporary mitigation of other financial impacts due to COVID-19. On November 4, City Council approved \$300,000 for the creation of a COVID-19 response grant fund that is administered through the Revolving Loan Fund. Grants will be up to \$7,500 based on certain criteria. As of December 10, a total of \$338,423 has been disbursed to 54 businesses for an average of \$6,267.09 per business. Applications from 15 businesses were not able to be funded as they had already received significant

PPP/EIDL funds or opened in 2020, which made them unable to document a decrease in revenue from 2019.

BIC has also disbursed \$414,493 in Energize Colorado Gap Fund grants (an average of \$15,000 per business) to 33 businesses in Mesa County. BIC is currently exploring the creation of a low-interest micro loan program out of its own funds to try and fill some of the gaps that existing programs were unable to accommodate.

Presenters will include the Grand Junction Area Chamber of Commerce and the Business Incubator Center.

FISCAL IMPACT:

N/A

SUGGESTED ACTION:

This presentation and discussion is for informational purposes.

Attachments

1. COVID Grant Fund



Expert Help • Targeted Resources • Tangible Results

October 29, 2020
Grand Junction City Council
Attn: Mayor Wortmann
250 N. 5th Street
Grand Junction, CO 81501

RE: COVID19 Response Grant Fund

Mayor Wortmann,

Please find the attached outline for establishing a \$300,000 COVID19 Grant Fund that will be used to assist businesses in the City of Grand Junction during this time of crisis. After the successful launch and ending of the Grand Junction Business Stabilization and Recovery fund (ending October 31, 2020) we continue to see a need in the community for business assistance and are requesting that the City establish a grant fund as outlined in outline. Our intent is to deploy these funds in a manner that qualifies for Cares Act reimbursement by the City of Grand Junction.

As background for this request, the Business Incubator and ED Partners (Primarily the Business Incubator, Grand Junction Chamber of Commerce and Grand Junction Economic Partnership) are now actively using our organizations and teams to respond to the needs of our community during this time of crisis. We have all largely pivoted from being "Economic Developers" to becoming a powerful "Covid19 Response Team" as we all help our local businesses find ways to survive with the tools at our disposal. There have been several initiatives from the Federal Government from PPP to EIDL loan programs and the current Energize Colorado Gap fund that have been somewhat helpful for the larger businesses, however, these programs continue to leave many of our core businesses without assistance or worse with the uncertainty of having to repay a loan that may or may not be forgivable as the program rules continue to change.

Based on feedback from our local businesses and ED Partners, we are requesting that the City of Grand Junction provide funds to the Business Incubator to establish a new grant fund that we can use as an additional tool to help our Grand Junction businesses come through this crisis, rebuild, and pay taxes. If these businesses close and liquidate, we know from our history that rebuilding and re-establishing a tax base will take years if not decades. Now is the time to act.

If you have any questions, or need additional information, please feel free to contact me at (970)243-5242 or Jmaraschin@gjincubator.org
Thank you for your leadership in this time of crisis.


Sincerely,
Jon Maraschin, Executive Director



Overview:

The current COVID19 pandemic has created a state of emergency for the small business community in Grand Junction. Due to local, state, and national orders, many businesses that were not considered "Critical Businesses" were forced to temporarily close or dramatically limit operations. While nearly all local businesses are facing hardship and economic losses, businesses that have been forced to close or significantly cut back are struggling to pay mortgages, rent and other obligations.

In May of this year, the City of Grand Junction passed the Business Recovery and Stabilization Fund in an effort to help Grand Junction Businesses get up to \$7,500 in needed access to capital; as of the writing of this overview 38 businesses have been funded at an average of \$3,100. Loan amounts were smaller than anticipated due to the constraints of the program that were based on the knowledge that was available at the time. This program is being ended on October 30, 2020 and the remaining capital net of applications in process will be returned to the City of Grand Junction; it is anticipated that the amount will be approximately \$379,000.

Now that we have significantly more information than we did in May of this year, it is proposed that a new grant fund of \$300,000 be established to run between 11/5/2020 and 12/11/2020 to help our local businesses in need. The basic structure of this program will be similar to the Business Recovery and Stabilization fund, however, grantee funding will be based on a documented decrease in revenue in accordance with the Cares Act in anticipation of the City of Grand Junction's ability to have these dollars qualify for reimbursement.

Program Description:

The Business Incubator is requesting \$300,000 from the City of Grand Junction that will be used to create a COVID19 response grant fund that will be administered through the Revolving Loan Fund, subject to approval and qualification of the grantees of the fund. Grants will be up to \$7,500 based on criteria outlined below.

To qualify for funding, businesses must meet the following criteria:

1. Applicant must be able to document a decrease in revenue due to Covid 19 and/or direct Covid19 expenses. This will be verified through submitted financial statements.
2. Applicants who have received a loan from the City pursuant to the Business Stabilization and Recovery fund may apply for grant funding; however, no business may receive more than \$7,500 total.
3. Applicant has been forced to temporarily close or forced to dramatically limit operations due to the COVID19 pandemic.
4. Applicant must have been open as of March 1, 2020 with a physical address in the City limits of Grand Junction.
5. Applicant applying for the funding must be a small business with less than 50 full-time employees and have local ownership.
6. Applicant must be in good standing with the City of Grand Junction and Colorado Secretary of State.

7. Applicant must submit a basic survivability plan prior to approval. Borrowers are strongly encouraged to work with the Grand Junction to have a higher likelihood of success.

Approved uses of loan funds:

1. Funds may be used to pay fixed and operational costs.

Job Creation/Retention Requirements: There are no job retention/creation requirements.

Leverage of Other Funds: While leveraging other funds and/or negotiating payment concessions are strongly encouraged, there is no direct requirement to leverage these funds.

Federal Requirements: Because these funds are anticipated to be supported with Federal dollars, any EIDL or PPP funds that the applicant has received will be deducted from the total documented decrease in revenue, which may potentially decrease the amount of the grant; *for example, if applicant documents a decrease in revenue of \$10,000 and has received \$5,000 of EIDL or PPP funds, then the applicant would only be eligible for \$5,000 in grant funds.*

Term: N/A.

Draw Period: All approved grant funds will be disbursed by December 11, 2020.



Grand Junction City Council

Workshop Session

Item #1.b.

Meeting Date: December 14, 2020

Presented By: Ken Sherbenou, Parks and Recreation Director

Department: Parks and Recreation

Submitted By: Ken Sherbenou

Information

SUBJECT:

Parks, Recreation and Open Space (PROS) Master Plan: Final Plan & Community Center Feasibility Study Workshop

EXECUTIVE SUMMARY:

The Parks, Recreation and Open Space (PROS) Master Plan has reached the final plan phase and is ready for Council consideration and discussion. Of the four phases of the planning process, information gathering, findings presentation, preliminary plan and final plan, this is the final plan presentation. The findings presentation in October, rooted largely in the statistically valid community survey, illuminated community priorities. As has been stated all along, the community survey is the driving force in establishing priorities for the PROS Master Plan. These priorities have now been applied to specific projects and priorities with the overall goal to advance the Parks, Recreation and Open Space system and sustain and improve service to the Grand Junction Community.

The scope of work for the PROS Master Plan includes completing a feasibility study of the highest articulated need according to the community. This was clearly a community center according to the statistically valid community survey. Given the statistical validity, the results represent the opinion of the broader community. The Council gave direction on November 30 after the preliminary plan presentation to complete the feasibility study on the community center.

This Council workshop will include a brief discussion of the PROS Master Plan and the changes made since the preliminary phase. The majority of this Council workshop will be presentation and discussion pertaining to the progression of the community center

feasibility study. The packet includes the Final PROS Plan and the December 14th Power Point presentation.

BACKGROUND OR DETAILED INFORMATION:

The City, working with a consulting group, is forging a parks, recreation and open space master plan derived from public engagement and input. This effort will produce a Parks, Recreation and Open Space (PROS) Master Plan. The PROS Master Plan will provide clear direction for services, facilities and amenities for the next 5 to 8 years.

In 2001, the City of Grand Junction completed the Parks, Recreation and Open Space Master Plan. Regarding the developed parks portion of the system, the 2001 Master Plan was updated as the Parks Inventory in 2011. The 2001 plan served the community well with many components having been completed. Towards the end of 2019, Grand Junction successfully earned a Great Outdoors Colorado Planning Grant that is paying for a large chunk of the cost of this Master Plan.

This workshop will be the culmination of the master planning process and the presentation of the first part of the feasibility study process on the community center. The consultant group has continued to meet virtually with the PROS Master Plan Advisory Committee and the Parks and Recreation Advisory Board, along with staff. Versions of the plan have been presented and shared to these advisory bodies and feedback has been provided to move the plan towards this final phase. The involvement of these two Council appointed groups has been critical to help ensure the plan is a reflection of what the community wants to see, along with the community survey and several other forms of public engagement. This plan is truly the community's plan for the community's parks and recreation system. The findings from the community survey along with a level of service analysis have determined the concepts described in this final plan. The objective is to meet the highest articulated needs by the community for both outdoor and indoor recreation facilities.

Included in the Council packet is a draft of the final PROS Master Plan. This final plan evolved given comments received during the preliminary plan portion of the planning process. The final plan is scheduled for official consideration at the January 6, 2021 City Council meeting. Any changes that Council would like to see should be communicated at this workshop so this draft Final Plan will be ready for potential adoption on January 6, 2021.

For the feasibility study on the community center, the bulk of this workshop will be facilitated by one of the sub consultants on the project, Barker-Rinker-Seacat Architecture. Several concepts will be discussed with Council on possible building programs on top of the footprint of the existing outdoor pool. We again ask for Council input and direction on finalizing the building program so that final construction costs along with operational revenue and operation cost numbers may be defined.

FISCAL IMPACT:

N/A

SUGGESTED ACTION:

For presentation and discussion only.

Attachments

1. Draft Master Plan
2. 2020.12.08 Program Workshop For Council



CITY OF
Grand Junction
COLORADO

PARKS, RECREATION, AND
OPEN SPACE MASTER PLAN
DRAFT - DECEMBER 2020



ACKNOWLEDGEMENTS

Mayor and City Council

Mayor Duke Wortmann
Mayor Pro Tem Kraig Andrews
Councilmember Rick Taggart

Councilmember Chuck McDaniel
Councilmember Phyllis Norris
Councilmember Phillip Pe'a
Councilmember Anna Stout

Parks and Recreation Board

William Findlay, Chair
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Marc Litzen
Gary Schroen

Austin Solko
Nancy Strippel
Lisa Whalin
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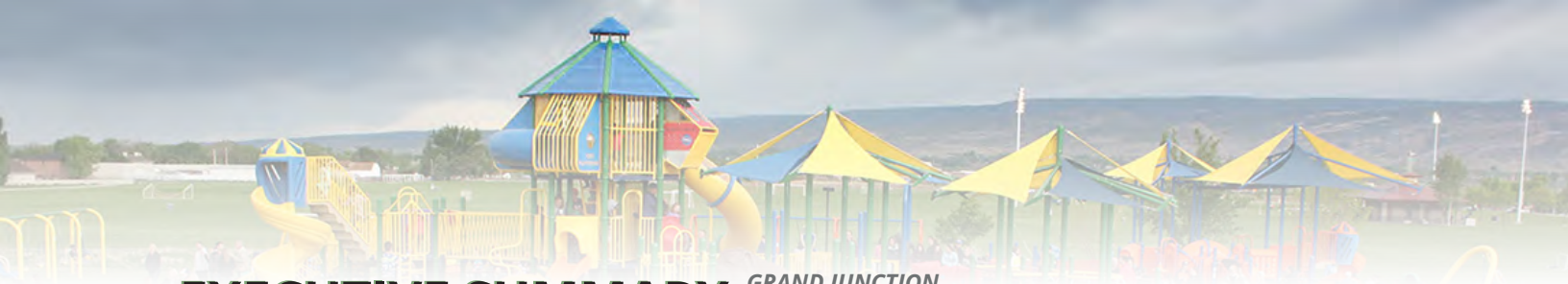
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EXECUTIVE SUMMARY *GRAND JUNCTION Parks and Recreation MASTER PLAN*

Process highlights:

- Over 3,000 people engaged
 - 997 statistically valid Invite community needs survey responses
 - 1,481 Open Link community needs survey responses
 - 350 participants in focus groups and community meetings
 - 339 preliminary survey responses
 - 4 process update meetings with City Council, Boards, and Committees

Parks and Recreation Maintains:

- 350 acres of Developed Parks in 35 parks
- 598 acres of Open Space with Recreation Opportunities
- 55 acres of school playgrounds, fields, and exterior grounds
- 111 acres of cemeteries
- 500+ acres of right-of-ways, medians, and roundabouts
- 20+ miles of hard surface trails
- 37,000 publicly-owned trees
- 1 indoor pool
- 1 outdoor pool
- Landscaping and exterior grounds maintenance at many City facilities, such as Police and City Hall

#1 Community-voiced Additional Amenity to be Provided:
Community Center for indoor recreation, aquatic facilities, and community spaces

#2 Community-voiced Additional Amenity to be Provided:
Trail connections and expansions

#3 Community-voiced Additional Amenity to be Provided:
River conservation, access, and improvements

#4 Community-voiced Additional Amenity to be Provided:
Indoor warm water leisure pool

Top Preferences for New Funding for Priority Projects According to the Community Survey

- Revenue from medical and recreational marijuana: 80% of statistically valid survey respondents
- Grants and fundraising: 79% of statistically valid survey respondents
- Tax on tobacco and vaping: 71% of statistically valid survey respondents



OBJECTIVES

These implementation strategies are derived from the 2020 One Grand Junction Comprehensive Plan. The Parks, Recreation and Open Space Master plan seeks to implement these broadly articulated community goals for Parks and Recreation (Comprehensive Plan Principle 7: Great Places and Recreation Opportunities).

Goal 1: Provide a safe, well-maintained, and accessible network of parks, open space and trails and recreation services.

Objective 1.1: Evaluate, monitor and construct parks and recreation facilities to achieve targeted level of service as provided in the Parks, Recreation and Open Space Master Plan.

Objective 1.2: Ensure that large subdivisions dedicate and construct new neighborhood parks and/or public spaces.

Objective 1.3: Identify opportunities for preservation of open space, drainageways, and trails that provide connectivity throughout the city.

Objective 1.4: Pursue and prioritize the acquisition and development of the remaining sections of the Colorado Riverfront Trail.

Objective 1.5: Maintain or renovate parks and publicly owned spaces to ensure that these spaces are activated and used in ways that provide meaningful service to the surrounding neighborhoods.

Objective 1.6: Utilize best practices and staffing resources to ensure that the department's mission is met and spaces are well-maintained and safe.

Goal 2: Ensure parks, recreational and open space facilities and programs meet community needs and equity of location.

Objective 2.1: Adopt an updated Parks, Recreation, and Open Space Master Plan.

Objective 2.2: Identify and prioritize parks and open space opportunities in areas that are currently underserved.

Objective 2.3: Continue to explore long term funding strategies such as retail sales and processing of marijuana, among others, for parks and recreation programs and facilities including regional sports facilities, a field house, and a community center.

Objective 2.4: Implement the Lincoln Park Stadium Master Plan Adopted January 7, 2020, by the Parks Improvement Advisory Board.

Objective 2.5: Periodically review plans, assessments, programs, and offerings to ensure they continue to meet needs of residents as the population and preferences change over time. Instigate new efforts to meet newly identified needs.

Objective 2.6: Work with partners to identify key properties for future acquisition and conservation that meet multiple natural resource protection and recreation goals in adopted plans.



Objective 2.7: Collaborate with others, such as City boards and commissions, District 51, health, and wellness organizations, and the medical community to expand and increase awareness and advocacy of programs and offerings.

Objective 2.8: Continue to build new or expanded recreational activities/amenities along the riverfront, including expansion of the River Park and improvements to the Western Colorado Botanical Gardens.

Objective 2.9: Expand and increase awareness and advocacy of programs and offerings amongst the general community.

Goal 3: Foster opportunities to bring people together by developing great public spaces.

Objective 3.1: Continue to redevelop the city's riverfront utilizing both private and public investment.

Objective 3.2: Identify tools to promote safety in public spaces.

Objective 3.3: Enhance program portfolio to meet community needs.

Goal 4: Support a lively arts and culture community.

Objective 4.1: Identify opportunities in capital projects to create locations for or construct/erect public art.

Objective 4.2: Support the implementation of and periodic updates to the City's Strategic Cultural Plan and other City's Arts and Culture Commission planning efforts.

Objective 4.3: Continue to monitor and promote awareness of the economic impact of the arts within the city in partnership with arts and culture organizations.

Goal 5: Maintain access to public lands at the urban/rural interface.

Objective 5.1: Evaluate existing trail networks while funding and planning for new trails and ongoing maintenance of the network.

Objective 5.2: Review Grand Junction Municipal Code to ensure that it provides sufficient flexibility to encourage design innovations that provide open space and protect sensitive environmental resources, scenic vistas, and cultural resources.

Objective 5.3: Develop strong partnerships between the City and other agencies, non-profits, and jurisdictions that support, maintain and expand recreation opportunities in the Grand Junction area.

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I. WHERE WE ARE TODAY



A. Introduction

Grand Junction, Colorado, is the gateway to the mountains and canyon lands of Western Colorado and Eastern Utah. Centrally located between Denver, Colorado (250 miles east), and Salt Lake City, Utah (270 miles west), Grand Junction is surrounded by 1.2 million acres of public lands. Grand Junction also possesses easy access to the Rocky Mountains and western Colorado's incredible landscape. It is a unique confluence of rivers, deserts and mountains. The City of Grand Junction currently covers 39.8 square miles and serves an estimated population of 64,900 people.

In mid 2019, Great Outdoors Colorado (GOCO) awarded a grant to the City to fund about half of the cost of this Master Plan. The central purpose of this community-driven, long-range planning project is to create a Parks, Recreation and Open Space (PROS) Master Plan that is derived from citizen and stakeholder input and provides clear direction for services, facilities and amenities for the next eight to 10 years. This PROS Master Plan is in-step with Comprehensive Plan 2020: One Grand Junction, and it applies to the strategic action plan relative to parks and recreation.

The 2020 PROS Master Plan updates the 2011 Park Inventory and Future Needs Assessment and addresses the current and future needs of the Grand Junction community, the City, and the Department.

B. Community Involvement and Participation

It has been imperative, particularly in the midst of a pandemic, that meaningful community participation in the preparation of the plan occur and that substantial opportunities for citizen participation in the planning process have been provided. Although in new territory regarding conducting a community-driven Master Plan process in the midst of a pandemic, participation exceeded expectations. First off, embrace and dependence on parks, trails and outdoor recreation has been a lifeline for most in the pandemic. The essentiality of parks have been further affirmed with the events of 2020. According to the National Park and Recreation Association, 84 percent of adults find exercising at local parks, trails and open spaces essential to maintaining their mental and physical health during the COVID-19 pandemic.

This is especially evident locally. During the pandemic, Mesa County has seen a 144 percent increase in park visitation, the highest of any County in Colorado (<https://www.google.com/covid19/mobility/>). Such high utilization helped put parks and recreation in the forefront on the mind of the community. As such, engagement was at a level that exceeded expectations, especially with the statistically valid community survey. Driving the recommendations of this plan are: results of a statistically valid survey, public input from focus groups, community meetings, engagement with City Council and staff, and regular interaction with a City Council appointed PROS Master Plan Advisory Committee.

Focus Groups and Community Meetings

Initial engagement with the Grand Junction community began July 13-16, 2020, when a series of eleven public input sessions were held to garner input on the state of Grand Junction Parks and Recreation services and facilities. These sessions included one City Council workshop, four stakeholder interviews, three focus groups, two public forums, and four staff discussions. These meetings were held at these meetings were held at The Barn in Lincoln Park where face covering and distancing protocols were in place. A central goal of these sessions was to gather as much information as possible to guide the development of the Community Needs Assessment Survey questions.

During the input sessions, more than 350 people participated from various groups including:

- City Council Members
- Users/community members, Parks and Recreation Advisory Board, the PROS Advisory Committee, the Arts and Culture Commission and the Forestry Board

- Partner/governmental agency representatives
- City staff
- Youth and adult sports organization representatives
- Medial community
- Members of the business community

ONLINE ENGAGEMENT IN RESPONSE TO A PANDEMIC

A preliminary survey, provided stakeholders the opportunity to answer similar questions to the in-person sessions, was posted at <https://gjparksandrecreationplan.com/>. This preliminary feedback provided a foundation for the content and questions asked on the more comprehensive and important community needs assessment survey. It is important to note that the preliminary survey responses gathered from 339 respondents are NOT statistically valid. The preliminary survey was only available to a select group of stakeholders making the results non-representative of the Grand Junction community.

GjParksandrecreationplan.com was used to provide updates on the planning process and the project timeline. It also served as a platform for presenting project-related materials such as the Findings Presentation in video and document format and the community needs assessment survey report.



For key stakeholders who were unable to attend these sessions in-person whether due to coronavirus concerns or scheduling conflicts, an option to participate in an online survey was offered to garner additional input and validate what was heard in previous sessions.

GjParksandRec.org was also used to provide updates on the planning process and the project timeline. It also served as a platform for presenting project-related materials such as the Findings Presentation in video and document format and the community needs assessment survey report.

ENGAGEMENT WITH CITY COUNCIL, BOARDS AND COMMITTEES

Throughout the development of the PROS Master Plan, City Council, Parks and Recreation Advisory Board (PRAB) and the PROS Master Plan Advisory Committee were all engaged at key points in the process – Information Gathering, Findings, Draft Recommendation, and Final Plan - to confirm data received and to ensure the process was achieving engagement goals.

COMMUNITY NEEDS ASSESSMENT SURVEY

This plan, working with staff, involved an in-depth examination of the current unmet parks, recreation and open space needs, and how to best increase the quality and quantity of service. The most representative way to achieve this was to complete a Needs Assessment using a statistically valid survey.

The community needs assessment survey consisted of two methods of distribution resulting in two categories of respondents:

- The “Invite” Sample: Based on a statistically valid random sampling of registered voters in the City of Grand Junction, this set of respondents is the most important component of the survey program. Paper surveys were mailed to 6,000 randomly selected residents of the City. The survey packet included a cover letter in Spanish and English, a paper survey form, and a postage paid return envelope. The letter described the overall PROS Master Plan process and the importance of the

survey to future planning. Recipients of the survey were given the option to complete the survey by returning the paper, or online through a password protected website ensuring one response per selected person.

A total of 997 Invite survey responses were received via paper or online response. Relative to other survey efforts, this level of participation is considered very strong. The high rate of participation resulted in statistical validity, with a margin of error of 3.1%. The results, therefore, are considered representative of the overall opinion of all Grand Junction voters.

- The “Open Link” Sample: An online survey was also made available to residents in the Grand Junction area. Residents were encouraged to go to a website to complete a survey identical to the mailed survey. This Open Link survey was publicized through email lists, newsletters, ads on social media in Spanish and English, public meetings, etc. A total of 1,481 Open Link surveys were received.

C. Grand Junction Parks and Recreation Today

The City of Grand Junction Parks and Recreation Department operates and maintains 35 developed parks (350 acres), 6 school properties (55 acres), 9 open space – recreation (598 acres), open space – other maintained (443 acres), one golf course (209 acres operated through the General Services Department) and 5 fully or partially undeveloped park lands (285 acres) equating to a total of 1,607 acres of land. The City of Grand Junction owns the following banked future properties that have been designated as undeveloped “park land”:

- Flint Ridge (3.3 acres)
- Burkey Park South (10 acres)
- A portion of Horizon Park (13 acres, some of this acreage is Fire Station #6)
- A portion of Paradise Hills (2.79 acres)
- Saccomano Park (30 acres)
- A portion of Westlake Park (4.5 acres)
- Matchett Park (220 acres)

Major facilities include Lincoln Park Stadium and Complex, two pools (one indoor and one outdoor), Regional Canyon View park and the Las Colonias Park that includes the Amphitheater and the River Park. Two cemeteries are also operated and there are over 37,000 trees on public land across the City. The system includes recreation programs and facilities that provide a level of service of about 170,000 participants visits per year, which averages to nearly 500 people served per day.

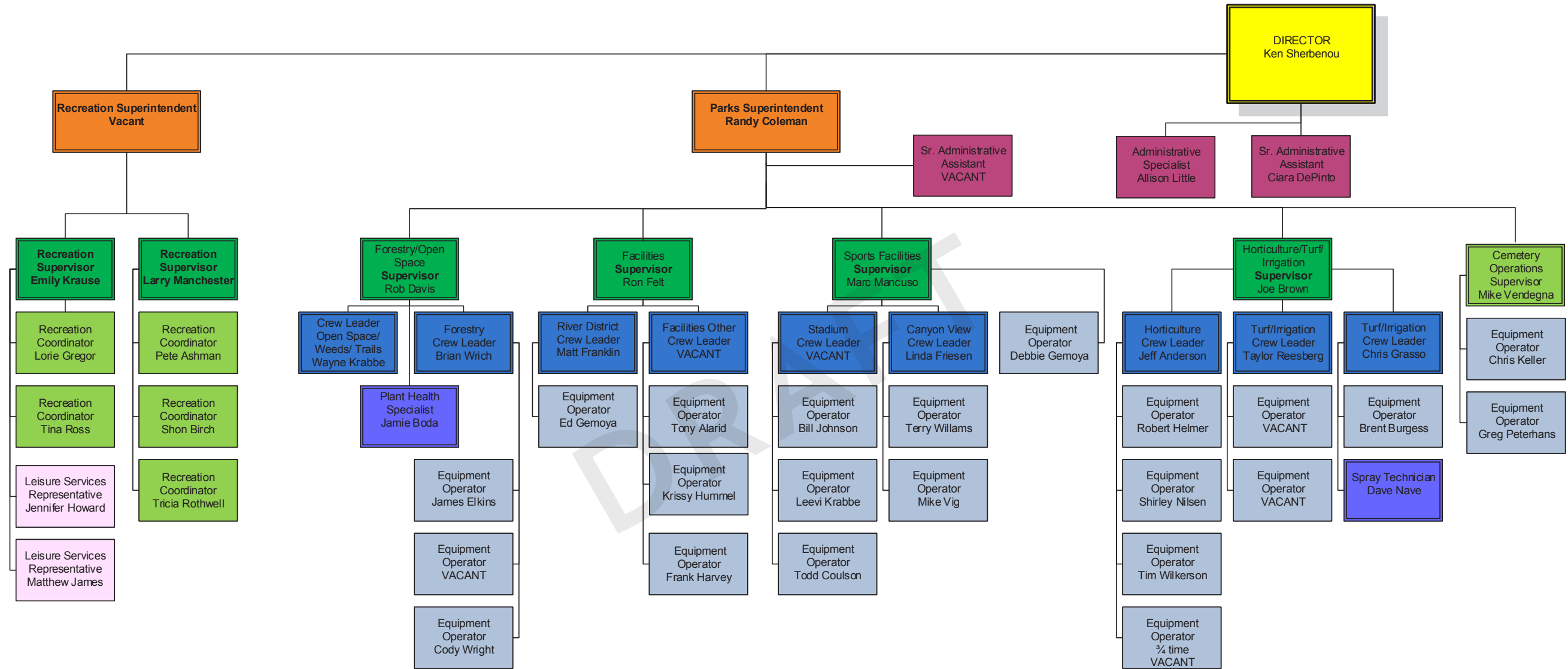
The Department is divided into Administration, Parks Operations, and Recreation Divisions. In 2020, the Department adopted budget totaled \$10,031,928 – a five percent increase over the Department’s 2019 Amended budget. These totals include labor and benefit costs, operating expenditures, and interfund charges (i.e., fleet, IT, liability insurance, medical program). In 2019, Park Operations had one capital outlay budget item for capital equipment for \$28,000.

Table 1: Department Budget

	2018 Actual	2019 Amended	2020 Budget
Administration Total	\$ 815,296	\$1,127,872	\$1,001,801
Parks Operations Total	\$5,760,011	\$6,087,333	\$6,547,273
Recreation Total	\$2,154,308	\$2,283,291	\$2,482,854
P&R Total	\$8,729,615	\$9,498,496	\$10,031,928

Staffing for the department consists of 52 full-time and approximately 250 seasonal and part-time staff. The department has been recognized as a Gold Medal Recipient – exceeding the highest level of service as determined by the National Recreation and Park Association (NRPA).

Figure 1: Grand Junction Parks and Recreation Organization Chart - November 2020



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City of Grand Junction Core Values and Vision

Continuous Improvement

Working together to be the best by challenging the status quo.

Collaborative Partnerships

We work together using all areas of expertise to achieve a common goal.

Exemplary Service

We excel at fulfilling the needs of our community through thoughtful interactions.

Vision:

To make the City of Grand Junction the most livable community west of the Rockies by 2025.

Administration

Parks and Recreation Administration is responsible for the overall leadership, coordination, and management of the department. Budget preparation and oversight, payroll, marketing and all personnel functions are coordinated with the Parks and Recreation Administration Division. This office is also the liaison with other City Departments, City Manager, City Council, and other agencies.

Parks Operations

The Parks Division includes park and trail maintenance, forestry and open space management, sports facilities, and horticulture. It is also responsible for 35 developed and seven fully or partially undeveloped parks within the City. In addition to developed parks, the division also maintains riverfront and urban trails, open space and street trees within City rights-of-ways.

Park and Trail Maintenance – This section maintains turf, irrigation systems, playgrounds, facilities, and park amenities, as well as facilitates maintenance for hundreds of rentals and events in City parks each year. Parks maintains 21 miles of riverfront and urban trails, almost 600 acres of open space – recreation, over 500 acres of open space - other areas maintained (such as City right-of-ways, medians and roundabouts), and facility maintenance for all park locations. Conventional parks are generally maintained by the facilities, irrigation, and turf teams, while trails are managed by weed abatement and open space/forestry.

The urban trail system provides over 20 miles of hard surface trails for walking, running, and bike riding, within Grand Junction city limits, as well as connecting with other entity-maintained trails. The trail system experiences heavy use from sun up to sun down, seven days a week all year long.

- River Front Trail System – travels along the Colorado River
- Subdivisions Trails – trails traveling through neighborhoods
- Park Trails – travels within a park site and may connect to other trails
- State Trails – state-maintained trails traveling outside of city limits
- County Trails – county-maintained trails traveling within and outside city limits

Urban Forestry and Open Space – This division is dedicated to the protection, restoration, and maintenance of Grand Junction’s urban forest and open spaces.

The Urban Forestry Program is responsible for the health, safety, and resiliency of the City’s urban forest natural resource. Mitigation of tree risk in the interest of public safety within parks and along street public rights-of-way is a top priority for the program. Public tree protection, planting, pruning, removing and plant health care treatments are all under the guidance of the City Forester to ensure the

good health and resiliency of over 5,000 park trees, 12,000 street trees, and 20,000 trees within native open space properties. Forestry crews plant –several hundred new park and street trees per year, and continuously seek new innovations to improve the success and establishment of new plantings. While homeowners are responsible for the watering of street trees, the City plants, trims, and controls insects and diseases at no charge to the homeowner.

Grand Junction’s urban forest is one of the City’s most valuable natural resource assets that gives back to the community through a variety of ecosystem services. Trees in our parks and along city streets help clean the air our community breathes and provides shade that decreases the cooling loads on our energy infrastructure during hot months. The urban forest holds, cleans and infiltrates stormwater, decreasing the load on our storm sewer system. Healthy trees increase property values in neighborhoods, and increase public activity leading to healthier and more socially connected neighborhoods. Grand Junction’s Urban Forestry Program has received numerous awards throughout the years, including the National Arbor Foundation Growth Award (15 years), Tree City USA award (37 years), the National Arbor Day Foundation Award for outstanding Arbor Day celebrations (1996, 2005), and the International Society of Arboriculture Gold Leaf Award for outstanding Arbor Day celebrations (1998).

The Open Space program is a relatively young component of the Parks and Recreation Department developing from strong public interest in the value it brings to a city. The program is comprised of two facets; City-owned and maintained natural areas that provide opportunities for recreation (referred to as Open Space - Recreation lands in this plan), as well as the code enforcement of weed violations on privately-owned properties within the City limits. Open Space - Recreation properties (598 acres) that provide access to public recreation are typically connected to BLM land and provide opportunities for recreational activities, such as hiking, single track trail mountain biking, etc. The code enforcement program receives concerns/complaints regarding overgrown weeds on private and City-owned properties. Weed Abatement staff inspects the complaint, records the problem, and issues a notice of action and fines. The City crew provides weed control on over 500 acres of city owned property and rights-of-way. By default, this program addresses the maintenance of open spaces and unimproved streetscapes due to its focus on weed management. There is a need to further develop the Open Space program to focus new attention towards restoration and protection of higher value native landscapes within City limits, and better connect residents to the beauty and value of the City’s natural spaces.

Horticulture – Horticulture is responsible for thousands of annual flowers, shrubs and perennials in manicured planting beds. These areas include Lincoln Park, City Hall, the Downtown District, and Visit Grand Junction. Some of the lesser known landscapes include public facilities, right-of-way landscapes on Main Street, North Avenue, 1st Street, 7th Street, the Riverside Parkway, I-70 business Loop, Horizon Drive, and all City parks and facilities. In total, Horticulture manages more than 66 properties and over 121 acres of shrub beds, flowers, and passive landscapes.

Cemeteries – The Cemetery division maintains more than 80 acres of lands on Orchard Mesa and at Crown Point Cemetery (Appleton area) and works to maintain a warm, serene setting for eternal remembrance.

Sports Facilities – The division maintains high profile sport facilities at Lincoln Park, Canyon View Park, Columbine Softball Complex, and Kronkright Softball Complex. These facilities host more than 5,500 baseball, softball, football, soccer, lacrosse, rugby, track and tennis events each year, as well as, local and regional special events. These events include the 4th of July Extravaganza, High School and University graduations, and the Junior College World Series (JUCO). Suplizio Field is home to the home to the Grand Junction Rockies.

Recreation

The Recreation Division encompasses programming and facility operation in recreation, aquatics, senior recreation, and arts and culture. The division provides all-age and nearly all ability programs including summer camps, athletics, special events, and general recreation programs.

Aquatics – The division manages one year-round swimming pool, Orchard Mesa Pool, which is jointly funded with School District 51 and Mesa County. The division also manages one seasonal pool at Lincoln Park. In addition, the division partners with the Town of Palisade to provide management services for the seasonal Palisade Pool. Aquatics offers traditional programs such as swimming lessons and aqua aerobics.

Recreation – The Recreation Division provides a wide variety of recreation programming elements for the community serving more than 10,000 participants of all ages and abilities and 400 adult sports teams annually. The division offers traditional programs such as adult and youth athletics, special events, including the Annual Southwest Arbor Fest as well as growing programs such as pickleball.

Boards and Commissions

Citizen participation at all levels of the governmental process is valued and encouraged in the City of Grand Junction. Five volunteer board/committees were influential in guiding the development of this plan.

FORESTRY BOARD

The city recognizes the substantial economic, environmental and aesthetic importance of trees within the community. It is the policy of the city to protect its citizens and enhance the community's urban forest through recommended horticultural and arboricultural practices.

The Grand Junction Forestry Board is a five-member board with up to two alternate members which meets monthly to review and determine professional qualifications and competence to engage in the business of cutting, trimming, pruning, spraying or removing trees. The Board, in accordance with City ordinances issues licenses to qualified applicants. The Forestry Board serves in an advisory capacity to the City Forester making recommendations to the City Council for the adoption of rules and regulations pertaining to the tree service business in the City. The Board is a governing body hearing complaint issues from citizens related to the tree service performed within the city limits. Community outreach and education about the value of trees and the urban environment is an important mission of this board.

PARKS AND RECREATION ADVISORY BOARD (PRAB)

PRAB is a City Council appointed board of citizen representatives who meet monthly. PRAB's role is to advise City Council on issues related to Parks and Recreation. These representatives also serve as a sounding board by engaging staff to understand operations and support the continued growth and maintenance of the community's parks and recreation system. PRAB involved from the beginning of this planning process, and had several members present at each of the public meetings. The Parks and Recreation Advisory Board's role, as a volunteer board, is to assist in the planning and development of the City's park system. Their presence and support of the PROS Master Plan project was a necessity for the overall success of the project. The Board's guidance and expertise is strongly valued during all stages of planning and of park and recreation improvement and/or development.

GRAND JUNCTION COMMISSION ON ARTS AND CULTURE

The division strives to enhance the quality, quantity, accessibility, and affordability of arts and culture for the citizens of Grand Junction and the surrounding valley. The division serves as the staff support for

the Arts and Culture Commission responsible for the one percent for the Arts Program and the annual community grant program. The Parks and Recreation Department has a staff person who is the liaison to the Commission and facilitates many of its activities.

PARKS IMPROVEMENT ADVISORY BOARD (PIAB)

PIAB is a partnership organization that is comprised of the Grand Junction Baseball Committee (who organizes the annual Junior College World Series at the Lincoln Park Stadium), the City of Grand Junction, Mesa County, School District #51 and Colorado Mesa University. This Board support capital projects throughout the City and the County, with a focus on the Lincoln Park Stadium Complex.

PROS MASTER PLAN ADVISORY COMMITTEE

The PROS Master Plan Advisory Committee is a group of community members appointed by Council who provided continual feedback throughout the Master Plan process. Application to this committee was broadly circulated resulting in over 40 applicants. The Advisory Committee, along with the Parks and Recreation Advisory Board, was centrally involved in ensuring this plan is community driven.

Relevant Plans

Several planning documents informed this PROS Master Plan. This helps connect previous planning efforts to the PROS Plan.

2019 GRAND JUNCTION STRATEGIC PLAN

The central purpose of the Strategic Plan is to provide the City of Grand Junction with a tool guiding goal setting and strategy. This Strategic Plan incorporates that is in use until the City's Comprehensive Plan is adopted by elected officials. This Strategic Plan incorporates the priorities identified as most important by City Council. It is anticipated that the City's long-range plan, Comprehensive Plan 2020: One Grand Junction, will be adopted by the end of 2020 – in-step with adoption of this Parks, Recreation and Open Space Master Plan.

The Strategic Plan establishes four guiding principles, four strategic directives, and key initiatives that bring about action in support of the directives.

Guiding Principles

- Partnerships and Intergovernmental Relationships
- Fiscal Responsibility
- Communication and Engagement
- Leadership

Strategic Directives and 2020 Parks and Recreation Department Initiatives

- Planning and Infrastructure
- Diversification of our Economic Base
- JUCO, GJ Rockies
- Connectedness through Community Building
 - Engagement with Boards and Commissions:

2019 LINCOLN PARK STADIUM RENOVATION AND MASTER PLAN

The Parks Improvement Advisory Board (PIAB) led the charge with the creation of the 2019 Lincoln Park Stadium Master Plan. This plans for renovations and improvements based on a short-term (2-4 years), mid-term (10-12 years) and long-term (12+ years) priority basis. Short-term priorities include enhancing entry points, circulation, and seating at the stadium; upgrades to stadium features; outfield surface

improvements; parking and pedestrian improvements increasing the parking from 415 to 500 spots; and, infrastructure upgrades. Short-term improvements are estimated to cost \$9.4-11 million. Medium and long-term improvements are estimated to cost a total of \$22.4-24.8 million.

2018 COMMUNITY CENTER FEASIBILITY STUDY

Beginning in November 2017 People for Local Activities and Community Enrichment (PLACE) partnered with the City to investigate a new community center. Along with a consultant team, the group conducted a robust community outreach process. Hundreds of members of the Grand Junction community participated in stakeholder meetings, focus groups, community presentations, two community open houses, and a statistically valid survey. The conclusion of the process was strong--there is an unmet need in Grand Junction for a community center. Matchett Park was the preferred site. The following primary programming components were preferred:

- Community meeting rooms
- Indoor pool(s)
- Gymnasium
- Indoor walking track
- Individual and group fitness
- Child watch and party rooms
- Administrative and support spaces

This feasibility study led to Measure 2C on the April 2, 2019 ballot. This 0.39 percent sales tax measure was voted down 45 percent "yes" and 55% "no." This ballot proposal included two sites where improvements would be made: a 98,000 square foot community center at Matchett Park and the surrounding park development of 75 acres; and, renovation of the 32,265 square foot Orchard Mesa pool. The total project cost for the new community center, development of the surrounding park, and the Orchard Mesa pool renovation was \$79 million. This proposed 0.39 percent sales tax would have funded these improvements.

2011 PARK INVENTORY

The purpose of the 2011 inventory and assessment report was to develop an extensive inventory of the existing amenities. Future needs of the community were identified, assessed, and anticipated and to ensure the community's needs could be met through proper planning. The assessment re-evaluated outstanding issues based on the circumstance and conditions in 2011. This was intended to be a mechanism to address the community needs.

2014 MATCHETT PARK MASTER PLAN

The 2014 Matchett Park Master Plan helped prioritize the community's vision and goals for the future of the park. Since Matchett Park was acquired, two sizable parks have been developed in the Grand Valley: Canyon View Park, in 1997, and Long Family Memorial Park in 2006 (owned by Mesa County). These two parks have been extremely beneficial to the entire valley; however, multipurpose field rentals increased 130 percent and shelter rentals increased 123 percent from 2006 to 2014. Usage rates identified these amenities as insufficient and not capable of keeping pace with the increasing demands from outdoor recreational user groups.

The neighborhoods surrounding Matchett Park were recognized as having only 7.8 acres of park that are accessible without crossing Patterson or going much further east or west. In 2012, City Council directed staff to complete a master plan for the park based on these pressing needs. The City was successful in obtaining a Great Outdoors Colorado grant to fund 75 percent of the total master planning cost. Matchett Park was the site for both community center ballot initiatives from 2001 to

2019, both of which failed to earn passage. The 2001 proposal received 25 percent “yes” votes and 75 percent “no” votes. The 2019 proposal received 45 percent “yes” votes and 55 percent “no” votes.

MESA COUNTY COMMUNITY HEALTH NEEDS ASSESSMENT 2018-2020

In collaboration with Colorado Canyons, Community Hospital, St. Mary’s Medical Center, and West Springs Hospital, Inc., Mesa County Public Health conducted a health needs assessment to understand the health status of the county’s population. The assessment presents information and analysis on health indicators and identifies areas of concern. It develops understanding of the population groups experiencing significant differences in health outcomes and the barriers impeding their access to resources and opportunities. This assessment offers relevant data regarding physical activity, transportation, nutrition, and mental health.

2015 PATHWAYS TO NATURE

Conducted for Mesa County Health Department by Colorado Mesa University, Pathways to Nature sought to understand county residents’ perceptions and barriers regarding access to nature. The 2015 study, based on engagement with residents, found a number of challenges preventing people from connecting to nature.

Challenges to Connecting with Nature

- Time it takes to go outdoors
- Safety at playgrounds
- Cost of equipment, transportation, participation fees, etc.
- Proximity to outdoor recreation sites
- Transportation
- Technology
- Lack of awareness
- Lack of facilities such as bathrooms
- Cultural barriers
- Uneven distribution of green infrastructure city wide

Pathways to Nature provided suggestions for outdoor programs, reducing cultural barriers, park improvements, and ways to alleviate costs.

2020 BICYCLE/PEDESTRIAN TRANSPORTATION PRIORITIES LIST

The Urban Trails Committee acts in an advisory capacity to the Grand Junction City Council on matters pertaining to safe, convenient and efficient movement of pedestrians and bicyclists of all ages and abilities through the community, as well as other forms of transit. One of the Urban Trail Committee’s (UTC) main responsibilities is to review the City’s active transportation network on an ongoing basis and recommend enhancements for the purpose of increasing the extent and connectivity of well-maintained sidewalks, bike lanes, and pathways within the urbanized area that emphasize safety, connectivity, and efficiency for multimodal users of all ages and abilities. The list below has been extracted from the 2020 UTC priorities list and focuses on connections which necessitate the inclusion of Grand Junction Parks and Recreation due to current or future responsibility for maintaining the connection. These are listed in priority order and should be pursued by the department as it implements this master plan.

- Westlake Park Access
- Audubon Trail Asphalt Section
- Dos Rios Bicycle/Pedestrian Bridge
- Broadway Trail
- South Camp Road Trail

- Colorado Riverfront Trail Connector – West Orchard Mesa Bridge
- Riverfront Trail Redlands Boat Ramp Asphalt Section
- Redlands Parkway Trail
- The Ridges Trail System
- Orchard Mesa Irrigation District Canal Trails
- Portland Loo-style Bathrooms Downtown

Partners and Intergovernmental Relationships

Grand Junction Parks and Recreation partners with an array of community organizations, regional agencies, and sports user groups to fulfill its mission and deliver services.

LIST OF KEY PARTNERS AND INTERGOVERNMENTAL RELATIONSHIPS:

- | | |
|--|--|
| • Grand Valley Parks and Recreation Foundation | • Grand Junction Area Chamber of Commerce |
| • School District 51 | • Junior College Baseball World Series (Grand Junction Baseball Committee) |
| • Colorado Mesa University | • Grand Junction Rockies |
| • Mesa County | • Rivers Edge West |
| • Strive | • Pinnacle Venue Services |
| • Greater Grand Junction Sports Commission | • Colorado West Land Trust |
| • Commission on Arts and Culture | • Western Colorado Conservation Corps |
| • Parks and Recreation Advisory Board | • Grand Junction Economic Partnership |
| • Parks Improvement Advisory Board | • One Riverfront |
| • Forestry Board | • City of Fruita |
| • Downtown Development Authority | • Town of Palisade |
| • Bureau of Land Management | • Chamber of Commerce |
| • National Parks Service | • Colorado Parks and Wildlife |
| • United States Forest Service | |

SPORTS USER GROUPS:

- | | |
|---------------------------------|---|
| • Fire FC | • Grand Valley Adult Soccer |
| • Thunder Mountain Soccer | • Grand Valley Youth Football |
| • Grand Junction Tennis Club | • NZone Sports |
| • Western Slope Pickleball Club | • Mavs Sports Club |
| • Grand Valley LAX | • District 51 Football, Baseball, Softball, Lacrosse, Track |
| | • CMU Baseball and Football |

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II. THE FUTURE OF PARKS, RECREATION, AND OPEN SPACE IN GRAND JUNCTION



A. Community Profile

It should be noted that Grand Junction provides active recreation programs and facilities for a large portion of Mesa County, not just those residing within city limits. The data referenced throughout this section is sourced from Esri Business Analyst, which are point estimates for the current (2020) and forecast years (2025). Esri balances the Census 2010 against local data sources such as building permits, residential postal delivery counts, and county data from the Internal Revenue Service to generate estimates. Population projections are derived from a combination of models and data sources on both a local and national level. The complete Demographic Profile has been provided as a Staff Resource Document.

Population within City Limits

While most of the data in this report is sourced from the Urban Development Boundary, it is important to also note the population of the current city limits. The City population numbers are listed below along with the annual growth rate.

Table 2: City of Grand Junction Population Estimates

	City of Grand Junction
2000 Total Population	48,221
2010 Total Population	59,471
2020 Total Population	66,764
2025 Total Population	69,829
2010-2020 Population: Annual Growth Rate	1.13%
2020-2025 Population: Annual Growth Rate	0.90%

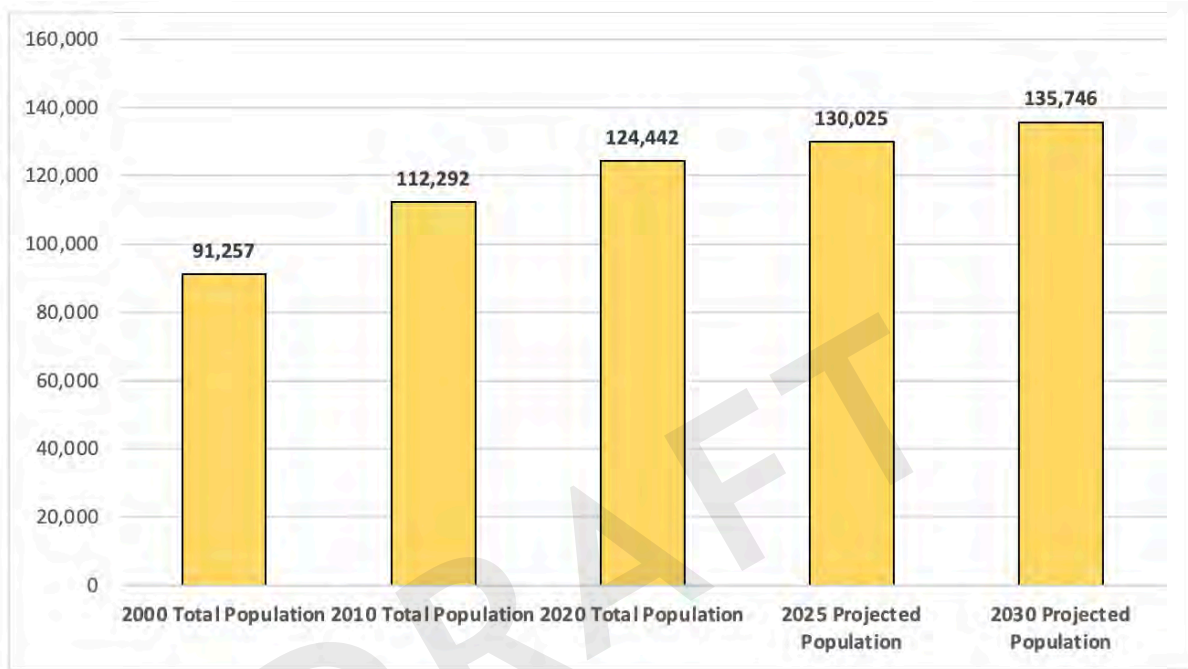
Source: Esri Business Analyst



Population within the Urban Development Boundary

For the purposes of future planning, the geographic boundary of the City’s service area has also been matched with the City’s Comprehensive Plan which utilizes the Urban Development Boundary (UDB) to determine demographic data. By 2025, the UDB population is projected to reach 130,025 with a growth rate of 0.88 percent per year. If that growth rate continues, the population could reach over 135,000 within the UDB by 2030.

Figure 2: Grand Junction Urban Development Boundary Population Trends from 2000 to 2030



Source: Esri Business Analyst

B. Benchmarking Analysis

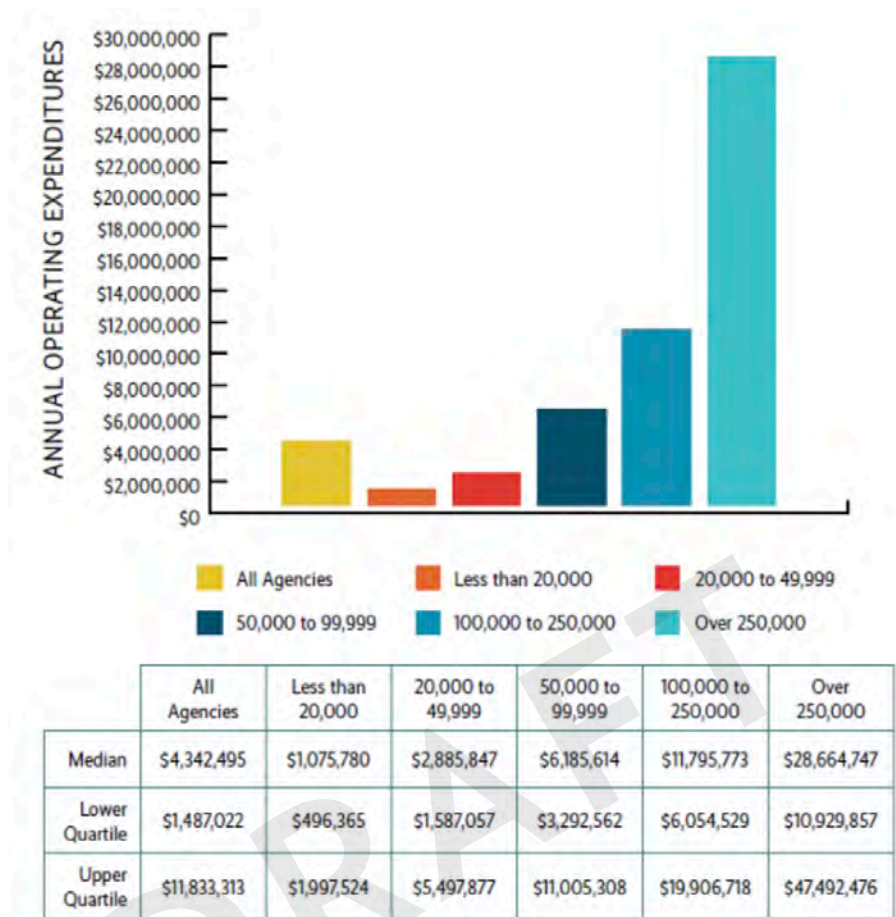
NRPA offers recommended guidelines for acreages of park development, as well as the amenities that should be provided to communities based upon population. The City of Grand Junction parks system currently totals 1,842 acres which includes 350 acres of developed parks; 598 acres of open space parcels which offer recreation opportunities; 55 acres of D51 school sites used via intergovernmental agreements; and 111 acres of cemeteries. This number falls well-above the NRPA recommended 490 acres for 63,597 residents (based on NRPA’s 7.7 acres per 1,000 residents). Additionally, there is a vast amount of public recreation land adjacent to the City. Families, businesses, and organizations are drawn to Grand Junction and Mesa County due in large part to the abundance of outdoor recreation opportunities, both within and outside of the City limits. Grand Junction compares favorably with similar size communities in the United States related to outdoor facilities. Indoor facilities, however, are lacking from a community and public recreation perspective. It is the largest community on the western slope of Colorado yet the only sizeable City or town to lack a multi-purpose indoor Community Center.

Figure 3: 2020 NRPA Agency Performance Review Acres of Parkland per 1,000 Residents



According to NRPA’s 2020 Agency Performance Review, the median annual operating expenditure of developed park and non-park sites managed is \$7,160 per acre. Parks and Recreation is responsible for managing 1,114 acres of developed park and non-park sites (excludes golf, undeveloped parks, and open space properties managed for weed abatement and as right-of-way). At \$7,160 per acre, the budget should be \$7,976,240 according to NRPA benchmarking. The Parks Operations budget for labor, benefits, and operating expenses is \$5,412,398 in 2020. According to NRPA standards, Grand Junction Parks and Recreation is below the median in annual operating expenditures. This analysis should be taken with a grain of salt since not all acres maintained are created equal. Each acre varies in the amount of maintenance required to complete maintenance.

Figure 4: 2020 NRPA Agency Performance Review Annual Operating Expenditures



C. Community Needs Assessment

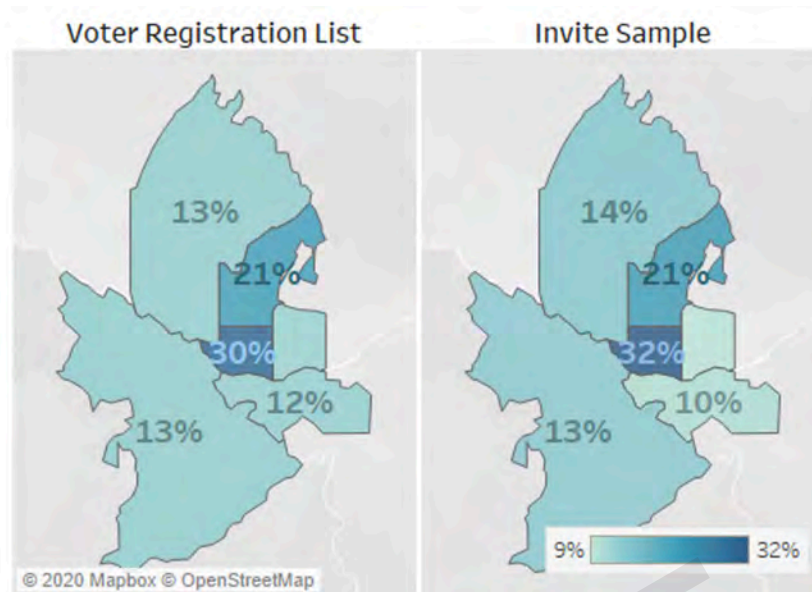
This plan used three different types of surveys to achieve different but related goals. The first, the online preliminary survey, was designed as an explorative tool for more open-ended feedback from 334 residents. The second, the statistically valid survey, was designed as a more precise tool to prioritize investment and ensure results were representative of resident needs by capturing a representative sample of community members. The third, the open link survey, was made available to all residents and was used to acknowledge any variances between it and the statistically-valid survey. While all samples are important, particular attention should be given to the statistically-valid random invite sample as it best represents registered voters in the City of Grand Junction.

Statistically-Valid (Random Invite) Survey

A paper version statistically-valid survey packet was mailed to 6,000 rented and owned households within city limits. Based on a statistically valid random sampling of registered voters in the City of Grand Junction, this set of respondents is the most important component of the plan’s engagement program. This group of responses is categorized as the “Invite” sample.

The survey packet included a cover letter in English and Spanish, a paper survey form, and a postage paid return envelope. The letter described the overall Parks and Recreation Planning process, and the importance of the survey to future planning. Recipients of the survey were given the option to complete the survey by returning the paper version or online using a password protected website ensuring only one response per randomly selected person.

Figure 5: Distribution of Registered Voters and Invite Sample Respondents



Of the 6,000 randomly selected households, a total of 997 statistically valid surveys were received. Compared to most community surveys, this level of response is strong. The high rate of participation resulted in statistical validity, with a margin of error of 3.1 percent. The results, therefore, are representative of the overall opinion of all Grand Junction voters.

Open Link Survey

Two weeks after the Invite survey was initiated, all Grand Junction residents were encouraged to go to a website to complete a survey that was identical to the statistically valid (Invite) survey. This Open Link survey was publicized through email lists, newsletters, ads on social media, public meetings, etc. A total of 1,481 Open Link surveys were received. Throughout this Overview, the results of both samples are shown, along with an “Overall” category that combines both sources of responses. While both samples (groups of respondents) are important, particular attention should be given to the Invite sample, as

How the Word Got Out:

WEB

- Social media, e-blasts, City website, GJParksandRecreationPlan.com
- 652 unique pageviews on GJ.org’s PROS Master Plan web page
- Monthly newsletter

MEDIA

- The Daily Sentinel, radio
- Local television stations KREX, KJCT and KKCO
- Direct outreach to 66 organizations or groups were conducted for either online or in-person presentation
- Word of mouth and email campaigns from members of the PROS Advisory Committee and PRAB and available users groups or list serves

Summary of Key Themes and Issues

Eight themes emerged from the numerous public input events and surveys completed as part of this planning process. Those themes along with the priority needs, citywide goals, and operational analysis form the basis of the recommendations and Strategic Action Plan to follow. These are represented in the word clouds that follow.

OUTCOMES OF COVID-19

What is the single outcome of the pandemic that will have the greatest impact on the future of parks and recreation facilities and services?

- #1 Funding will be less available (budget implications)
- #2 Understanding parks and recreation is a good investment and has value
- #3 Increase in homeless population
- #4 Increase in user conflicts due to increase visitation

SATISFACTION WITH CURRENT QUALITY OF SERVICES

- 83% Satisfied – very satisfied with City parks
- 70% Satisfied – very satisfied with recreation facilities
- 67% Satisfied – very satisfied with recreation programs and services

About 800 respondents provided additional comments on their responses to this question with various needs identified, including most specifically a desire for a community center and/or associated indoor facilities.

WHAT KEEPS YOU FROM USING SERVICES

What keeps you from using the local parks and recreation programs/facilities as frequently as you would like?

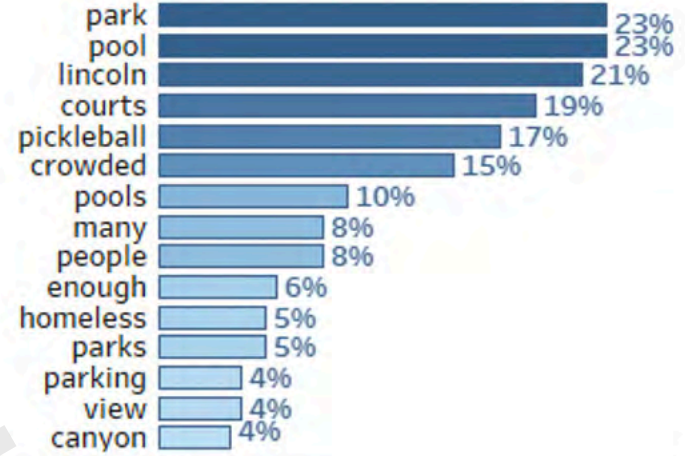
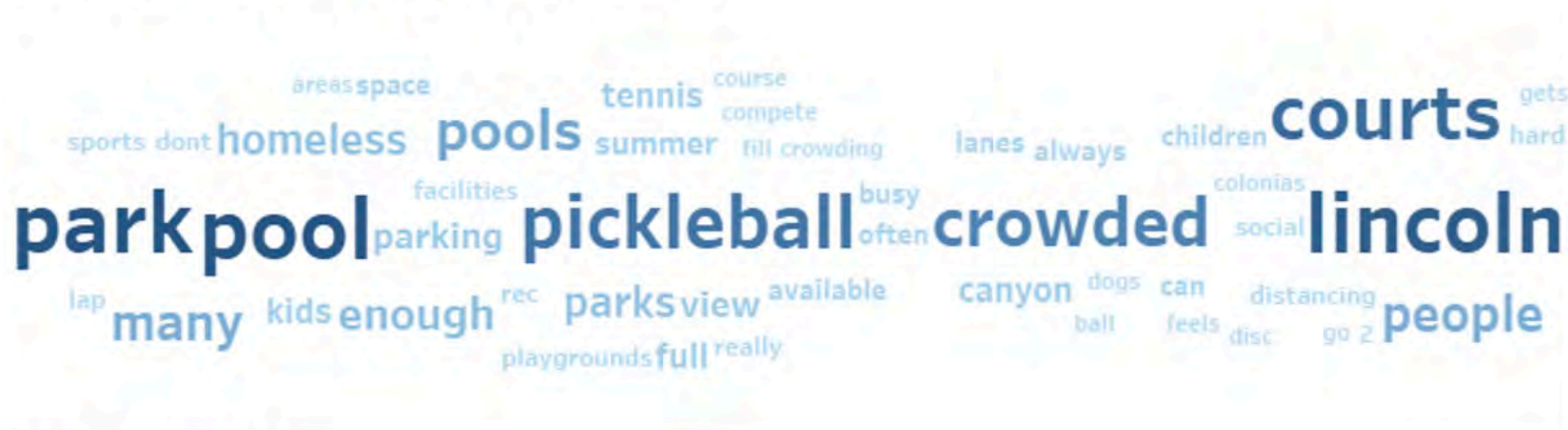
- 29% Lack of awareness of services offered
- 21% Lack of facilities and amenities
- 18% Crowding/not enough space
- 15% Cost/user fees
- 12% Don't have the programs I want
- 10% Hours of operation don't work for me
- 9% Too far away/inaccessible

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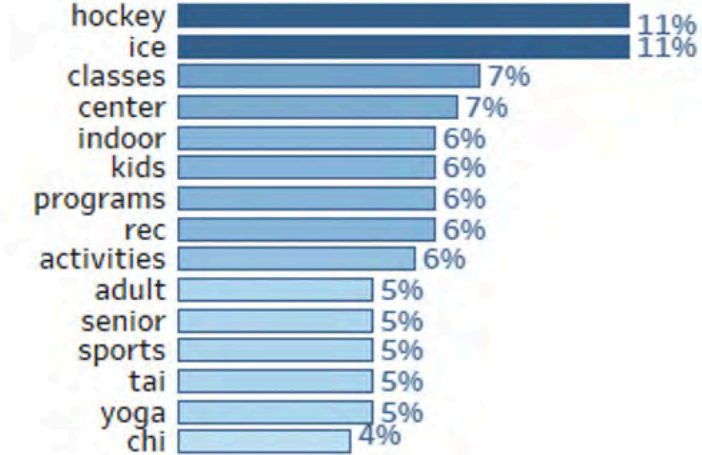
Figure 6: Open-ended Comments

Crowding/not enough space (such as:)



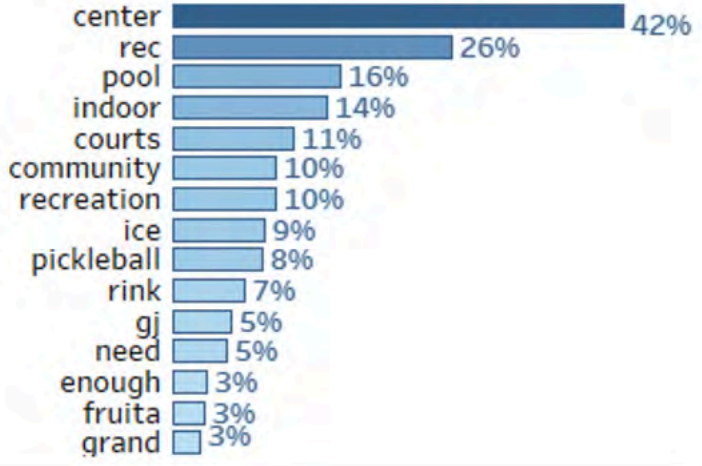
168 comments :

Don't have the programs I want (such as:)



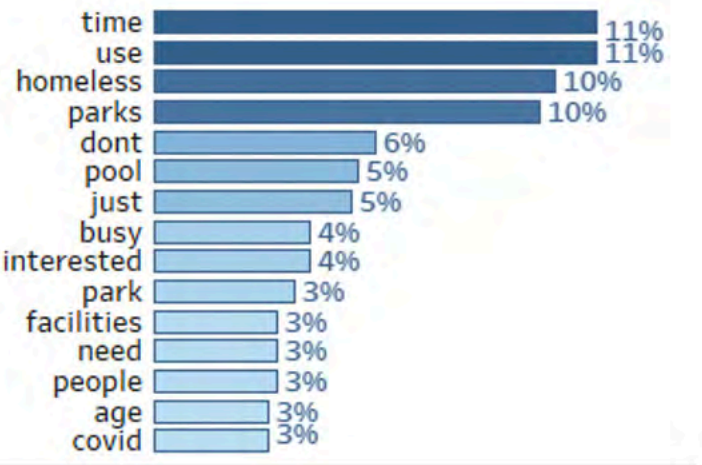
187 comments :

Lack of facilities and amenities (such as:)



314 comments :

Other (such as:)



489 comments :

COMMUNICATIONS

How effective is the City of Grand Junction at reaching you with information on parks and recreation facilities, services, and programs?

- The average rating of the Invite sample was 3.2, slightly above neutral.

What is the best way for you to receive information?

- 44 or younger prefer social media, email, and the Activity Guide
- 45-64 prefer the Activity Guide and email
- 65+ prefer local media, the Activity Guide, and email

WHAT'S IMPORTANT AND ARE NEEDS BEING MET

Facilities and services that are very important and performing well include the three categories identified as most important to households: trails, open space, and community/neighborhood parks. In contrast, “shade structures” and “recreation programs and activities” received above average importance ratings but below average needs-met ratings. These may be two key areas for improvement. Indoor fitness center/room and indoor gyms (basketball, volleyball and pickleball), received the lowest average in terms of importance, received the lowest average needs-met ratings by a significant margin.

FUTURE PRIORITIES

New/additional facilities

- 63% Community Center
- 57% Trail connections and expansions
- 43% River conservation, access and improvements

Indoor recreation amenities

- 55% Indoor warm water leisure pool
- 47% Fitness and weight center
- 44% Indoor walk/jog track
- 42% Indoor multi-use gymnasium

THE TOP PRIORITY OF THE MASTER PLAN IS A COMMUNITY CENTER

Overall, there is strongest support for an indoor community center, with 81 percent of Invite respondents and 86 percent of Open link respondents rating it important or very important. Just four percent of respondents feel that “any additional community or recreational facilities are not needed by their family or the community.”

The survey showed particularly strong support for a community center by younger households, and those with children at home, but all demographic segments rated viewed the community center center with high favorability.

What site do you prefer as the primary location for further evaluation of a potential community center?

- 58% Lincoln Park
- 21% Matchett Park
- 5% Another site
- 17% Need more information

Open-ended comments show that those who indicated they need additional information suggested that they would want to know more about the community center’s specific program offerings. This is understandable given residents commonly want to know what will be available to them and their family prior to supporting a large capital project.

FUNDING MECHANISMS TOP CHOICES

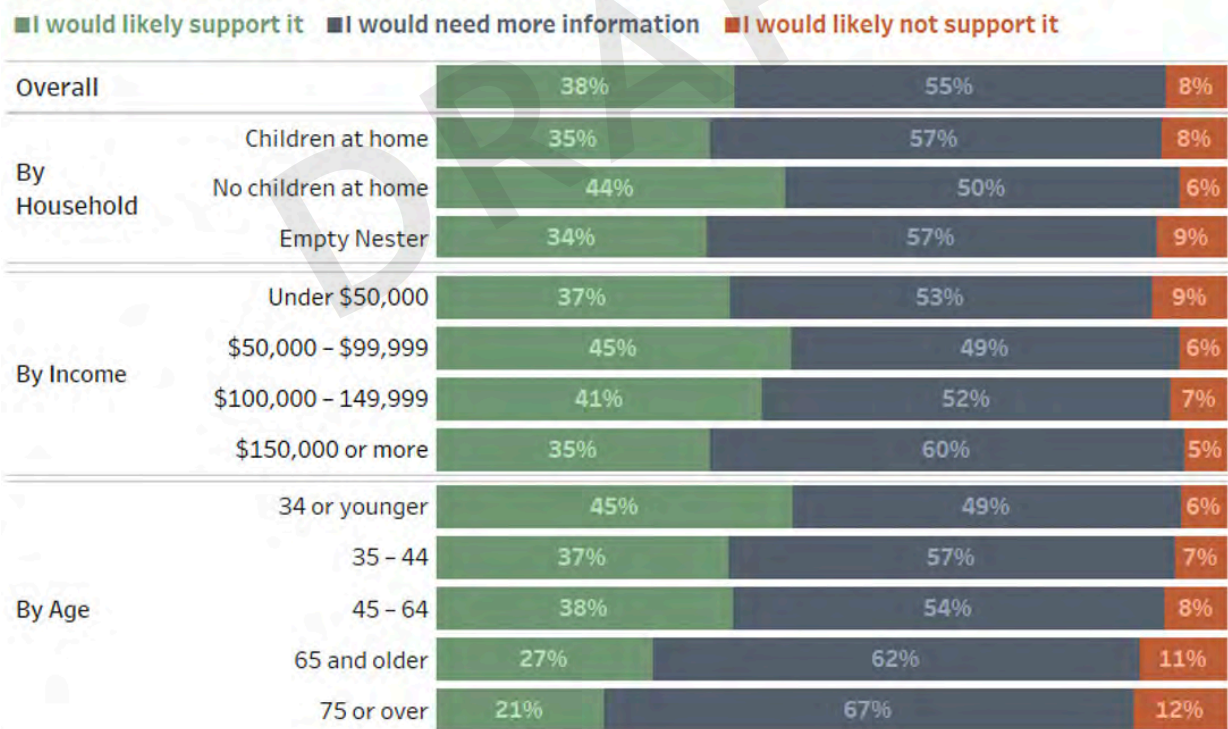
The funding mechanisms likely to garner the most voter support are revenue from medical and recreational marijuana, grants and fundraising, and a tax on tobacco and vaping.

- 80% Revenue from medical and recreational marijuana
- 79% Grants and fundraising
- 71% Tax on tobacco and vaping

Exploring the survey responses by three key variables, household makeup, income, and age provides additional insight on community opinion about a tax increase. Age is the strongest predictor of opinions. These results should be considered when planning for an election.

Figure 7: Opinion Regarding Tax Increase by Key Variables

Q 24: If a Community Center emerges as the top priority, which statement best describes your opinion regarding a tax increase to fund the construction, maintenance and operation of a Community Center (if and when funded, it would not open for at least 2 years)? Invite Sample



III. PARK CLASSIFICATIONS AND LEVEL OF SERVICE ANALYSIS



A. Park Classifications

The City of Grand Junction Parks and Recreation Department classifies parks based on NRPA standards in combination with modifications made by City staff based on the assets, size, location, and specific needs of park users.

In total, 1,842 acres of public parklands are available within Grand Junction. This includes:

- 350 acres of Developed Parks
- 209 acres of Golf Course (operated by General Services, a different City department)
- 598 acres of Open Space for Public Recreation
- 55 acres of Public School Parks (owned by Mesa County Valley School District 51 and maintained by Parks and Recreation)
- 285 acres of Undeveloped Parks
- 111 acres of Cemeteries

It is noted that Grand Junction Parks and Recreation maintains an additional 443 acres of maintained “open space” lands and weed abatement areas; however, further work within the GIS database needed to ensure there is no duplication of acreage and no inclusion of buildings.

MINI PARK

LESS THAN ONE ACRE:

Mini parks provide limited assets and recreational opportunities, which generally serve a ¼ to ½ mile radius in a residential neighborhood.

- Autumn Ridge Park - Ridges
- Cottonwood Meadows Park
- Hidden Valley Park – Ridges
- Hillcrest Park
- Tot Lot - Ridges
- Williams Park

SMALL NEIGHBORHOOD PARK

1 - 5 ACRES:

Small to mid-size neighborhood parks provide active and passive recreational opportunities. Small neighborhood parks generally contain numerous amenities such as; playground equipment, shelters, basketball courts, softball diamonds, restroom facilities, as well as open green space areas for picnicking. Small Neighborhood Parks generally serve a ¼ mile to 1-mile radius in a residential neighborhood.

- Darla Jean Park
- Duck Pond Park- Orchard Mesa
- Duck Pond Park – Ridges
- Emerson Park
- Hawthorne Park
- Honeycomb Park
- Monument Village Open Space – HOA Facilitated
- Paradise Hills Park
- Spring Valley I Park
- Spring Valley II Park
- Riverside Park
- Washington Park
- Whitman Park

LARGE NEIGHBORHOOD PARK

5 - 15 ACRES:

Large neighborhood parks provide mostly active recreational opportunities and generally contain numerous amenities such as, playground equipment, shelters, basketball courts, softball diamonds, walking/jogging paths and restroom facilities, as well as open turf for pickup games / practices, picnicking, and a unique component such as a skatepark. Large neighborhood parks tend to be destination parks due to the uniqueness of amenities.

- Eagle Rim Park
- Pineridge Park
- Rocket Park
- Shadow Lake Park
- Westlake Park
- Wingate Elementary Park

SPECIAL PURPOSE PARK

VARY IN SIZE:

Special purpose parks focus on a specific use to the community, such as a trail head, road way right-of-way green space or open space.

- Lilac Park
- Tiara Rado Golf Course (managed by General Services)
- Lincoln Park Golf Course (managed by General Services)

COMMUNITY PARK

10 ACRES OR LARGER:

Community parks provide active recreational opportunities and contain numerous amenities such as, playground equipment, shelters, basketball courts, league orientated softball complex, walking jogging paths and restroom facilities but focus on serving community-wide recreational needs. Community parks have facilities for organized / team sports, large group picnicking, special events, and generally serve a 1.5- mile radius and the entire community as well as groups and park visitors outside of city limits.

- Columbine Park
- Sherwood Park

REGIONAL PARK

20 ACRES OR LARGER:

Regional parks are the most active and utilized parks within the park system focusing on community and regional activities and events. Regional parks generally provide many diverse amenities and fill many needs that the other park facilities such as a swimming pool and hosting a 10,000-attendee event attracting participants from all over the country.

- Canyon View Park
- Lincoln Park
- Las Colonias Park

OPEN SPACE – RECREATION

Open Space park lands are maintained primarily for natural area, habitat, wildlife, community buffer, and view preservation values. In Grand Junction, these may include interpretive signage, passive recreation opportunities, pathways and trails, trailheads, access to natural habitats, restrooms, benches, picnic areas, and culturally sensitive areas. Properties currently in this classification type are:

- Botanical Gardens Open Space
- River Park at Las Colonias

- Leach Creek Open Space
- Ridges Open Space
- South Rim Open Space
- Bike Park at Lunch Loop
- Lunch Loop Trail System
- Monument Corridor Open Space
- Tiara Rado Open Space (Kindred Reserve)
- Watson Island Open Space

CEMETERIES

Cemeteries are designed for contemplation, commemorating the death of an individual or of many people through a natural or other disaster, or through military action. Grand Junction has two public cemeteries for which Parks and Recreation is responsible for burials in and for maintaining.

- Orchard Mesa Cemetery
- Crown Point Cemetery

UNDEVELOPED PARK LANDS

Park land acquired specifically for future recreational opportunities. Undeveloped park land is a key component to the development of a long-term master plan. Undeveloped park land opens the possibilities of designing and developing park which will help meet future community needs as well as provide possibilities for amenities such as an arboretum, outdoor theater, recreation center.

- Flint Ridge, 3.3 acres, Small Neighborhood Park
- Burkey Park South, 10 acres, Large Neighborhood Park
- Horizon Park, 13 acres, Large Neighborhood Park
- Saccomano Park, 30 acres, Large Neighborhood /Community / Special Purpose Park
- Westlake Park, 4.5 acres, Large Neighborhood Park
- Matchett Park, 207 acres, Regional Park

INTERGOVERNMENTAL AGREEMENTS (IGA)

The City of Grand Junction prides itself in its partnership with School District 51, by forming successful Intergovernmental Agreements (IGA) for the joint use of school facilities. Bookcliff Activity Center: The Bookcliff Activity Center, located at Bookcliff Middle School, is a great example of a successful intergovernmental collaboration with the City of Grand Junction and School District 51.

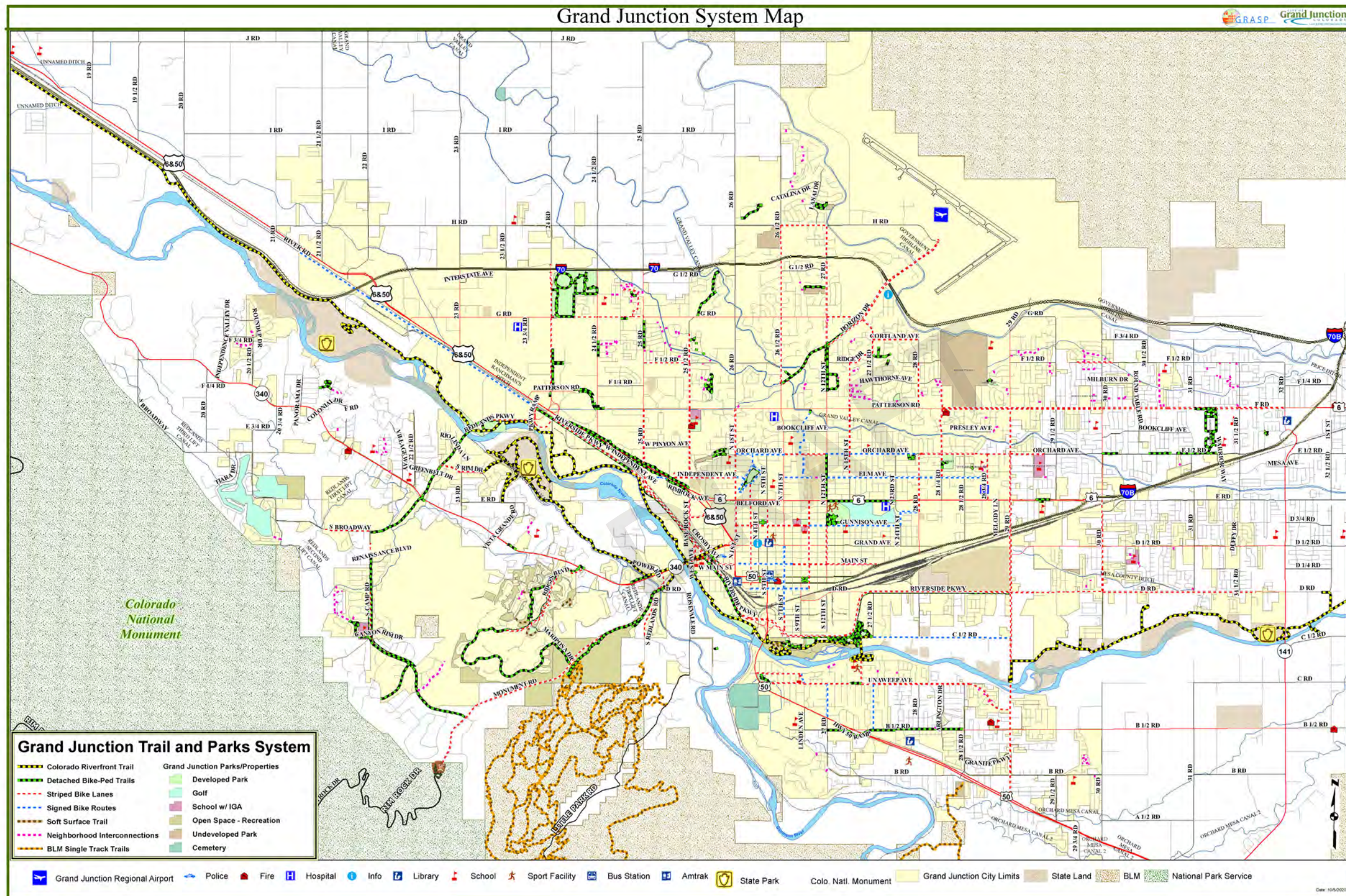
Intergovernmental Agreements currently exist for the following properties:

- Bookcliff Activity Center and Middle School
- Chipeta Elementary School
- East Middle School
- Pear Park Elementary School
- Pomona Elementary School
- Wingate Elementary School
- Orchard Mesa Pool

B. Inventory and Level of Service Analysis

Parks and facilities were inventoried and assessed by staff for function and quality in September 2020 using the GRASP®-IT audit tool. This tool classifies park features into one of two categories: components and modifiers. A component is a feature that people go to a park or facility to use, such as a tennis court, playground, or picnic shelter. Modifiers are amenities such as shade, drinking fountains, and restrooms that enhance comfort and convenience. Larger maps are provided in the **Appendix C**.

Figure 8: Grand Junction Trails and Parks System Map



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Inventory

An inventory was created by Grand Junction Parks and Recreation staff to evaluate all major components found within each developed park, all city- maintained schools with an intergovernmental agreement, and banked future park land within the Urban Development Boundary. The list of parklands (assets) to be evaluated was provided to the consultant by the City of Grand Junction.

Level of Service

Level of Service (LOS) measurements evaluate how parks, open spaces, and Grand Junction facilities serve the community. They may be used to benchmark current conditions and to direct future planning efforts. LOS measurements evaluate how parks, open spaces, and Grand Junction facilities serve the community. These measurements can then be used to benchmark current conditions and to direct future planning efforts.

NEIGHBORHOOD ACCESS TO OUTDOOR RECREATION

Using the inventory data provided by Grand Junction Parks and Recreation staff, a series of “heat maps” were created to examine neighborhood and walkable access to recreation opportunities. All outdoor recreation providers account for the LOS values taken into consideration in this analysis.

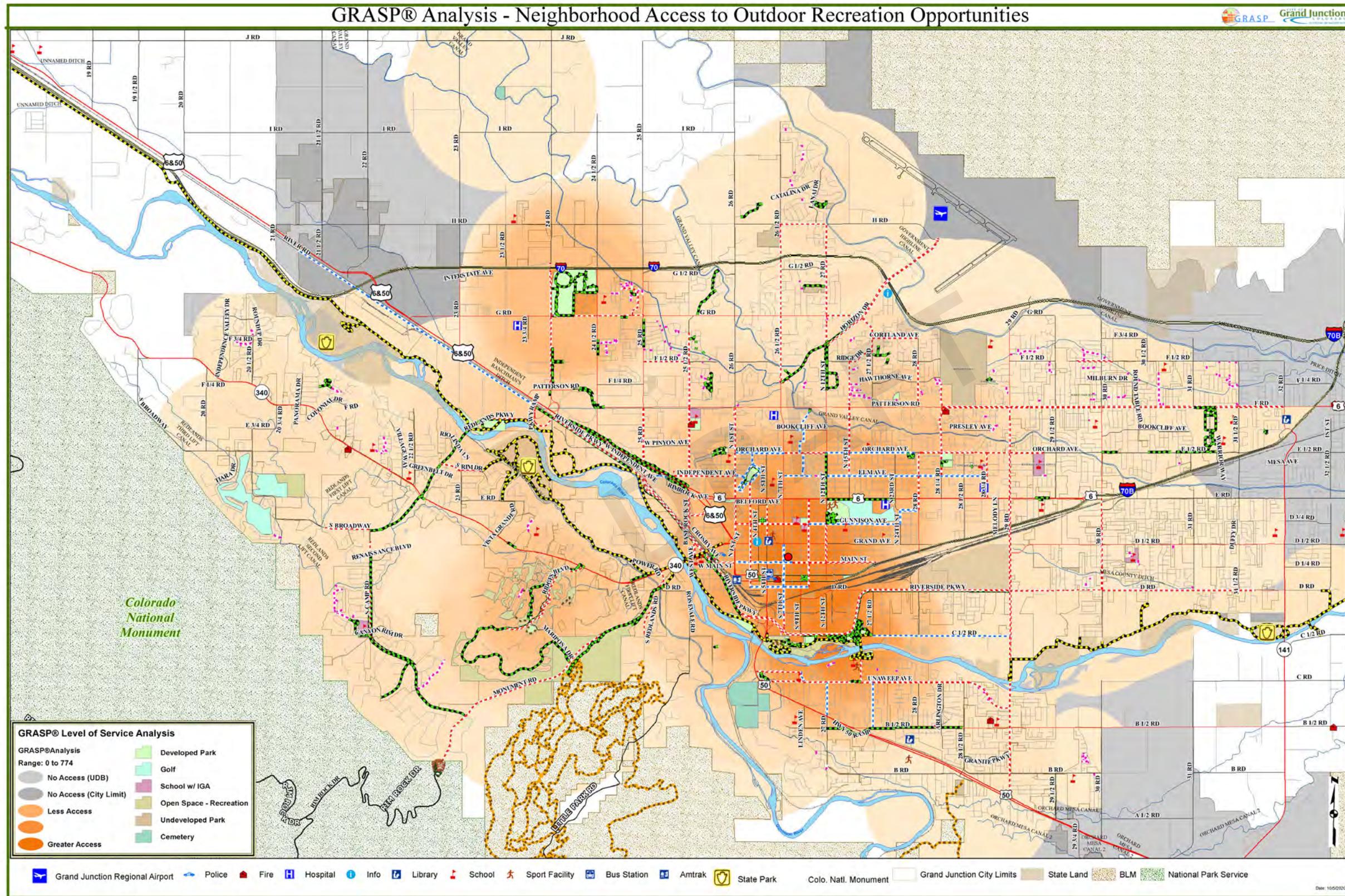
On the maps discussed in this section, darker gradient areas on the images indicate higher quality recreation assets available within a one-mile service area. Overall, the analysis shows that Grand Junction has a fair distribution of parks and facilities although opportunities to improve some parks do exist. Gray regions in these maps indicate that recreation opportunities exist beyond a one-mile service area.

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Figure 9: Neighborhood Access to Outdoor Recreation
 (Refer to **Appendix C** for the Outdoor Recreation List)



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Higher concentration areas are notable in Central Grand Junction and near Canyon View Park, with the highest values in the area near Main Street. For example, a red dot in the following enlargement indicates the most significant GRASP® value area (774). A resident has access to 97 components at 17 properties from this location, including developed parks, schools (IGA), golf course, open spaces, four indoor facilities, and several trails.

Figure 10: High-value Area of Neighborhood Access



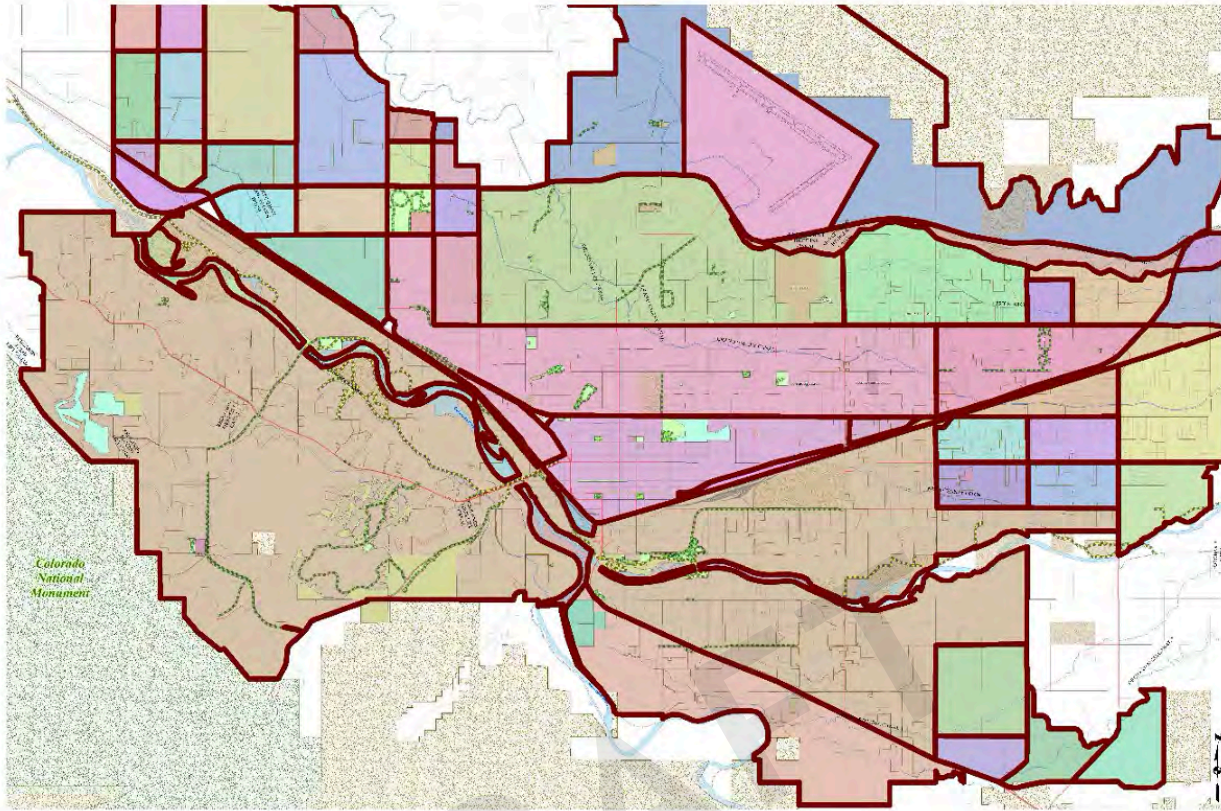
WALKABLE ACCESS TO RECREATION

Walkability is a measure of how user-friendly an area is to people traveling on foot and benefits a community in many ways related to public health, social equity, and the local economy. Many factors influence walkability including the quality of footpaths, sidewalks or other pedestrian rights-of-way, traffic and road conditions, land use patterns, and public safety considerations among others.

Conducting a walkability analysis measures people’s access to recreation by walking. To do this, ½-half mile catchment radii have been placed around each component and shaded according to the GRASP® score. Scores are doubled within this catchment to reflect the added value of walkable proximity, allowing direct comparisons between neighborhood access and walkable access.

When considering walkability, pedestrian barriers must be considered. Pedestrian barriers in Grand Junction, such as major streets, highways, and rivers, significantly impact the analysis. Zones created by identified barriers, displayed as dark red lines in **Figure 11**, serve as discrete areas accessible without crossing a major street or another obstacle. Walkable zones created by the pedestrian barriers are represented by the varied colors seen on the map in **Figure 11**.

Figure 11: Pedestrian Barriers and Walkable Zones



When the pedestrian barriers are overlaid with the Neighborhood Access to Outdoor Recreation Map (**Figure 14**), a truer picture of people’s ability to access outdoor recreation is generated.

Figure 12: Walkable Access to Outdoor Recreation Opportunities

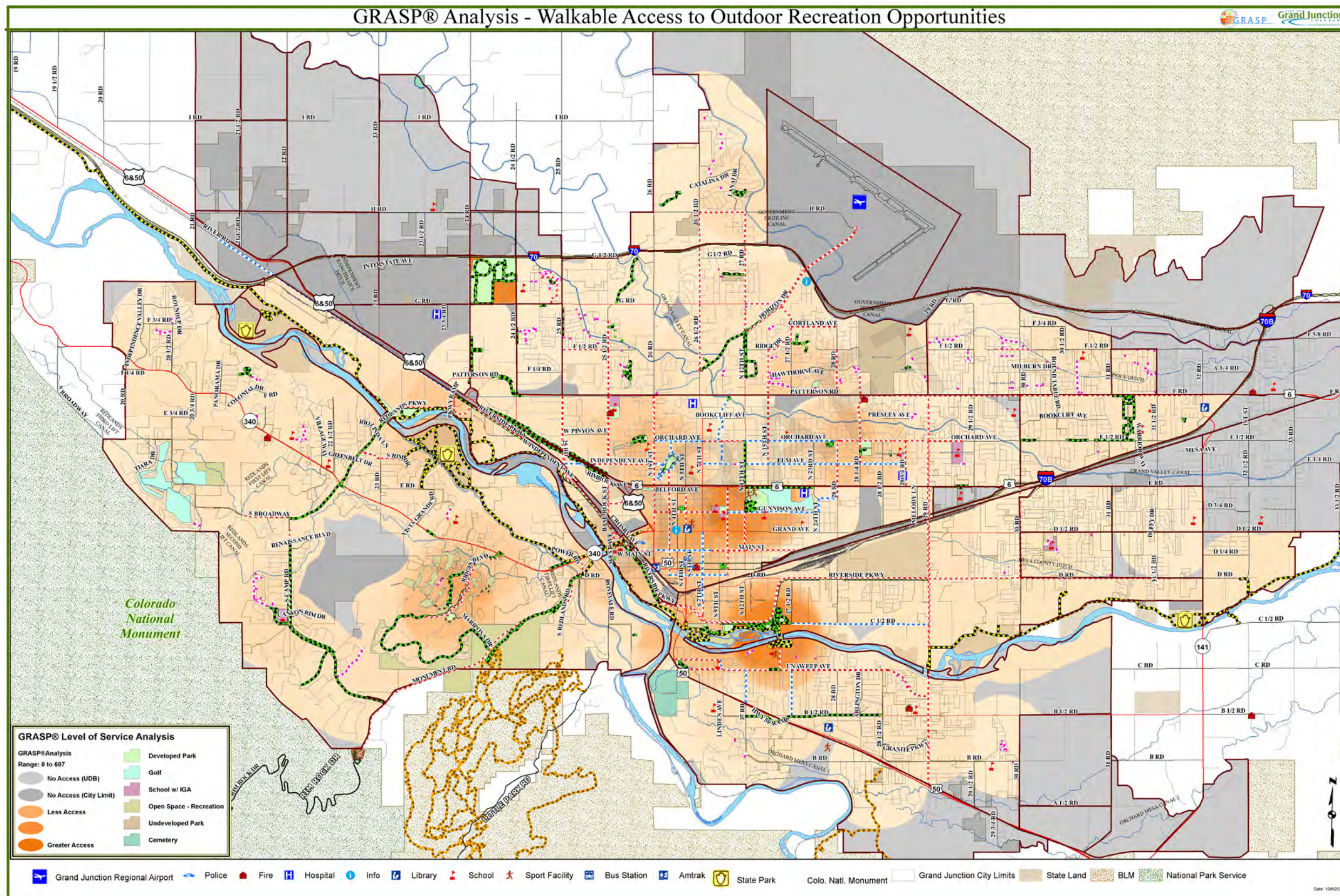


Figure 13: High-value Area of Walkable Access

Areas of higher concentration are notable around the City with the highest value just south of Chipeta Elementary School. Within ½ mile, or a 10-minute walk of this location, a resident can access 58 components on eight properties, including developed parks, schools (IGA), golf, three indoor facilities, and several trails.

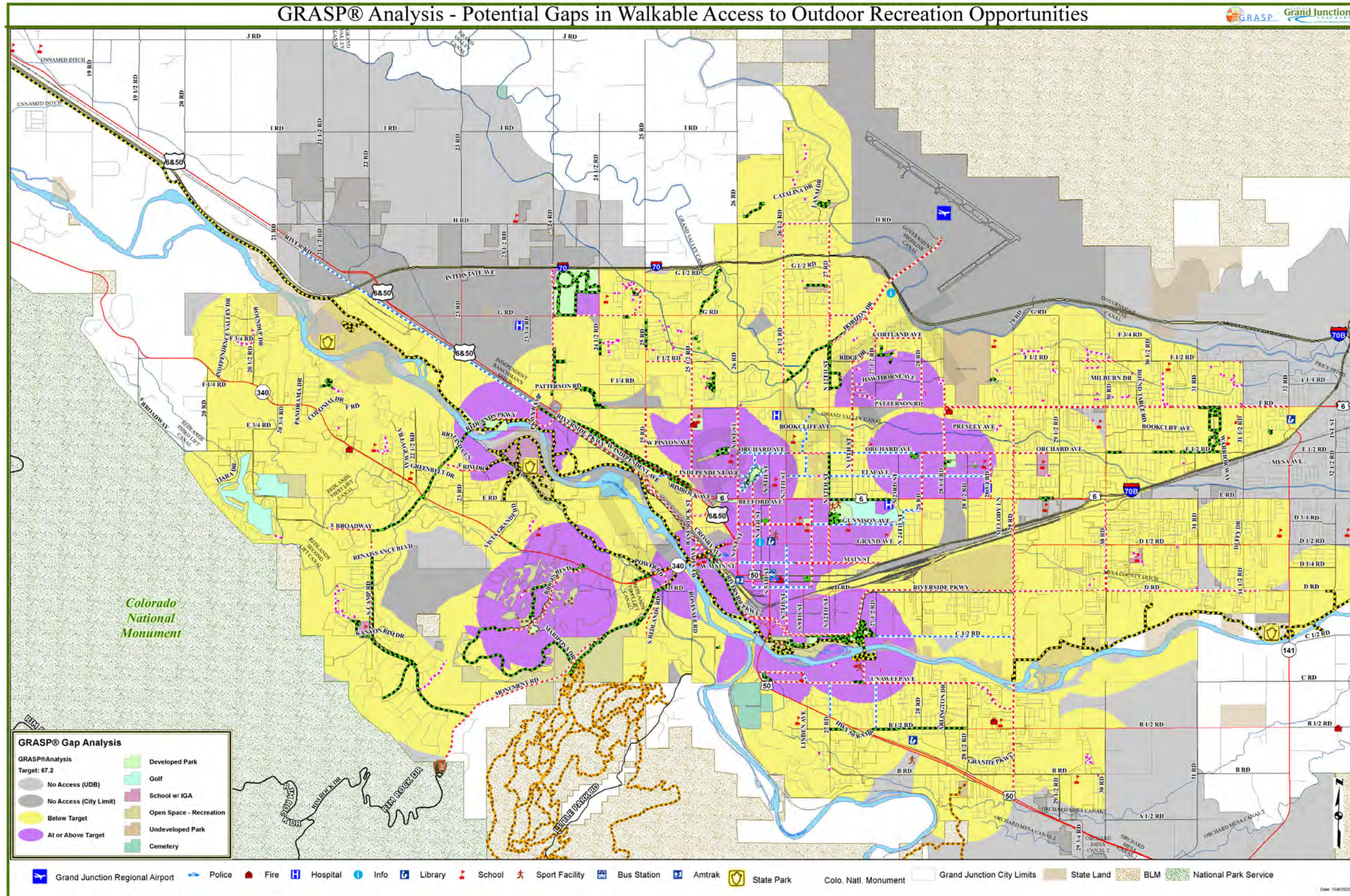


The orange shading in **Figure 12** allows for an understanding of LOS distribution across the City. Showing where LOS is adequate or inadequate is an advantage of using this type of GIS analysis. To do this, what constitutes an appropriate LOS for Grand Junction residents must be determined. The LOS provided by a representative neighborhood park is a good indicator of this desired level. Answering the question, “What should every resident have access to in their neighborhood,” this LOS level can be established.

GAP ANALYSIS OF NEIGHBORHOOD ACCESS

Using the target equivalent of a small neighborhood Grand Junction Parks and Recreation park such as Westlake, Tot Lot, or Spring Valley 1 (each of which has two to four park components) as well as access to a trail the following maps which indicate gaps in access are produced. In these maps, purple indicates where people have access to that target; yellow shows access to some opportunities exist but where a person can access is below the target value; and, gray indicates a person must go farther than one mile to access an outdoor recreation opportunity.

Figure 14: Gap Analysis of Neighborhood Access



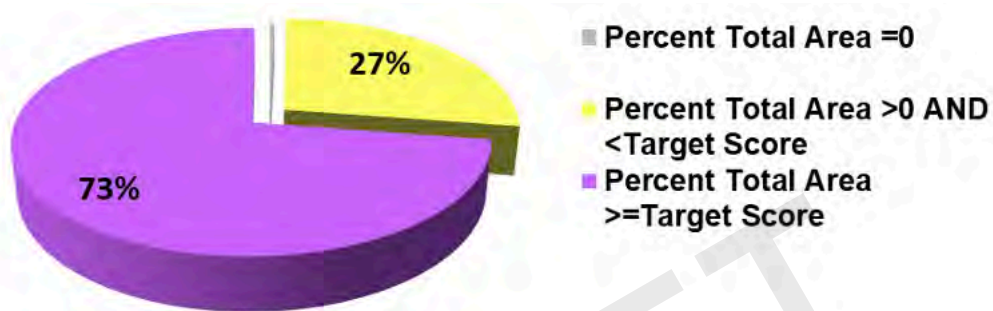
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On the map displayed in **Figure 14**, areas shown in purple have LOS that exceeds the target value. Nearly ten percent of the land area is gray or lacks one-mile access.

However, the number of people having access to outdoor recreation is much more favorable when you consider where people currently live in Grand Junction. Comparing the LOS data in the map above to census data provided using Esri GIS data enrichment techniques, ultimately the analysis shows that Grand Junction’s parks are generally well-placed. The parks are within, or close to, residential areas and capture a high percentage of the population. Overall, Grand Junction is well positioned, with nearly 100 percent of residents within one-mile of some outdoor recreation opportunities.

Figure 15: Percentage of Population with Neighborhood Access



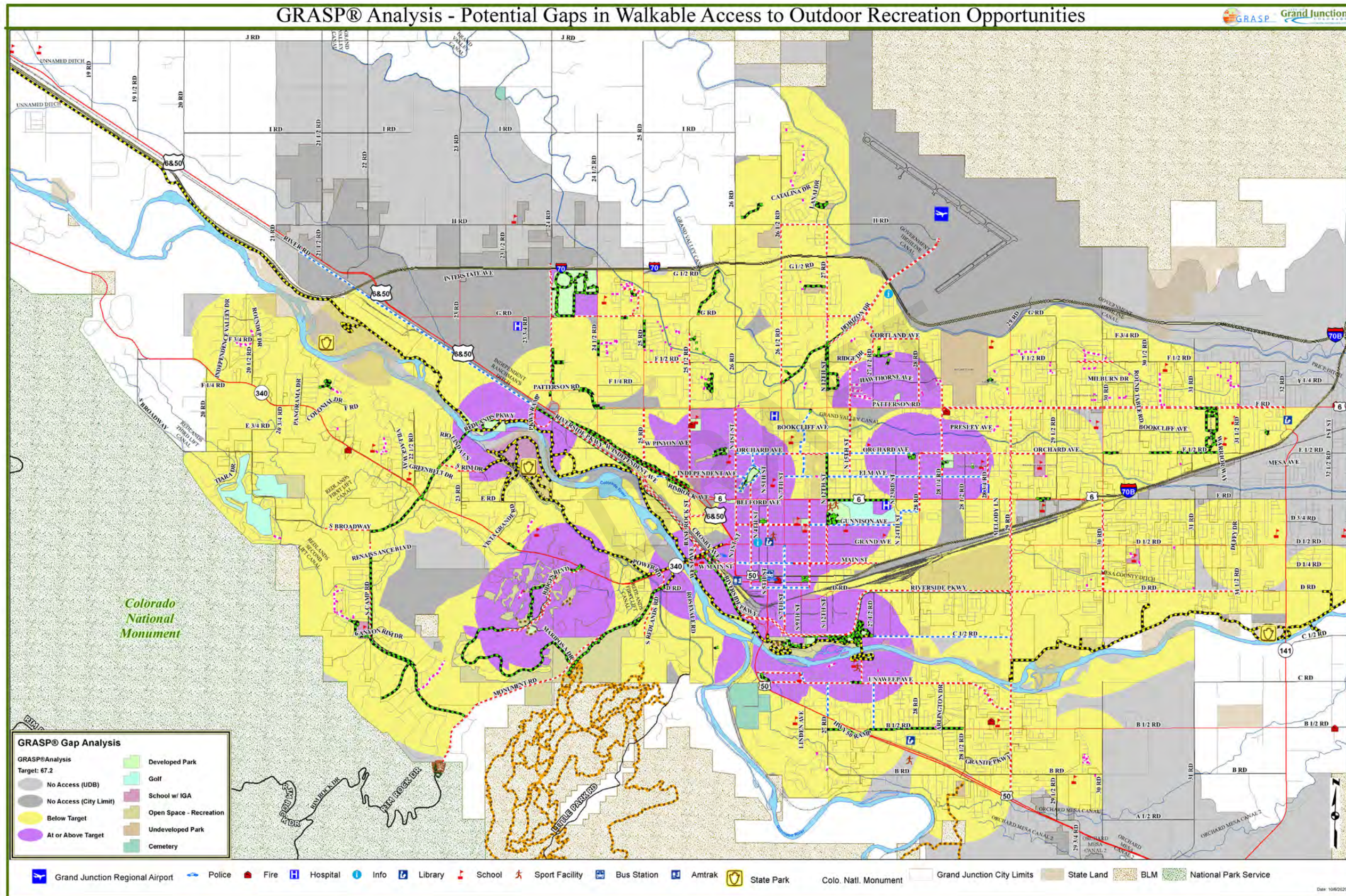
GAP ANALYSIS FOR WALKABLE ACCESS

Like the gap analysis for neighborhood access, gaps in walkable access can be analyzed. Purple areas indicate walkable LOS values meet or exceed the target. Areas shown in yellow on the map are considered areas of opportunity. These are areas where land and assets are currently available but do not meet the target value. It is possible to improve the LOS value in yellow areas by enhancing the quantity and quality of features in the existing parks, not requiring the acquisition of new lands or the development of new parks.

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Figure 16: Gap Analysis of Walkable Access



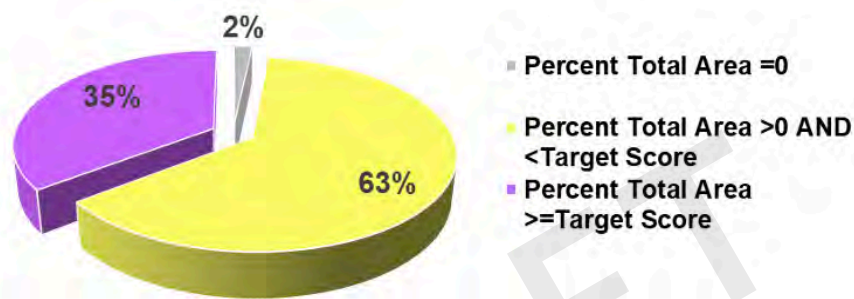
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Figure 16 shows walkable access to assets based on where people live. Comparing the walkable LOS data and census data using Esri GIS data enrichment techniques, the analysis indicates significant gaps in walkable access throughout Grand Junction.

While parks may be within one-mile, they may not be within a comfortable walking distance or barrier may prevent access. A closer look at the mapping reveals that many of the yellow areas lack trail or pathway access and/or do not have walkable park access. Some of these yellow areas have access to a low scoring park site (a park below the target value), to school lands which are only accessible during certain days and hours of the week, and/or to undeveloped parklands. *(It is important to note that some of the yellow and gray areas may have access to parks provided by homeowners’ associations or to other provider parks not included in this analysis.)*

Figure 17: Percentage of Population with Neighborhood Access



CAPACITIES LOS ANALYSIS

A traditional tool for evaluating service is the capacity analysis, which compares the number of assets to an agency’s population. As seen in **Table 3**, projected future park components needed are established on a basis of providing the same ratio of components per population in the future as is currently provided. In other words, as the population grows over time, components may need to be added to maintain the same proportion as what is provided today.

The usefulness of this specific information in Grand Junction Parks and Recreation’s ability to anticipate facility needs relies on projected population growth. It also assumes that future residents’ interests and behaviors are the same as today’s, and that today’s capacities are in line with today’s needs. The capacities table bases its analysis on the number of assets without regard to distribution, quality, or functionality. Using only this information, a higher LOS is achieved only by adding assets, regardless of the location, condition, or quality of those assets. In reality, LOS provided by assets is a combination of location and quality and quantity. Therefore, it is advised that the information in this table be used with discretion, and only in conjunction with the other analyses presented in this plan.

Table 3: Current and Future Capacities for Select Components

Component	City of Grand Junction	School - IGA	System Total:	Current Ratio per 1000 Population based on 2020 population of 66,764	Population per component	Total # needed to maintain current ratio of all existing facilities at projected population of	Number that should be added by all providers to achieve current ratio at projected population
Adventure Course	1		1	0.01	66,764	1	0
Amusement Ride	1		1	0.01	66,764	1	0
Aquatics, Lap Pool	1		1	0.01	66,764	1	0
Aquatics, Spray Pad	1		1	0.01	66,764	1	0
Basketball Court	10	9	19	0.15	6,676	10	0
Basketball, Practice	4		4	0.06	16,691	4	0
Batting Cage	2		2	0.03	33,382	2	0
Bike Course	1		1	0.01	66,764	1	0
Diamond Field	10		10	0.15	6,676	10	0
Diamond Field, Complex	1		1	0.01	66,764	1	0
Disc Golf	2		2	0.03	33,382	2	0
Dog Park	4		4	0.06	16,691	4	0
Event Space	5		5	0.07	13,353	5	0
Fitness Course	1		1	0.01	66,764	1	0
Game Court	2		2	0.03	33,382	2	0
Garden, Display	3		3	0.04	22,255	3	0
Golf	2		2	0.03	33,382	2	0
Golf, Practice	2		2	0.03	33,382	2	0
Horseshoe Court	15		15	0.22	4,451	16	1
Inline Hockey	1		1	0.01	66,764	1	0
Loop Walk	12		12	0.18	5,564	13	1
Multi-Use Pad	2	2	4	0.03	33,382	2	0

Table 4: Current Capacities for Select Components (continued)

Component	City of Grand Junction	School - IGA	System Total:	Current Ratio per 1000 Population based on 2020 population of 66,764	Population per component	Total # needed to maintain current ratio of all existing facilities at projected population of	Number that should be added by all providers to achieve current ratio at projected population
Natural Area	17		17	0.25	3,927	18	1
Open Turf	22	4	26	0.33	3,035	23	1
Passive Node	3		3	0.04	22,255	3	0
Pickleball Court	12		12	0.18	5,564	13	1
Picnic Ground	12		12	0.18	5,564	13	1
Playground, Destination	5		5	0.07	13,353	5	0
Playground, Local	19	8	27	0.28	3,514	20	1
Public Art	2		2	0.03	33,382	2	0
Rectangular Field, Complex	1		1	0.01	66,764	1	0
Rectangular Field, Large	5	2	7	0.07	13,353	5	0
Rectangular Field, Multiple	1		1	0.01	66,764	1	0
Rectangular Field, Small	2	1	3	0.03	33,382	2	0
Shelter, Large	28		28	0.42	2,384	29	1
Shelter, Small	12	1	13	0.18	5,564	13	1
Skate Park	2		2	0.03	33,382	2	0
Tennis Court	17		17	0.25	3,927	18	1
Track, Athletic	1	1	2	0.01	66,764	1	0
Trail, Multi-use	6		6	0.09	11,127	6	0
Trail, Primitive	3		3	0.04	22,255	3	0
Trailhead	1		1	0.01	66,764	1	0
Volleyball Court	4		4	0.06	16,691	4	0
Wall Ball Court	1		1	0.01	66,764	1	0
Water Access, Developed	5		5	0.07	13,353	5	0
Water Access, General	1		1	0.01	66,764	1	0
Water Feature	2		2	0.03	33,382	2	0
Water, Open	12		12	0.18	5,564	13	1

NRPA MEDIAN POPULATION SERVED

Comparing Grand Junction Parks and Recreation to recent national statistics published by the NRPA in the 2020 NRPA Agency Performance Review: Park and Recreation Agency Performance Report is another way to consider LOS.

Grand Junction falls below the NRPA median for all park components listed except leisure pools, community gardens, a few diamond fields, and ice rinks.

Similar calculations are also made based on parkland acres per 1,000 residents. It is important to note that NRPA explains that parklands include park and non-park sites (including open space that an agency may manage, such as city-hall lawns or roadway medians). However, it should be noted that the NRPA report is based on self-reported data submissions made by agency staff AND “the offerings of these [reporting] agencies are as varied as the markets they serve.”

For the purposes of this analysis, the acres of parkland data for Grand Junction in **Table 5** includes all Grand Junction Parks and Recreation properties included in the inventory and GIS-based mapping and LOS analysis. Resulting from this comparison, residents per park (5.3) is slightly lower than the NRPA median (7.7). Grand Junction’s acres of parks per 1,000 residents is 6,676 which is below the NRPA published benchmarks for similar size agencies (8,557 acres).

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Table 5: NRPA Median Population Served per Facility Comparison

2020 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks
Outdoor Park and Recreation Facilities

Outdoor Facility	Agencies Offering this Facility	Median Number of Residents per Facility	Grand Junction Residents per Facility	Grand Junction Current Quantity	Need to add to meet current median	Need to add with projected population
Residents Per Park	NA	2,523	1,260			
Acres of Park Land per 1,000 Residents	NA	7.7	5.3		160	184
Basketball courts	87%	8,557	6,676	10	-2	-2
Community gardens	47%	50,000	NA	0	1	1
Diamond fields: baseball - adult	53%	22,876	6,676	10	-7	-7
Diamond fields: baseball - youth	78%	7,222			9	10
Diamond fields: softball fields - adult	65%	15,500			4	5
Diamond fields: softball fields – youth	59%	12,000			6	6
Dog park	63%	58,000	16,691	4	-3	-3
Ice rink (outdoor only)	17%	29,830	NA	0	2	2
Playgrounds	94%	3,859	2,782	24	-7	-6
Rectangular fields: football field	37%	32,420	8,346	8	-6	-6
Rectangular fields: multi-purpose	65%	10,467			-2	-1
Rectangular fields: Overlay field	8%	9,774			-1	-1
Rectangular fields: soccer field - adult	41%	16,644			-4	-4
Rectangular fields: soccer field – youth	47%	9,085			-1	0
Skate park	38%	62,567	33,382	2	-1	-1
Swimming pools (outdoor only)	51%	45,825	22,255	1	-2	-1
Tennis courts (outdoor only)	81%	6,242	3,927	17	-6	-6

Comparison based on median for 50,000-99,999 population comparison

indicate current surplus based on comparison

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ACRES OF PARKLAND PER 1,000 RESIDENTS

The table below further evaluates the parkland acres per 1,000 residents analysis. Grand Junction currently provides approximately 5.3 acres per 1,000 residents. It also shows that based on projected population growth that the City should consider adding 16 acres of developed-parkland over the next five years to meet the current ratio. Note that these numbers do not meet the current NRPA metrics, and a total of 160 acres are needed to meet the median. With projected population growth, add 184 acres over five years.

Table 6: Acres of Parkland per 1,000 Residents

INVENTORY		
Grand Junction Developed Parks		354
Golf		209
Open Space - Recreation		598
Schools (IGA)		55
Undeveloped Parkland		285
Cemeteries		111
Other (Weed Abatement areas and Open Space ROW)		443
Current Ratio of Park Acres per 1000 Population		
CURRENT POPULATION 2020	66,764	
Current Ratio of Park Acres per 1000 Population		5.3
Population per acre		189
PROJECTED POPULATION - 2025	69,829	
Total acres needed to maintain current ratio of City of Grand Junction existing facilities at projected population		370
Acres that should be added to maintain current ratio at projected population		16
*calculations only use developed park land. Other acres shown for reference only		

The acres of parkland per 1,000 residents capacity table above shows Grand Junction Parks and Recreation provides approximately 5.3 acres per 1,000 people and has 189 people per parkland acre. This capacity analysis does not include other provider parks and school for which there is no agreement for use by the Department.

It also shows, based on projected population growth within the city limits, that the City should consider adding 16 acres of developed parkland over the next five years to maintain the current ratio.

Comparing this to the NRPA median figures, it is seen that these acreages do not meet the current NRPA metrics. To meet the NRPA standard a total of 160 acres would be needed to maintain the median. Considering projected population growth Grand Junction Parks and Recreation would need to add 184 acres within the next five years.

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IV. KEY ISSUES AND RECOMMENDATIONS



The purpose of the key findings and recommendations section is to analyze all of the data from this report, and provide conclusions that will assist the City and Department in establishing development and capital improvement priorities for the future. The findings in this report include data from the community survey, community demographics, operations and programs assessments, parklands inventory, and level of service assessment.

A. Capital Planning and Priorities

During the City's annual budget process, a Ten-Year Capital planning horizon is employed. Based on the outcomes of this PROS Master Plan, it is expected that the ten-year capital plan will be adjusted in future years to include priority projects mandated by the community and opportunities that arise for funding. With that said, this description of projects provides a roadmap for how some may be achieved.

Priority Projects

Based on the community survey data and directives from relevant plans, the priorities described and listed here have emerged. The prioritization is intended as a guide for future planning and while new or niche activities may not rank high overall, Grand Junction Parks and Recreation can consider opportunities for piloting or testing niche park components where opportunities arise.

The community survey probed a long list of facility and program needs. A community center at Lincoln Park was identified as the top community priority, followed by trail connections and expansions for hiking, biking, and walking. River conservation, access, and improvements as well as natural areas and open space parklands were also top considerations.

GRAND JUNCTION COMMUNITY CENTER

Community Center Priority and Amenities

One objective of the parks and recreation master planning process was to confirm community priorities for indoor as well as outdoor activity space. Through extensive public outreach, a community center was recognized as the highest development need. Indoor activity amenities identified as the highest priority include a warm water leisure pool, fitness areas, walk/jog track, multi-use gymnasiums, climbing wall, cool water lap pool, therapy pool, multi-use meeting and program rooms and an ice arena. The public outreach results also indicated a preference to study redeveloping the existing Lincoln Park outdoor pool as a centralized location for the new community center.

Building Size and Amenities

Since the City of Grand Junction does not have a dedicated community center, the parks and recreation department currently provide indoor recreation and community programming in a variety of shared venues throughout the area. Program diversity, quantity and size are limited to existing facility features and availability. Most, if not all the indoor recreation amenities identified as the highest priority accommodate programs and activities currently not offered in Grand Junction. A new community center in Lincoln Park therefore would not replace existing facilities but would instead provide a centralized location to fulfill programming and activity needs either not currently offered or provided in a diminished capacity.

The overall size of the community center building is ultimately a result of the number and scale of amenities selected and the land area available for construction. The final selection of spaces and their capacities will be determined in a subsequent feasibility study. Ultimately the building program will have a direct relationship to operating costs and the ability to recover those expenses. For the purposes of this report, planning for a central city-wide community center should be of sufficient scale to accommodate the needs of the entire community either initially or in phases.

Given the necessarily large size of the highest prioritized indoor amenities, including swimming pools, gymnasiums, walk/jog tracks and potentially an ice rink, the potential building size ranges between 74,000 to 123,000 square feet. This scale of a building, if strategically arranged on two floors, can be accommodated at the existing Lincoln Park Outdoor Pool location with minimal impact to existing park green space and trees.

Potential Partners

During the outreach process, several local organizations expressed interest in participating as either programming or capital partners in the project. While possible partnerships require much further study beyond the scope of this masterplan, it is important to explore, at least conceptually, the potential space and operational implications when evaluating building size and development costs. For purposes of this masterplan, five to six percent of additional building space and project costs would need to be added to allow for partnership possibilities.

Lincoln Park Location

As an alternative to the previously studied Matchett Park, Lincoln Park was identified as a possible location for the development of a new city-wide community center due to its central location and convenient proximity to potential partners including Colorado Mesa University. Additionally, Lincoln Park offers many cost-saving advantages over Matchett Park including the proximity to existing infrastructure such as access roads, parking, storm drainage, utility connections, and outdoor recreation amenities such as tennis and pickleball courts, playgrounds, gardens and pathways. The Outdoor Pool in Lincoln Park is at the end of its useful lifespan and the existing outdoor facility would be redeveloped into a community center with new and expanded pools providing more versatile year-round fitness, and wellness programming, recreation and leisure activities.

Project Costs

Cost projections for a new community center at Lincoln Park must include as many factors as possible to give a comprehensive forecast for conceptual planning purposes. While a detailed estimate is not feasible until a detailed design has been completed, it is possible to project a realistic, conceptual range of costs. For purposes of this masterplan, project cost projections are based on community center historical cost data from projects with similar features and include construction costs for the building and the site, soft costs and contingencies. Additionally, costs have been escalated with inflation 2.5 years into the future to accommodate additional planning and design time. The project size could range between 74,000 to 123,000 square feet and the total project costs could range between \$45,900,000 to \$59,230,000, respectively.

Project Schedule

Typically, if a community decides to move forward with a project of this scale and potential complexity, there is 2.5 to 3-year period before the doors are open for everyday use. Design and approvals require approximately 12-15 months and bidding, construction, testing, move-in, and training take another 16-18 months.

Figure 18: Top 6 Facilities and Amenities Desired

Q 17: What new/additional parks, trails, open space, recreational facilities, and amenities would you like to see provided? Check your top SIX choices.

Invite vs. Open Link

	Overall	Invite Sample	Open Link
Community center (indoor recreation, community spaces and aquatic facilities)	63%	63%	62%
Trail connections and expansions for hiking, biking, and walking	57%	60%	54%
River conservation, access, and improvements	43%	46%	41%
Indoor warm water leisure pool: lazy river, zero-depth entry	40%	36%	43%
Natural areas and open space land(s) for views and habitat	39%	43%	35%
Traditional parks with shelter, picnic area, playground, and grass	30%	35%	27%
Neighborhood parks in new developments	30%	34%	26%
Splash pads	28%	28%	28%
Matchett Park (outdoor facilities for soccer, lacrosse, football, softball, pickleball, basketball)	27%	24%	30%
Matchett Park (indoor facilities)	26%	22%	29%
Whitewater park	22%	21%	24%
Improving park and street trees: pruning, planting, removal, etc.	18%	23%	15%
Dog park	18%	23%	14%
Indoor ice arena	17%	13%	20%
Pickleball courts	12%	8%	15%
Field house (indoor turf field/s)	11%	10%	13%
Skate and bike park (can be used for biking, skateboarding)	11%	9%	12%
Disc golf	10%	10%	10%
Tennis courts	6%	6%	7%
Other	7%	8%	6%
n=	2,138	933	1,205

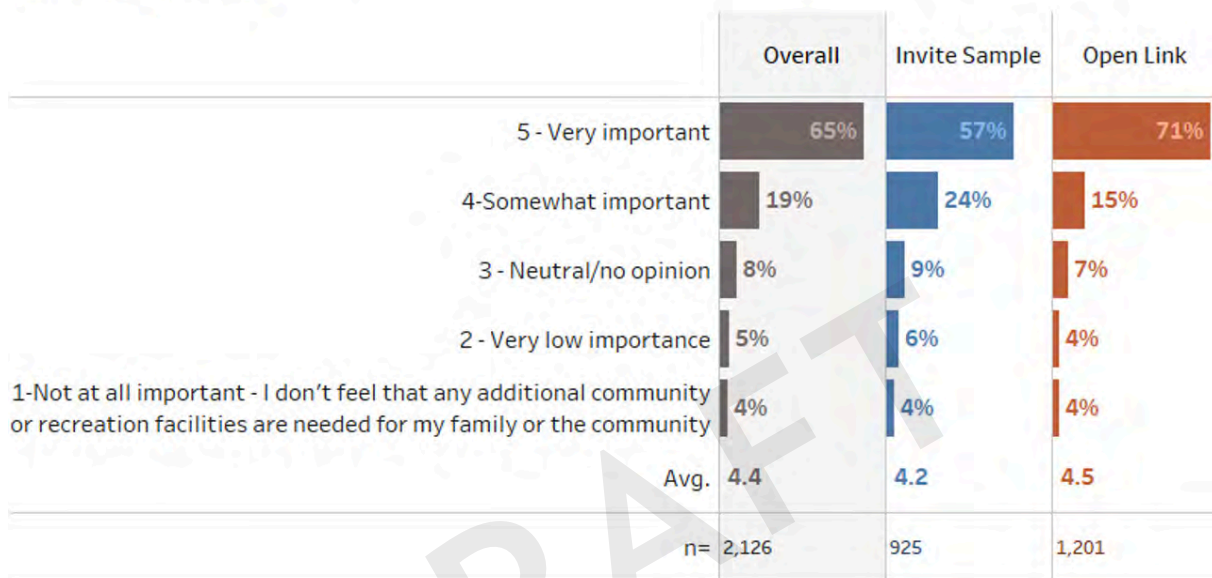
Source: RRC Associates and GreenPlay

Specifically, respondents indicated strong support for the provision of an indoor community center. Eighty-one percent of respondents to the Invite community survey (the statistically valid survey) rated an indoor community center as important or very important.

Figure 19: Perceived Importance of Developing Indoor Community Center in Grand Junction

Q 20: In your opinion, how important is it to develop an indoor Community Center at some point in the City of Grand Junction?

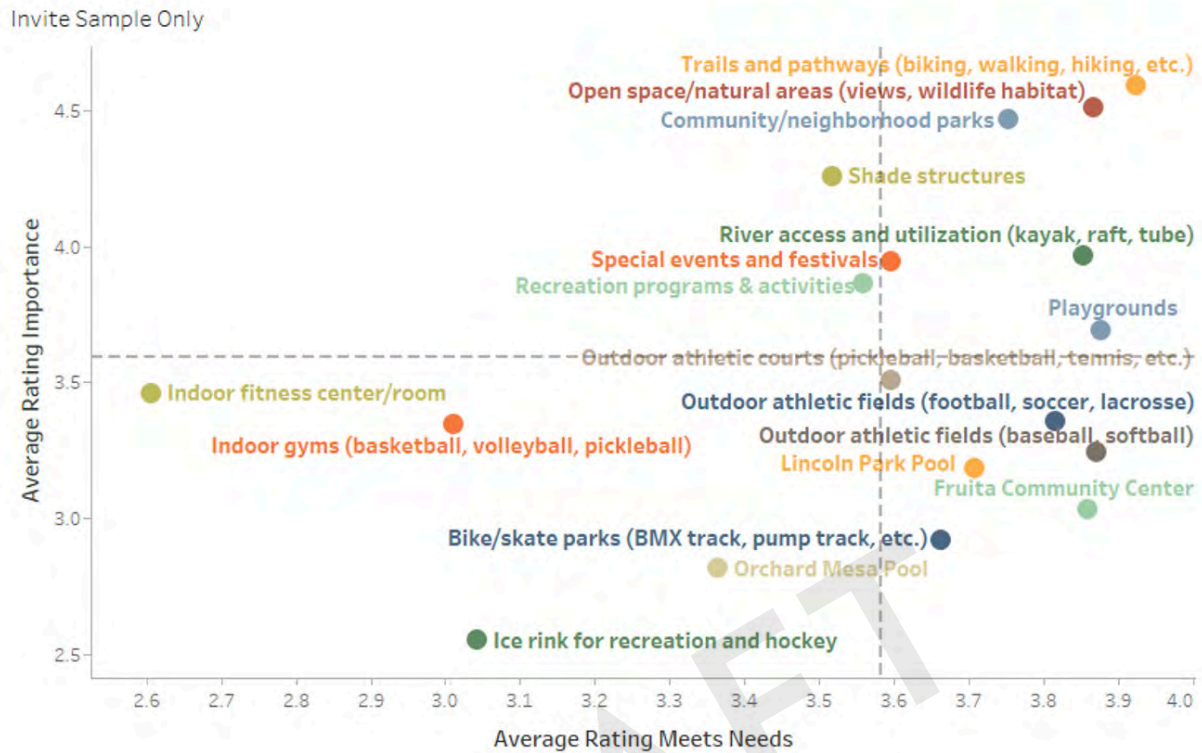
Invite vs. Open Link



Source: RRC Associates and GreenPlay

Shade structures received above average importance ratings but rated below average in terms of needs being met demonstrating that shade structures are a key enhancement opportunity. Indoor fitness center/room and indoor gyms, while slightly below average in terms of importance, received the lowest average needs-met ratings by a significant margin and are also an opportunity for improvements.

Figure 20: Program and Facility Needs and Importance Rating



Source: RRC Associates and GreenPlay

A.) RECOGNIZED PRIORITY PARK AND FACILITY PROJECTS

Evaluation of community needs, existing conditions, and anticipated growth highlights the need for new and renovated parks and facilities. In some cases, modifications to existing projects are expected due to the current analysis of needs and conditions. **Table 7** delineates whether these new priorities should be addressed in the short-term (1-4 years), mid-term (4-8 years), or long-term (9+ years). These projects are listed in **priority order** based on priorities the community stated are important and on the strategic placement of facilities and parks in order to ensure all residents have access to adequate and quality park and recreation opportunities. There are also major renovations. Other smaller projects as listed below. The 10-20 Capital Plan described smaller projects that may be inserted into the annual budget and/or pursued as budget allows and as grant opportunities are available.

*NOTE: The capital projects listed below will be pursued in tandem with items listed in the Full List of 10-20 Year Capital Priorities (2021-2041 CIP projects) shown below in **Table 7**.*

Table 7: New Priorities Timeline

Short-term (1-4 years)	Potential Funding Source	
Community Center Feasibility Study	Complete feasibility study currently underway to determine program needs, schematic design, project costs, and identify funding plan. The Feasibility Study for the highest priority indoor facility project is included in the current scope of the PROS Master Plan. This will be a separate document from this PROS Master Plan.	Currently Funded: ½ Great Outdoors Colorado Grant in 2019 and 1/2 CTF dollars
Community Center at Lincoln Park Construction	Construction of facility	Revenue from Marijuana; Tax on Vaping and Tobacco; Grants and Fundraising; Re-Allocate Subsidy on Lincoln Park Outdoor Pool; Grants; Capital Fund (CTF, 0.75% CIP, Parkland Fund); Possible Small Sales Tax
Horizon Park Master Plan	Community-based plan	Grants; Capital Fund (Parkland Fund); 2021 Budgeted Project
Blue Heron Boat Ramp Renovation	Renovate this one of two boat ramps managed by the City of Grand Junction. Las Colonias is new and meets the need. Blue Heron does not.	Pursue a GOCO resilient communities grant in February 2021; Grants; Capital Fund (CTF, 0.75% CIP, Parkland Fund)
Lincoln Park Parking and Pickleball Court Improvements and Canyon View Tennis Court Improvements	Conversion of four tennis courts at Lincoln Park to 12-14 Pickleball Courts with lights. Before this conversion, construct four new tennis courts at Canyon View to replace the lost courts at Lincoln Park	Revenue from Marijuana; Tax on Vaping and Tobacco; Grants and Fundraising
Western Colorado Botanical Gardens Master Plan	Assemble plans to renovate this antiquated facility and expand it to include greenhouses	Grants; Partner Contributions; Capital Fund (CTF, 0.75% and CIP)

Mid-term (5-8 years)		Potential Funding Source
Western Colorado Botanical Gardens Renovation	Maximize tourism opportunity, programming activities, volunteerism, and operational efficiencies	Grants; Capital Fund (CTF, 0.75% CIP, Parkland Fund); Partners
Columbine Park Master Plan and Renovation	Redesign and construct southern portion of park	Grants; Capital Fund (CTF, 0.75% CIP, Parkland Fund)
River Park from Las Colonias to Dos Rios	Provide a phase II to the River Park to connect these two bookends of the River Corridor	Grants; Capital Fund (CTF, 0.75% CIP, Parkland Fund); Partners
Matchett Park: Central Phase	Complete the Central Phase of the Matchett Park 2014 Master Plan to Meet Community Needs for Fields	Grants; Capital Fund (CTF, 0.75% CIP, Parkland Fund); Partners
Monument Connect Phase II	Connect from Lunch Loop Trailhead Up to South Camp Road	Grants; Capital Fund (CTF, 0.75% CIP, Parkland Fund)

Long-term (9+ years)		Potential Funding Source
Founder's Colony Construction	Complete this 4-acre neighborhood park at 24 and 1/2 and G roads in an area of the City lacking walkable and bikeable access to parks	Capital Fund (CTF, 0.75% CIP, Parkland Fund)
Emerson Park	Renovate and include destination skatepark	Grants; Capital Fund (CTF, 0.75% CIP, Parkland Fund); Partners
Pine Ridge Park Renovation	Redesign park to remove underused park components and replace with needed amenities such as pickleball courts, picnic shelters, trailhead amenities	Grants; Capital Fund (CTF, 0.75% CIP, Parkland Fund); Partners

B) SITE CONCEPTS

Lincoln Park - Community Center, Pickleball Courts, and Parking Improvements

1.) Lincoln Park - Community Center, Pickleball Courts, and Parking Improvements

Short-term Priority	A community center is the community’s top future facility priority. Improvements to parking are necessary at this regional facility to accommodate current and future demands as are changes to the existing courts in an effort to drive sports tourism.
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(a) LP Community Center

Since the City of Grand Junction does not have a community center, the parks and recreation department currently provides indoor recreation and community programming in a variety of shared venues throughout the area. Program diversity, quantity and size are limited to existing facility features and availability. Most, if not all the indoor recreation amenities identified as highest priority accommodate programs and activities currently not offered in Grand Junction. A new community center in Lincoln Park therefore would provide a centralized location to fulfill programming and activity needs either not currently offered or provided in a diminished capacity. The 1986 pool replace the previous pool built in 1955 on the same site. The 1955 pool replaced the original pool built in 1922, which was made possible by a donation from the Moyer Family. Previous pool had a similar shelf life of about 30 years.

The overall size of the community center building is ultimately a result of the number and scale of amenities selected and the land area available for construction. The final selection of spaces and their capacities will be determined will the completion of the feasibility study already underway. Ultimately the building program will have a direct relationship to operating costs and the ability to recover those expenses. For purposes of this report, planning for a central city-wide community center should be of sufficient scale to accommodate the needs of the entire community either initially or in phases.

Given the necessarily large size of the highest prioritized indoor amenities, including swimming pools, gymnasiums, walk/jog tracks and potentially an ice rink, the potential building size ranges between 90,000 to 137,000 square feet. This scale of a building, if strategically arranged on two floors, can be accommodated at the existing Lincoln Park Outdoor Pool location with minimal impact to existing park green space and trees.

Cost projections for a new community center at Lincoln Park must include as many factors as possible to give a comprehensive forecast for conceptual planning purposes. While a detailed estimate is not feasible until a concept design has been completed, it is possible to project a realistic, conceptual range of costs. For purposes of this master plan, project cost projections are based on community center historical cost data from projects with similar features and include construction costs for the building and the site, soft costs and contingencies. Additionally, costs have been escalated with inflation 2.5 years into the future to accommodate additional planning and design time as well as time to secure the necessary resources. The project size could range between 90,000 to 137,000 square feet and the total project costs could range between \$45,900,000-\$59,230,000.

(b) Identifying Lincoln Park as a Site for a Community Center

Discussion for constructing a community center in Grand Junction have been ongoing for several decades. In fact, the 2000 Parks Master Plan Update recommended that a community center be built at Matchett Park. This eventually lead to a ballot question that earned 25 percent support with 75 percent in opposition.

The 2014 Matchett Park Master Plan set out to evaluate the programming a community center could accommodate along with the full build out of this 220 acre of undeveloped parkland. Resulting from this plan, a community center and aquatic center was proposed on the southern area of the park site. Utilizing the outcomes of a 2018 Feasibility Study, which defined a Community Center at Matchett Park, PLACE actively campaigned for the passing of the 2019 Community Center 2C ballot measure totaling \$79 million. This proposed to develop a community center and surrounding park at Matchett Park and to renovate Orchard Mesa Pool. 2C would have increased sales tax by 0.39 percent. However, this measure did not pass in April 2019, with 45 percent voting “yes” and 55 percent voting “no.”

The reasons for 2C’s failing short was tested in this 2020 PROS Master Plan using the Community Needs Assessment Survey. Eighty-one percent of statistically valid survey respondents rated a community center as important or very important. The perception among statistically valid survey respondents was that the 2019 2C ballot proposal for a Community Center failed for seven primary reasons too many other tax proposals on the same ballot; no sunset clause to the 0.39 percent sales tax increase; too costly; more specifics needed in the plan; other needs were more pressing; not the right funding mechanism; and not the right location. Notably, “not needed” was the least identified reason for the failure.

The recent Community Needs Assessment Survey also inquired about the preferred site options for a community center at Lincoln Park, Matchett Park, or another unidentified site. Respondents were also able to indicate if they needed more information in order to indicate their preference. Statistically valid results were:

- Lincoln Park (60% preferred this site)
- Matchett Park (19% preferred this site)
- Another Site (6%)
- Need More Information (15%)

Acknowledging this possible shift in site location for a community center, the consultant team began to evaluate additional important elements to determine a recommended site. The elements assessed were 1) community desire for a community center to be in a central location; 2) site development cost savings; 3) adjacency to existing sports and park features; and, 4) proximity to athletic partners such as Colorado Mesa University (with whom the City actively promotes and administers sports tourism events and programs). Upon assessment of sites of the consultant team, it was recognized that Lincoln Park achieves these aims.

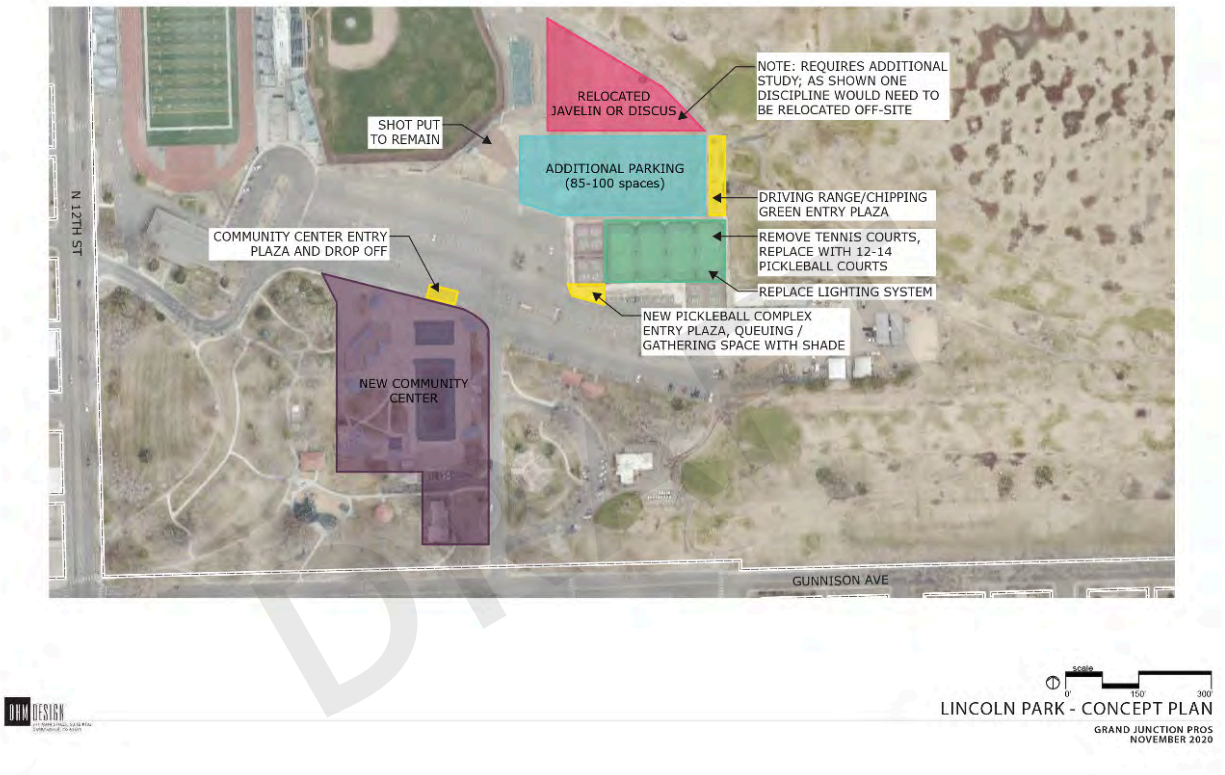
A complete description of this high priority project has been provided by BRS Architecture and is available in **Appendix D**.

(c) LP Pickleball Courts and Parking Improvements

Lincoln Park is the crown jewel and the central hub of the Grand Junction community, with civic character and community amenities serving nearly all types of park-centered recreation. Most of the park is in excellent condition and should be preserved; there are opportunities to improve the cohesiveness and connectivity of the variety of uses and facilities housed here. As the community center programming and design advances, the park should be evaluated with an overall master plan process that identifies other opportunities to best use and organize the space available. For program and amenities, the existing four tennis courts should be relocated to an expanded Canyon View tennis complex, and replaced with 10-12 new lighted pickleball courts.

North of the courts, the practice field could be reconfigured for additional parking and clearer access to the golf course driving range and chipping green. The siting of the new community center at the location of the existing outdoor pool creates an opportunity for the new building to engage the open park spaces, playground, and pavilions to the south and west, and entry plazas. Each amenity cluster could create a campus-like feel, linking the various elements of the park into a cohesive whole. The park is also an arboretum, and the existing canopy of mature trees should be carefully considered with any new plans, with a focus on preserving healthy trees wherever possible. It is of note that the community's original and first outdoor pool, Moyer Pool, was built at the same site nearly 100 years ago, in 1922.

Figure 21: Lincoln Park Community Center, Pickleball Courts, and Parking Improvements Concept Plan

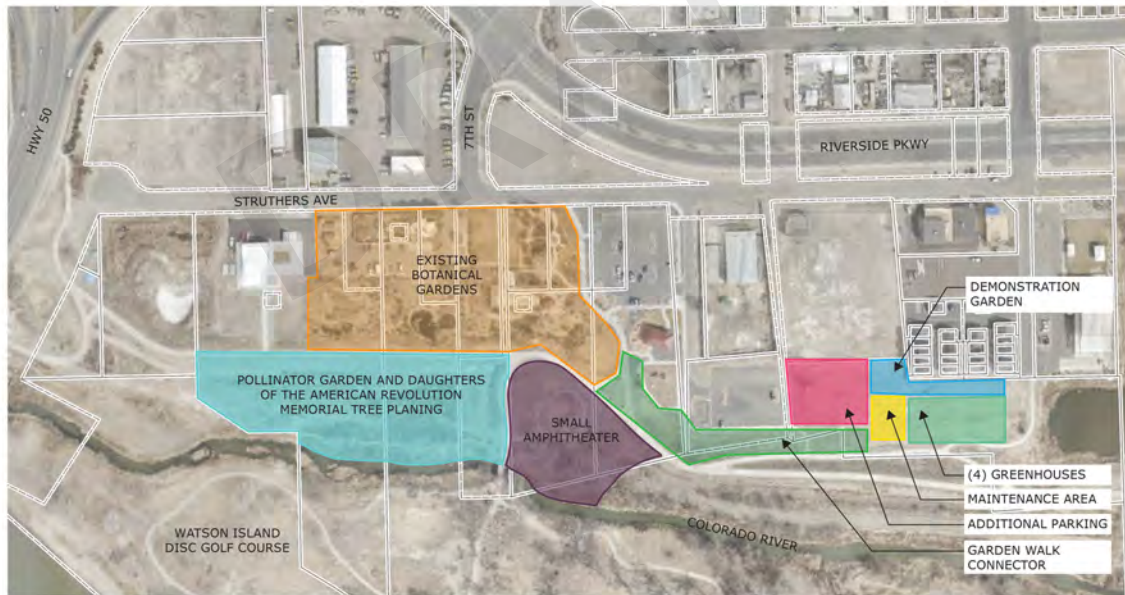


2.) Western Slope Botanic Garden Master Plan and Construction

<p>Master Plan -Short-term Priority</p>	<p>Re-envisioning this amenity with stakeholders will significantly enhance environmental programming, tourist activity, and preservation objectives while simultaneously creating operational efficiencies making it a community-benefiting project.</p>
<p>Construction – Mid-term Priority</p>	<p>Re-envisioning this amenity with stakeholders will significantly enhance environmental programming, tourist activity, and preservation objectives while simultaneously creating operational efficiencies making it a community-benefiting project.</p>

A vision for the Botanic Gardens has been developed by City staff, illustrating the opportunities to improve the value of this public asset as a high-level demonstration garden, education center, parks horticulture research and production facility, event venue, and passive outdoor recreation park. There exists a real opportunity to re-define the Botanical Gardens as a unique, regionally-recognized facility on par with the Betty Ford Alpine Gardens and the Denver Botanical Gardens, at a scale appropriate to Grand Junction. The Botanical Gardens’ location between Las Colonias and Dos Rios Parks, and direct connection to the Riverfront Trail, presents an important opportunity to enhance the connection of this suite of public park assets as a hub and access point, as well as an operational resource supporting the broader park and city systems. Additionally, the vision described in the 2020 Botanical Gardens Proposal identifies a number of key partnership opportunities, stakeholders, and grassroots approaches that would serve to create energy, ownership, and outside funding potential for the capital improvements and programming that could be focused here.

Figure 22: Western Slope Botanic Garden Concept Plan



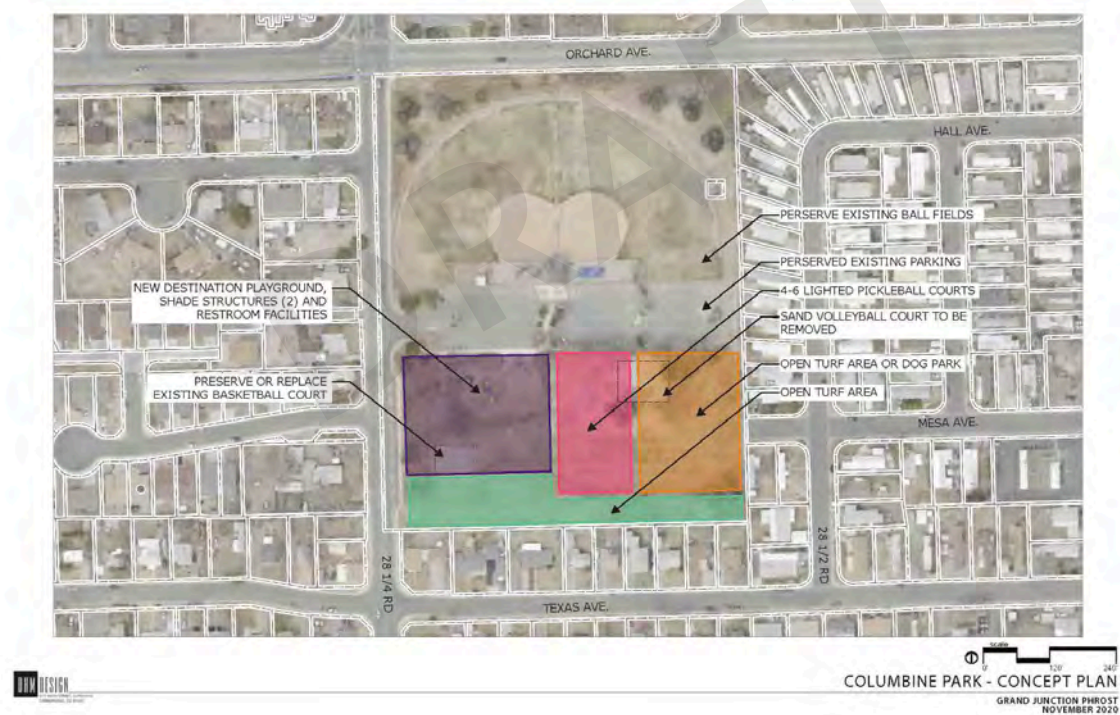
WESTERN COLORADO BOTANICAL GARDENS - CONCEPT PLAN
 GRAND JUNCTION PROS
 NOVEMBER 2020

3.) Columbine Park Master Plan and Renovation

Mid-term Priority	Columbine Park is located in an area that meets neighborhood walkable access service levels. However, there are unintended uses that are preventing this park from being used for its original purpose. To address safety concerns and to improve the dated layout of the park, it is recommended that this park be renovated based on community input from the surrounding residents.
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Located on the east side of Grand Junction at the intersection of Orchard Avenue and 28 1/4 Road, Columbine Park provides an important mix of active and passive recreation at a neighborhood park scale. The existing ballfields and supporting amenities on the northern half of the park are well used and should be maintained. The playground, pavilion/restrooms, and open turf area are dated and in need of replacement. The sand volleyball courts are underused and could be removed. Additionally, the park would benefit from new amenities that better leverage the available space and create more activation of the park space. Replacing the pavilion, basketball court, and playground, and adding a set of two to four lighted pickleball courts should be considered; there is room for other amenities that should be explored in a new master plan process (such as a fenced, off-leash dog park).

Figure 23: Columbine Park Concept Plan

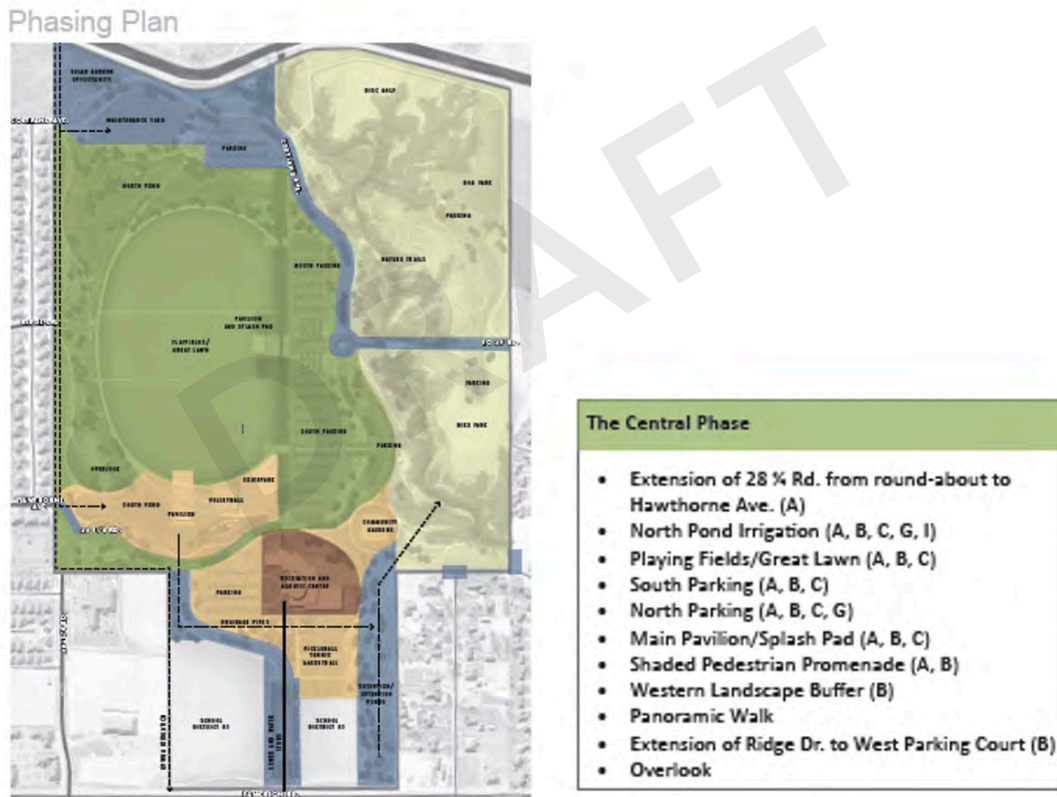


4.) Matchett Park: Central Phase

Mid-term Priority	With community input during this process prioritizing a community center located at Lincoln Park, it is recommended that the Central Phase of Matchett Park Master Plan be implemented. This will provide service in the north-central area of Grand Junction and provide outdoor recreation services including additional open turf, multi-purpose playing fields, a splash pad, and trails.
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This 205-acre park was master planned in 2014 due to the identified need for a regional park in the north-central area of the city. The completion of the Central Phase as originally conceptualized through community engagement will allow for the provision of needed access to the outdoors with trails, multi-purpose playing fields, open areas for informal play, parking, a splash pad, and nodes for more passive activities.

Figure 24: Matchett Park – Central Phase Concept Diagram



5.) Horizon Park Master Plan and Construction

Mid-term Priority	Horizon Park is located in a service area that is significantly below target level. Currently there is no neighborhood access to recreation opportunities and is therefore a high priority site.
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Horizon Park is a largely undeveloped, 13-acre parcel in an area of the City that is underserved by park amenities. The front part of the site was developed as Fire Station #6, which opened in the fall of 2020. Located west of 27 Road and two blocks north of G Road, surrounded by residential development, it is appropriate for a neighborhood-serving community park. Program for this community park may include parking, picnic/shade pavilion, playground, walking path, an open turf area, and active amenities such as a basketball court or horseshoe pits. Screening/buffering should be provided between the park and the existing fire station. A community process should be employed to finalize the program and design.

Figure 25: Horizon Park Concept Plan



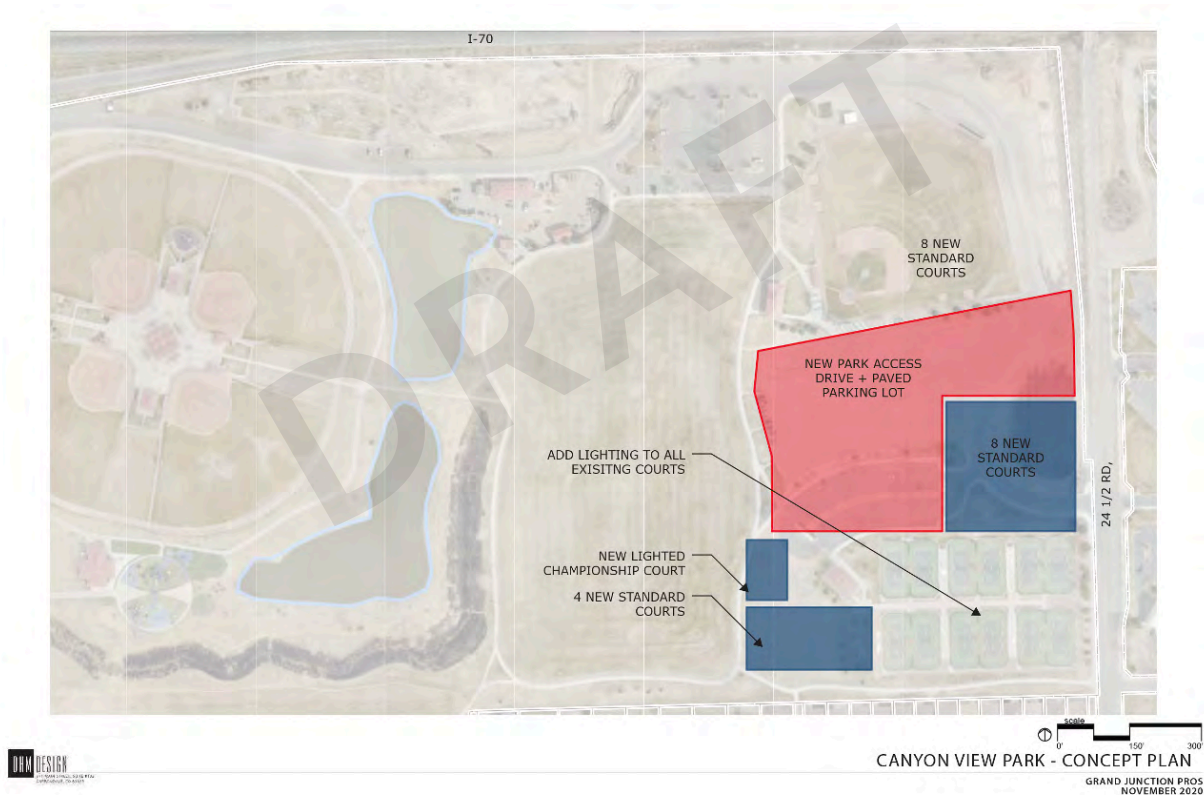
HORIZON PARK - CONCEPT PLAN
 GRAND JUNCTION PHROST
 NOVEMBER 2020

6.) Canyon View Regional Park – Tennis Court and Parking Improvements

Short-term Priority	Canyon View Regional Park is home to existing facilities and is the natural home for a larger, tournament complex which will propel economic success through sports tourism. Building four additional tennis courts is a short-term priority necessitated by the development of a pickleball complex at Lincoln Park, which will displace the four tennis courts currently located at the Lincoln Park site.
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The southeast corner of Canyon View houses the existing tennis complex and a large, unpaved parking lot. With the relocation of tennis courts from Lincoln Park, there is room for the addition of 12 standard tennis courts and one championship/stadium court, doubling the capacity of the tennis complex and establishing a venue for high-level tournaments. Additional support facilities (queuing, shade, gathering areas) should be considered with the tennis expansion; the existing restrooms at the tennis and the ballfield are sufficient to serve the needs of the facility. The entry drive will be relocated to the north, with the gravel parking paved and organized to create an efficient layout and use.

Figure 26: Canyon View Regional Park Concept Plan



7.) Williams Park Expansion

Mid-term Priority	The neighborhood serviced by Williams Park is currently below the level of service standard for neighborhood access and has irrigation problems which requires maintenance attention.
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Improvements to this park are planned for 2021. An expansion of this site would benefit residents served by this park as enlarging its footprint would allow for additional park components to be provided. CPTED and other design principles leading to more activation of Williams Park would help minimize unintended uses of this park. The current lack of ‘eyes on the park’ and poor visibility from the street has diminished the safety and comfort required of parks to well serve the community.

8.) Emerson Park Renovation

Long-term Priority	Emerson Park is located in an area above or at the service level for both walkable and neighborhood access. It is an ideal location for a destination bike and skate park that would draw youth and families from all over the Western slope.
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One of the four, original historic parks along with Whitman, Hawthorn and Washington Parks, Emerson is located in an area is challenged by limited parking and pedestrian access across Pitkin and Ute Avenues. The existing playground and supporting facilities are underused and dated. This park is an opportunity to add significant value to the local neighborhoods as a destination bike and skate park serving skilled users (including all wheel sports: skateboard, scooter, freestyle bike, skate). The addition of angle parking along 10th Street would improve access. There are many mature, legacy trees in this park that contribute highly to the urban canopy. These trees should be preserved; these trees and the large available area present an opportunity to design a unique skate park experience, with ‘flow’ and street-style elements winding through the existing trees and free-style terrain in the larger open space in the center of the park. As with any high-level skate park facility, a community process that includes a skate park designer should be implemented to develop the master plan for the renewal of this park

Figure 27: Emerson Park Concept Plan



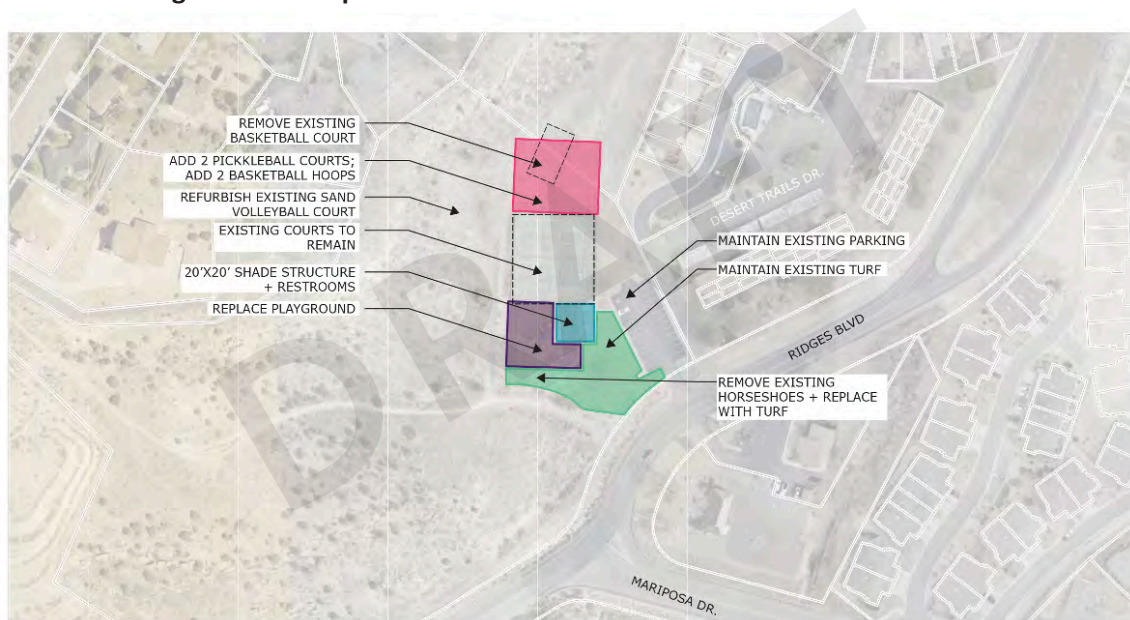
EMERSON PARK - CONCEPT PLAN
 GRAND JUNCTION PROS
 NOVEMBER 2020

9.) Pine Ridge Park Renovation

<p>Long-term Priority</p>	<p>This park is currently in an area that is service at or above target level for neighborhood access. However, there are many existing features which are in poor condition or are underutilized.</p>
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This park is located in the Ridges neighborhood on the west side of Grand Junction. It is in a well-served neighborhood, but several of the existing amenities are in need of renovation. The existing pickleball courts are well-used and have been recently refurbished; removal of the existing basketball court and replacement with a multi-use hard court (basketball and pickleball) would increase the value of the park to the neighborhood. The playground should be replaced, and the footprint of the playground area could be smaller/more efficient, opening up land area for a 20'x20' shade structure and restrooms. Turf is limited in the neighborhoods on the west side of the City; maintaining or increasing the small turf areas at Pine Ridge would improve the usability of this park. The underused horseshoe pits can be replaced with turf. The Park lies on a steeply sloping site; new improvements may require grading or walls. New playground equipment should be designed and selected to complement the nature-play theme that is common for newer parks in this neighborhood.

Figure 28: Pine Ridge Park Concept Plan



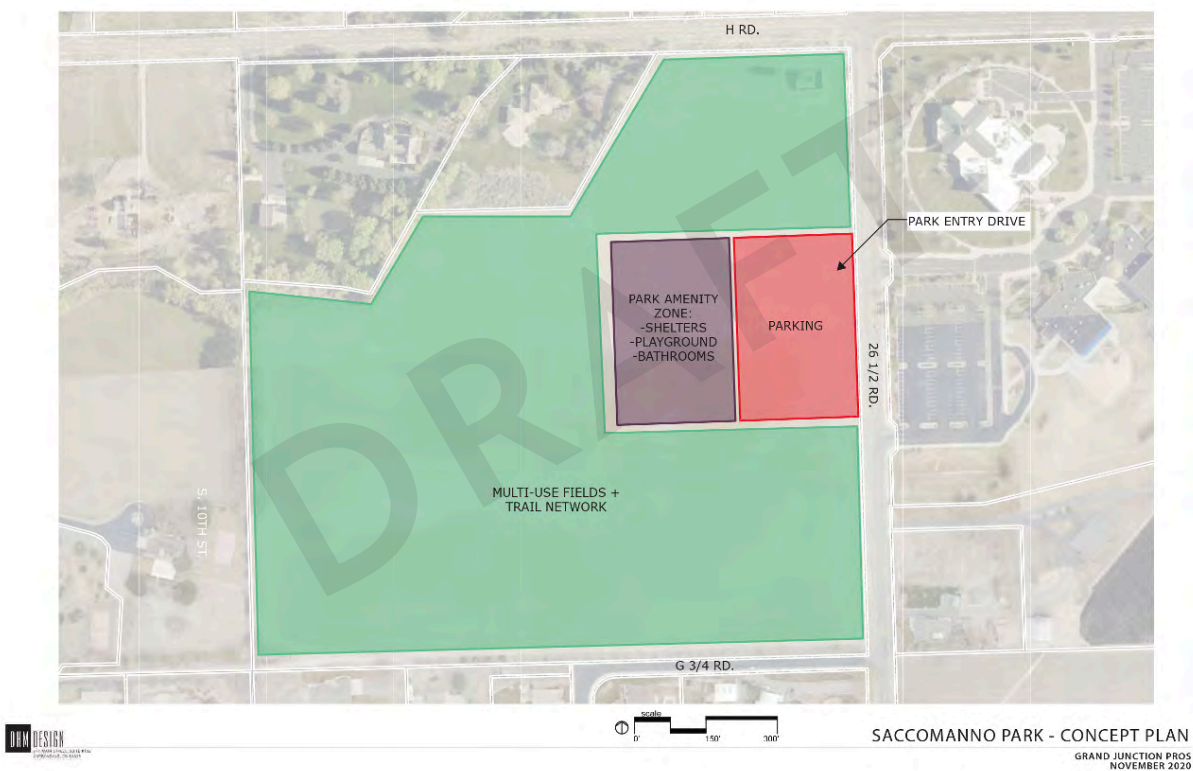

 PINERIDGE PARK - CONCEPT PLAN
 GRAND JUNCTION PROS
 NOVEMBER 2020

10.) Saccomanno Park Master Plan and Construction

Long-term Priority	This site has been identified as a prime location for practice fields – diamond and/or rectangle fields. Because the need and potential for developing tournament-level fields at Matchett Park is greater, in terms of community benefit, it is recommended that Saccomanno Park be banked for future development.
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This undeveloped 30+ acre parcel is located north of I-70, on the SW corner of 26 1/2 Road and H Road. The size and location of this parcel provides an opportunity to expand community park level of service to north Grand Junction, including facilities and amenities as a local-serving complement the regional amenities of Canyon View Park. The parcel is large enough for ballfields, hard courts, passive turf areas, parking, perimeter trail(s), playground, skate park, pavilion, etc.

Figure 29: Saccomanno Park Concept Plan



UNIQUE OPPORTUNITY

11.) Orchard Mesa/Crown Point Cemetery Columbarium

Although an assessment of cemeteries was not a specific part of this planning process, it is recognized that there is a trend towards interment of ashes over traditional burial methods. As such the City has recognized that existing columbarium facilities may reach capacity in the short term. Planning for appropriately sited and designed columbarium facilities will prepare the City to expand the capacity of columbarium facilities as needed. The next step is to identify the appropriate site and develop a design for the future expansion of columbarium capacity. Expansion may be necessary at the Orchard Mesa or Crown Point Cemetery, or both.

FULL LIST OF 10-20 YEAR CAPITAL PRIORITIES (2021-2041 CIP PROJECTS)

NOTE: This list is not exhaustive. For example, it does not include many general park infrastructure capital replacement such as parking lots, trails, lighting and signage.

Table 8: Full List of 10-20 Year Capital Priorities

Project Name: CIP	Estimated Project Total
Boat Ramp Improvements Blue Heron	\$500,000
Botanical Gardens Greenhouse Roof	\$50,000
Botanical Gardens Complex Master Plan	\$75,000
Botanical Gardens Complex Construction	\$1,000,000
Canyon View Baseball Field Lighting	\$400,000
Canyon View Lights	\$1,160,000
Canyon View Park Baseball Field Uplift	\$500,000
Canyon View Park Parking Lot Renovations	\$400,000
Canyon View Park Playground Repair/Replacement	\$300,000
Canyon View Pour in Place Playground Surfacing Replacement	\$300,000
Canyong View Tennis Court Addition (4 additional tennis courts)	\$325,000
Canyon View Tennis Court Expansion (9 additional tennis courts, in addition to 4 to replace LP)	\$2,375,000
Canyon View Wheelchair Swing (CTF Funded)	\$5,000
Cemetery Burial Equipment	\$16,700
Columbine & Kronkright Fence Replacement (CTF Fully Funded)	\$30,000
Columbine Park Master Plan/Renovation: pickleball courts, destination playground (\$200,000 for playground, \$250,000 4 pickleball, \$50,000 shelter)	\$500,000
Community Center Total Project Cost (Construction, Soft Costs and Site Costs)	\$45,900,000 - \$59,230,000
Crime Prevention Through Environmental Design (CPTED) Safety Improvements	\$50,000
Crown Pointe Cemetery Columbarium	\$55,000
Dixon Park Acquisition, 4 acres, with restroom facilities and paved parking lot	\$420,000
Emerson Park Renovation with Destination Bike/Skate Park	\$400,000
Flint Park Master Plan	\$50,000
Flint Park Construction	\$420,000
Founders Colony Construction	\$560,000
Gate Entrances at Canyon View (CTF Funded)	\$5,000
Hoop House	\$4,000
Horizon Park Master Plan (Parkland Fully \$50K)	\$50,000
Horizon Park Construction	\$1,550,000
Improved Trash Receptacles for Park System	\$102,500
Kronkright Batting Cage/Pitching Lanes	\$65,000
Lincoln Park Pickleball Court Improvements: 20 courts at LP, 4 tennis courts replaced at Canyon View	\$1,165,000

Matchett Park Infrastructure	\$1,000,000
Matchett Park: Southern Phase	\$8,309,684
Matchett Park: Eastern Edge Phase	\$2,679,356
Matchett Park: Central Phase	\$15,046,708
Monument Connect Phase II: Lunch Loop Trail to South Camp Road	\$1,600,000
New Greenhouse	\$125,000
Orchard Mesa Cemetery Columbarium	\$110,000
Park Turf Soil Remediation: Throughout System with Compost Facility	\$40,000
Permanent Gates and Alternate Route Signage for River Trail Closures	\$5,480
Pine Ridge Park Renovation	\$250,000
River Park Phase II, Las Colonias to Dos Rios	\$500,000
Saccomonno Park Master Plan	\$50,000
Saccomonno Park Construction	\$1,800,000
Skate Park Improvements-Eagle Rim (CTF Fully Funded)	\$60,000
Stadium Annual COP payment for Renovation through 2044	\$300,000
Stadium Master Plan Improvements, 2-4 year	\$7,000,000 - \$9,000,000
Stadium Master Plan Improvements, 10-12 year	\$17,800,000
Stadium Master Plan Improvements, 12+ year	\$5,800,000
Wayfinding & Signage	\$300,000
Water Conservation Projects-Turf to Native (Parkland)	\$75,000
Watson Island Disc Golf Re-vegetation	\$30,000
Whitewater Park at Redlands Power Canal	\$1,400,000
Whitman Park Improvements	\$750,000
5th Street Plaza Restrooms Remodel as a part of the larger plaza project	\$900,000
5th Street Interchange, phase II, west side of the interchange	\$150,000
7th Street Active Artline	\$25,000
TOTAL	\$124,239,428 - \$140,069,428

Community Center Construction cost is dependent upon final detailed design. The project size could range between 90,000 to 137,000 square feet and the total project costs could range between \$45,900,000 to \$59,230,000.

OPEN SPACE ACQUISITIONS

Acquisition of open space serves the dual role of explicitly protecting valuable habitat and ecological features, and implicitly removing vulnerable land from the development market. Land acquisition as a natural resource management strategy is most effective on a large scale, through targeted acquisitions of parcels or areas having significant resources (cultural, scenic, and natural), including natural landmarks, archaeological sites, historically significant land and buildings, scenic view corridors, significant plant communities, riparian corridors, wetlands, and wildlife habitat. Other purposes for open spaces can include community buffers such as significant agricultural lands as well as lands used for passive recreation including trail connections and public access.

Any habitat preserved as part of this strategy is likely to require a sustainable functioning ecosystem that may be difficult or impossible to replicate at smaller scales. This does not preclude the possibility of significant open space preservation in or near urban areas, but it does mean that the area under consideration cannot typically be just a few acres.

Costs are heavily dependent on the means by which the land is acquired, since many of these transactions are the result of donations from willing landowners to land trusts and other nonprofits, which sometimes then transfer the properties to public ownership. In cases where donations of easements or full title are not the case, the costs of public purchase of such lands can be in the millions of dollars because of the scale of such acquisitions. Precise costs depend greatly on the potential economic value of the land for other uses, which may also be influenced by zoning and any prospects for permitted development, and certainly by the nature of the real estate market within the Grand Junction area. Booming real estate markets can escalate costs to prohibitive levels, while a less promising market may restrain costs. Adept negotiation on behalf of the public and a greater altruistic disposition by landowners can help to restrain what may otherwise be substantial overall costs.

Currently Grand Junction Parks and Recreation works in partnership with the Colorado West Land Trust to identify parcels which may be of community benefit. As a best practice, discussion of these potential acquisitions is not publicly disclosed out of respect for private property landowners.

Recommendations for Creating an Open Space Program

- Create an Open Space section in Park Operations with its own cost center
- Develop and manage open space parklands according to maintenance standards appropriate for natural areas
- Work with Colorado West Land Trust and other partners to identify priority parcels for acquisition
- Pursue priority acquisitions using tools such as easements, property purchases, joint acquisitions with partner agencies, or donation
- Use Park Impact Fees, grants, and Capital Funds to acquire open space parcels

B. Department Recommendations

New Park Development Process

The 2019 Parks Inventory identified the opportunity to improve Grand Junction Parks and Recreation's role in the development of new parklands. It describes park development as generally broken into three stages:

1. Planning, research, design, project costs, identify funding sources - This phase brings together all of the partners needed to develop a park to address the community needs, while serving a wide demographic. Within this phase, community (public), staff, and funding partners are brought together.

2. Phase I Infrastructure installation - \$75,000 to \$150,000 per acre - The infrastructure of a park includes items such as; soil preparation / excavation, irrigation system installation, sewer service installation, electrical service installation, turf establishment, tree planting.
3. Phase II Amenity, special feature installation - Average \$100,000 to \$400,000 per 1 to 5 acres based on amenities selected. A wide range of amenities and special features can be developed, and will vary from park site to park site. General phase II amenities include; restroom facilities, playgrounds, shelters, walking paths, additional landscaping. Special features can include, but are not limited to; a recreation center, swimming pools, tennis courts, sports fields, disc golf, skate park, and many others based upon the park classification and final design. Basic amenities in an average 1 – 5-acre park are; restroom facilities, shelter, playgrounds, playground surfacing, walking path (side walk), landscaped planting beds, benches, and tables. Costs for developing a bare parcel of land into a useful, viable park can vary greatly.

Park development costs also vary widely based on the planned uses, the type of features, and the complexity of the design. Quality, size and customization also affect the cost of particular features; higher quality and more design customization may be appropriate for a regional-destination, high-visitor, urban downtown park. For the purposes of this plan, estimated parkland development costs are provided. The planning-level development figures below are exclusive of land acquisition and have been tested against local master plan figures and against recent projects in the region. The following reflect estimates of park development costs for features often considered for the various parkland types.

Estimated Parkland Development Costs:

- Neighborhood Park: \$155,000/acre
- Community Park: \$180,000/acre
- Primary Trails: \$420,000/mile

It also useful to ask the following questions in order to determine the estimated costs:

- What is the acreage and classification of the park?
- Will the park be passive or active?
- Is the project considered a special use park and what amenities will be developed (i.e.; recreation center, water feature, etc?)
- What other amenities will be included in the development?
- What was the prior use of the land and what is its current condition?

RECOMMENDATION FOR PARK DEVELOPMENT PROCESS

- Work closely with Community Development and the Commission on Arts and Culture to ensure Parks and Recreation’s involvement early in the development process
- Follow the Park Development Process using the three stages and costing questions as described

Park Use and Addressing Homelessness

According to the 2018 Mesa County Community Health Needs Assessment, it is estimated that nearly 1,500 adult homeless persons reside in Grand Junction on a year-round basis. According to the January 2017 Point in Time Study of Homelessness, one in five homeless persons in Mesa County are younger than 18 years and 1 in 3 homeless persons in the county are female. Twenty-five of the county’s people experiencing homelessness in Mesa County self-reported that they have been the victim of domestic violence.

The Grand Junction community provides quite a large number of social services for this group, including free meals, shelters, labor ready programs, transportation and more. These services coupled with a reasonably mild climate, make the Grand Junction area a desirable destination for homeless people. A number of parks regularly are occupied by people experiencing homelessness. These include Whitman Park, Emerson Park, and Columbine Park.

The PROS Master Plan community survey revealed there is concern, particularly in-light of the Covid-19 pandemic, about the impact people experiencing homeless has on people's perception of safety in and ability to use parks. City staff has identified nine public park areas as "areas of concern" for homeless activity. Many of these locations are adjacent to or near service providers (i.e., Whitman Park is near Grand Junction Rescue Mission). Concerns directly received by staff from community members include loitering, littering, overnight camping, excessive use of electrical outlets, and harassment. These types of behaviors have led to ongoing concerns and decreased usage of impacted parks and other public spaces by members of the general public.

In 2017 NRPA conducted a research study on homeless in parks and has since published many articles for parks and recreation industry members to consider. One published recommendation is to take a people-first approach. Along with community partners and interested organizations, agencies are suggested to create a public education campaign that focuses on developing an understanding of the circumstances that can lead to homelessness and an understanding that public spaces, including parks, community centers, and open spaces, are welcoming places for all community members.

Impacts of homelessness land on public facilities and spaces such as parks but the issue itself is one that must be addressed at a community-wide level. Leaders whose facilities, businesses, and properties are affected must come together to develop realistic goals and strategies for mitigating these impacts and the factors which lead to homelessness.

Marketing and Increasing Awareness

An important factor in encouraging greater use of parks and recreation facilities and services is making sure residents are fully aware of the amenities and programs available to them and where to find them. Creating this awareness is fundamental to ensuring the people of Grand Junction access the quality recreation and leisure opportunities provided.

Other benefits of improving awareness amongst residents include:

- Creating stewardship for open spaces and natural environments,
- Appreciating parks and recreation's positive economic impact, and
- Acknowledgement of places for social, physical and mental well-being.

Increasing awareness naturally increases advocacy for parks and recreations services. As the City looks to fulfill community needs through capital projects, programs, and services, it is essential that a marketing plan be created and implemented. This marketing plan should:

- Establish marketing goals,
- Define target markets and their known preferences of communication (e.g., people 65 and over prefer getting their information via local TV and radio media in addition to email),
- Outline the goals for each communication channel available,
- Define the content dos and don'ts for each channel, and
- Determine evaluation methods for each marketing strategy.

Wayfinding is a strategy used in the implementation of a marketing plan's goals. Any wayfinding on Grand Junction Parks and Recreation assets need to be aligned with the Urban Trails Committee (UTC) Wayfinding Program.

RECOMMENDATIONS FOR MARKETING

- Survey residents' preferences for receiving information any time a city-wide survey is conducted so modifications to marketing strategies can be made
- Develop a marketing plan that promotes recreation programs and other departmental services such as the Street Tree Program and conveys the many direct benefits of parks and recreation (i.e., mental, physical, and economic benefits)
- Establish marketing plan goals to increase capacities within each recreation programs category with the exception of camps
- Employ target marketing techniques
- Ensure cohesive branding in online materials and physical infrastructure; in particular, trail wayfinding should be in line with the UTC Wayfinding Program
- Promote cultural, tourism activities and facilities, tournaments, and special events as economic drivers in collaboration with Grand Junction Areas Chamber of Commerce and Greater Grand Junction Sports Commission
- Market parks and recreation programs at special events by providing workshops, demonstrations, and/or learning stations

Partnership Opportunities

Partnerships strengthen a diverse, growing network of dedicated park volunteers and groups by creating opportunities for people to celebrate Grand Junction's parks and accomplishments, access resources, become more effective leaders in the community, and work with the City to affect decisions about parks. The many partnerships and interagency agreements support and strengthen Grand Junction Parks and Recreation's ability to deliver quality of life services to the community.

RECOMMENDATIONS FOR PARTNERSHIPS

- Work with boards, commissions, and foundations to promote parks and recreation advocacy through established campaigns such as NRPA's Every Kid in a Park or Trust for Public Lands' 10-Minute Walk Campaigns and/or through capital campaign efforts
- Collaborate with Colorado Mesa University (CMU) and Grand Junction Coyote Hockey to provide public, club, and collegiate use of an ice arena
- Maintain communications with sports user groups to determine appropriate roles for providing recreation-level sports for youth and adults
- Partner with the medical community to create a special event that incorporates health screenings, counseling, and physical activities
- Work with the Colorado State University Extension Office – Tri River Area Extension to develop a Garden Club based at the Western Colorado Botanical Gardens
- Collaborate with the Greater Grand Junction Sports Commission to provide an annual economic report that measures the economic return to the community when sporting events such as tournaments and competitions are held

Building Advocacy

Results from the community needs assessment survey and the parks inventory assessment reveal there is much to be accomplished to meet community needs regarding capital projects and programs. For the Department to meet these needs and its mission, the strong existing support that leverages the value parks and recreation services bring to the community must continue to be built.

The Covid-19 pandemic has elevated attention on the essential role of local parks and recreation. In Mesa County, there has been a 144 percent increase in park visitation, the highest increase of any County in Colorado (<https://www.google.com/covid19/mobility/>). NRPA Park Pulse research data collected between March 26-April 1, 2020, shows:

- 83% of U.S. adults agree that visiting their local parks, trails and open spaces is essential for their mental and physical well-being during the COVID-19 pandemic
- Nearly three in five adults say that access to these amenities are very or extremely essential to their mental and physical health
- Parents are more likely than nonparents to find parks, trails and open spaces very or extremely essential (68 percent vs 56 percent, respectively)
- Millennials and Gen Z-ers are more likely than Baby Boomers to say it is very or extremely essential to do physical activities at their local parks, trails, and open spaces to maintain their mental and physical health (68 percent and 65 percent vs. 54 percent, respectively)

Grand Junction residents agree that as a result of the pandemic, residents and city leaders will understand that “parks and recreation [services are] a good investment and [have] value to the community.” Leveraging this support for parks and recreation is essential. Now is the time to pull together partners and individuals who support Grand Junction Parks and Recreation and rally the greater community in support of securing critical funding for priority projects and programs.

RECOMMENDATIONS FOR BUILDING ADVOCACY

- Establish shared economic and healthy lifestyle goals with partners and user groups as appropriate to shape initiatives and campaigns
- Continue to meet regularly with partners and user groups to evaluate progress in meeting initiative and campaign goals
- Publicly acknowledge partner efforts and accomplishments
- Develop a public campaign that espouses the benefits of Grand Junction Parks and Recreation (i.e., highlight the number of scholarships awarded annually, explain the need for a community center and what positive health outcomes it will address)
- Calculate the economic contributions Grand Junction Parks and Recreation activities and services make to the local economy



C. Parks Operations Recommendations

The Parks Division includes parks and trails maintenance, forestry and horticulture, cemeteries, weed abatement, and sports facilities maintenance and is responsible for 35 developed and seven undeveloped parks within the City. In addition to parks, the division also maintains riverfront and urban trails, over 1,000 acres of open space and City rights-of-way.

An evaluation of operational practices revealed opportunities for establishing common practices amongst all Parks Operations Divisions as well as for Division-specific recommendations. Also included are opportunities to restructure responsibilities within the City which would move Grand Junction Parks and Recreation more into alignment with other Colorado parks and recreation agencies and would allow the department to focus on core services. These opportunities are described below.

Division-wide Practices

Currently Parks Operations uses an asset management software program called Lucity. Lucity, a GIS-powered tool, allows for work order, planning, and budgeting systems. Full utilization of a system such as Lucity will allow for:

- Developing a work flow and approval process for each phase of a work order,
- Scheduling and tracking work tasks, personnel, equipment and material usage,
- Defining the fiscal year, estimating budget and asset maintenance tasks within each area of the Department, and tracking actual costs versus budget for up-to-date expenditure analysis,
- Staying apprised of maintenance work (preventative maintenance) which should increase efficiency and reduce costly repairs, and
- Creating needed budget and asset reports

Setting up an asset management system requires that all current assets be placed into the database. For agencies managing large quantities of assets such as Grand Junction Parks and Recreation, establishing the database is a daunting task. However, for a system like Lucity to prove useful, this task must be accomplished and the system must be constantly and accurately maintained.

An affiliated best practice is to have maintenance standards in place. According to the 2014 Commission for Accreditation of Park and Recreation Agencies (CAPRA) National Accreditation Standards an agency should have “established maintenance and operations standards that are reviewed periodically for management of all park and recreation areas and facilities, including specialty facilities such as marinas, ice rinks, golf courses, zoological facilities, equestrian facilities, aquatic or athletic facilities, nature centers, where applicable. Parks, facilities and other recreational elements should be identified according to the intended use of the area, ranging from heavily used and high developed areas to those that are lightly used and less developed via a park classification or maintenance classification system. Each of these areas should be assigned an appropriate set of maintenance standards including both recommended frequency and acceptable quality.” To assist with the development of Grand Junction Parks and Recreation Parks Maintenance Standards, a list of duties per parkland classification type has been made available as a Staff Resource Document.

Another best practice is to have written standard operating procedures (SOPs). SOPs create labor-related efficiencies and help ensure maintenance standards are met. SOPs provide detailed direction and instruction on how to carry out a task so that any team member can carry out the task correctly every time. Clear SOPs avoid deviation and create consistency in practices. SOPs should be presented during staff orientation; should be available to staff at all times; and, should be mostly consistent amongst Parks Operations functional areas – knowing some tasks may be different depending upon parkland classification types. Moving forward it is elemental that geographic information system (GIS) be corrected so duplicate information is eliminated and parcel data is accurate.

RECOMMENDATIONS FOR GENERAL PARK OPERATIONS

- Prioritize improving the accuracy of GIS data so that information is accurately recorded and used in assessments
 - Avoid duplication of parcels amongst layers
 - Ensure park classification categories and types are structured to suit management needs and are accurate
- Update GIS data annually to record changes to the system
- Prioritize utilizing Lucity's modules consistently amongst all Parks Operations functions and building maintenance functions
- Appoint a small team of Lucity champions that represents all Department maintenance teams who can establish the database and train others on its use
- Use Lucity to perform preventative maintenance and to determine deferred maintenance and capital replacement needs
- Assign cost centers to Parks/trails, Horticulture, Forestry, Sports Facilities, and Cemeteries
- Adopt maintenance standards to promote consistency with the visitor's experience to any Grand Junction Parks and Recreation parkland properties
- Write SOPs with the end-user's perspective in mind using action-oriented verbs to get the point across clearly
- Update SOPs every 3-4 years or as tasks significantly alter

Improving Existing Parks and Trails

Park access at a community and neighborhood level appears to be reasonably equitable, proximity, transportation availability, and pedestrian barriers are relevant factors affecting walkability. The most obvious way to increase overall LOS is to add assets in any area with lower service or acquire land or develop partnerships in areas lacking current service.

Trails and trail connectivity scored as the top priority of existing facilities in the community survey. While the City currently offers trail access and opportunities, connections at a neighborhood do need to be improved. Pedestrian barriers and lack of trails also may limit access to recreation throughout Grand Junction.

The City should investigate areas of low and no service and identify any other service providers. If no other service provider is located, low and no service areas should be prioritized. An increasing level of service in these areas could include multiple approaches, including raising scores at existing parks, addressing pedestrian barriers, and adding or developing new parks.

RECOMMENDATIONS FOR IMPROVING PARKS AND TRAILS

- Utilize walkable access data to prioritize park improvements so that sites in no service or below target score service areas which have low-scoring components are addressed first
 - Provide community-desired components such as shade structures/trees, playgrounds, natural play areas, picnic areas, open turf, and splash pads
- Work with UTC to advance the priorities in the Bicycle/Pedestrian Transportation Priorities List so the active transportation network is expanded
- Develop banked parklands located in areas where gaps in service exist (e.g. Horizon Park)

Championing a Healthy Tree Canopy

Trees are valuable resources in combating issues from air pollution to energy conservation and climate change, but the City and community members should be deliberate in tree selection to get the greatest benefits. Expanding the tree canopy in the City of Grand Junction can insure long term environmental,

economic, and health benefits to the local community and maximum return on investment in urban forest planning and management. Trees are critical components of the city's green infrastructure and over the long-term can save the city millions of dollars.

Chapter 8.32 of Grand Junction's Municipal Code establishes urban forestry laws for the tree canopy in the City and the various functions Grand Junction Parks and Recreation, the Forestry Advisory Board, and the public perform as it pertains to trees in city limits.

The forestry program's staff has in recent years has undertaken a considerable amount of work to evaluate the forestry assets for which the City is responsible for maintaining – 37,000+ trees. Park and street trees have been inventoried and the data is a solid resource for future assessments. Currently, Grand Junction Parks and Recreation Forestry staff currently focus on maintaining street trees (trees within right-of-way) which pose the highest risk to the public. In 2020, Forestry budgeted \$10,000 for contractual services, intended to assist with tree maintenance. However, in response to budget cuts caused by decreased revenue in the General Fund, this line item was reduced to \$2,000.

The City of Phoenix, Arizona has an Urban Forest Program that has established practices and public campaign efforts in place and could be referenced as an exemplary program as Grand Junction progresses and builds support for its Forestry Program.

RECOMMENDED CHANGES TO THE FORESTRY PROGRAM

- Update Chapter 8.32 to advance the forestry program's ability to protect and restore valuable tree canopy that lends to a healthy and livable Grand Junction
- Complete an urban canopy assessment to determine the environmental, economic, and social benefits provided by trees
- Partners such as Colorado Mesa University, Mesa County, and other municipalities in Grand Valley should be collaborated with to further the Forestry Program's purpose
- Meet the community's mandate to increase shade structures by conducting an urban tree canopy assessment as part of an Urban Forest Master Plan, which determines a goal for canopy coverage and strategies for maintaining a healthy canopy.
- Develop a Citizen Forester Program and other advocacy programs to develop tree advocacy and a better understanding of forestry-related policy issues

Growing Horticulture

The area within the Grand Valley is classified as semi-desert shrubland and can be characterized as having extremely low humidity and alkaline soils with poor water infiltration. Summer temperatures can be blazing during the day with cooler nights and precipitation is low. Utilizing native plants works with nature, rather than trying to grow plants that are not suited to local conditions and often proves difficult, and wasteful, to work with. Utilizing natives also helps restore habitat by maintaining biodiversity and minimizes the spread of noxious weeds. To this end, the Horticulture section of Park Operations has begun to provide and propagate its own plant materials using space at the existing Park Operations maintenance compound. But, space is limited and functionality is challenged at this location.

Fortunately, there is opportunity to centralize the horticulture program at Western Slope Botanical Gardens. As the River District develops, a unique opportunity presents itself for Grand Junction Parks and Recreation to better service the public and economic development by re-envisioning the potential of the Botanical garden and the surrounding City-owned parcels.

See **Figure 22** for the Botanical Gardens Concept Plan.

RECOMMENDATIONS FOR HORTICULTURE

- Provide central location and infrastructure for growing and distributing landscape bedding plants, shrubs, and other ornamental plants for Grand Junction parks and public facilities
- Pursue the master planning of the Western Slope Botanical Garden and include the project goals of improving the current condition of the Botanical gardens, increasing community involvement in horticultural practices and food production, and utilizing existing City properties to create a centralized location where plants are grown and distributed
- Consider a Botanical Gardens Advisory Committee if an on-going advisory role is appropriate or a short-term Botanical Gardens Task Force to help influence the re-visioning of the garden area

Enhancing Sports Facilities

In addition to Stocker Stadium and Suplizio Field at Lincoln Park, Grand Junction Parks and Recreation is responsible for maintaining sports facilities located at Canyon View Park, Columbine Park, Longs Park, and Kronkright Park. These sites offer fields and spaces available for rent for the purposes of tournaments and competitions.

Residents of Grand Junction provide funding to the City of Grand Junction, primarily through sales tax. Additionally, residents outside of the City, businesses and tourists pay sales tax, which accounts for over 3/4 of the total sales tax collected. A portion of these funds, through the General Fund, are used to subsidize the operation of a facility like the Lincoln Park Stadium Complex. The facility then attracts nonresident visitors who spend money in Grand Junction both inside and outside of the facilities they visit, at restaurants, hotels and retail stores. This new outside money creates income and jobs for Grand Junction residents. There is a significant return on investment for the allocated sales tax funds, thereby stimulating the economic activity.

It is important that this returned benefit be accounted for through economic reporting and celebrated with the community. Doing so can drive support for large capital projects such as the implementation of the 2014 Matchett Park Master Plan (with some revisions based on this plan's findings) or large-scale improvements to Canyon View Park such as tennis court expansion, renovating antiquated park facilities, or lighting at fields to extend hours of availability.

RECOMMENDATIONS FOR ENHANCING SPORTS FACILITIES

- Pursue implementation of the Parks Improvement Advisory Board (PIAB) funded Lincoln Park Stadium Master Plan.
- Implement the Matchett Park Master Plan with the exception of building a community center at this site (Lincoln Park has been cited as the preferred location in this master plan). There are needs for more multi-purpose fields to accommodate the growth in the community. High quality turf fields are needed for competition and tournaments. The addition of synthetic fields is important to allow training year round.
- Continue to make improvements, as planned, at Canyon View Park

Anticipating Future Needs

With 62 days above 90 degrees, access to an abundance of quality of life services, and a cost of living below the national average, Grand Junction is poised to see a population increase. As that occurs, the ability to manage its park lands effectively and efficiently will be key to financial stewardship. Currently Park Operations provides a diverse range of services from managing streetscapes to tournament level park facilities to natural open space areas.

This process has revealed opportunities for Park Operations to establish smart operating practices and prepare for a future where public demand for services increases. One example of a helpful practice is to establish cost centers for the purposes of tracking expenses (expense segmentation). Doing this establishes greater control and analysis of total costs associated with a function.

In many municipalities across Colorado programs such as weed abatement and street, or right-of-way, maintenance fall outside the responsibility of a parks and recreation department. While there are always exceptions to this general rule, given the current breadth of Grand Junction Parks and Recreation's responsibilities, transferring services which do not enhance the department's ability to meet its mission may make sense. This would enable the department to further focus on core services that support the Comprehensive Plan. To determine an appropriate role in providing these services, an evaluation of similar agencies should be conducted.

RECOMMENDATIONS FOR ANTICIPATING FUTURE OPERATIONAL NEEDS

- Rename the Open Space – Recreation park classification type to Open Space
- Determine which existing and future park sites are best suited for the Open Space category.
 - Accurately reflect park classifications in GIS
 - Create an Open Space section and associated cost center that is solely responsible for managing sites under the Open Space category
 - Trails located within open space properties should be managed by the Open Space section
 - Conversely, trails located within pocket, neighborhood, community and regional parks should be managed by the Parks and Trails section
 - All trails should be maintained at a consistent standard according to their material type and function
- Work with City Administration and Public Works to discuss the possibility of moving street maintenance into Public Works
 - If not amenable, consider creating a Streetscape section and allocate a cost center with adequate budget for fully contracting greenway maintenance services
- Work with City Administration, Police Department, and Community Development to consider the possibility of moving the weed abatement program that addresses weed management on private property to a more appropriate department
- Have weed abatement as a function of each section, as appropriate – rather than as a separate section

D. Recreation Program Recommendations

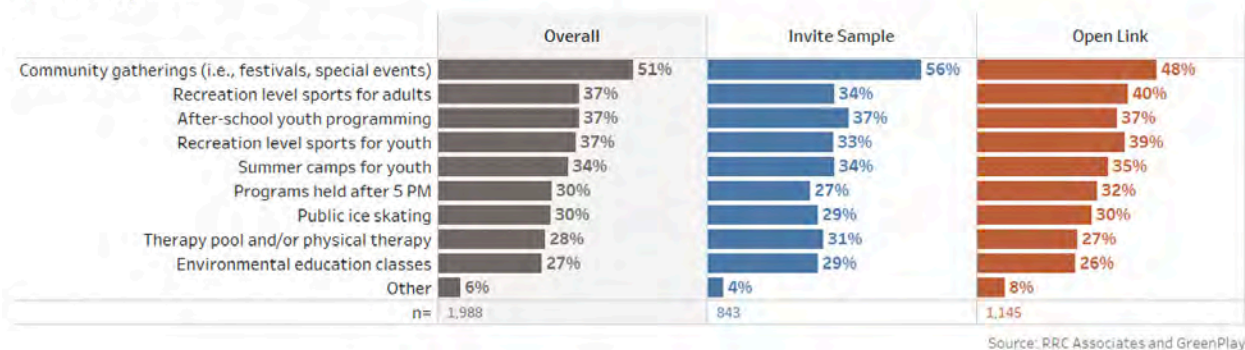
The City of Grand Junction takes pride in the quality and diversity of public recreation programs and activities the City offers, and purposefully seeks to make participation affordable and financially accessible for all residents. When assessing programs, staff consider criteria including community need, estimated costs of labor and supplies to run the program, customer satisfaction, and Activity Guide space availability.

Review of community needs, facility capacities, and the current assessment process reveals there are adjustments to recreation programming which should be considered in the future as resources and capacity at facilities allow.

Figure 30: Desired Added/Expanded Recreational Programs/Activities

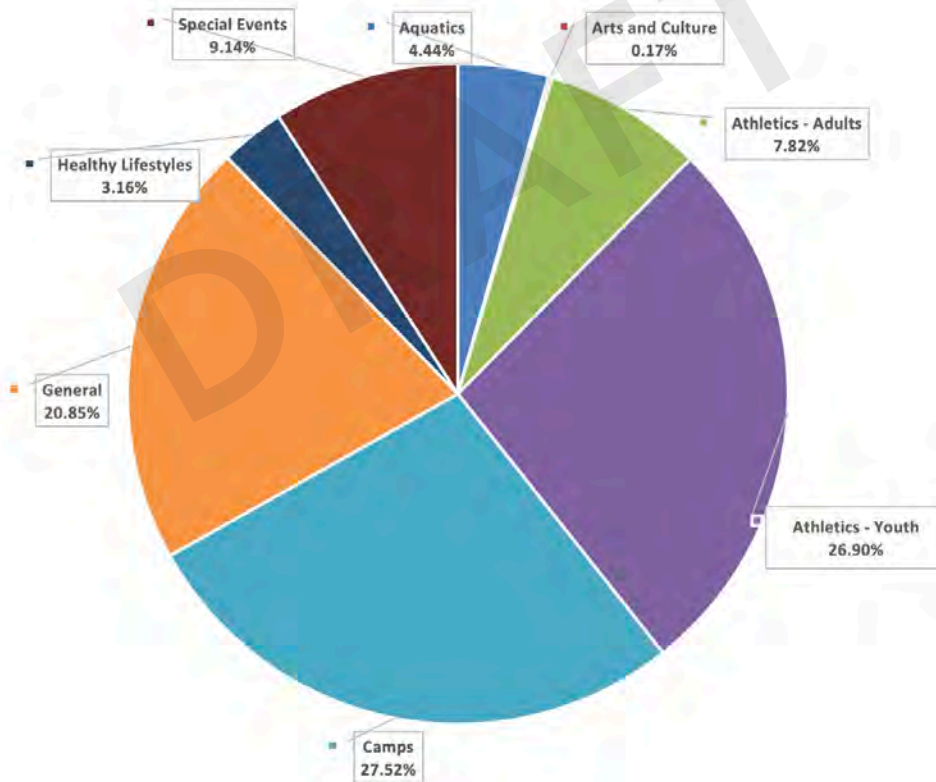
Q 19: What recreational programs or activities would you like to see the Parks and Recreation Department add or expand? Check your top FOUR choices.

Invite vs. Open Link



In 2019, there was a total of 10,887 enrollments in the Department’s eight activity categories (does not include Drop-In Aquatics or Drop-In Healthy Lifestyles activities). These categories are displayed in **Figure 30**.

Figure 31: 2019 Activity Enrollments by Category



Of the 1,135 total activities provided in 2019, 70 percent of these were operated by the Department whereas 30 percent were provided through contracted service providers. Contracted activities predominately were provided in Arts and Culture, Healthy Lifestyles and General categories.

Aquatics

In 2019 Aquatics programming enrollments totaled 101,578 (2,565 in Aquatics activities and 99,013 in Drop-in Aquatics). All Aquatics activities and SUP programs were offered at Orchard Mesa Pool and Lincoln Park Pool. Orchard Mesa Pool offered School's Out hours and is open for lap swim, Aqua Aerobics, public swim, and water slide use.

Lincoln Park Pool is open only during summer months each year which limits its availability. As such, the majority of Discount Days (70%) use occurred at Orchard Mesa Pool.

Arts and Culture

The non-profit arts and culture industry plays a role in Grand Junction's economic activity. Grand Junction is home to a symphony orchestra, the Historic Avalon Theatre, which is considered the largest performing arts hall in Western Colorado, and "Art on the Corner," one of America's largest outdoor displays of sculptured art. With the "Art on the Corner," classic and contemporary pieces by Colorado artists can be viewed all year round. With this in mind, Grand Junction Parks and Recreation, in recent years, has begun to offer arts and culture related programs. In 2019, these programs made up 0.17 percent of registrations – all of which were for Stages Acting Workshop Level 1.

Although the park and recreation field has the opportunity to create a bridge of access to arts and culture for the community by making it attainable, existing providers are well-positioned to do this. In Grand Junction, organizations including Mesa County Public Libraries, Museums of the West, and The Arts Center offer arts and culture classes and special events designed for adults, teens, youth, and people experiencing disabilities. Many of these programs, particularly those offered through the library, are free or low-cost. Avoiding duplication and freeing up parks and recreation staff resources to focus on greater needs is recommended.

Athletics – Adult

In 2019, there were 851 enrollments in softball, tennis, pickleball, racquetball, basketball, and volleyball. Additionally, there were 710 enrollments in drop-in sports offered at Bookcliff Activity Center for open gym activities including basketball, volleyball, and table tennis.

Table 9: Adult Athletics Enrollment

Enrollments	Sport
710	Drop-in Sports
194	Pickleball Clinics
190	Softball Leagues
149	Pickleball Tournaments
181	Pickleball Leagues
66	Softball Tournaments
23	Racquetball League
48	Volleyball Leagues
0	Basketball 3 On 3

Community survey results convey that there is a desire for expanded adult recreation sports. Indoor facilities are at capacity today and cannot expand due to space limitations during peak hours. As facilities are added or modified, opportunities for expanding adult athletics should be considered when programming indoor and outdoor spaces.

Athletics – Youth

Youth sports provide opportunities for children to develop physical activity habits, improve social skills and have confidence in their abilities to succeed. In Grand Junction, this program category includes activities designed for youth 18 and younger but many of the programs in 2019 were targeted toward youth in 8th grade and lower. Clinics, leagues and camps for sports such as flag football, tennis, pickleball, and basketball comprise this activity category.

Camps

Day camps, week-long camps, and sports-oriented camps for youth comprise activities in this category. In 2019, only four programs out of 122 offered had zero enrollments. In total, the 118 programs with enrollees served 2,996 youth. Sports-oriented camps offered youth exposure to fishing, rock climbing, equestrian, baseball, and softball. Traditional week-long camps, described below, had the highest participation. This program category serviced the greatest number of participants. Community survey results indicate that there is an interest in the provision of out-of-school activities for young people including after-school programs as well as summer camps.

General

Self-defense, creative arts, musical arts, cross-country, Western Colorado Senior Games, and fencing activities servicing a variety of ages encompass this program category. This program category has the 2nd highest enrollments in 2019 with 2,270 participants.

Healthy Lifestyles

Activities in this relatively new category primarily serve adults and focus on fitness and health improvement. Programs were held at a variety of locations including Canyon View Park, Lincoln Park, Sherwood Park, Bookcliff Activity Center, Orchard Mesa Pool, and Mesa County Fairgrounds. 344 enrollees participated in 56 courses or classes.

This new program category that focuses on non-traditional fitness and healthy living programs provides an opportunity to design programs which are designed to increase physical activity, pro-social engagement, and mental well-being for people of all ages.

Special Events

Grand Junction Parks and Recreation provided special events at locations across the City throughout 2019. Many of these events provide opportunities for environmental education and/or physical activities within a festival atmosphere. One of the most popular events is Southwest Arbor Fest. About 2,000 people attended this festival-style event in 2019. Community survey responses indicate a strong desire for more community gatherings. Although special events in Grand Junction are held by and hosted by a variety of organizations, it is important for the Department to continue to hold community-oriented events that focus on celebrating parks and recreation services and facilities and provide opportunities for physical activity, mental well-being, and socialization.

Recommendations for Recreation Programs

Aquatics

- Continue to provide drop-in aquatics as this is a key service provided to the community, particularly to youth and adults and to those with lower incomes
- Continue to provide and promote swim lessons and lifeguard training

Arts and Culture

- Divest from providing arts and culture classes (including those which are contracted)
- Invest in providing spaces for art exhibitions at facilities
- Provide advertising opportunities to arts and culture organizations

Athletics – Adult

- Continue to provide softball leagues and expand as diamond capacity increases
- Expand pickleball classes, leagues, and tournaments as court capacity increases
- Consider developing an outdoor grass volleyball league by working with Parks Operations staff to identify low-scoring parks that can use improvements and can benefit the community through park activation (i.e., Darla Jean Park)
- Expand indoor volleyball as indoor court capacity increases

Athletics – Youth

- Continue to provide recreation-level youth sports and expand as facility capacity allows

Camps

- Continue to provide sports-oriented camps for ages 8-18 independently or using contracted services
- Provide out-of-school camps for school-aged youth and expand when facility capacity allows
- Evaluate pricing of week-long summer camps relative to other options—in the past, the city camps have been priced well below market rates and filled up very rapidly.

General

- This category should be rolled into the Healthy Lifestyles category to avoid confusion and to give programming this category contains focus

Healthy Lifestyles

- Contract any non-duplicative arts and culture programs and organize them under the General category
- Design activities that encourage young people to consult with and learn from the experience of family members or local leaders (mentorships)
- Offer family-oriented activities such as family fitness challenges (example: Let's Move! GJ) and
- Gardening and nutrition-based classes and challenges should be explored

Special Events

- Continue to combine physical activity with learning components (i.e., environmental education or healthy lifestyle demonstrations)
- Hold small family fitness events at parks which score below the target score for walkability to activate neighborhood parks

Programs Planning

- Develop and maintain a Recreation Programming Plan that covers 3-5 years of programs and covers the breadth of activities offered in the Department (should include activities provided through Parks

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V. STRATEGIC ACTION PLAN



This section of the Master Plan has been developed as a tactical tool for planning and executing the actions aligned with the approved strategies of the Department. At the same time, it is intended to meet community needs and interests over the next 10 years. These actions and strategies have been tested against and support the core services of the City of Grand Junction Parks and Recreation Department. All costs are estimated in 2020 dollars. The One Grand Junction Comprehensive Plan provides five overarching goals for Parks and Recreation. This Strategic Action Plan provides the specifics on how these goals will be achieved. Many of these strategies are also represented in **Section II, Key Issues and Recommendations**.

Recommended Action:
 Short-Term (2-4 Years)
 Mid-Term (4-8 Years)
 Long-Term (9+ Years)

Table 10: Action Plan

GOAL 1: Provide a safe, well-maintained, and accessible network of parks, open space and trails and recreation services.

Objective 1.1: Evaluate, monitor and construct parks and recreation facilities to achieve targeted level of service as provided in the Parks, Recreation and Open Space Master Plan.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
1.1 a Complete the feasibility study of the highest priority parks and recreation need: a Community Center. Further the design of this Community Center at Lincoln Park per Community Feedback. Pursue construction of the facility to fill this gap in the community's infrastructure.	\$45,9000,000 to \$59,230,000	Marijuana Revenue; Vape Taxation Revenue; Grants; Donations; Capital Fund (CTF, 0.75% CIP, Parkland Fund); Partners	Short-term
1.1.b Pursue a public process for the design and construction of Horizon Park to address lack of service in this area.	\$50,000	Capital Fund, Grants	Short-term
1.1.c Develop a community-informed master plan for Saccomanno Park which includes practice fields.	\$50,000	Capital Fund, Grants	Long-term

Objective 1.2: Ensure that large subdivisions dedicate and construct new neighborhood parks and/or public spaces.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
1.2.a Continue to work with Community Planning and Public Works to be involved early and often in the development review process.	-	-	Ongoing
1.2.b As undeveloped parcels are developed, require trail connections be made to the current or future planned network.	-	-	Ongoing
1.1.c Develop a community-informed master plan for Saccomanno Park which includes practice fields.	\$50,000	Capital Fund, Grants	Long-term

Objective 1.3: Identify opportunities for preservation of open space, drainageways, and trails that provide connectivity throughout the city.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
1.3.a Work with Community Development and Public Works to pursue the bicycle and pedestrian transportation priorities identified in the UTC Bicycle/Pedestrian Transportation Priorities List.	TBD	Capital Fund	Ongoing

1.3.b Work with Community Development and Public Works to complete a comprehensive bicycle/ pedestrian alternative transportation plan that utilizes Complete Streets and 8:80 concepts.	\$20,000	General Fund	Mid-term
1.3.c Use tools such as trail easements to create needed trail connections.	TBD	Capital Fund	Mid-term
1.3.d Pursue trail access along canals such as that which was acquired from 1st to 7th (Ranchman's Ditch).	TBD	Capital Fund	Long-term
1.3.e Work with organizations such as Western Colorado Land Trust to identify opportunities for trail connections through open space parcels and open space acquisition priorities.	-	-	Ongoing

Objective 1.4: Pursue and prioritize the acquisition and development of the remaining sections of the Colorado Riverfront Trail.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
1.4.a Acquire and develop remaining Colorado Riverfront Trail sections and connectors and support the County with their remaining sections.	TBD	Capital Fund, Grants	Short-term
1.4.b Ensure easements are in place for all City sections of the trail.	TBD	TBD	Mid-term

Objective 1.5: Maintain or renovate parks and publicly owned spaces to ensure that these spaces are activated and used in ways that provide meaningful service to the surrounding neighborhoods.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
1.5.a Pursue a public process to to design for a plan to renovate renovate Columbine Park to address safety concerns and unintended uses.	\$50,000	Capital Fund, Grants	Mid-term
1.5.b Pursue a public process to design a plan to renovate Emerson Park to address safety concerns and unintended uses.	\$50,000	Captial Fund, Grants	Long-term

Objective 1.6: Utilize best practices and staffing resources to ensures that the department’s mission is met and spaces are well-maintained and safe.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
1.6.a Once fully staffed, evaluate the need for additional staff so deferred maintenance can be addressed and new facilities are well-maintained.	-	Operating	Short-term
1.6.b Utilize the maintenance and asset management software consistently in Parks Operations and Facility Maintenance to create a deferred maintenance list and use that list to prioritize improvements and replacements.	-	-	Ongoing

1.6.c Train staff on utilization of maintenance and asset management software to develop consistent nomenclature and to maximize the software's potential.	-	Staff Time	Short-term
1.6.d Utilize an intern to setup assets in the maintenance and asset management software system using pre-determined nomenclature	-	Operating	Short-term
1.6.e Develop maintenance standards that delineate routine, core tasks and state the acceptable quality for each park type.	-	-	Ongoing
1.6.f Evaluate responsibilities of similar agencies to determine if parks departments typically manage all sidewalks, parking lots, and lighting inside park boundaries and on trails, independently from public works. Also, maintenance of school grounds, undeveloped roadway shoulders, guardrails, and rights-of-ways should be included in this evaluation.	-	Operating	Short-term
1.6.g Add one special events full time park maintenance support staff by 2025.	-	Operating	Mid-term
1.6.h Develop written standard operating procedures that are associated with maintenance standards and routine tasks	-	Operating	Mid-term

1.6.i Assign cost centers to Parks/trails, Horticulture, Forestry, Sports Facilities, Open Space, and Cemeteries	-	-	Mid-term
1.6.j Add part-time and skilled full-time positions to address operations and maintenance needs, especially when new facilities are added.	-	Operating	Ongoing
1.6.k Implement an objective process for scholarship utilization that includes marketing efforts directed at target populations. Financial or grade-related criteria could be established.	-	-	Mid-term

GOAL 2: Ensure parks, recreational and open space facilities and programs meet community needs and equity of location.

Objective 2.1: Adopt an updated Parks, Recreation, and Open Space Master Plan.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
2.1.a Present this community-informed master plan to City Council for adoption in December 2020.	-	-	Short-term

Objective 2.2: Identify and prioritize parks and open space opportunities in areas that are currently underserved.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
2.2.a Address low-scoring facility components using walkability access data in Appendix C to inform the prioritization of improvements so that ‘no service’ and ‘below target’ areas are prioritized in residential areas.	TBD	Operating or Capital Fund	Short-term

Objective 2.3: Continue to explore long term funding strategies such as retail sales and processing of marijuana, among others, for parks and recreation programs and facilities including regional sports facilities, a field house, and a community center.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
2.3.a Pursue funding of a community center.	-	-	Short-term
2.3.b Using funding from grants, a possible dedicated funding source of marijuana (the top preferred source of funding according to the survey), General Fund and 0.75% capital fund, to construct the top capital priorities described in the 10-year capital plan.	-	-	Ongoing

2.3.c Embrace parks and recreation services as an economic driver and align budgets to reflect and support the impact visitation and use has on capital needs, operational function, and maintenance requirements.	-	General Fund; Capital Fund	Short-term
2.3.d Utilize existing and future Park Impact Fees to develop new park, open space, trail, and recreation facilities.	-	Park Impact Fees	Ongoing
2.3.e Work with the Grand Valley Parks and Recreation Foundation to establish two goals 1) expand program scholarships; 2) pursue grants and fundraising efforts to enable the expansion and to see the program fully funded by non-General Fund sources; and 3) raise funds to support department capital priorities.	-	Contributions; Donations; Grants	Mid-term
2.3.f Work with the Grand Valley Parks and Recreation Foundation to revamp the Round-up for Recreation program as a strategy for meeting established goals.	-	-	Short-term

Objective 2.4: Implement the Lincoln Park Stadium Master Plan Adopted January 7, 2020, by the Parks Improvement Advisory Board.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
2.4.a Complete the 2-4 year renovation plan goals shown of the Lincoln Park Stadium Master Plan.	\$7,500,000-\$9,000,000	Refinance existing Stadium debt and extend the term; partner contributions, grants and increase City contribution	Short-term
2.4.b Promote sports tourism by implementing the remaining improvements of the approved Lincoln Park Stadium Master Plan.	\$24,800,000	Refinance existing Stadium debt and extend the term; partner contributions, Grants and increase City contribution	Long-term

Objective 2.5: Periodically review plans, assessments, programs, and offerings to ensure they continue to meet needs of residents as the population and preferences change over time. Instigate new efforts to meet newly identified needs.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
2.5.a Complete an urban tree canopy assessment to determine the environmental, economic, and social benefits provided by trees as part of a Tree and Shade Master Plan	\$35,000	Capital Funds	Mid-term

Objective 2.6: Work with partners to identify key properties for future acquisition and conservation that meet multiple natural resource protection and recreation goals in adopted plans.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
2.6.a. Open Space land acquisitions should be identified and prioritized in partnership with key organizations such as the Colorado West Land Trust and One Riverfront	-	-	Ongoing

2.6.b Pursue acquisition of key properties that provide important conservation and/or recreation opportunities.	TBD	Grants; Capital Funds	Ongoing
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Objective 2.7: Collaborate with others, such as City boards and commissions, District 51, health, and wellness organizations, and the medical community to expand and increase awareness and advocacy of programs and offerings.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
2.7.a Foster strong engagement through Parks and Recreation Advisory Board, Parks Improvement Advisory Board, Forestry Board, Arts Commission, and other City Council appointed boards.	-	-	Ongoing

Objective 2.8: Continue to build new or expanded recreational activities/amenities along the riverfront, including expansion of the River Park and improvements to the Western Colorado Botanical Gardens.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
2.8.a Pursue a public master planning process for re-envisioning the Western Colorado Botanical Gardens with the goal of increasing tourism, community, and operational efficiencies.	\$75,000	Capital Fund	Short-term
2.8.b Implement the Western Colorado Botanical Gardens Master Plan.	\$720,000	Capital Fund; Grants; Donations; Park Impact Fees	Mid-term

2.8.c Construct River Park's Phase II, Las Colonias to Dos Rios.	\$600,000	Capital Fund	Mid-term
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Objective 2.9: Expand and increase awareness and advocacy of programs and offerings amongst the general community.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
2.9.a Draft an updated Department Mission Statement to reflect the Core Values and the essentiality of Parks and Recreation.	-	-	Short-term
2.9.b Direct resources toward marketing efforts including signage, social media, radio, TV, and web presence.	-	General Fund	Short-term
2.9.c Create a marketing plan that defines the Grand Junction Parks and Recreation brand well and provide strategies that align with known communication preferences.	-	Operating	Short-term
2.9.d Develop a Citizen Forester Program or a Native Plants Program and other advocacy programs to develop tree advocacy and a better understanding of forestry-related policy issues.	-	Operating	Long-term

GOAL 3: Foster opportunities to bring people together by developing great public spaces.

Objective 3.1: Continue to redevelop the city’s riverfront utilizing both private and public investment.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
3.1.a Use recreation opportunities and sports activities as regional draws by continuing to pursue facilities that support sports tourism such as the Lincoln Park Stadium Renovation, improvements to Canyon View Regional Park, a Field House, a Community Center, and building a portion of Matchett Park as a Regional Park.	-	-	Ongoing
3.1.b Support the creation of the Colorado River Corridor Initiative. This initiative works with Colorado River stakeholders throughout Mesa County to ensure that the Corridor, as a strategic economic driver, remains a key recreational amenity, provides critical riparian habitat, and supports water users.	\$90,000	General Fund	Mid-term

GOAL 3: Foster opportunities to bring people together by developing great public spaces.

Objective 3.2: Pursue the capital priorities as listed in the Parks, Recreation and Open Space Master Plan.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
3.2.a Pursue capital priorities listed in Section VI of this master plan.	-	Capital Fund; Tax Revenue; Grants	Ongoing

Objective 3.3: Identify tools to promote safety in public spaces.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
3.3.b Add or improve lighting to community parks and facilities where public safety is a concern.	TBD	Capital Fund	Ongoing
3.3.c Design spaces to be more open to passersby and creates lines of sight.	-	-	Ongoing
3.3.d Design spaces with clear access points which are well-signed.	-	Operating	Ongoing
3.3.e Remove overgrown plant material from trouble areas.	-	Operating	Ongoing
3.3.f Utilize plants which grow slowly and remain closer to the ground	-	Operating	Ongoing

Objective 3.4: Enhance program portfolio to meet community needs.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
3.4.a Provide pop-up, mobilized style recreation programs in areas where access to recreation is limited.	-	Operating	Short-term
3.4.b Focus departmental special events on health and well-being.	-	Operating	Short-term
3.4.c Expand youth camps and youth sports programs as facilities and resources are expanded.	-	Operating	Mid-term
3.4.d Expand swim lessons, and other programs, as facilities and resources expand.	-	Operating	Mid-term
3.4.e Enhance program portfolio to include beginning dance classes, marital arts, and teen and young adult activities.	-	Operating	Mid-term
3.4.f Seek out potential partnerships to ensure senior services continue to be available across the City.	-	Operating	Ongoing
3.4.g Work with Mesa County Public Library and other community organizations to provide non-sports programs.	-	-	Ongoing

3.4.h Utilize contracted services to provide activities when appropriate; be consistent in contractual terms amongst service providers.	-	-	Ongoing
3.4.i Work with Visit Grand Junction and Downtown District Association to provide appropriate support for additional events.	-	Operating	Ongoing

GOAL 4: Support a lively arts and culture community.

Objective 4.1: Identify opportunities in capital projects to create locations for or construct/erect public art.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
4.1.a Include public art when designing new facilities.	-	-	Ongoing
4.1.b Consider themed public art projects along trails to create art trails; include environmental themes such as water conservation or local food production.	-	-	Ongoing
4.1.c Include small and large community public art opportunities in projects as ways to create neighborhood pride in parks and facilities by transforming infrastructure into art.	-	-	Ongoing

Objective 4.2: Support the implementation of and periodic updates to the City’s Strategic Cultural Plan and other City’s Arts and Culture Commission planning efforts.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
4.2.a Identify key team members responsible for providing input into updates to the Cultural Plan and other planning efforts.	-	-	Short-term

Objective 4.3: Continue to monitor and promote awareness of the economic impact of the arts within the city in partnership with arts and culture organizations.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
4.3.a Partner with the Police Department and the arts community to monitor and report on the positive effects public art in parks has on issues that impact the local economy such as crime rates and business activity.	-	-	Short-term

Goal 5: Maintain access to public lands at the urban/rural interface.

Objective 5.1: Evaluate existing trail networks and while funding and planning for new trails and ongoing maintenance of the network.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
5.1.a Utilize maintenance and asset management software, budget, and GIS data to determine linear costs for trail maintenance that includes labor and direct costs and to justify allocation of additional budget to maintain trails, a greatly desired community asset.	-	-	Short-term

5.1.b Increase General Fund and Capital Fund allocation for needed trail maintenance, particularly as trails are added to the network.	-	General Fund	Mid-term
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Objective 5.2: Review Grand Junction Municipal Code to ensure that it provides sufficient flexibility to encourage design innovations that provide open space and protect sensitive environmental resources, scenic vistas, and cultural resources.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
5.2a Increase buffer widths along streams and water bodies.	-	-	Mid-term
5.2.b Maintain the integrity of established buffers by working with Code Enforcement to monitor buffers	-	-	Long-term
5.2.c Name all water bodies, wetlands, and cultural resources and post signs to promote ownership.	TBD	-	Long-term
5.2.d Require cultural, wildlife and/or plant surveys to be conducted at proposed development sites where known natural and cultural resources are present.	-	-	Long-term
5.2.e Ensure zoning regulations limit the height of buildings based on their proximity to a designated, scenic view shed.	-	-	Mid-term

Objective 5.3: Develop strong partnerships between the City and other agencies, non-profits, and jurisdictions that support, maintain and expand recreation opportunities in the Grand Junction area.

Actions/ Recommendations	Capital Cost Estimate	Funding Mechanism	Timeframe to Complete
5.3.a Continue to meet regularly with partners so relationships stay strong and continue to grow to meet common parks and recreation goals. This includes Colorado Mesa University, School District 51, Grand Junction Rockies, the Grand Junction Baseball Committee (JUCO), Mesa County, Colorado Land West Trust, Rivers Edge West, Strive, Pinnacle Venue Services, Downtown District Association, Land Use Agencies (BLM, CPW), Grand Junction Chamber of Commerce, Greater Grand Junction Sports Commission, Sports User Groups such as Fire FC. Grand Valley Youth Cycling, Cycle Effect, Mesa County Partners, Boneshakers, as well as adult cycling, climbers, running groups	-	Staff Time	Ongoing
5.3.b Work with Mesa County Public Health and other partners to develop a people-first approach to mitigating the impacts homelessness has on public facilities.	-	Staff Time	Ongoing

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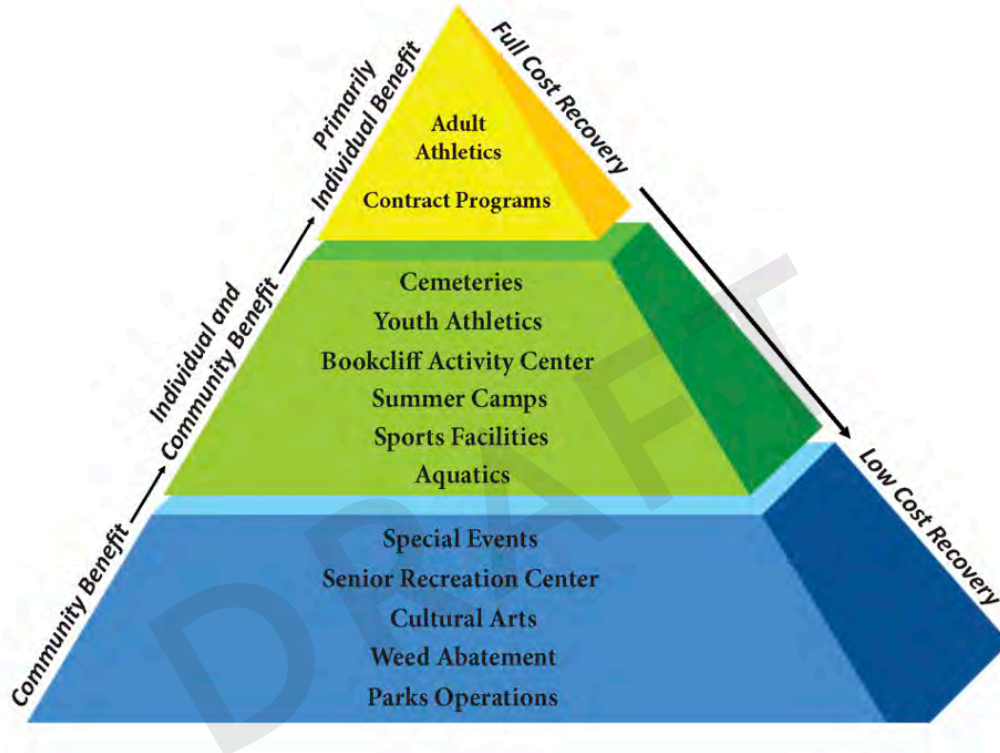
VI. FUNDING



A. Cost Recovery Policy

Grand Junction Parks and Recreation has an established philosophy for setting fees. This philosophy is based on a Cost Recovery Pyramid model. The base level of the pyramid represents a majority of the Department. A majority of the programs and services offered in the base level are heavily subsidized by the City. As progression is made up the pyramid, the level of subsidy decreases as the programs and services move from a community benefit to a higher individual benefit. This foundation and upward progression are intended to represent the Department's core mission, while also representing a reflection of the diversity of programs and services the City offers.

Figure 32: Current Cost Recovery Pyramid Model



Grand Junction Parks and Recreation is unique because of its relationships with the local school district, university, and partner organizations. Recognizing the impact of service fees on these organizations, the department works closely with each of these organizations to determine fair and equitable fee structures for programs and facilities and to lessen competition. As a best practice, fees and charges are reviewed annually by the Parks and Recreation Advisory Board and multiple levels of staff.

CURRENT COST RECOVERY PERCENTAGES

The percent of the direct cost recovered by fees and charges with the remainder being subsidized through General Fund dollars.

Community Benefit: 0-35 percent cost recovery

At the base of the pyramid are programs that benefit the entire community, not individuals. Examples are access to parks, trails, community events, cultural arts, weed abatement, and special events. This also include the operation of the decades old agreement to operate the Senior Recreation Center. These programs or facilities have minimal or no fees.

Community/Individual Benefit: 36-75 percent cost recovery

The middle level of the pyramid contains programs and services that benefit mainly the community but also individuals. These programs and services promote health and wellness activities and opportunities as well. Examples are aquatics, sports facilities, summer camps, Bookcliff Activity Center, cemeteries, and youth athletics.

Primarily Individual Benefit: 76-100 percent cost recovery

The highest level of the pyramid contains programs and service that benefit specific groups or individuals and include adult athletics, special interest programs, contract programs, and the golf courses, which are enterprise funds.

Recommended Changes to the Cost Recovery Model

- Open space maintenance and the tree program be included in the Community Benefit level at 0-35% cost recovery
- Healthy Lifestyle category courses should be in the Community/Individual Benefit level at 36-75% cost recovery

B. Potential Funding Mechanisms

To continue to build and maintain the parks and recreation system, funding should be pursued for operations and capital improvement projects, like those presented in this plan.

Current primary funding sources are: General Funds (City Council Appropriation), Grants, Charges for Services, Parkland Expansion Fund, Conservation Trust Fund, and Sales Tax CIP Fund.

The following options are the most feasible to implement in Grand Junction to fund the Department's work and should be fully explored and vetted within the next year.

PARTNERSHIPS

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a city department, or a private business and a city agency. Two partners jointly develop revenue producing parks and recreation facilities and share risk, operational costs, responsibilities and asset management, based on the strengths and weaknesses of each partner. Currently Grand Junction Parks and Recreation partners, such as the Grand Junction Parks Foundation, represent an opportunity to act as a significant funding source of park projects.

FOUNDATIONS AND PARTNERS/DONATIONS

Dollars are raised from tax-exempt, non-profit organizations established with private donations to promote specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gift catalogs, fund-raisers, endowments, sales of items, etc.

PRIVATE DONATIONS

Private donations may also be received in the form of funds, land, facilities, recreation equipment, art or in-kind services. Donations from local and regional businesses as sponsors for events or facilities should be pursued. Grand Junction Parks and Recreation could also explore opportunities for donations and crowdfunding for special programs and projects.

IRREVOCABLE REMAINDER TRUSTS

These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to the city in a trust fund that grows over a period of time and then is available for the city to use a portion of the interest to support specific parks and recreation facilities or programs that are designated by the trustee.

VOLUNTEERISM

This is an indirect revenue source in that persons donate time to assist the department in providing a product or service on an hourly basis. This reduces the city's cost in providing the service plus it builds advocacy into the system.

RECREATION SERVICE FEES

This is a dedicated user fee, which can be established by ordinance or other government procedures for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities, which require a reservation of some type, or other purposes, as defined by the local government. Examples of such activities include adult basketball, volleyball, tennis, and softball leagues, youth baseball, soccer, football and softball leagues, and special interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used.

FEES/CHARGES

Grand Junction Parks and Recreation must position its fees and charges to be market-driven and based on both public and private facilities. The potential outcome of revenue generation is consistent with national trends relating to public parks and recreation agencies, which generate an average 35% to 50% of operating expenditures.

TICKET SALES/ADMISSIONS

This revenue source is generated by providing access to facilities for self-directed activities such as pools, ice skating rinks, ballparks, and entertainment facilities. These user fees help offset operational costs.

PERMITS (SPECIAL USE PERMITS)

Special permits allow individuals to use specific park property for financial gain. The city either receives a set amount of money or a percentage of the gross service that is being provided.

PARK IMPACT FEES

The development of land creates new or increased demands on city facilities and services, including schools, roads, water, parks and recreation facilities. The costs of providing such additional services and facilities should be borne by those who create the need. Accordingly, developers are required to contribute toward meeting the increased public service needs. A park impact fee addresses the increased or new demand on park facilities and services.

BOND ISSUES

Agencies typically seek park bonds to meet park-related needs. The key is to use debt financing through bonds to address needs that are both unmet and clearly a community priority. It is best to propose a capital bond project that serves a variety of users and needs.

PROPERTY TAXES

Ad valorem taxes on real property.

LODGER'S TAX

The lodging tax is a source of revenue that currently is used solely by Visit Grand Junction to promote tourism in the City.

BUSINESS IMPROVEMENT DISTRICT/BENEFIT DISTRICT

Taxing districts are established to provide funds for certain types of improvements that benefit a specific group of affected properties. Improvements may include landscaping, the erection of fountains, acquisition of art, and supplemental services for improvement and promotion, including recreation and cultural enhancements.

GENERAL IMPROVEMENT DISTRICT (GID)

New developments can establish a General Improvement District (GID) when authorized by City Council and legally set up according to state law. This taxing district provides funds especially for the operation and maintenance of public amenities such as parks and major boulevards. For example, the Dos Rios GID is a property tax district formed in 2019 for the purpose of funding improvements within the district, such as utilities, communications facilities, and roads.

CONCESSION MANAGEMENT

Concession management generates revenue from retail sales or rentals of soft goods, hard goods, or consumable items. The city either contracts for the service or receives a set amount of the gross percentage or the full revenue dollars that incorporates a profit after expenses.

PRIVATE MANAGEMENT

This entails contracting with a private business to provide and operate desirable recreational activities that are financed, constructed, and operated by the private sector with additional compensation paid to the City.

PRIVATE DEVELOPERS

These developers enter into license agreements for city-owned land through a subordinate agreement that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include a golf course, marina, restaurants, driving ranges, sports complexes, equestrian facilities, recreation centers, and ice arenas.

EASEMENTS

This revenue source is available when the city allows utility companies, businesses or individuals to develop some type of an improvement above ground or below ground on their property for a set period of time with a set dollar amount to be received by the City on an annual basis.

INTERGOVERNMENTAL AGREEMENTS

These agreements involve contractual relationships entered into between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

GRANTS

The grant market continues to grow annually. Grant researching, writing, and administration are essential if Grand Junction Parks and Recreation is to pursue grants. Matching dollars are required for most federal grants and many state grants. Grant programs are available through organizations including Great Outdoors Colorado, private foundations, Department of Local Affairs, United States Department of Agriculture, and Center for Disease Control.

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VII. CONCLUSION



This Parks, Recreation, and Open Space Master Plan is a vision for the future role of the City of Grand Junction in continuing its tradition of excellence as marked by its Gold Medal status as designated by the National Park and Recreation Association. Tremendous community input and participation in both this project and the overarching Comprehensive Plan, One Grand Junction, has identified the sustainable balance of appropriate facility access, open space protection and preservation, facility and asset maintenance, and prudent investment priorities that meets public interest and need. This plan works in complement with the Comprehensive Plan: One Grand Junction. The PROS Master Plan provides more detailed guidance specifically in the parks, recreation, open space, and trails areas of focus, with a relevant planning horizon of 2030.



One of the elements of this vision that is most important to residents is to pursue ambitious goals with fiscally responsible and reliable strategies that reflect local best practices and efficiency by the city. These strategies require using creative funding techniques that share the burden of cost and maximize the benefits of expanded parks and recreation facilities in the community; continuation and enhancement of partnerships; maintenance of existing facilities; and, responsible pricing for programs, events, and facility usage. This Parks, Recreation, and Open Space Master Plan Master Plan will guide the City in providing the essential service of parks and recreation to best serve the community.

APPENDIX A: OVERVIEW OF SURVEY PROCESS

This overview includes:

1. A Discussion of the Survey Process and Methodology
2. A Summary of Key Findings
3. A copy of the survey instrument
4. The full survey results

SURVEY METHODOLOGY

A community survey is an important component of the 2020 Parks, Recreation, and Open Space planning effort. A major public outreach effort ensued in the summer of this year with over 350 attendees at public forums and invite-only focus groups. Additionally, an initial, short survey was fielded as a part of this broader public outreach process and information gathering. This survey resulted in 334 responses that were tabulated and analyzed. This preliminary feedback provided a foundation for the content and questions asked on the more comprehensive and important PROS community survey.

The community survey consisted of two methods of distribution resulting in two categories of respondents:

- **The “Invite” Sample:** Based on a statistically valid random sampling of registered voters in the City of Grand Junction, this set of respondents is the most important component of the survey program. Paper surveys were mailed to 6,000 randomly selected residents of the City. The survey packet included a cover letter in English and Spanish, a paper survey form, and a postage paid return envelope. The letter described the overall Parks and Recreation Planning process, and the importance of the survey to future planning. Recipients of the survey were given the option to complete the survey by returning the paper, or online through a password protected website ensuring one response per selected person.

A total of 997 Invite survey responses were received via paper or online response. Relative to other survey efforts, this level of participation is considered to be very strong. The high rate of participation resulted in statistical validity, with a margin of error of 3.1 percent. The results, therefore, are representative of the overall opinion of all Grand Junction voters.

- **The “Open Link” Sample:** An online survey was also made available to residents in the Grand Junction area. Residents were encouraged to go to a website to complete a survey that was identical to the mailed survey. This Open Link survey was publicized through email lists, newsletters, ads on social media, public meetings, etc. A total of 1,481 Open Link surveys were received. Throughout this Overview, the results of both samples are shown, along with an “Overall” category that combines both sources of responses. While both samples (groups of respondents) are important, particular attention should be given to the Invite sample, as again, it best represents registered voters in the City of Grand Junction.

Results from the research are presented in several different documents. This Overview summarizes key findings from the surveys. Additionally, a full report on all survey responses is presented in a PowerPoint format. Open-ended responses were also obtained through several questions on the survey. These comments and suggestions were fully tabulated in verbatim form and they have been presented to the City under separate cover.

A SUMMARY OF KEY FINDINGS

- **Impacts of COVID-19 on Parks and Recreation:** The survey instrument acknowledged that this study is being done during the pandemic. Respondents were asked about “What single outcome of the pandemic will have the greatest impact on the future of parks and recreation facilities and services?” Budget/financial implications, and an increased appreciation that parks and recreation are a good investment for the community were the most frequently identified choices. The data suggest that increased awareness and utilization of parks, recreation, and open space may be a sustained outcome of the pandemic. Increased homelessness was also identified as a concern, especially among Invite survey respondents.
- **Satisfaction with Grand Junction Parks, Facilities, and Recreation Services:** Satisfaction with parks, recreation facilities, and recreation programs/services were rated, and more than two-thirds of Invite respondents provided high ratings of satisfaction, either a “4” or “5” in all three categories. About six percent rated parks a 1 or 2 on the scale, and 15 percent used this lower rating to evaluate both recreation facilities, and recreation programs. These measures provide a metric to evaluate current opinions, and they can be used to rate recreation facilities and services in the future. About 800 respondents provided additional comments on their responses to this questions with various needs identified, including most specifically a desire for a community center and/or associated indoor facilities. As noted above, these responses were recorded and presented under separate cover.
- **Impediments to Use:** The survey asked what “hinders your use” of facilities. A lack of awareness of programs/facilities was identified most often by a large margin (34% of Invite respondents). Lack of facilities and amenities, crowding, and cost/user fees were all secondary deterrents among the Invite sample, but all were identified by a sizeable group (about 15%). The opportunity to expand awareness through communications of many types is a clear outcome of the survey.
- **Communication Effectiveness:** When asked about the “effectiveness” of communications, about two in five Invite respondents rated the City of Grand Junction effective or very effective (4 or 5). However, about one in four rated the effectiveness of receiving information in the low category (1 or 2). Clearly, there is an opportunity to use the results to plan for expanded communications in the future.
- **What Is Important to Residents and How Well are Needs Being Met:** The survey shows that trails, open space, and community/neighborhood parks are the most important existing facilities and services out of a list of 18 categories that were rated. These results were then coupled with results from a question that asked how well the needs of the City are being met across these same categories. The result presents a means of identifying what is important and how well the city is doing. Facilities and services that are very important and performing well include the three categories identified as most important to households: trails, open space, and community/neighborhood parks. In contrast, “shade structures” and “recreation programs and activities” received above average importance ratings but below average needs-met ratings. These may be key areas for improvement. Indoor fitness center/room and indoor gyms (basketball, volleyball and pickleball), while slightly below average in terms of importance, received the lowest average needs-met ratings by a significant margin.

Trail work was identified most often as an improvement needed at existing facilities, and provision of shade and restoration of natural areas/open spaces were also identified as priorities. These findings suggest areas where the public supports further improving on amenities that are already high-rated and considered important.

- **Priorities for the Future:** Looking to the future, the survey probed a long list of outdoor and indoor facility and program needs. A community center was identified most often regarding the most needed new or additional facility. It was closely followed by “trail connections and expansions for hiking, biking, and walking.” Of note, trails are almost always the top choice in other surveys. River conservation/access /improvements, and natural areas and open space are also top considerations. A list of 19 categories of facility improvements were ranked.

Grand Junction residents indicated that the indoor amenities that were most “needed” were an indoor warm water leisure pool. These amenities were followed closely by fitness and weight center, indoor walk/jog track, and indoor multi-use gymnasiums. All of these features are under consideration as a part of a possible community center.

- **A Community Center for Grand Junction:** The idea of a community center received very strong support. About 80% of Invite respondents rated it “important” or “very important.” Just four percent of respondents feel that “any additional community or recreational facilities are not needed by their family or the community.” This is particularly of note given the fact this survey was conducted in the middle of the pandemic. Across Colorado, community centers are generally unavailable or have limited availability, and many residents are steering clear of indoor spaces.

The survey asked about a preferred location for a community center, and 60% identified Lincoln Park in the Invite sample. Matchett Park was chosen by 19%. A significant 15% said they “need more information,” and less than 5% prefer another site. Clearly, responses indicate strong support for further evaluation of the Lincoln Park site, and it is preferred by a wide margin at this time. The survey found that there are some differences in opinions by geography. Those living closest to Matchett were relatively more likely to favor that site than residents from other parts of the City.

- **Funding for Priorities:** The funding mechanisms likely to garner the most voter support are revenue from medical and recreational marijuana, grants and fundraising, and a tax on tobacco and vaping. The support for funding the top priorities that emerge from the PROS plan using revenue from medical and recreational marijuana was very strong and the top choice, with 77% in the Invite sample and 82% in the Open Link sample. This option even outpaced grants and fundraising, which came in at 75% in the Invite sample and 82% in the Open Link. The third most preferred funding mechanism was a tax on tobacco and vaping, with 71% in the Invite sample and 70% in the Open Link. A sales tax increase, property tax increase, or sales tax on some grocery items are relatively less popular funding mechanisms. Just 6% of the Invite sample and 2% of the Open Link sample would not support any additional resources to maintain and improve the Parks and Recreation system.

The top identified facility need, a community center, was queried with respondents regarding the last proposal in April 2019. Thirty-eight percent (38%) of respondents in the Invite sample indicated support for a smaller sales tax increase compared to 8% saying they would not support. The majority, 55%, selected they would need more information about the proposal and the timing of it.

- **Open-ended Comments:** The survey resulted in an extensive number of open-ended comments. These ideas and suggestions were recorded “in the respondents own words,” and they provide an important source of broad community input to the parks and recreation planning process. As the City moves forward to implement elements of the PROS Plan, and to evaluate support for various sources of funding for improvements, these comments provide an important and timely source of information.

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APPENDIX B: PARKS AND RECREATION INFLUENCING TRENDS

The changing pace of today's world requires analyzing recreation trends from both a local and national level. From a national perspective, organizations including the National Recreation and Park Association (NRPA), the American College of Sports Medicine (ACSM), and the Outdoor Industry Association (OIA), among many others, attempt to summarize and predict the most relevant trends impacting health, wellness, outdoor recreation, and parks for the current year. This broad level overview of 2020 trends can help prepare agencies to understand what the future of parks and recreation might look, and how agencies can be at the forefront of innovation in the field.

Local participation data, sourced from Esri Business Analyst, as well as community input generated from the engagement process, determine the relevant trends directly related to the City of Grand Junction. This information is intended to provide a foundational context for potential recommendations discussed later in this report.

It should be noted that local participation data is gathered from Esri Business Analyst, and measures the Market Potential for leisure activities. Market Potential provides the estimated demand for a service or product by calculating the consumption rate from local and national datapoints.¹ These estimates in participation provide a snapshot of fitness and wellness activities throughout Grand Junction; participation estimates help frame activities that are uniquely preferred in Grand Junction compared to the State. Those activities that have the highest participation serve as a key perspective to understanding the community, and thus providing reference for the recommendations referenced throughout the report.

National Parks and Recreation 2020 Trends

The National Recreation and Park Association (NRPA) annually releases a number of predictions that could likely impact parks and recreation agencies. The yearly article identifies the changes agencies are likely to see in the coming year. A summary of key predictions for 2020 are listed below:

- One-third of agencies will have video surveillance in their parks and facilities, and the public will want more for security.
- Private businesses will capitalize on delivery services of food and goods via drones in local parks and beaches. Agencies should be prepared on how to regulate the usage of drones in their public areas.
- E-sports will continue to increase in popularity; agencies who are able to provide tournaments or league play can engage teens and young adults that would otherwise not participate in traditional recreation programs.
- Landscape management practices may remove glyphosate, a common pesticide, due to concerns from the International Agency for Research on Cancer (IARC) that the weed killer is "probably carcinogenic to humans."
- Large parks have the ability to "cool a city" through the presence of trees and green infrastructure. Agencies may look to linear green spaces and trail corridors to reduce climate change and the impacts of extreme heat.
- Recreation centers will continue to become known as community "wellness hubs." These innovative models of health and wellness will provide safe gathering spaces, access to healthcare providers, food and nutrition assistance, and additional education opportunities. Partnerships will be formed with health-related organizations.

¹ "Methodology Statement: 2019 Esri Market Potential" Esri. https://downloads.esri.com/esri_content_doc/dbl/us/J9672_Market_Potential_DB_Methodology_Statement_2019.pdf, Accessed March 2020

National Health and Fitness 2020 Trends

For the past 14 years, the American College of Sports Medicine (ACSM) Health and Fitness Journal has released its fitness trends survey, which collects survey data from 3,000 health and fitness professionals. The following items made up the top ten fitness trends from the study for 2020:

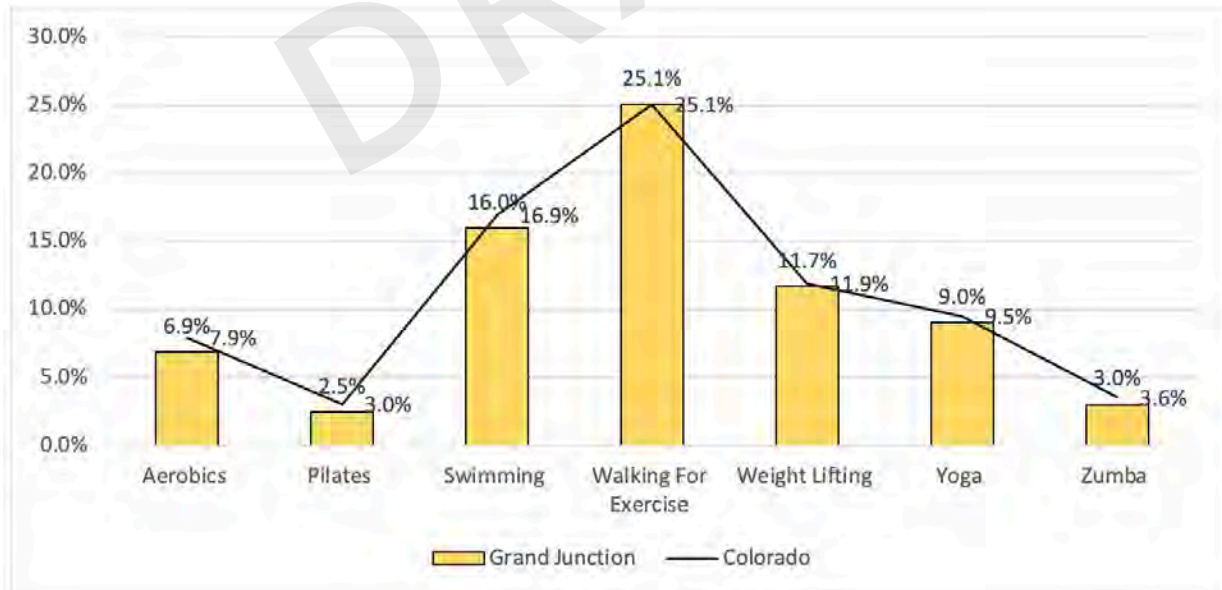
1. Wearable Technology
2. High Impact Interval Training (HIIT)
3. Group Training
4. Training with Free Weights
5. Personal Training
6. Exercise is Medicine
7. Body Weight Training
8. Fitness Programs for Older Adults
9. Health/Wellness coaching
10. Employing Certified Fitness Professionals

Local Participation in Fitness

The figure below shows household participation in various fitness activities in Grand Junction. Participation was highest for the following activities:

- Walking for exercise (25.1%)
- Swimming (16%)
- Weight Lifting (11.7%)

Figure 33: Fitness and Wellness Participation



Source: 2020 Esri Business Analyst

Outdoor Recreation

According to the Outdoor Industry Report, outdoor recreation has become a thriving economic driver, creating 7.6 million jobs in 2018 and generating \$65.3 billion in federal tax revenue on a national level. Close to half of the US population six and older participated in at least one outdoor activity in 2017. The most popular activity nationwide was running – which included both jogging and trail running.

According to the Outdoor Industry Report, in the State of Colorado, the outdoor recreation economy generated:

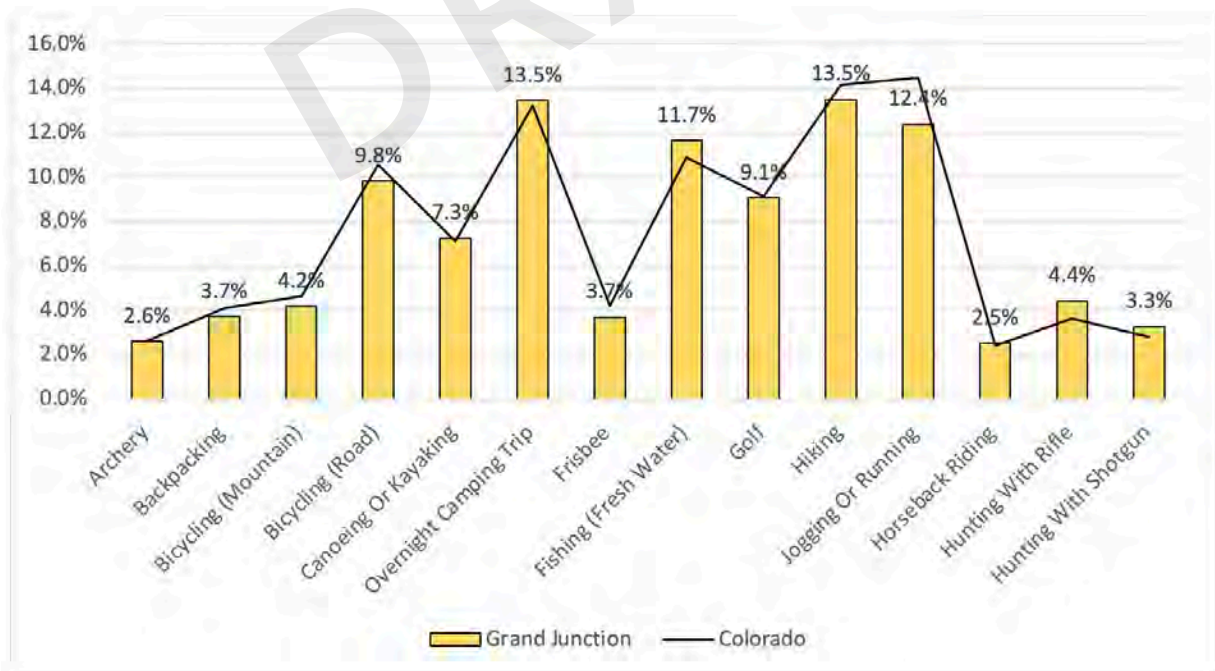
- 220,000 direct jobs
- \$28 billion in consumer spending
- \$9.7 billion in wages and salaries
- \$2 billion in state and local tax revenue

Local Participation in Outdoor Recreation

The figure below shows market potential for household participation in various outdoor recreation activities in Grand Junction. Participation was highest for the following activities:

- Camping (13.5%)
- Hiking (13.5%)
- Fresh Water Fishing (11.7%)

Figure 34: Local Outdoor Recreation Participation



Source: Esri Business Analyst

Relevant Research Trends

The next section focuses on national and regional research that supports community input heard throughout the engagement process. Where applicable, local information is referenced to provide additional context.

Economic and Health Benefits to Parks

In a report titled *The Benefits of Parks: Why America Needs More City Parks and Open Space*, research from the Trust for Public Land indicates the health, economic, environmental, and social benefits of parks and open space²:

- Physical activity makes people healthier.
- Physical activity increases with access to parks.
- Contact with the natural world improves physical and psychological health.
- Residential and commercial property values increase.
- Value is added to community and economic development sustainability.
- Benefits of tourism are enhanced.
- Trees are effective in improving air quality and act as natural air conditioners.
- Trees assist with storm water control and erosion.
- Crime and juvenile delinquency are reduced.
- Recreational opportunities for all ages are provided.
- Stable neighborhoods and strong communities are created.

In addition:

- Trails, parks, and playgrounds are among the five most important community amenities considered when selecting a home.
- U.S. Forest Service research indicates that when the economic benefits produced by trees are assessed, the total value can be two to six times the cost for tree planting and care.³
- In 2017, the Outdoor Industry Association estimated that national consumer spending on outdoor recreation generated \$887 billion in consumer spending, and directly supported 7.6 million jobs.
- Nearly half of active Americans regard outdoor activities as their main source of exercise.⁴

Homelessness

Around the country, parks and recreation agencies are faced with a growing concern of homeless populations in their area. Many municipalities may assume that they have the unique challenge of manage homelessness, but in fact thousands of agencies are currently developing initiatives and pilot programs to determine the best way of addressing the issue.

Often, homeless populations may use park benches, shady trees, campgrounds, amphitheaters, and recreation facilities to sustain their livelihood. In fact, a survey administered by GP RED, a non-profit dedicated to the research, education, and development of parks and recreation agencies, asked hundreds of agencies questions specifically about how they were managing homelessness in their communities. As seen in the following figure, many agencies offer services far beyond the traditional “parks and recreation.” Restroom facilities are the number one facility offered by agencies, but electricity/charging stations, showers, fitness/health and wellness, and food assistance were in the top five.

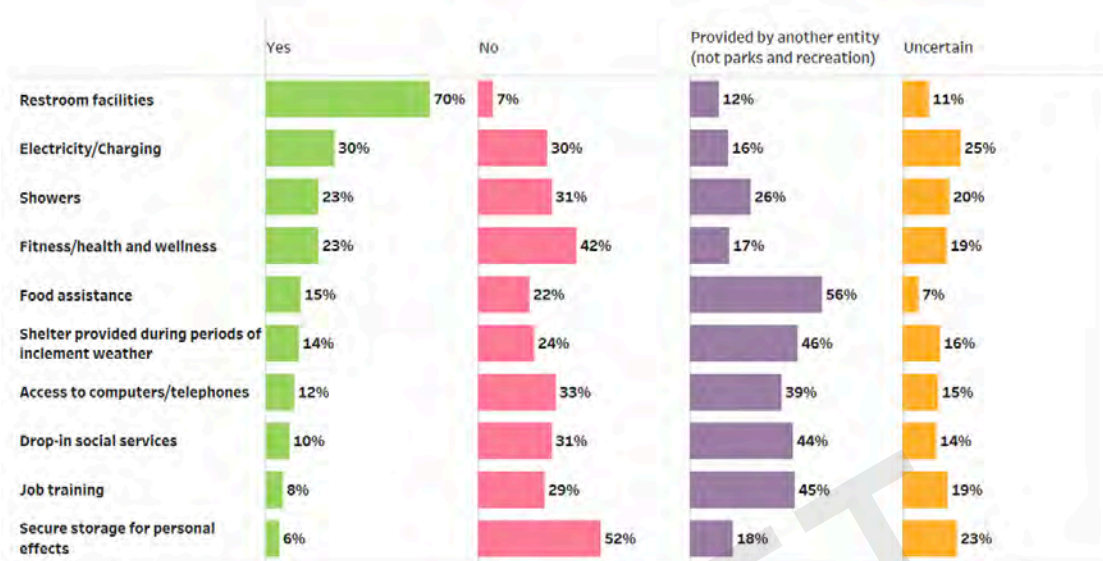
² Paul M. Sherer, “The Benefits of Parks: Why America Needs More City Parks and Open Space,” The Trust for Public Land, San Francisco, CA, 2006

³ Nowak, David J., “Benefits of Community Trees,” Brooklyn Trees, USDA Forest Service General Technical Report

⁴ *Outdoor Recreation Participation Report 2016*

Figure 35: Parks and Recreation Homelessness Survey Results

Are the following services are offered to the homeless population by parks and recreation agencies in your community?

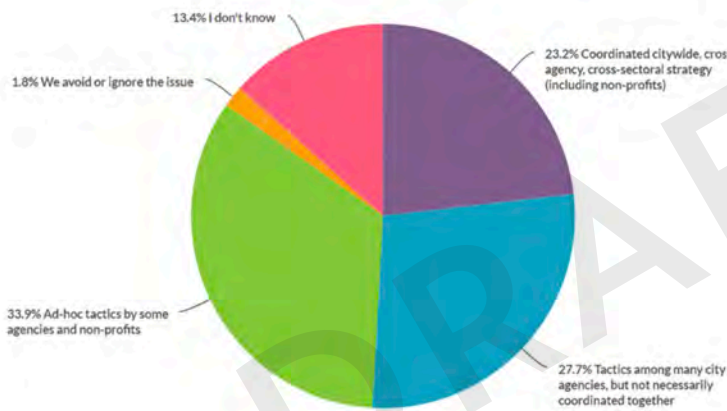
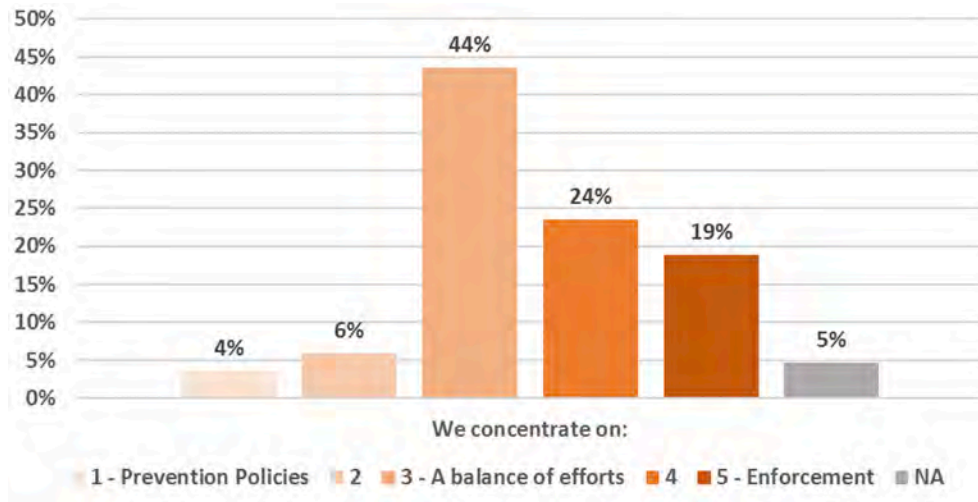


Source: GP RED Homelessness Redline Survey 2018

This has consequences for park and facility managers – in addition to impacts on the perception of park visitors. Concerns over drug and alcohol use by homeless populations, in addition to managing hepatitis outbreaks, are serious issues. Often, seasonal or part-time parks and recreation employees may be the first line of enforcement. A lack of training, policies, and communication continue to exacerbate the issue. Proactive management is a preferred way of managing the issue, but most often, parks and recreation agencies do not work with the root of an individual reasons for being homeless. Rather, agencies are left to deal with homelessness on a case by case basis.

Noted in the figure below, oftentimes management is a balance of prevention and enforcement. The majority of parks and recreation agencies utilize ad-hoc tactics by some agencies and rely on non-profits for other services. Over 27 percent of respondents said that often city agencies were working on various components of the homeless issue, but not necessarily coordinated together to succeed. Only 23 percent said that there is citywide coordination which spanned across agencies and non-profits. These kinds of coordinated efforts are key to accomplishing the appropriate balance of prevention and enforcement. Developing a task force that works specifically to address the unique concerns of an individual community can help ensure success. Parks and recreation agencies should reach out to nearby law enforcement, schools, libraries, nonprofits, faith-based organizations, business improvement districts, and health-human services to be develop a plan.

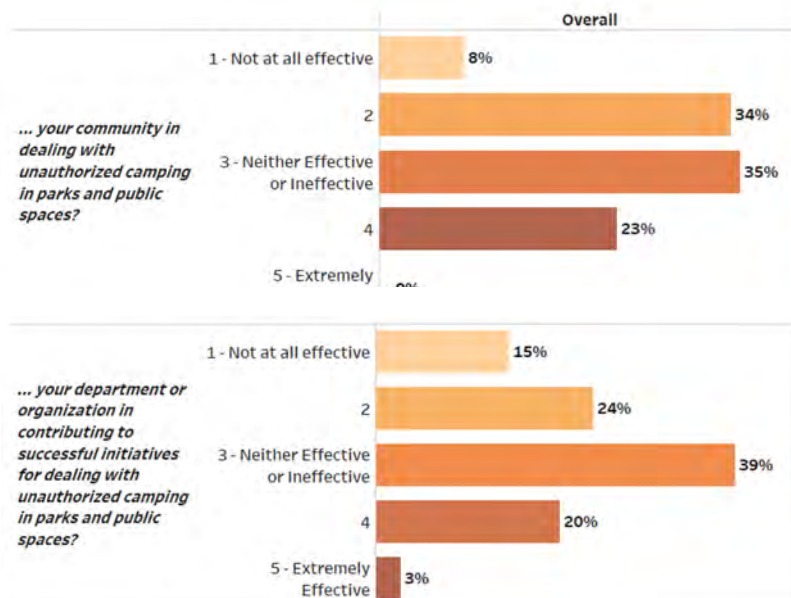
Figure 36: Tactical Approaches to Managing Homelessness



Source: GP RED Homelessness Redline Survey 2018

When asked how effective agencies were in dealing with unauthorized camping, over 77 percent of agencies states they were not at all effective or neither effective/ineffective. Zero percent of respondents said that they were extremely effective of dealing with unauthorized camping in parks and public spaces. Currently, successful initiatives for dealing with unauthorized camping are still in development.

Figure 37: Effectiveness of Organizations in Managing Homelessness in Parks

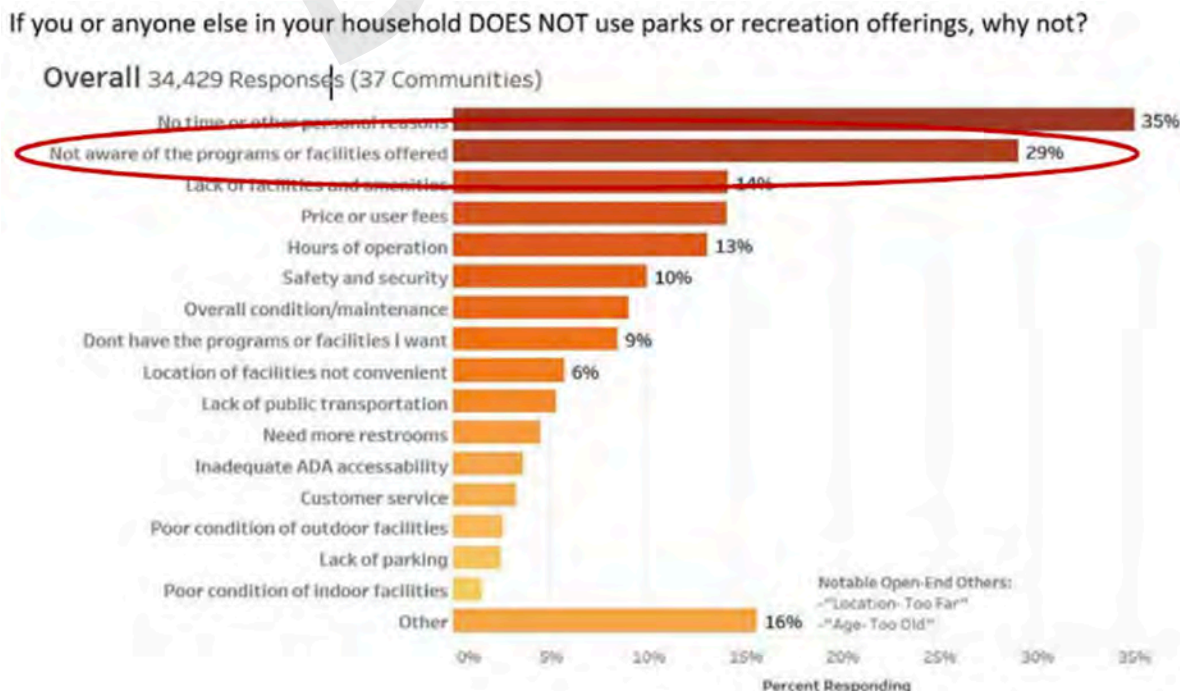


Source: GP RED Homelessness Redline Survey 2018

Marketing and Social Media

Awareness of parks and recreation services is critical to the success of any agency. According to a study in collaboration with the National Recreation and Park Association and GP RED of approximately 35,000 responses, one of the primary reasons that patrons do not participate in programs and services is due to lack of awareness.

Figure 38: Top Reasons Why People Do Not Participate in Parks and Recreation



In today's modern world, there is ample opportunity to promote and market parks and recreation services. It begins with a needs assessment that details how the community prefers to receive information. Then a marketing plan should be developed that is catered to the agency's resources, including staff, time, and budget. This should guide the agency for one to three years.

Technology has made it easier to reach a wide-reaching, location-dependent audience which can be segmented by demographics. However, it has also caused a gap in the way parks and recreation agencies are able to communicate. Agencies around the country have previously not dedicated substantial funding to marketing; however, it is becoming a critical piece to receiving participants. Without dedicated staff and support, it is difficult to keep up with social media trends, which seem to change daily. Furthermore, with an overarching desire to standardize a municipality's brand, there may be limitations to the access and control that a parks and recreation agency has over its marketing. It is essential that professionals become advocates for additional resources, training, and education. Having a strong presence on social networks, through email marketing, and through traditional marketing will help enhance the perception from the community.

Pickleball

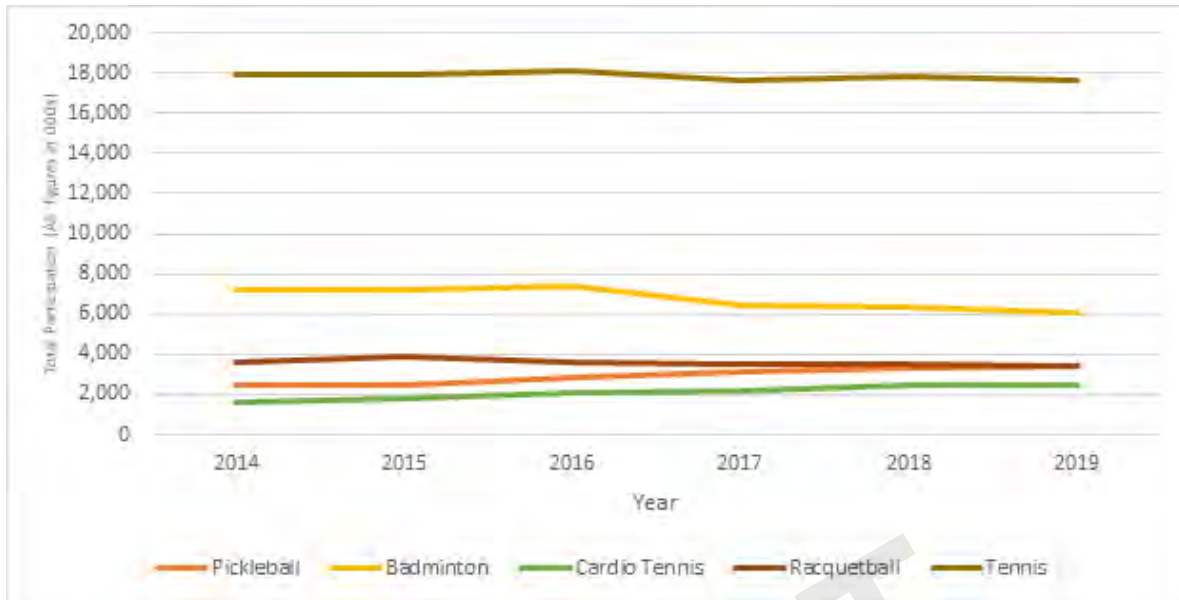
Pickleball continues to be a fast-growing sport throughout America. Considered a mix between tennis, ping pong, and badminton, the sport initially grew in popularity with older adults but is now expanding to other age groups. According to the American Council on Exercise (ACE), regular participation in Pickleball satisfied daily exercise intensity guidelines for cardio fitness for middle-aged and older adults.⁵ The sport can be temporarily played on existing indoor or outdoor tennis courts with removable equipment and taped or painted lining. This lining, if painted on tennis surfaces, may interfere with requirements for competitive tennis programs or tournaments. Agencies will need to look at their community's tennis and pickleball participation to determine the benefits and costs of constructing new pickleball courts versus utilizing existing tennis courts. Best practices regarding pickleball setup and programming can be found on [usapa.com](https://www.usapa.com), the official website for the United States Pickleball Association.

According to the 2020 SFIA Topline Report, over the past five years, from 2014 to 2019, total participation in Pickleball increased 7.1 percent on average each year. From 2018 to 2019, the sport grew 4.8 percent. Out of the most common racquet sports, pickleball and cardio tennis are the only sports that have seen positive growth on average over the past five years. Tennis is still the most popular racquet sport by far, although participation growth has slowed over the past five years.⁶

5 Green, Daniel, August 2018. "ACE-Sponsored Research: Can Pickleball Help Middle-aged and Older Adults Get Fit?" American Council on Exercise. Accessed 2020. <https://www.acefitness.org/education-and-resources/professional/certified/august-2018/7053/ace-sponsored-research-can-pickleball-help-middle-aged-and-older-adults-get-fit/>

6 "SFIA Sports, Fitness and Leisure Activities Topline Participation Report" February 2020. Sports and Fitness Industry Association. Accessed 2020.

Figure 39: Racquet Sport Participation from 2014 - 2019

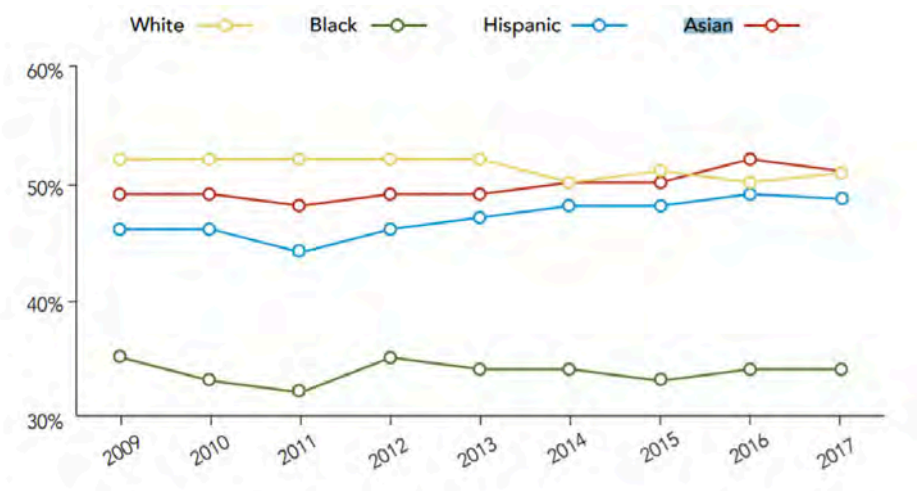


Source: 2020 SFIA Topline Report

Recreation Preferences by Ethnicity

As the recreation field continues to function within a more diverse society, race and ethnicity will become increasingly important in every aspect of the profession. More than ever, recreation professionals will be expected to work with, and have significant knowledge and understanding of, individuals from many cultural, racial, and ethnic backgrounds. According to the 2018 *Outdoor Participation Report*, participation rates among diverse groups is evolving quickly, even in the last ten years. African-Americans have participation rates less than 40 percent consistently in the last decade. Meanwhile, Asians have increased in participation since 2011, reaching over 50 percent in 2016. Hispanics are also increasing participation. The figure below, sourced from the 2018 *Outdoor Participation Report*, demonstrates these changes since 2009.

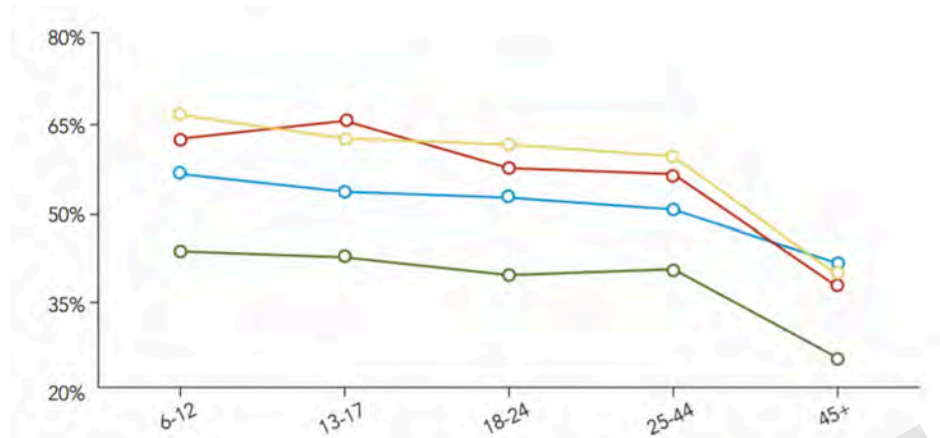
Figure 40: Participation Rates Among Diverse Groups Over Time (All Americans, Ages 6+)



Source: 2018 Outdoor Participation Report, Outdoor Industry Association

Participation in outdoor activities is higher among Caucasians than any other ethnicity, and lowest among African Americans in nearly all age groups. **Figure 43** demonstrates that those under 18 have much higher participation rates than all other age groups.

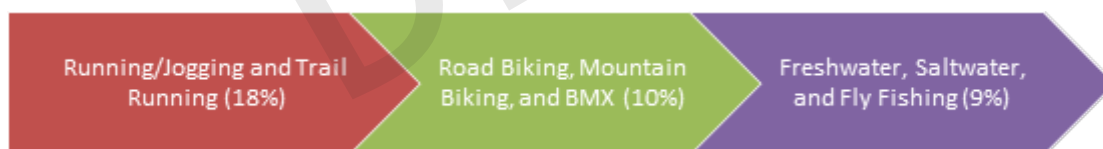
Figure 41: Participation Rates Among Diverse Groups by Age (All Americans, Ages 6+)



Source: 2018 Outdoor Participation Report, Outdoor Industry Association

According to the report by the Outdoor Industry Association, there are a variety of reasons why people do and do not participate. Many of those reasons are similar regardless of demographics, but it is helpful to look at the top motivations of each race to understand potential barriers. Below is a compiled list of the motivations and reasons that various races participate, as well as the top activities in which each group participates.

African Americans



Top Five Reasons to Get Outside:

- Get Exercise (61%)
- Be with Family and Friends (53%)
- Keep Physically Fit (52%)
- Be close to nature (40%)
- Observe Scenic Beauty (33%)

Top Five Reasons not to Participate:

- I do not have anyone to participate with (21%)
- Too Busy with Family Responsibilities (20%)
- Outdoor Recreation Equipment is Expensive (19%)
- I do not have the skills or abilities (18%)
- I do not have enough information (15%)

Asian Americans



Top Five Reasons to Get Outside:

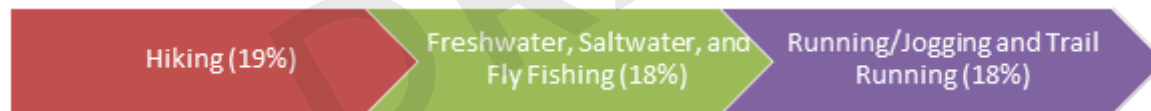
- Get Exercise (65%)
- Be with Family and Friends (59%)
- Observe Scenic Beauty (52%).
- Keep Physically Fit (50%)
- Enjoy the Sights and Smells of Nature (50%).

Top Five Reasons not to Participate:

- Outdoor Recreation Equipment is Expensive (21%)
- I do not have anyone to participate with (21%)
- I do not have the skills or abilities (20%)
- Too Busy with Family Responsibilities (19%)
- Too busy with other recreation activities (12%)

Research about outdoor recreation among Asian Americans in the San Francisco Bay Area (Chinese, Japanese, Korean, and Filipino)⁷ found significant differences among the four groups concerning the degree of linguistic acculturation (preferred language spoken in various communication media). The research suggests that communications related to recreation and natural resource management should appear in ethnic media, but the results also suggest that Asian Americans should not be viewed as homogeneous with regard to recreation-related issues. Another study⁸ found that technology use for finding outdoor recreation opportunities is highest among Asian/Pacific Islander populations. Over 60% of these populations use stationary or mobile technology in making decisions regarding outdoor recreation.

Caucasians



Top Five Reasons to Get Outside:

- Get Exercise (57%)
- Be with Family and Friends (47%)
- Keep Physically Fit (44%)
- Be Close to Nature (42%)
- Observe Scenic Beauty (37%)

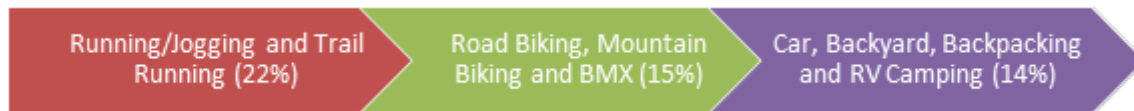
Top Five Reasons not to Participate:

- Too busy with family responsibilities (24%)
- Outdoor recreation equipment is expensive (18%)
- I do not have anyone to participate with (18%)
- I do not have the skills or abilities (15%)
- I have a physical disability 11%

7 P.L. Winter, W.C. Jeong, G.C. Godbey, "Outdoor Recreation among Asian Americans: A Case Study of San Francisco Bay Area Residents," Journal of Park and Recreation Administration, 2004.

8 Harry Zinne and Alan Graefe, "Emerging Adults and the Future of Wild Nature," International Journal of Wildness, December 2007.

Hispanics



Top Five Reasons to Get Outside:

- Get Exercise (61%)
- Keep Physically Fit (45%)
- Be with Family and Friends (39%)
- Observe Scenic Beauty (33%)
- Be Close to Nature (32%)

Top Five Reasons not to Participate:

- Too Busy with Family Responsibilities (19%)
- Outdoor Recreation Equipment is Expensive (18%)
- I do not have anyone to participate with (16%)
- Places for Outdoor Recreation are Far Away (13%)
- Places for Outdoor Recreation are Expensive (13%)

In the United States, the Hispanic population increased by 43 percent over the last decade, compared to five percent for the non-Hispanic population, and accounted for more than half of all the population growth. In a July 2012 article for Parks and Recreation Magazine titled “Five Trends Shaping Tomorrow Today,” author Emilyn Sheffield explores how growing racial and ethnic diversity may impact recreation service deliver. She states that growing racial and ethnic diversity is particularly important to recreation and leisure service providers, as family and individual recreation patterns and preferences are strongly shaped by cultural influences.⁹

Riparian and Watershed Best Practices

The ability to detect trends and monitor attributes in watershed and/or riparian areas allows planners opportunities to evaluate the effectiveness of their management plan. By monitoring their own trends, Planners can also identify changes in resource conditions that are the result of pressures beyond their control. Trend detection requires a commitment to long-term monitoring of riparian areas and vegetation attributes.

The United States Environmental Protection Agency (EPA) suggests the following steps to building an effective watershed management plan. See water.epa.gov¹⁰ for more information.

- Build partnerships
- Characterize the watershed
- Set goals and identify solutions
- Design and implementation program
- Implement the watershed plan
- Measure progress and make adjustments

⁹ Emilyn Sheffield, “Five Trends Shaping Tomorrow Today,” *Parks and Recreation*, July 2012, p. 16-17.

Shade Structures

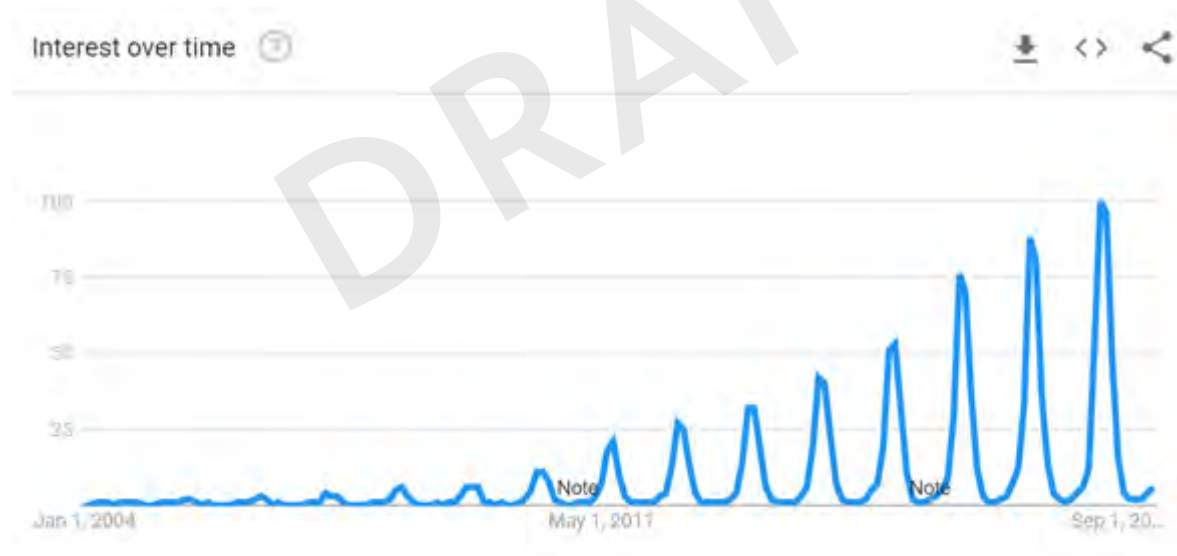
Communities around the country are considering adding shade structures as well as shade trees to their parks, playgrounds and pools, as “a weapon against cancer and against childhood obesity,”¹¹ both to reduce future cancer risk and promote exercise among children. A study found that melanoma rates in people under 20 rose three percent a year between 1973 and 2001, possibly due to a thinning of the ozone layer in the atmosphere. It is recommended that children seek shade between 10 am and 4 pm, but with so little shade available, kids have nowhere to go. Additionally, without adequate shade, many play areas are simply too hot to be inviting to children. On sunny days, the playground equipment is hot enough to scald the hands of would-be users.

Trees help provide protection, as tree leaves absorb about 95 percent of ultraviolet radiation, but they take a decade or more to grow large enough to make a difference. So, many communities are building shade structures instead. The non-profit Shade Foundation of American is a good resource for information about shade and shade structures, www.shadefoundation.org.

Splashpads

Splash pads, or spray grounds, have seen enormous growth in popularity over the past decade. Simply looking at search terms over time (from 2004 to present), Google Trends show that more people are searching for this amenity.

Figure 42: “Splash pad” (Google trends)



The popularity of splash pads is geographical, and is more common in the West. According to a *Recreation Management* magazine feature article from June 2016 “A Look at Trends in Aquatic Facilities,” splash play areas were least common in the Northeast; only 31.9 percent of responding agencies had this amenity, compared to 55.8 percent of those in the West.¹² Urban areas are more likely to have splash play areas than rural areas. This shift is most likely due to the benefits of splash play areas.

¹² Aquatics: A Look at Trends in Aquatic Facilities, *Recreation Management*, June 2016 <http://recmanagement.com/feature/201606fe03/1>

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APPENDIX C: LEVEL OF SERVICE ANALYSIS METHODOLOGY

Parks and Facilities Inventory and Assessment

Parks and facilities were inventoried and assessed by staff for function and quality in September 2020 using the GRASP®-IT audit tool. This tool classifies park features into one of two categories: components and modifiers. A component is a feature that people go to a park or facility to use, such as a tennis court, playground, or picnic shelter. Modifiers are amenities such as shade, drinking fountains, and restrooms that enhance comfort and convenience.

A formula was applied that combines the assessments of a site's components and modifiers to generate a score or value for each component and the entire park. The study uses the resulting scores to compare sites and analyze the park system's overall performance.

The system currently breaks down into the following acerages by classification as follows:

Acres by Class		
Developed Parks	354	36 parks
Golf	209	2 courses
Open Space – Recreation	598	9 properties
Schools (IGA)	55	6 schools
Undeveloped Parks	285	7 properties
Cemeteries	111	2 cemeteries
System Totals:	1,611	62 properties

**Additional 443 acres of maintained "open space" lands and weed abatement areas*

System Map

The following map shows park and recreation facilities across Grand Junction. The enlargement area shows the current development.

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Figure 43: Grand Junction System Map

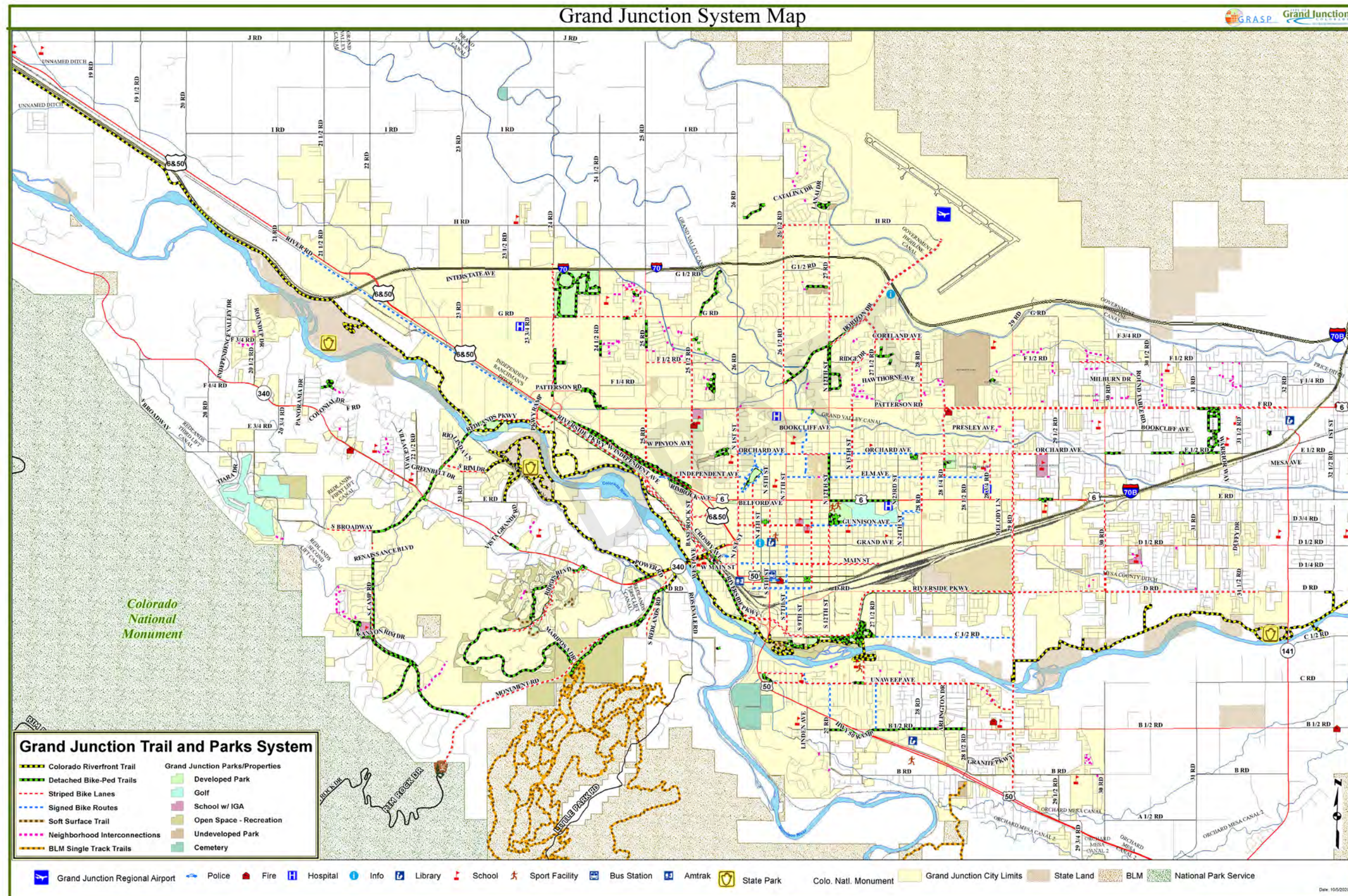


Table 12: Summary of Other City Recreation Properties and Components

Classification	LOCATION	GIS Acres	Basketball Court	Disc Golf	Event Space	Garden, Display	Golf	Golf, Practice	Loop Walk	Multi-Use Pad	Natural Area	Open Turf	Other	Playground, Destination	Playground, Local	Rectangular Field, Large	Rectangular Field, Small	Shelter, Large	Shelter, Small	Track, Athletic	Trail, Multi-Use	Trail, Primitive	Trailhead	
Golf	LINCOLN PARK GOLF	65.9					1	1																
	TIARA RADO	142.7					1	1			1													
Open Space -	BOTANIC GARDENS OPEN SPACE	6.3			1	2								1				1						
	Las Colonias Lazy River Open Space	20.2																						
	Las Colonias Open Space	12.2																						
	LEACH CREEK OPEN SPACE	0.5									1													
	RIDGES OPEN SPACE	173.9									9												2	
	SOUTH RIM OPEN SPACE	21.6									1										2			
	THREE SISTERS-BIKE PARK	294.9									1													
	TIARA RADO - OPEN SPACE	37.0																						
	Watson Island Open Space	31.7			1																			
School (IGA)	BOOKCLIFF MS	18.1														2				1				
	CHIPETA ELEM SCHOOL	2.7	2									1			2									
	EAST MIDDLE SCHOOL	3.0										1	3											
	PEAR PARK ELEM PARK	8.4	2							1		1			2									
	POMONA	7.8	4							1					2		1							
	WINGATE ELEMENTARY	14.5	1									1			2				1					
Cemetery	CROWN POINT CEMETERY	8.3																						
	ORCHARD MESA CEMETERY	102.3																						
Undeveloped	BURKEY SOUTH	9.8																					1	
	FLINT RIDGE	3.2									1													
	HORIZON PARK	12.6							1															
	MATCHETT	220.6		1							1												1	
	PARADSE HILL PK UNDV	2.8																						
	SACCOMANO	31.7																						
	WESTLAKE PARK UNDV	4.1																						
	Totals:	1,257	9	2	1	2	2	2	1	2	15	4	3	1	8	2	1	1	1	1	1	2	3	1

Indoor Facilities

Grand Junction has limited indoor recreation facilities. The following locations house current indoor opportunities or programming.

Table 13: Summary of Indoor Facilities and Components

Indoor Location or Facility	Aquatics, Lap Pool	Aquatics, Leisure Pool	Aquatics, Therapy Pool	Auditorium/Theater	Educational Experience	Food- Full Service	Gymnasium	Kitchen - Kitchenette	Multi-purpose Room	Patio/Outdoor Seating	Retail/Pro-shop
Bookcliff Activity Center							1				
Botanical Gardens					1				2		1
Hospitality Suite						1		1	1		
Lincoln Park Barn				1			1			1	
Lincoln Park Golf Course Club House						1			1	1	1
Orchard Mesa Community Center Pool	1	2	1						1	1	
Tiara Rado Golf Course Club House						1			1	1	1
Totals:	1	2	1	1	1	3	2	1	6	4	3

Park Ranking

In addition to locating components, assessments included the functional quality of each element. The following table displays each park's ranking based on an overall score for its components and modifiers. In general, parks at the top of the list offer more and better recreation opportunities than those ranked lower. The orange bar reflects a park's overall score in proportion to the highest-ranking within each classification. There is no ultimate or perfect score. Cumulative scores include the total number and quality of the components in addition to the availability of amenities such as restrooms, drinking fountains, seating, parking, and shade.

Table 14: Developed Park Ranking Table

Developed Park	Score
CANYON VIEW	748.8
LINCOLN PARK	291.2
LAS COLONIAS	249.6
EAGLE RIM	85.8
PINERIDGE PARK	75.4
MAIN ST	68.4
COLUMBINE	62.4
HAWTHORNE PARK	52.8
SHERWOOD PARK	46.8
WASHINGTON PARK	46.2
DOS RIOS	45.6
RIVERSIDE PARK	40.3
ROCKET PARK	38.4
JR SERVICE LEAGUE	36
DUCK POND - OM	33.8
SPRING VALLEY II	31.2
KRONKRIGHT	31.2
BLUE HERON BOAT RAMP	29.7
DUCK POND - RIDGES	26.4
WESTLAKE PARK	24
TOT LOT	19.8
SPRING VALLEY I	19.2
PARADISE HILLS PARK	18.7
EMERSON	14.4
HILLCREST PARK	14.3
HONEYCOMB PARK	13.2
WINGATE PARK	12
COTTONWOOD MEADOWS	10.2
DARLA JEAN	9.6
SHADOW LAKE	9.6
WILLIAMS PARK	8.8
HIDDEN VALLEY-RIDGES	8.4
WHITMAN PARK	5.4
AUTUMN RIDGE	4.2
DESERT VISTA	3.85
LILAC PARK	3.3

Table 15: Other Property Rankings by classification

Open Space - Recreation		125.8
RIDGES OPEN SPACE	46.2	
BOTANIC GARDENS OPEN SPACE	40.3	
SOUTH RIM OPEN SPACE	17.6	
THREE SISTERS-BIKE PARK	9.6	
TIARA RADO - OPEN SPACE	4.4	
DOS RIOS OPEN SPACE	4.4	
LEACH CREEK OPEN SPACE	3.3	
3		58.85
School		58.85
POMONA	19.8	
BOOKCLIFF MS	8.8	
PEAR PARK ELEM PARK	7.7	
CHIPETA ELEM SCHOOL	7.7	
EAST MIDDLE SCHOOL	7.7	
WINGATE ELEMENTARY	7.15	
4		33.6
Golf		33.6
TIARA RADO	19.2	
LINCOLN PARK GOLF	14.4	
5		8.8
CEMETERY		8.8
ORCHARD MESA CEMETERY	4.4	
CROWN POINT CEMETERY	4.4	
6		23.1
Undeveloped Park		23.1
MATCHETT	5.5	
BURKEY SOUTH	4.4	
HORIZON PARK	3.3	
FLINT RIDGE	3.3	
SACCOMANO	2.2	
WESTLAKE PARK UNDV	2.2	
PARADSE HILL PK UNDV	2.2	

Level of Service Analysis

Level of Service (LOS) measurements evaluate how parks, open spaces, and Grand Junction facilities serve the community. They may be used to benchmark current conditions and to direct future planning efforts.

GRASP® Analysis

GRASP® (Geo-referenced Amenities Standards Process) has been applied in many communities across the country to evaluate LOS for park and recreation systems. With GRASP®, information from the inventory combined with Geographic Information Systems (GIS) software, produces analytic maps and data that show the quality and distribution of park and recreation services across the City.

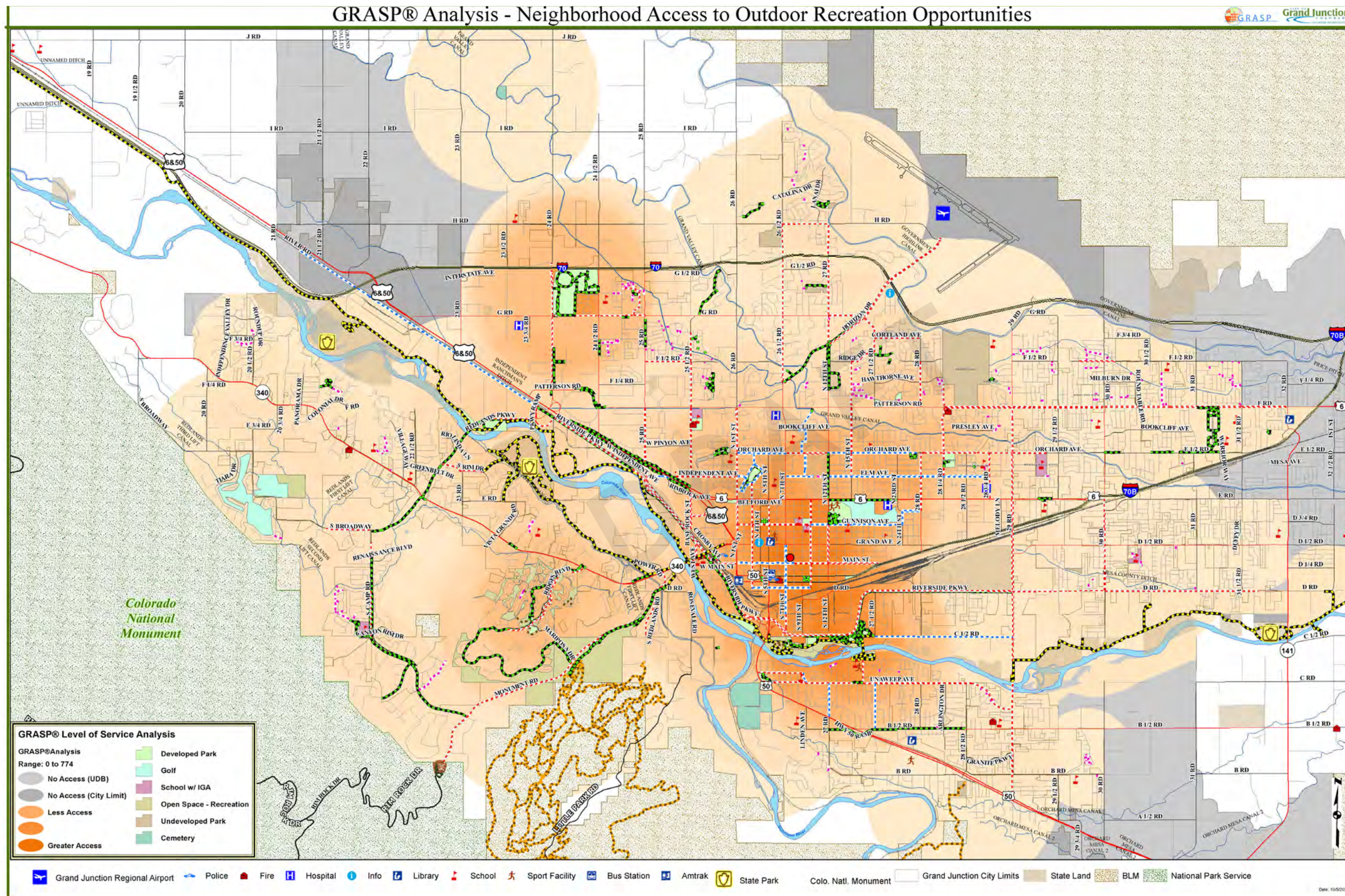
Perspectives

Perspectives are analysis maps and data produced using the GRASP® methodology. Each analysis shows service across the study area. Data analysis also incorporates statistics, diagrams, tables, and charts that provide benchmarks or insights useful in determining community success in delivering services.

Neighborhood Access to Outdoor Recreation

A series of "heat maps" were created to examine neighborhood access to recreation opportunities. All outdoor recreation providers account for the level of service values. Darker gradient areas on the images indicate higher quality recreation assets available based on a one-mile service area. In general, these images also show that Grand Junction has a fair distribution of parks and facilities related to current residential development. Gray regions indicate that recreation opportunities are beyond a one-mile service area.

Figure 44: Neighborhood Access to Outdoor Recreation



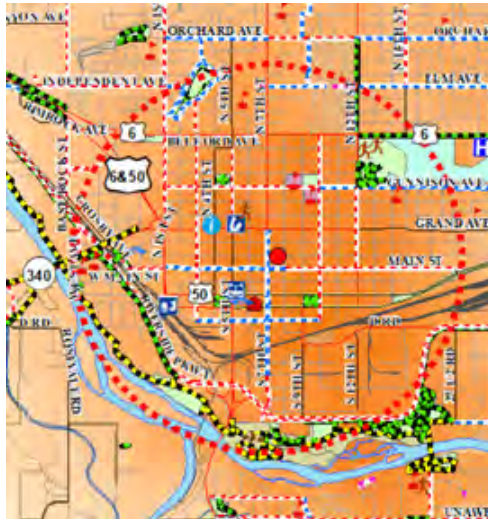


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Higher concentration areas are notable in Central Grand Junction and near Canyon View Park, with the highest values near Main Street. For example, a red dot in the following enlargement indicates the most significant GRASP® value area (774). A resident has access to 97 components at 17 properties from this location, including developed parks, schools (IGA), golf course, open spaces, four indoor facilities, and several trails.

Figure 45: High-Value Area Enlargement



Walkable Access To Recreation

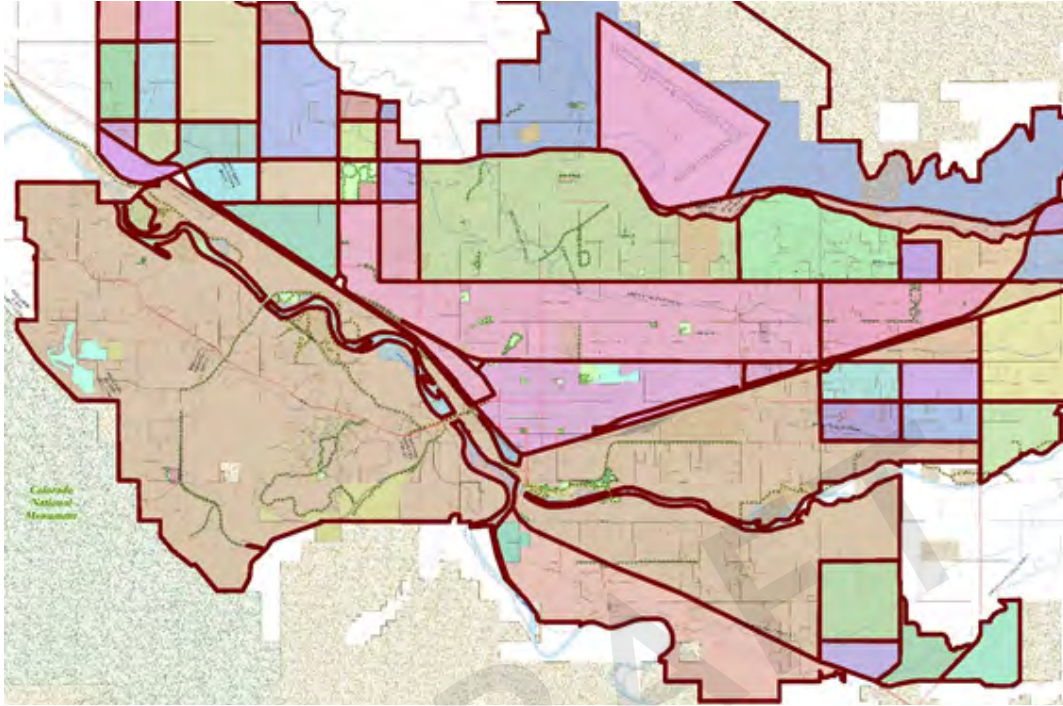
Walkability analysis measures access to recreation by walking. One-half mile catchment radii have been placed around each component and shaded according to the GRASP® score. Scores are doubled within this catchment to reflect the added value of walkable proximity, allowing direct comparisons between neighborhood access and walkable access.

Walkability is a measure of how user-friendly an area is to people traveling on foot and benefits a community in many ways related to public health, social equity, and the local economy. Many factors influence walkability including the quality of footpaths, sidewalks or other pedestrian rights-of-way, traffic and road conditions, land use patterns, and public safety considerations among others.

Pedestrian Barriers

Environmental barriers can limit walkability. The LOS in this analysis has been “cut-off” by identified barriers where applicable.

Figure 46: Sample Pedestrian Barriers

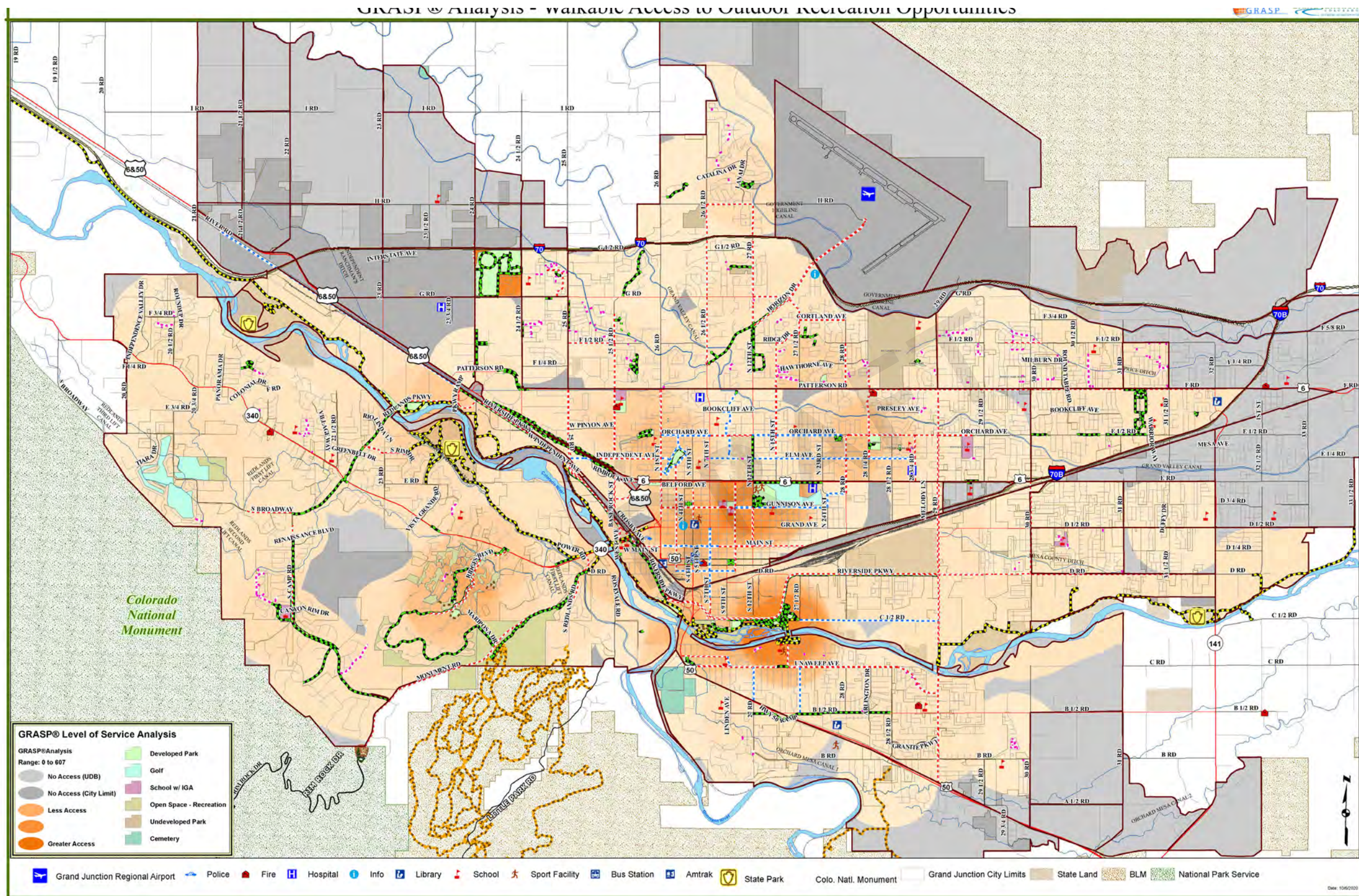


Walkability barriers “cut-off” service areas where applicable. Different colors represent different zones.

Pedestrian barriers in Grand Junction, such as major streets, highways, and rivers, significantly impact the analysis. Zones created by identified barriers, displayed as dark red lines, serve as discrete areas accessible without crossing a major street or another obstacle.

The analysis shows the LOS available across Grand Junction, based on a ten-minute walk. Darker gradient areas on the images indicate higher quality recreation assets available based on a half-mile service area. Gray areas on these maps suggest that recreation opportunities are beyond a ten-minute walk. In general, these images show that Grand Junction has an excellent distribution of parks.

Figure 47: Walkable Access to Outdoor Recreation Opportunities



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Areas of higher concentration are notable around the City, with the highest value just South of Chipeta Elementary School. Within ½ mile or a 10-minute walk of this location, a resident can access 58 components on 8 properties, including developed parks, schools (IGA), golf, three indoor facilities, and several trails.

Figure 48: High-Value Area Enlargement



The orange shading in the maps allows for a quick understanding of LOS distribution across the City. Showing where LOS is adequate or inadequate is an advantage of using GIS analysis. First, we must determine what constitutes an appropriate level of service for Grand Junction residents. In Grand Junction, a look at the current level of service provided by a representative neighborhood park may be a good indicator of this desired level. Answering the question, "What should every resident have access to in their neighborhood?" The City cannot build a Canyon View Park in every neighborhood. Using a target equivalent to a small neighborhood park such as Westlake, Tot Lot, or Spring Valley 1 (2-4 components) and access to a trail produces the following maps. In these maps, purple indicates where people reach that target; yellow shows access to some opportunities but not at the target value, and gray means going farther to a recreation opportunity.

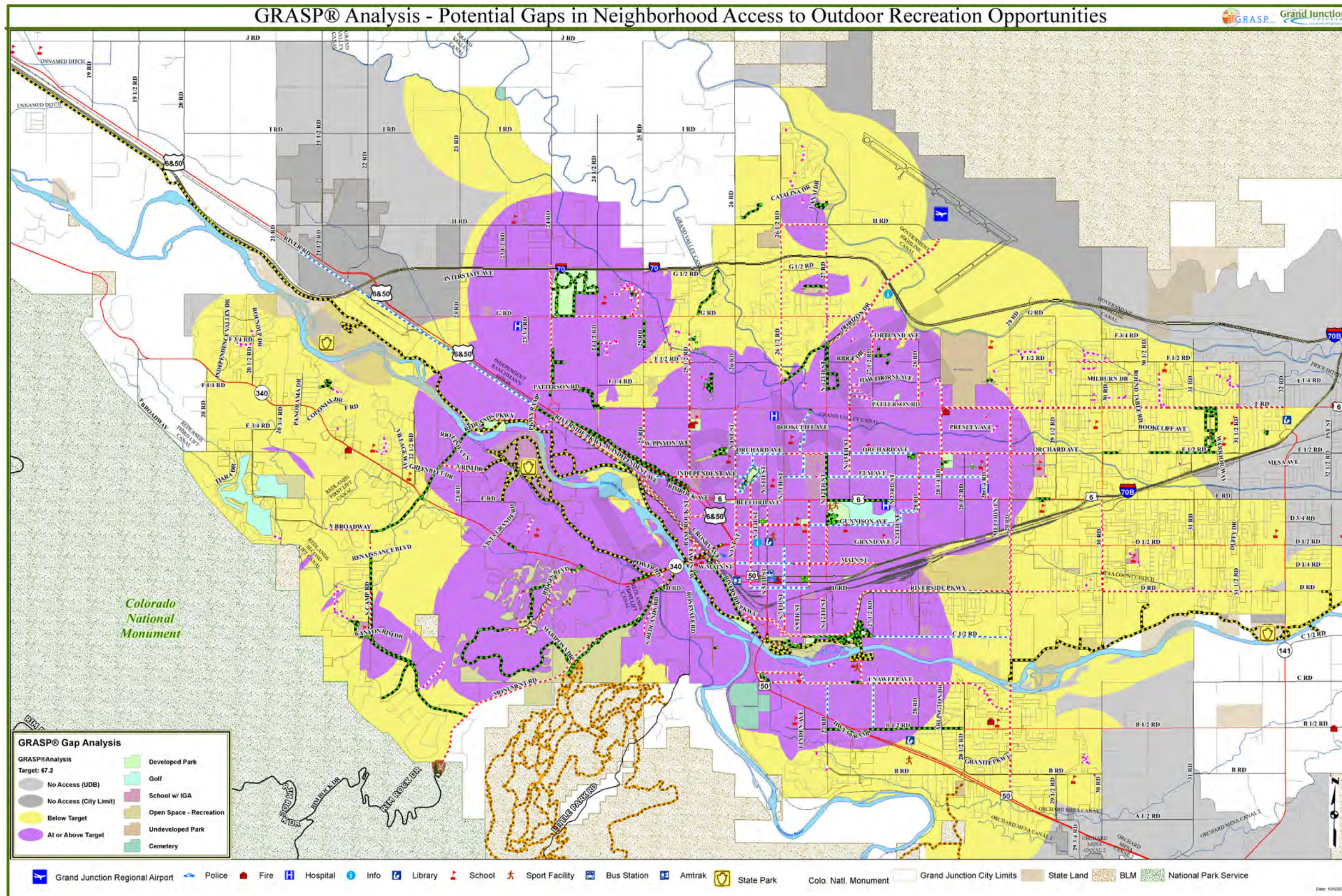
GAP Analysis in Neighborhood Access

The following map brackets the service values level to areas above or below a typical neighborhood park and trail. This value is known as the target score for Grand Junction.

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Figure 49: Gap Analysis in Neighborhood Access





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In **Figure 49**, areas shown in purple have LOS that exceeds the target value. Because of the significant growth areas on the edges of Grand Junction, nearly ten percent of the land area is gray or lacks one-mile access. However, the picture is much more favorable when you consider where people currently live in Grand Junction.

Figure 50 shows access to assets based on population. This chart displays the level of service based on where people live. Comparing the level of service data and census data provided by Esri GIS data enrichment techniques, the analysis indicates that parks are generally well placed. The parks are in or close to residential areas and capture a high percentage of the population. Grand Junction is well positioned, with nearly 100 percent of residents within one-mile of some outdoor recreation opportunities than the map might initially indicate.

Figure 50: Percentage of Population with Neighborhood Access



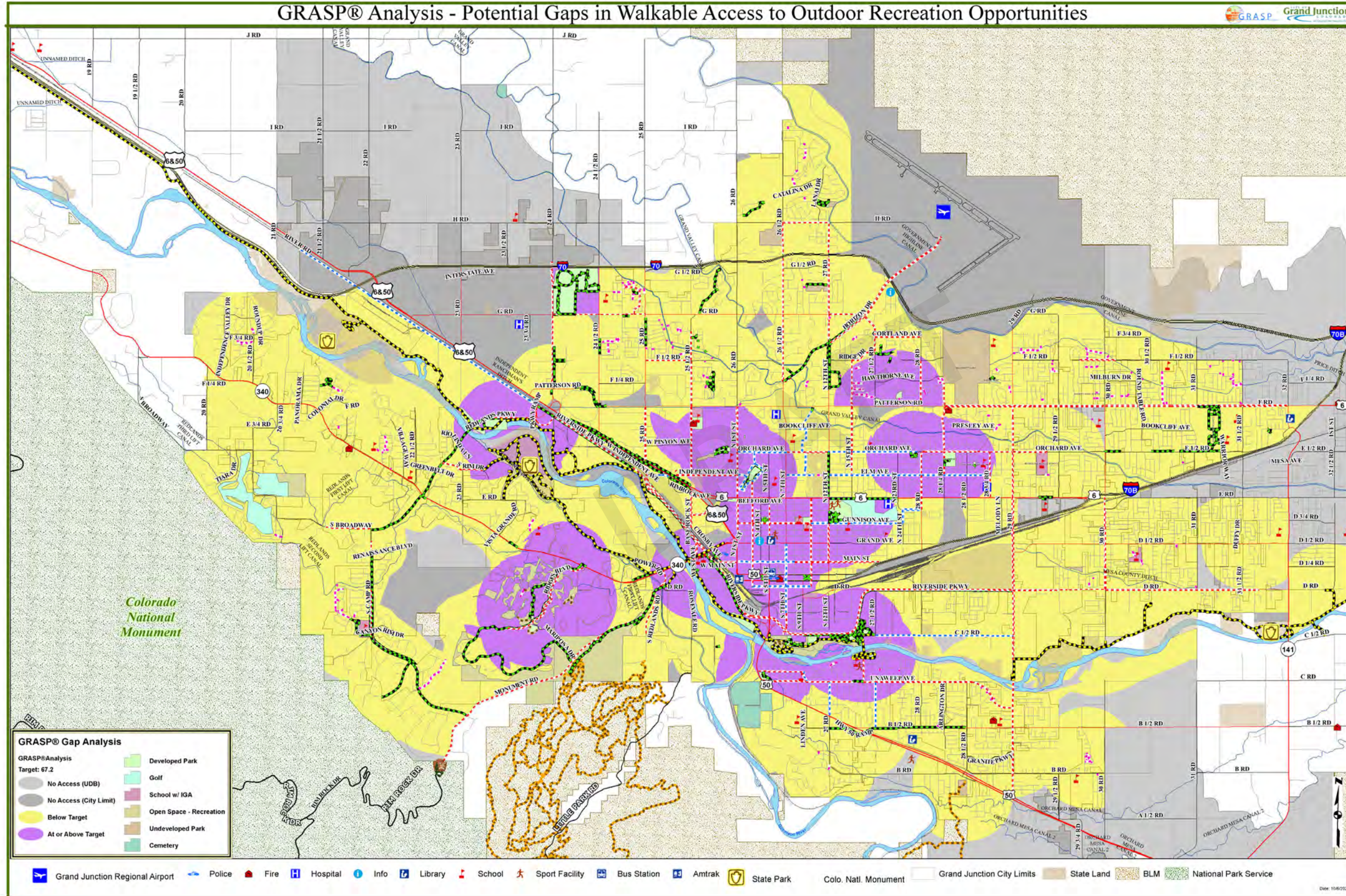
GAP Analysis in Walkable Access

Like the above, the walkable service level can also use a gap analysis. Purple areas indicate where walkable LOS values meet or exceed the target. Areas shown in yellow on the map can be considered areas of opportunity. These are areas where land and assets are currently available but do not provide the target value. It may be possible to improve the LOS value in such areas by enhancing the quantity and quality of features in existing parks without acquiring new lands or developing new parks. Another option might be to address pedestrian barriers in the immediate area.

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Figure 51: GRASP® Walkable GAP Analysis





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Figure 51 shows walkable access to assets based on population. This chart displays the level of service based on where people live. Comparing the walkable level of service data and census data provided by Esri GIS data enrichment techniques, the analysis indicates significant gaps in walkable access throughout Grand Junction. While parks may be within one-mile, they may not be within a comfortable walking distance, or barrier may prevent access. A closer look at the mapping would indicate that much of the yellow areas consist of trail access and lack reasonable walkable park access in many areas of the City. Some of these areas have access to a low scoring park site, school lands (IGA), undeveloped parklands, and schools without a current IGA. Also, some areas may have access to HOA or other provider parks not included in this analysis.

Figure 52: Percentage of Grand Junction Population with Walkable Access



More on Utilizing GRASP® Perspectives

GRASP® perspectives evaluate the level of service throughout an area from various points of view. Their purpose is to reveal possible gaps in service and provide a metric to understand a recreation system. However, it is not necessarily beneficial for all community parts to score equally in the analyses. The desired level of service for a location should depend on the type of service, the site's characteristics, and other factors such as community need, population growth forecasts, and land use issues. For example, commercial, institutional, and industrial areas might reasonably have lower Levels of Service for parks and recreation opportunities than residential areas. GRASP® perspectives focus attention on gap areas for further scrutiny. Perspectives can determine if current service levels are appropriate if used in conjunction with other assessment tools such as needs assessment surveys and a public input process.

Other Types of Analysis

Traditional analyses may also evaluate the recreational level of service on a community-wide scale.

Capacities Analysis

A traditional tool for evaluating service is the capacity analysis, which compares the number of assets to the population. This table projects future needs based on providing the same ratio of components per population. As the population grows over time, components may need to be added to maintain the same proportion. While there are no correct ratios, this table should be combined with other information, such as public input, to determine if the current capacities are adequate.

Table 16 shows the current capacities for selected elements in Grand Junction.

Table 16: Current Capacities in Grand Junction

Component	City of Grand Junction	School - IGA	System Total:	Current Ratio per 1000 Population based on 2020 population of 66,764	Population per component	Total # needed to maintain current ratio of all existing facilities at projected population of	Number that should be added by all providers to achieve current ratio at projected population
Adventure Course	1		1	0.01	66,764	1	0
Amusement Ride	1		1	0.01	66,764	1	0
Aquatics, Lap Pool	1		1	0.01	66,764	1	0
Aquatics, Leisure Pool	2		2	0.03	33,382	2	0
Aquatics, Spray Pad	1		1	0.01	66,764	1	0
Basketball Court	10	9	19	0.15	6,676	10	0
Basketball, Practice	4		4	0.06	16,691	4	0
Batting Cage	2		2	0.03	33,382	2	0
Bike Course	1		1	0.01	66,764	1	0
Diamond Field	10		10	0.15	6,676	10	0
Diamond Field, Complex	1		1	0.01	66,764	1	0
Disc Golf	2		2	0.03	33,382	2	0
Dog Park	4		4	0.06	16,691	4	0
Event Space	5		5	0.07	13,353	5	0
Fitness Course	1		1	0.01	66,764	1	0
Game Court	2		2	0.03	33,382	2	0
Garden, Display	3		3	0.04	22,255	3	0
Golf	2		2	0.03	33,382	2	0
Golf, Practice	2		2	0.03	33,382	2	0
Horseshoe Court	15		15	0.22	4,451	16	1
Inline Hockey	1		1	0.01	66,764	1	0
Loop Walk	12		12	0.18	5,564	13	1
Multi-Use Pad	2	2	4	0.03	33,382	2	0

Table 17: Acres of Park Land per 1,000 Residents

INVENTORY		
Grand Junction Developed Parks		354
Golf		209
Open Space - Recreation		598
Schools (IGA)		55
Undeveloped Parkland		285
Cemeteries		111
Other (Weed Abatement areas and Open Space ROW)		443
Current Ratio of Park Acres per 1000 Population		
CURRENT POPULATION 2020	66,764	
Current Ratio of Park Acres per 1000 Population		5.3
Population per acre		189
PROJECTED POPULATION - 2025		
Total acres needed to maintain current ratio of City of Grand Junction existing facilities at projected population		370
Acres that should be added to maintain current ratio at projected population		16
*calculations only use developed park land. Other acres shown for reference only		

This capacity table indicates that Grand Junction provides approximately 5.3 acres per 1000 people or 189 people per acre of "park" and does not include other provider parks and schools. It also shows that based on projected population growth that the City should consider adding 16 acres of developed-parkland over the next five years to meet the current ratio. Note that these numbers do not meet the current NRPA metrics, and a total of 160 acres are needed to meet the median. With projected population growth, add 184 acres over five years.

Key Conclusions

Because of the ranges within classifications used for this analysis, a further breakdown of the inventory by additional park classifications may make the park scoring more relevant within the system. While park access at a community and neighborhood level appears to be reasonably equitable, proximity, transportation availability, and pedestrian barriers are relevant factors affecting walkability. Significant gaps in service exist throughout the City, especially in walkable access, but it seems to reasonably track current residential areas. The most obvious way to increase overall LOS is to add assets in any area with lower service or acquire land or develop partnerships in areas lacking current service. While trails and trail connectivity scored high on survey results, the City currently offers good trail access and opportunities. Still, some connections may need to be improved. Pedestrian barriers and lack of trails also may limit access to recreation throughout Grand Junction. The City should investigate areas of low and no service and identify any other service providers. An increasing level of service in these areas could include multiple approaches, including raising scores at existing parks, addressing pedestrian barriers, and adding or developing new parks.

Grand Junction has several high-scoring parks and has invested heavily in a robust Community Park system model that may be the expense of some walkable service level. The City should evaluate this approach or philosophy, as many agencies and current national trends focus heavily on the ten-minute walk campaign. A long-term goal of a quality park within a ten-minute walk of every resident requires significant investment over time. The projected expansion of the City boundary and population also impacts these numbers, and that fewer parks currently exist on the City's growth edges.

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APPENDIX D: COMMUNITY CENTER PROJECT DESCRIPTION

Community Center Priority and Amenities

One objective of the parks and recreation master planning process was to confirm community priorities for indoor as well as outdoor activity space. Through extensive public outreach, a community center was recognized as the highest development need. Indoor activity amenities identified as the highest priority include a warm water leisure pool, fitness areas, walk/jog track, multi-use gymnasiums, climbing wall, cool water lap pool, therapy pool, multi-use meeting and program rooms and an ice arena. The public outreach results also indicated a preference to study redeveloping the existing Lincoln Park outdoor pool as a centralized location for the new community center.

Building Size and Amenities

Since the City of Grand Junction does not have a dedicated community center, the Parks and Recreation Department currently provide indoor recreation and community programming in a variety of shared venues throughout the area. Program diversity, quantity and size are limited to existing facility features and availability. Most, if not all, of the indoor recreation amenities identified as the highest priority accommodate programs and activities currently not offered in Grand Junction. A new community center in Lincoln Park would therefore not replace existing facilities, but would instead provide a centralized location to fulfill programming and activity needs either not currently offered or provided in a diminished capacity.

The overall size of the community center building is ultimately a result of the number and scale of amenities selected and the land area available for construction. The final selection of spaces and their capacities will be determined in a subsequent feasibility study. Ultimately the building program will have a direct relationship to operating costs and the ability to recover those expenses. For the purposes of this report, planning for a central city-wide community center should be of sufficient scale to accommodate the needs of the entire community either initially or in phases.

Given the necessarily large size of the highest prioritized indoor amenities, including swimming pools, gymnasiums, walk/jog tracks and potentially an ice rink, the potential building size ranges between 74,000 to 123,000 square feet. This scale of a building, if strategically arranged on two floors, can be accommodated at the existing Lincoln Park Outdoor Pool location with minimal impact to existing park green space and trees.

Potential Partners

During the outreach process, several local organizations expressed interest in participating as either programming or capital partners in the project. While possible partnerships require much further study beyond the scope of this master plan, it is important to explore, at least conceptually, the potential space and operational implications when evaluating building size and development costs. For purposes of this master plan, 5-6 percent of additional building space and project costs would need to be added to allow for partnership possibilities.

Lincoln Park Location

The Outdoor Pool in Lincoln Park is at the end of its useful lifespan and was identified as a possible location for the development of a new city-wide community center and an alternative to the previously studied Matchett Park location. The existing outdoor facility would be redeveloped into a community center with new and expanded pools providing more versatile year-round fitness, and wellness programming, recreation and leisure activities. In addition to its central location, Lincoln Park offers many cost-saving advantages over Matchett Park including the proximity to existing infrastructure such as access roads, parking, storm drainage, utility connections, and outdoor recreation amenities such as tennis and pickleball courts, playgrounds, gardens and pathways.

Project Costs

Cost projections for a new community center at Lincoln Park must include as many factors as possible to give a comprehensive forecast for conceptual planning purposes. While a detailed estimate is not feasible until a detailed design has been completed, it is possible to project a realistic, conceptual range of costs. For purposes of this masterplan, project cost projections are based on community center historical cost data from projects with similar features and include construction costs for the building and the site, soft costs and contingencies. Additionally, costs have been escalated with inflation 2.5 years into the future to accommodate additional planning and design time. The project size could range between 74,000 to 123,000 square feet and the total project costs could range between \$45,900,000 to \$59,230,000, respectively.

Project Schedule

Typically, if a community decides to move forward with a project of this scale and potential complexity, there is 2.5 to 3-year period before the doors are open for everyday use. Design and approvals require approximately 12-15 months and bidding, construction, testing, move-in, and training take another 16-18 months.

APPENDIX E: SERVICES ASSESSMENT

Core Services Assessment and Programs Analysis Overview

An assessment of **Public Sector Agency Services** is an intensive review of organizational services including activities, facilities, and parklands that leads to the development of a department’s **Service Portfolio**. Additional results indicate whether the service is “**core to the City’s values and vision,**” and provide recommended provision strategies that can include, but are not limited to, enhancement of service, reduction of service, collaboration, and advancing or affirming market position. This assessment begins to provide a nexus relative to which services are central to Lafayette’s purpose. The process includes an analysis of each service’s relevance to Lafayette’s values and vision, the City’s market position in the community relative to market, other service providers in the service area including quantity and quality of provider, and the economic viability of the service.

The **Public Sector Agency Service Assessment Matrix** assumes that trying to be all things to all people can result in mediocre or low-quality service. Instead, agencies should focus on delivering higher-quality service in a more focused (and perhaps limited) way. The Matrix helps organizations think about some very pragmatic questions.

- Q: Is the agency the best or most appropriate organization to provide the service?**
- Q: Is market competition good for the citizenry?**
- Q: Is the agency spreading its resources too thin without the capacity to sustain core services and the system in general?**
- Q: Are there opportunities to work with another organization to provide services in a more efficient and responsible manner?**

To begin, an agency needs to take a full inventory of all assets, programs, and services to be included in the analysis. For most agencies, there are a substantial number, and they need to be placed into “**Categories of Service**”

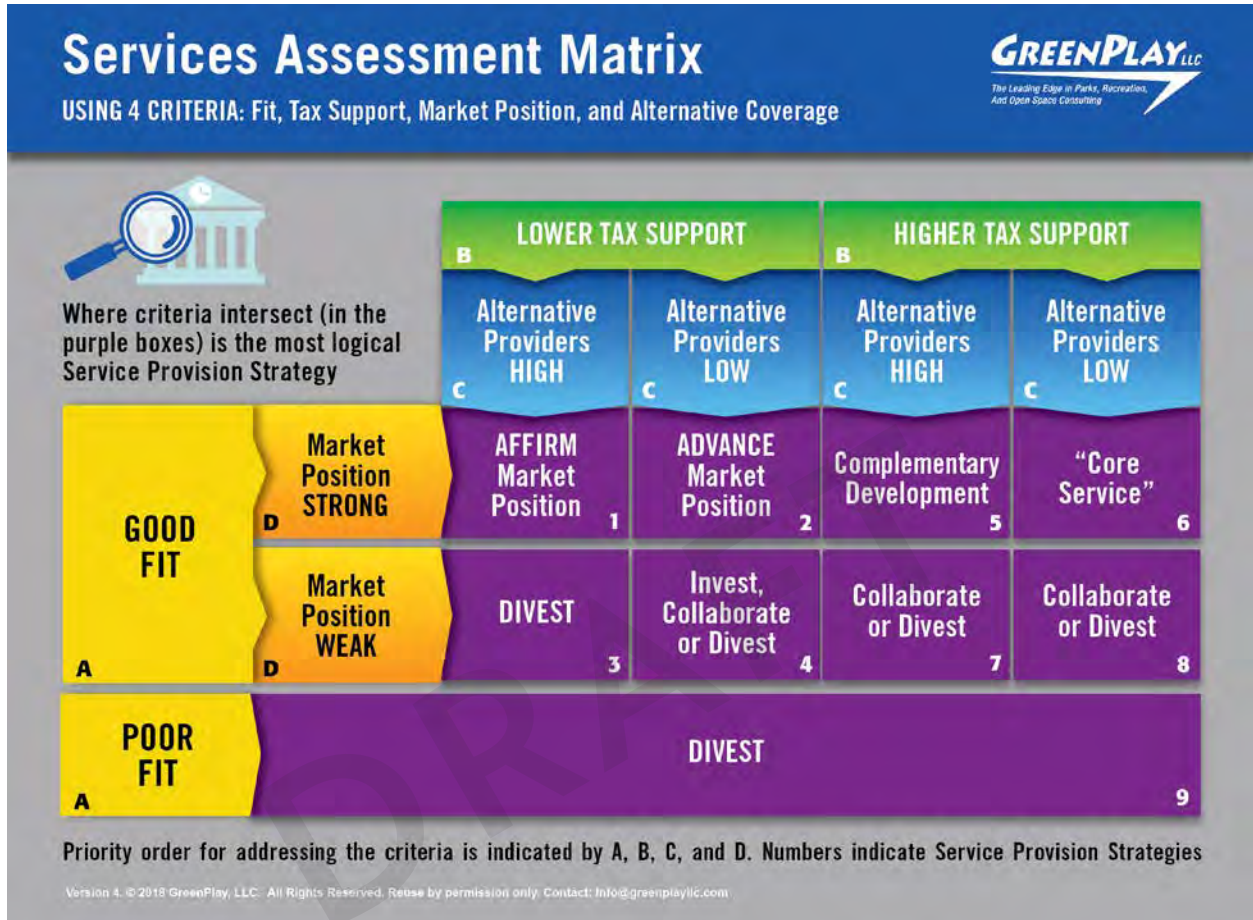
Categories of Service - Examples

- Non-Monitored Parks and Recreational Facilities
- Drop-In Monitored Access (non-instructional)
- Camps
- After School Programs
- Preschool
- Tournaments/Leagues
- Activities- Beginner/Novice
- Activities -Intermediate
- Activities- Advanced/Competitive
- Merchandise for Resale
- Concessions/Vending

- Social Services
- Social Clubs
- Trips
- Amusement or Tourism Attraction
- Special Events Partnered or City-Offered
- Exclusive Use Non-profit and Government
- Exclusive Use For-profit and Private
- Exclusive Use Government
- Leased, management services

After the services are categorized, staff and key stakeholders convene in a facilitated meeting to work each category through the Public Sector Services Assessment Matrix.

Public Sector Agency Services Assessment Matrix



Note: Based on MacMillan Matrix for Nonprofit agencies from the Alliance for Nonprofit Management. Adapted by GreenPlay LLC and GP RED for Public Sector Agencies. April 2009.

The process includes using guiding questions in a facilitated group discussion to assign the Categories of Service to a numbered cell on the Matrix.

Discussions

One of the reasons that this process works so well is that the assignment of categories to cells is based on facilitated consensual discussions. No one person is making the decisions, and at the end of the assignment workshops, all participants have a strong understanding of how the categories do or do not fit within the vision for the agency and the resultant service strategies

Guiding Questions

The following questions guide the process to determine each service’s fit with the agency’s values and vision, the agency’s strength or weakness in the target market service area, the service’s financial sustainability potential, and who else is providing like or similar services in the target market service area. Each question has to be answered for each service.

Some questions to facilitate guiding categories through the Matrix:

1) Fit

Fit is the degree to which a service aligns with the agency's values and vision, reflecting the community's interests. If a service aligns with the agency's values and vision and contributes to the overall enhancement of the community, it is classified as a "good fit." If not, the service is considered a "poor fit."

- Does the service align with agency values and vision?
- Does the service provide community-wide return on investment (i.e. community, individual, environmental, or economic benefits and outcomes that align with agency values such as crime prevention, improved health and well-being, enhancement of property values, etc.)?

2) Financial Capacity

Financial Capacity is the degree to which a service (including a program, facility, or land asset) is currently or potentially attractive as an investment of current and future resources to an agency from an economic perspective.

No program should be classified as "highly attractive" unless it is ranked as attractive on a substantial majority of the criteria below.

- Does the service have the capacity to sustain itself (break even) independent of General Fund or taxpayer subsidy/support?
- Can the service reasonably generate at least 50% from fees and charges?
- Can the service reasonably generate excess revenues over direct expenditures through the assessment of fees and charges?
- Are there consistent and stable alternative funding sources such as donations, sponsorships, grants, and/or volunteer contributions for this service?
- Can the service reasonably generate at least 25% of the costs of service from alternative funding sources?
- Is there demand for this service from a significant/large portion of the service's target market?
- Can the user self-direct or operate/maintain the service without agency support?

3) Market Position

Market Position is the degree to which the organization is perceived by the public to have a stronger capability and potential to deliver the service than other agencies. It includes a combination of the agency's effectiveness, quality, credibility, and market share dominance. No service should be classified as being in a "strong market position" unless it has some clear basis for declaring superiority over all providers in that service category and is ranked as affirmative on a substantial majority of the criteria below.

- Is the service provided at a convenient or good location in relation to the target market?
- Does the agency have a superior track record of quality service delivery?
- Does the agency currently own a large share of the target market currently served?
- Is the agency currently gaining momentum or growing its customer base in relation to other providers (e.g., "Is there a consistent waiting list for the service")?
- Does agency staff have superior technical skills needed for quality service delivery?

4) Alternative Coverage

Alternative Coverage is the extent to which like or similar services are provided in the service area to meet customer demand and need. Are others providing the same services? If there are no other large (significant), or very few small agencies producing or providing comparable services in the same region or service area, the service should be classified as “low coverage.” Otherwise, coverage is “high.”

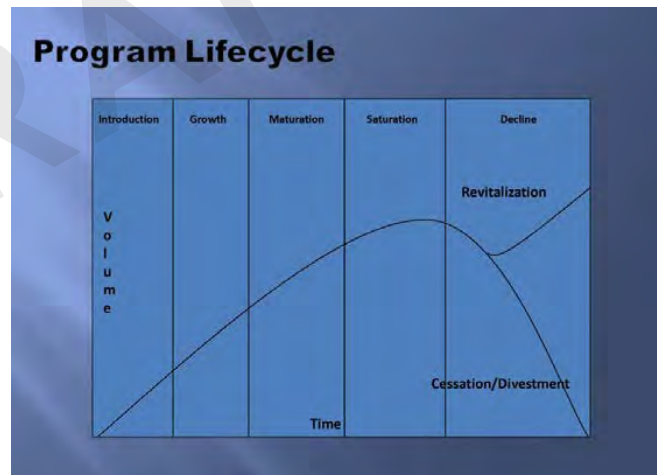
Other questions will arise and may need additional exploration, such as:

- Does the agency have the ability to conduct necessary research, pre and post participation assessments, and/or properly monitor and evaluate service performance therefore justifying the agency’s continued provision of the service (such as benchmarking performance or impact to community issues, values, or vision)?
- Are marketing efforts and resources effective in reaching and engaging the target market?

Unfair Competition

It has become somewhat challenging to draw a line of demarcation between those services that are recognized to be the prerogative of the private sector and those thought to be the responsibility of the public sector. Overlap of service production and provision are common. A continuing problem today is the lack of clarification between what sector should be producing or providing which services; therefore, boundaries should be developed. It is necessary to reshape how public and private sector agencies work either independent of each other or together in a more effective way, becoming complementary rather than duplicative.

Service lines are blurred due to a variety of factors. Whether it is due to the emergence of new services that have not been offered before, in response to customer demand, or reduced availability of public funds and therefore greater dependence on revenue generation, at times, these blurred lines can result in charges that the public sector engages in unfair competition practices by offering similar or like services to those of the private sector. These charges result from resource advantages that the public sector has over the private sector including, but not limited to, immunity from taxation and the ability to charge lower fees for similar or like services due to receipt of subsidy dollars.



Potential Service Strategies

Each numbered resulting cell in the Matrix corresponds with potential target service strategies. Eliminating services that are important to someone or have been offered for some time is challenging. Letting go and making choices based on objective tools must transcend the emotional attachments, because the agency is a public service provider. While this may be difficult, most agencies are re-thinking their resource and labor-intensive services for which they are no longer the strongest provider in the service’s target market. Complementary Development means partnering.

APPENDIX F: COMMUNITY NEEDS SURVEY REPORT

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Grand Junction Parks, Recreation, and Open Space (PROS) Needs Assessment Survey

October 2020



Table of Contents



- Introduction & Methodology
- Key Findings
- Demographics
- Covid-19
- Current Facilities & Programs
- Communication
- Future Facilities & Programs
- Funding Sources
- Funding Sources
- Community Comments

Introduction

The purpose of this survey program was to gather community feedback on the City of Grand Junction Parks and Recreation Department facilities, amenities, programs, and future planning to assist the City in developing a plan that reflects the community's needs and desires.



Methodology

Primary methods:

1 = Statistically Valid (Invitation Survey) - Mailed survey with an option to complete online through password protected website. The survey was distributed to a random sample of individuals based on registered voters in the City of Grand Junction. Surveys were password protected to ensure only one response per selected participant.

2 = Open Link Survey - Online survey made available to all residents in the Grand Junction area. No passwords were required to participate, and the survey was broadly publicized.

6,000 Surveys Mailed



977 - Invitation Surveys
+/- 3.1 Margin of Error



1,482 - Open Link Surveys

2,459
Total
Surveys

Weighting the Data

1

The underlying data from the invitation survey were weighted by age to ensure appropriate representation of Grand Junction residents across different demographic cohorts in the sample.



2

Using U.S. Census Data the age distribution in the sample was adjusted to more closely match the actual population profile of the City of Grand Junction.

Key Findings

INTERPRETING THE RESULTS



The survey consisted of a “statistically valid” Invite survey based on a random sampling of registered voters in the City, together with Open responses that were obtained from interested residents based on announcements through email lists, newsletters, public meetings, etc. While both sets of responses are important and valid, the invite responses receive particular attention in this report. The overall response to the surveys was excellent and the resulting responses provide a large and representative data set (977 Invite, 1,482 Open) on which to make inferences about community sentiment and priorities.

GEOGRAPHIC DISTRIBUTION AND DEMOGRAPHIC PROFILE



Survey responses were tracked by ZIP Code within Grand Junction. The survey shows some differences in opinions by location of residence and these results are particularly important in considering future amenities and improvements including a potential community/recreation center. Proximity to park sites (for example Lincoln or Matchett Parks) help to explain opinions of some residents; however, there are a variety of other variables that are also important to understanding responses. These include age, presence of children in the home, length of time living in Grand Junction (tenure) and household incomes. All of these variables were explored in the study and results are available under separate cover.

Key Findings

IMPACTS OF COVID-19 ON PARKS & RECREATION



The survey instrument acknowledged that this study is being done during the pandemic. Respondents were asked about “What single outcome of the pandemic will have the greatest impact on the future of parks and recreation facilities and services?” Budget/financial implications, and an increased appreciation that parks and recreation are a good investment for the community were the most frequently identified choices. The data suggest that increased awareness of parks, recreation, and open space may be a positive outcome of the pandemic. Increased homelessness was also identified as a concern, especially among Invite survey respondents.

SATISFACTION WITH GRAND JUNCTION PARKS, FACILITIES, AND RECREATION SERVICES



Satisfaction with parks, recreation facilities, and recreation programs/services were rated, and more than two-thirds of Invite respondents provided high ratings of satisfaction, either a “4” or “5” in all three categories. About 6% rated parks a 1 or 2 on the scale, and 15% used this lower rating to evaluate both recreation facilities, and recreation programs. These measures provide a metric to evaluate the overall programs in the future. About 800 respondents provided additional comments on their responses with various needs identified, including most specifically a desire for a recreation center and/or associated indoor facilities.

Key Findings

IMPEDIMENTS TO USE



The survey asked what hinders use of facilities. A lack of awareness of programs/facilities was identified most often by a large margin (34% of Invite respondents). Lack of facilities and amenities, crowding, and cost/user fees were all secondary deterrents among the invite sample, but all were identified by a sizeable group (about 15%). The opportunity to expand awareness through communications of many types is a clear opportunity indicated by survey responses.

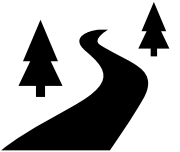
COMMUNICATION EFFECTIVENESS



When asked about the “effectiveness” of communications, about two in five Invite respondents rated the City of Grand Junction effective or very effective (4 or 5). However, about one in four rated the effectiveness of receiving information in the low category (1 or 2). Clearly, there is an opportunity to target and improve on these results.

Key Findings

WHAT IS IMPORTANT TO RESIDENTS & HOW WELL ARE NEEDS BEING MET?

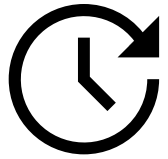


The survey shows that trails, open space, and community/neighborhood parks are the most important existing facilities and services out of a list of 18 categories that were rated. These results were then coupled with results from a question that asked how well the needs of the City are being met across these same categories. The result presents a means of identifying what is important and how well the city is doing. Facilities and services that are very important and performing well include the three categories identified as most important to households: trails, open space, and community/neighborhood parks. In contrast, “shade structures” and “recreation programs and activities” received above average importance ratings but below average needs-met ratings. These may be key areas for improvement. Indoor fitness center/room, while slightly below average in terms of importance, received the lowest average needs-met ratings by a significant margin.

Trail work was identified most often as an improvement needed at existing facilities, and provision of shade and restoration of natural areas/open spaces were also identified as priorities. These findings suggest areas where the public supports further improving on amenities that are already high-rated and considered important.

Key Findings

PRIORITIES FOR THE FUTURE



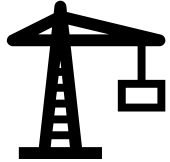
Looking to the future, the survey probed a long list of outdoor and indoor facility and program needs. A community center was identified most often on the outdoor list, suggesting that such a facility will provide outdoor and indoor recreation opportunities. It was closely followed by “trail connections and expansions for hiking, biking, and walking.” River conservation/access /improvements, and natural areas and open space are also top considerations. A list of 19 categories of facility improvements were ranked.

The list of indoor amenities that were most “needed” by Grand Junction residents resulted in an indoor warm water leisure pool at the top of the list, followed closely by fitness and weight center, indoor walk/jog track, and indoor multi-use gymnasiums. These are all features under consideration as a part of a community center.

Key Findings

A COMMUNITY CENTER FOR GRAND JUNCTION

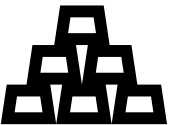
The idea of a community center received very strong support. About 80% of Invite respondents rated it “important” or “very important.” Just four percent of respondents feel that “any additional community or recreational facilities are not needed by their family or the community.”



The survey asked about a preferred location for a community center and about 60% identified Lincoln Park. Matchett Park was chosen by 19%. A significant 15% said they “need more information,” and less than 5% prefer another site. Clearly, responses indicate strong support for further evaluation of the Lincoln Park site, and it is preferred by a wide margin at this time. The survey found that there are some differences in opinions by geography. Those living closest to Matchett we relatively more likely to favor that site than residents from other parts of the City.

FUNDING FOR PRIORITIES

The funding mechanisms likely to garner the most voter support are revenue from medical and recreational marijuana, grants and fundraising, and a tax on tobacco and vaping. A sales tax increase, property tax increase, or sales tax on some grocery items are relatively less popular funding mechanisms. Just 6% of the Invite sample and 2% of the Open Link sample would not support any additional resources to maintain and improve the Parks and Recreation system.



Key Findings

OPEN ENDED COMMENTS



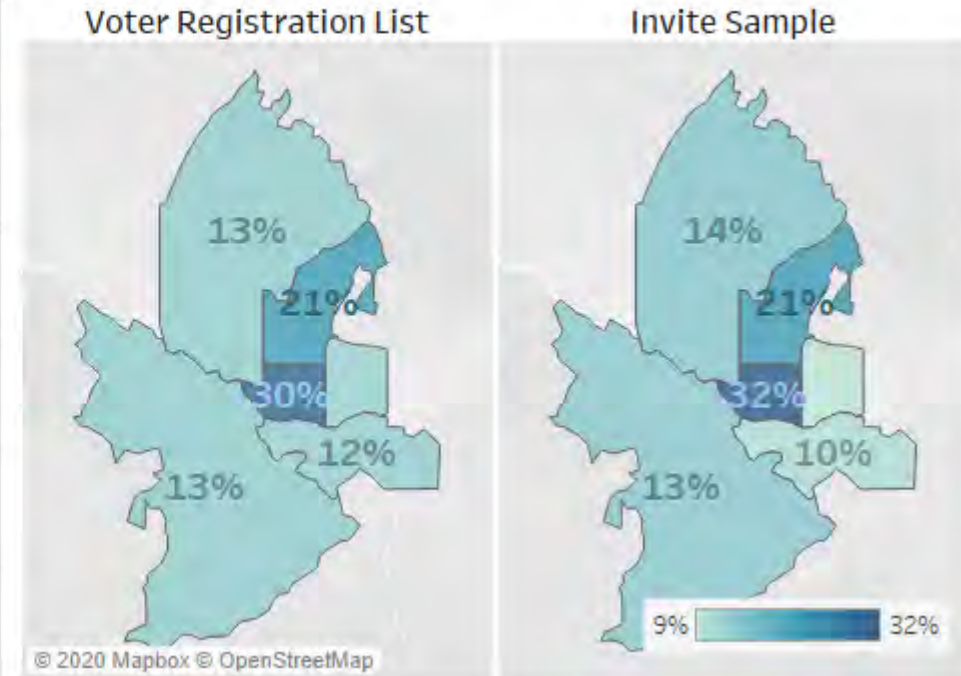
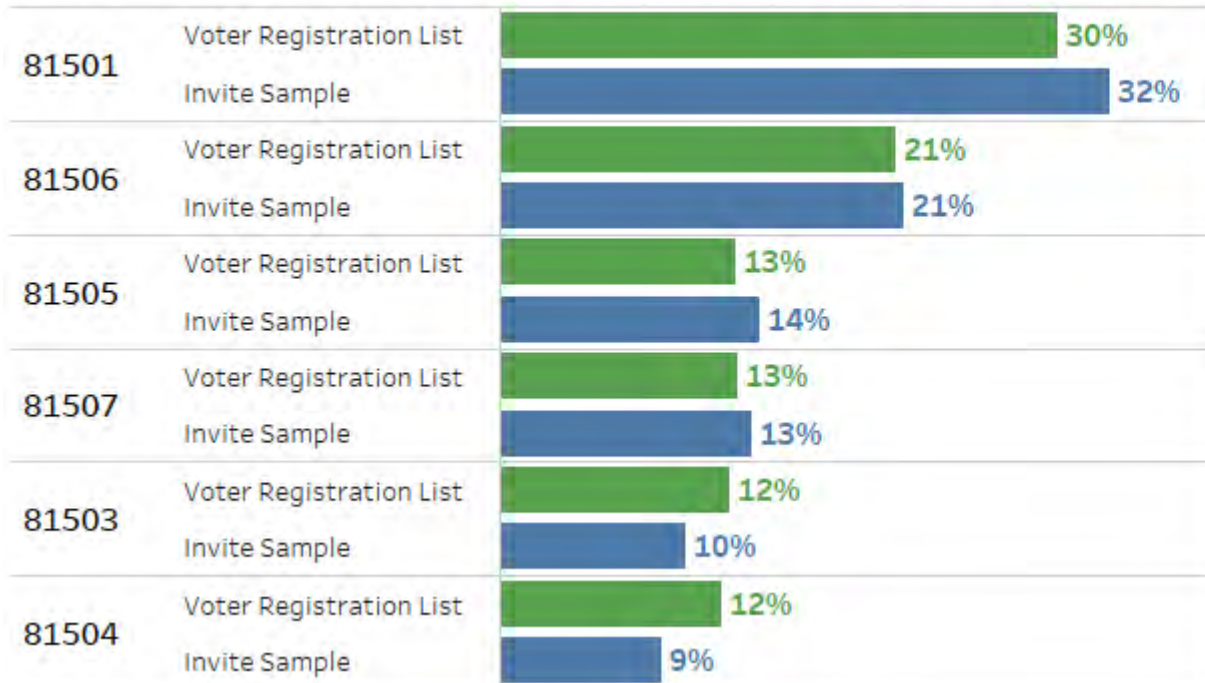
The survey generated an extensive number of open-ended comments that provide additional insight on many topics that were explored. These comments have been presented verbatim under separate cover. In addition, a sampling of a few representative comments is included in this report. The thoughtful, and in many cases very specific and detailed suggestions, are worthy of further consideration as some of the specifics of the Plan develop and priorities are probed.

Demographics

Zip Code

The distribution of results by ZIP Code of the Invite sample closely matches the distribution of the City of Grand Junction voter registration list.

Distribution of Invite Sample Respondents vs. the City of Grand Junction Voter Registration List



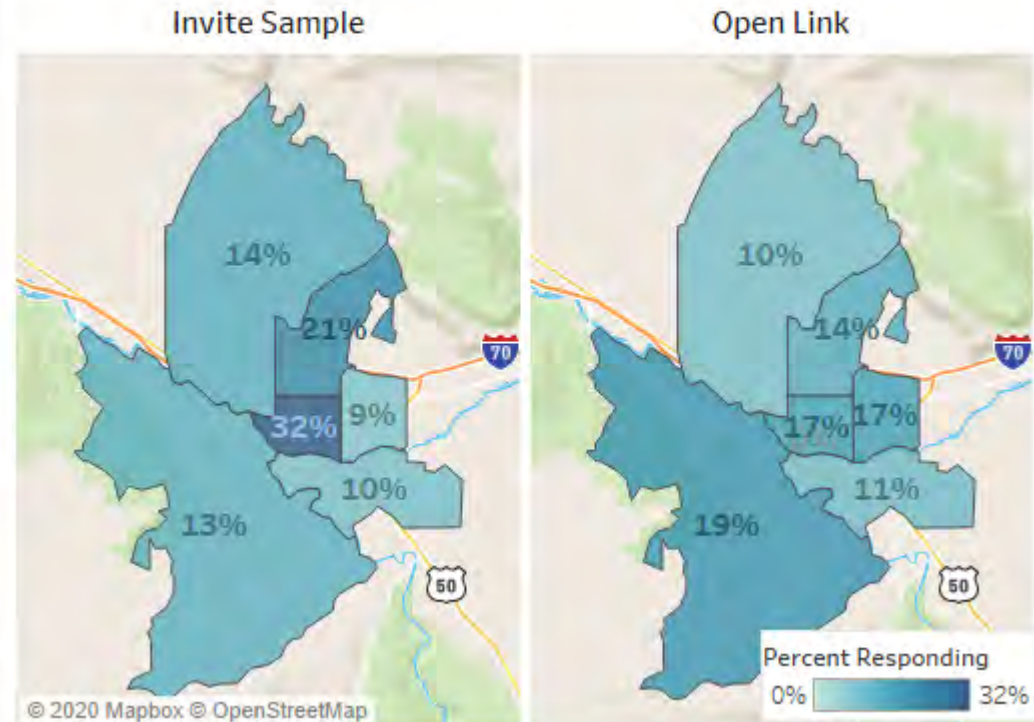
Zip Code

Geographically, participation among the Open link sample was more diverse, and underrepresents respondents from 81501 and 81506 and over represents respondents from 81507 and 81504 relative to the voter registration list. The Open link included respondents that live outside the City, approximately 11% of total responses.

Q 1: What is the ZIP code of your residence?

Invite vs. Open Link

	Overall	Invite Sample	Open Link
81501	23%	32%	17%
81506	17%	21%	14%
81507	17%	13%	19%
81504	14%	9%	17%
81505	11%	14%	10%
81503	11%	10%	11%
81502	0%		0%
Other (please specify)	6%	0%	11%
n=	2,459	977	1,482

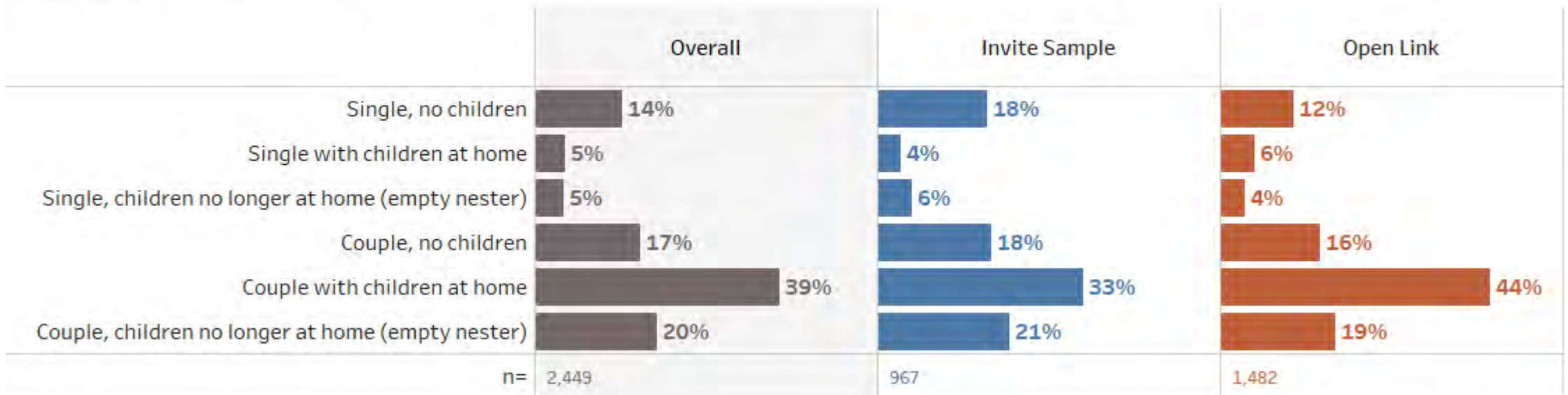


Household/Family Status

Thirty-seven percent of Invite sample respondents have children at home, while 36% do not have children. The remaining 27% are “empty-nesters” with children no longer at home. Roughly half of the Open link sample respondents have children at home. Clearly, the Open link resulted in high participation from households with children, a segment that is particularly interested in recreation.

Q 2: Which of these categories best applies to your household?

Invite vs. Open Link



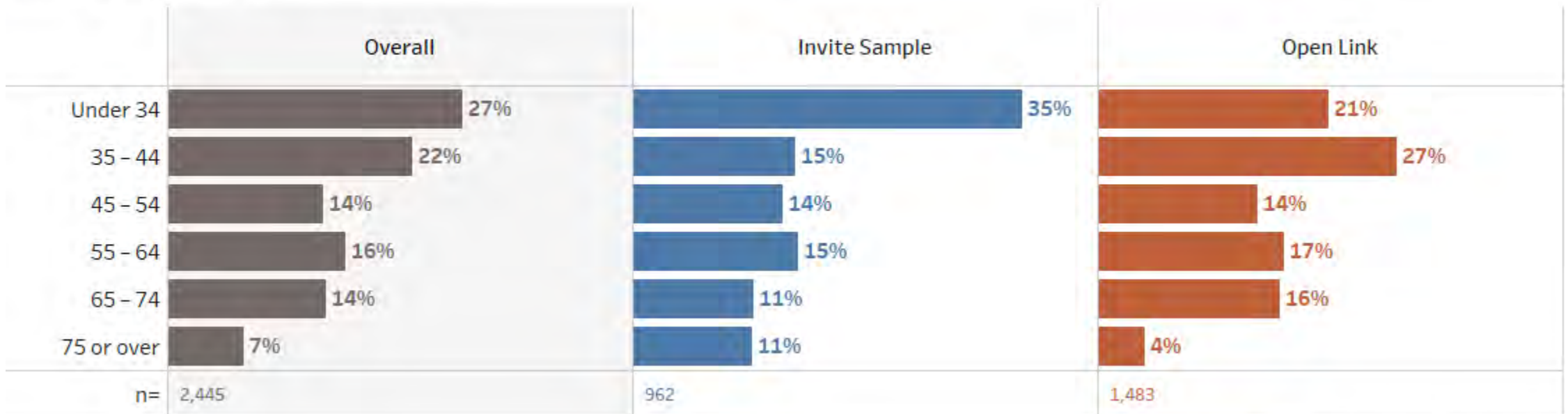
Source: RRC Associates and GreenPlay

Age

The Invite sample was weighted by age according to the American Community Survey. As such, the age distribution accurately represents the City of Grand Junction as a whole. The Open link survey results were not weighted. They reflect the age profile of the segment that self selected to participate.

Q 3: What is your age?

Invite vs. Open Link



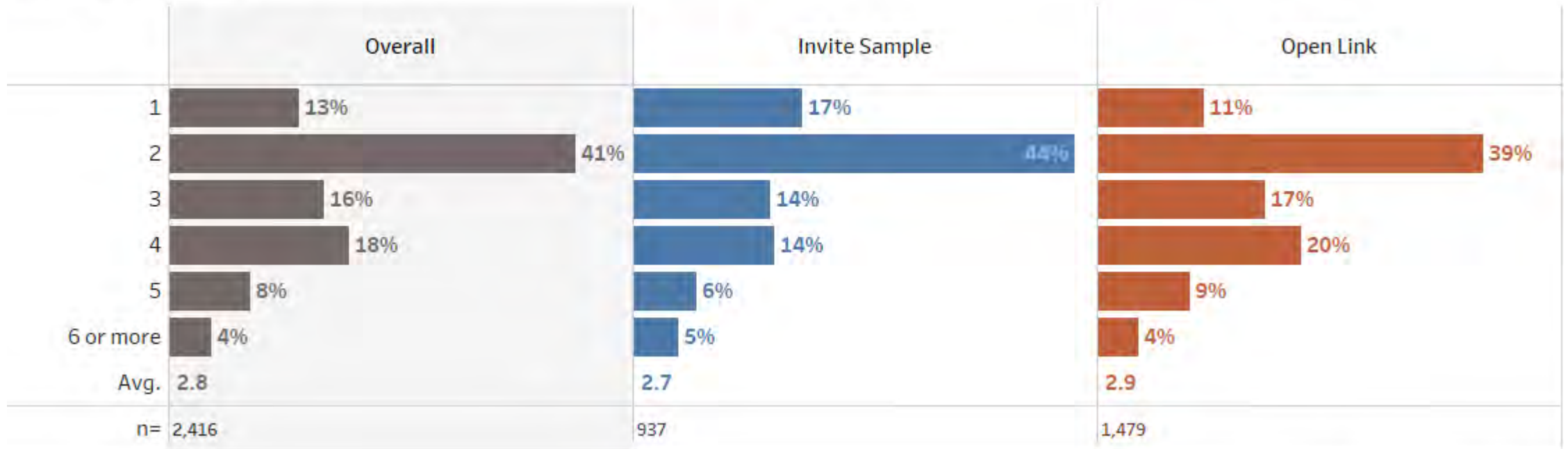
Source: RRC Associates and GreenPlay

Household Size

The average household size of Invite respondents was 2.7, while the Open link sample was slightly larger at 2.9, due to the greater share of Open link respondents that reporting having children at home.

Q 4: Including yourself, how many people in total typically live in your household?

Invite vs. Open Link



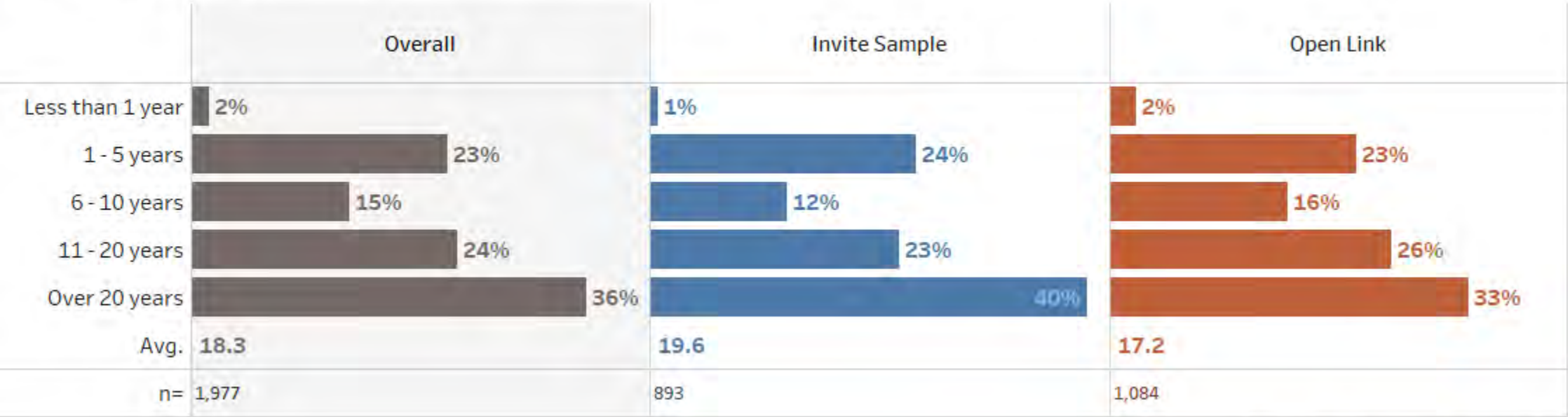
Source: RRC Associates and GreenPlay

Time in Grand Junction

Overall, respondents have had lengthy tenures in the City of Grand Junction at an average of nearly 20 years among the Invite sample and 17 years among the Open link sample. A quarter of Invite respondents have lived in Grand Junction for 5 years or less, while 63% have resided in Grand Junction for more than 10 years. There are some differences in responses based on time in the City.

Q 6: Approximately how long have you lived in the City of Grand Junction?

Invite vs. Open Link



Source: RRC Associates and GreenPlay

Gender & Voter Registration

Female respondents were more likely than males to participate in the survey (62% vs. 34%). Despite this difference, analysis showed responses from males and females were similar enough that the data did not warrant being weighted by sex. Nearly all invitation sample respondents (98%) indicated that they are registered to vote in the City of Grand Junction. The registered voter list was used as the source for contacting individuals for this survey.

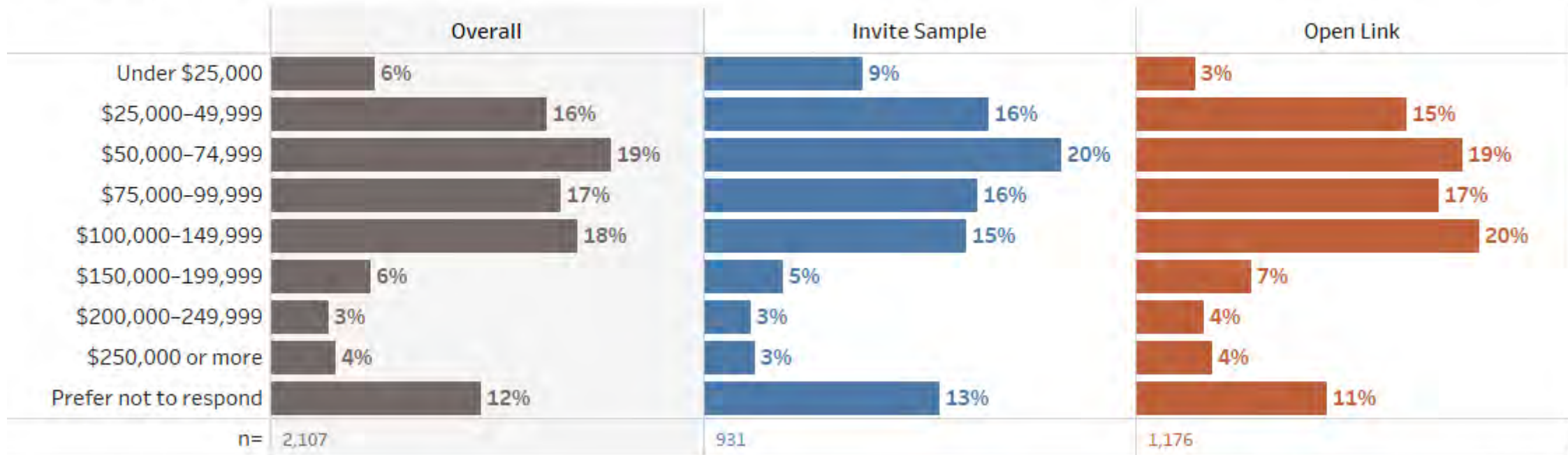
	Overall	Invite Sample	Open Link
Q 25: Please indicate the gender with which you identify:	Female	62%	63%
	Male	34%	34%
	I prefer to identify as:	0%	1%
	Prefer not to answer	3%	3%
n=	2,130	954	1,176
Q 26: Are you a registered voter in the City of Grand Junction?	Yes	89%	82%
	No	11%	18%
	n=	2,094	922

Source: RRC Associates and GreenPlay

Household Income

Forty-five percent of Invite respondents reported an annual household income of less than \$75,000. Thirty-one percent earn between \$75,000 and \$149,000 annually, while 11% percent earn more than \$150,000.

Q 27: Which of these categories best describes the total gross annual income of your household (before taxes)?
Invite vs. Open Link



Source: RRC Associates and GreenPlay

Hispanic Origin & Race

Eight percent of Invite respondents are of Hispanic/Latino/Spanish origin. Ninety-five percent consider their race as white. The survey was provided to the community in both English and Spanish, and 8 Spanish surveys were received.

	Overall	Invite Sample	Open Link
Q 28: Are you of Hispanic, Latino, or Spanish origin?	Yes 8%	8%	7%
	No 92%	92%	93%
	n= 2,041	903	1,138
Q 29: What race to you consider yourself to be? (Check all that apply)	White 95%	95%	94%
	Some other race 5%	5%	5%
	American Indian and Alaska Native 2%	1%	2%
	Asian 1%	2%	1%
	Black or African American 1%	0%	1%
	Native Hawaiian and Other Pacific Islander 0%	0%	0%
	n= 2,028	896	1,132

Source: RRC Associates and GreenPlay

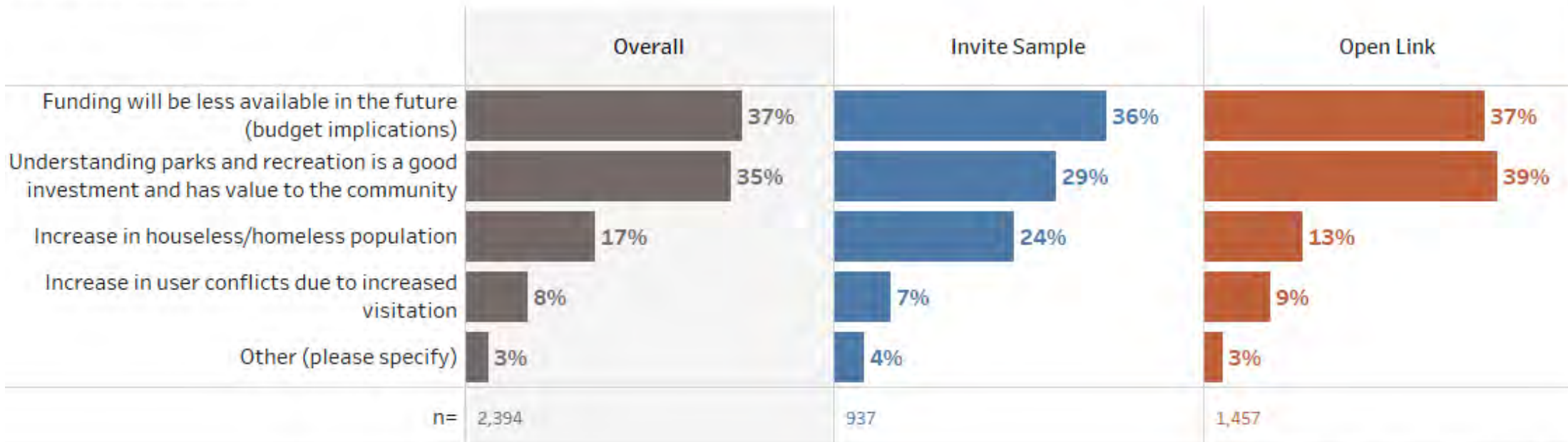
Covid-19

Impact of Covid-19

The survey instrument acknowledged that this study is being done during the pandemic. Budget implications were identified by Invite respondents as the outcome of Covid-19 that would have the greatest impact on the future of parks and recreation facilities and services, while “understanding parks and recreation is a good investment and has value to the community” was the identified most by Open link respondents. Both groups were relatively unlikely to cite an “increase in conflicts due to increased visitation.”

Q 7: What single outcome of the Covid-19 pandemic do you believe will have the greatest impact on the future of parks and recreation facilities and services?

Invite vs. Open Link



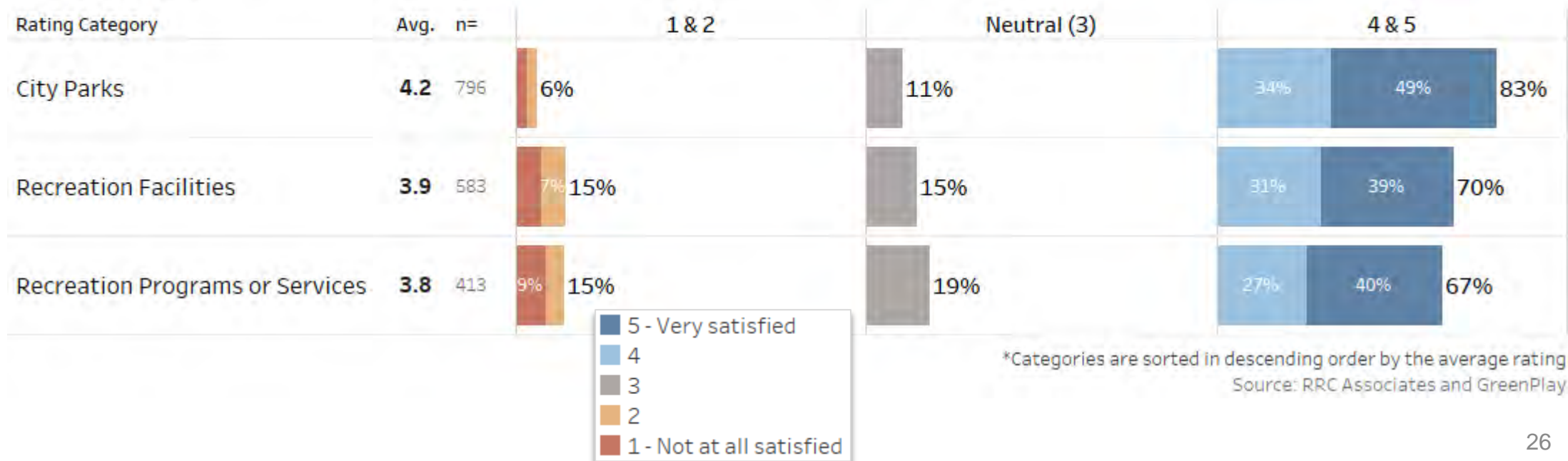
Current Facilities & Programs

Satisfaction

On a 5-point scale of satisfaction with parks, recreation facilities, and recreation programs or services, more than two-thirds of respondents provided high ratings of satisfaction, either a “4” or “5” in all three categories. City parks received the highest ratings (average 4.2), followed by recreation facilities (3.9), and recreation programs or services (3.8). Levels of satisfaction are consistent regardless of age, gender, or presence of children.

Q 8: How satisfied has your household been with the overall quality of Grand Junction recreation programs/services, facilities, and events you have used in the 12 months (March 2019 to March 2020) prior to April 2020 (the start of the COVID-19 pandemic)?

Invite Sample Only



Satisfaction

Respondents were given the opportunity to provide comments on their ratings of parks, recreation facilities, and programs or services. The following word cloud and bar chart summarize the most used words in the comments. Feedback was diverse in nature, and a full listing of responses is provided in the appendix.

Q 8: How satisfied has your household been with the overall quality of Grand Junction recreation programs/services, facilities, and events you have used in the 12 months (March 2019 to March 2020) prior to April 2020 (the start of the COVID-19 pandemic)? Do you have any specific comments on your response?



The majority of the 193 comments containing “need” referred to a recreation center. Respondents also frequently identified pickleball courts, and an ice rink as needs.

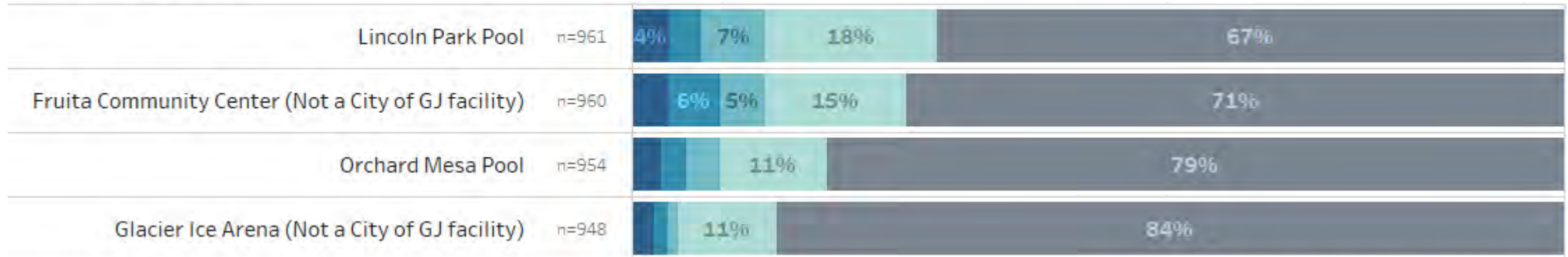
92 comments contained “homeless.” Many mentioned avoiding parks due to homelessness. *“Some parks are not visitor friendly due to homeless populations.”*

Facility Use

Among the invitation sample, a third of respondents indicated having used the Lincoln Park Pool within the 12 months period prior to the Covid-19 pandemic. The Fruita Community Center was the next most heavily used facility (29% have used it at least once), followed by the Orchard Mesa Pool (21%), and the Glacier Ice Arena (16%).

Q 9: How often did you use the following facilities in the past 12 months before the pandemic (March 2019 to March 2020)?

Invite Sample Only



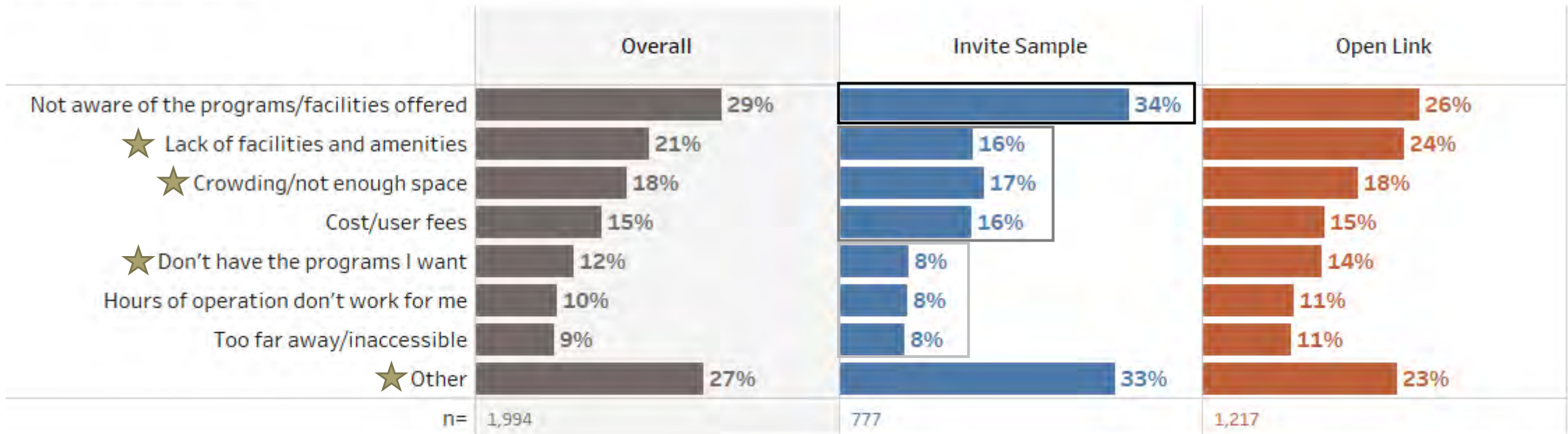
Source: RRC Associates and GreenPlay

Factors that Hinder Use

Among the Invite sample, three distinct tiers of factors that hinder use of parks and recreation facilities emerged (boxed below), with lack of awareness of programs/facilities identified most often by a large margin. Lack of facilities and amenities, crowding, and cost/user fees were all secondary deterrents among the Invite sample. For the starred answer options, respondents were given the opportunity to elaborate on their responses in Open-ended comments. The most frequently used words from these comments are summarized in word cloud and bar chart form on the following two slides.

Q 10: What keeps you from using the local parks and recreation programs/facilities as frequently as you would like?
(Check all that apply)

Invite vs. Open Link



Importance of Existing Facilities/Amenities

Q 11: Please rate A): how important the following existing facilities and services are to your household.

Invite Sample Only

Rating Category	Avg.	n=	1 & 2	Neutral (3)	4 & 5
Trails and pathways (biking, walking, hiking, etc.)	4.6	892	6%	4%	78% 90%
Open space/natural areas (views, wildlife habitat)	4.5	886	5%	8%	76% 87%
Community/neighborhood parks	4.5	902	6%	6%	69% 87%
Shade structures	4.3	886	8%	10%	64% 82%
Special events and festivals	4.0	867	12%	16%	24% 48% 71%
River access and utilization (kayak, raft, tube)	3.9	886	20%	11%	55% 69%
Recreation programs & activities	3.6	835	24%	19%	39% 57%
Playgrounds	3.6	870	22% 29%	12%	47% 59%
Indoor fitness center/room	3.3	827	25% 33%	15%	34% 52%
Outdoor athletic courts (pickleball, basketball, tennis, etc.)	3.2	868	33%	19%	30% 48%
Outdoor athletic fields (football, soccer, lacrosse)	3.1	866	26% 39%	16%	30% 46%
Indoor gyms (basketball, volleyball, pickleball)	3.1	833	25% 37%	18%	26% 45%
Outdoor athletic fields (baseball, softball)	3.1	861	30% 41%	14%	31% 45%
Lincoln Park Pool	3.0	867	28% 42%	17%	25% 41%
Fruita Community Center	2.7	811	40% 50%	11%	25% 39%
Bike/skate parks (BMX track, pump track, etc.)	2.7	853	38% 50%	12%	23% 38%
Orchard Mesa Pool	2.6	851	39% 54%	14%	32%
Ice rink for recreation and hockey	2.3	822	46% 60%	14%	26%

Trails and pathways, Open space/natural areas, and community neighborhood parks were rated as the most important facilities and services.

The Fruita Community Center, bike/skate parks, Orchard Mesa Pool, and the ice rink were rated lowest in terms of importance.

*Categories are sorted in descending order by the average rating

Source: RRC Associates and GreenPlay

Needs Met of Existing Facilities/Amenities

In terms of how well existing facilities and services are meeting the needs of Grand Junction residents, playgrounds topped the list by a narrow margin. The top facilities/amenities were all rated very closely, however the Fruita Community Center received more polar ratings with relatively more negative, more positive, and fewer neutral responses than other highly rated facilities.

The ice rink, indoor gyms, and indoor fitness center/room received the lowest ratings in terms of how well they are meeting needs.

Q 11: Please rate B): how they are meeting the needs of Grand Junction.

Invite Sample Only

Rating Category	Avg.	n=	1 & 2	Neutral (3)	4 & 5
Playgrounds	4.1	650	7%	18%	35% 40% 75%
Trails and pathways (biking, walking, hiking, etc.)	4.0	718	7%	20%	35% 39% 73%
Open space/natural areas (views, wildlife habitat)	4.0	702	7%	20%	31% 41% 73%
Outdoor athletic fields (baseball, softball)	4.0	576	8%	21%	32% 40% 71%
Fruita Community Center	4.0	528	14%	12%	28% 46% 74%
River access and utilization (kayak, raft, tube)	4.0	651	8%	21%	37% 34% 71%
Outdoor athletic fields (football, soccer, lacrosse)	4.0	578	8%	22%	34% 36% 70%
Community/neighborhood parks	3.9	729	10%	20%	33% 37% 70%
Lincoln Park Pool	3.9	616	12%	21%	32% 35% 67%
Outdoor athletic courts (pickleball, basketball, tennis, etc.)	3.8	602	10%	25%	33% 32% 65%
Bike/skate parks (BMX track, pump track, etc.)	3.8	533	11%	27%	29% 34% 62%
Recreation programs & activities	3.7	545	11%	29%	30% 30% 60%
Special events and festivals	3.7	635	13%	24%	35% 28% 63%
Shade structures	3.7	673	15%	28%	28% 29% 56%
Orchard Mesa Pool	3.6	544	20%	23%	27% 30% 58%
Ice rink for recreation and hockey	3.4	462	26%	24%	20% 30% 50%
Indoor gyms (basketball, volleyball, pickleball)	3.3	522	28%	24%	23% 26% 48%
Indoor fitness center/room	3.1	532	23% 38%	20%	26% 42%

*Categories are sorted in descending order by the average rating

Source: RRC Associates and GreenPlay

Importance-Performance Matrix

**High importance/
Low needs met**

These are key areas for potential improvements. Improving these facilities/programs would likely positively affect the degree to which community needs are met overall.

**High importance/
High needs met**

These amenities are important to most respondents and should be maintained in the future but are less of a priority for improvements as needs are currently being adequately met.

**Low importance/
Low needs met**

These “niche” facilities/programs have a small but passionate following, so measuring participation when planning for future improvements may prove to be valuable.

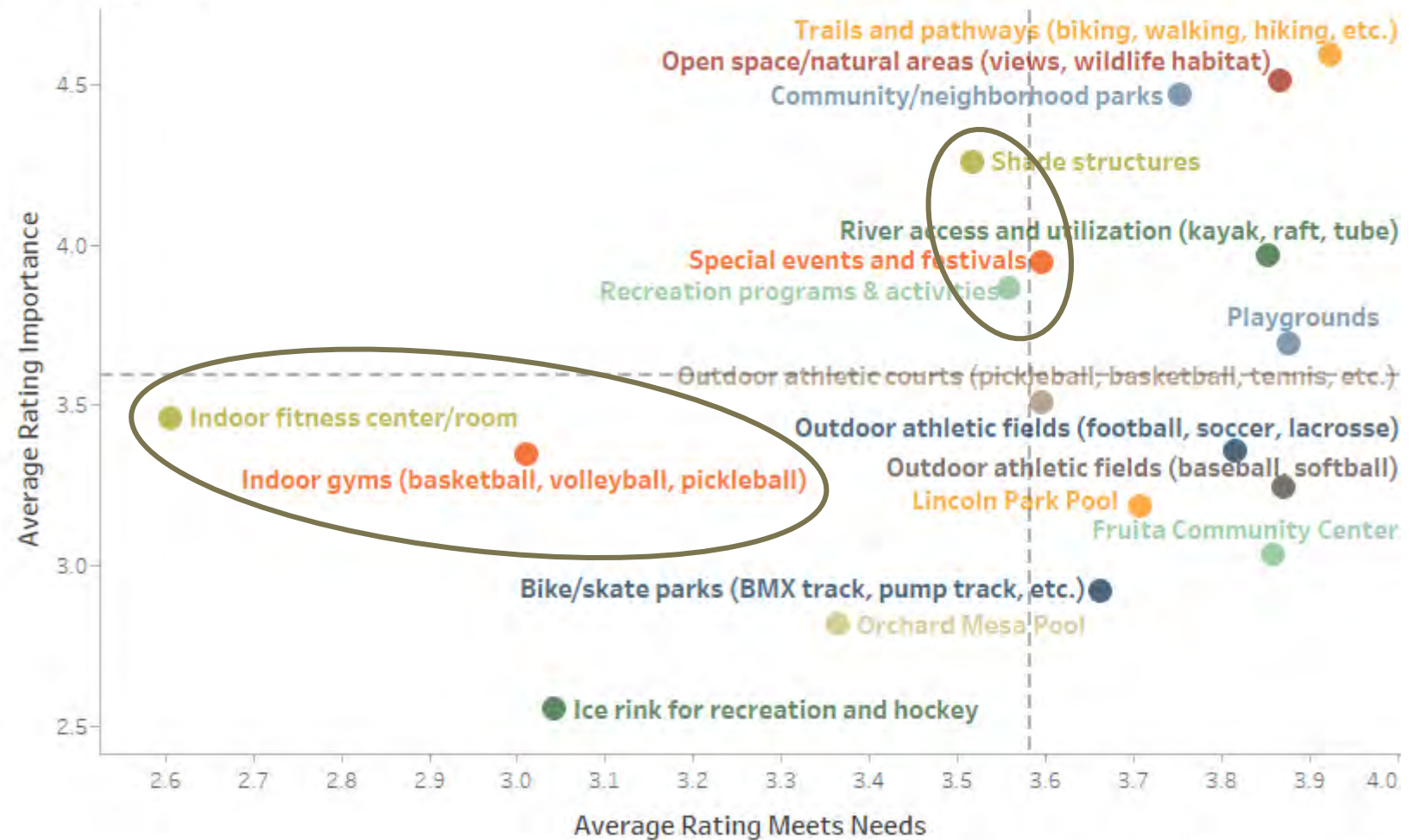
**Low importance/
High needs met**

Current levels of support appear to be adequate. Future discussions evaluating whether the resources supporting these facilities/programs outweigh the benefits may be constructive.

Importance/Performance Matrix

“Shade structures” and “recreation programs and activities” received above average importance ratings but below average needs-met ratings. These may be key areas for improvement. Indoor fitness center/room, while slightly below average in terms of importance, received the lowest average needs-met ratings by a significant margin.

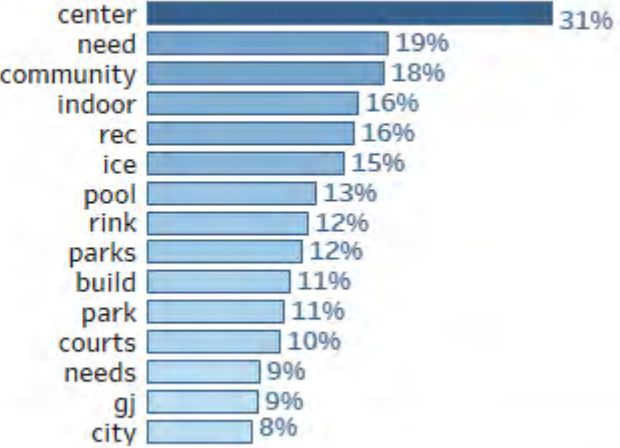
Invite Sample Only



Source: RRC Associates and GreenPlay

What Can We Do?

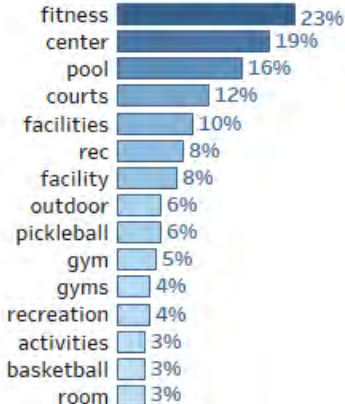
Q12: If you indicated any ratings of "1" or "2" (not meeting needs in Grand Junction) in the questions above, what can we do to better serve the community?



856 comments :

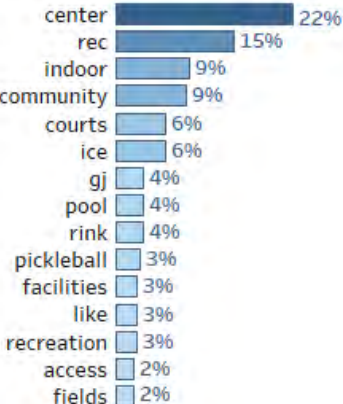
*All respondents, Invite and Open Combined

Words used with "indoor" ...



241 comments contained the word "need." The majority of these referred to a recreation center. The bar chart at right shows the words most frequently used with "need." Notably, the share of comments that referred to a rec center was similar in both the Invite and Open link samples.

Words used with "need" ...

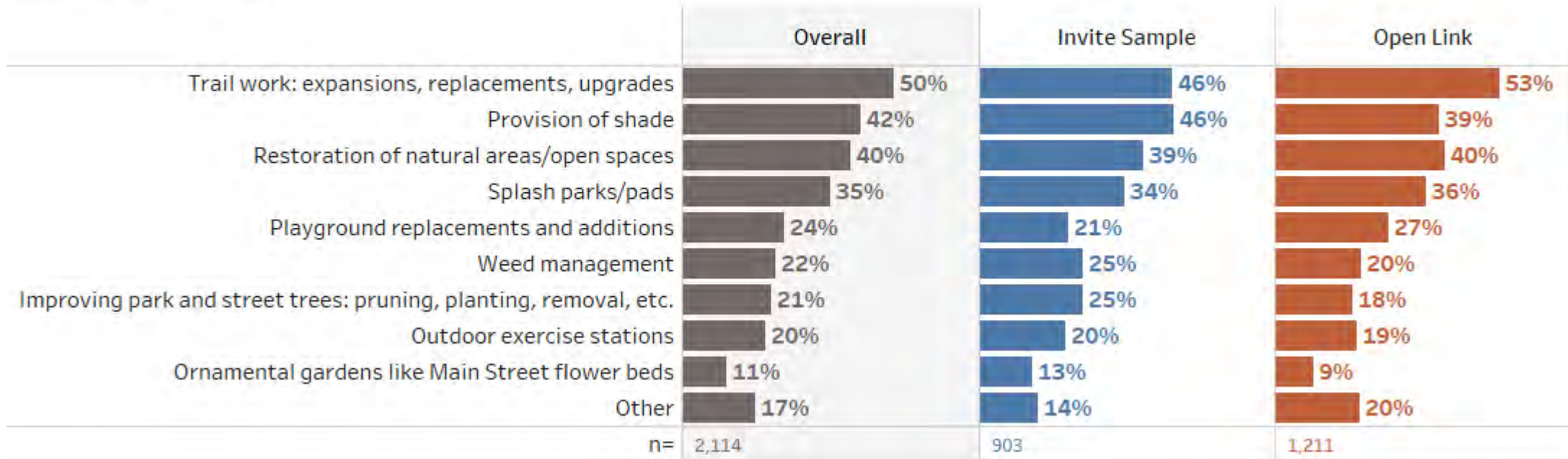


Facility Improvements

Trail work was identified most often as an improvement needed at existing facilities. Provision of shade and restoration of natural areas/Open spaces were also identified as necessary improvements. These improvements are fitting given that these three factors were also rated as highly important. Common “other” suggestions included addressing issues arising from homelessness in parks (more prevalent among the Invite sample) and adding pickleball courts and an ice rink (more common in the Open link sample).

Q 13: What top THREE improvements are needed at existing facilities?

Invite vs. Open Link



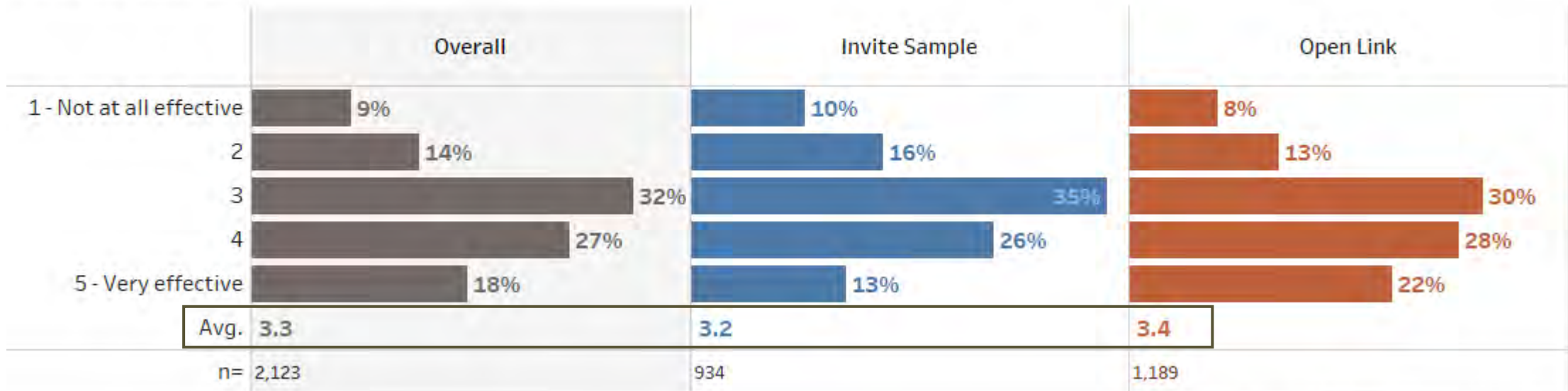
Communication

Effectiveness of Communications

Thirty-nine percent of Invite respondents rated the City of Grand Junction effective or very effective (4 or 5) in terms of effectiveness at reaching them with information on parks and recreation facilities, services, and programs. The average rating of the Invite sample was 3.2, slightly above neutral. Communication effectiveness among the Open link sample is slightly higher at 3.4. This finding is not surprising, the Open link responses included many that are on local email lists.

Q 14: How effective is the City of Grand Junction at reaching you with information on parks and recreation facilities, services, and programs?

Invite vs. Open Link



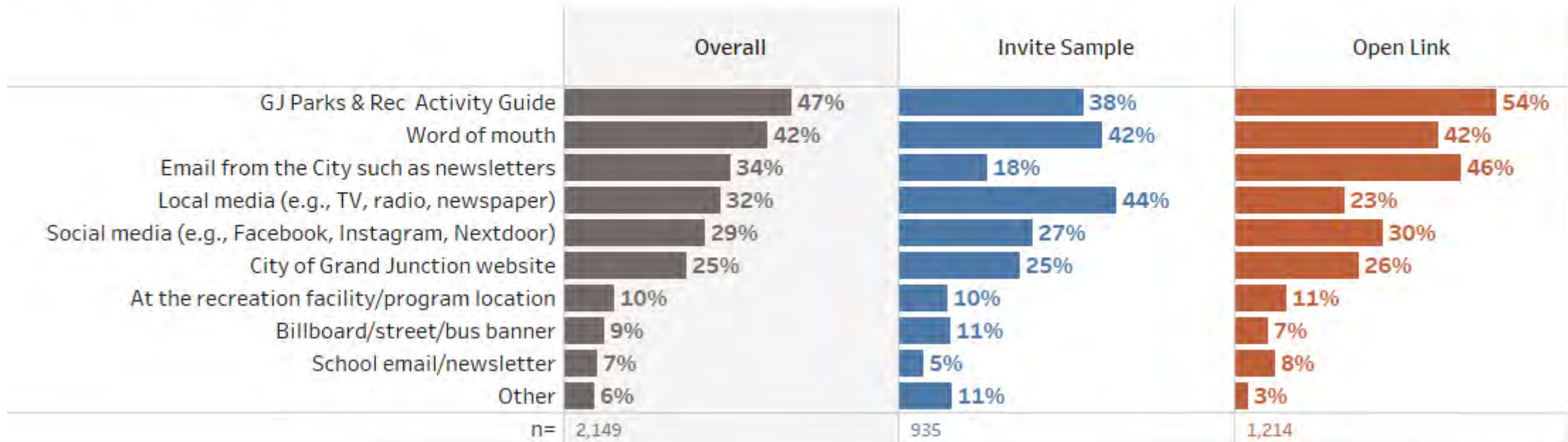
Source: RRC Associates and GreenPlay

Ways of Receiving Information

Forty-four percent of Invite respondents currently receive information via local media, followed by word of mouth (42%), and the GJ Parks & Rec Activity Guide (38%). The top sources of information differed among the Open link sample; however, respondents in both groups are unlikely to get information at the facility/program location, from billboard/street/bus banner, or via a school email/newsletter. The most common “Other” response was mail.

Q 15: How do you currently receive information on parks and recreation facilities, services, and programs? (Check all that apply)

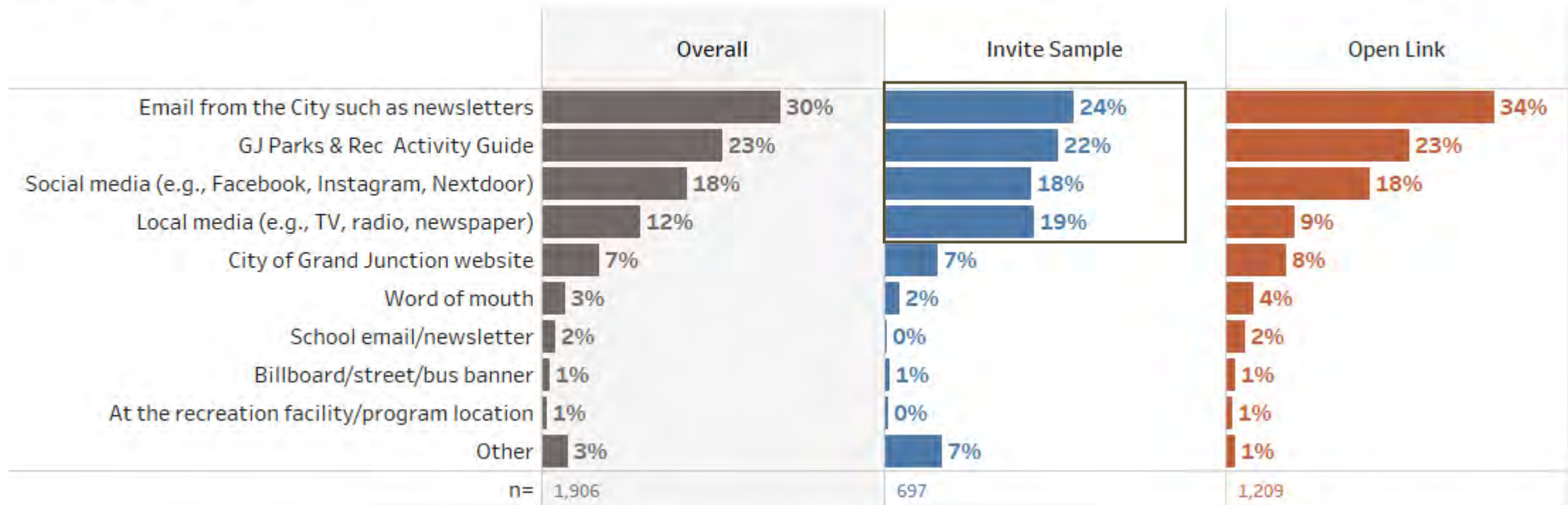
Invite vs. Open Link



Best Way to Receive Information

The best way to receive information is through emails from the City; however, email ranked relatively low (6 out of 9) in terms of how people currently receive information. Email should be considered an effective form of communication that could perhaps be better utilized. The figure on the following slide compares the Invite sample responses to these two questions. As in the previous question, the most common “other” response was mail.

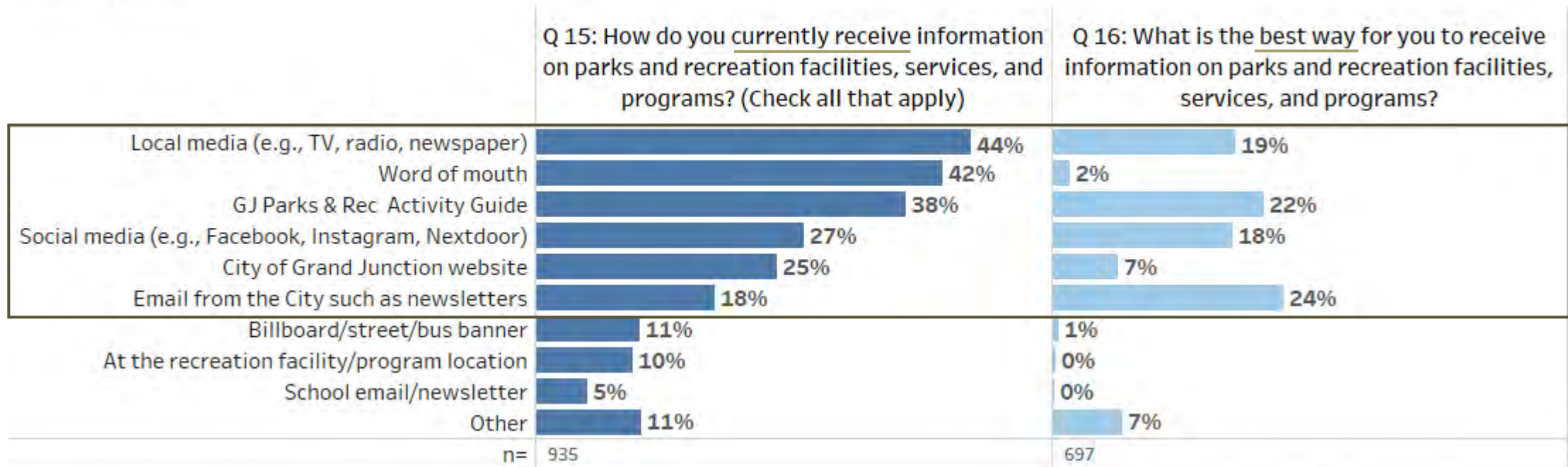
Q 16: What is the best way for you to receive information on parks and recreation facilities, services, and programs?
Invite vs. Open Link



Information Sources

Comparing the Invite survey results on the Most Used sources of information compared to the "Best" way suggests major differences. The following slide shows that these differences are explained partly by the age of respondents.

Invite Sample Only



Source: RRC Associates and GreenPlay

Best Way to Receive Information

By Age

Social media is a preferred way of receiving information among those 34 or younger, followed by email, and local media (TV, radio, newspaper). Older respondents are much more likely to receive information from local media. The survey shows a sharp difference in the use of social media by age –it works for the younger segments, but older residents will continue to require other forms of communication.

Q 16: What is the best way for you to receive information on parks and recreation facilities, services, and programs?
 Invite Sample by Age

	Overall Invite	Invite Sample				
		34 or younger	35 - 44	45 - 64	65 and older	75 or over
Email from the City such as newsletters	24%	26%	25%	25%	22%	12%
GJ Parks & Rec Activity Guide	22%	12%	25%	29%	28%	17%
Social media (e.g., Facebook, Instagram, Nextdoor)	18%	30%	22%	13%	6%	7%
Local media (e.g., TV, radio, newspaper)	19%	16%	8%	13%	27%	57%
City of Grand Junction website	7%	5%	8%	9%	8%	
Word of mouth	2%	3%	2%	1%	2%	1%
School email/newsletter	0%			1%		
Billboard/street/bus banner	1%	1%		1%	1%	
At the recreation facility/program location	0%		1%	1%	1%	
Other	7%	7%	9%	8%	6%	5%
n=	697	74	97	246	197	75

Source: RRC Associates and GreenPlay

Future Facilities & Programs

New/Additional Outdoor Amenities

Q 17: What new/additional parks, trails, open space, recreational facilities, and amenities would you like to see provided? Check your top SIX choices.

Invite vs. Open Link

The survey probed a long list of facility and program needs. A community center was identified most often, followed by trail connections and expansions for hiking, biking, and walking. River conservation/access/improvements, and natural areas and Open space are also top considerations. In general, the priorities from Invite and Open respondents are similar but not identical..

	Overall	Invite Sample	Open Link
Community center (indoor recreation, community spaces and aquatic facilities)	63%	63%	62%
Trail connections and expansions for hiking, biking, and walking	57%	60%	54%
River conservation, access, and improvements	43%	46%	41%
Indoor warm water leisure pool: lazy river, zero-depth entry	40%	36%	43%
Natural areas and open space land(s) for views and habitat	39%	43%	35%
Traditional parks with shelter, picnic area, playground, and grass	30%	35%	27%
Neighborhood parks in new developments	30%	34%	26%
Splash pads	28%	28%	28%
Matchett Park (outdoor facilities for soccer, lacrosse, football, softball, pickleball, basketball)	27%	24%	30%
Matchett Park (indoor facilities)	26%	22%	29%
Whitewater park	22%	21%	24%
Improving park and street trees: pruning, planting, removal, etc.	18%	23%	15%
Dog park	18%	23%	14%
Indoor ice arena	17%	13%	20%
Pickleball courts	12%	8%	15%
Field house (indoor turf field/s)	11%	10%	13%
Skate and bike park (can be used for biking, skateboarding)	11%	9%	12%
Disc golf	10%	10%	10%
Tennis courts	6%	6%	7%
Other	7%	8%	6%
n=	2,138	933	1,205

Indoor Recreation Amenities

Q 18: What indoor recreation amenities are most needed by you and your family? Check your top SIX choices.

Invite vs. Open Link

An indoor warm water leisure pool, fitness and weight center, indoor walk/jog track, and indoor multi-use gymnasiums emerged as the indoor recreation amenities most-needed by Grand Junction residents.

	Overall	Invite Sample	Open Link
Indoor warm water leisure pool: lazy river, zero-depth entry, slides	55%	53%	57%
Fitness and weight center	47%	48%	46%
Indoor walk/jog track	44%	49%	40%
Indoor multi-use gymnasium(s) for basketball, pickleball, volleyball and fitness	42%	35%	48%
Climbing wall(s) and bouldering features	33%	32%	34%
Indoor cool water lap pool	32%	34%	31%
Aerobics studio/group fitness	30%	33%	27%
Therapy space and therapy pool	27%	29%	24%
Community spaces (rental for parties and meetings)	25%	23%	27%
Indoor playground	24%	24%	24%
Teen space	22%	20%	24%
Indoor ice arena	20%	17%	22%
Game area	15%	18%	13%
Child watch	11%	13%	10%
Racquetball courts	10%	12%	9%
Other	7%	7%	7%
n=	2,001	852	1,149

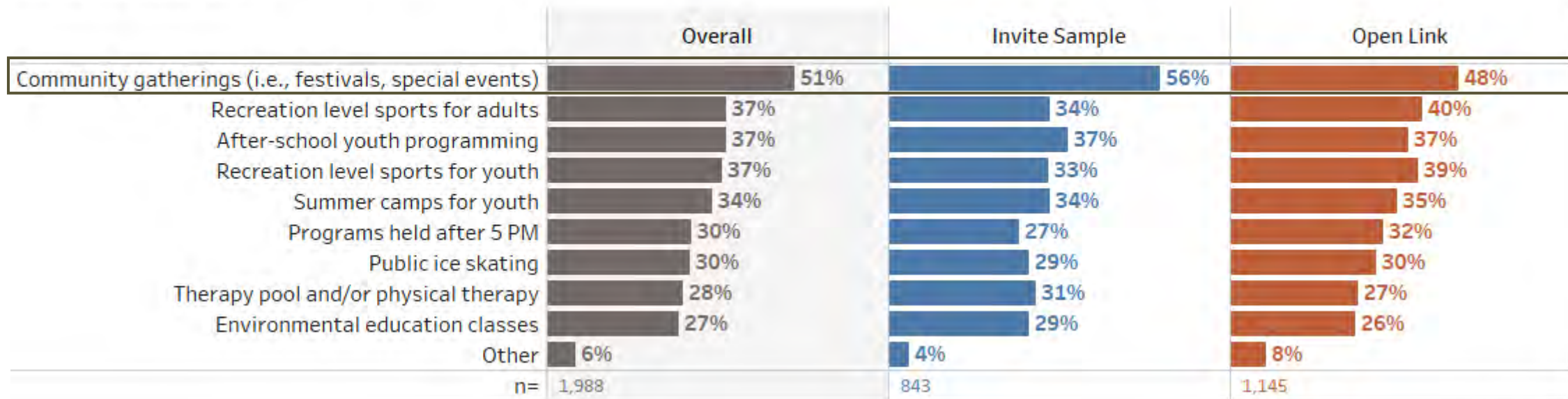
Source: RRC Associates and GreenPlay

New/Expanded Parks & Recreation Offerings

By a significant margin, community gatherings was identified most often as the program or activity the respondents would like to see the Parks and Recreation Department add or expand. Behind community gatherings, there are a variety of desired programs and activities. Again, Invite and Open responses are generally similar.

Q 19: What recreational programs or activities would you like to see the Parks and Recreation Department add or expand? Check your top FOUR choices.

Invite vs. Open Link



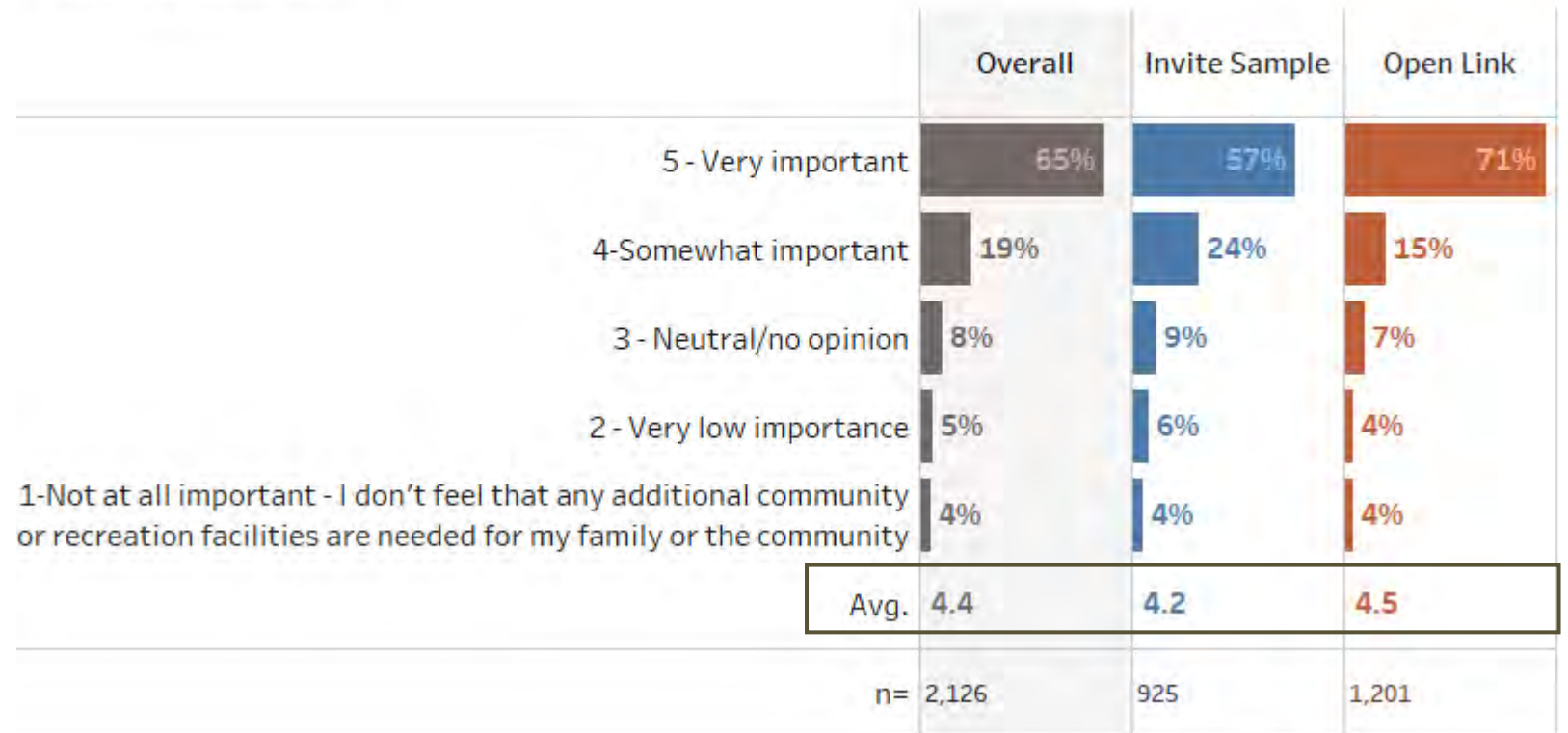
Source: RRC Associates and GreenPlay

Importance of Indoor Community Center

Q 20: In your opinion, how important is it to develop an indoor Community Center at some point in the City of Grand Junction?

Invite vs. Open Link

Overall, there is support for an indoor community center, with 81% of Invite respondents and 86% of Open link respondents rating it important or very important. Just 4% of respondents feel that “any additional community or recreational facilities are not needed by their family or the community.”



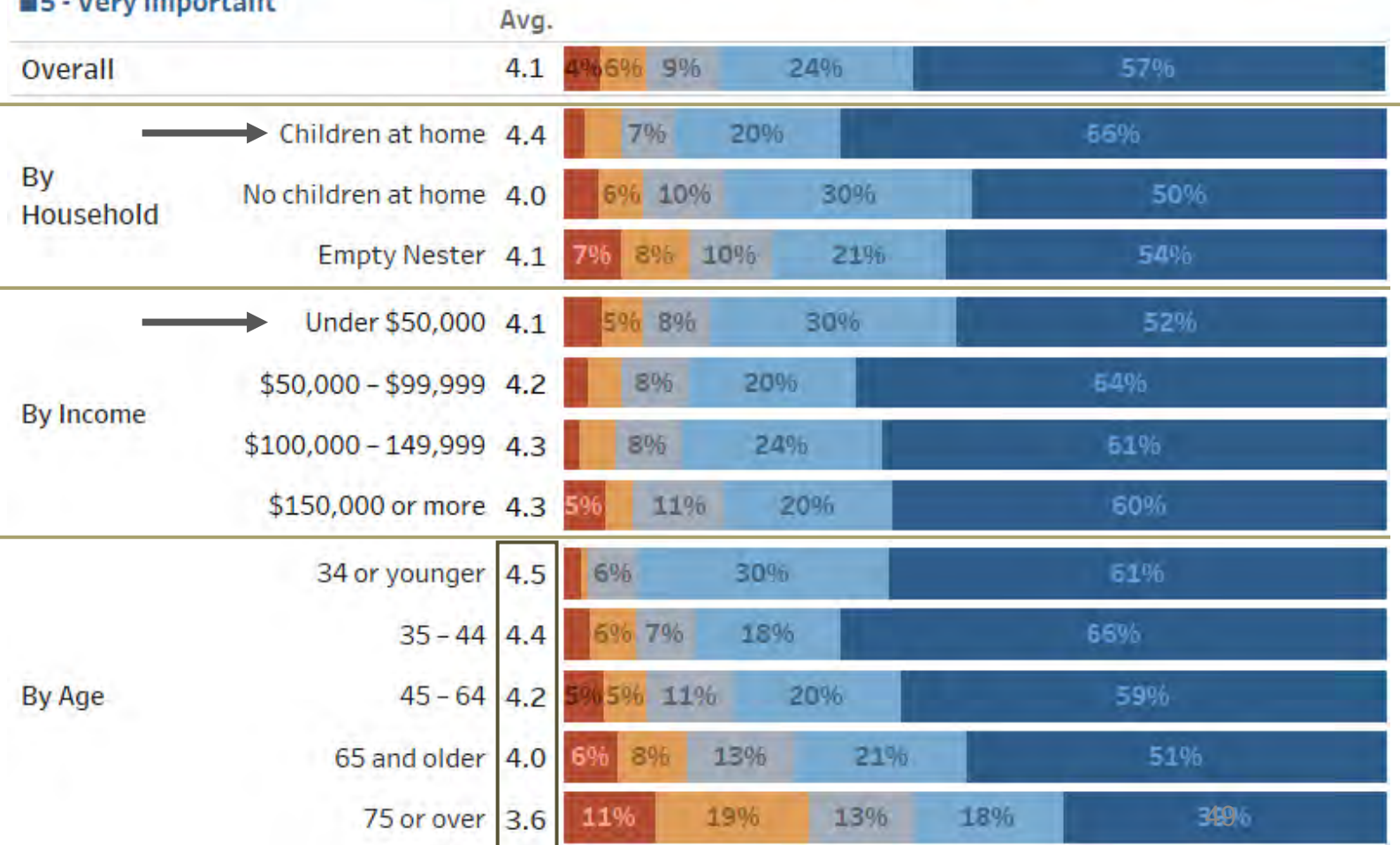
Source: RRC Associates and GreenPlay

Importance of Indoor Community Center

Overall Invite Sample, by Presence of Children, HH Income, and Age

Q 20: In your opinion, how important is it to develop an indoor Community Center at some point in the City of Grand Junction? Invite Sample

■ 1-Not at all important ■ 2-Very low importance ■ 3-Neutral/no opinion ■ 4 - Somewhat important ■ 5 - Very important



- Developing an indoor community center is of greater importance to respondents with children at home.

- Those earning less than \$50K annually think an indoor community is less important relative to more affluent respondents.

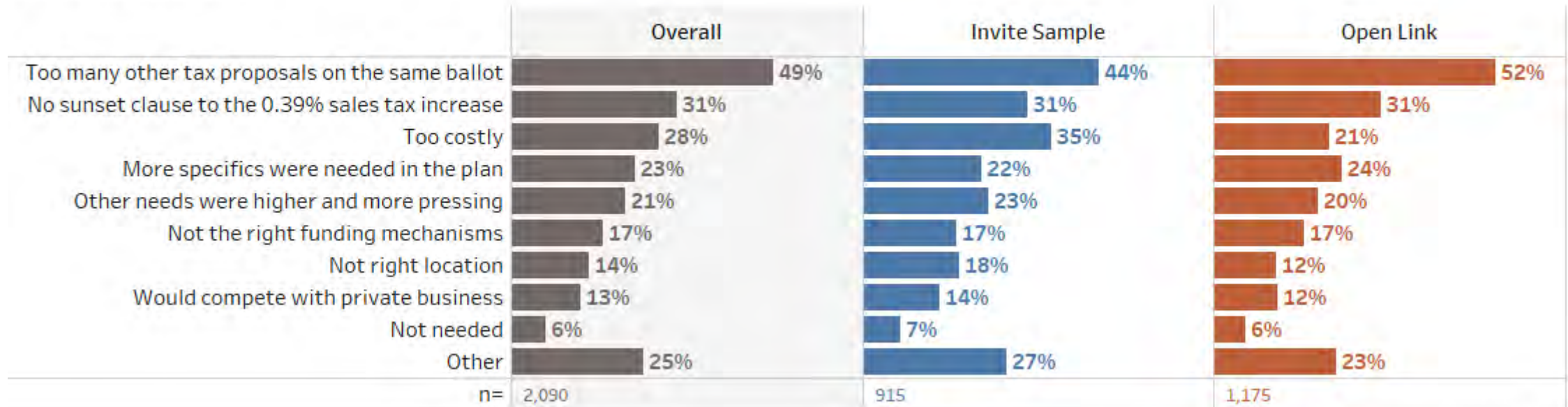
- The degree to which respondents think a community center is important tends to decrease with age.

Reasons for Ballot Proposal Failure

The perception among both the Invite and Open link respondents is that the previous ballot proposal for a Community Center failed primarily due to too many other tax proposals on the same ballot. Too costly, and no sunset clause to the .29% sales tax increase were also top reasons identified for why it failed. Notably, “Not needed” was the least identified reason for the failure. Respondents that selected “other” often wrote comments related to taxes, both that they should be reduced and that they are beneficial. Some commented that there is an anti-tax bias in Grand Junction that prevented the 2019 ballot proposal from passing.

Q 21: In your opinion, why did the April 2, 2019 ballot proposal for a Community Center fail, where 45% said yes and 55% said no? (Check all that apply)

Invite vs. Open Link

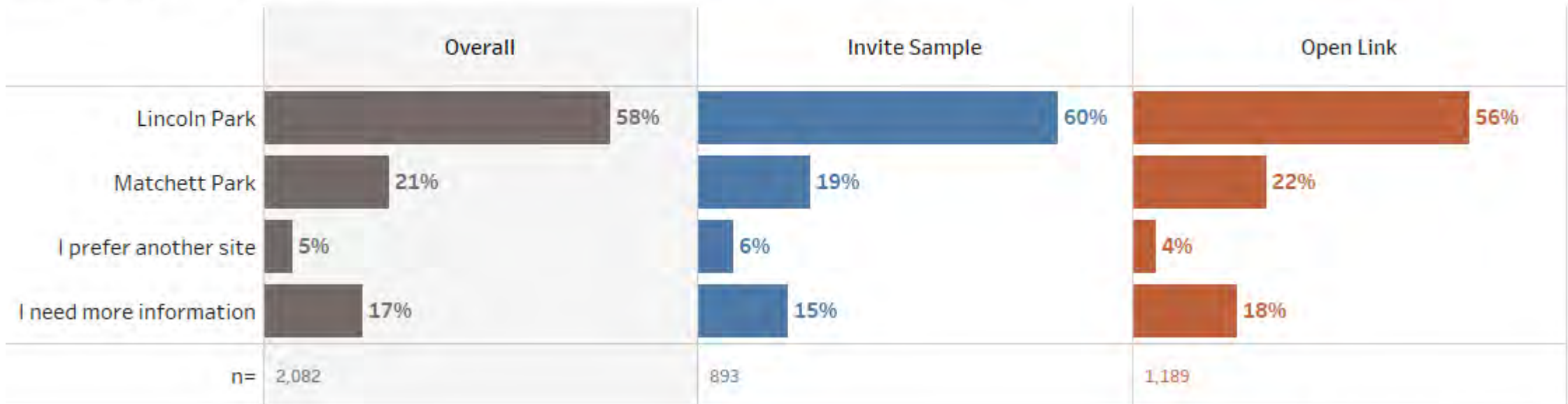


Preferred Site for Community Center

Three in five invitation respondents (60%) identified Lincoln Park as their preferred site for a potential Community Center, while 19% identified Matchett Park. Six percent of Invite respondents prefer another site, while 15% “need more information.” These results indicate strong support for further evaluation of the Lincoln Park site. The following slide illustrates that there are some differences in opinion based on geography, although Lincoln Park was the favored location among all ZIP Codes.

Q 22: What site do you prefer as the primary location for further evaluation of a potential Community Center?

Invite vs. Open Link



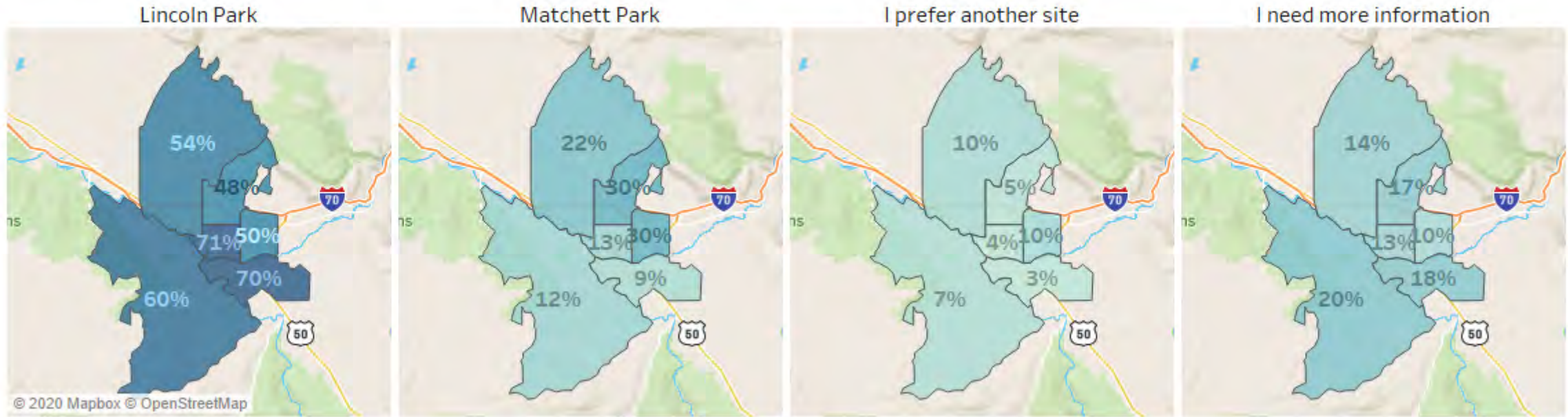
Source: RRC Associates and GreenPlay

Preferred Site for Community Center

By ZIP Code

Q 22: What site do you prefer as the primary location for further evaluation of a potential Community Center?

Invite Sample



	Overall	81501	81506	81507	81504	81505	81503
Lincoln Park	60%	71%	48%	60%	50%	54%	70%
Matchett Park	19%	13%	30%	12%	30%	22%	9%
I prefer another site	6%	4%	5%	7%	10%	10%	3%
I need more information	15%	13%	17%	20%	10%	14%	18%
n=	893	244	212	149	75	117	88

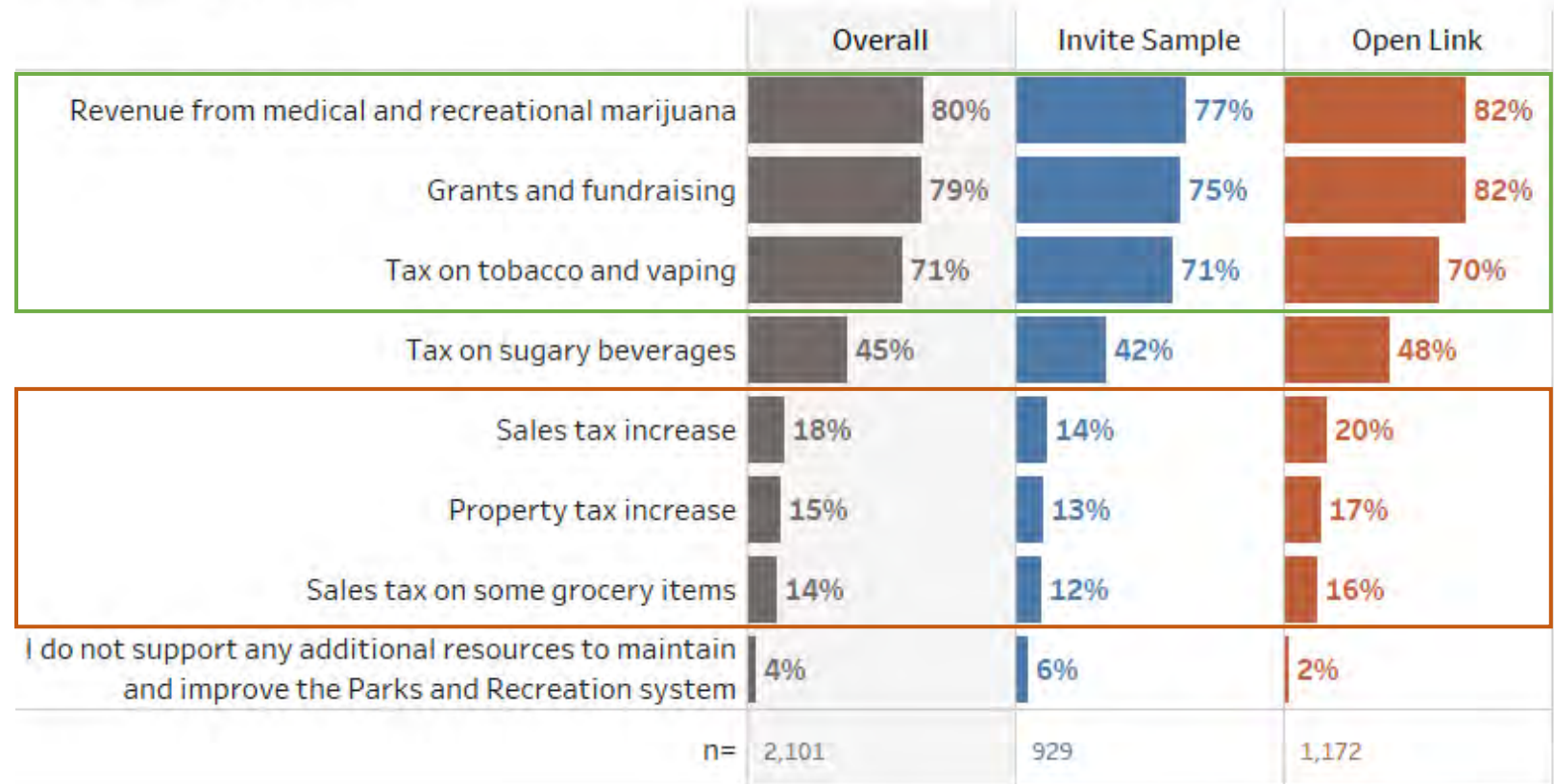
Funding Sources

Funding Mechanisms

The funding mechanisms likely to garner the most support are revenue from medical and recreational marijuana, grants and fundraising, and a tax on tobacco and vaping. A sales tax increase, property tax increase, or sales tax on some grocery items are relatively less popular funding mechanisms. Just 6% of the Invite sample and 2% of the Open link sample would not support any additional resources to maintain and improve the Parks and Rec system.

Q 23: In concept, what funding mechanisms would you support to fund the priorities identified in the PROS Master Plan? Keep in mind, this is a plan that will cover the next 5 to 8 years (Check all that apply)

Invite vs. Open Link

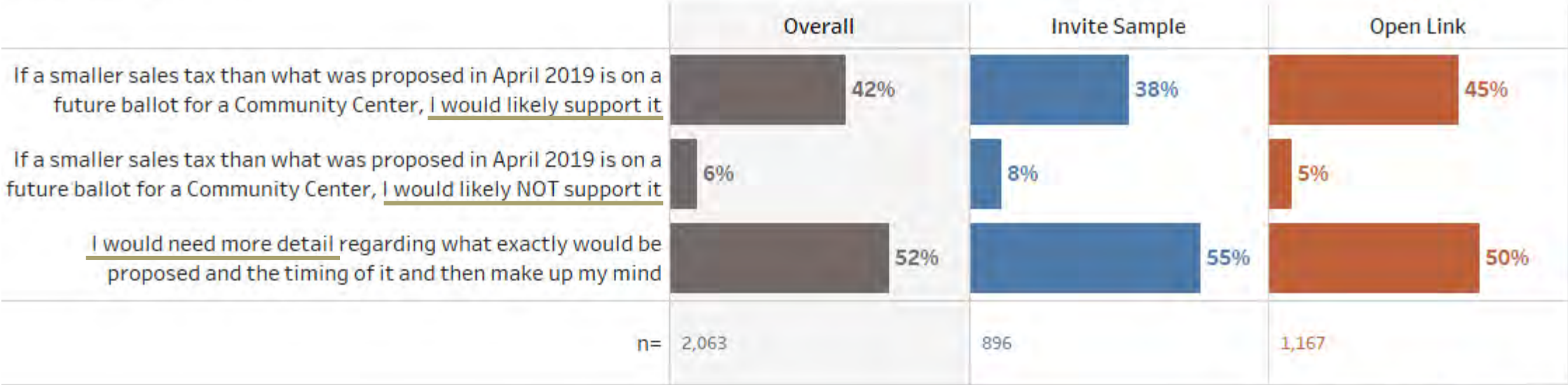


Opinion Regarding Tax Increase

Over half (55%) of respondents indicated that they would need more detail regarding a tax increase before making up their mind. Thirty-eight percent of Invite respondents would support a tax increase, while 8% would not. Support for a tax increase was higher among Open link respondents, although half would still require more information.

Q 24: If a Community Center emerges as the top priority, which statement best describes your opinion regarding a tax increase to fund the construction, maintenance and operation of a Community Center (if and when funded, it would not open for at least 2 years)?

Invite vs. Open Link



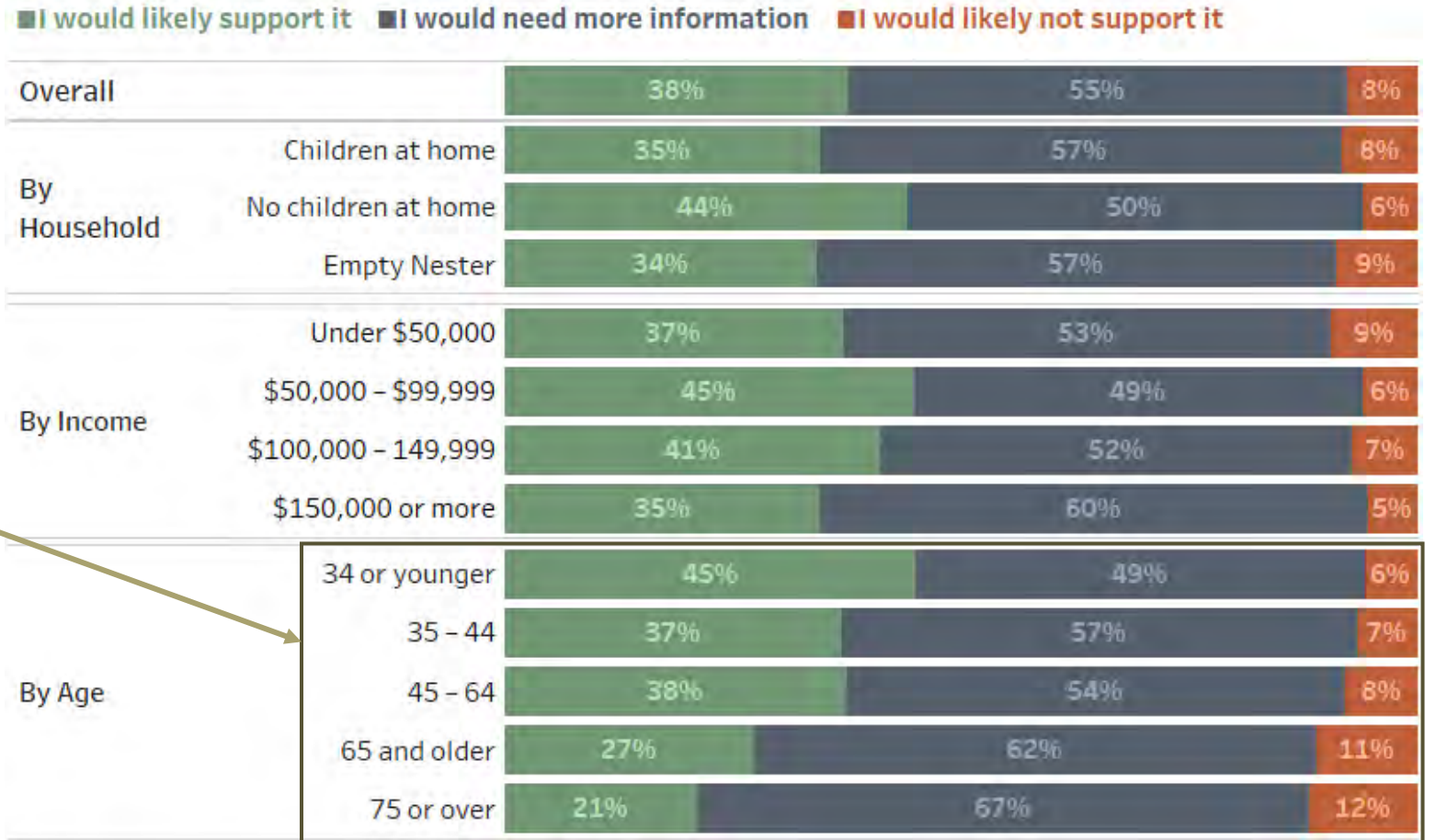
Source: RRC Associates and GreenPlay

Opinion Regarding Tax Increase

Overall Invite Sample, by Presence of Children, HH Income, and Age

Exploring the survey responses by three key variables, household makeup, income, and age provides additional insight on community opinion about a tax increase. Age is the strongest predictor of opinions. These results should be considered when planning for an election.

Q 24: If a Community Center emerges as the top priority, which statement best describes your opinion regarding a tax increase to fund the construction, maintenance and operation of a Community Center (if and when funded, it would not open for at least 2 years)? Invite Sample



Community Comments

A Selection of Additional Comments

From the beginning of the discussions regarding a community center, I have thought that considering the size of our city we need smaller neighborhood community centers. I thought that the Burkey Park property should have been considered as the location for a smaller neighborhood community center. Lincoln Park for downtown, the Orchard Mesa pool for Orchard Mesa and a Redlands location. Matchett Park could then serve as an outdoor recreation space. All of the smaller rec centers could bring local neighbors together for meetings, swimming and other exercise. I used to live in Fruita and used the community center several times a week.

A huge yes on revamping Lincoln Park to make indoor playground, climbing wall, basketball/volleyball and game room area, and indoor/outdoor pool like Montrose would be amazing!!! Everything the Montrose facility has minus the study rooms and work out space to not kill local gyms. Horizon Park for community playground and water feature--great views of Grand Mesa.

Please find a solution to the homeless issue. They are taking over the parks that we citizens pay for. And please no marijuana sales in GJ

Grand Jct continues to grow - thinking two community centers will be better in the long run; otherwise there will be overcrowding at the center

I feel that Parks and Rec is doing a fantastic job with the staff and limited funding that they have available to them currently!!

I feel the parks and rec overall do a good job. I would continue to push for friendly city employees as they are representing our community.

A Selection of Additional Comments

Community Center voted down 2x, don't ask again! The city builds things like amphitheater, but never provides enough parking. I've lived here for 23 years and only once was the city here to prune tree. I now have to pay to have it sprayed and trimmed myself.

It is important to me that the Parks Dept operate in a way that allows for the continued upkeep & maintenance of existing facilities and does not focus solely on expansion and development of new facilities/programs at the cost of letting existing facilities fall to disrepair, become unsafe, or have landscapes that are poorly managed (uncontrolled noxious weeds, etc.) Thank you for the opportunity to comment.

It's embarrassing that smaller places such as Fruita and Delta have community or recreation facilities but we do not. We're not meeting citizen needs

Matchett Park is not central. As the virus has shown, bike riding is the one activity that has flourished. We also need a bigger water park example: Salida and Steamboat Springs. We should take more advantage of the river and offer more clean activities on it.

Parking sucks at most downtown locations during busy times. If parking isn't addressed no matter where you build you will get a no vote

Pickleball is a growing sport ... mainly old people ... with perhaps money to pay for taxes. I have always voted for the community center. And I will always support parks and rec.

Grand Junction Parks, Recreation, & Open Space Master Plan + Feasibility Study

Final Plan Presentation & Community Center Programming Workshop



BARKER
RINKER
SEACAT
ARCHITECTURE

DHM DESIGN

LANDSCAPE ARCHITECTURE
URBAN DESIGN + LAND PLANNING
ECOLOGICAL PLANNING



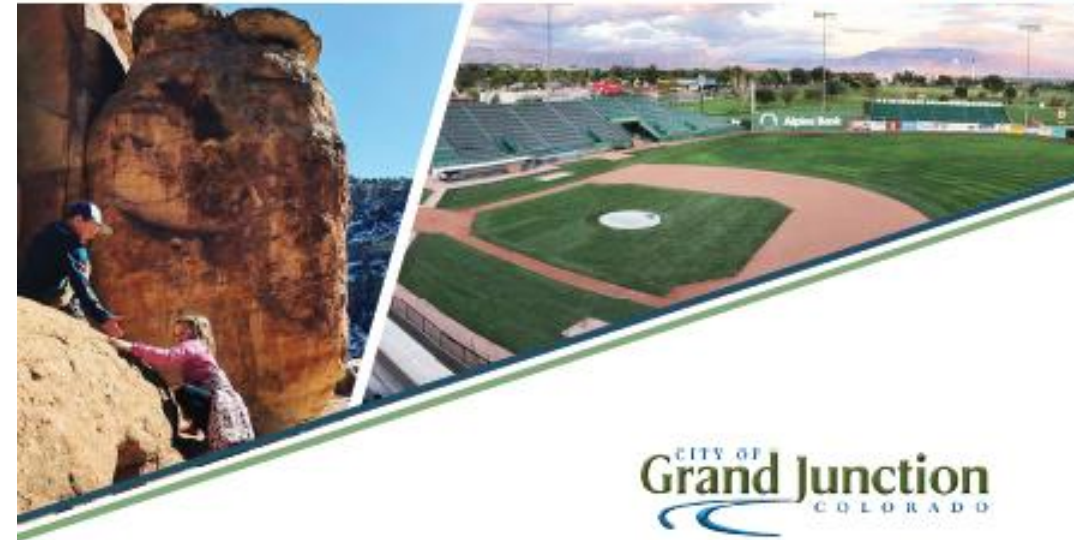
DECEMBER 14, 2020



Grand Junction Community Center

MINOR REVISIONS MADE TO PRELIMINARY DRAFT PROS PLAN

- Changes from Staff, members of PRAB and PROS Advisory Committee (direct editing ability given)
- Lincoln Park Stadium Master Plan Adoption Date Revised to Jan. 7 2020
- Outline of Previous Planning Process and Elements Leading to Lincoln Park as Optimal Site for Community Center



CITY OF
Grand Junction
COLORADO

PARKS, RECREATION, AND
OPEN SPACE MASTER PLAN
DRAFT - DECEMBER 2020

MINOR REVISIONS MADE TO PRELIMINARY DRAFT PROS PLAN

- Deeper description of full public process
- Changes to Open Space
Language from Staff and CWLT
- Updates to some cost estimates
such as Emerson Park and
Monument Connect Phase II

- More explanation and changes
on needed priority projects such
as removal of Confluence Point
- Reconcile inventory to ensure
accurate acreages
- Edits to improve consistency,
readability and flow

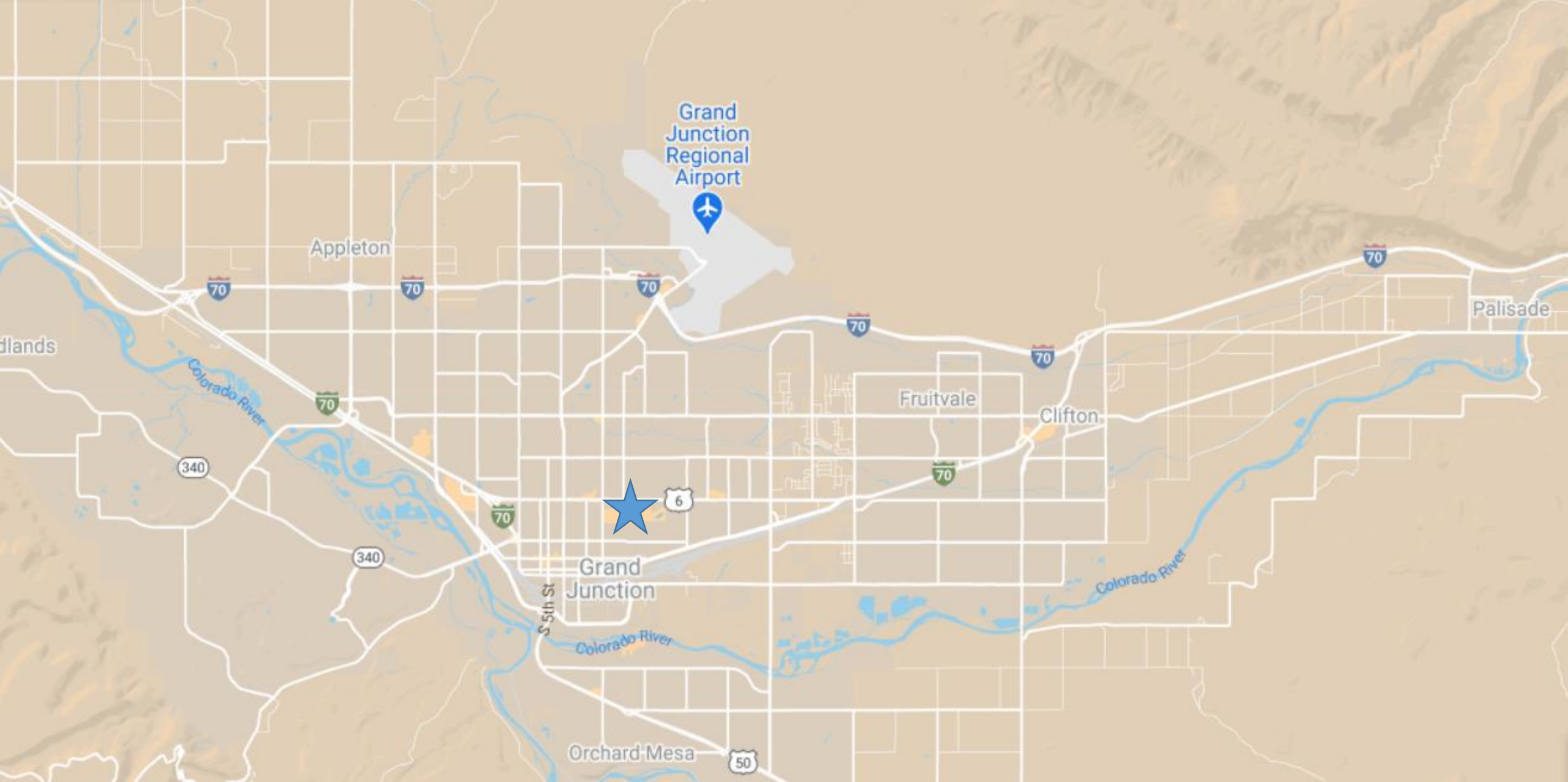
PURPOSE: CONFIRM COMMUNITY CENTER PROGRAM

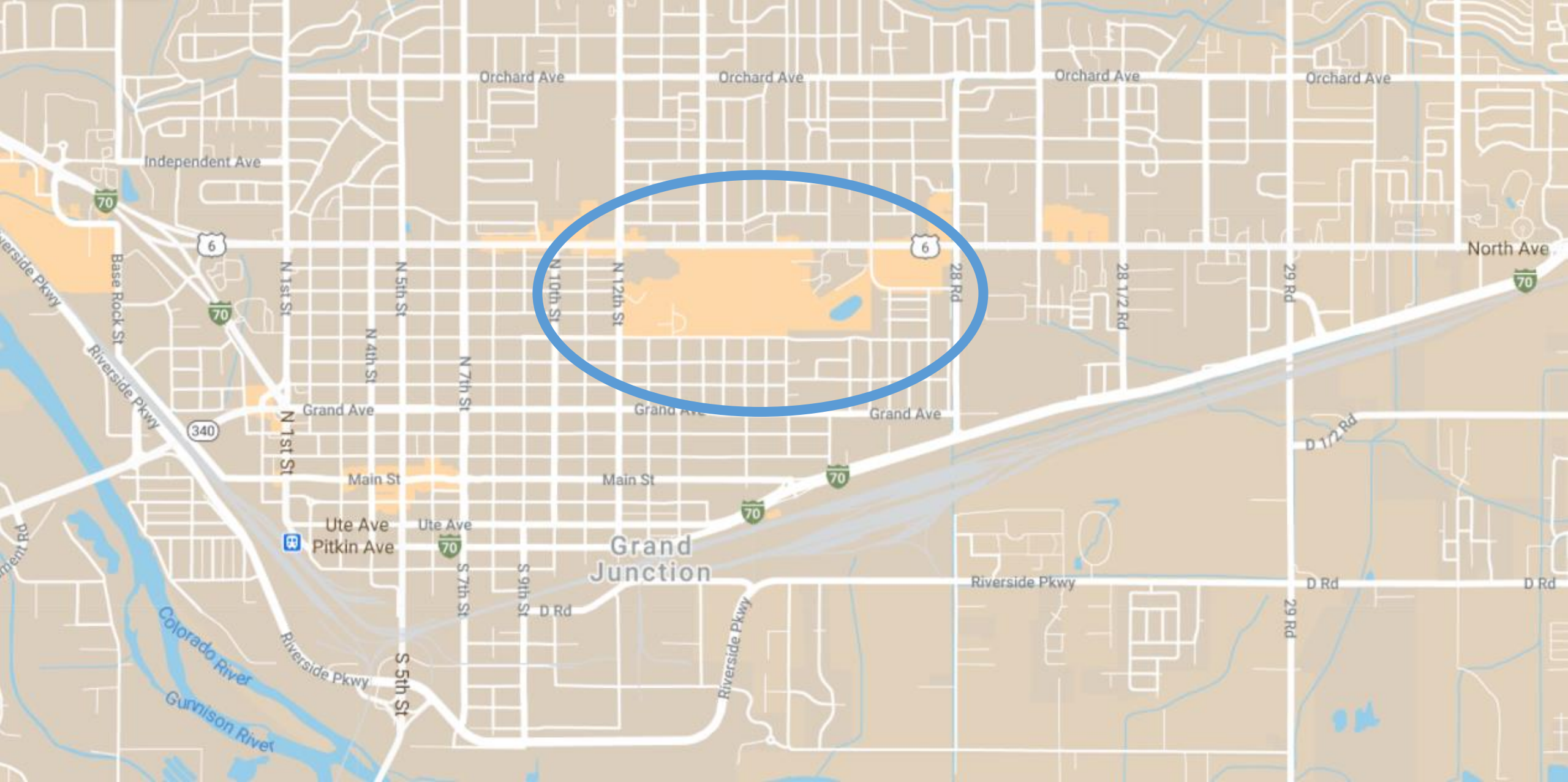
- OVERALL SIZE OF PROJECT
- PROGRAM PRIORITIES
- OVERALL BUDGET

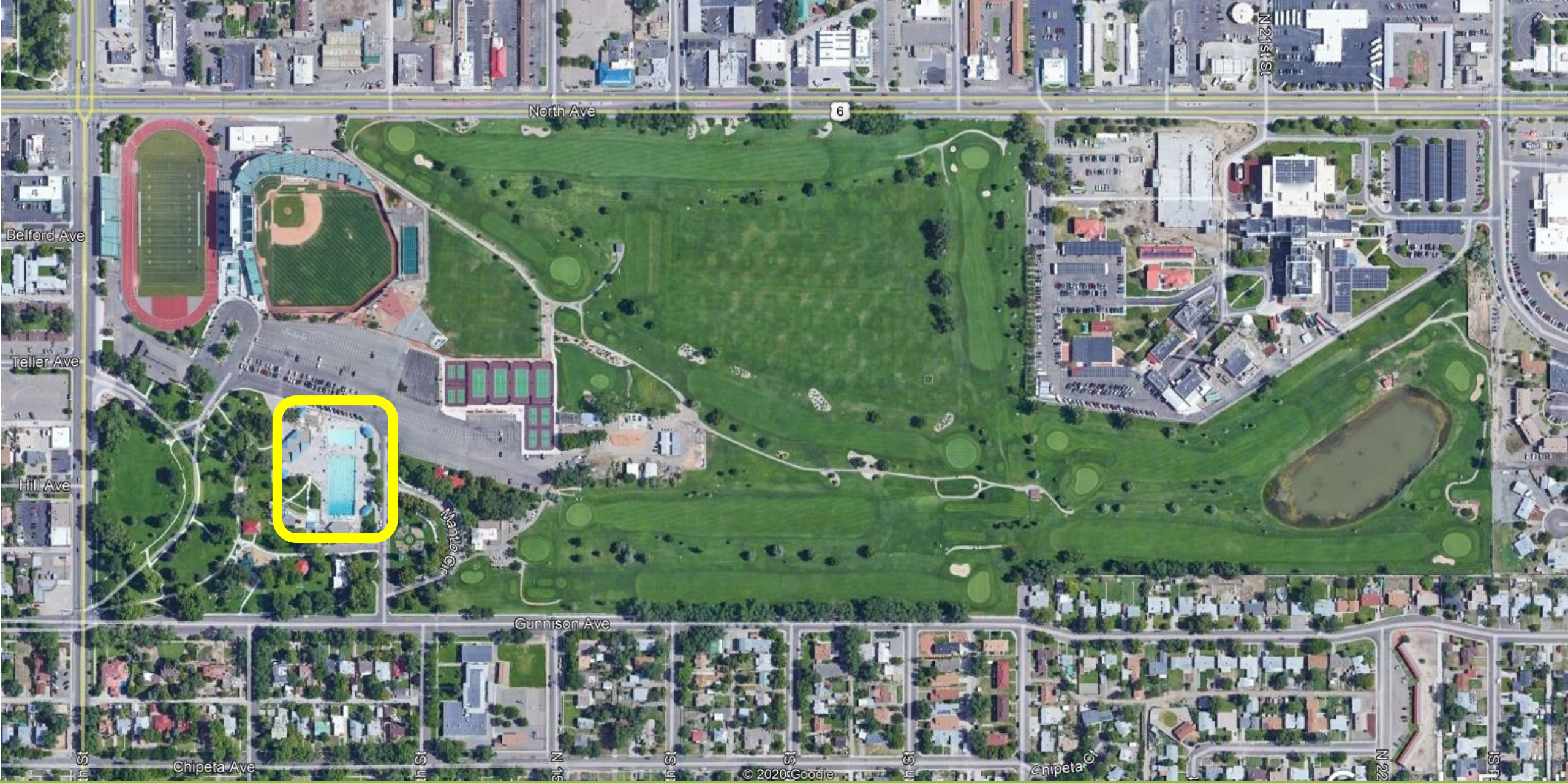
AGENDA FOR FEASIBILITY STUDY DISCUSSION:

- REVIEW LINCOLN PARK SITE
- REVIEW PROGRAM OPTIONS
- REVIEW BUDGET CHOICES

LINCOLN PARK







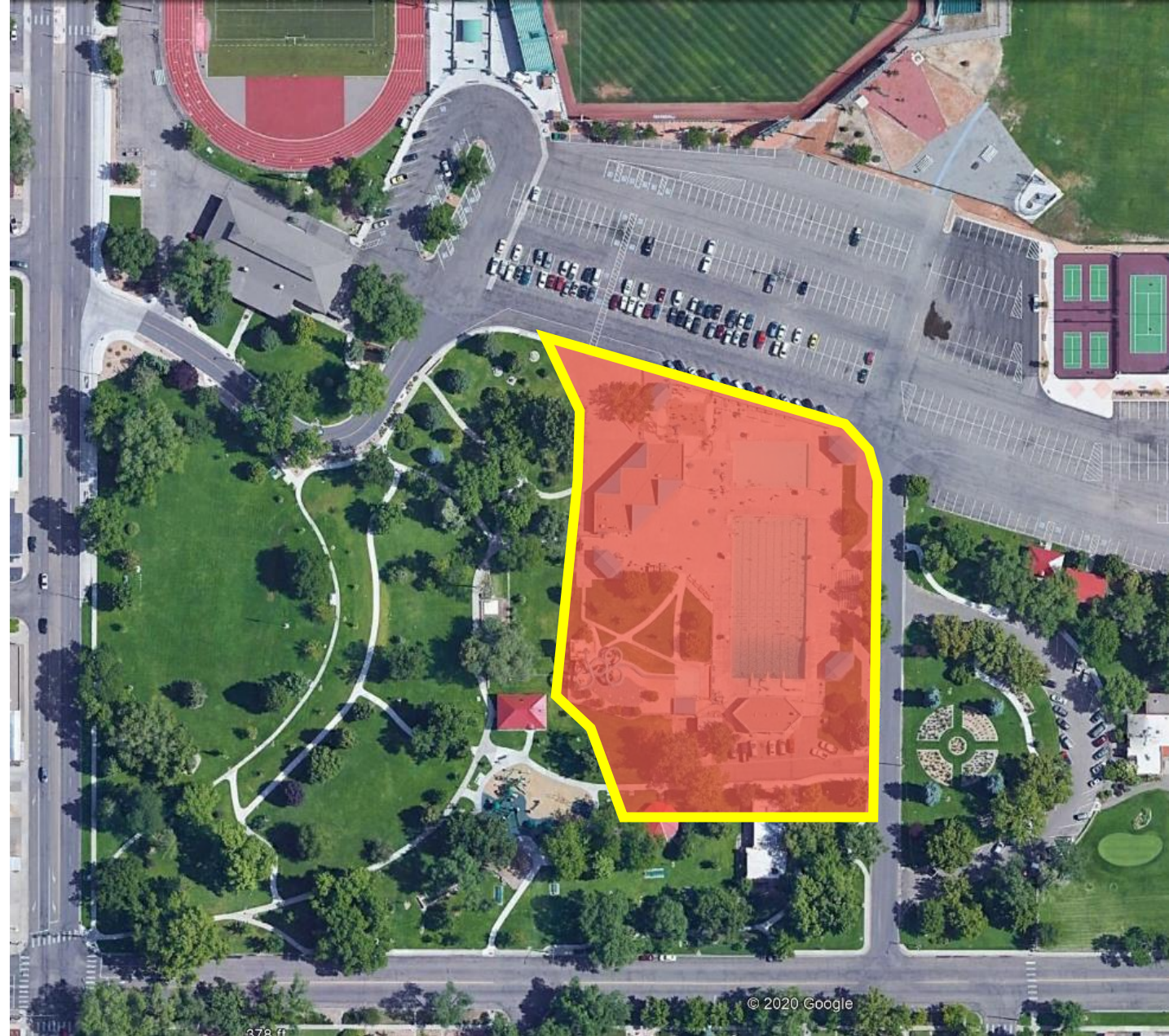
**BARKER
RINKER
SEACAT**
ARCHITECTURE

PROJECT

LINCOLN PARK

- OTHER TOP SITE IN 2018 FEASIBILITY. MATCHETT UNSUCCESSFUL IN 2019.
- CENTRAL LOCATION
- EXISTING INFRASTRUCTURE
-\$4M SITE COST VS. \$8M AT MATCHETT
- ALREADY DEVELOPED AREA
- MULTI-USE AND MATURE PARK SYNERGY
- MOYER POOL REBUILD: 1922, 1955 AND 1986

3 ACRES – 130,000 SF



N 12TH ST

RELOCATED
JAVELIN OR DISCUS

NOTE: REQUIRES ADDITIONAL
STUDY; AS SHOWN ONE
DISCIPLINE WOULD NEED TO
BE RELOCATED OFF-SITE

SHOT PUT
TO REMAIN

ADDITIONAL PARKING
(85-100 spaces)

DRIVING RANGE/CHIPPING
GREEN ENTRY PLAZA

COMMUNITY CENTER ENTRY
PLAZA AND DROP OFF

REMOVE TENNIS COURTS,
REPLACE WITH 12-14
PICKLEBALL COURTS

REPLACE LIGHTING SYSTEM

NEW COMMUNITY
CENTER

NEW PICKLEBALL COMPLEX
ENTRY PLAZA, QUEUING /
GATHERING SPACE WITH SHADE

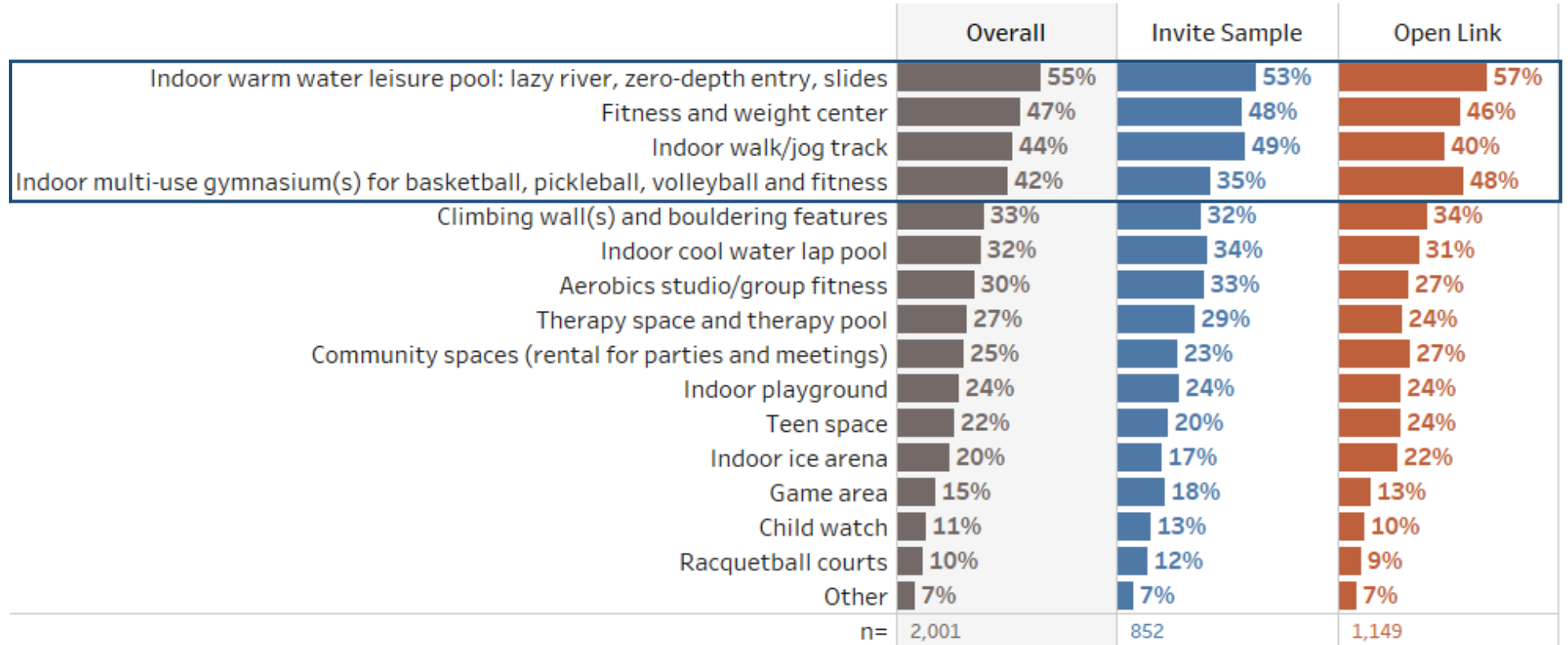
PROGRAM & BUDGET

Indoor Recreation Amenities

Q 18: What indoor recreation amenities are most needed by you and your family? Check your top SIX choices.

Invite vs. Open Link

An indoor warm water leisure pool, fitness and weight center, indoor walk/jog track, and indoor multi-use gymnasiums emerged as the indoor recreation amenities most-needed by Grand Junction residents.



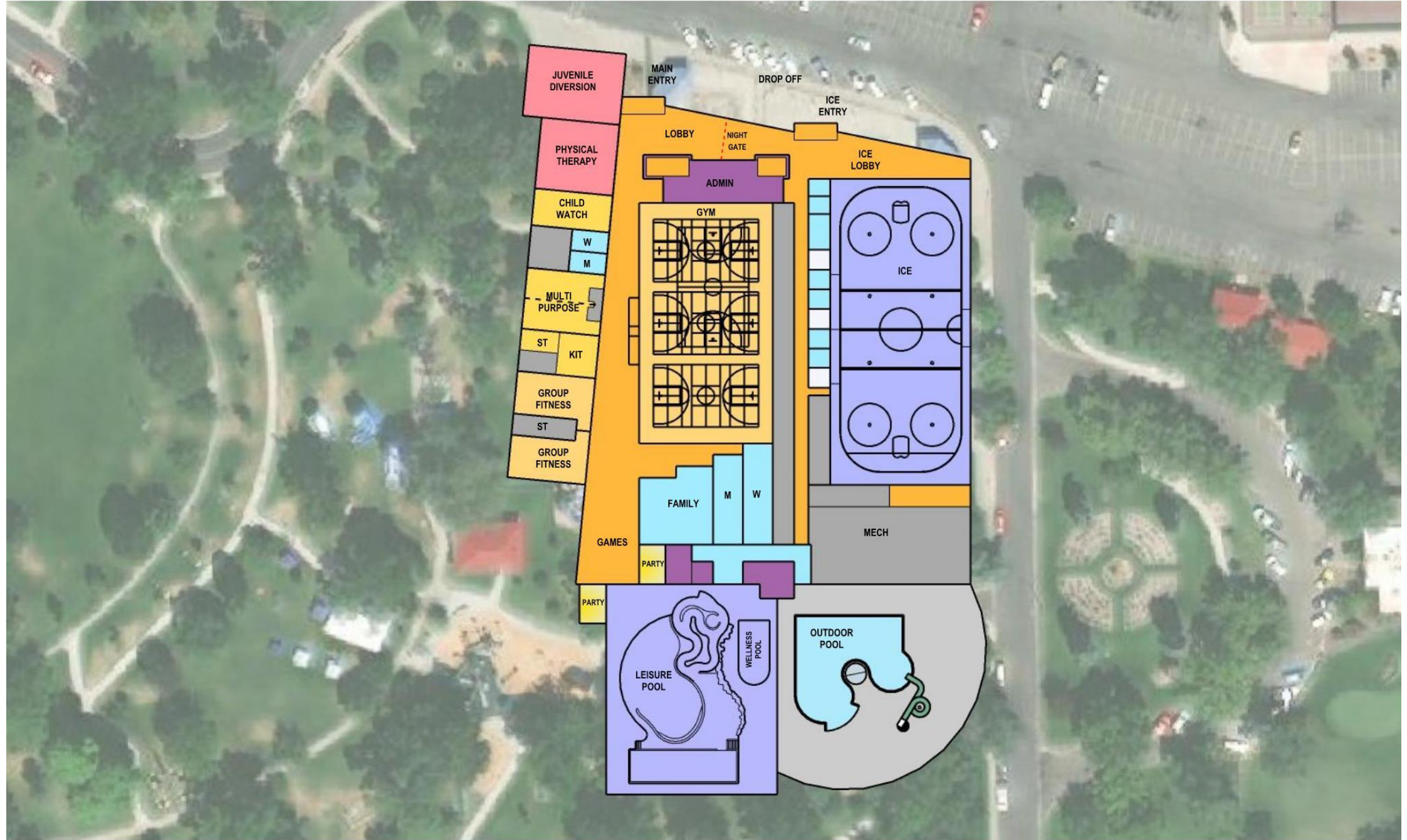
Source: RRC Associates and GreenPlay

LINCOLN PARK – 1922 Pool

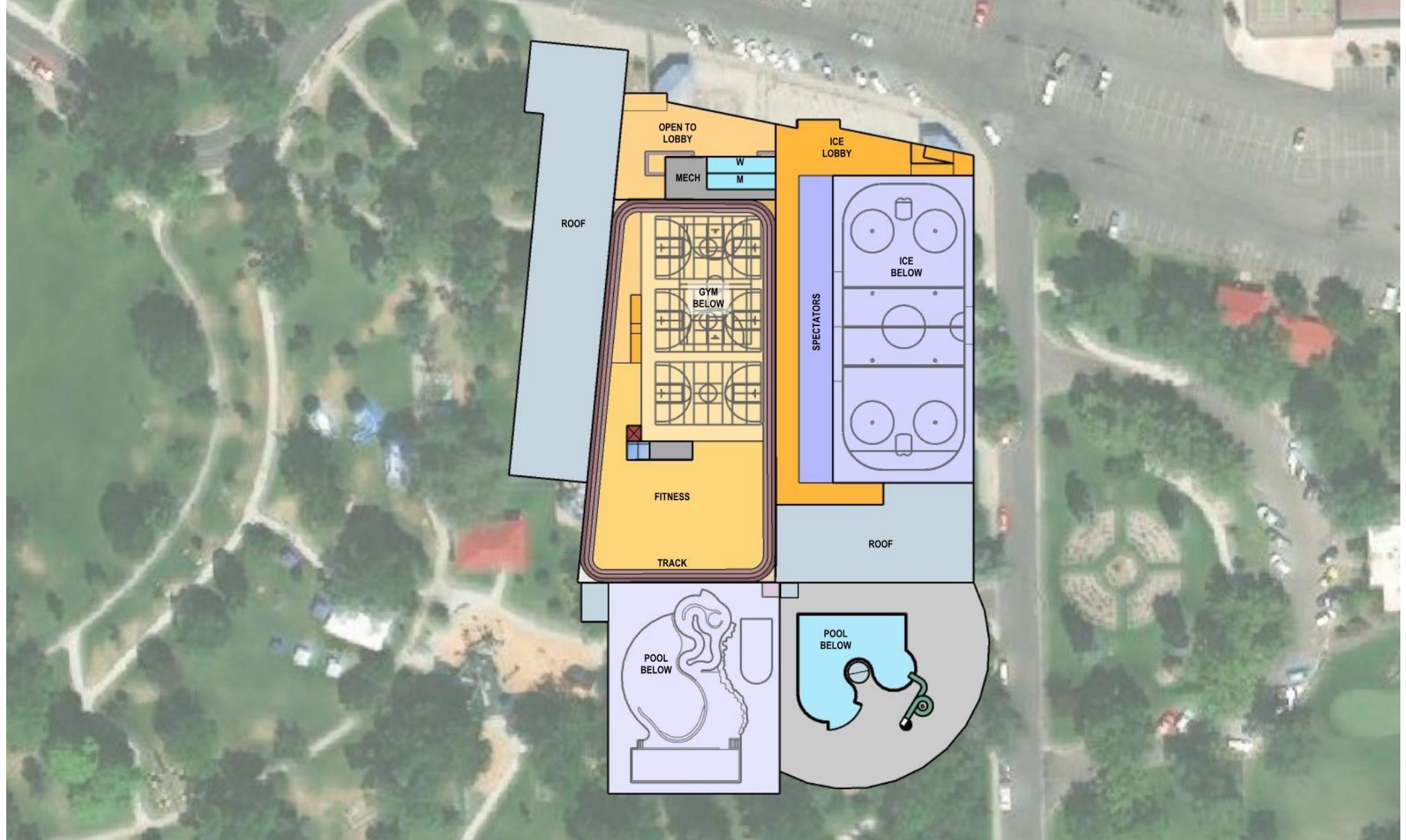


LINCOLN PARK – 1955 Pool

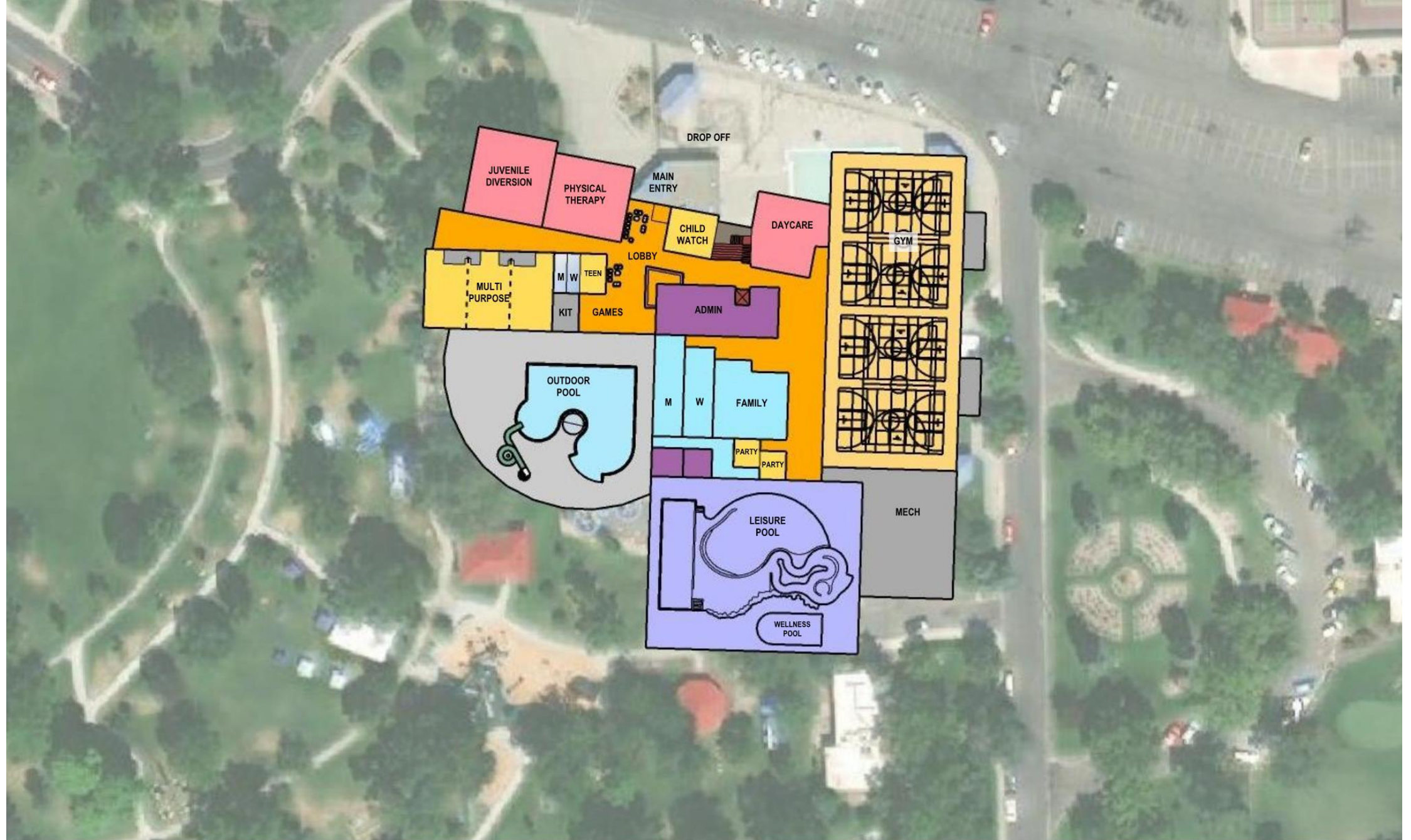




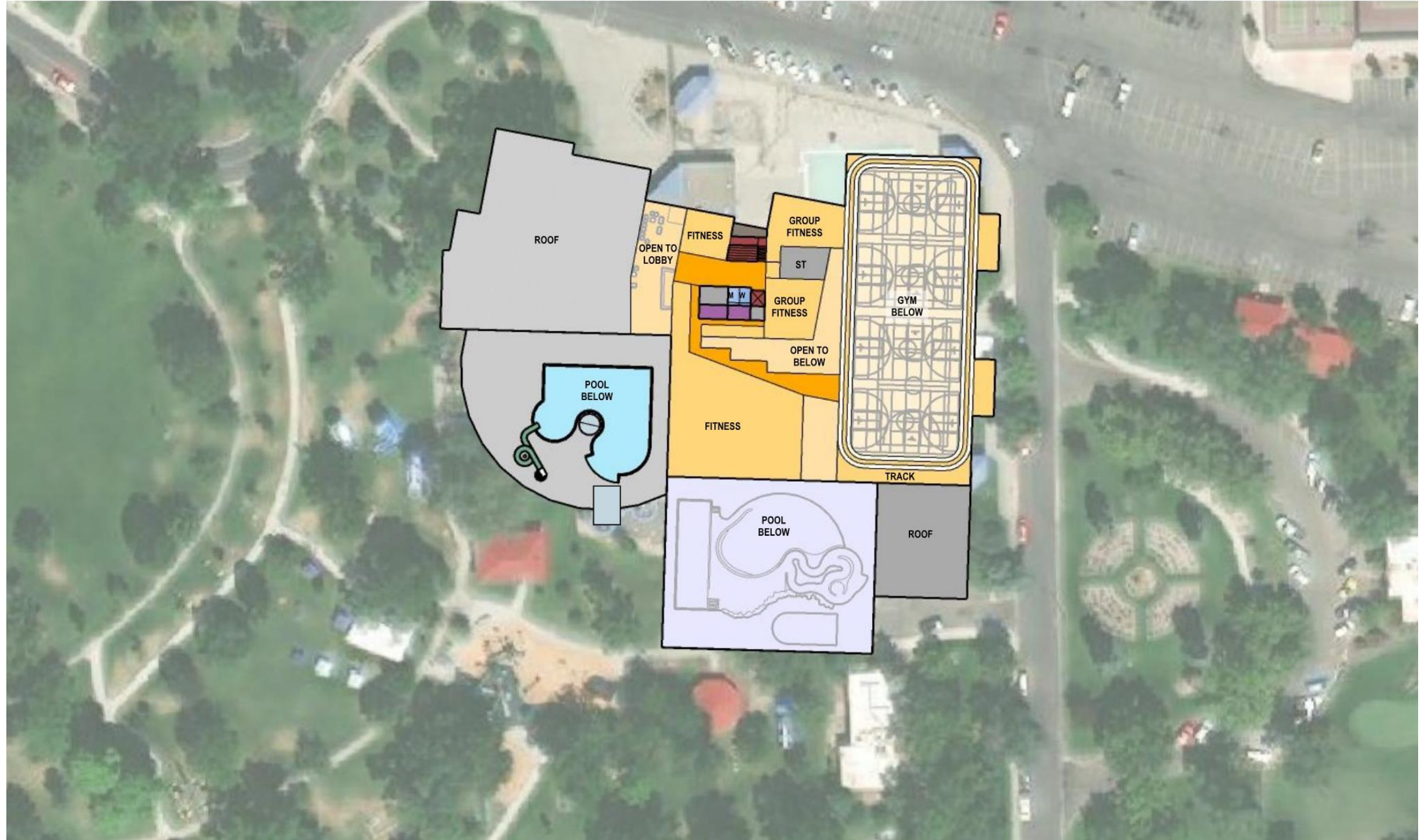
GRAND JUNCTION COMMUNITY CENTER | LINCOLN PARK DRAFT CONCEPT PLAN | **OPTION 1A LOWER LEVEL**



GRAND JUNCTION COMMUNITY CENTER | LINCOLN PARK DRAFT CONCEPT PLAN | **OPTION 1A UPPER LEVEL**



GRAND JUNCTION COMMUNITY CENTER | LINCOLN PARK DRAFT CONCEPT PLAN | **OPTION 2A LOWER LEVEL**



GRAND JUNCTION COMMUNITY CENTER | LINCOLN PARK DRAFT CONCEPT PLAN | **OPTION 2A UPPER LEVEL**

Matchett Cost Inflation 2018-2023

Total Gross SF

96,233

	2018	2018 - 2020 (+7%)	2020-2023 (+10%)
Community Center	\$ 48,700,000	\$52,100,000	\$57,300,000
Cost/SF	\$ 506	\$ 541	\$ 595
Site Development	\$ 8,400,000	\$ 9,000,000	\$ 9,900,000
Total	\$ 57,100,000	\$ 61,100,000	\$ 67,200,000

	SF	Matchett	Option 1	Option 1A	Option 2	Option 2A
		No Ice	With Ice		No Ice	
Total Project Budget		96,233	126,000	142,000	74,000	113,000
		67,200,000	59,200,000	64,900,000	45,900,000	62,500,000
Community		9,738	11,776	11,776	1,498	14,107
Aquatics		31,326	23,797	32,843	23,797	32,843
Recreation		41,285	74,490	74,490	33,365	43,879
Partnering		1,350	0	6,438	0	9,470
Support		12,535	16,225	16,303	15,016	12,526

Total

All prices adjusted to Mid 2023

NEXT STEPS

(IF APRIL ELECTION)

- WORKSHOP WITH PRAB. PROS ADVISORY, STAFF | DEC 9
- COUNCIL MASTER PLAN PRESENTATION | DEC 14
- FINALIZATION OF PROGRAM | DEC 18
- OPERATIONS PLAN | DEC 21 – JAN 6
- CONCEPTUAL DESIGN | JAN 6-31
- BOND LANGUAGE | JAN 20

THANK YOU



Grand Junction City Council

Workshop Session

Item #1.c.

Meeting Date: December 14, 2020

Presented By: Tamra Allen, Community Development Director, David Thornton, Principal Planner

Department: Community Development

Submitted By: David Thornton, Principal Planner

Information

SUBJECT:

One Grand Junction Comprehensive Plan

EXECUTIVE SUMMARY:

Staff will provide an overview of several specific plan areas in the draft One Grand Junction Comprehensive Plan and provide additional opportunity for review and discussion of other parts of the plan as desired by City Council.

BACKGROUND OR DETAILED INFORMATION:

Staff will brief City Council on the final changes made to the Comprehensive Plan document made by the Comprehensive Plan Advisory Committee (CPAC) including City Council's request for CPAC to look at mixed-use in the Lower Downtown/Rail District area, and from comments received from the public.

In addition staff is seeking direction from Council regarding the Implementation Matrix recently given to City Council with a cover memo, regarding whether Council would prefer to either finalize the matrix or to use the draft matrix as a starting point to inform the development of the next City Council Strategic Plan.

FISCAL IMPACT:

For discussion only.

SUGGESTED ACTION:

Discussion Only

Attachments




1. Land Use Map - Grand Junction Comprehensive Plan - pg 59
2. Growth Tiers Map - Grand Junction Comprehensive Plan - pg 57
3. Lower Downtown subarea maps - Grand Junction Comprehensive Plan - pg 77 and 78
4. Public Comments on Nov 23rd Draft Plan
5. Memo - Comprehensive Plan Implementation Matrix with Attachment 12.04.2020

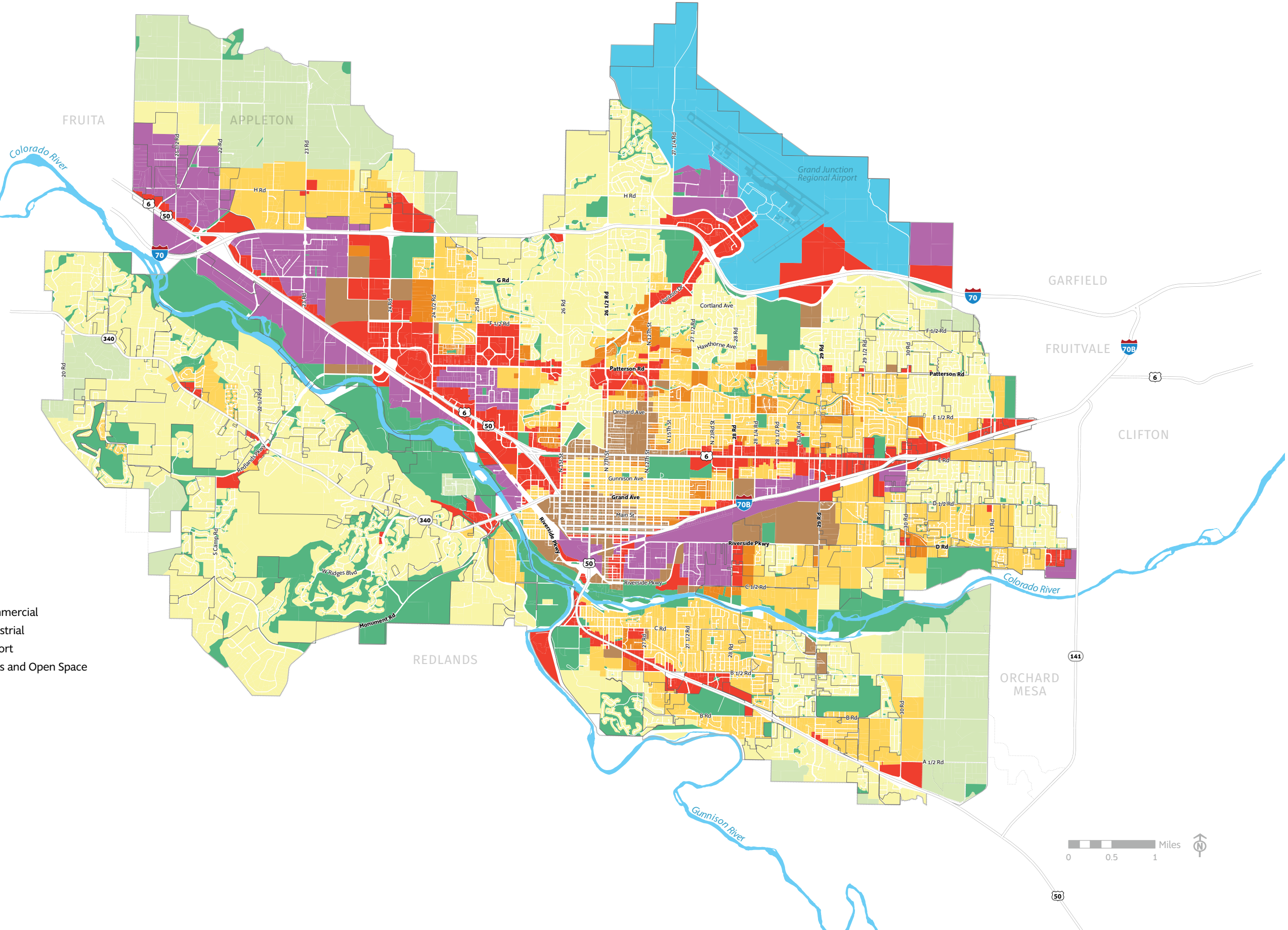
Land Use Plan

Land Use Categories

- | | |
|--|--|
|  Rural Residential |  Commercial |
|  Residential Low |  Industrial |
|  Residential Medium |  Airport |
|  Residential High |  Parks and Open Space |
|  Mixed Use | |

Context

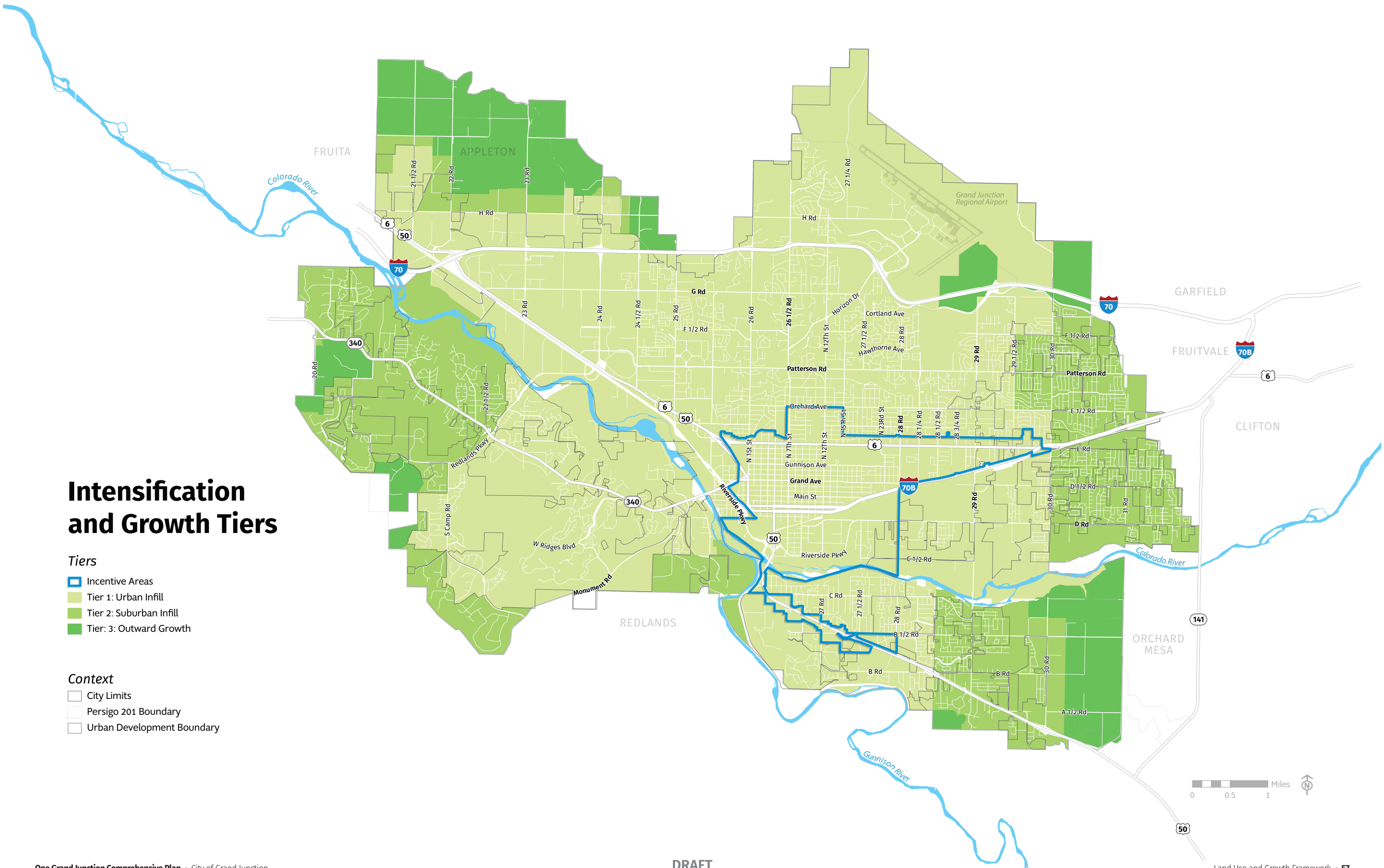
-  City Limits
-  Persigo 201 Boundary
-  Urban Development Boundary



Intensification and Growth Tiers

- Tiers**
- ▭ Incentive Areas
 - ▭ Tier 1: Urban Infill
 - ▭ Tier 2: Suburban Infill
 - ▭ Tier 3: Outward Growth

- Context**
- City Limits
 - Persigo 201 Boundary
 - Urban Development Boundary



LOWER DOWNTOWN SUBAREA CHARACTER AREAS

The Lower Downtown Subarea builds on existing assets, to increase the appeal of this important part of the city center while maintaining and improving connections between Main Street and the riverfront. Loosely bounded by Pitkin Avenue to the north, 5th Street to the west, and Riverside Parkway to the south and east, the area is comprised of distinct character areas defined by their form, uses, conditions, and characteristics. The Lower Downtown Subarea identifies character areas within the subarea, functional improvements, as well as a site that could be a catalyst for the type of development desirable in this subarea.

The Subarea Plan identifies character areas, functional improvements, as well as a Catalyst Site that should provide guidance related to development in the corridor.

Character Areas

South 7th Street Corridor

To connect Main Street to the Colorado River, South 7th Street should be activated as an extension of Main Street with architectural variation and a mix of street-oriented businesses. The South 7th Street Corridor character area should be defined by new buildings built to the back of the sidewalk to improve the urban form and support an environment that encourages people to walk and ride from Main Street to riverfront amenities.

Riverside Parkway Mixed Use

This character area should be developed with a mix of uses oriented toward both the Riverside Parkway and the park areas along the riverfront. To take advantage of the relatively narrow site along Riverside Parkway at the south side of the subarea, a mix of uses such as hotels; entertainment; and multifamily including apartments, condominiums, and townhomes. Commercial businesses and offices should also be considered.

Rail District Business Area

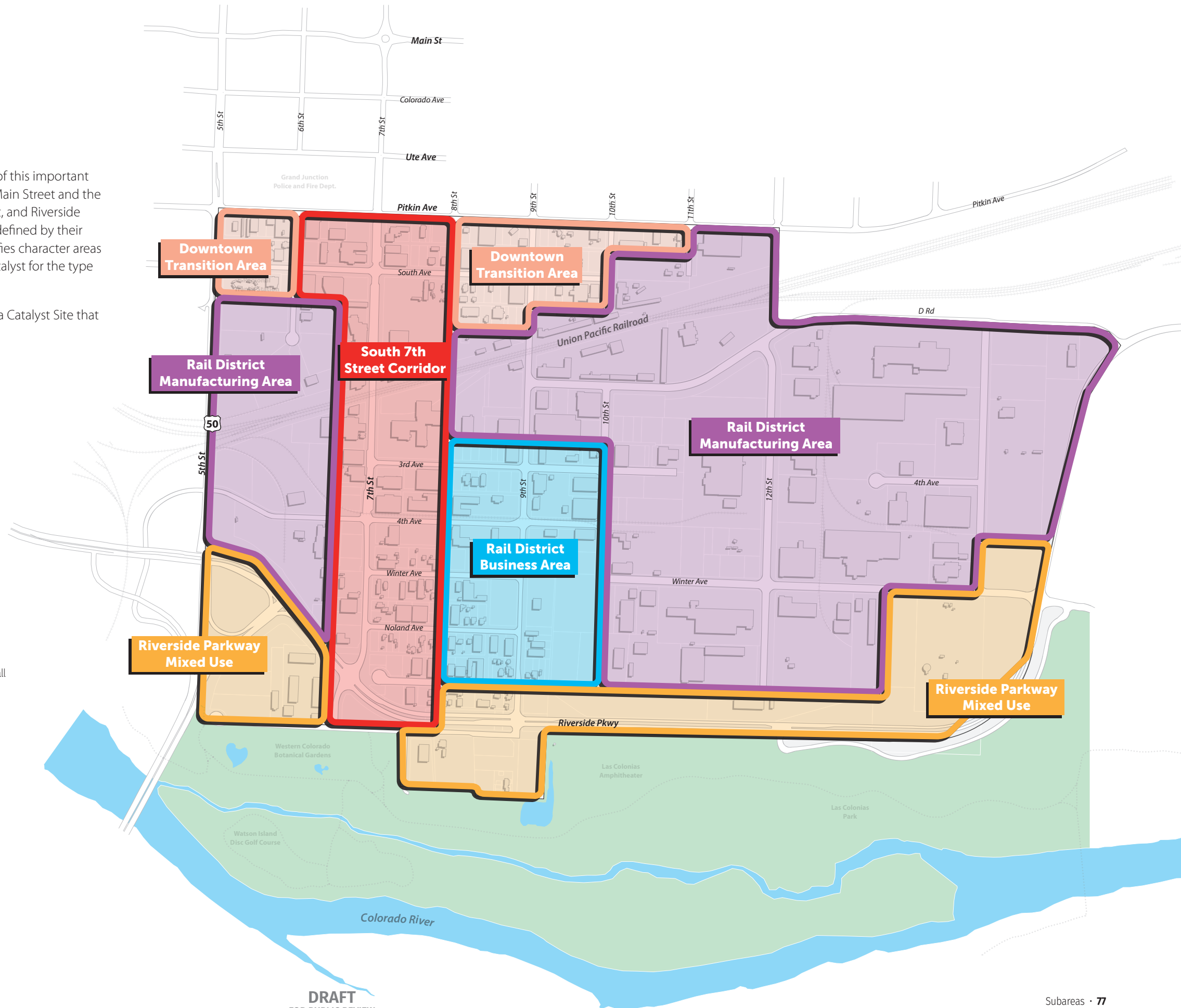
The business area should formalize parking areas and coordinated building layout so that buildings front street and public entrances are organized to face public streets. Outdoor storage should be screened from view from public streets. Office and light manufacturing buildings should be developed with special attention to efficient circulation and organized parking that is placed at the rear or to the sides of buildings, when feasible.

Rail District Manufacturing Area

Manufacturing and higher intensity uses should occur in this area. Sites should include planned on-site truck circulation including service areas and loading operations, rail assets, parking, and orderly outdoor storage.

Downtown Transition Area

The Downtown Transition area provides commercial and mixed-use transition to Downtown. Benefitting from the traditional street grid, it should develop like key blocks adjacent to Main Street, such as the block of Colorado Avenue between 5th and 6th Streets. This block consists of a variety of uses oriented toward the street. The Transition Area differs from the 7th Street Activation character area in composition, with a greater mix of businesses that may not all be pedestrian-oriented. Certain destination service businesses may be located in the transition area.














LOWER DOWNTOWN SUBAREA

FUNCTIONAL IMPROVEMENTS

Activity and energy in the Lower Downtown area will depend on several elements working in concert with one another such as transportation systems, streetscape, signage, and the revitalization of development sites. The Functional Improvements Framework identifies key improvements that will help ensure the area evolves in a way consistent with the community's vision.

Improvements

-  **Catalyst Site**
See page 76 for more information on the catalyst site redevelopment concept.
-  **Opportunity Sites**
Sites, if underutilized, would have a significant positive effect on Lower Downtown.
-  **Streetscape and Activation**
Landscaping, medians, wide sidewalks, bike lanes, and on-street parking should all be considered.
-  **Priority Complete Streets**
Complete streets are right-of-ways designed for safe and comfortable travel for walking, bike, driving, and riding public transportation.
-  **Multiuse Trails**
Trails designed for walking, biking and running. Multiuse trails are typically 10 ft wide to accommodate travel in both directions.
-  **Pedestrian Crossing**
Pedestrian crossing improvements could include signage, striping, countdown timers, and bump-outs.
-  **Railroad Crossing**
Improved railroad crossings include at grade sidewalks, guard gates, and other treatments.
-  **Gateway signage**
Signage that welcomes people into a community or district.
-  **Wayfinding**
Signage that provides a travelers directions to nearby points of interest.
-  **Screening and Buffering**
Landscaping or decorative fencing used to create a separation between the residential/mixed use area and the adjacent manufacturing uses, outdoor storage, and office/industrial loading areas.
-  **Adaptive Reuse**
See page 75 for more information on Adaptive Reuse and site descriptions.



Public Comments received
on the November 23, 2020 draft
One Grand Junction Comprehensive Plan

ATTACHED

THE 2020 COMP PLAN

We all know about the Comprehensive Plan process in 2020: The public hearings, then the wrap up of the plan.

I own property at the NE corner of 24 ½ Road & H Road – 38 Acres – to be exact, so attended all the public hearings. At every meeting, the organizer of the “No Growth N of I-70” was at the door directing “her supporters” to each table. I mentioned this to a City staff person and asked “Is there any reason for the rest of us to be here – since she is packing every meeting”? He said, not to worry, we know what is going on and we will be fair.

It seemed that fair had won until I WAS SURPRISED TO FIND, THERE HAD BEEN SECRET MEETINGS AND NEGOTIATIONS with this ring leader of the “No Growth of I-70” group. On December 2, 2020, I found out, very much by accident, that “the Comp Map” had been quietly and secretly changed on November 4, 2020. THIS IS NOT FAIR.

Affected property owners were not notified of this change of Comp Map.

When I called City Staff, I was told that:

- We down-zoned your property to 1 unit per 5 Acres (from 1 unit for 2-5 Acres)
- Maybe you wouldn't be selling or developing for 10 years anyway – it's only 10 years
- A lot of people wanted this change & we negotiated – so your property took a hit

My answer is:

- I have owned this property for over 40 years & planned on it being a big part of retirement
- By down-zoning – THIS IS A “TAKINGS” WITHOUT COMPENSATION This equals at least a 60-70% decrease in value when/if I sell
- Property is currently in the County with 1 unit per 2-5 Acres. Normally the City annexes & keeps roughly the same zoning density
- Being retirement age, why am I asked to furnish (at a substantial loss) a GREEN SPACE – just because people want it.

The “Ring Leader” of the “No Growth N of I-70” lives 4-5 miles away near 26 Road & I Road. She is not affected by the “DIP” on the Comp Map at 24 ½ Road. Yet, she has taken this on as her life's work: You as council have seen the 3-4 pages of e-mails she contacts with any change in this area. Many of her minions are miles away in the City. Nonetheless, they use her talking points and e-mail objections per her instructions.

If this property is SO important to these citizens, they should go together and buy the property. Then it can be whatever they want it to be.

To: **City Council – I respectfully ask you to consider going back to the original map from public hearings prior to November 4, 2020. This secret change should not slide through.**

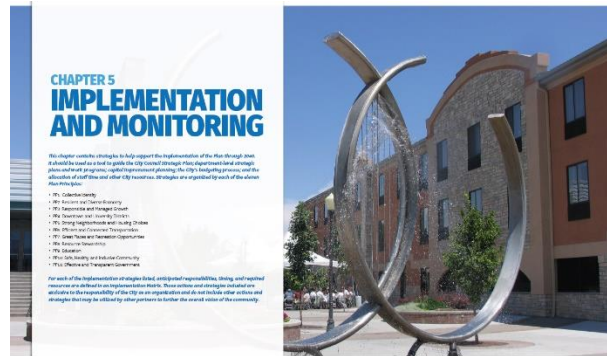
I know, the committee wanted to get this over with. They did not want to say no to this group of No-Growth people. It may have been passed to move on, rather than with malice. The long term effects are extremely damaging to me and other property owners in this sacred triangle that dips down 24 ½ Road.

Lois Dunn, Manager
Appleton Properties LLC
loisgdunn@gmail.com
970-261-5408

Properties: 816 & 816 ½ 24 ½ Road, Grand Jct CO 81505
2701-284-00-075 & 076

TO: Mayor and Members of Council
 FROM: Greg Caton, City Manager
 Tamra Allen, Community Development Director
 DATE: December 4, 2020
 SUBJECT: One Grand Junction Comprehensive Plan – Implementation Matrix

As briefly introduced during the City Council workshop on November 16th, Chapter 5 of the Comprehensive Plan provides an overview of how the plan will be implemented and monitored. This chapter calls for the City to prepare an Implementation Matrix that enumerates a list of currently known implementation strategies and actions.



Implementation Matrix – The Implementation Matrix is intended to be used as a tool to guide the development of the City Council's Strategic Plan; department-level strategic plans and work programs; capital improvement planning; the City's budgeting process; and the allocation of staff time and other City resources.

Strategies are organized by each of the eleven Plan Principles found in Chapter 2. For each implementation strategy listed, the matrix provides a brief description of each action or strategy, the City department tasked with the lead and support roles, the anticipated timing, and the expected resources required to initiate and complete an action. Time frames for initiation of the implementation strategies are categorized by near-term, mid-term, long-term and on-going, as follows:

- *Near-term* – already underway or to be initiated within six months to a year after plan adoption;
- *Mid-term* – to be initiated within one to three years after plan adoption;
- *Long-term* – to be initiated within three or more years after plan adoption; and
- *Ongoing* – actions to be implemented by City staff as part of their routine job duties.

Resources required for each action are identified as Regional Collaboration, Outside Support/Funding, Staff Time, General Fund, Capital Fund, and Other Funds such as the First Responder Tax, Impact Fees and Grants.

Next Steps – The draft 2020 One Grand Junction Comprehensive Plan has been considered by the Grand Junction Planning Commission at a public hearing held December 1st and received a unanimous recommendation of approval. A public hearing on the proposed One Grand Junction Comprehensive Plan is scheduled for December 16th with additional time allotted at the December 14th workshop to review and discuss outstanding issues prior to the hearing. A

workshop is also scheduled with Mesa County Planning Commission on December 10th with a hearing scheduled for December 17th for their consideration of adoption of Chapter 3, specifically including the land use map and land use categories.

The draft Implementation Matrix is included with this memo for City Council review, discussion and revision and was developed by the staff and consultant team along with input from the Comprehensive Plan Advisory Committee. The Matrix is not currently intended to be adopted with the One Grand Junction Comprehensive Plan. Council could choose to either finalize this Implementation Matrix or to use this draft matrix as a starting point to inform the develop of the next City Council Strategic Plan. Please respond to the City Manager comments on how to proceed.

Attachment:

Draft Implementation Matrix

HIGHEST PRIORITY ACTIONS			
Strategy	Department Responsibility	Timing	Resources
DU-2a. Work with CDOT to ensure I-70B through Lower Downtown is a multi-modal facility and provides for comfortable connectivity.	Lead: Public Works Partners: Community Development	Near-Term	Staff Time, Capital Fund, Regional Collaboration
NH-2a. Develop a targeted housing strategy to facilitate and incentivize the creation of affordable housing units for low-income residents and attainable housing for the city's workforce. Update the strategy periodically to address changing needs.	Lead: Community Development, City Manager's Office Partners:	Near-Term	Staff Time, General Fund, Grants, Outside Partners, Regional Collaboration
GP-2a. Adopt an updated Parks, Recreation, and Open Space Master Plan.	Lead: Parks and Recreation Partners:	Near-Term	Staff Time, Capital Fund, Grants
GP-2c. Continue to explore long term, dedicated funding strategies such as retail sales and processing of marijuana, and/or a tax on vaping, tobacco and smokeless tobacco, among others, for parks facilities including regional sports facilities, field houses, indoor facilities, and a community center.	Lead: Parks and Recreation Partners: Community Development	Near-Term	Staff Time, Capital Fund
GP-2e. Pursue the construction of a multi-purpose Community Center as described in the Parks, Recreation and Open Space Master Plan.	Lead: Parks and Recreation Partners:	Near-Term	Staff Time, Capital Fund, Dedicated Tax, Grants, Outside Partners
SC-1k. Construct critical infrastructure including Fire Station No. 3, Fire Station No. 7, Fire Station No. 8, and additional administrative and evidence storage facilities for Police.	Lead: Police, Fire Partners: General Services, Public Works	Near-Term	Staff Time, Capital Fund, First Responder Tax
EG-1a. Align the City Council Strategic Plan with the Comprehensive Plan.	Lead: City Council Partners: City Manager's Office	Near-Term	Staff Time
EG-2a. Create a City Communications Plan.	Lead: City Manager's Office Partners: All Departments	Near-Term	Staff Time, General Fund
ET-1b. Develop and implement a city-wide Bicycle and Pedestrian Plan.	Lead: Community Development, Public Works Partners: Parks and Recreation	Mid-Term	Staff Time, General Fund, Regional Collaboration
GP-3c. Continue to build new or expanded recreational activities/amenities along the riverfront, including expansion of the	Lead: Parks and Recreation Partners: Public Works	Mid-Term	Staff Time, General Fund, Capital Fund,

River Park and improvements to the Western Colorado Botanical Gardens.			Impact Fees, Grants
RS-3b. Develop and begin to implement a comprehensive sustainability plan that addresses, among other topics, climate change.	Lead: Community Development Partners: All Departments	Mid-Term	Staff Time, General Fund, Grants
CI-1e. Engage with the community to identify opportunities to create a more inclusive, equitable, and safe community that celebrates the city's diverse population.	Lead: City Council, City Manager Partners: All Departments	Ongoing	Staff Time, General Fund, Outside Partners
RE-1f. Continue to support the work of Economic Development Partners and its activities to help grow new and emerging businesses.	Lead: City Manager's Office, Partners: ED Partners	Ongoing	Staff Time, General Fund
RE-3a. Develop a list of priority infrastructure and amenities and make strategic investments to support growth of primary jobs, strengthen economic diversity, and/or promote business activity in key locations of the city.	Lead: City Council, City Manager's Office Partners: Utilities, Public Works, Parks and Recreation	Ongoing	Staff Time, General Fund, Capital Fund, Water/Wastewater Enterprise Funds
RE-4e. Support the expansion of a responsible and sustainable tourism industry utilizing destination management principles.	Lead: Visit GJ Partners:	Ongoing	Staff Time, Lodging Tax
RG-1e. Direct development to locations where it can be adequately served by existing public facilities and services.	Lead: Community Development Partners:	Ongoing	Staff Time
RG-4g. Support the efficient and reliable management of water resources by: <ul style="list-style-type: none"> - maintaining cooperative service agreements with Clifton Water District; - maintaining absolute water rights and file, as needed, documentation to perfect conditional rights on the Colorado and Gunnison Rivers; - maintaining and replacing aging water infrastructure; and - coordinating with Ute Water Conservancy District and Clifton Water District to ensure the sufficient water resources supply and infrastructure for the city's projected growth. 	Lead: Utilities Partners: Community Development	Ongoing	Staff Time, Enterprise Fund, Regional Collaboration
RG-7g. Work with private property owners to achieve ongoing compliance with required landscaping, weed, junk, or other City nuisance codes and ordinances.	Lead: Police Partners: Parks and Recreation, Community Development	Ongoing	Staff Time, General Fund, Capital Fund, First Responder Tax

DU-3b. Work with property owners and partners to redevelop underutilized properties (including surface parking lots) through regulation, incentives, and use of other redevelopment tools.	Lead: Community Development, City Manager's Office Partners: Public Works, Utilities	Ongoing	Staff Time, General Fund
NH-2c. Continue to collaborate with partner organizations on the implementation of efforts to make homelessness rare, short-lived, and nonrecurring. Address the needs of the homeless in a way that minimizes impacts to public spaces and businesses.	Lead: City Manager's Office Partners: Police, Parks and Recreation, Fire, Community Development	Ongoing	Staff Time, General Fund, Regional Collaboration
ET-4c. Improve the urban trail system on and connecting to Active Transportation Corridors focusing on utilizing existing corridors such as drainageways, canals, ditches, rivers, and roadways.	Lead: Public Works Partners: Community Development, Parks and Recreation	Ongoing	Staff Time, Capital Fund, Regional Collaboration
SC-2a. Actively participate with community partners in the Childcare 8,000 initiative.	Lead: City Manager's Office Partners: Human Resources, Parks and Recreation	Ongoing	Staff Time, General Fund, Regional Collaboration
SC-2d. Continue to dedicate resources to co-responding and CARES program and research new models to continue to enhance those efforts.	Lead: Police Fire Partners: HR	Ongoing	Staff Time, General Fund, First Responder Tax
EG-1e. Review the GJMC and effect any necessary revisions to it to ensure that its provisions are consistent with the Comprehensive Plan.	Lead: City Manager's Office Partners: All Departments	Ongoing	Staff Time, General Fund

DRAFT

Plan Principle 1: Collective Identity			
Strategy	Department Responsibility	Timing	Resources
Goal 1. Preserve, promote and celebrate grand junction’s identity, diversity and history			
CI-1a. Support efforts to provide educational resources on historic resources of the city and region.	Lead: Community Development Partners:	Near-Term	Staff Time, General Fund
CI-1b. Pursue Certified Local Government designation that helps enable historic preservation efforts.	Lead: Community Development Partners:	Mid-Term	Staff Time
CI-1c. Support efforts throughout the community to provide cultural events reflective of the community’s diversity.	Lead: Parks and Recreation Partners:	Ongoing	Staff Time, General Fund, Outside Support
CI-1d. Identify, recognize, and increase historic resources by encouraging and incentivizing the addition of properties to the local, state, and national registers.	Lead: Community Development Partners:	Ongoing	Staff Time, Outside Support
CI-1e. (Highest Priority) Engage with the community to identify opportunities to create a more inclusive, equitable, and safe community that celebrates the city’s diverse population.	Lead: City Council, City Manager Partners: All Departments	Ongoing	Staff Time, General Fund, Outside Partners
Plan Principle 2: Resilient Diverse Economy			
Strategy	Responsibility	Timing	Resources
1. Foster a vibrant, diverse and resilient economy.			
RE-1a. Complete infrastructure at the Riverfront at Dos Rios.	Lead: Public Works Partners: Finance, Dos Rios GID	Near-Term	Staff Time, GID Funds
RE-1b. Support the review and updating of the Grand Junction Economic Development Plan.	Lead: City Manager’s Office Partners: ED Partners	Mid-Term	Staff Time, General Fund, Outside Support
RE-1c. Review and refine the GJMC to modernize and reflect emerging best practices focusing on evolving modern business operations.	Lead: Community Development Partners: ED Partners	Mid-Term	Staff Time
RE-1d. Support and collaborate with economic partnerships.	Lead: City Council, City Manager’s Office Partners: ED Partners	Ongoing	Staff Time, General Fund
RE-1e. Partner in supporting programs that encourage residents to spend dollars locally before looking elsewhere for goods and services.	Lead: City Manager’s Office Partners: ED Partners	Ongoing	Staff Time, Regional Collaboration

RE-1f. (Highest Priority) Continue to support the work of Economic Development Partners and its activities to help grow new and emerging businesses.	Lead: City Manager's Office, Partners: ED Partners	Ongoing	Staff Time, General Fund
RE-1g. Attract Tech and Rec industries to Riverfront at Las Colonias.	Lead: GJEP Partners: City Manager's Office, ED Partners	Ongoing	Staff Time, Outside Support
RE-1h. Monitor the inventory of finished sites and raw land suitable for residential, commercial, office/technological, industrial service, and industrial development.	Lead: Community Development Partners: IT/Finance	Ongoing	Staff Time
RE-1i. "Identify and resolve regulatory barriers that would unduly inhibit the growth of industrial and manufacturing businesses."	Lead: Fire Partners: Community Development	Near-Term	Staff Time
2. Support the development of a diverse, educated, healthy, and adaptable workforce.			
RE-2a. Establish baseline levels of service for neighborhoods and plan for investments in areas that are underserved.	Lead: Community Development, IT/Finance Partners: Police, Fire, Parks and Recreation, Public Works	Mid-Term	Staff Time
RE-2b. Work with area educational institutions and regional economic development partners to provide educational programs that train students to work in the region's existing and target industries.	Lead: ED Partners Partners: City Manager's Office	Ongoing	Staff Time, General Fund, Regional Collaboration
RE-2c. Identify key City properties in the downtown that may be repurposed or redeveloped.	Lead: Community Development Partners: City Manager's Office	Ongoing	Staff Time
RE-2d. Continue the City's CMU Scholarship and Internship program and seek placement of CareerWise students within City departments.	Lead: HR Partners: All Departments	Ongoing	Staff Time, General Fund
3. Promote Business Growth for a Diverse and Stable Economic Base.			
RE-3a. (Highest Priority) Develop a list of priority infrastructure and amenities and make strategic investments to support growth of primary jobs, strengthen economic diversity, and/or promote business activity in key locations of the city.	Lead: City Council, City Manager's Office Partners: Utilities, Public Works, Parks and Recreation	Ongoing	Staff Time, General Fund, Capital Fund, Water/Wastewater Enterprise Funds

RE-3b. Protect key industrial areas from encroachment by potentially incompatible land uses or conversion to alternative uses, including properties that have access to railroad spurs.	Lead: Community Development Partners: ED partners	Ongoing	Staff Time
4. Support the expansion of a responsible and sustainable tourism industry utilizing Grand Junction's Destination Marketing Organization called Visit Grand Junction and its strategic partners.			
RE-4a. Identify and implement a destination brand for Grand Junction.	Lead: Visit GJ Partners:	Near-Term	Staff Time, Lodging Tax
RE-4b. Complete an economic impact study to better understand the value and return on investment of the tourism industry.	Lead: Visit GJ Partners:	Near-Term	Staff Time, Lodging Tax
RE-4c. Support the Greater Grand Junction Sports Commission in growing existing events and attracting new events related to sports and recreation.	Lead: Parks and Recreation Partners: Visit GJ	Ongoing	Staff Time, Lodging Tax, Outside Support
RE-4d. Champion Leave No Trace principles to educate both locals and visitors.	Lead: Visit GJ Partners: Parks and Recreation	Ongoing	Staff Time, Lodging Tax
RE-4e. (Highest Priority) Support the expansion of a responsible and sustainable tourism industry utilizing destination management principles.	Lead: Visit GJ Partners:	Ongoing	Staff Time, Lodging Tax
RE-4f. Support regional efforts to preserve agricultural lands and support opportunities for agritourism in and around Grand Junction.	Lead: Community Development Partners:	Ongoing	Staff Time, Regional Collaboration
RE-4g. Work with State, County, and Federal partners and legislators to ensure public lands are maintained for public enjoyment and to recognize the partners as key employers in the region.	Lead: Parks and Recreation Partners: City Manager's Office, Community Development	Ongoing	Staff Time, Regional Collaboration
5. Invest in key infrastructure that support businesses.			
RE-5a. Conduct a review of the 2016 Wireless Master Plan to identify any updates needed to ensure high speed internet access is broadly available.	Lead: IT/Finance Partners: General Services, Community Development	Mid-Term	Staff Time, General Fund
RE-5b. Support the Grand Junction Regional Airport as a regional transportation destination to provide the economic development benefits associated with having an airport in close proximity.	Lead: Visit GJ Partners:	Ongoing	Staff Time, Lodging Tax, Regional Collaboration, Outside Partners

Plan Principle 3: Responsible and Managed Growth			
Strategy	Department Responsibility	Timing	Resources
1. Support fiscally responsible growth and annexation policies that promote a compact pattern of growth, maintain or improve levels of service and encourage the efficient use of land.			
RG-1a. Complete a fiscal impact study of annexation and utilize the study to understand fiscal impacts of annexation and in revisions to the Persigo Agreement.	Lead: Community Development Partners: City Manager’s Office, Finance	Near-Term	Staff Time, Regional Collaboration
RG-1b. Align the Persigo 201 Boundary and the UDB, in areas where <ul style="list-style-type: none"> - urban level densities may occur in the future; - the City plans for extension of services; and/or the area is currently served by another wastewater provider	Lead: Community Development Partners: Utilities	Near-Term	Staff Time, Regional Collaboration
RG-1c. Utilize Tiered Growth Map to prioritize annexations and as a tool for guiding proposed revisions to Persigo Agreement.	Lead: Community Development Partners: Utilities	Mid-Term	Staff Time
RG-1d. Maintain and continue to utilize the UDB surrounding Grand Junction.	Lead: Community Development Partners:	Ongoing	Staff Time, Regional Collaboration
RG-1e. (Highest Priority) Direct development to locations where it can be adequately served by existing public facilities and services.	Lead: Community Development Partners:	Ongoing	Staff Time
2. Encourage infill and redevelopment to leverage existing infrastructure.			
RG-2a. Explore other partnerships aimed at developing incentives for infill, redevelopment, and adaptive reuse of historic structures.	Lead: Community Development, City Manager’s Office Partners:	Mid-Term	Staff Time
RG-2b. Evaluate incentives (e.g. TCP fee reductions) and establish new incentives as may needed to ensure alignment with urban intensification priorities.	Lead: Community Development Partners: City Manager’s Office	Mid-Term	Staff Time
RG-2c. Support the use of creative strategies to revitalize vacant, blighted, or otherwise underutilized structures and buildings.	Lead: Community Development Partners:	Ongoing	Staff Time, Outside Partners

3. Collaborate with regional entities and service providers on growth and infrastructure issues.			
RG-3a. Work with Mesa County to adopt the Land Use Map.	Lead: Community Development Partners:	Near-Term	Staff Time, Regional Collaboration
RG-3b. Evaluate current policy for undergrounding overhead utility lines and in-lieu payments.	Lead: Community Development Partners: Public Works	Near-Term	Staff Time
RG-3c. Maintain cooperative agreements and ‘community buffers’ that protect agricultural lands and explore opportunities for agricultural conservation easements where appropriate.	Lead: Community Development Partners:	Ongoing	Staff Time, Regional Collaboration
RG-3d. Ensure that District 51 school sites and designs are consistent with the Comprehensive Plan.	Lead: Community Development Partners: Public Works, Parks and Recreation	Ongoing	Staff Time, Regional Collaboration
RG-3e. Periodically work with institutions to update their master plans.	Lead: Community Development Partners: Public Works	Ongoing	Staff Time, Outside Partners
4. Maintain and build infrastructure that supports urban development.			
RG-4a. Develop a Water Reliability and Marketing Strategy to identify backup water supply and water treatment options and associated water rights needed to meet long-term demands.	Lead: Utilities Partners:	Near-Term	Staff Time, Enterprise Fund
RG-4b. Update the Wastewater Master Plan.	Lead: Utilities Partners:	Near-Term	Staff Time, Enterprise Fund
RG-4c. Complete a 5-year review of the Wastewater Rate Study.	Lead: Utilities Partners:	Near-Term	Staff Time, Enterprise Fund
RG-4d. Actively plan for future expansion of the Persigo Wastewater Treatment Plant.	Lead: Utilities Partners:	Mid-Term	Staff Time, Enterprise Fund
RG-4e. Evaluate the GJMC parking standards to ensure standards are based on best practices result in develop patterns that align with city intensification goals.	Lead: Community Development Partners: General Services, Public Works	Mid-Term	Staff Time, General Fund
RG-4f. Participate in identifying and implementing regional solutions to stormwater management and stormwater infrastructure needs.	Lead: Public Works Partners:	Long-Term	Staff Time, Regional Collaboration
RG-4g. (Highest Priority) Support the efficient and reliable management of water resources by:	Lead: Utilities Partners:	Ongoing	Staff Time, Enterprise Fund,

<ul style="list-style-type: none"> - maintaining cooperative service agreements with Clifton Water District; - maintaining absolute water rights and file, as needed, documentation to perfect conditional rights on the Colorado and Gunnison Rivers; - maintaining and replacing aging water infrastructure; and <p>coordinating with Ute Water Conservancy District and Clifton Water District to ensure the sufficient water resources supply and infrastructure for the city's projected growth.</p>			Regional Collaboration
5. Plan for and ensure fiscally responsible delivery of City services and infrastructure.			
RG-5a. Work with property owners to identify financing mechanisms to implement the North Avenue Corridor Master Plan.	Lead: Community Development, City Manager's Office, Public Works Partners: Finance	Mid-Term	Staff time, Capital Fund
RG-5b. Periodically review and update system of fees and development requirements that assesses the costs of public facilities and services.	Lead: City Manager's Office Partners: Finance, Community Development, Utilities, Public Works, Fire, Parks and Recreation	Long-Term	Staff Time, General Fund, Enterprise Fund
RG-5c. Update TCP rates to include the cost of constructing trail improvements associated with building the City's Active Transportation Network.	Lead: City Manager's Office Partners: Public Works	Mid-Term	Staff Time, General Fund
RG-5d. Utilize a reimbursement or credit mechanism to compensate developers, or the City, for oversizing public facilities such as transportation infrastructure.	Lead: Public Works, Community Development Partners: Finance, City Manager's Office	Ongoing	Staff Time, Capital Fund, Impact Fees
RG-5e. Evaluate and seek to obtain a mill levy shareback as part of a metropolitan district service plan and IGA.	Lead: City Manager's Office, Finance Partners: Community Development, Public Works	Ongoing	Staff Time
RG-5f. Utilizing alley improvement districts, prioritize and periodically improve alleyways.	Lead: Public Works Partners: Finance	Ongoing	Staff Time, Capital Fund
6. Support the development of neighborhood-centered commercial uses and mixed-use development.			
RG-6a. Review and update planned development requirements to simplify regulations and support the goals and policies of the Comprehensive Plan.	Lead: Community Development Partners:	Near-Term	Staff Time, General Fund, Grants

RG-6b. Identify areas to develop design guidelines and standards for neighborhood centers.	Lead: Community Development Partners:	Mid-Term	Staff Time
RG-6c. Ensure zoning changes align with the Land Use Map and Area-Specific Policies.	Lead: Community Development Partners:	Ongoing	Staff Time
7. Continue efforts in creating a community that provides a sense of arrival, attractive design, and well-maintained properties.			
RG-7a. Identify locations for, design, and implement gateway improvements into the city.	Lead: Public Works Partners: Visit GJ, Parks and Recreation, City Manager's Office	Near-Term	Staff Time, General Fund, Capital Fund
RG-7b. Provide educational resources to the public about caring for streets trees and information about the environmental, economic, and social benefits the tree canopy provides to property owners and the community.	Lead: Parks and Recreation Partners:	Near-Term	Staff Time, General Fund, Outside Partners
RG-7c. Develop basic design standards for key corridors to improve the overall cohesiveness and appeal.	Lead: Community Development Partners:	Mid-Term	Staff Time, General Fund
RG-7d. Continue to implement cost-effective improvements to the streetscape, including functional improvements to hardscape and green infrastructure as well as artistic and design elements.	Lead: Public Works, Parks and Recreation Partners:	Ongoing	Staff Time, General Fund, Capital Fund
RG-7e. Identify center turn lanes that can be converted to landscaped medians and convert turn lanes as feasible.	Lead: Public Works Partners: Parks and Recreation	Ongoing	Staff Time, General Fund, Capital Fund
RG-7f. Prioritize the planting new public trees as a key element of streetscape green infrastructure and develop a systematic pruning rotation for all public trees.	Lead: Parks and Recreation Partners: Public Works, IT/Finance	Ongoing	Staff Time, General Fund
RG-7g. (Highest Priority) Work with private property owners to achieve ongoing compliance with required landscaping, weed, junk, or other City nuisance codes and ordinances.	Lead: Police Partners: Parks and Recreation, Community Development	Ongoing	Staff Time, General Fund, Capital Fund, First Responder Tax
Plan Principle 4: Downtown and University Districts			
Strategy	Department Responsibility	Timing	Resources
1. Cultivate energetic and livable greater downtown and University Districts that balance the needs of residents, students and visitors.			
DU-1a. Review the GJMC to ensure neighborhood-serving business such as grocers, pharmacies, childcare facilities, and other basic services are allowed uses in the Downtown and University Districts.	Lead: Community Development Partners:	Near-Term	Staff Time, General Fund

DU-1b. Promote adaptive reuse of historically significant properties.	Lead: Community Development Partners:	Mid-Term	Staff Time
DU-1c. Develop a subarea plan for the University District with key focus on the North Avenue, 7 th Street, and 12 th Street corridors.	Lead: Community Development Partners:	Mid-Term	Staff Time, General Fund, Grants, Outside Partners
DU-1d. Review the existing Greater Downtown Transitional Overlay to ensure the overlay appropriately addresses the transitioning areas between Downtown and University Districts.	Lead: Community Development Partners:	Mid-Term	Staff Time
DU-1e. Work with Downtown Grand Junction to establish a Railroad Quiet Zone encompassing Downtown by upgrading railroad intersections along the 7 th Street and 9 th Street corridors.	Lead: Public Works Partners: Community Development	Mid-Term	Staff Time, General Fund, Outside Partners
DU-1f. Support a diverse mix of land uses that is tailored to support the vision and unique focus for the University District and for each of the three subdistricts that comprise the Downtown District.	Lead: Community Development Partners:	Ongoing	Staff Time
DU-1g. Support Downtown Grand Junction in efforts to implement their Plan of Development “Vibrant Together.”	Lead: City Manager’ Office Partners: Police, Public Works, Parks and Recreation, Community Development	Ongoing	Staff Time, General Fund, Capital Fund, Grants, Outside Partners
DU-1h. Fund new features and improvements, especially those that serve as destinations along the riverfront.	Lead: Parks and Recreation, Public Works Partners:	Ongoing	Staff Time, General Fund, Capital Fund, Impact Fees Grants
DU-1i. Encourage property owners in the riverfront areas to provide features that are complementary with the City’s riverfront parks.	Lead: Community Development Partners:	Ongoing	Staff Time
2. Strengthen multimodal connections in and between the districts.			
DU-2a. (Highest Priority) Work with CDOT to ensure I-70B through Lower Downtown is a multi-modal facility and provides for comfortable connectivity.	Lead: Public Works Partners: Community Development	Near-Term	Staff Time, Capital Fund, Regional Collaboration
DU-2b. Prioritize the conversion of 7 th Street, 9 th Street, 12 th Street, Grand Avenue, and I-70B through Downtown into complete streets.	Lead: Public Works Partners: Parks and Recreation, Community Development	Mid-Term	Staff Time, Capital Fund, Outside Partners

DU-2c. Support Downtown Grand Junction’s study of the one-way to two-way conversion of 4 th and 5 th Streets. Convert, if feasible.	Lead: Public Works Partners: Community Development	Mid-Term	Staff Time, General Fund, Capital Fund, Outside Partners
DU-2d. Create a Downtown and University Districts-specific bicycle and pedestrian plan.	Lead: Community Development Partners: Public Works	Mid-Term	Staff Time, General Fund
DU-2e. Review the recommendations of the 2016 Downtown Parking Study regarding parking demand, location, timing, pricing and supply and update as may be needed. Continue to manage and improve upon the utilization of existing public parking facilities in downtown.	Lead: General Services Partners: Community Development	Mid-Term	Staff Time, Capital Fund, Outside Partners
DU-2f. Explore and promote design standards to activate alley and trail space(s).	Lead: Community Development Partners: Public Works	Long-Term	Staff Time
DU-2g. Incorporate wayfinding signage and other branded elements to create a sense of place and facilitate access to public amenities, parking, and transportation alternatives.	Lead: Public Works, Visit GJ Partners: Community Development	Long-Term	Staff Time, General Fund, Capital Fund, Outside Partners
DU-2h. Expand the use of shared roads (automobiles and bicycles) in Downtown.	Lead: Public Works Partners:	Ongoing	Staff Time, Capital Fund, Regional Collaboration
DU-2i. Replace, repair, and improve sidewalk infrastructure.	Lead: Public Works Partners:	Ongoing	Staff Time, Capital Fund
DU-2j. Prioritize traffic calming strategies in the Downtown and University Districts.	Lead: Public Works Partners:	Ongoing	Staff Time, Capital Fund, Outside Partners
3. Promote the continued reinvestment into the Downtown, Riverfront, Rail and University District’s economy and built environment.			
DU-3a. Evaluate streetscape improvements to other areas of the Downtown and University Districts.	Lead: Public Works, Parks and Recreation Partners:	Long-Term	Staff Time, General Fund, Capital Fund
DU-3b. (Highest Priority) Work with property owners and partners to redevelop underutilized properties (including surface parking lots) through regulation, incentives, and use of other redevelopment tools.	Lead: Community Development, City Manager’s Office Partners: Public Works, Utilities	Ongoing	Staff Time, General Fund
DU-3c. Proactively seek opportunities to collaborate with CMU and other partners on efforts to strengthen both physical and	Lead: City Manager’s Office Partners: CMU, Public Works, Community Development	Ongoing	Staff Time, General Fund, Capital Fund, Outside Partners

symbolic linkages between the CMU campus and the Downtown Districts.			
Plan Principle 5: Strong Neighborhoods and Housing Choices			
Strategy	Department Responsibility	Timing	Resources
1. Promote more opportunities for housing choices that meet the needs of people of all ages, abilities and incomes.			
NH-1a. Explore opportunities associated with becoming an AARP Age-Friendly Community. Apply for this designation, if opportunities provide benefits to the community.	Lead: Community Development Partners: City Manager’s Office, Public Works, Parks and Recreation	Near-Term	Staff Time, General Fund
NH-1b. Review the GJMC to allow for density increases in existing neighborhoods where context-sensitive design can be achieved by maintaining neighborhood character using tools such as design standards and guidelines.	Lead: Community Development Partners:	Mid-Term	Staff Time, General Fund
NH-1c. Plan for, and encourage, new housing for students on and near campuses and in areas well-served by bike, pedestrian, and transit facilities.	Lead: Community Development Partners:	Mid-Term	Staff Time, General Fund
NH-1d. Review the GJMC to ensure specialized housing needs are accommodated throughout the city.	Lead: Community Development Partners:	Long-Term	Staff Time, General Fund
NH-1e. Monitor and periodically update the Land Use Plan to ensure the city has an adequate supply of land designated for a wide variety of housing types well-matched to demand.	Lead: Community Development Partners:	Ongoing	Staff Time
2. Partner in developing housing strategies for the community.			
NH-2a. (Highest Priority) Develop a targeted housing strategy to facilitate and incentivize the creation of affordable housing units for low-income residents and attainable housing for the city’s workforce. Update the strategy periodically to address changing needs.	Lead: Community Development, City Manager’s Office Partners:	Near-Term	Staff Time, General Fund, Grants, Outside Partners, Regional Collaboration
NH-2b. Continue to participate in the regional housing coalition.	Lead: Community Development Partners: City Manager’s Office	Ongoing	Staff Time
NH-2c. (Highest Priority) Continue to collaborate with partner organizations on the implementation of efforts to make homelessness rare, short-lived, and nonrecurring. Address the	Lead: City Manager’s Office	Ongoing	Staff Time, General Fund, Regional Collaboration

needs of the homeless in a way that minimizes impacts to public spaces and businesses.	Partners: Police, Parks and Recreation, Fire, Community Development		
3. Support continued investment in and ongoing maintenance of infrastructure and amenities in established neighborhoods.			
NH-3a. Review design standards and guidelines with the Greater Downtown Plan to ensure they encourage the preservation of the city’s historic homes, mature trees, and neighborhoods.	Lead: Community Development Partners:	Mid-Term	Staff Time
NH-3b. Review and update adopted neighborhood and subarea plans.	Lead: Community Development Partners:	Mid-Term	Staff Time, General Fund
NH-3c. Evaluate need for other neighborhood and/or subarea plans.	Lead: Community Development Partners:	Mid-Term	Staff Time, General Fund
NH-3d. Work with property owners to consider establishing design standards/guidelines for properties within areas of concentrated historic resource.	Lead: Community Development Partners:	Long-Term	Staff Time, General Fund, Outside Support
4. Promote the integration of transportation mode choices into existing and new neighborhoods.			
NH-4a. Expand and improve upon the Fix-It request program.	Lead: Public Works Partners: IT/Finance, Police, Parks and Recreation	Near-Term	Staff Time, General Fund
NH-4b. Prioritize walking and bicycling infrastructure improvements needed to complete gaps or “missing links” between existing neighborhoods and other community destinations such as parks, trails and schools.	Lead: Community Development, Public Works Partners:	Ongoing	Staff Time, CDBG, Capital Fund, Grants
5. Foster the development of neighborhoods where people of all ages, incomes and backgrounds live together and share a feeling of community.			
NH-5a. Update neighborhood contacts and establish ongoing communication with those contacts.	Lead: Community Development, City Manager’s Office Partners: Police	Near-Term	Staff Time
NH-5b. Evaluate the GJMC to ensure creative and innovative designs can be accommodated in zone districts, with focus on the ease and efficacy of use of the Planned Development and MX zone districts.	Lead: Community Development Partners:	Mid-Term	Staff Time, General Fund

NH-5c. Continue to implement programs and events that convene neighborhoods, help build relationships, and foster a feeling of connectedness among neighbors. Develop new programs as determined to be necessary and feasible.	Lead: Police, Community Development, Parks and Recreation, Fire Partners: City Manager's Office	Ongoing	Staff Time, General Fund
Plan Principle 6: Efficient and Connected Transportation			
Strategy	Department Responsibility	Timing	Resources
1. Continue to develop a safe, balanced and well-connected transportation system that enhances mobility for all modes.			
ET-1a. Maintain and periodically update the City's Circulation Plan.	Lead: Community Development Partners: Public Works	Mid-Term	Staff Time, General Fund
ET-1b. (Highest Priority) Develop and implement a city-wide Bicycle and Pedestrian Plan.	Lead: Community Development, Public Works Partners: Parks and Recreation	Mid-Term	Staff Time, General Fund, Regional Collaboration
ET-1c. Work with transportation providers to identify areas for the future development of a centralized transit hub facility(ies).	Lead: Community Development Partners: Public Works	Long-Term	Staff Time
ET-1d. Incrementally implement the Complete Streets Policy and monitor progress.	Lead: Public Works Partners: Community Development, Parks and Recreation	Ongoing	Staff Time, General Fund, Capital fund, Impact Fees
ET-1e. Collaborate with RTPO and Mesa County on the implementation of the 2045 Regional Transportation Plan.	Lead: Public Works Partners: Community Development	Ongoing	Staff Time, General Fund, Regional Collaboration
2. Actively manage transportation systems and infrastructure to improve reliability, efficiency and safety.			
ET-2a. Plan for and construct new street capacity utilizing approved 2B funds.	Lead: Public Works Partners: Parks and Recreation, Community Development	Mid-Term	Staff Time, Capital Fund, Impact Fees
ET-2b. Increase Pavement Condition Index from 69 to 73.	Lead: Public Works Partners:	Mid-Term	Staff Time, Capital Fund
ET-2c. Review and update Transportation Engineering Design Standards (TEDS) Manual.	Lead: Public Works, Community Development Partners:	Mid-Term	Staff Time, General Fund, Capital Fund
ET-2d. Review and update City street standards to ensure that roads are properly sized but not overbuilt.	Lead: Public Works, Community Development Partners: Community Development	Mid-Term	Staff Time

ET-2e. Continue to study—and seek funding for—an I-70 Interchange at 29 Road.	Lead: Public Works Partners:	Mid-Term	Staff Time, Regional Collaboration
ET-2f. Work towards a comprehensive road safety plan (e.g. Vision Zero) to eliminate all traffic fatalities and severe injuries.	Lead: Public Works Partners: Police	Long-Term	Staff Time, General Fund, Regional Collaboration
ET-2g. Continue to work with all relevant partners to implement a multi-jurisdictional traffic management system.	Lead: Public works Partners:	Ongoing	Staff Time, General Fund, Capital Fund
ET-2h. Create, implement, and support the development of Access Control Plans.	Lead: Public Works Partners: Community Development	Ongoing	Staff Time, General Fund, Capital Fund
ET-2i. Conduct routine enforcement of traffic laws and targeted speed enforcement especially at locations with high pedestrian and bicyclist volumes or a history of safety problems.	Lead: Police Partners: Public Works	Ongoing	Staff Time, Capital Fund
ET-2j. Continue to track traffic enforcement and safety data.	Lead: Public Works Partners: Police	Ongoing	Staff Time, General Fund
3. Facilitate the movement of people, goods and services throughout the region via truck, air and rail.			
ET-3a. Explore alternative routing for truck traffic utilizing I-70 Business Loop through Lower Downtown.	Lead: Public Works Partners: Community Development	Mid-Term	Staff Time, General Fund
ET-3b. Continue to support efforts in securing a Foreign Trade Zone.	Lead: City Manager's Office Partners: ED Partners	Mid-Term	Staff Time, General Fund
ET-3c. Monitor and plan for future changes to airport critical zones when the new runway is constructed.	Lead: Community Development Partners: IT/Finance	Long-Term	Staff Time
ET-3d. Collaborate with Grand Junction regional airport on periodic updates to their airport master plan.	Lead: Community Development Partners: Airport	Long-Term	Staff Time
ET-3e. Continue to enforce primary and secondary truck route designations and regulations as described in the GJMC.	Lead: Police Partners: Public Works	Ongoing	Staff Time
ET-3f. Continue to participate in the Airport Alliance's ongoing efforts to secure additional flights to major U.S. airport hubs.	Lead: Visit GJ Partners: City Manager's Office	Ongoing	Staff Time, Lodging Tax
4. Encourage the use of transit, bicycling, walking and other forms of transportation.			
ET-4a. Explore options for future Bus Rapid Transit corridors.	Lead: Public Works, GVT Partners: Community Development	Long-Term	Staff Time, General Fund

ET-4b. Support efforts by GVT to better serve and connect centers and other destinations in Grand Junction and surrounding areas, especially service to/from the Airport and Downtown	Lead: City Manager's Office Partners: Visit GJ	Ongoing	Staff Time, General Fund, Regional Collaboration
ET-4c. (Highest Priority) Improve the urban trail system on and connecting to Active Transportation Corridors focusing on utilizing existing corridors such as drainageways, canals, ditches, rivers, and roadways.	Lead: Public Works Partners: Community Development, Parks and Recreation	Ongoing	Staff Time, Capital Fund, Regional Collaboration
ET-4d. Implement wayfinding to help people navigate when biking or walking.	Lead: Community Development, Partners: Public Works	Ongoing	Staff Time, General Fund, Capital Fund, Grants
ET-4e. Cooperate with the Regional Transportation Planning Office to ensure that information related to public transit services, bicycling, and walking are widely available.	Lead: Community Development Partners: Public Works	Ongoing	Staff Time, General Fund
ET-4f. Maintain the Colorado Riverfront Trail as a no-fee trail system.	Lead: Parks and Recreation, Partners: City Manager's Office	Ongoing	Staff Time, General Fund
5. Anticipate and plan for the implications and opportunities associated with connected vehicles, autonomous vehicles (AVs), drones, mobility-as-a-service and electric vehicles (EVs).			
ET-5a. Prepare an Electric Vehicle (EV) plan.	Lead: Community Development Partners: Public Works	Mid-Term	Staff Time, Grants
ET-5b. Complete a study of where drones are allowed and make the information available to the public.	Lead: IT/Finance Partners: Community Development	Mid-Term	Staff Time
ET-5c. Monitor and track technological advances in transportation and align code and policy to implement best practices.	Lead: Public Works Partners: Community Development	Ongoing	Staff Time
Plan Principle 7: Great Places and Recreation Opportunities			
Strategy	Department Responsibility	Timing	Resources
1. Provide a safe and accessible network of parks, recreational amenities, open space and trails.			
GP-1c. Identify opportunities for preservation of open space, drainageways, and trails that provide connectivity throughout the city.	Lead: Parks and Recreation Partners: Community Development, Public Works	Mid-Term	Staff Time, Capital Fund, Grants

GP-1b. Pursue and prioritize the acquisition and development of the remaining sections of the Colorado Riverfront Trail.	Lead: Parks and Recreation, Public Works Partners: Community Development	Mid-Term	Staff Time, Capital fund, Grants, Regional Collaboration
GP-1c. Maintain or renovate parks and publicly owned spaces to ensure that these spaces are activated and used in ways that provide meaningful service to the surrounding neighborhoods.	Lead: Parks and Recreation Partners: Community Development, Public Works	Mid-Term	Staff Time, Capital Fund, Grants
GP-1d. Evaluate, monitor and construct parks and recreation facilities to achieve targeted level of service as provided in the Parks, Recreation and Open Space Master Plan.	Lead: Parks and Recreation Partners: Community Development, Private Development	Ongoing	Staff Time, Capital Fund, Impact Fees, Grants
GP-1e. Ensure that large subdivisions dedicate and construct new neighborhood parks and/or public spaces.	Lead: Community Development Partners: Parks and Recreation, Private Development	Ongoing	Staff Time, Capital Fund, Impact Fees, Outside Partners
2. Ensure parks, recreational and open space facilities meet community needs and equity of location.			
GP-2a. Adopt an updated Parks, Recreation, and Open Space Master Plan.	Lead: Parks and Recreation Partners:	Near-Term	Staff Time, Capital Fund, Grants
GP-2b. Identify and prioritize parks and open space opportunities in areas that are currently underserved.	Lead: Parks and Recreation Partners: Community Development	Near-Term	Staff Time, Capital Fund
GP-2c. (Highest Priority) Continue to explore long term, dedicated funding strategies such as retail sales and processing of marijuana, and/or a tax on vaping, tobacco and smokeless tobacco, among others, for parks facilities including regional sports facilities, field houses, indoor facilities, and a community center.	Lead: Parks and Recreation Partners: Community Development	Near-Term	Staff Time, Capital Fund
GP-2d. Implement the adopted Lincoln Park Stadium Master Plan.	Lead: Parks and Recreation Partners: General Services	Near-Term	Staff Time, Capital Fund, Outside Partners
GP-2e. (Highest Priority) Pursue the construction of a multi-purpose Community Center as described in the Parks, Recreation and Open Space Master Plan.	Lead: Parks and Recreation Partners:	Near-Term	Staff Time, Capital Fund, Dedicated Tax, Grants, Outside Partners
GP-2f. Periodically review current programs and offerings to ensure they continue to meet needs of residents as the population and preference change over time.	Lead: Parks and Recreation Partners: Visit GJ	Near-Term	Staff Time

GP-2g. Work with partners to identify key properties for future acquisition and conservation that meet multiple natural resource protection and recreation goals in adopted plans.	Lead: Parks and Recreation Partners: Community Development, Public Works, Outside Organizations	Near-Term	Staff Time, Capital Fund, Grants
3. Foster opportunities to bring people together by developing great public spaces.			
GP-3a. Continue to redevelop the city's riverfront utilizing both private and public investment.	Lead: Parks and Recreation Partners: Public Works, City Manager's Office, Dos Rios GID, ED Partners	Near-Term	Staff Time, Capital Fund
GP-3b. Identify tools to promote safety in public spaces.	Lead: Parks and Recreation Partners: Police, Public Works	Near-Term	Staff Time, General Fund
GP-3c. (Highest Priority) Continue to build new or expanded recreational activities/amenities along the riverfront, including expansion of the River Park and improvements to the Western Colorado Botanical Gardens.	Lead: Parks and Recreation Partners: Public Works	Mid-Term	Staff Time, General Fund, Capital Fund, Impact Fees, Grants
4. Support a lively arts and culture community.			
GP-4a. Support the implementation of, and periodic updates to, the City's Strategic Cultural Plan and other Arts and Culture Commission planning efforts.	Lead: Parks and Recreation Partners: Visit GJ	Near-Term	Staff Time, General Fund, Outside Partners
GP-4b. Continue to monitor and promote awareness of the economic impact of the arts within the city in partnership with arts and culture organizations.	Lead: Parks and Recreation Partners: Visit GJ	Near-Term	Staff Time, General Fund, Grants
GP-4c. Identify and fund improvements needed to ensure the city's cultural facilities are meeting the needs of today's culture and entertainment demands/trends.	Lead: General Services Partners: Parks and Recreation	Long-Term	Staff Time, Capital Fund, Grants, Outside Partners
GP-4d. Continue Art in Public Places and the Public Art Fund that dedicates 1 percent of a capital project's budget to public art when projects are \$100,000 or greater.	Lead: Public Works Partners: Parks and Recreation,	Ongoing	Staff Time, Public Art Fund, Capital Fund
5. Maintain access to public lands at the urban/rural interface.			
GP-5a. Evaluate existing trail networks and plan for new trails and ongoing maintenance of the network.	Lead: Parks and Recreation Partners: Public Works, Community Development	Near-Term	Staff Time, General Fund

GP-5b. Develop strong partnerships between the City and other agencies, non-profits, and jurisdictions that support, maintain and expand recreation opportunities in the Grand Junction area.	Lead: Parks and Recreation Partners: Visit GJ,	Near-Term	Staff Time, Regional Collaboration
GP-5c. Review the GJMC to ensure that it provides sufficient flexibility to encourage design innovations that provide open space and protect sensitive environmental resources, scenic vistas, and cultural resources.	Lead: Community Development Partners: Parks and Recreation	Mid-Term	Staff Time, General Fund
Plan Principle 8: Resource Stewardship			
Strategy	Department Responsibility	Timing	Resources
1. Promote water conservation and protect water quality.			
RS-1a. Evaluate and revise the GJMC to establish requirements and incentives that encourage efficient water usage and encourage healthy, climate-appropriate landscaping.	Lead: Community Development Partners: Parks and Recreation	Mid-Term	Staff Time
RS-1b. Evaluate and implement systems for use of reclaimed water from the wastewater treatment plant.	Lead: Utilities Partners:	Mid-Term	Staff Time, Enterprise Funds
RS-1c. Create easily accessible online information to enable residents to make water-wise decisions in landscaping and domestic water use.	Lead: Parks and Recreation Partners: Community Development	Long-Term	Staff Time, General Fund
RS-1d. Continue active participation in the Drought Response Information Project (DRIP).	Lead: Utilities Partners:	Ongoing	Staff Time, Enterprise Fund, Regional Collaboration
RS-1e. Cooperate with District 51 and other educational partners to ensure water conservation education for youth.	Lead: Utilities Partners:	Ongoing	Staff Time, Regional Collaboration
RS-1f. Continue to require connection to public sanitary sewer systems and avoid the creation or replacement of septic systems.	Lead: Utilities Partners: Community Development	Ongoing	Staff Time,
RS-1g. Utilizing sewer improvement districts, expand sewer improvement districts prioritizing areas that will eliminate septic systems within the sewer service boundary.	Lead: Utilities Partners:	Ongoing	Staff Time, Enterprise Fund

RS-1h. Continue leadership role and active seeding operations related to the Grand Mesa Cloud Seeding Program.	Lead: Utilities Partners: Water Districts/Associations	Ongoing	Staff Time, Enterprise Funds
RS-1i. Collaborate with Valley-wide water providers to periodically update Regional Water Conservation Plan. Seek participation by planning departments to ensure new development incorporates waterwise strategies.	Lead: Utilities Partners: Community Development	Ongoing	Staff Time, Outside Partners
2. Promote the use of sustainable development and waste reduction practices.			
RS-2a. Optimize existing hydropower with hydraulic improvements on water supply line.	Lead: Utilities Partners:	Near-Term	Staff Time, Enterprise Fund
RS-2b. Evaluate options to offer all City residents single-stream curbside recycling and compost.	Lead: General Services Partners:	Mid-Term	Staff Time
RS-2c. Update the City's Stormwater Management Manual and implement the Manual along with applicable FEMA regulations and other best practices to minimize stormwater impacts on property and infrastructure.	Lead: Community Development Partners: Public Works	Mid-Term	Staff Time, General Fund
RS-2d. Develop sustainable ranch management program for Hallenbeck, Click Ranch, and other City-owned ranch properties.	Lead: Utilities Partners:	Mid-Term	Staff Time, Enterprise Fund
RS-2e. Develop sustainable biosolids management plan that adopts beneficial reuse of biosolids and eliminates landfill disposal.	Lead: Utilities Partners:	Mid-Term	Staff Time, Enterprise Fund
RS-2f. Promote programs and explore incentivizing development projects that maximize energy and water efficiency in the construction of new buildings and the adaptive reuse of existing buildings.	Lead: Community Development Partners: Utilities	Long-Term	Staff Time, General Fund
RS-2g. Increase efforts within the City organization to reduce waste and increase reuse, repurposing, and recycling.	Lead: General Services Partners: All Departments	Ongoing	Staff Time, General Fund
3. Refocus conservation and sustainability efforts to achieve improved public and environmental health.			
RS-3a. Implement the criteria necessary to achieve a Green Fleet certification.	Lead: General Services Partners:	Near-Term	Staff Time
RS-3b. (Highest Priority) Develop and begin to implement a comprehensive sustainability plan that addresses, among other topics, climate change.	Lead: Community Development Partners: All Departments	Mid-Term	Staff Time, General Fund, Grants

RS-3c. Evaluate revisions to the GJMC requiring EV charging facilities for large multifamily and office construction and the desire to require the wiring of all new single-family residences for electric vehicle chargers.	Lead: Community Development Partners:	Long-Term	Staff Time
RS-3d. Continue to invest in, and subscribe to, solar farms for large-scale solar supply to the local grid.	Lead: General Services Partners:	Ongoing	Staff Time
RS-3e. Implement Energy Manger software and create process to achieve higher energy efficiency.	Lead: General Services Partners:	Ongoing	Staff Time, Capital Fund, Grants
RS-3f. Participate in implementing policies and supporting efforts to reduce air pollution from point sources as well as non-point sources.	Lead: Community Development Partners: Public Works	Ongoing	Staff Time
RS-3g. Evaluate opportunities for expansion of biogas capture and expansion of bioCNG fleet fueling by Persigo Wastewater Treatment.	Lead: Utilities, General Services Partners:	Ongoing	Staff Time, Enterprise Fund, Grants
4. Preserve unique assets, such as scenic, riparian, recreation areas, and wildlife habitat.			
RS-4a. Participate in the development of a valley-wide plan for the stewardship and utilization of the Colorado River corridor.	Lead: Parks and Recreation, Community Development, Public Works, Utilities Partners:	Mid-Term	Staff Time, General Fund, Regional Collaboration
RS-4b. Review policies to ensure they adequately address protection and conservation of significant wildlife habitats, slopes, drainageway environments, prominent ridgelines, mature trees, and other natural and scenic resources for purposes of safety, wildlife survival, recreation, environmental services, and aesthetics.	Lead: Community Development, Partners: Public Works, Parks and Recreation	Long-Term	Staff Time, General Fund, Grants
RS-4c. Review lighting standards and consider revisions to limit light pollution and continue to enforce best practices in lighting.	Lead: Community Development Partners: Public Works	Long-Term	Staff Time, General Fund
RS-4d. Identify opportunities to accept dedication and/or acquisition of major drainageways.	Lead: Public Works, Community Development Partners: Parks and Recreation	Ongoing	Staff Time, General Fund, Capital Fund, Grants

5. Manage the City's Urban Forest and Water-Wise Landscaping within the city.			
RS-5a. Revise a list of approved public street trees as required by the GJMC and ensure public and private development adheres to the list.	Lead: Parks and Recreation Partners: Community Development	Near-Term	Staff Time
RS-5b. Develop an Urban Forestry Master Plan.	Lead: Parks and Recreation Partners:	Ongoing	Staff Time, General Fund
RS-5c. Establish criteria in the GJMC for the identification of significant trees and preservation thereof. Establish mechanisms for the replacement of established trees in instances where retention is not feasible due to location, site constraints, or other factors.	Lead: Parks and Recreation Partners: Community Development	Ongoing	Staff Time
RS-5d. Ensure City projects coordinate plantings and tree protection to ensure a diverse and healthy urban forest.	Lead: Parks and Recreation Partners: Public Works, General Services	Ongoing	Staff Time, General Fund
RS-5e. Establish a moratorium on new plantings of Ash trees susceptible to Emerald Ash Borer and develop an approved tree planting list to be used as a guide for growing a healthy and diverse community forest.	Lead: Parks and Recreation Partners:	Ongoing	Staff Time
Plan Principle 9: Education			
Strategy	Department Responsibility	Timing	Resources
1. Support a high-quality and accessible education system for the community.			
ED-1a. Support District 51, CMU, WCCC, and other educational institutions as they work to advance their missions.	Lead: City Council, City Manager's Office Partners: ED Partners	Ongoing	Staff Time, Regional Collaboration
ED-1b. Strategically partner in funding the growth of educational institutions that provide opportunities for learning in key sectors of the economy.	Lead: City Manager's Office Partners: ED Partners	Ongoing	General Fund, Capital Fund
ED-1c. Work with learning institutions to identify, prioritize, and construct safe walking and biking routes to their facilities.	Lead: Public Works Partners: Community Development	Ongoing	Staff Time, Capital Fund

2. Support District 51 in ensuring adequate facilities and infrastructure for the community.			
ED-2a. Encourage District 51 to review their in-lieu fees for land dedication required to be paid by new development paying a proportionate share in the cost of new school land.	Lead: Community Development Partners:	Mid-Term	Staff Time
ED-2b. Evaluate facility use agreements with District 51, including related intergovernmental agreements, to ensure equal share of cost and benefit for the use and maintenance of facilities used by the other.	Lead: Parks and Recreation Partners: City Manager's Office	Mid-Term	Staff Time
3. Support community-based education, especially Mesa County Libraries, in ensuring adequate facilities and infrastructure for City residents, as well as knowledge of available services.			
ED-3a. Engage with Mesa County Libraries in the planning for facility expansions, improvements, and new facility locations within the city, including the Central Library.	Lead: Community Development, Partners: Public Works, Parks and Recreation	Mid-Term	Staff Time
ED-2b. Coordinate with District 51 to evaluate the impact on school enrollments and capacity when reviewing project and development proposals that could increase school enrollments.	Lead: Community Development Partners:	Ongoing	Staff Time
Plan Principle 10: Safe, Healthy and Inclusive Community			
Strategy	Department Responsibility	Timing	Resources
1. Provide Excellence in Public Safety and Emergency Response.			
SC-1a. Identify and negotiate for the purchase of property for a Fire Stations in northwest and southwest Grand Junction at locations that will allow for adequate response and drive times.	Lead: Fire Partners: IT/Finance	Near-Term	Staff Time, General Fund, Capital Fund, First Responder Tax, Grants
SC-1b. Pursue and achieve accreditation of the Fire Department.	Lead: Fire Partners:	Near-Term	Staff Time, General Fund
SC-1c. Establish a comprehensive EMS plan that evaluates the EMS delivery system and peak-time ambulance service to achieve targeted levels of service.	Lead: Fire Partners: IT/Finance	Near-Term	Staff Time, General Fund, First Responder Tax
SC-1d. Continue to work with surrounding Fire Districts and Departments to evaluate mutual aid agreements and consolidation of service opportunities.	Lead: Fire Partners:	Near-Term	Staff Time, Regional Collaboration

SC-1e. Evaluate feasibility of consolidating or providing service to Central Orchard Mesa Fire Protection District.	Lead: Fire Partners:	Near-Term	Staff Time, Regional Collaboration
SC-1f. Research, review, and update the public safety technology plan.	Lead: Police Partners: IT/Finance	Near-Term	Staff Time
SC-1g. Enhance the intelligence unit with equipment, software, and personnel.	Lead: Police Partners: Human Resources, IT/Finance	Near-Term	Staff Time, General Fund, First Responder Tax
SC-1h. Deploy a traffic unit to increase safety of the traveling public.	Lead: Police Partners:	Near-Term	Staff Time, First Responder Tax
SC-1i. Develop a comprehensive recruitment plan that helps streamline hiring of public safety personnel.	Lead: Police, Fire Partners: Human Resources	Near-Term	Staff Time
SC-1j. Evaluate and implement intelligence-led policing initiatives.	Lead: Police Partners:	Mid-Term	Staff Time, First Responder Tax
SC-1k. (Highest Priority) Construct critical infrastructure including Fire Station No. 3, Fire Station No. 7, Fire Station No. 8, and additional administrative and evidence storage facilities for Police.	Lead: Police, Fire Partners: General Services, Public Works	Mid-Term	Staff Time, Capital Fund, First Responder Tax
SC-1l. Create and distribute a multi-agency survey of Mesa County public safety agencies regarding interagency working relationships.	Lead: Fire, Police Partners:	Mid-Term	Staff Time, Regional Collaboration
SC-1m. Support ongoing training of all public safety staff, including training on diversity, racial equality and biases.	Lead: Fire, Police Partners: Human Resources	Ongoing	Staff Time, General Fund, First Responder Tax
SC-1n. Evaluate and implement new technologies that allow safety and emergency providers to improve the efficiency of delivery or quality of safety or emergency services.	Lead: Police, Fire Partners: IT/Finance	Ongoing	Staff Time
SC-1o. Identify opportunities for increased community risk reduction efforts.	Lead: Police, Fire Partners:	Ongoing	Staff Time
SC-1p. Encourage proactive involvement of the community in safety and emergency preparedness matters, including	Lead: Police, Fire Partners:	Ongoing	Staff Time, General Fund, Outside Partners

cooperation with public safety personnel, neighborhood watches, Crimestoppers, and other grassroots efforts.			
SC-1q. Foster partnerships with the District 51, Colorado Mesa University, community groups, and other safety providers to establish coordinated approaches to enhancing community safety.	Lead: Police, Fire Partners:	Ongoing	Staff Time
SC-1r. Evaluate, monitor and adjust service delivery for Police to achieve targeted levels of service.	Lead: Police Partners: IT/Finance	Ongoing	Staff Time, General Fund, First Responder Tax
2. Promote Health and Wellness Through Access to Services.			
SC-2a. (Highest Priority) Actively participate with community partners in the Childcare 8,000 initiative.	Lead: City Manager's Office Partners: Human Resources, Parks and Recreation	Ongoing	Staff Time, General Fund, Regional Collaboration
SC-2b. As opportunity may arise, participate in discussions with regional partners regarding barriers to affordable healthcare access in the community.	Lead: City Manager's Office Partners:	Ongoing	Staff Time
SC-2c. Participate in opportunities to assist in addressing issues such as homelessness, suicide rate, mental health disparities, and the opioid crisis.	Lead: City Manager's Office Partners: Police, Fire, Community Development,	Ongoing	Staff Time, General Fund, Regional Collaboration
SC-2d. (Highest Priority) Continue to dedicate resources to co-responding and CARES program and research new models to continue to enhance those efforts.	Lead: Police Fire Partners: HR	Ongoing	Staff Time, General Fund, First Responder Tax
SC-2e. Support Mesa County in their efforts to measure, monitor, and report changes in needs, outcomes, or efficacy of programs and services, as identified in the Mesa County Community Health Needs Assessment.	Lead: City Managers' Office Partners: Parks and Recreation, Public Works, Community Development, Police, Fire, Utilities	Ongoing	Staff Time
3. Foster a culture of inclusivity, embracing and respecting the diversity of Grand Junction's Residents.			
SC-3a. Support events, programs, and other activities that recognize and celebrate the cultural diversity of all residents.	Lead: All Departments Partners:	Ongoing	Staff Time, General Fund
SC-3b. Promote respect and appreciation for the diversity of abilities, ages, cultures, economic statuses, gender identities, national origins, races, religions, and sexual orientations within the community.	Lead: City Council Partners: All Departments	Ongoing	Staff Time, General Fund

4. Promote a safe and more resilient community.			
SC-4a. Develop an educational program about fire risk in areas with urban-wildland interfaces.	Lead: Fire Partners:	Near-Term	Staff Time, General Fund
SC-4b. Develop City-wide Continuity of Operations plan.	Lead: Fire, City Manager's Office Partners: All Departments	Near-Term	Staff Time
SC-4c. Develop strategies and implement systems to address vulnerabilities in the City's cyber system and train staff on cyberattack prevention, response, and recovery.	Lead: Finance/IT Partners: All Departments	Near-Term, Ongoing	Staff Time, General Fund
SC-4d. Develop program(s) for replacing lead service lines.	Lead: Utilities Partners:	Mid-Term	Staff Time, Enterprise Funds, Grants
SC-4e. Adopt updated flood mapping in coordination with FEMA to reflect changes to the City's flood hazard boundaries over time.	Lead: Public Works Partners: Community Development	Mid-Term	Staff Time
SC-4f. Implement relevant elements of the Multi-Jurisdictional Hazard Mitigation Plan and participate in the 5-year update of the plan.	Lead: Fire Partners:	Long-Term	Staff Time, General Fund, Regional Collaboration
SC-4g. Review policies to ensure they properly address and mitigate development located on geologically hazardous properties such as on unstable soils or steep(er) slopes.	Lead: Community Development Partners: Public Works	Long-Term	Staff Time
Plan Principle 11: Effective and Transparent Government			
Strategy	Department Responsibility	Timing	Resources
1. Align day-to-day decision-making and budgeting with the implementation of the Comprehensive Plan.			
EG-1a. (Highest Priority) Align the City Council Strategic Plan with the Comprehensive Plan.	Lead: City Council Partners: City Manager's Office	Near-Term	Staff Time
EG-1b. Align the Capital Improvement Plan with the Comprehensive Plan.	Lead: Finance, City Manager's Office Partners: All Departments	Near-Term	Staff Time
EG-1c. Align the annual City budget with the Comprehensive Plan.	Lead: Finance, City Manager's Office Partners: All Departments	Near-Term	Staff Time

EG-1d. Provide ongoing monitoring and periodic reporting—of progress made toward the implementation of the City’s Strategic Plan and thereby the City’s Comprehensive Plan.	Lead: City Manager’s Office Partners: All Departments	Near-Term	Staff Time
EG-1e. (Highest Priority) Review the GJMC and effect any necessary revisions to it to ensure that its provisions are consistent with the Comprehensive Plan.	Lead: City Manager’s Office Partners: All Departments	Ongoing	Staff Time, General Fund
2. Provide opportunities for meaningful and inclusive community involvement.			
EG-2a. (Highest Priority) Create a City Communications Plan.	Lead: City Manager’s Office Partners: All Departments	Near-Term	Staff Time, General Fund
EG-2b. Produce quarterly financial reporting.	Lead: Finance Partners:	Near-Term	Staff Time
EG-2c. Dedicate staff to focus on engagement and outreach in the community.	Lead: City Manager’s Office, Police, Fire, Community Development Partners: All Departments	Near-Term	Staff Time, General Fund
EG-2d. Update the City’s website to provide easier access to information.	Lead: IT/Finance Partners: All Departments	Near-Term	Staff Time, General Fund
EG-2e. Evaluate and invest in emergent or contemporary public engagement platforms.	Lead: City Manager’s Office Partners: Community Development, Police, Fire, IT/Finance, Parks and Recreation	Mid-Term	Staff Time, General Fund
EG-2f. Expand online access to public records.	Lead: City Clerk’s Office Partners: All Departments	Ongoing	Staff Time, General Fund
EG-2g. Create a range of accurately translated and regularly updated City resources and publications for residents who have limited English proficiency.	Lead: City Manager’s Office Partners: All Departments	Ongoing	Staff Time, General Fund
EG-2h. Develop and utilize interpretation services at all major public forums.	Lead: City Manager’s Office Partners: All Departments	Ongoing	Staff Time, General Fund
3. Continually seek opportunities to increase the efficiency of City facilities and the effectiveness of government programs and City services.			
EG-3a. Every two years conduct a statistically valid community survey to evaluate current levels of service and identify potential gaps in services or facility needs.	Lead: City Manager’s Office Partners: All Departments	Near-Term	Staff Time, General Fund
EG-3b. Update the Source of Sales Tax Study to determine the sources of sales tax revenue for the City.	Lead: Finance Partners:	Near-Term	Staff Time, General Fund

EG-3c. Hire and retain high-quality talent and continuously provide opportunities to develop the capabilities and capacity of City employees to provide excellence in service.	Lead: Human Resources Partners: All Departments	Near-Term	Staff Time, General Fund
EG-3d. Implement the Equal Work, Equal Pay Act.	Lead: Human Resources Partners: All Departments	Near-Term	Staff Time
EG-3e. Review City Employee policies to ensure inclusivity and respect for all employees regardless of protected class.	Lead: Human Resources Partners: All Departments	Near-Term	Staff Time, General Fund
EG-3f. Conduct a salary survey for positions to attract and retain talent and remain competitive in the marketplace.	Lead: Human Resources Partners: All Departments	Near-Term	Staff Time, General Fund
EG-3g. Review the breadth of City processes to ensure that inequities are reduced or eliminate to the greatest extent possible.	Lead: Human Resources Partners: All Departments	Near-Term	Staff Time, General Fund
EG-3h. Develop a master plan for fleet services building expansion.	Lead: General Services Partners: Public Works, Utilities, Parks and Recreation	Near-Term	Staff Time, General Fund
EG-3i. Explore opportunities for new/emerging tax bases including internet and service industries to meet resident requests for expansion of services.	Lead: Finance, City Manager's Office Partners:	Long-Term	Staff Time
EG-3j. Continuously evaluate existing practices and systems in City departments for opportunities to improve outcomes and provide excellent, equitable service to the public.	Lead: All Departments	Ongoing	Staff Time
EG-3k. Continue to offer the wellness clinic to help drive healthcare costs down for the city organization.	Lead: Human Resources Partners: All Departments	Ongoing	Staff Time, General Fund
EG-3l. Continue to participate in the Colorado Smart Cities Alliance and identify opportunities for innovation in providing City services utilizing digital and other technologies.	Lead: IT/Finance Partners: All Departments	Ongoing	Staff Time, General Fund
EG-3m. Leverage underutilized City facilities and real estate assets to provide community benefits such as childcare, supportive housing, and economic development.	Lead: City Manager's Office Partners: Community Development, General Services, GJEP	Ongoing	Staff Time, General Fund, Capital Fund
EG-3n. Maintain focus on improving access to City facilities, for use by individuals with physical or other disabilities through universal design.	Lead: General Services, IT/Finance Partners: Public Works, Parks and Recreation	Ongoing	Staff Time, General Fund, Capital Fund

4. Collaborate with local, regional, and state partners on issues of mutual significance.			
EG-4a. Track, engage, and advocate for legislation that is consistent with the City's identified goals.	Lead: City Manager's Office Partners: All Departments	Ongoing	Staff Time
5. Develop and support leadership that reflects the diversity of the community.			
EG-5a. Evaluate approach to filling citizen boards and commissions and identify means for recruiting diverse representation.	Lead: City Clerk's Office Partners: All Departments with Volunteer Boards/Commissions	Ongoing	Staff Time
EG-5b. Continue to offer volunteer opportunities within the City organization.	Lead: Human Resources Partners: All departments	Ongoing	Staff Time
EG-5c. Pursue partnerships and opportunities to collaborate with community groups and organizations to support diversity and equality.	Lead: City Council, City Manager's Office Partners: All departments	Ongoing	Staff Time, Regional Collaboration

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Grand Junction City Council

Workshop Session

Item #1.d.

Meeting Date: December 14, 2020

Presented By:

Department: City Manager's Office

Submitted By:

Information

SUBJECT:

Non-Profit Update and Discussion

EXECUTIVE SUMMARY:

BACKGROUND OR DETAILED INFORMATION:

FISCAL IMPACT:

SUGGESTED ACTION:

Attachments

None