

**GRAND JUNCTION CITY COUNCIL
WORKSHOP AGENDA**

**MONDAY, JANUARY 5, 2004, 7:00 P.M.
CITY HALL AUDITORIUM, 250 N. 5TH STREET**

MAYOR'S INTRODUCTION AND WELCOME

7:00 COUNCILMEMBER REPORTS

7:10 CITY MANAGER'S REPORT

7:15 REVIEW FUTURE WORKSHOP AGENDAS [Attach W-1](#)

7:25 REVIEW WEDNESDAY COUNCIL AGENDA

7:30 AFFORDABLE HOUSING ISSUES UPDATE & DISCUSSION:
Affordable housing is one of the goal areas in City Council's Strategic Plan and has been discussed on several occasions during the year. This report and update summarizes much of the work that has taken place during the year regarding affordable housing. [Attach W-2](#)

8:10 FRIENDLY NATIVE/HOSPITALITY TRAINING PROGRAM
DISCUSSION: VCB Executive Director Debbie Kovalik will update City Council on a work program that includes hospitality training and information to those in contact with tourists and business travelers. [Attach W-3](#)

8:35 STRATEGIC PLAN UPDATE [Attach W-4](#)

8:45 ADJOURN

This agenda is intended as a guideline for the City Council. Items on the agenda are subject to change as is the order of the agenda.

**Attach W-1
Future Workshop Agenda**

CITY COUNCIL WORKSHOP AGENDAS

**** JANUARY 19, MONDAY 11:30 AM***

11:30 LUNCH AT UTEC w/KERRY YOUNGBLOOD

JANUARY 19, MONDAY 7:00PM

- 7:00 COUNCIL REPORTS, REVIEW WEDNESDAY AGENDA AND REVIEW FUTURE WORKSHOP AGENDAS
- 7:25 CITY MANAGER'S REPORT
- 7:30 CHIPETA AVENUE TRAFFIC CALMING
- 8:05 TRANSIENTS ISSUE UPDATE
- 8:40 UPCOMING APPOINTMENTS TO BOARDS & COMMISSIONS

▶ JANUARY 21, WEDNESDAY 3:00 PM

STRATEGIC PLAN UPDATE WORKSHOP WITH KEZZIAH/WATKINS

**** FEBRUARY 2, MONDAY 11:30 AM***

11:30 UPDATE ON TEMPORARY MODIFICATION TO PERSIGO DISCHARGE PERMIT (invite County Commissioners)

FEBRUARY 2, MONDAY 7:00PM

- 7:00 COUNCIL REPORTS, REVIEW WEDNESDAY AGENDA AND REVIEW FUTURE WORKSHOP AGENDAS
- 7:25 CITY MANAGER'S REPORT
- 7:30 STRATEGIC PLAN UPDATE

**** FEBRUARY 16, MONDAY 11:30 AM***

11:30 OPEN

FEBRUARY 16, MONDAY 7:00PM

- 7:00 COUNCIL REPORTS, REVIEW WEDNESDAY AGENDA AND REVIEW FUTURE WORKSHOP AGENDAS
- 7:25 CITY MANAGER'S REPORT
- 7:30 UPCOMING APPOINTMENTS TO BOARDS & COMMISSIONS

**** MARCH 1, MONDAY 11:30 AM***

11:30 OPEN

MARCH 1, MONDAY 7:00PM

- 7:00 COUNCIL REPORTS, REVIEW WEDNESDAY AGENDA AND REVIEW FUTURE WORKSHOP AGENDAS
- 7:25 CITY MANAGER'S REPORT
- 7:30 STRATEGIC PLAN UPDATE

**BIN LIST FROM CITY COUNCIL RETREAT (June 2003)
(and other reminders)**

1. Utilities in right-of-way ordinance
2. Resolution dedicating a portion of property tax revenues for neighborhood programs
3. TCP/One-half Street Improvements, March?

**Attach W-2
Affordable Housing Update**

CITY OF GRAND JUNCTION

CITY COUNCIL AGENDA						
Subject		AFFORDABLE HOUSING ISSUES				
Meeting Date		5 January 2004				
Date Prepared		26 December 2003				
Author		David Thornton & David Varley				
Presenter Name		David Thornton & David Varley				
Report results back to Council		<input type="checkbox"/>	No	<input type="checkbox"/>	Yes	When
Citizen Presentation		<input type="checkbox"/>	Yes	<input checked="" type="checkbox"/>	No	Name
<input checked="" type="checkbox"/>	Workshop	<input type="checkbox"/>	Formal Agenda		<input type="checkbox"/>	Consent
						Individual Consideration

Summary: Affordable housing is one of the goal areas in City Council's Strategic Plan and has been discussed on several occasions during the year. The attached report summarizes much of the work that has taken place during the year regarding affordable housing.

Budget: Any impact on the City's budget will be determined by Council's direction or action on some of the issues contained in the report.

Action Requested/Recommendation: Council Member Bruce Hill will report on the affordable housing conference he attended a few months ago. After his report staff can present the attached report and requests that Council discuss this issue and provide direction for future work or action concerning affordable housing.

Attachments: Report/update on affordable housing issues and Action Steps that are identified in the City's Strategic Plan.

Background Information: Staff has been working on the affordable housing Action Steps that are in the City's Strategic Plan. Also, City Council met with the Housing Authority and discussed these issues. At that meeting an upcoming affordable housing conference was mentioned and Council Member Hill attended the conference. He is prepared to report on what happened at the conference. After his update staff is prepared to discuss the attached report which summarizes most of the affordable housing issues. Council direction is requested on several of the items such as possible incentives for affordable housing.



To: Mayor & City Council
From: Staff Housing Committee (Blanchard, Thornton, Lappi, Varley)
CC: Kelly Arnold, City Manager
Date: 26 December 2003
Re: Update on Affordable Housing Issues for Council Workshop

This memo is provided to help City Council discuss the issue of affordable housing in our area. Section I provides a brief background on this issue and the work of other groups. Section II summarizes the progress that has been made on the affordable housing Action Steps identified in the City's Strategic Plan. Section III identifies some options for incentives that could be used to help stimulate interest in affordable housing. It is hoped that City Council will provide additional direction for staff on these issues.

SECTION I - BACKGROUND

During this past year City of Grand Junction staff has been working with the Grand Junction Housing Authority and the Grand Valley Housing Coalition¹ on the City's affordable Housing Strategic Plan objectives. We have also been working to identify a list of possible incentives to encourage the development community both locally and regionally, to develop affordable housing in Grand Junction.

The Housing Coalition spelled out their recommendations to each of the four governmental agencies in Mesa County on what needs to be done to change each respective Code to help encourage affordable housing, bring uniformity, create a level playing field and encourage affordable housing throughout the valley. It was acknowledged by the Housing Coalition that changes to the Development Codes were not enough to create an environment that will foster the construction of affordable housing, but that other factors need to be considered such as affordable housing incentives.

OVERVIEW OF COMMITTEE RECOMMENDATIONS

¹ The Grand Valley Housing Coalition is made up of members from the Grand Junction Housing Authority, Mesa County, City of Grand Junction, City of Fruita, Town of Palisade, the State of Colorado, the banking industry, the realtor community and non-profit affordable housing entities.

- The Coalition recommends that all jurisdictions adopt similar incentives to foster affordable housing development and to help prevent a concentration of developments in one area or within one jurisdiction.
<http://www.spaceimaging.com/gallery/#>
- Recognizing that each jurisdiction has its own review and implementation process, the Coalition offers its recommendations essentially in conceptual form.
- The Coalition encourages local governments to enter into an intergovernmental agreement to ensure that each entity supports shared affordable housing goals and to provide a more formal framework for adoption of common policies, Codes, and incentives.

Attached is a summary of those efforts by the Housing Coalition. Below is a list of questions from staff, handed out previously at the August 28th Joint City Council/GJHA Board luncheon, at which Council directed staff to bring back at a later date for Council direction.

Staff is seeking direction from City Council on the following issues:

1. Strategic Plan Objectives:
 - a. Promoting Affordable Housing to potential developers and Outreach Activities? (page 3)
 - b. Identifying potential affordable housing locations and prioritizing sites? (page 3)
 - c. Code barriers; which ones? (page 5)
 - d. Procedural changes; which ones? (page 7)
2. Financial Incentives? – Which Ones? (page 9)
3. Role of the City of Grand Junction in Affordable Housing and the possible development of a policy statement?

SECTION II - UPDATE ON ACTION STEPS IN THE STRATEGIC PLAN RELATED TO AFFORDABLE HOUSING

🌀SOLUTION: SHELTER AND HOUSING THAT ARE ADEQUATE🌀

Goals

- *Promote public-private partnerships to take advantage of funds available, such as private activity bonds and Colorado Housing Finance Authority.*
- *Encourage affordable housing through infill and redevelopment policies and by re-examining zoning and development codes (density, setbacks, openness to manufactured housing and downtown mixed use).*

Objective 30: *In conjunction with the Grand Junction Housing Authority, identify all developers in Colorado who specialize in private activity bonds for affordable housing and determine level of interest. (2 yrs)*

ACTION STEP 30.A: *City Staff will work with GJHA and appropriate Colorado State agencies to develop a list of potential developers.*

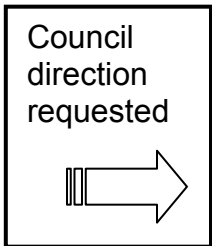
☛ **Progress:** City staff has worked with the Housing Authority to develop a list of potential developers. After the City has decided on a program or specific incentives then this list will be used to disseminate that information to the potential developers. The program and incentives will also be posted on the City's website in an effort to market the information and generate developer interest in Grand Junction.

Objective 31: *Identify potential locations available; use of private activity bond funds; infrastructure issues; and prioritize siting. (2 yrs)*

ACTION STEP 31.A: Work with GJHA to review and expand the information they have developed.

ACTION STEP 31.B: City Staff will work with GJHA to develop criteria such as location and availability of infrastructure. The Department Head Team will prioritize sites.

ACTION STEP 31.C: Present the prioritized recommendations to City Council for review.



☛ **Progress:** As part of the City's Strategic Plan implementation City staff formed a committee to identify potential affordable housing site criteria which then were presented at a Department Head Team meeting in early May 2003 for further input. The committee is made up of Grand Junction Housing Authority staff members Jody Kole and Greg Hancock, as well as Ron Lappi, David Varley, Bob Blanchard and Dave Thornton from City Staff. This was also presented to the City Council as part of the Strategic Plan update report for May 2003.

The proposed criteria to be used in a potential site selection process are summarized below.

Criteria used in selecting and prioritizing affordable Housing sites

- Availability of land
- Zoning/Growth Plan Future Land Use Map
- Proximity to transit services

- Proximity to shopping
- Proximity to employment centers
- Size of land parcel
- Whether or not land is already owned by City or a housing agency such as GJHA, Housing Resources, etc.
- Distribution of affordable housing throughout community
- Proximity to existing and proposed parks
- Proximity to health care facilities
- Proximity to day care facilities
- Infrastructure in Area
- City Services – Distance from Fire and Police
- Neighborhood capacity issues
- School capacity issues

Objective 33: Survey interest groups to identify areas of code that may be detrimental to affordable housing and act appropriately. (2 yrs)

ACTION STEP 33.A: This was also in the recent Grand Valley Housing Needs Assessment. Work with the Housing Authority and the Oversight Committee and ask them to identify areas of the code that may be detrimental to affordable housing.

• Progress: The Grand Valley Housing Coalition (Coalition) was formed to address the local need for workforce (affordable) housing units reflected in the September 2002 Grand Valley Housing Needs Assessment (Needs Assessment).

The Coalition's initial efforts, as encouraged by local governmental officials, have been primarily focused on developing affordable housing incentives identified in the Initial Recommendations of the Needs Assessment's Report Overview, the City of Grand Junction Strategic Plan's Solution of providing "Shelter and Housing that are Adequate", and the Mesa County 2003 Strategic Plan's objective to "Provide for a variety of housing types in the community (accessible, affordable, desirable). One area of focus included identifying affordable housing development barriers or impediments within existing Land Use Planning and Zoning Codes and Regulations.

Criteria important to the Coalition in its charge of reviewing regulations.

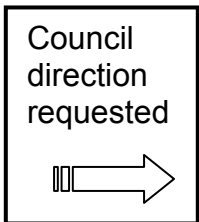
- Building quality should not be compromised

- Affordable housing is preferred to be dispersed throughout the Valley

As the Coalition reviewed the Land Use and Development Codes of each jurisdiction, it considered the negative impact to development in terms of unit density, cost, time, land availability, and process predictability.

Coalition Recommendations:

- The Coalition recommends that all Mesa County jurisdictions adopt similar incentives to foster affordable housing development and to help prevent a concentration of developments in one area or within one jurisdiction.
- Recognizing that each jurisdiction has its own review and implementation process, the Coalition offers its recommendations essentially in conceptual form; specific incentive recommendations are found in Section III of this report.
- The Coalition encourages local governments to enter into an intergovernmental agreement to ensure that each entity supports shared affordable housing goals and to provide a more formal framework for adoption of common policies, Codes, and incentives.



Grand Valley Housing Coalition – a subcommittee of the Housing Coalition has identified and recommends the following list of “Code Barriers” be considered by the City of Grand Junction.

Zoning/Land Use

- Zoning districts – minimum building size is too restrictive in private covenants.

Background: Many private developers include in their home owners covenants a restriction on minimum house size (i.e. 1250 sq ft). This restriction precludes an affordable housing builder from constructing a smaller affordable home within that subdivision. A major policy issue for the City of Grand Junction on this centers on the concept of private rights of enforcement. The City is not involved in enforcement of private covenants.
- Zoning districts – allow a specified, to be determined percentage of lots smaller than minimum.

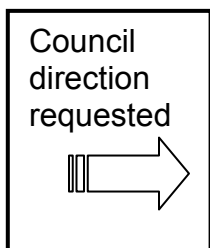
Background: Currently in the City’s zoning code for the RSF-4, RMF-5 and RMF-8 zone districts, it establishes a minimum lot size of 8,000, 6,500 and 4,500 square feet respectively. In an effort

to help distribute and encourage affordable housing throughout the community, a code provision which allows a developer to create a smaller than the minimum size lot for that zone district where a smaller home could be built, may help.

- Density bonuses – incentives need to be more attractive.
Background: The existing zoning code provides for a density bonus to developers who provide housing units for low and moderate income as per HUD definitions. This provision was adopted as part of the Zoning and Development code effective April of 2000. To date, this provision has never been used.
- Accessory dwellings – make maximum square footage uniform between Grand Valley entities. Background: Mesa County allows for a 800 square feet accessory dwelling or one-third of the size of the principal structure, whichever is greater. Fruita allows for 850 square feet. The City of Grand Junction’s zoning code has set the maximum size at 700 square feet.

Procedural/Administrative Processes/Issues

- Review procedures – TED’s exception process
Background: Review procedures – Traffic Engineering and Design Standards (TEDS) exception process – needs 1) shorter review time; 2) opportunity for petitioner to meet with the Committee. The recent TED’s exception by the GJHA for their proposed 90 unit affordable housing Linden Project prompted the committee to list this review procedure as a barrier to affordable housing. In looking at the TED’s Exception process for all requests in 2003, the average time it takes from the date an exception request is submitted to the date an action is taken is less than 19 days. Unfortunately the Linden Project will all of it inherent issues of existing stub streets adjacent to the site, the need for connectivity by the City of Grand Junction and the GJHA’s desire to minimize connectivity to the site, the “street connectivity” exception request took much longer than the average, 41 days. Based on the history of the exception process, three weeks is not an inappropriate time period for the process to take.



Compatibility definitions

- Definition of “Compatible” – within Future Land Use Map categories density ranges.

Background: There have been recent issues at public hearings for development applications that are proposing a density allowed in an RMF-8 zone district where the argument is being made that it is not compatible with adjacent RSF-4 or RMF-5 densities. All three zone districts are allowed and implement the Future Land Use category of Residential Medium 4 to 8 units per acre.

- Definition of “Compatible” - building mass provision
Background: At issue here is addressing the scale of building mass for multifamily development with adjacent single family residential development.

Transportation related issues

- Parking requirements - too excessive.
Background: The existing code requires 1.8 parking spaces per dwelling unit for multifamily development. This requirement is higher than many communities around the Country require in their respective regulations. In multifamily development, there is often more on-street parking created due to the limited number of driveways accessing the local residential street. This can help provide for any overflow parking needed for private parties and special events.
- Connectivity between existing neighborhood(s) and proposed.
Background: Connectivity requirements can create difficulties in designing a site to accommodate the minimum density required by the underlying zone district and/or the desired density for affordable housing project. A variance process with specific criteria may help alleviate this.
- Flexibility in street design and width, including ROW widths.
Background: City staff has identified this need and is currently working on a proposal that will go before Planning Commission and City Council for consideration and adoption. The proposal will allow for flexibility in street design based on performance standards. Using established performance standards and criteria, a developer will be able to propose and obtain administrative approval of a street design meeting the performance criteria. Currently a developer must get a variance to the adopted street standards and design by receiving City Council approval, a process most developers shy away from due to time, costs and uncertainty.

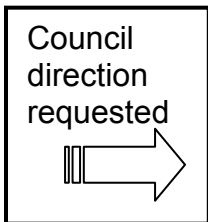
SECTION III – AFFORDABLE HOUSING INCENTIVES

Workforce Housing Incentive Recommendations
To Grand Valley Governments
Grand Valley Housing Coalition
July 16, 2003

Criteria important to the Housing Coalition in its charge of recommending possible incentives.

- The local subsidy should provide a long term benefit to housing unit affordability
- Housing unit marketability (design) and maintenance are regulated by Funding Sources
- Incentive requests should be negotiated with both governmental and nongovernmental entities

Recommended Incentives



1. Land: Contribution of suitable land
2. Sales and use tax: Waiver or rebate of sales and use tax on construction materials
3. Cash: Cash contribution
4. Fee waiver: Waiver or reduction of development fees
5. Expedited plan review process
6. Fee lock-in: Fees calculated at the initial planning review are the actual final fees paid (no fee increases during the development process)
7. Fee payment deferral: Fee payment deferred to the time of issuance of Certificate of Occupancy

Recommended Qualifying Criteria

1. All housing units affordable to households earning up to 100% of Area Median Income (subject to the income range gaps identified in the most recent Grand Valley Housing Needs Assessment) may be eligible to receive the incentives.
2. Housing units receiving incentives should be long-term affordable.
 - Rental units should be deed restricted as affordable for a minimum of 50 years.

- Home-ownership units should be deed restricted or a soft second mortgage in the amount of the incentive/subsidy should be placed on the property

**Attach W-3
Hospitality Training**

CITY OF GRAND JUNCTION

CITY COUNCIL AGENDA						
Subject		VCB 2004 Hospitality Training Program				
Meeting Date		January 5, 2004				
Date Prepared		December 29, 2003			File #	
Author		Debbie Kovalik		Executive Director		
Presenter Name		Debbie Kovalik		Executive Director		
Report results back to Council		<input type="checkbox"/>	No	<input type="checkbox"/>	Yes	When
Citizen Presentation		<input type="checkbox"/>	Yes	<input checked="" type="checkbox"/>	No	Name
<input checked="" type="checkbox"/>	Workshop	<input type="checkbox"/>	Formal Agenda		<input type="checkbox"/>	Consent
						Individual Consideration

Summary: This is an informational presentation to Council of a program of work that has been approved by the VCB Board of Directors.

Budget: \$7,500 is budgeted in 2004

Action Requested/Recommendation: None

Attachments: Presentation Outline

Background Information: The VCB annually provides hospitality training and information on tourism related businesses in the Grand Junction area to those who have consistent contact with tourists and business travelers. The annual program encourages front line employees to “know their own backyard”. This positive interaction with visitors helps to promote visitation to a wider variety of area attractions and encourage overnight stays.

Grand Junction Visitor & Convention Bureau Hospitality Training

Grand Junction Loves Company

Goal:

- Provide hospitality training and information on tourism-related businesses in the Grand Junction area to those who are most apt to have contact with tourists and business travelers. If visitors know there is more to do, and their overall impression is that we're a friendly place, they will stay longer and come back more often.

History of VCB Hospitality Training:

- ~1970 Club 20's *Friendly Native* campaign
- 1986 Chamber/CVB Customer Service Training campaign
- 1989 *CVB becomes department of City; begins operations in 1990.*
- 1990, National Tourism Week. VCB "Marketing to Tourists" Seminar
- 1991-3 Ambassadorasaurus & Colorado Loves Company
- 1994 *740 Horizon Drive Visitor Center opens*
- 1994-6 Know Your Own Backyard and bus tours of attractions
- 1995-6 Chamber/VCB - John Delves' Outstanding Customer Service Seminars
- 1997 Contracted special training program
- 1999-0 Know Your Own Backyard and Customer Service
- 2001 Contracted special training program
- 2002 Travel Expo with hospitality, sales, and marketing classes
- 2003 Travel Expo with bed making competition
- 2004 **Grand Junction Loves Company**

Who Do We Want to Train?

- Lodging Properties Staff – Training in 1-hour increments at lodging property.
- Retail/Restaurant/Gas Station Staff – Multiple 1-hour repeating sessions held at City Hall Auditorium, before and after store hours.
- Tourism-based Businesses Staff – Train them to refer their customers on to other businesses.

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How Do We Train?

- Respect the cost to employers of training and time away from work stations.
 - Keep sessions to 1 hour and schedule before and after shifts.
 - Offer several sessions over the 2004 Summer Tourism Season.
 - For large employers, take the presentation to them.
- PowerPoint
- Tourism Tool Kits - Visitor Guide, Map, Events Calendar, VCB phone numbers
- Certificates to acknowledge training
- Buttons or Pins– Grand Junction Loves Company

Grand Junction Loves Company – May 2004

- National Tourism Week is May 8-15, 2004
- Grand Junction Loves Company Kickoff (May 12)
 - Media event
 - Public Relations
 - City newsletter
 - Website
 - Utility Flyer
 - Chamber Insert
- Public Ambassador Training Sessions (May 12, 19, & 25) - Free
- Begin On-Site Trainings at Hotels for 2004 Summer Tourism Season
- Tourism Tool Kits Distributed to Participating Tourism Businesses

Budget

\$7,500 for 2004 Summer Tourism Season with approximately 20 training sessions.

**Attach W-4
Strategic Plan Update**



To: Mayor and City Council
From: David Varley
CC: Kelly Arnold, City Manager
Date: 29 December 2003
Re: December Strategic Plan Progress Report
(for discussion at Council Workshop on 5 January 2004)

City Council's Strategic Plan has 76 Action Steps. To help us track all these Action Steps and make sure they are completed we provide a written progress report every month. Attached to this memo is the report for the month of December which will be discussed at the City Council workshop on 5 January 2004.

The progress for each Action Step and any requested Council action is listed immediately under each Action Step.

GRAND JUNCTION CITY COUNCIL
STRATEGIC PLAN 2002 – 2012

MONTHLY PROGRESS REPORT
December 2003



Solution

A BALANCE OF CHARACTER,
ECONOMY AND ENVIRONMENT

Action Step 3.C: *Finalize/adopt design standards.* (~~December 2003~~, June 2004)

Progress: During discussion of the 2004/5 budget City Council reviewed a revised work program for the Community Development Department. This work program indicated that the proposed community appearance design standards and guidelines would be completed during 2004. Therefore, the completion date for this Action Step is changed to the 2nd quarter of 2004.

Action Step 5.C: *Complete neighborhood based community policing strategic plan.*
(December 2003)

Progress: Completion of the neighborhood based community policing strategic plan has been postponed until spring of 2004. This decision was made to allow the new operations captain to participate in the process. Captain Troy Smith served as the Director of the Colorado Regional Community Policing Institute and will provide valuable insight into the community policing strategic planning process. A police command staff strategic planning retreat is scheduled for the 3rd week of February 2004. The Neighborhood Beat System has been updated for 2004 and officers have been assigned their schedules and neighborhoods, effective the second week of January.

Action Step 5.D: *Community policing is our culture.* (December 2003)

Progress: The department continues to adopt community based policing as its organizational culture. The Chief of Police is preparing a written report for the City Manager on the creation of a community based policing culture.

GRAND JUNCTION CITY COUNCIL
STRATEGIC PLAN 2002 – 2012

MONTHLY PROGRESS REPORT
December 2003



Solution

EFFICIENT TRANSPORTATION

Action Step 11.A: *Conduct a feasibility study/analysis to prioritize future interchange locations. (~~June 2003~~, April 2004)*

Action Step 11.B: *Develop cost estimates and funding strategies for interchanges. (~~October 2003~~, July 2004)*

Action Step 11.C: *Review an urban speed limit on I-70 to more easily facilitate additional interchanges and reduce their cost. (~~December 2003~~, September 2004)*

Action Step 13.A: *Based on the Growth Plan, calculate build out for the entire 201 Area. (~~March 2003~~, June 2004)*

Action Step 13.B: *Update the Master Road Plan including corridors and right-of-way needs. (~~July 2003~~, September 2004)*

Action Step 13.C: *Prioritize projects on the new 30 year plan to add to the 15 year Capital Improvement Plan including coordination with areas "Redevelopment Designation". (~~September 2003~~, December 2004)*

Progress: All of the above Action Steps are related but Action Step 13.A must be completed before the others can be done. City staff has been working with MPO staff and their update to calculate build out (Action Step 13.A) so it will reflect traffic volumes for the entire Persigo 201 Area. This modeling effort was completed in November 2003. In addition, the GV Regional Transportation Planning Office is currently working on it's 2030 Transportation Plan. It is anticipated that the above Action Steps will be incorporated into the 2030 Plan which will ultimately be adopted by the cities and the county. These six Action Steps are dependent on each other and will be in this Plan. Therefore, it is recommended that all of the above Action Steps receive new completion dates which will coincide with the completion of the 2030 Plan. Each new recommended completion date is listed under the related Action Step above.