

**THE COUNCIL OF THE CITY OF GRAND JUNCTION
WORKSHOP AGENDA**

**Monday, February 28, 2000, 7:00 p.m.
Two Rivers Convention Center, 159 Main Street**

7:00 MAYOR'S INTRODUCTION AND WELCOME

7:05 COUNCILMEMBER REPORTS AND COMMENTS

7:15 REVIEW WEDNESDAY COUNCIL AGENDA

**7:30 CITY COUNCIL DISCUSSION AND APPROACH TO SELECTING AN
EXECUTIVE SEARCH FIRM FOR THE RECRUITMENT OF A CITY
MANAGER**

PRESENTATIONS

7:45 BLM OIL & GAS LEASES IN GRAND MESA SLOPES: Greg Trainor will
update Council on recent actions by the BLM. [Attach W-1](#)

**8:00 CONSERVATION EASEMENTS ON CITY PROPERTY IN THE GRAND
MESA SLOPES AREA:** Mark Relph will discuss the status of conservation
easements [Attach W-2](#)

8:15 IMPACT OF THE ENDANGERED FISH PROGRAM ON CITY ACTIVITIES:
Jim Lochhead will update Council on recent proposals by the US Fish and
Wildlife Service.

8:30 DOWNTOWN PARKING GARAGE STUDY: Mark Relph will present the
final report on the downtown parking analysis. [Attach W-3](#)

9:05 BREAK

9:15 TABOR REPORT: Ron Lappi will discuss projections of the City's status
with respect to Tabor Amendment limitations. [Attach W-4](#)

9:30 VISIONING PROCESS: David Varley will present his memo which is a
starting point for Council discussion of this issue. [Attach W-5](#)

10:05 ADJOURN

**CITY COUNCIL AGENDA
CITY OF GRAND JUNCTION**

City Council

Workshop

Formal Agenda

Meeting Date: February 28, 2000

Date Prepared: February 24, 2000

Author: Greg Trainor

Title: Utility Manager

Presenter Name: Greg Trainor

Title: Utility Manager

Subject: Update of Grand Mesa Slopes Steering Committee actions to revise BLM Oil and Gas Leasing Stipulations.

Summary: After 1999 sales of oil and gas leases by the BLM within the Grand Mesa Slopes Special Management Area, it was determined to update the BLM's oil/gas leasing stipulations for the GMS.

Background Information: The GMS Steering Committee met three times and on January 26, 2000 concluded revisions to the BLM 1987 oil and gas leasing stipulations.

Please see attached minutes.

Budget:

Action Requested/Recommendation:

Citizen Presentation: Yes No. If yes,

Name

Purpose

Report results back to Council? No Yes, When _____

Placement on agenda: Consent Individual Consideration Workshop

NOTES
Grand Mesa Slopes Meeting
January 26, 2000

Welcome

Introductions: See attached list of attendees

Primary Purpose: Discuss oil and gas leasing on GMS

Other Issues: - Kathy Stanko called me previously and indicated she may want to discuss GMS expansion

- Greg Trainor had topic to discuss

1. Oil and Gas Subcommittee Formed at last GMS meeting on 10/27/99
 - Subcommittee met twice 11/23/99 and 12/16/99
 - The group reviewed existing Oil and Gas Stipulations,
 - Gathered new resource information since RMP written in 1987,
 - Compared new resource information to existing stips and developed proposed changes,
 - Prepared maps depicting old stipulations and new

The meeting attendees were briefed on the stips, via the maps and narrative from RMP

- | | |
|------------------------------|---|
| Stipulation #1 | NSO Expanded to include area around Cabin Creek Reservoir. |
| Stipulation #2 | Scenic and Natural Values Stip originally on 30% of Area, expanded to all. |
| Stipulation #3, #4 | No change Steep slopes is accurate. Based on earlier revisions. |
| Stipulation #5 | Cultural stip was updated based on new inventory. |
| Stipulation #6 | Watershed Stip was not revised. It primarily includes City of Palisade. |
| Stipulation #7 | Perennial Stream expanded to include portions of Brandon ditch, Rapid and Cottonwood Creeks, Gunnison River, Plateau Creek. |
| Stipulation #8, #9, #10, #11 | No changes, no impact in this area. |
| Stipulation #12 | Deer and Elk winter range. Changed based on increased winter use on Horse Mountain. |
| Stipulation #13 | T&E spp habitat. Changed based on new resource data. |
| Stipulation #14 | No change. No T&E seasonal habitat in area. |

Greg Trainor raised two issues, one relative to calling a ditch a perennial stream, and including two ditches under the perennial stream stip. After discussion and explanation of 200-meter move capability provided in regulations, it was decided it was unnecessary. Greg's other issue was making Horse Mountain NSO. This provided a lot of discussion, with Tom Matthews eventually indicating that probably what the group needed was the ability to get involved during the permitting process, and not get overly excited about the stipulation language. As a result, the BLM agreed to notify Mesa County Commissioners, the Town Manager of Palisade, and the Utility Manager for the City of Grand Junction for any oil and gas proposals received in the GMS. They would be given the opportunity to participate during the onsite and preparation of the environmental document for any proposed oil and gas development.

We will also need to do Plan Maintenance of the Grand Junction RMP to reflect the stipulation changes. Dave Trappett will update the stipulation database and incorporate the changes into the RMP. The County, as well as the City, would like a copy of RMP update, and I will make sure they get one.

The County and the City would also like copies of the maps. They will contact Doug Diekman to see if they can do that electronically.

2. Kathy Stanko brought a map to the meeting depicting the downzoning occurring in the Kannah Creek/Purdy Mesa area and suggested that the GMS steering committee may want to consider including public lands both north and south of the area in the GMS. After discussion, it was decided to limit the area of discussion to BLM and City property located north of the Reeder Mesa Road and the Lands End Road. Based on this, further expansion may be considered later. Kathy will prepare a written analysis of her proposal discussing how the residents of the area feel about their goals versus the goals of the GMS. Don Lumbarby agreed to help her with the process. The inclusion of the

additional City land in the proposal would require action by the City Council. The item was tabled pending Kathy completing this task.

3. Greg Trainor brought up the role of the GMS steering committee on commenting on the downzoning proposal to the County. After discussion, it was decided the GMS should try to avoid taking a formal position on projects/proposals outside the GMS. The group agreed that Greg should comment that the GMS had no objections to the proposal, and suggest that the downsizing proposal had similar goals to those outlined in the GMS plan.
4. There was limited discussion on oil and gas leasing of the City of Grand Junction property and what stipulations they would apply if the lands were leased. No decisions were made, as Greg did not feel the City would be leasing the minerals. The group suggested he may want to consider what stipulations would be applied, in case that position changed. It was discussed that any City stipulations should have similar language as displayed in the BLM stipulations. Bob Cron, representing the Town of Palisade, indicated the Town currently had no interest in mineral leasing, as their property is associated with the Palisade watershed.

The meeting was adjourned about 9:15 pm.

Attendees at the Grand Mesa Slopes Coordination Meeting
Bureau of Land Management Office, Grand Junction
Wednesday, January 26, 2000

Name	Address	Phone/Fax/Email	Want to Remain on Mailing List? Yes/No
Don Lumbardy	2500 Whitewater Creek Road Whitewater	241-1716	Yes
L Lumbardy	2500 Whitewater Creek Road Whitewater, Colo	241-3936	Yes
Greg Trainor City of Gr Jct	250 North 5 th Street Grand Junction, CO 81501	244-1564	Yes
Bob Cron	310 Dakota Drive Grand Junction, CO 81503	243-5738	Yes
Michael Warren	615 White Avenue Grand Junction, CO 81501	255-7189	Yes
Walter S. Fees III	2516 Foresight Circle Rm #10 Grand Junction, CO 81505	242-2044	Yes
Kathy Stanko	6778 Kannah Creek Road Whitewater	241-0745 (day)	Yes
Rod Christ	2677 Continental Drive Grand Junction, CO 81506	241-5466	Yes
Tom Matthews	2112 Chipeta Grand Junction, CO 81501	242-3793	Yes
Maria Atkus			
Dave Atkus			
Dave Trappett			
Catherine Robertson			

G.J.R.A. RMP
MAINTENANCE FORM

CHANGE # 39

LOCATION OF CHANGE: Grand Mesa Slopes Special Management Area.

CHAPTER: Two

PAGE: 2-7 thru 10

SECTION: Table 6

CHANGE: The following oil and gas leasing stipulations are increased in area as identified:

Stipulation #1, 160 acres No Surface Occupancy for Cabin Reservoir Palisade City Water Supply.
Stipulation #2, 75, 995 acres for Scenic and Natural Values on Grand Mesa Slopes.
Stipulation #5, 9,025 acres for Transect 7 cultural resources.
Stipulation #7, 4,245 acres for 100-foot perennial stream buffer.
Stipulation #12, 1,140 acres for Deer and Elk Migration Route.
Stipulation #13, 391 acres for Threatened Uinta Basin Hookless Cactus habitat.

(Describe the rationale for the above change, include reference material if appropriate)

REASON: The above changes reflect the GMS Special Management Area Activity Plan dated September 25, 1993 and Resource Management Plan (RMP) amendment and Environmental Analysis dated March 20, 1995. The RMP amendment reversed the BLM's plan for disposing of identified lands in the GMS area. It also changed management emphasis concerning recreation and development due to new resource information developed in the plan and subsequent recommendations from GMS public meetings. This is an update of Oil and Gas leasing stipulations as per new information resulting from the above two cited documents, public meetings and the Grand Junction RMP and Record of Decision January 1987, Page 2-8, Implementation Priorities, #3.

SIGN & APPROVE AS APPROPRIATE

Program leader David K Trappett Date 2-7-00

Area P & EC David P. ? Date 2-7-00

Area Manager Catherine Robertson Date 2/11/00

CITY COUNCIL AGENDA CITY OF GRAND JUNCTION

City Council

Workshop

Formal Agenda

Meeting Date: February 28, 2000

Date Prepared: February 24, 2000

Author: Greg Trainor

Title: Utility Manager

Presenter Name: Greg Trainor

Title: Utility Manager

Subject: Conservation easements of City of Grand Junction's Somerville Ranch within the Grand Mesa Slopes Special Management Area.

Summary: Discussion of conservation easements on City lands in the Whitewater Creek area has been ongoing for some time.

Recent BLM oil and gas leases in the Grand Mesa Slopes Special Management Area have focused the issue: Can the City formalize a conservation easement on City lands, if surrounding BLM lands are open to mineral development? Even with the recently revised BLM oil and gas stipulations, the issue of whether all or a portion of the public lands within the GMS be withdrawn from mineral development should be addressed before the City takes action on a conservation easement.

Background Information: The "charter" of the Grand Mesa Slopes (GMS) as outlined in the Introduction describes the intent of the GMS as a way to protect and improve existing resource values, scenic landscape values, and long-term integrity of the GMS as open space.

Under the "Landscape Values" section of the GMS Plan it is described as being scenic, highly visible, and culturally important and that there is a public vision of the GMS as a scenic open space with few visual intrusions.

Under the "Minerals Management" section of the GMS plan, it says: "Minerals exploration and development activity could cause surface disturbance that would adversely affect GMS concerns, and which existing practices and policies would allow for little or no coordination within the GMS advisory group". (This last phrase turned out to be prophetic as the BLM State Office issued oil and gas leases on lands being transferred to the City without the City knowledge until late in the game).

The "Proposed Action" section under 'Minerals Development' proposes mineral withdrawal or other appropriate restrictions be recommended to the BLM or USFS.

"Other appropriate restrictions" include amending the oil and gas stipulations such as the "No Surface Occupancy" restriction. Recently the GMS Steering Committee remapped the locations to which the various oil and gas stipulations within the GMS would apply. However, discussion of "mineral withdrawal" was not pursued at that time because the purpose of the meeting was to deal with the stipulations.

The BLM has made it clear that, without an amended Resource Management Plan (RMP), they intend to continue to lease lands for oil and gas if nominated by private

interests. The potential for oil and gas in this area is not known. There are a number of abandoned wells in the area and two (2) shut-in gas wells, but the decision to lease is driven by the private speculator who nominates lands for leasing.

There does not appear to be a clear view of what the Grand Mesa Slopes should be: protected as open space or open to mineral development.

Now comes a discussion before City Council concerning conservation easements.

One proposal suggested by Don Lumbardy, Lumbardy and Sons Ranches in Whitewater Creek, is a revisitation of the Grand Mesa Slopes Plan among all the partners in an open and facilitated discussion, leading to an amendment of the BLM's RMP. An amendment could withdraw the public lands within the GMS from mineral development. His argument is that the economic value to the community is greater as open space and recreation than from royalty payments from low-volume gas wells and their accompanying road/ pipeline construction and access issues.

It might be appropriate to have, as part of an RMP amendment process or discussion of conservation easements, some economic data outlining a comparative analysis of differing values-open space, recreation, watersheds, mineral development, etc.

Budget:

Action Requested/Recommendation: Reconvene the full membership of the Grand Mesa Slopes Advisory Committee to discuss a recommendation to the State Office of the BLM to amend the BLM's Resource Management Plan (RMP).

With a decision in this regard, the City's action on a conservation easement would be more informative.

Citizen Presentation: _____ **Yes** _____ **No. If yes,**

Name

Purpose

Report results back to Council? __ No __ Yes, When _____

Placement on agenda: __ Consent __ Individual Consideration __ Workshop
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CITY COUNCIL AGENDA CITY OF GRAND JUNCTION

City Council

Workshop

Formal Agenda

Meeting Date:

February 28, 2000

Date Prepared: February 23, 2000

Author: Mark Relph

Title: Public Works & Utilities Director

Presenter Name: Mark Relph

Title: Public Works & Utilities Director

Subject: Presentation of the final report on the downtown parking analysis.

Summary: The City of Grand Junction and the Downtown Development Authority partnered in a study of the downtown parking to assess the demand, supply of parking, plus provide a feasibility analysis of potential sites for a parking structure. This presentation will review the data collected and the conclusions of that effort.

Background Information: In the fall of 1999, the City and DDA jointly hired Walker Parking Consultants (WPC) of Indianapolis, IN, to perform a parking analysis of the downtown area. The study area was defined from Pitkin Avenue to Grand Avenue and from 1st Street to 8th Street. A copy of the *Executive Summary* from the final report is attached to this report. A complete copy of the study will also be distributed to Council.

The scope of work included:

- A manual count of the spaces available to determine the supply of parking.
- Application of industry standards to determine the effective supply, parking demand and parking adequacy.
- Review of potential sites for a parking structure.
- Cost estimates for a structure, including utilization rates for different fee structures.

On October 28, 1999, WPC performed a count of the spaces available in the study area. Altogether, the parking inventory consists of 4,886 spaces. Of these 3,040 are private while 1,846 are public parking spaces. The private spaces are ignored in the study.

The data collected indicates that 53% of the public spaces were occupied in the study area. DDA staff suggested that the counts should be inflated to closer approximate the peak season (Christmas Holidays and summer). As a result, the demand data was inflated by an arbitrary 20%, even though the consultant believes this is a typical day.

The *effective* parking supply is defined as a percentage of the total supply to allow a cushion for parking patrons to spend less time looking for available spaces and to allow for the dynamics of vehicles moving in and out of spaces. That percentage is recommended at 85% to 95% for peak efficiency. When accounting for this "cushion" and the parking demand of future development, there is a balance of 273 public spaces available in the study area.

The Administrative Services Department had previously submitted to Council a report dated January 24, 2000, summarizing the downtown parking experiment conducted during this past holiday season. A portion of that report is attached, but in summary

indicates for the study period that 84% of the public spaces within one block of Main Street were occupied, or 16% were available. Of those occupied spaces, repeat parking patrons within one block of Main Street were at 28%, or about 15% along Main Street. The overall average at 84% is well within the recommended parking supply for peak efficiency as defined by WPC.

The central issue is what should be the standard for patrons of the downtown area to walk from public parking facilities to their destination. WPC points out that if the standard is one block, then we have a deficit in parking of approximately 300 spaces in the central retail district located along Main Street. If the standard is two blocks, then "...this analysis demonstrates that sufficient parking is now available". While each city is unique, WPC indicates that standard walking distances in other cities are typically 2, 3 or more blocks.

WPC has reviewed the location of six (6) different sites for a possible parking structure. Of those six, two are thought to be the most effective and for different reasons. The "Woolworth lot", or site 6 within the report, is between 4th and 5th Street just south of Main Street. This location would serve the downtown business most effectively to meet the shortage of a one-block walking standard. A four level structure would provide a net of 275 to 344 spaces at an estimated cost of approximately \$3.6 million.

The other notable site mentioned in the report is site five (5), or the Alpine Bank site. However, a structure at this location would serve a different purpose. It has been suggested that a structure at the Alpine Bank site, or in some other location in the immediate area, could be a private structure for area business such as Alpine Bank, City of Grand Junction, Mesa County, Federal building, other adjacent banks and businesses. A public-private partnership to build a structure would take 300 plus employees of those businesses off the street and into a structure. The result would be freeing those same 300 plus public parking spaces for area business.

Some concern has been expressed that such a private structure will not net the same number of parking spaces on the street if we move the employees to a structure due to a couple of reasons. First, there might be a high percentage of employees who presently park outside of the study area and secondly businesses like Alpine Bank are not at capacity due to a shortage in parking.

This concern may be overstated. Norm Franke, President of Alpine Bank, has indicated that his facility has been near 100% occupancy for almost two years. In addition, an informal study indicates that 90% of all City employees park within the study area. Of the 10% who do not, several of those arrive after 9:00 A.M.

Mr. Norm Franke has recently indicated that he is willing to further investigate the possibility of a public-private partnership in the construction of a private parking structure at his location, or any other site in the immediate area. The estimated cost of a structure in this location is approximately \$3.9 million. However, the City's cost would be a percentage of the total spaces constructed, which could likely be approximately 1/3 of the total, or \$1.3 million.

On February 23, 2000, City and DDA staff hosted an open house at Two Rivers Convention Center to obtain input on the data and conclusions of the WPC study. A

survey and comment form was developed to gain additional information for those who attended the meeting. A copy of the form is attached together with a summary of the data and the comments.

Budget: There currently is insufficient fund balance within the Capital &/or General Funds to construct a \$3.6 million public parking structure. Bonding for the construction of a structure would require a vote of the people and a pledging of general fund resources.

The Parking Fund is an enterprise fund that relies upon meter revenues and fines to finance the enforcement of downtown parking with a small balance of approximately \$45,000 annually to fund parking lot improvements and maintenance. WPC has indicated that it would take a complete restructuring of the meter rates and fines to finance a structure, including changing the 315 free spaces on Main Street and immediate side streets to the highest rate in the downtown.

Currently it costs about \$0.40 a day to park downtown for 10 hours. WPC has roughly estimated that it would have to approximate \$5 per day to finance a structure, however, WPC notes that "..., this assumes the market would bear these relatively high rates which we do not believe it will". Anything short of these higher rates would require a subsidy from the City to construct and maintain.

Action Requested/Recommendation:

Staff's conclusions and recommendation are as follows:

- ❑ A two-block walking distance should be the standard for all parking facilities in the downtown. Any standard less than that would be unreasonable for the city to maintain long term as the downtown continues to grow. That standard when measured against the current parking availability per the study results in a conclusion of no parking shortage now or in the foreseeable future.
- ❑ City should continue to pursue surface parking to facilitate new development, specifically around the Two Rivers Convention Center. Staff recommends reviewing area circulation to determine if a combination of private property and road rights-of-way (e.g. Colorado Avenue, First to Second) may be utilized to create additional parking.
- ❑ The Council approved in the 2000-2001 budget the funds to begin a Facilities Master Plan with the intent of assessing the current facilities (i.e. Police, Fire, Parks, Shops, etc.) and to forecast the needs of the future. The budget reflects an unassigned infrastructure cost of \$20,000,000. Assuming Council would want to consider a parking structure at some point in the future, staff would recommend that any parking structure be considered as part of the Facilities Master Plan, specifically the prioritization of projects.
- ❑ If Council wishes to pursue a parking structure, staff recommends pursuing a public-private partnership to construct a private parking structure at or near the Alpine Bank property. The City's cost would be significantly less than a \$3.6 million public structure with the redirected employee parking taken off of the street and made available for downtown business parking.

- City staff has concerns that a public parking structure (e.g. at the “Woolworth” lot) would not be economically viable without a sizeable subsidy from the City, or dramatic increases in meter rates and fines. A subsidy would require a reduction in present General Fund services to fund the on-going maintenance and at a minimum the delay of several substantial capital projects to fund the capital construction.
- Staff has concerns that without a substantial change in the meter rates and fines, including the Main Street corridor, a parking structure will not only be uneconomically viable, but under utilized. With so much free or inexpensive parking nearby, many people may not be enticed to use the structure.

Citizen Participation: X Yes _____ No. If Yes,

Name: DDA & area merchants

Purpose: To voice their support of a parking structure.

Report results back to Council? X No _____ Yes, When: _____

Placement on agenda: <u> </u> Consent <u> </u> Individual Consideration <u> x </u> Workshop
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file: park_struc/markr

ADMINISTRATIVE SERVICES DEPARTMENT

MEMORANDUM

January 24, 2000

**TO: The Honorable Mayor and City Council Members
 Mark Achen, City Manager
 Dan Wilson, City Attorney
 David Varley, Assistant City Manager
 John Shaver, Assistant City Attorney
 Kristin Winn, Public Information Coordinator
 All Department Directors
 Mark Hermundstad, DDA President**

FROM: Ron Lappi, Admin. Srvs. & Finance Director

SUBJECT: Report on Downtown Parking Experiment

With the support of the City Council and at the request of the Downtown Development Authority and the Downtown Business Association we instituted a four-week moratorium on parking enforcement during this past Christmas shopping season. We are now back to regular enforcement of meters and time limits. The major purpose of the test period was to evaluate parking habits and the feasibility of permanently eliminating all timed parking enforcement and metering. Both the Parking Enforcement Officer and the Parking Meter Collection/Maintenance person gathered data on usage both morning and afternoon in the area from 2nd to 7th and one block north and south of Main. The DDA and several downtown merchants also did surveys of parking usage and possible non-shopper vehicles on Main Street only. Attached is a memo from Barbara Creasman on their observations and conclusions. They noted as our full time staff did that there was some employee or business owner parking on Main Street that was corrected somewhat by a windshield flyer used by DDA. I agree with DDA that it was an interesting exercise, but I would also say that we were able to gather some definitive information and data that all would find helpful.

During the four weeks, meter revenue generated was approximately 70% of the normal meter revenues. The cost to the Parking Fund of the experiment was \$7,000 instead of the original estimate of \$13,000, including lost fine revenue. Apparently the moratorium on enforcement of the parking meters was not very well publicized by the downtown merchants, but was probably well known to Downtown workers and business owners.

The second attachment to this memo is the statistical summary of results from the daily review of all 392 spaces during the four-week test period. The information is in a database and can be sorted various ways if we find it useful. As one would expect, the use of downtown parking during this period varies block by block, but I believe the aggregate observations are quite interesting. Usage overall in the test area was 84% with an average of 16% vacancies or available spaces. Repeats, meaning morning and afternoon of the same day, which we believe is a sign of business and employee parking was 28% overall. Past, current and on going efforts by the DDA and the Downtown Association may have some impact on parking habits of downtown workers, as the Main street as a whole had the lowest level of repeats at 15% overall.

Conclusions of the Study:

- All enforcement of parking limits could be discontinued and all meters removed from the downtown area, if the DDA and its business owners could keep workers out of the downtown area especially Main Street and a block north and south. However the small amount of revenue currently generated for lot maintenance and expansion or a possible garage expansion would be lost.
- Parking in the downtown area with a totally open system (first come first serve) would not be much different that it has been with meters and enforcement. For the most part meters and tickets pay the cost of enforcement. We would have to increase parking fees and fines significantly to change parking habits downtown.
- The moratorium probably didn't change where workers and business owners parked. They may have been able to spend more time on the job, since they did not have to move their cars or plug meters frequently to avoid tickets like they usually do.
- Even during this very busy holiday shopping season there appears to be adequate parking in and around the one block core area of Main Street. Not everyone gets to park in front of their business or in front of the specific store they want to shop at, but if they are willing and able to walk a block or two parking was readily available.
- Parking meters and time enforcement efforts could be viewed as a failed attempt to help the downtown business community police themselves.

Page 3 of 3
Report on Downtown Parking Experiment

This item is scheduled for discussion at the upcoming City Council Workshop meeting on Monday, January 31, 2000, and I will be available then to answer any questions.

Thank you,

Cc: Barbara Creasman, Executive Director DDA
Ron Maupin, Downtown Association
Jodi Romero, Customer Service Manager
Tim Moore, Public Works Manager

Results of Downtown Parking Survey

1. Do you park downtown on a regular basis?

Yes Answers (96)
No Answers (2)

If yes, reasons for regular parking.

Employer (76)
Employee (60)
Shopper(60)
Restaurant patron(47)
Other(13)

2. Do you normally park in the same area each day?

Yes Answers (79)
No Answers (15)

If yes, where is it in location to Main Street:

North of Main Street (55)
South of Main Street (46)

3. How far is the parking from your destination?

1 block (58)
2 blocks (33)
More than 2 blocks (10)

4. Is the parking:

Public (58)
Short Term (27)
Private (32)
Long Term (21)

5. Where do you go once you are parked?

Work (86)
Shopping (45)
Restaurant (46)
Home (1)
Other (1)

6. During what hours do you come downtown?

8:00 a.m. to 5:00 p.m. (80)
7:00 a.m. to 10:00 a.m. (3)
10:00 a.m. to 2:00 p.m. (10)
2:00 p.m. to 5:00 p.m. (6)
Other (18)

7. If you're NOT willing to walk 2 blocks to find parking, why not?

Takes too much time (28)
Not convenient (40)
Health reasons (2)
Safety (16)
Traffic (7)
Lighting (11)
Walking with young children (3)
Other (4)

8. Do you generally feel safe walking in the downtown area.

**Yes answers (78)
No answers (13)**

9. Do you feel that there is adequate lighting in the downtown area?

**Yes answers (65)
No answers (33)**

10. Are there specific areas where you do not feel comfortable walking downtown? If yes, where are the areas unsafe?

Colorado Avenue, Cheers, side streets, South of Main street, Alleys, Bus station area, most anywhere off of main, parks at night, bus stop area, 2nd Street, 7th and Rood, Studio 119 area.

**Yes answers (48)
No answers (40)**

11. A parking structure is being proposed as a possible solution to parking demand. On a scale of 1 to 5 (1 being safest), how safe would you feel using a parking structure?

**1 (Very Safe) (35)
2 (29)
3 (20)
4 (8)
5 (Very Unsafe) (3)**

11. If the parking structure included retail space, how safe would you feel?

**1 (Very Safe) (46)
2 (25)
3 (8)
4 (7)
5 (Very Unsafe) (0)**

12. It currently costs 40 cents per day to park for 10 hours in a public parking lot. To support the cost of a properly located parking structure, check all those you would be willing to pay:

\$1 a day (41)
\$2.50 a day (20)
\$5 a day (6)
\$.80 day (7)
\$.60 day (21)
\$.50 day (1)
None (1)

13. Would you be willing to purchase a parking pass if you could park in any public parking lot?

Yes Answers (50)
No Answers (14)
Maybe (1)

If yes, check any amount you would be willing to pay:

\$ 40.00 per month (33)
\$50 per month (10)
\$60 per month (3)
\$70 per month (6)
\$25 per month (1)
\$20 month (3)
\$10.00 month (3)
\$30.00 per month (2)
\$15.00 month (1)

Would not buy this pass (12)

14. Are you willing to purchase a parking pass if you could park at any 4 or 10 hour metered SPACE?

Yes answers (53)

No answers (22)

If yes, check any amount you would be willing to pay:

\$30 per month (34)

\$40 per month (7)

\$50 per month (4)

\$60 per month (6)

\$10 per month (4)

\$20 per month (2)

Comments

- 1. I work downtown part time. I would be willing to pay for a parking pass, but hopefully if more parking were provided, as in a structure, that would leave 10-hour meters or lots open. A part time employee isn't going to pay even \$20.00 a month for a parking pass.***
- 2. Need more parking and longer store hours on Friday/Saturday nights.***
- 3. There are times I do not stop at a store, as there is not enough parking.***
- 4. At this time, I park in private parking, but daily many others are parked in our spot. It's frustrating when you do have your own parking place, and can't park there and you have to go find other parking – making you late for work!***
- 5. The City's study is empirically flawed, by an unacceptable degree of error.***
- 6. For private parking, I currently pay \$25/month, which is the high end of the scale. Perhaps there should have been some thought given to prices paid for private parking and your public parking choices. Parking is out of control, which is not reflected in the survey since I work across the street from the courthouse. Hardly a day goes by that a client does not complain about parking. It is my opinion the money spent on the consultant and the parking study was wasted. Anyone working downtown could have given a better report for a lot less money.***
- 7. There is a definite lack of parking around the courthouse, especially since the parking on the corner of 6th and White was taken over by the county and it will even be worse when the new City hall is completed.***
- 8. You left off the 60 cars that park at City Hall. Employees are not going to park at R5 unless you threaten them with their jobs.***
- 9. Grand Junction is growing very fast. Growth should be taken in to consideration. Let's have enough parking for everyone! People come from out of town to see our beautiful downtown. Let's give them a place to park, so they can!***

- 10. I'm sorry, but I would look into the Grand Valley Transit before paying very much to park. The wages in Grand Junction don't justify paying a lot to park your auto to get to work.**
- 11. As a retailer, the constant complaint I hear is "more" parking. Let's make the downtown the heart of the City – Keep it alive!**
- 12. In my opinion your study was not clear, not adequately performed and was a waste of my tax dollars.**
- 13. Some weeks I am here daily, but there are some weeks I do not need to be downtown. I would park in a lot if it would not cost me \$30/mo. Otherwise, I'll try my luck.**
- 14. There is not enough parking to the downtown area for customers, employees, etc. The survey that was done in December did not include the City employees. So it was not an accurate survey!**
- 15. I don't mind paying at the meters. Just give those who work in the downtown area more 10-hour meters to choose from. The lot on 6th and Rood should be all 10-hour meters. There are a lot of works trying to park there, not shoppers.**
- 16. It would be nice if there were more 10-hour metered spaces closer to the business.**
- 17. If parking garage goes in at 2nd and Colorado, that would not help people that work on the east end of Main and Rood.**
- 18. I will not pay to park on a regular basis. Lots should be available on the perimeter of the downtown area and force the people to walk.**
- 19. You have taken out over 1/2 of the 10-hour meters, replacing them with 2-hours, forcing the employees to park on them. Either put the 10-hours back in or provide us parking. At present, it costs \$10.00. \$.50 a day to park at a 10-hour meter. Give us a break!**
- 20. I want a SAFE, well-lit place to park with ample spots to choose from. We need a security guard available when it's dark in winter. A monthly pass is ridiculous. I can only afford day-by-day fees.**
- 21. Parking around the Courthouse should be increased from 1-hour to 4-hour.**
- 22. There needs to be more 10-hour meters and less 2-hour meters, then we wouldn't have to park in the 2-hour free spaces. Why would we pay \$30 to \$40 a month for parking when it costs 40 cents per day for 10 hours? It would only cost \$10.00 for 25 days at \$.40 cents. It seems to**

me that \$10.00 per month is much better than \$30.00 to \$40.00 per month. Parking is so bad that if you don't get there by 7:30 p.m., you can't find anywhere to park.

- 23. If the City wants the downtown area to continue being an attraction for both business and employer, they need to start thinking about the future and now is the future.*
- 24. Would employees increase lease wages by \$700 per year.*
- 25. For people who work downtown, it would help if the City would change all of the 1-hour and 2-hour meters to 10-hour meters.*
- 26. A parking structure is going to come. It is a matter of time.*
- 27. A parking pass for public parking would not guarantee me a parking space convenient to my place of work.*
- 28. Council needs to understand customer parking is a convenience that must be offered in a healthy downtown. Customers should not be expected to ferret out the lone available space. Without adequate parking, I will not be able to keep my business open, and will sell my building.*
- 29. I feel that the parking issue definitely needs to be addressed because of additional business moving into the downtown area, the construction of City hall, etc. Lots made now before it's too late to do anything.*
- 30. City of Grand Junction should provide parking.*
- 31. Would like to see parking for individuals, instead of all the government employees having assigned (free) parking, i.e. Courthouse.*
- 32. If I were physically able to do so, I would walk 1/2 mile and leave my vehicle at home.*
- 33. Private citizens should have access to parking like government employees do (by the Courthouse) (and by City Hall).*
- 34. Customers complain every day because of the parking. Business would greatly be enhanced if there was more parking people enjoy the beauty of the shopping park, but are reluctant to come down because of the parking.*
- 35. I'm downtown at different times due to my job with Newcomers Magazine. So, a monthly pass would not work for my concerns.*

- 36. It has come to my attention that the City does not have any allotted monies for Downtown parking for 15 years. If this is true, what is the recourse?**
- 37. Customers have been coming in complaining that they can't find parking.**
- 38. I worked for the City of Boulder for several years. The City loses business downtown regularly because of parking. They have built 2-3 parking structures. However, they continue to lose customers and business when events happen. Both parking and traffic is a nightmare. Contact the City of Boulder Transportation Coordinator.**
- 39. Without adequate parking downtown, we are losing customers. You lose enough customers and you will start losing businesses, too!**
- 40. To future promote businesses downtown, the DDA should focus on bringing a few National Retailers downtown (GAP, Gapkids, etc.), so that downtown can be an end destination for shopping, not so specialized.**
- 41. Downtown is growing very fast; we should look to the future to keep ahead of the parking problem.**
- 42. Biking more, using public transportation.**
- 43. The issue of employee versus customer parking needs to be encouraged.**
- 44. Why can't the annual fees be used for a parking garage? The money spent on the buses would have been more wisely used on a garage. Tickets are not being given regularly on the 2-hour spots.**
- 45. I feel that the downtown businesses are being negatively affected due to the lack of parking and am in support of the parking garage for the customer/employers sake.**
- 46. I would be willing to buy a parking pass if there was adequate parking. If I knew there would be a space for me!**
- 47. We need more parking to keep the downtown growing. We can not tear down more buildings to make parking lots. Let the meter revenue and fines pay for the parking garage.**
- 48. I think it was a very unwise decision to not have a parking lot with the new city building. This adds to our parking nightmare!!**
- 49. When customers can go to a mall and park close in and for free, and another mall is coming soon, there must be a similar situation downtown**

or you will have to close it. People will go where most convenient and your propaganda will not change that.

50. I feel that if customers have to drive around to find a parking space, they will go elsewhere to shop because it is more convenient to go somewhere else.

51. In my opinion, downtown parking is a much greater need than public transportation (subsidized). The need for downtown parking is a here and now issue. Public transportation will help future traffic flow if people use it. It's currently in a test phase.

52. I am not sure the City should build City parking lots. Maybe you should give private group incentives to build a lot. We have a private lot for our business and have a terrible time with unauthorized people using our lot, which hurts our business.

53. I believe the Walker parking study is fatally flawed. The study shows a big surplus around our office building. However, our clients are constantly complaining about the lack of parking. I don't believe that taking parking counts on an atypical day is adequate to support the conclusions in the study.

54. You need to look at the cities with the same problem and see what they have done w/the City employees (i.e. special transit passes; with services like bus and trolley systems; when City hall opens up with city employees, will over power the public parking!

55. Employee parking is hard downtown and it's search and find every day. I would like an area you can count on every day.

56. As an owner of a downtown business, it is very frustrating not to have access to parking as I am frequently unloading items as well as doing deliveries. To leave a designated parking area and return with no parking available is not only time-demanding, but unacceptable.

57. If the City is spending a lot of money on reconstructing new streets and curb and gutter for all those new business coming in. You're not doing anything for downtown improvement.

58. Wish the City would help build a parking garage in Alpine Bank's lot.

59. My employees would not be able to afford any of these prices, maybe \$10.00 a month; this is hard on the working people on Main.

**CITY COUNCIL AGENDA
CITY OF GRAND JUNCTION**

City Council
 Workshop
 Formal Agenda
Meeting Date: 2/28/00

Date Prepared: Feburary 24, 2000
Author: Ron Lappi
Title: Director of Admin Services
Presenter Name: Ron Lappi
Title: Director of Admin Services

Subject:
Report on the Tabor Amendments impact on the City's revenue.

Summary:
This report provides information on the final revenue results for 1999. It is our first year ever that we have exceeded the Tabor Revenue limitations, which was passed in 1992. It also contains our best estimations for the next ten years.

Background Information:
See attached.

Budget:
See attached.

Action Requested/Recommendation:
Accept report and consider future voter overrides of the revenue limitations imposed by Tabor.

Citizen Presentation: Yes X No. If yes,

Name:

Purpose:

Report results back to Council? X No Yes, When

Placement on agenda: <u> </u> Consent <u> </u> Individual Consideration <u> X </u> Workshop

ADMINISTRATIVE SERVICES DEPARTMENT

MEMORANDUM

February 24, 2000

**TO: The Honorable Mayor and City Council
Mark Achen, City Manager
Dan Wilson, City Attorney
David Varley, Assistant City Manager
John Shaver, Assistant City Attorney
Kristin Winn, Public Communication Coordinator
All Department Directors**

FROM: Ron Lappi, Admin. Svcs. & Finance Director

SUBJECT: Report on the Tabor Amendment Impact

The final year-end financial results for 1999 are in and we have calculated our overall revenue limitations under Article X Section 20 of the Colorado Constitution. For the first time since its adoption in 1992 the City of Grand Junction general government revenues have exceeded our calculated limitation. The overage turned out a little better than we had projected at only \$676,001. Of this amount \$108,988 is an overage in property tax collections, which we all expected to happen with our current 8.000 mill levy. As you recall the 1999 allowed growth is the addition of the percentage increase in actual real property values due to new construction and inclusions from annexation in 1997 together with the 1998 Denver Boulder Consumer Price Index. This resulted in an allowed growth rate of only 5.66% versus a revenue growth rate of 7.3%.

The allowed growth rate above is our lowest since the adoption of the Tabor Amendment to the constitution. New construction began picking up in 1997 but we had very little growth through annexation in 1997 and literally none in 1998. Overall general government revenue growth in 1999 of 7.3% is not unusual given our sales tax growth rate that year of 9.7%. Also, we are very much like the school district in that we received in 1999 approximately \$440,000 in state and local grants that contributed to this refund amount, i.e. we should stop applying for state and local grants that we just have to refund.

If this were a one-year isolated instance we would simply recommend that we handle it through a budget amendment and/or adjustment process. However, we strongly believe this is not a one year situation. The next two years may not be as bad as this year since we are experiencing a lot of new construction and the Persigo Agreement has allowed us to begin growing again. The long-range projections just for the next ten years with various estimates of the sales tax and

Report on Tabor Amendment Impact

overall revenue growth result in continued and growing refunds. The way that allowed growth has to be calculated our overall allowed growth will continue to go down over the next 10 years from about 7.0% to 4.7%, even with steady and inflation adjusted increases in new construction growth. Refunds will continue and become very material in short order, impacting the City of Grand Junctions ability to provide quality services and capital improvements. See the attached summary of the various results. Even giving consideration to the past ten years sales tax growth of 10% on average, we probably can realistically expect sales tax growth closer to the 7.5% figure. That growth will result in excess revenues to be refunded of about \$30 million, half of which occurs in the last two years of the projection 2008 and 2009.

Most cities and other local governments in Colorado including Fruita, Palisade, Delta and Montrose have already "DeBruced" their general government revenue streams in some way. The staff and leadership of Grand Junction must find a way to join the cities that have exempted revenues in 97% of the state-wide city elections since passage of the Tabor Amendment. These revenues are needed and will certainly help the residents of Grand Junction achieve their vision for the future.

I recommend the City Council prepare for an election in either November of 2000 or our regular election of April 2001 to DeBruce these revenue streams. April elections give us a wonderful opportunity to propose and present to the voters without the clutter of the November election ballots. Also, the City Council should give very serious consideration to proposing a revenue election together with any election to increase funding for Parks and Recreation facilities. The voters could be asked first to allow us to keep and dedicate excess revenues to Parks and Rec. as part of a reduced sales tax increase request. A very attractive package and successful campaign could be put together with citizen group support.

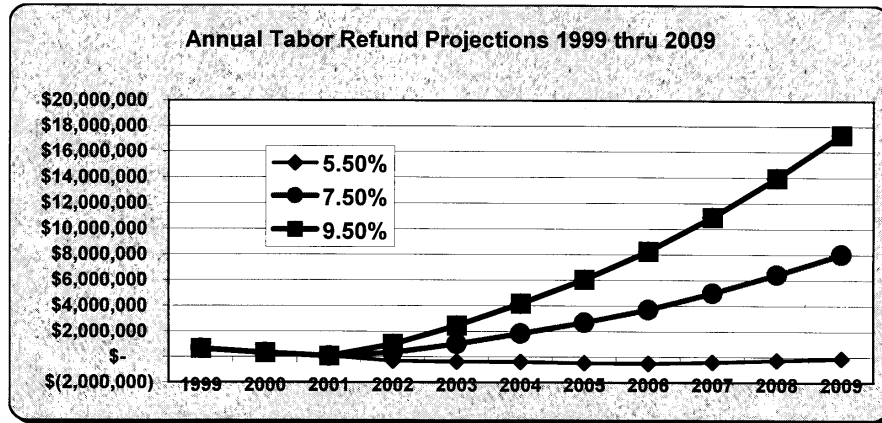
I will be attending the Council Workshop on Monday, February 28, 2000 to answer any questions you may have, and please feel free to call me at any time at ext. 1515.

Thank you,

Cc: Lanny Paulson, Budget and Accounting Manager

Tabor Projection Summary

2/24/00

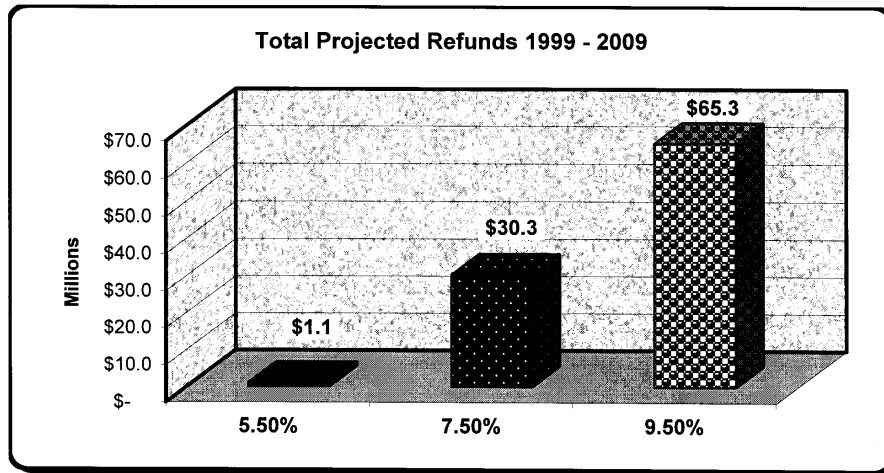


Overview

1999 Refund = \$676K, approximately \$22 for the average residence

Projected Allowed Growth Rate (range from 2000 to 2009) = 7.0% to 4.7%

<u>@ Various Sales Tax Growth Rates</u>	<u>@ 5.5%</u>	<u>@ 7.5%</u>	<u>@ 9.5%</u>
Total Refunds (1999 - 2009)	\$1.1 Million	\$30.0 Million	\$65.3 Million
Revenue Growth Rate 1999 / 2009	7.3% / 4.9%	7.3% / 6.3%	7.3% / 7.9%
Sales Tax As a % Of Total in 2009	68.3%	71.6%	74.5%



**CITY COUNCIL AGENDA
CITY OF GRAND JUNCTION**

City Council
 Workshop
 Formal Agenda
Meeting Date:
February 28, 2000

Date Prepared: February 22, 2000
Author: David Varley
Title: ACM, CDAD
Presenter Name: David Varley
Title: ACM, CDAD

Subject: Community Visioning Process

Summary: The attached report presents a summary of community visioning and contains examples from other cities that have gone through this process. This report is designed to stimulate Council discussion about how they wish to conduct a visioning process for Grand Junction.

Background Information: At its most recent retreat the City Council discussed the idea of engaging in a community visioning process. It was decided that a visioning project should be undertaken after the new zoning and development code is adopted. As the new code will be adopted soon, it is time to begin discussing how to proceed with the visioning project. The attached report contains examples of different ways cities have developed a vision for their community. There are innumerable ways to approach this task. It is anticipated that Council will discuss various approaches and decide how best to proceed with a visioning process for our community.

Budget: The City's 2000 budget contains \$20,000 earmarked specifically for a visioning process.

Action Requested/Recommendation: Request Council discussion and direction on a community visioning process.

Citizen Presentation: Yes X No. If yes,
Name
Purpose
Report results back to Council? __ No __ Yes, When_____

Placement on agenda: Consent Individual Consideration Workshop

MEMORANDUM

TO: MAYOR AND CITY COUNCIL

FROM: DAVID VARLEY, ACM, CDAD

SUBJECT: COMMUNITY VISIONING PROCESS

DATE: FEBRUARY 22, 2000

At the City Council's most recent retreat the Council discussed the idea of engaging in a Community Visioning Process. It was decided to begin this process after the adoption of the new zoning and development code. This memo provides some background on what community visioning is and gives examples of how other cities have gone through this process. This memo is intended to provide food for thought for the Council so they can decide how to proceed with this project.

WHAT IS COMMUNITY VISIONING? In its simplest form, community visioning occurs when a community gets together to discuss its values and what it wants to be in the future. Visioning has also been called or used with strategic planning which helps a community implement its vision. Vision statements describe the specific qualities, characteristics and opportunities that are desirable for the community. These are not predictions or projections of what the future will be if left on its own course, but rather descriptions of what the future should be when guided by the government and the community.

Another description of a vision is this: "There is not a more powerful engine driving an organization toward excellence and long-term success than an attractive, worthwhile and achievable vision of the future, widely shared. Quite simply, a vision is a realistic, credible, attractive future for the organization (community). It is the articulation of a destination toward which your organization should aim, a future that in important ways is better, more successful, or more desirable for your organization than is the present. The Constitution, for example is a written description of the founding fathers' vision for the United States, setting a clear direction and defining values but not specifying how to get there." (Nanus, Visionary Leadership)

HOW DO WE DO VISIONING? There are as many ways to do visioning as there are cities that have done it. Attached to this memo is a list of examples from other cities to show the different approaches that have been taken. There are, however, a few common threads that seem to run through all the examples. First, is the fact that most cities appointed a committee to coordinate and guide the process. These are called steering committees or coordinating committees and are generally made up of a cross section of citizens from the community appointed by the governing body.

Second, is the fact that most communities have hired an outside consultant or facilitator to help them with this process. The facilitator may help with just one part of the process, such as the public meetings, or he/she may help with the entire process including developing different ways to communicate with citizens and engage them in the process. Vail, for example, had a ten step process and they asked for proposals

from consultants to help them with steps two through four. These steps included describing the vision for Vail, identifying the gap between their vision and reality and generating alternatives on how to get there.

A third common thread among the communities is that they have tried to engage a broad spectrum of people from the community. There is generally a big effort to involve as many citizens as possible and to make sure all segments of the community are represented. The effort to involve citizens takes many forms ranging from small focus groups to citizen surveys to large public meetings.

Another common thread deals with the outcome of the visioning process. Most communities that have gone through such a process have developed a vision report or strategic plan. This plan identifies the values and vision of the community, where they want to be in the future and how they plan to get there. Some of these reports are quite specific and list goals and objectives for the community and identify how they will achieve their goals. Some communities also set up another committee at the end of the process and this committee is given the charge of implementing the vision and doing the follow up work. They realize that a vision really only has value if you work hard to make it become a reality. Ideally, the local government and other organizations in the community incorporate the vision statement into their budgets and use the vision report to help guide their decision-making. The Community Plan for Brentwood, Tennessee, for example, states that the purpose of the plan is to provide policy direction and guidance to the City Commission, appointed boards and staff on decisions related to the eight goal areas that were identified.

WHAT NEXT? There are several questions the City Council may wish to discuss before proceeding with the visioning process. These questions include: What questions do we want to address during the visioning process? What is the desired outcome of this process? Who should be involved with this process? How does this process relate to other organizations in the area and the work they have done? How will our vision be implemented?

An additional question deals with how involved this process should be. Most cities have taken from six months to two years to complete a visioning and/or strategic planning process. The National Civic League recommends a plan that requires twelve months. The Civic League does, however, realize that a vision process can be completed in a shorter time and they are willing to discuss various options with the City. A shorter time frame is possible if the process focuses mainly on developing a broad vision for the community. If very specific goals and objectives are desired then more time may be required.

After these questions are discussed Council may wish to consider the appointment of a steering committee. Such a committee could develop a detailed process for the visioning including a timetable and the hiring of a consultant. City staff is available to provide support to the Council and the steering committee. ☺

COMMUNITY VISIONING PROCESS EXAMPLES

IMAGINE ROCKVILLE , ROCKVILLE, MARYLAND

- COMMUNITY FORUMS (Nov. 13-17) Six forums, open to all residents, held in different locations, over a five day period. Participants were asked to answer these two questions: 1) What are the challenges and opportunities facing Rockville today? 2) Given the challenges and opportunities you have identified, what is your vision for the future of Rockville five to 10 years from now?
- VISION CONFERENCE (Jan. 31, Feb. 1): A two day meeting attended by 70 community members who volunteered and then were appointed by a Steering Committee. Participants were charged with evaluating the ideas from the Community Forums, offering their own ideas, then writing and agreeing on a series of Vision Points.
- VISION FAIR (Feb. 22,23): Fourteen points were developed by participants in the Vision Conference. Vision points are statements that describe a desired future for the city. These Vision Points were presented to the public at a Community Vision Fair which was open to all of the community. Residents were able to comment on these points and all of the comments were assembled into a report.
- ACTION CONFERENCE (March 14,15): The seventy participants who met at the Vision Conference met again at this Action Conference. The purpose of this conference was to evaluate the ideas from the Vision Fair, reconsider the Vision Points they had developed and develop Action Plans to support the visions. During this conference the participants condensed, combined, edited and agreed on seven Vision Points as well as a statement of community values that became known as a “preamble” to the Vision Points. For each point they developed an extensive set of specific Action Plans.
- ACTION FAIR (April 12,13): The Action Points/Plans that came out of the Action Conference were presented to the community in the form of an Action Fair. This was the last major public event of “Imagine Rockville.” Residents who attended the Action Fair had the opportunity to sign up for and get involved with an Action Planning Team to make their mark on the future of the city.

VAIL TOMORROW, VAIL COLORADO: The *Vail Tomorrow* concept grew from the work of a 15 member group representing a cross-section of interests in Vail. Reflecting various voices in the community, the group identified the need for long-range community planning and agreed that everyone should be given a fair and equal chance to have a say in what Vail's future should be. After soliciting proposals from experts in the field, Vail's community visioning process was designed by the team of KezziahWatkins. Highlights of the Vail process include the following:

- DESCRIBE A GREAT COMMUNITY (July 19, - Aug. 21): Ten community roundtable discussions where people were asked to describe what they believe are the characteristics of a great community. Those unable to attend could respond to a form in local newspapers and a response form was mailed to second homeowners.
- IMAGINE VAIL TOMORROW (Aug. 23, - Sept. 7): A conference for the whole community to dream about what they would like to be.

- DOCUMENT VAIL TODAY (Sept. 7 – Oct. 18): This was the process of communicating the results of the conference to the entire community. Research was done to see how Vail “stacks up” in the goal areas people discussed at the conference. Large group meetings of second homeowners were held in a few major cities. At these meetings people reviewed the results of the research, talked about which of the conference goals they believe should be set as target goals and gave suggestions for action alternatives to achieve the goals.
- DESCRIBE VAIL TOMORROW (Nov. 1-2): A second conference for the community to review what the research found and what second homeowners said. Participants were also asked to get more specific in setting final target goals and suggest a menu of action alternatives to reach those goals.
- CREATE VAIL TOMORROW (Nov. 4, - April 1): Based on target goals people set at the second conference and the menu of alternatives for action they developed, this time was for organizations and agencies in the community to work together with project volunteers to figure out which alternatives are the best and most feasible for the whole community.
- CELEBRATE VAIL TOMORROW (April 1 – April 30): This celebration occurred after all the analysis was finished and the final recommendations for action were ready. This community meeting was to celebrate all the hard work that was done and review the plans for action and talk about how each person could take responsibility for making sure the plans are carried out.
- GUIDE VAIL TOMORROW (May 1 & ongoing): This ongoing process is a progress report to the community to assess how they are doing, help things along and set new goals for action as the original target goals are achieved.

PRINCE WILLIAM COUNTY STRATEGIC PLANNING PROCESS: This process began when the County Supervisors appointed 15 citizens to the County’s Commission on the Future. The Commission was charged with focusing a community effort to envision the physical and aesthetic characteristics of life as well as the amenities and opportunities that should exist in the county 20 years into the future.

The “visioning” process involved over 3,000 citizens and covered nearly every aspect of life in the community. A Future Report was developed which contains vision statements and the citizens’ preferred future for the county. In order to make the future vision a reality the county went through a strategic planning process and developed a four year strategic plan. This strategic plan has been updated twice since its adoption.

The county’s strategic plan contains the following components:

- Mission Statement: This captures the broad purpose and functions of the county as well as the essence and philosophy of its existence. It defines a common intent to which everyone in the county can point. It is a concise statement of what the result will be if the Strategic Plan is implemented.
- Future Vision 2010: Vision statements describe the specific qualities, characteristics and opportunities that are desirable in the county as developed by the Commission on the Future. Vision statements appear at the beginning of each goal area and are the county’s priorities from the Future report for the next five years.
- Strategic Goals: These are broad statements of where the county wants to be five years in the future. The Strategic Plan contains goals in the areas of Economic

Development, Transportation, Public Safety, Human Services and Government Structure.

- Strategies: These are more defined statements that set forth how the county will achieve its Strategic Goals. These represent the choices the county has made for the next 2-5 years.
- Objectives: Specific implementation steps which the county will take to achieve its strategies. Objectives have a time frame of 6-24 months.

FOCUS KANSAS CITY: This program stands for “Forge Our Comprehensive Urban Strategy”. This was an 18 month process guided by a Steering Committee of 24 leading citizens and involving input from approximately 1,000 citizens. FOCUS Kansas City was a two phase process. Phase I produced a policy framework designed to serve as a “reference manual” for the City Council. Policy Plan recommendations that came out of Phase I centered around three concepts: a new vision statement for Kansas City, a new set of policy statements to guide public policy decisions, and key strategies for action. Phase II includes specific strategies and plans for implementing the policy guidelines outlined in Phase I.

NATIONAL CIVIC LEAGUE: The National Civic League (NCL) is a civic-minded organization based in Denver. The NCL was founded as the National Municipal League in 1894 by Theodore Roosevelt and other reformers committed to self government at the local level. NCL’s philosophy reflects a faith in the power of collaborative problem solving and the caring of citizens in America’s communities.

NCL has a section that is called the Community Assistance Team (CAT). This group offers many community services including community visioning and strategic planning. CAT has extensive experience facilitating community-wide strategic planning processes across the United States. NCL has produced a handbook titled “The Community Visioning and Strategic Planning Handbook”. This handbook contains quite detailed information about how to go through the process of community visioning and strategic planning. This handbook states that there are many ways to conduct a visioning process. It suggests that a facilitator and a Community Initiating Committee develop the specific visioning process that will work best for the community.

NCL has also submitted a proposed visioning process and budget for their services. The model they generally recommend is a 12 month process. The following is a compressed summary of the process they recommend.

- Months 1-3: An initiating committee develops a detailed process, identifies stakeholders, and does other up-front work before handing the project off to a Coordinating Committee.
- Months 3-5: There is a project kickoff meeting and a couple of stakeholder sessions to develop the community vision.
- Months 6-7: An environmental scan is conducted, community indicators are presented and the community civic infrastructure is assessed.
- Months 8-10: Several stakeholder sessions are held and key performance areas identifies and evaluated. Key performance areas are highly leveraged priority areas for which specific actions are developed to redirect the future of the community.

- Month 11: Stakeholder sessions are held to develop action planning and implementation strategies and final report writing begins.
- Month 12: The final report is completed, printed and released to the community and implementation begins.

BRENTWOOD 2020 PLAN, BRENTWOOD, TENNESSEE: In order to maintain its quality of life and financial stability and at the same time address continued rapid growth and development, Brentwood decided to develop a community proactive vision and long-range plan. The purpose of the Brentwood 2020 Plan was to establish overall direction and guidance related to seven broad areas: Appropriate mix of land use; Growth management; Transportation needs; Residential and service institutional provisions; Community identity; Retirement housing; and Rural and open space preservation. The process to develop this plan included the following:

- All citizens were encouraged to apply to serve on committees. The City Commission appointed a 25 member Steering Committee and 3 Focus Committees (12 members per committee), to work with City staff and consultants to guide the plan's development.
- To involve more citizens and receive their comments, over 50 community and neighborhood meetings, public hearings and presentations were held throughout the community over a 12 month period.
- A survey was mailed to every city household.
- Over 1,000 letters and other written communications were received from citizens.
- After accumulating and considering as much community input as available, the volunteer committees developed a draft of the Brentwood 2020 Plan. This plan was presented to the community for review and comment. After incorporating the comments that were received, the Plan was approved by the City Commission.
- Four different issues of the City Newsletter were distributed to every household in the City to inform and educate citizens about the plan and encourage residents to participate in the process.
- To insure implementation and measure progress, the goals and objectives of the Brentwood 2020 Plan have been integrated into the City's decision making process and the conceptual framework for future City policies.

CORVALLIS VISION 2020 STATEMENT, CORVALLIS, OREGON : When Corvallis, Oregon decided to update its Comprehensive Plan, there was much attention paid to the process that would be used to accomplish this major project. It became evident that before the community jumped in to the review of comprehensive plan policies, it was important for the community to step back and consider the long-term view, through an update of the community vision statement.

The Vision 2020 process in Corvallis was put on a very aggressive schedule. A Vision Committee was appointed in January, recommendations were ready by May, and the Plan was adopted by the City Council in June. One thing that helped make this schedule possible is that the community had gone through a similar process ten years earlier and much of the work revolved around updating the previous document.

Highlights of this process include the following:

- A Visioning Committee was appointed to guide the project. There was an investment of thousands of hours of volunteer time by committee members and citizens at large.

- A scientific survey was conducted to help probe for citizen views on key issues that affected the vision statement.
- A nonscientific, but broadly distributed, questionnaire was sent out to the entire community via the City Newsletter.
- Numerous neighborhood and public meetings were held to receive input.
- A special meeting was held for citizens who reside within the Urban Growth Boundary but outside the City limits.

IMAGINE URBANDALE, URBANDALE, IOWA: *Imagine Urbandale* was created to capture citizen input for planning the Urbandale community of the future. The effort was sponsored by the City of Urbandale, the School District and the Chamber of Commerce. Highlights of this process include the following:

- In April, a Vision Steering Committee of eleven citizens was formed. This group met to clarify the mission, organize how citizen input would be gathered and to discuss marketing strategies.
- During May and June three focus groups were conducted. These focus groups helped identify the specific areas that are important to the future of Urbandale. The key areas became table topics for a series of three town meetings.
- In September and October, a series of three community forums were held to discuss the possibilities for the community's future. At these forums the groups brainstormed ideas, prioritized their ideas, stated their justification for the chosen priorities and developed action steps that could help with the implementation of the ideas.
- After this first round of community forums, members of the Steering Committee analyzed the collected information. They prioritized the information and four areas emerged as the top priorities.
- The four priority topics were taken back to the community via another round of community forums. Each of these four topics contains a vision for the topic, the next steps to be taken to help achieve the vision in that area, and other ideas for the topic.
- A community Action Council was formed to oversee the implementation of the action steps for each of the four priority topics.

DEFINITIONS:

- Vision: What is to be achieved. What we want our futures to be.
- Objectives: Major milestones needed to achieve this vision.
- Goals: Significant intermediate steps to achieve the objective.
- Strategies: Specific things to do to achieve the goals.

VISION STATEMENT EXAMPLES

COMMUNITY VISION, VANCOUVER, WASHINGTON: Vancouver envisions itself as a robust, cohesive community where all share in the responsibility of participating in civic life. A strong sense of identity is enhanced by the City's location on the Columbia River as the gateway to the state of Washington with its surrounding natural beauty. Vancouver has a vibrant downtown where people throughout the community gather to

live, work, shop and enjoy many entertainment options. The City has a strong commitment to providing lifelong educational, recreational, cultural and other opportunities for its diverse population. Special emphasis is given to our community's youth. Safe neighborhoods with distinct qualities and proud identities are linked by parks and greenspaces as well as a transportation system that provides mobility options for all. A vital economic base creates plentiful family-wage jobs. Vancouver citizens are proud of the community they continue to share in building.

THORNTON, COLORADO: *OUR VISION FOR THORNTON IN 202 IS.....*

- a well planned, environmentally sensitive community comprised of diverse, identifiable neighborhoods which provide a safe, secure environment and access to services and amenities
- a community with a transportation system that gets you safely and efficiently around neighborhoods, work, schools, shopping and other places
- a community that provides an integrated system of open space and recreational and cultural opportunities
- a continuously developing partnership of citizens, the business community, and City government that creates strong community leadership, active involvement and an exchange of ideas to enhance the community's image, services and activities
- a government responsive to the needs of its citizens, committed to citizen and business involvement
- a community with a stable but varied economic base that provides dependable revenue sources, as well as offering residents ample employment opportunities
- a community that capitalizes on its strategic location, preserves its business vitality by adapting to a changing environment, working both with existing and new businesses

CORVALLIS, OREGON: *WE ENVISION THAT IN 2020 CORVALLIS WILL BE...*

- a compact, medium-sized city (population 57,500 to 63,500) nestled in a beautiful natural setting;
- the historic, civic, cultural and commercial heart of Benton County;
- an economically strong and well-integrated city, fostering local businesses, regional cooperation and clean industry;
- an environmentally-aware community with distinctive open space and natural features, protected habitats, parks and outdoor recreation;
- rich in the arts and recreational opportunities, celebrating the talents and culture of the people who live here;
- committed in its support for children and families;
- a highly livable city which employs local benchmarks to measure its progress in areas such as housing, economic vitality, educational quality, environmental quality, and overall quality of life;
- a community that values and supports quality education throughout the age continuum;
- known for its comprehensive health and human services, and for its services for the elderly and disabled;
- a hub in a regional transportation system that connects Linn and Benton counties and provides a link to the north-south high-speed rail system;
- blessed with an involved citizenry that actively participates in public policy and decision making;

- a community that honors diversity and is free of prejudice, bigotry and hate;
- home...a good place for all kinds of people to live and to lead healthy, happy, productive lives.