

# AGENDA

**City Council Spring Retreat  
Friday, May 15<sup>th</sup>, 2015  
9:00 AM to 5:00 PM  
HopeWest Hospice Care Center  
3090 North 12th Street, Unit B**

**9:00 am – 10:00 am – (Council, City Manager, City Attorney)**

- Council/Staff Communication

**10:00 am – Policy Discussion - Areas of Emphasis – Economic Development, Public Safety and Infrastructure. (Council, Department Heads and Select Staff)**

## **Economic Development**

- North Star Update - **Elizabeth**
- Next Steps
  - Broadband/Wireless – **Rich/John/Elizabeth/Jim**
  - Events Center – **Rich**
- ED Plan Review – **Rich/Elizabeth**
  - **Council to add/delete/give direction**

[Attachment](#)  
[Attachment](#)

## **Public Safety**

- Communication Center Update/Next Steps - **Chief Camper**
- Training Facility Update – **Chief Camper/Chief Watkins**
- Annex Building Location Update – **Deputy Chief Nordine**
- Fire/EMS Facilities Location Master Plan - **Chief Watkins**
- **Council to add/delete/give direction**

[Attachment](#)  
[Attachment](#)

## **Infrastructure**

- Capital Plan [Attachment](#)
  - 2016 Process for Establishing a short-term (3-5 Year) Plan – **Rich/Jay/Sonya**
  - Current 3 Year Capital Funds Project List (Sales Tax, Drainage, TCP) – **Rich/Jay**
    - 2040 Plan/Pavement Index – **Greg**
  - Current 3 Year Utilities Fund Project List - **Greg**
  - **Council to add/delete/give direction**
- Whitman Park – **Rich – Marty/Bennett/Duncan**
  - Council Discussion of Role in Vagrancy

- Park Design Update - **Rob**
- Drainage – **Duncan/John/Greg**
- Comprehensive Plan – **Council Discussion on Next Steps**
- Development Fees – **Council Policy Discussion**

[Attachment](#)

[Attachment](#)

[Attachment](#)

### **Round Table/Operational Discussion – (City Council and Department Heads)**

- 2016 Budget Process
  - Visit Reserves/Requirements
  - Auditor Report to Council End of June/Beginning of July
- Open Dialog on Operational Questions - (All Departments)
  - Fire and Police Staffing Levels
  - Body Cameras
  - Community Polling

[Attachment](#)

### **Council Comments**

### **Other**

**5:00 pm Adjourn**

## Events Center

Mayor and Council,

Attached are the documents that pertain to the events center discussion for Friday. For this topic, a power point presentation will present:

Time Frame To-Date  
Review of the 2003 Analysis  
Discussion on:  
Hockey Franchise  
Assessment Next Steps  
Location  
Public Comment  
Public Process  
Decision Date.

The letter from Rick Kozuback of International Coliseums Company ICC is a follow up to the April 13th work session with more detailed information on the hockey franchise, ICC's view on the feasibility and the location. The two support letters are from DDA and Horizon Drive BID that were sent to the Council previously supporting their desires regarding the location of the building while considering the idea.

Also attached is the executive summary of a comprehensive feasibility report that was commissioned by the Chamber, GJEP, City and County in 2003. We will discuss the summary and the relevance of this proposal. I think it is important that you look over the 2003 report since this may influence the next steps.

The staff will be seeking input and direction as we proceed with this project.

Thank you.

Rich



April 27, 2015

Mr. Rich Engelhart  
City Manager  
City of Grand Junction  
250 North 5th Street  
Grand Junction, CO 81501

*Re: Downtown Events Center Project*

Dear Rich,

On behalf of our ICC Consortium; Sink Combs Dethlefs Architects, the Plenary Group, VenuWorks, the Morgan Firm and ICC, we would like to express our appreciation to you, your staff and the committee, along with the Mayor and members of Council for working so diligently with us these past few months. We were particularly appreciative of the opportunity to present to members of the Council on April 13<sup>th</sup> and were very pleased with the questions and comments that were directed at us during the presentation.

As a follow up to the Work Session presentation, and at the request of Council, we are happy to assist you in the preparation of "next steps" which will be discussed during your City Council Retreat on May 15<sup>th</sup>.

**I. Hockey Franchise**

From our first meeting with you in July, at which time we presented the concept of a multipurpose event center project, we expressed the fact that a facility such as we presented required a major tenant in order to be financially viable within the community. We continue to believe that such is the case and more specifically we feel that a hockey franchise provides the best opportunity; not only does a franchise assist in paying for the events center, it will add significantly to the vitality of the City.

As a result, we believe the next step in the process is the acceptance of a hockey team/franchise and subsequently an ownership group. We have expressed our opinion that an ECHL ("AA level") hockey franchise would be the best for the Grand Junction market. The ECHL is a professional hockey league, affiliated with the "AAA" AHL and the highest level of professional hockey, the NHL. The ECHL has a collective bargaining agreement with its players which is consistent with both the AHL and NHL. As a result, we would see a significantly high level of play within the proposed events center.

The ECHL currently has teams in Boise ("Steelheads"), Salt Lake City ("Grizzlies"), Loveland ("Eagles") and Rapid City ("Rush"). A Grand Junction team would fit very nicely into that league. These relatively close 'rivals' will keep travel costs lower and allow for traveling fan participation especially during weekend game nights.

We have been contacted by an ownership group who currently has an inactive license for an ECHL team, expressing interest in locating their license into the Grand Junction market subject to the construction of an appropriate facility. They are prepared to make a commitment to the project/location if we are able to provide them with reasonable assurances that we (City and ICC) are moving forward and following proper protocols to gain public support for the development of the events center. If we are able to outline our plans and timelines to those owners, it would be very helpful in securing the commitment of the license.

Timing is somewhat critical as this ownership group must make a presentation to the league members at the annual meetings to be held in early June in Las Vegas. More specifically, they need to brief the ECHL Commissioners Office by the 20<sup>th</sup> of May to be able to hold their spot in the expansion process. If we are not able to give them assurances of our intentions then they will look to locate this license into another location. As a result, I would request confirmation following the retreat which I will then pass on to the group.

## **II. Market Feasibility**

Our company has been in the hockey and events center business since 1995 and has participated in the construction of eleven events centers, the retrofitting of some eighteen arenas to prepare them for professional hockey and has established over twenty hockey teams. As such, we believe we have significant experience in market selection and the subsequent success that the market could expect with a multipurpose events center complex like we have been discussing.

ICC and its sister company, the Central Hockey League ("CHL"), first visited Grand Junction in 2004 just months after the opening of the very successful Budweiser Event Center in Loveland Colorado. We felt at that time that the Grand Junction market would support the construction of a similar sized venue and a professional hockey team. We continue to believe that to be the case and are more impressed now than some ten years ago because of the growth within the market, the increased popularity of the university and the introduction of youth hockey and skating into the community via the Glacier Ice Rink facility. All positive trends in the diligence process for this project.

We do not believe that a feasibility study is required to validate the market but would recommend that the City investigate the costs of engaging the appropriate parties to complete a parking study/plan assuming a downtown events center location. It has been our experience that when the public is made aware of a downtown location, the reaction from many is that we will not have enough available parking spaces to accommodate the spectators that will frequent the facility. A study would help confirm or deny any concerns. Our experience tells us that parking will not be a problem, but confirmation would be a good idea.

## **III. Preferred Location**

Our initial discussions relative to a location for the events center were with the owners of the Mesa Mall. Originally it was with the Macerich Group ("Macerich") and then most recently with the Simon Group ("Simon") and WP Glimcher. The Mall location was explored because of previous relationships

that ICC had with both Macerich and Simon in other locations (Arizona and Missouri) and due to the success that certain malls experienced with an events center either on, or in close proximity to their property.

After our July meeting in Grand Junction our attention turned to positioning the events facility in the downtown to take advantage of the development work that had been undertaken in the downtown core and to further enhance downtown as a destination location.

We believe that attaching the events center to the existing Two Rivers Convention Center (“Two Rivers”) will be of significant value to the community and will allow for more operating efficiencies by combining the staffs’ of both venues within one structure. In addition, the connectivity of the two venues takes advantage of the recent upgrades made to Two Rivers. The connectivity of the two and the addition of approximately 8500 square feet of meeting and banquet space will make this complex very attractive to large conferences, trade shows and exhibitions due to the enhanced floor space and banquet facilities. The synergies of having interconnected facilities will allow the City to market the complex more than simply as either a convention facility or an events center. Also, importantly, the downtown location places the events center project in closer proximity to the Glacier Ice Rink and thus the two businesses can work more closely together to develop a strong grassroots level of support for the sport of hockey.

The placement of the events center in the downtown location as per the current site design does in fact create what we would refer to as an “entertainment district”. Two Rivers and the proposed events center would sit at one end of the downtown corridor while the recently renovated Avalon Theater would reside at the other end thus creating a ‘barbell effect’ with entertainment on either end of the district with shopping, dining and hospitality in between the performance venues with both venues being able to operate simultaneously and independently with common staff, booking and operations

Commercial development should follow the creation of this entertainment district and specifically the events center development as it has in many other locations throughout the country. By incorporating this concept in the downtown, we are creating a pedestrian friendly environment for patrons to the related events to gather, dine and socialize and in doing so inject significant sales and occupancy tax revenue into the City.

Locating the events center away from the current downtown would seriously jeopardize growth and development opportunities. If a center were located at either the Mesa Mall location or another non downtown location, it is our experience that the patrons would “come and go” without lingering as they may before or after an event in Downtown.

Event Centers situated in remote locations tend to have limited economic benefit because consumers tend to arrive just prior to an event, spend their entertainment money at the events center and then return home once the event has ended. The contrary is true with downtown located facilities. Consumers tend to arrive early to secure close proximate parking, choose to dine before the event and then find their way back to such an establishment after the event has concluded. The Entertainment District and its walk ability create a special sense of place which consumers grow to enjoy and appreciate.



#### **IV. Summary**

In closing it is our hope that on May 15<sup>th</sup> the Mayor and members of City Council will choose to move forward with exploring the next steps for the development of the proposed events center and specifically the commitment to secure the hockey tenant.

The ICC Consortium will be pleased to work closely with the City to prepare the materials and processes for a successful introduction of this project to the Grand Junction community.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Rick Kozuback', with a long horizontal flourish extending to the right.

Rick Kozuback  
President



Mayor Phyllis Norris  
Grand Junction City Councilmembers  
250 North 5<sup>th</sup> Street  
Grand Junction, CO 81501

April 23, 2015

RE: Event Center Concept At Two Rivers Convention Center

Dear Mayor Norris & City Councilmembers,

The Grand Junction Downtown Development Authority/Business Improvement District Board of Directors would like to express its support for the City's exploration and rigorous analysis of the concept of new Event Center at Two Rivers Convention Center in Downtown Grand Junction. The Event Center proposal is a bold and ambitious concept that has the potential to be a significant economic driver for the local economy and a catalyst for Downtown's continuing redevelopment.

Such an investment would require clear and demonstrable market demand for the programming offered there that would yield sufficient and sustainable revenues for the Center to succeed. Defining the market area and the depth of discretionary entertainment dollars available in that market area will provide the fundamental data necessary to evaluate the facility's operational viability and revenue model. That basic analysis is somewhat location neutral; either there is market demand and sufficient discretionary income within the Center's market radius to support a facility or there isn't.

However, the full cost and the full economic impact of such a facility is location sensitive, and the DDA/BID is confident that a Downtown location will prove not simply the best option, but the exceptional choice. These projects work best where they

- build upon existing civic infrastructure and a concentration of complementary economic assets
- catalyze additional spending and amplify the existing economic activity and new tax revenues in proximity to the facility, and
- can attract a broad range of new capital investment in the surrounding area.

Downtown would offer the full spectrum of complementary assets essential to an Event Center – hotels, restaurants, retail stores, civic and cultural facilities, not the least of which is the Two Rivers complex – as well as the infrastructure to service an Event Center. The southwest quadrant of Downtown is ripe for redevelopment and is served by the I-70B corridor that provides easy access to the proposed site and will support significant infill development on currently fallow land.

DOWNTOWN DEVELOPMENT AUTHORITY | BUSINESS IMPROVEMENT DISTRICT | ART ON THE CORNER

437 COLORADO AVENUE | GRAND JUNCTION, COLORADO 81501 | TEL 970 245-9697 | FAX 970 243-1865

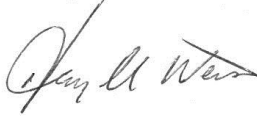
[downtowngj.org](http://downtowngj.org)



No doubt there will be some who may support the Event Center concept, but envision or prefer it in a green field location on the perimeter of town. Such a site would offer few, if any, existing assets to complement the Center, and would absolutely require substantial additional investment to bring the necessary infrastructure to it. One need not look far to find examples of arenas sited along interstate highways with no commercial district around them; imagine the difference in economic impact had the Pepsi Center not been sited in Downtown Denver.

It is a challenging task ahead to fully vet this concept. The DDA/BID Board commends the Council for presenting this idea to the public for consideration and feels it is worthy of careful and thorough evaluation to determine its viability and potential benefits. We look forward to being an active participant in and resource for the evaluation process ahead.

Sincerely,

A handwritten signature in black ink, appearing to read "Harry M. Weiss". The signature is fluid and cursive, with the first name "Harry" being the most prominent.

Harry M. Weiss  
Executive Director



## **HORIZON DRIVE** **District**

*Gateway to Grand Junction*

April 20, 2015

City Council  
250 North Fifth Street  
Grand Junction, Colorado 81501

Greetings, Mayor Norris and Council members:

The board of directors of the Horizon Drive Business Improvement District commends Council for their forward thinking in exploring the possibility of a large venue event center in Grand Junction. We agree such a facility could re-establish our city as a regional destination and act as an important economic driver for the entire valley.

As you explore possible sites for such an investment, we urge you to consider the Horizon Drive District. The District offers parcels of undeveloped land large enough for such a facility, easy access from I-70 and the regional airport, the vast majority of our city's hotels and motels, and great visibility from the interstate freeway.

Perhaps Council would consider adding a member of our board to the advisory committee investigating the feasibility of an event center. As always, it would be our pleasure to work with Council to find another way to enhance and improve this great city.

Best regards,

Charles E. Keller  
President

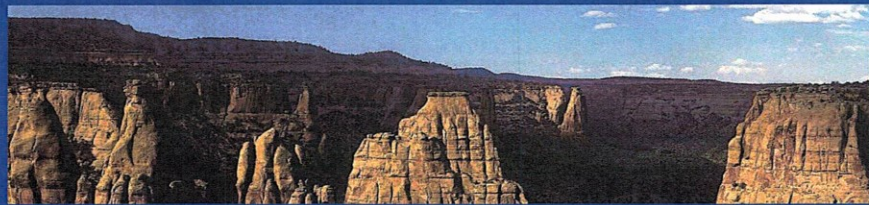
**VISIT THE DISTRICT**  
[WWW.HORIZONDRIVEDISTRICT.COM](http://WWW.HORIZONDRIVEDISTRICT.COM)

**970.985.1833**

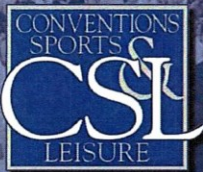
**2764 Compass Drive, Suite 205 Grand Junction, CO 81506**

**Draft Copy**  
For Discussion Purposes  
Only

## Feasibility Analysis of a Proposed Multipurpose Events Center in Grand Junction, Colorado



Presented to the:  
Grand Junction Area Chamber of Commerce  
and the Events Center Steering Committee  
August 19, 2003



Conventions, Sports & Leisure International



## **Executive Summary**

Conventions, Sports and Leisure International (CSL) was engaged by the Grand Junction Area Chamber of Commerce (Chamber) and the Events Center Steering Committee (Committee) to perform a feasibility study of a proposed multipurpose events center (Center) to be located in Grand Junction.

The scope of the analyses completed by CSL included the following key tasks:

- Assembled and analyzed key operating issues related to the development of a new Center;
- Assembled and analyzed information related to the local and regional market, including information on the local economy and other entertainment/event options;
- Assembled and analyzed the market demographics and facility characteristics of several competitive and comparable event facilities and host communities throughout the country;
- Analyzed the potential event mix and size of the proposed venue utilizing a number of research methods, including penetration ratios, interviews with event organizers, the results of the aforementioned analyses and various other techniques; and
- Developed recommendations regarding facility size and other building program related issues, as well as estimates of event levels and facility characteristics.
- Created a computer-based financial model in effort to estimate and evaluate the potential financial operating results of a new Center under three operating scenarios;
- Estimated total potential project costs, including building (both construction and non-construction costs), site development and parking garage expenses;
- Calculated potential annual economic and fiscal benefits generated by facility development, in addition to one-time facility construction economic impacts and non-quantifiable benefits; and
- Performed an analysis of ten proposed sites for the potential facility.

The following report focuses on the study methods and results of the aforementioned research and analyses and is presented to the Chamber and the Committee in order to assist in making informed decisions with regard to the future of the proposed events center project.

As this section is only a summary of the findings, the full report should be read in its entirety to ensure that all study methods, assumptions, and analyses are considered.

#### Study Background and Methods

- The events center concept has been contemplated in the Grand Junction community for some time, with various levels of public interest and discourse, ultimately resulting in preliminary research by the Regional Hub Committee and the formation of the Events Center Steering Committee to further pursue the proposed project. Based on the Committee’s Mission Statement, the proposed Center, as envisioned, would act as a “year-round multipurpose facility capable of hosting a wide variety of entertainment, sports, community and regional activities that will enhance the quality of life and viability of the Grand Valley as an economic magnet for Western Colorado.”
- This summary presents an overview of key study findings, including analysis of (1) local market conditions, (2) competitive and comparable facilities, (3) demographic and socioeconomic characteristics, (4) market demand/potential, (5) market supportable facility programming, (6) event levels (7) financial operations, (8) construction costs, (9) economic and tax impacts and (10) preferred facility sites associated with a potential new events center in Grand Junction.

#### Key Findings

- Grand Junction presently possesses several public assembly facilities, including the Two Rivers Convention Center, the facilities comprising the Mesa County Fairgrounds, Stocker Stadium, Suplizo Field, Avalon Theater and other facilities. However, each of these facilities has certain space and functionality limitations that prevent them from hosting certain types of spectator events (i.e., sports, concerts, family shows, etc.) and flat floor events (i.e., public/consumer shows, tradeshows, etc.).
- As the largest flat floor event venue in Grand Junction with 18,600 square feet of contiguous space, the Two Rivers Convention Center offers state-of-the-industry convention space and is capable of hosting a wide variety of small and medium-sized meetings, conferences, exhibitions and entertainment events. While a small number of larger conventions and tradeshows may be being lost due to space constraints, it is believed that (1) the relatively limited number of hotel rooms in the community and (2) air/drive accessibility are limiting factors in attracting larger out-of-town events to the area. The incidence of other large flat floor events, such as public/consumer shows (that primarily draw local attendees), tend to be correlated with population density within driving distance of the event facility. Grand Junction’s population is fairly modest relative to the markets

hosting other large facilities, providing potential challenges for attracting public/consumer show attendees under a scenario with a larger flat floor venue.

- While offering several fairly specialized entertainment facilities (i.e., performing arts theaters, football and baseball stadiums, college auditorium, etc.), the Grand Junction market lacks a traditional multipurpose arena venue to host larger entertainment events. Specifically, the Avalon Theater, with an approximate 1,000-person capacity, is the largest venue capable of hosting many types of traditional touring concerts and performing arts acts. While concerts, family shows and other spectator events are sometimes held at other local facilities (i.e., Two Rivers Convention Center, Brownson Arena, etc.), the facilities' characteristics, configuration and amenities tend to be substandard relative to state-of-the-industry venues.
- When comparing demographic and socioeconomic characteristics, Grand Junction generally ranks below the average market among a variety of indicators, including population, household income and entertainment expenditures. However, given the lack of entertainment facilities in Western Colorado, it is expected that Grand Junction will be able to draw event attendees from its secondary geographic market (i.e., 50 to 100-miles) to a more significant degree than other similarly-sized communities are generally able to.
- Further, while comparative market population and related demographic statistics can be useful indicators when considering the viability of specific markets for a potential new arena/event facility, it is also important to consider the total inventory and quality of existing public assembly facilities in the specific market as part of any comparison. Overall, analysis results indicate that Grand Junction's supply of state-of-the-industry convention space (i.e., flat floor space) relative to population is consistent with the average comparable market, while there is a significant undersupply of state-of-the-industry arena seating in Grand Junction as compared to other similar markets (with 10 of the 11 comparable markets reviewed providing "state-of-the-industry" arenas).
- Event levels and physical characteristics of comparable venues were used as benchmarks to gain an understanding of the types and number of events typically hosted by mid-sized event facilities. These facilities are outlined in the exhibit presented on the following page.

**Comparable Facility Summary**

Arena	Location	MSA Population	Year Opened	Total Seating Capacity	Arena Flat Floor Space (sq. ft.)
Van Andel Arena	Grand Rapids, MI	1,111,400	1996	12,500	20,000
Bi-Lo Center	Greenville, SC	982,300	1998	16,000	17,000
First Union Arena	Wilkes-Barre, PA	619,500	1999	10,500	17,000
Bank of America Centre	Boise, ID	455,000	1998	5,000	17,000
CenturyTel Center	Bossier City, LA	391,900	2000	14,440	30,000
Mark of the Quad Cities	Quad Cities, IA/IL	357,600	1992	12,000	31,000
Columbus Civic Center Arena	Columbus, GA	275,500	1994	10,000	22,000
Cedar Rapids Exhibition Center	Cedar Rapids, IA	194,300	1999	n/a	60,000
St. Cloud Civic Center	St. Cloud, MN	170,300	1989	3,300	42,000
La Crosse Center	La Crosse, WI	128,000	1980	8,000	21,000
Florence Civic Center	Florence, SC	126,700	1992	10,000	29,000
Alerus Center	Grand Forks, ND	96,600	2001	22,000	97,000
Bancorp South Center	* Tupelo, MS	76,600	1993	10,000	32,000
Oakley-Lindsay Civic Center	* Quincy, IL	68,200	1994	3,500	30,000
Midwest Wireless Civic Center	* Mankato, MN	56,300	1995	8,100	28,500
West Plains Civic Center	* West Plains, MO	37,800	1993	3,600	30,000
<b>Average</b>		<b>599,029</b>	<b>--</b>	<b>9,929</b>	<b>32,719</b>

\* Indicates county population

n/a: not available

Source: Sales and Marketing Management, 2002; Mapquest, Billboard AudArena Guide, 2003; industry publications

- In addition, a number of facilities that could compete with a potential Grand Junction events center were analyzed to evaluate the level of competition present in the market and to identify strengths/niches that may give the facility an advantage over its competition in attracting events. These facilities are outlined below.

**Competitive Facility Summary**

Arena	Location	MSA Population	Distance From Grand Junction	Year Opened	Seating Capacity	Arena Flat Floor Space (sq. ft.)
National Western Complex Events Center	Denver, CO	2,199,500	247	1994	7,532	39,900
West Valley "E" Center	West Valley City, UT	1,361,400	280	1997	12,500	20,900
World Arena	Colorado Springs, CO	537,300	315	1995	9,700	20,000
McKay Events Center (Utah Valley State College)	Orem, UT	387,100	250	1996	7,500	25,000
Budweiser Events Center	Loveland, CO	263,900	285	2003	7,500	n/a
Moby Arena (CO State University)	Fort Collins, CO	263,900	304	1966	8,477	18,000
Island Grove Event Center	Greeley, CO	192,600	302	2001	8,200	60,000
CO State Fair Events Center	Pueblo, CO	144,600	357	1995	7,884	34,700
Massari Arena (University of Southern CO)	Pueblo, CO	144,600	352	1971	5,000	33,900
MetraPark	Billings, MT	130,000	672	1975	11,746	30,000
Dixie Center	* St. George, UT	94,700	388	1998	6,000	46,600
Holt Arena	Pocatello, ID	76,500	445	1970	15,000	74,000
Casper Events Center	Casper, WY	66,700	390	1982	10,452	28,500
Centrum Arena (Southern Utah University)	* Cedar City, UT	36,300	337	1985	5,200	16,000
<b>Average</b>		<b>421,364</b>	<b>352</b>	<b>--</b>	<b>8,764</b>	<b>34,423</b>

\* Indicates county population

n/a: not available

Source: Sales and Marketing Management, 2002; Mapquest, Billboard AudArena Guide, 2003; industry publications

- Finally, interviews with minor league sports franchise representatives, as well as local, regional, and national event promoters and organizers were conducted to gauge interest in utilizing a potential new Grand Junction facility.



- Based on interview results, four minor league sports leagues expressed interest in relocating or expanding a franchise to Grand Junction if a new facility was developed. It appears that the Central Hockey League (CHL) represents the most likely candidate, with the National Indoor Football League (NIFL), the Continental Basketball League (CBA) and the United States Basketball League (USBL) representing other potential sports tenants.
- Further, all interviews conducted with promoters of touring spectator events (i.e., concerts, family shows, motor sports, etc.) were generally positive, with a number of promoters indicating that they would anticipate producing multiple events in a new Grand Junction facility. While this positive result was slightly unexpected, it is potentially explainable by the void of existing arena facilities within the region between Denver and Salt Lake City.
- Overall, limited events center usage is expected to originate from high school and collegiate athletics. However, special events, such as regional sports tournaments and commencements, could contribute to the utilization of the potential facility.
- Analysis results do not indicate a significant amount of unmet market demand for flat floor offerings in excess of that available at the Two Rivers Convention Center (i.e., for events such as public/consumer shows, tradeshows or conventions).
- Utilizing the results of the market demand analysis, an evaluation was conducted concerning the ability of local Grand Junction event facilities to accommodate existing market demand. The exhibit presented below illustrates the extent that local facilities are able to absorb/accommodate measured Grand Junction demand by event type. As shown, the greatest event categories exhibiting unmet demand are those representing traditional arena events, such as minor league sports, concerts, family shows and other such seated events. In general, unmet demand levels for traditional flat floor events are estimated to be limited.

**Present Ability of Local Grand Junction Facilities  
To Accommodate Indoor Public Assembly Event Demand**

	Limited <span style="float: right;">Strong</span>									
	1	2	3	4	5	6	7	8	9	10
Minor League Sports	■									
High School / Collegiate Events	■	■	■	■	■	■	■	■		
Other Amateur Sports	■	■	■	■	■	■				
Concerts	■	■	■							
Family Shows / Other Ticketed Events	■	■								
Recreational Activities	■	■	■	■	■	■				
Conventions / Tradeshows	■	■	■	■	■	■	■			
Public / Consumer Shows	■	■	■	■	■	■				
Non-Local Conferences / Meetings	■	■	■	■	■	■	■	■		
Local Meetings / Banquets / Receptions	■	■	■	■	■	■	■	■		





- Study results conclude that a traditional, state-of-the-industry spectator arena with a seating capacity of between 6,000 and 7,000 seats is market supportable in Grand Junction. To allow for a minor league hockey tenant and to maximize utilization and facility revenue, the facility should integrate ice capabilities and integrate a limited number of premium seating options (i.e., upscale seating such as private boxes and/or club seating). Certain important efficiencies may also exist to consider integrating a second ice sheet with the events center facility to fulfill a wide variety of community recreation and amateur athletic needs.
- Under a Base Case scenario and this type of building program, it is estimated that 117 events per year could be attracted to a new Grand Junction events center, attracting over 270,000 attendees. One minor league sports tenant is assumed under this scenario (CHL franchise), holding nearly 40 games per year. A more aggressive scenario that has also been developed assumes a second sports tenant (NIFL franchise), while a Low Case scenario assumes lower event levels and no primary sports tenants. Further detail is provided in the exhibit below.

**Summary of Estimated Event and Attendance Levels  
For a Potential New Grand Junction Events Center**

	Events			Attendance	Total Attendance		
	Low	Base	High	Average	Low	Base	High
Hockey Tenant	0	38	46	3,000	0	114,000	138,000
Football Tenant	0	0	10	3,500	0	0	35,000
High School & Collegiate	8	10	12	2,000	16,000	20,000	24,000
Other Sports (1)	8	10	12	3,200	25,600	32,000	38,400
Concerts	7	9	11	3,250	22,750	29,250	35,750
Family Shows (1)	13	15	17	2,500	32,500	37,500	42,500
Community/Religious Events	4	5	6	1,500	6,000	7,500	9,000
Conventions/Conferences	2	3	4	1,000	2,000	3,000	4,000
Tradeshows	2	3	4	750	1,500	2,250	3,000
Public Shows (2)	3	4	6	1,750	5,250	7,000	10,500
Other Events	25	20	22	1,000	25,000	20,000	22,000
<b>Totals</b>	<b>72</b>	<b>117</b>	<b>150</b>	<b>--</b>	<b>136,600</b>	<b>272,500</b>	<b>362,150</b>

Source: CSL International, 2003

(1) Event estimates are based on number of performances, as many such events comprise multiple shows per day.

(2) Event estimates are based on total shows and attendance is presented as total attendance over the course of the event.

- From a market perspective, a new Grand Junction events center is considered “market feasible”, with estimated event levels consistent with the average comparable arena facility reviewed. A new events center in Grand Junction would provide the regional area with entertainment and recreation options that do not presently exist.
- Under the Base Case scenario, a new events center/arena in Grand Junction is estimated to generate an annual operating profit of approximately \$90,000, before



debt service and capital reserve funding. Under the High Case scenario, the operating profit is estimated to increase to approximately \$260,000 per annum. Under the Low Case (without important tenant revenue streams), it is estimated that the facility will operate at an annual loss of approximately \$470,000 per annum. The estimated results are presented below.

**Summary of Estimated Operating Results for a  
New Events Center in Grand Junction (in 2003 Dollars)**

	Low	Base	High
<b>Operating Revenue:</b>			
Rental Revenue	\$381,250	\$612,750	\$797,250
Concessions (net)	164,630	301,155	393,130
Merchandise (net)	60,525	70,344	84,131
Suites	175,000	456,600	546,400
Club Seats	87,500	185,625	117,500
Advertising/Sponsorships	300,000	350,000	400,000
Naming Rights	275,000	300,000	300,000
<b>Total Operating Revenue</b>	<b>\$1,443,905</b>	<b>\$2,276,474</b>	<b>\$2,638,411</b>
<b>Operating Expenses:</b>			
Salaries & Wages	\$900,000	\$1,050,000	\$1,150,000
Repairs & Maintenance	150,000	162,500	175,000
Materials & Supplies	90,000	112,500	125,000
Utilities	350,000	400,000	425,000
Insurance	125,000	125,000	125,000
Advertising & Promotions	100,000	112,500	125,000
General & Administrative	200,000	225,000	250,000
<b>Total Operating Expenses</b>	<b>\$1,915,000</b>	<b>\$2,187,500</b>	<b>\$2,375,000</b>
<b>Operating Cash Flow/Loss Before Debt Service &amp; Capital Reserve Funding</b>	<b>(\$471,095)</b>	<b>\$88,974</b>	<b>\$263,411</b>

Source: CSL International, 2003

- Sink, Combs and Dethlefs Architects, with participation of CSL, developed a preliminary cost analysis for the proposed development. Based on the analysis conducted, total facility construction costs, comprised of hard and soft facility and site preparation costs (but excluding site acquisition costs), are estimated at approximately \$35 million. Under a construction scenario requiring the development of one or more parking garages in lieu of surface parking, total construction costs are estimated to total approximately \$50.4 million.
- The exhibit on the following page presents the estimated annual fiscal (tax) impacts generated by the operation of a new facility in Grand Junction.

**Estimated Fiscal Impact Summary**

	Low	Base	High
<i>State Taxes</i>			
Sales	\$128,195	\$246,665	\$333,850
Personal Income	\$182,794	\$364,420	\$489,056
Corporate	\$18,116	\$36,588	\$48,865
<b>Annual State Tax Revenue</b>	<b>\$329,105</b>	<b>\$647,674</b>	<b>\$871,770</b>
<b>30-year NPV (1)</b>	<b>\$8,212,843</b>	<b>\$16,162,761</b>	<b>\$21,755,116</b>
<i>County Taxes</i>			
Sales	\$90,411	\$174,101	\$235,585
<b>Annual County Tax Revenue</b>	<b>\$90,411</b>	<b>\$174,101</b>	<b>\$235,585</b>
<b>30-year NPV (1)</b>	<b>\$2,256,215</b>	<b>\$4,344,707</b>	<b>\$5,879,049</b>
<i>City Taxes</i>			
Sales	\$111,724	\$214,294	\$290,296
Hotel	\$11,826	\$18,908	\$24,145
<b>Annual City Tax Revenue</b>	<b>\$123,549</b>	<b>\$233,203</b>	<b>\$314,441</b>
<b>30-year NPV (1)</b>	<b>\$3,083,188</b>	<b>\$5,819,593</b>	<b>\$7,846,903</b>
<b>Total Tax Revenue</b>	<b>\$543,065</b>	<b>\$1,054,977</b>	<b>\$1,421,796</b>
<b>30-year NPV (1)</b>	<b>\$13,552,246</b>	<b>\$26,327,061</b>	<b>\$35,481,068</b>

(1) Assumes a 4.0 percent annual revenue growth and a discount rate of 5.0 percent

- As presented, total tax revenues generated by a new event facility in Grand Junction are estimated at between \$543,000 and \$1.4 million annually, for the Low and High Case scenarios, respectively. The 30-year net present value (NPV) of these tax revenue streams (assuming a 4.0 percent annual revenue growth and a discount rate of 5.0 percent) is estimated at between \$13.5 and \$35.5 million. Under the Base Case scenario, such development is estimated to generate nearly \$650,000 per annum in State tax revenue, \$174,000 in County tax revenue and \$233,000 in City tax revenues.
- CSL worked in conjunction with the Events Center Steering Committee to identify a set of ten potential sites to review under this analysis. To develop the list, sites were identified that could potentially meet certain minimum technical standards and specifications, with the most prominent being parcel size.
- Based on the site analysis conducted, the Downtown Site and the Mall Area Site received the highest rankings, with scores of 538 and 526, respectively. Relative to other sites, the top two sites received high scores in a number of critical categories. Specifically, the two sites offer many strengths due to their location in areas with established pedestrian/vehicle infrastructure and adjacent/proximate retail, entertainment and restaurant options. These factors, among others, create key synergistic relationships among the arena and the surrounding areas,

enhancing the arena and proximate area's potential for economic impact, visibility, image and ancillary development.

- The Los Colonias Site and the Fairgrounds Site represent the next highest rated sites, with weighted scores of 423 and 419, respectively. An attractive attribute of the Los Colonias Site is the "image potential" of possible future development at and around the site given its location on the Colorado River. However, to strengthen the attractiveness of the site as host to a new events center/arena, a substantial amount of entertainment/retail/mixed-use development (i.e., entertainment district) would need to occur concurrent to events center/arena development. The Fairgrounds Site benefits from modest synergy that would be generated by existing public assembly facilities as well as transportation access and utilities infrastructure.
- In conclusion, study results indicate that market demand exists to support the proposed Grand Junction multipurpose events center. With at least one primary sports tenant, the facility is estimated to be capable of generating an annual operating profit as well as substantial new economic and tax impacts for the Grand Junction community.

## ED Plan Review

*Last year with the adoption of the Council's Economic Development Plan, Council requested an annual review an update of the Plan. This Friday, we will be presenting the draft Section 2 and Section 3 updates. Section 2 covers demographics and section 3 covers land use. On Friday, we will also be seeking your guidance and direction on Section 1: Strategy and Action Plan.*

*Attached is the draft for Section 2 and a highlights of accomplishments for section 1.*

*We look forward to your guidance and review.*

Elizabeth Tice  
Management and Legislative Liaison  
City of Grand Junction  
250 North 5th Street  
Grand Junction, Colorado 81501  
Phone: (970) 244-1598  
Fax: (970) 256-4078

### 1.3 Assessing and Reporting on Our Local Economy

**Goal: Track important economic indicators that identify strengths and opportunities while also informing City Council of weaknesses and potential threats.**

- **Action Step – Monitor and Report on the Energy Industry.**
  - Weekly Henry Hub natural gas prices.
  - Quarterly and annual drilling permits per county for Garfield, Rio Blanco and Mesa Counties.
  - Quarterly and annual statewide drilling permits.



**ACCOMPLISHMENT: Quarterly Economic Indicator Reports.**

- **Action Step – Monitor and Report on Real Estate and Construction.**
  - Valuation of building permits in Grand Junction by type – Electrical/Mechanical/Plumbing, non-profit, commercial, industrial and residential.
  - Total valuation of building permits in the City of Grand Junction and Mesa County.
  - Mesa County foreclosure sales and filings.
  - Real estate transactions and median home prices.



**ACCOMPLISHMENT: Quarterly Economic Indicator Reports.**

- **Action Step – Monitor and Report on the Labor Market.**
  - Track and report the Grand Junction Metropolitan Statistical Area (MSA) non-seasonally adjusted unemployment rate.
  - Track and report the total number of jobs per month in Grand Junction MSA.
  - Track and report changes in employment and annual and quarterly wages per industry for Mesa County.
  - Track and report average wages for the Grand Junction MSA.



**ACCOMPLISHMENT: Quarterly Economic Indicator Reports.**

- **Action Step – Compare Grand Junction’s economic indicators with competing and comparable cities.**

**Goal: Continue to share Economic Data with our Economic Development Partners.**

- **Action Step – Send City-generated Economic and Financial reports to the ED Partners on a monthly basis, including:**
  - Sales, Use and Lodging Tax collections by month,
  - Building permit totals and valuation by month, and
  - City Development Applications, Planning Clearances and Planning Meetings by month.



**ACCOMPLISHMENT: Monthly Economic Development Reports.**

- **Action Step – Report on Council’s contributions and investments to economic development.**
  - Include in the Quarterly Financial Report information on funding for economic development projects.
  - Share with our ED Partners the report on the City’s contributions to economic development.



**ACCOMPLISHMENT: Quarterly Financial Reports.**

**Goal: Monitor, Track and Report Legislative Actions during the Colorado General Assembly and Federal Legislation as Appropriate.**

- **Action Step – Legislative Reporting.**
  - Continue to prepare and update the Legislative Report for City Council that monitors legislative activity during the General Assembly and identifies bills that may impact the City of Grand Junction and economic development.
  - Provide bi-weekly updates at City Council Work Sessions held prior to the Chamber of Commerce video conferences with the legislators.
  - Attend the Grand Junction Area Chamber of Commerce video conferences to support the City Council when discussing current or upcoming bills.
  - Communicate and cooperate with the Colorado Municipal League (CML), National League of Cities (NLC), the Grand Junction Area Chamber, Club 20 and Associated Governments of Northwest Colorado (AGNC).
  - Participate in the Chamber Legislative Council and CML Policy Committee.



**ACCOMPLISHMENT: Bi-Weekly Legislative Updates.**



**ACCOMPLISHMENT: Coordination, communication and participation in CML Policy Committee, GJ Area Chamber of Commerce, AGNC, Club 20 and NLC.**



**ACCOMPLISHMENT: Joined Colorado Communications and Utility Alliance.**

## 1.4 Providing Infrastructure that Enables and Supports Private Investment

**Goal: Continue to make investments in capital projects that support commerce and industry and provide for long-term economic competitiveness.**

- **Action Step – Develop a multi-year Capital Improvement Plan that fosters long term economic competitiveness.**
- **Action Step – Focus resources on identifying gaps in infrastructure.**
  - ☑ **ACCOMPLISHMENT: \$5 million for 22 Road Interchange Improvements.**
- **Action Step – Continue to provide high quality utility infrastructure that keeps utility rates low.**
  - ☑ **ACCOMPLISHMENT: \$6 million in utility infrastructure investments in 2015.**
  - ☑ **ACCOMPLISHMENT: \$3 million investment in Persigo Project.**
  - ☑ **ACCOMPLISHMENT: Lowest water and sewer tap fee in Mesa County; of 18 Colorado municipalities surveyed, 2<sup>nd</sup> lowest for residential and 4<sup>th</sup> lowest for total industrial fee.**

**Goal: Support and facilitate access and expansion of important technological infrastructure in the city.**

- **Action Step – Identify core commercial and industrial areas in the city and work with providers to identify broadband capabilities and needs in these areas.**
  - ☑ **ACCOMPLISHMENT: Industrial Lands Analysis.**
- **Action Step – Implement broadband-friendly policies such as “dig once” and coordinate existing and future projects to enhance infrastructure investment efficiencies.**
  - ☑ **ACCOMPLISHMENT: Construction projects are coordinated through Utility Coordination Committee and conduit is installed for City projects.**
- **Action Step – Continue to map cell phone coverage and work with service providers to address deficiencies.**
  - ☑ **ACCOMPLISHMENT: Wireless Master Plan approved by Grand Junction Regional Communication Center Board.**
- **Action Step – Review existing regulations to make sure that they are cell tower friendly and incentivize stealth technology.**
  - ☑ **ACCOMPLISHMENT: Wireless Master Plan approved by Grand Junction Regional Communication Center Board.**



- **Action Step – Discuss potential tax policies and incentives that relate to broadband and cellular infrastructure.**

**Goal: Discuss with ED Partners the need to develop a business park.**

- **Action Step – Assess properties owned by IDI to see what improvements may make them more marketable.**



**ACCOMPLISHMENT: Industrial Lands Analysis.**

- **Action Step – Research current demand for business parks in Grand Junction and seek grant opportunities to develop business parks.**



**ACCOMPLISHMENT: Contract with Barnes & Thornburg for Foreign-Trade Zone consultation.**

- **Action Step – Assess existing business parks to determine if there are opportunities for the City to provide improvements**

**Goal: Monitor how much industrial property is ready for development.**

- **Action Step – No less than semi-annually, complete an industrial lands inventory to assess the amount and quality of existing and potential “ready to develop” sites.**



**ACCOMPLISHMENT: Bi-annual Industrial Property Inventory.**

**Goal: Continue to support the airport and its vital role in economic development.**

- **Action Step – Work with the Airport Board to address the need for affordable airfare.**
- **Action Step – Continue to support grants, financing and loans available through State and Federal agencies.**

## 1.5 Supporting Existing Business and Keeping Costs Transparent, Predictable and as Low as Possible

**Goal: Be proactive and business friendly. Streamline processes and reduce time and costs to the business community while respecting and working within the protections that have been put into place through the Comprehensive Plan.**

- Action Step – Continue to assign one or more Council representatives to monitor, suggest and report on planning policy with staff.
  - ☑ ACCOMPLISHMENT: Councilmembers Boeschstein and McArthur assigned to Planning Policy.
- Action Step – Review development standards and policies to ensure that they are complementary and support the common mission.
  - ☑ ACCOMPLISHMENT: Establishment of Code Revision Committee.
  - ☑ ACCOMPLISHMENT: Form Based Zoning, Outdoor Storage, and Lighting Code Amendments.
- Action Step – Partner with the Chamber and other business organizations to establish a Business Roundtable in order to gain information from the business community on road blocks and issues and ideas to promote commerce and industry.

**Goal: Continue to develop tools that will promote economic gardening.**

- Action Step – Continue to partner with the Business Incubator and the Manufacturing Council to find how to better define the partnership and support and promote the retention, success and expansion of existing businesses and start-ups.
  - ☑ ACCOMPLISHMENT: \$40,000 Seed Funding in GJ Maker’s Space.
  - ☑ ACCOMPLISHMENT: \$12,500 Seed Funding for Laser Cutter.
  - ☑ ACCOMPLISHMENT: Sponsorship of CAMA Manufacturing Summit.
- Action Step – Introduce the City’s Economic Development Division to the business community, understand difficulties businesses face and identify opportunities to assist in the attraction, retention and expansion of local businesses.
  - ☑ ACCOMPLISHMENT: Participation in Chamber Energy and Economic Development Committee, Presentations to Commercial Realtors, Associated Members of Growth and Development .
- Action Step – Continue to provide assistance to the City’s economic partners and new and expanding businesses.

 **ACCOMPLISHMENT:** Council investments of \$105,485 in Grand Junction Economic Partnership, Chamber of Commerce, Young Entrepreneur Academy and the Business Incubator.

 **ACCOMPLISHMENT:** Council investment of \$59,000 for job creation incentive.

- **Action Step – Continue to review local, state and federal data looking for economic development trends.**

**Goal: Support existing businesses and new prospects by providing useful information and data.**

- **Action Step – Monitor monthly construction permits to track the existing commercial and industrial building inventory in the Grand Junction.**

 **ACCOMPLISHMENT:** Weekly and Monthly Building Permit Report.

- **Action Step – Monitor annual industrial and commercial rezoning and annexation approvals and track the vacant commercial and industrial parcels in Grand Junction.**

- **Action Step – Continue to conduct a bi-annual windshield survey of vacant industrial and commercial buildings.**

 **ACCOMPLISHMENT:** Bi-annual windshield survey completed.

- **Action Step – Continue to partner with Commercial Realtors to include available properties on the Geographic Information System (GIS).**

 **ACCOMPLISHMENT:** Hosted a Lunch and Learn meeting in July for Commercial Realtors and Continued partnerships on Industrial Lands Project.

- **Action Step – Offer training and resources to businesses in key areas such as sales and use tax compliance, GIS capabilities, and industrial wastewater pretreatment.**

 **ACCOMPLISHMENT:** GIS training session held November with over 100 people in attendance.

- **Action Step – The Economic Development team will continue to focus on anticipating potential road blocks and problems in the development process and quickly respond with available options and potential solutions.**

 **ACCOMPLISHMENT:** Identified types of changes of use that do not need a full review process.

 **ACCOMPLISHMENT:** Participation in Utility Coordination Committee.

**Goal: Continue to explore opportunities and review requests to assist the business community through tax policies, financing options and financial incentives.**

- **Action Step – Continue to discuss and evaluate business personal property tax exemption or refund program.**

 **ACCOMPLISHMENT:** Business Personal Property Tax exemption discussed at July Workshop. Exemptions and refund reviewed on case-by-case basis.

- **Action Step – Evaluate tax policies and tax incentives, such as tax increment financing (TIF) that promote economic development.**



**ACCOMPLISHMENT:** Tax policies and incentives reviewed at July workshop. Tax exemption comparison discussed at May workshop. Exemptions reviewed on case-by-case basis.

- **Action Step – Review and approve requests for financial assistance including Private Activity Bonds and financial incentives.**



**ACCOMPLISHMENT:** City Council Commitment of \$100,000 Commercial Catalyst Pilot Program for North Avenue.

**Goal: Actively seek outside grant funding for projects that would advance economic development opportunities.**

- **Action Step – Review grants, loans and financing opportunities available through the Colorado Office of Economic Development and International Trade.**



**ACCOMPLISHMENT:** Reviewed and discussed at July 2014 Workshop.

- **Action Step – Provide information on these grants, loans and financing opportunities on our website.**



**ACCOMPLISHMENT:** Information on state incentives available on our website. Enterprise Zone location now documented and communicated during planning processes.

- **Action Step – Monitor monthly federal grants that become available.**
- **Action Step – Research and apply for local, state and federal grants to fund infrastructure and public amenities.**



**ACCOMPLISHMENT: Significant Grand Awards**

Fire Station 4 Relocation: \$1.5 million, Department of Local Affairs

Fire Station 4 Design: \$180,000, Department of Local Affairs

Las Colonias Phase 1 Development: \$300,000, Great Outdoors Colorado

Las Colonias Amphitheater Design: \$180,000, Department of Local Affairs

Public Safety Training Facility: \$550,000, Federal Mineral Lease District

Economic Development Marketing Plan: \$25,000, Department of Local Affairs

Persigo Pipeline: \$500,000, Department of Local Affairs

Horizon Drive Interchange: \$4.2 million, Colorado Department of Transportation RAMP

B ½ Road Overpass: \$1.2 million, Colorado Department of Transportation TAP

North Avenue Upgrade: \$1.1 million

Avalon Theater: \$1 million, Department of Local Affairs

## 1.6 Investing in and Developing Public Amenities

**Goal: Continue to make strategic investments in public amenities that support Grand Junction becoming “the most livable community west of the Rockies by 2025.”**

- **Action Step – Identify and invest in key facilities, recreation, amenities, arts and culture and infrastructure that promote our community and attract visitors.**
  - ☑ **ACCOMPLISHMENT:** \$1.4 million Invested in Mesa Land’s Trust since 2004 including a \$575,000 investment to acquire Three Sisters.
  - ☑ **ACCOMPLISHMENT:** \$9.65 Million in Avalon.
  - ☑ **ACCOMPLISHMENT:** \$2.4 Million Sales Tax TIF Investment in Downtown (5 years).
  - ☑ **ACCOMPLISHMENT:** \$1 million Annual investment in Colorado Mesa University.
  - ☑ **ACCOMPLISHMENT:** \$400,000 Annual Contribution to Grand Valley Transit.
- **Action Step – Develop a system of regional, neighborhood and community parks protecting open space corridors for recreation and multi-modal transportation.**
  - ☑ **ACCOMPLISHMENT:** \$837,000 in Parks Improvement Projects in 2014.
  - ☑ **ACCOMPLISHMENT:** Safe Routes to Schools Investments.
- **Action Step – Create attractive public spaces and enhance the visual appeal of the community through quality development.**
- **Action Step – Enhance and accentuate the city’s “gateways” including interstate interchanges and other major arterial streets leading into the city.**
  - ☑ **ACCOMPLISHMENT:** \$100,000 for North Avenue Commercial Catalyst Project.
  - ☑ **ACCOMPLISHMENT:** North Avenue Median Upgrade, \$57,000.
  - ☑ **ACCOMPLISHMENT:** North Avenue Revitalization Project, \$1.5 Million (2015).
  - ☑ **ACCOMPLISHMENT:** adoption of Orchard Mesa Plan.

**Goal: Create and maintain a safe community through professional, responsive and cost effective public safety services.**

- **Action Step – Continue to improve response times of emergency responders through technology and the planning and construction of fire stations in areas without adequate coverage.**
  - ACCOMPLISHMENT: 2014 Response Time Declined by 4.7%; overall incidents increased by 500.**
  - ACCOMPLISHMENT: Property purchased and funding secured for Fire Station 4 Relocation construction.**
  - ACCOMPLISHMENT: Grand Junction Regional Communication Center’s investment in Wireless Master Plan.**
  
- **Action Step – Create opportunities to eliminate redundancy and improve fire and emergency medical services through consolidation and partnerships with other emergency response organizations.**
  - ACCOMPLISHMENT: Fire Authority Steering Committee and Automatic Aid Agreements.**
  
- **Action Step – Enhance professionalism and training through investments in the regional Emergency Services Training Center.**
  - ACCOMPLISHMENT: Investments in Emergency Services Training Center.**
  
- **Action Step – Create opportunities to lower community property insurance costs by improving the Insurance Service Office Fire Protection Class.**
  
- **Action Step – Planning and code officials partner with the business community to eliminate road blocks while finding solutions that support economic development and maintain public safety.**
  - ACCOMPLISHMENT: Fire Department identified types of changes of use that do not need a full review process.**

**Goal: Continue to address crime and community safety concerns in a rapid and effective manner.**

- **Action Step – Stay aware and, as possible, ahead of developing crime concerns by staying engaged with the residential and business community in order to be attentive to their perceptions of safety.**
  - ACCOMPLISHMENT: Extending seasonal Park Patrol to 9 months.**
  - ACCOMPLISHMENT: Electronic Business Notification System.**

- **Action Step – Consider the expansion and enhancement of specialized units within the Police Department that have a demonstrated track record of crime prevention and suppression. Such units may include:**
  - **Drug Task Force (DTF)**
  - **Street Crimes Unit (SCU)**
  - **Investigations (Persons and Property)**
  - **Code Enforcement**
  - **Traffic Team**
  - **Community Advocacy Program (CAP)**
  - **Homeless Outreach Team (HOT)**



**ACCOMPLISHMENT:** filling vacancies in Drug Task Force, Street Crimes Unit and Community Advocacy Program.

## 1.7 Marketing the Strengths of Our Community

**Goal: Invest in marketing tourism as one component of economic development through the Visitor and Convention Bureau (VCB), whose mission is to “proactively market the Grand Junction Area, resulting in the positive economic impact of visitor dollars.”**

- **Action Step – Increase the economic impact of visitors’ spending and report on return on investment.**
  - Research, examine and identify new revenue options or funding mechanisms to achieve the goal of increased visitor spending.
  - Successfully implement annual marketing plans.
  
- **Action Step – Further develop mutually beneficial tourism partnerships.**
  - Promote and partner with special events.
  - Conduct the VCB listening tour and establish focus groups that include experts from the retail and tourism industries.
  - Look for ways to further engage the wine industry as members of and/or contributors to the marketing efforts that are so heavily weighted toward that industry.



**ACCOMPLISHMENT:** Council’s investment of over \$3.3 million in general sales tax transfer to Visitors and Convention Bureau (5 year).




**ACCOMPLISHMENT:** \$3.6 million in VCB Advertising, Marketing and Special Events (5 year).



**ACCOMPLISHMENT:** US Airways Magazine promotional advertising.

**Goal: Identify and Coordinate Efforts of Economic Development Partners.**

- **Action Step – Identify and understand the existing efforts of the Economic Development Partners.**
  -  **ACCOMPLISHMENT:** Identified existing efforts and formed ED Marketing Team.
  
- **Action Step –As part of the annual budget process, evaluate the success of our current marketing efforts and identify potential opportunities for new or coordinated marketing efforts.**
  -  **ACCOMPLISHMENT:** Contract and Investment with North Star Destination Strategies.



# 2 Demographic Profile

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*Population*

*Workforce*

*Educational Attainment*

*Housing*

*Employment and Wages*

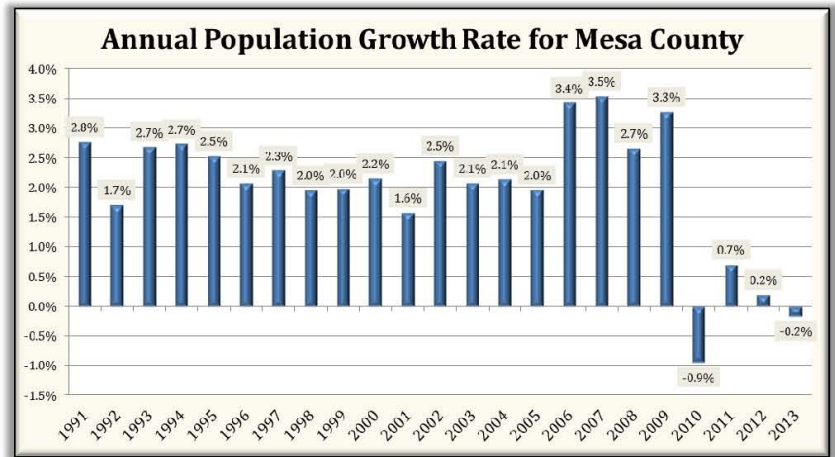
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# 2

## Demographic Profile

### 2.1 Population

The 2013 population of Grand Junction and Mesa County were estimated by the US Census Bureau to be 59,778 and 147,554 respectively. The graph below shows the annual growth rate (percentage increase) in Mesa County's population. Population growth was strong in the 1990s and 2000s. The growth rate peaked in the years 2006-2009 and has since slowed.



The State Demographer's Office projects that the population of Mesa County will increase to 182,008 by 2025 and 226,773 by 2040. The following chart shows the population estimates by age group. The largest increase in population will occur in the population 65 years of age and older.

#### Population Growth Estimates by Age Group

	2015		2020		2025		10-Year Change	
	Population	%	Population	%	Population	%	2015-2025	
0 to 19	38,394	25%	40,979	25%	43,348	24%	4,954	13%
20 to 34	29,985	20%	31,064	19%	33,098	18%	3,113	10%
35 to 49	25,915	17%	30,380	18%	35,014	19%	9,099	35%
50 to 64	30,624	20%	30,530	18%	30,663	17%	39	0%
65 to 79	18,955	13%	24,456	15%	29,560	16%	10,605	56%
80+	7,112	5%	8,286	5%	10,325	6%	3,213	45%
<b>Total</b>	<b>150,985</b>		<b>165,695</b>		<b>182,008</b>		<b>31,023</b>	<b>21%</b>

Source: State Demographer

	2030		2035		2040		25-Year Change	
	Population	%	Population	%	Population	%	2015-2040	
0 to 19	45,072	23%	47,753	22%	50,812	22%	12,418	32%
20 to 34	36,262	18%	38,789	18%	40,381	18%	10,396	35%
35 to 49	37,877	19%	39,255	18%	41,328	18%	15,413	59%
50 to 64	32,783	17%	37,435	18%	41,914	18%	11,290	37%
65 to 79	32,082	16%	32,261	15%	32,494	14%	13,539	71%
80+	13,497	7%	16,975	8%	19,844	9%	12,732	179%
<b>Total</b>	<b>197,573</b>		<b>212,468</b>		<b>226,773</b>		<b>75,788</b>	<b>50%</b>

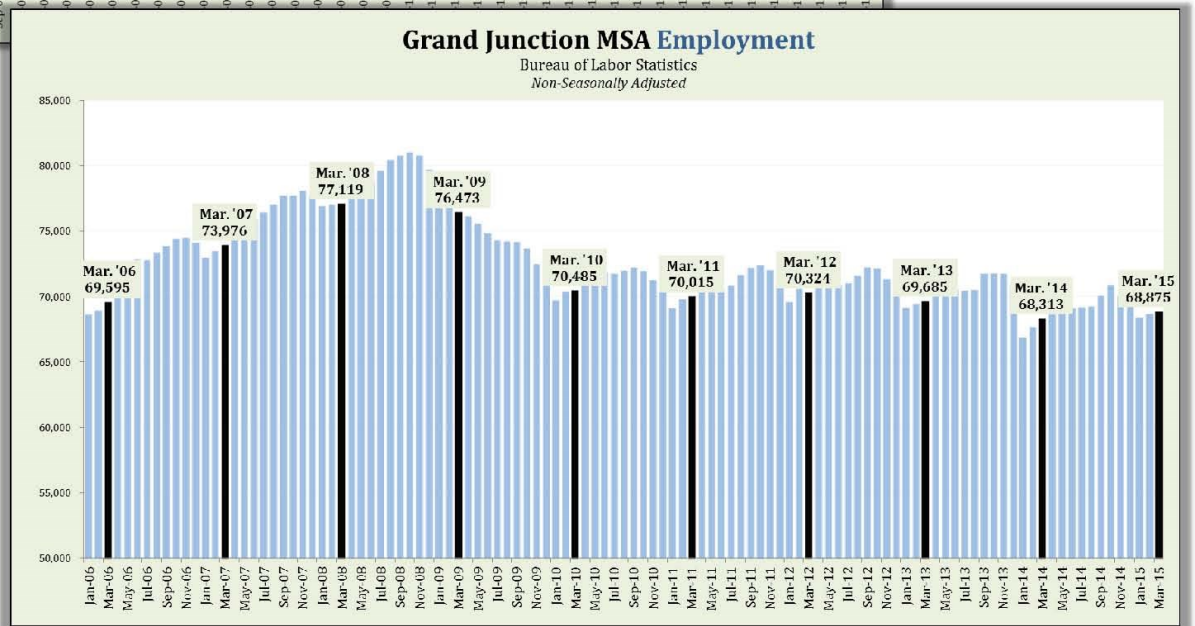
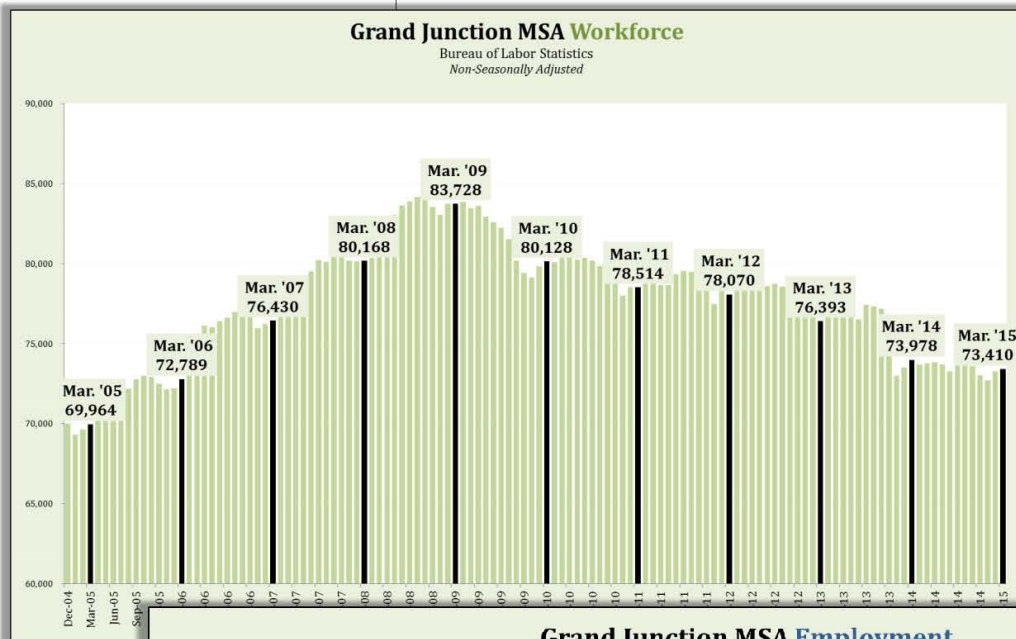
Source: State Demographer

# 2

## Demographic Profile

### 2.2 Workforce

The Bureau of Labor Statistics reports monthly workforce and employment estimates and the unemployment rate. Below are two graphs that show the workforce in Grand Junction MSA for the past 10 years as well as employment. Workforce includes individuals who are employed or actively seeking employment. It does not include discouraged workers who have left the workforce. Employment is estimated and includes wage and non-wage earners.



# 2

## Demographic Profile

### 2.3 Educational Attainment

The US Census Bureau publishes data on the educational attainment of populations. In Grand Junction, of the population over 25 years of age, 90% have a high school degree or equivalent and 29% have a bachelor's degree or higher. Grand Junction has a lower percentage of population with a college degree than the state (37%).

#### Educational Attainment Levels by Cities

Percentage of Population over 25 with High School or College Degrees

*Sorted by College Degree*

	High School Degree	College Degree
Boulder	96%	71%
Fort Collins	96%	52%
Denver	85%	42%
Longmont	87%	37%
Colorado	90%	37%
Colorado Springs	93%	36%
Lakewood	91%	36%
Westminster	90%	35%
Arvada	93%	35%
Loveland	93%	32%
Englewood	87%	31%
Glenwood Springs	86%	31%
Grand Junction	90%	29%
Aurora	86%	27%
Greeley	82%	26%
Montrose	83%	25%
Commerce City	76%	20%
Pueblo	84%	19%

Source: US Census Bureau

# 2

## Demographic Profile

### 2.4 Housing

The US Census Bureau estimates that the homeownership rate for Grand Junction was 62% in 2012. American Community Survey estimates a total Vacant Housing Rate of 6.2%, a Homeowner Vacancy rate of 1.7% and a Rental Vacancy Rate of 4.0% in 2013. The Colorado Division of Housing reports the Multi-Family Vacancy rate for Grand Junction to be 7.2% for the 4<sup>th</sup> quarter of 2014.

Below is a graph depicting Zillow's Rent Index and Zillow's Home Value Index for Grand Junction and other locations.

<b>Comparative Rents and Home Values</b>			
<i>Sorted by Annual Change in Value Index</i>			
	<b>Zillow Rent Index</b>	<b>Zillow Home Value Index</b>	<b>Annual Change in Value Index</b>
Greeley Metro	\$ 1,535	\$ 222,500	14.9%
Denver	\$ 1,691	\$ 302,600	14.6%
Boulder	\$ 2,641	\$ 553,500	10.7%
Colorado	\$ 1,674	\$ 267,100	10.5%
Fort Collins	\$ 1,668	\$ 287,800	9.3%
Longmont	\$ 1,774	\$ 265,100	8.8%
Montrose	\$ 1,186	\$ 200,200	7.1%
Bend	\$ 1,568	\$ 303,700	6.7%
Pueblo	\$ 1,001	\$ 115,200	6.1%
Bakersfield	\$ 1,200	\$ 201,900	5.8%
Colorado Springs	\$ 1,309	\$ 211,100	5.7%
Boise City Metro	\$ 1,100	\$ 168,800	2.9%
St. George	\$ 1,327	\$ 208,100	0.9%
Grand Junction	\$ 1,141	\$ 179,100	0.7%
Albuquerque Metro	\$ 1,207	\$ 164,300	-0.5%

*Source: Zillow, Data Through 03/31/2015*

Mesa County assesses the value of real property every two years and on a case-by-case basis during the interim periods. The last assessment year was 2013 and the values are based on the appraisal value from the prior year (2012). As properties are sold, the Assessor updates the values. The following chart shows the number of residential units by category and the average valuation and square footage of those properties, as determined and reported by the Mesa County Assessors' Office through March 2015.

### Residential Analysis of Mesa County Assessor Data

	Number of Buildings		Average Valuation		Average Sq. Footage		Value per Sq. Foot	
	2014	2015	2014	2015	2014	2015	2014	2015
Single Family	18,261	18,398	\$176,728	\$191,906	1,740	1,744	\$102	\$116
Townhomes	1,721	1,734	\$137,017	\$139,682	1,391	1,387	\$99	\$107
Condo	1,323	1,330	\$100,564	\$101,213	1,103	1,108	\$91	\$97
Duplex & Triplex	340	347	\$119,065	\$166,708	1,805	1,817	\$66	\$83
	21,645	21,809	\$ 168,010	\$181,983	1,674	1,678	\$100	\$114
Multi-Family (9+ units)	295	303	\$373,255	\$378,197	7,613	7,398	\$49	\$51
Multi-Family (4-8 units)	248	252	\$195,111	\$255,210	3,009	3,020	\$65	\$71
	543	555	\$ 171,042	\$ 186,712	1,768	1,771	\$ 86	\$110

Source: Mesa County Assessor

# 2

## Demographic Profile

### 2.5 Employment and Wages

The Bureau of Labor Statistics' Occupational Employment Statistics produces data on employment and wage estimates by Metropolitan Statistical Areas (MSA). The information is obtained through a semiannual survey of wage and salary workers. Grand Junction's 2014 average wage was \$42,140 and the average entry level wage was \$20,573. The chart below shows how Grand Junction compares to the other MSAs and the state

#### Annual Wage and Employment Data

*By State and Metropolitan Statistic Area (MSA)*

Sorted by Average Wage

Location	<b>Employment</b>		<b>Entry Level Wage</b>		<b>Average Wage</b>	
	2014	Annual Change	2014	Annual Change	2014	Annual Change
Boulder-Longmont MSA	167,200	3%	\$23,222	1%	\$56,501	2%
Denver-Aurora MSA	1,325,430	3%	\$22,187	1%	\$53,056	2%
Colorado	2,367,780	3%	\$21,779	2%	\$49,851	2%
Colorado Springs MSA	253,430	3%	\$20,913	3%	\$46,510	2%
Fort Collins-Loveland MSA	139,530	2%	\$20,888	3%	\$46,225	2%
Greely MSA	93,760	8%	\$21,850	4%	\$42,795	1%
Grand Junction MSA	59,190	2%	\$20,573	2%	\$42,140	2%
Pueblo MSA	56,130	1%	\$19,355	3%	\$40,023	3%

*Source: Bureau of Labor Statistics, Occupational Employment Statistics*

The US Department of Labor and the Bureau of Labor Statistics publish quarterly data on wages and employment based upon Unemployment Insurance liability payments (tax on wages). The following chart shows the year-to-date gross wages, average employment, average weekly wage, and average annual wage. The data is current through the 3rd quarter of 2014.

### Wages and Employment By Industry

*Sorted by Average Annual Wage*

	Average Employment		Total Wage		Average Weekly Wage		Average Annualized Wage	
	3rd Q 2014	Annual Change	3rd Q 2014	Annual Change	3rd Q 2014	Annual Change	3rd Q 2014	Annual Change
Mining	3,150	16%	\$ 62,987,433	23%	\$ 1,538	6%	\$ 79,976	6%
Management of Companies & Enterprises	119	-14%	\$ 2,172,355	-38%	\$ 1,404	-27%	\$ 73,008	-27%
Utilities	202	4%	\$ 3,239,137	1%	\$ 1,233	-2%	\$ 64,116	-2%
Finance and Insurance	1,897	1%	\$ 26,938,517	6%	\$ 1,092	5%	\$ 56,784	5%
Wholesale Trade	2,574	11%	\$ 34,838,318	19%	\$ 1,041	8%	\$ 54,132	8%
Total Government	8,959	2%	\$ 118,831,079	12%	\$ 1,020	9%	\$ 53,040	9%
Professional and Technical Services	2,195	0%	\$ 28,896,503	4%	\$ 1,013	4%	\$ 52,676	4%
Construction	3,909	6%	\$ 47,315,196	6%	\$ 931	0%	\$ 48,412	0%
Transportation and Warehousing	2,155	-4%	\$ 25,782,636	-6%	\$ 920	-2%	\$ 47,840	-2%
Manufacturing	2,864	2%	\$ 29,502,159	5%	\$ 792	2%	\$ 41,184	2%
Health Care and Social Assistance	9,201	3%	\$ 93,079,191	-1%	\$ 778	-3%	\$ 40,456	-3%
Information	728	-8%	\$ 7,353,023	-6%	\$ 777	2%	\$ 40,404	2%
Real Estate and Rental and Leasing	1,104	5%	\$ 10,790,532	10%	\$ 752	5%	\$ 39,104	5%
Other Services, Ex. Public Admin	1,748	2%	\$ 12,996,381	1%	\$ 572	-1%	\$ 29,744	-1%
Administrative and Waste Services	3,413	6%	\$ 24,583,118	3%	\$ 554	-2%	\$ 28,808	-2%
Retail Trade	7,773	1%	\$ 52,909,862	2%	\$ 524	1%	\$ 27,248	1%
Agriculture, Forestry, Fishing & Hunting	518	7%	\$ 3,057,540	10%	\$ 454	2%	\$ 23,608	2%
Educational Services	307	5%	\$ 1,601,750	15%	\$ 401	9%	\$ 20,852	9%
Accommodation and Food Services	6,721	2%	\$ 27,554,355	1%	\$ 315	-1%	\$ 16,380	-1%
Arts, Entertainment, and Recreation	993	-1%	\$ 3,527,745	13%	\$ 273	15%	\$ 14,196	15%
<b>Total, All Industries</b>	<b>60,536</b>	<b>3%</b>	<b>\$ 618,026,659</b>	<b>6%</b>	<b>\$ 785</b>	<b>3%</b>	<b>\$ 40,837</b>	<b>3%</b>

Source: Quarterly Census of Employment and Wages



# 3 Land Use

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*Zoning Summary*

*Residential Summary*

*Commercial Summary*

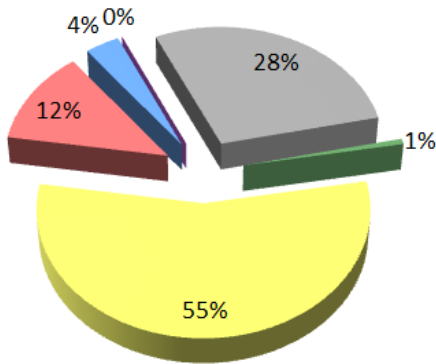
*Industrial Summary*

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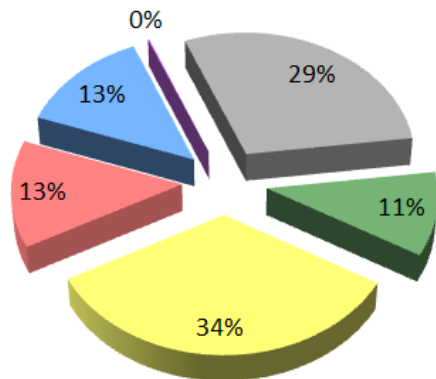
# 3

## Land Use

**Number of Properties**



**Acreage**



### 3.1 Zoning Summary

The City's land use regulations play a key role in determining the potential for economic development. In many communities uses are only allowed within specific zones - residential uses only in residential zones, commercial uses only in commercial zones and industrial uses only in industrial zones. However, within the City of Grand Junction, residential uses are allowed in commercial zones, commercial uses are allowed in industrial zones and industrial uses are allowed in commercial zones. This type of zoning places Grand Junction in a very unique position allowing for many opportunities that comparable cities are unable to permit.

The City has five districts (residential, mixed use, industrial, form and planned development) made up of 27 zones. The residential districts contain the largest number of properties (15,633), followed by planned development (8,030), mixed use/commercial (3,649), industrial (1,017) and form districts (9).

The following is a list of the zone districts, the number of properties associated with each zone, the total acreage of the properties and the total square footage of all existing buildings. Although the Community Services and Recreation zone allows a variety of uses, including commercial, it has been separated from the mixed use district due to the parks and open space uses typically associated with the zone.

	Properties	Acreage	Square Feet
• Residential Districts			
▪ Residential-Rural (R-R)	52	310	242,741
▪ Residential-Estate (R-E)	21	184	51,373
▪ Residential-1 (R-1)	264	467	700,043
▪ Residential-2 (R-2)	934	792	2,015,593
▪ Residential-4 (R-4)	3,205	1,742	6,706,829
▪ Residential-5 (R-5)	3,326	1,205	6,058,933
▪ Residential-8 (R-8)	6,675	1,959	9,812,234
▪ Residential-12 (R-12)	301	88	494,476
▪ Residential-16 (R-16)	476	138	1,509,585
▪ Residential-24 (R-24)	379	188	1,416,271
• Mixed Use/Commercial Districts			
▪ Residential Office (R-O)	454	95	1,043,764
▪ Neighborhood Business (B-1)	250	117	919,077
▪ Downtown Business (B-2)	898	143	2,918,082
▪ Light Commercial (C-1)	1,267	1,147	8,657,997
▪ General Commercial (C-2)	748	814	4,264,316
▪ Mixed Use (M-U)	22	296	64,021
▪ Business Park Mixed Use (BP)	10	121	244,132
• Industrial districts			
▪ Industrial/Office Park (I-O)	149	459	1,270,948
▪ Light Industrial (I-1)	649	1,713	3,596,059
▪ General Industrial (I-2)	219	603	2,768,959
• Form Districts			
▪ Mixed Use Residential (MXR)	0	0	0
▪ Mixed Use General (MXG)	6	29	4,548
▪ Mixed Use Shopfront (MXS)	3	0	0
▪ Mixed Use Opportunity Corridor (MXOC)	0	0	0
• Planned Development			
▪ Planned Airport District (PAD)	163	2,421	791,498
▪ Planned Development (PD)	7,867	3,622	13,941,488
• Community Services and Recreation (CSR)	198	2,153	1,928,626

### *Residential Zone District Description*

The residential zone districts typically allow detached single family residences in the lower density zones (RR, R-E, R-1, R-2, R-4, R-5 and R-8) and multifamily development in the higher density zones (R-5, R-8, R-12, R-16 and R-24). The number associated with the zone describes the density or units per acre (e.g., 2 refers to 2 units per acre and 12 refers to 12 units per acre). With very few exceptions, commercial uses are not allowed in residential zones.

### *Commercial Zone District Description*

The mixed use/commercial zone districts are Grand Junction's most accessible zone districts. In addition to typical commercial uses, the mixed use zones allow single-family detached in the R-O zone and multifamily development in all of the mixed use zones. Furthermore, indoor industrial operations and storage are allowed in the B-1, C-1, C-2, MU and BP zones and indoor operations with outdoor storage are allowed in the C-1, C-2, MU and BP zones. The variety of allowed uses makes the mixed use districts the most advantageous zones within the City.

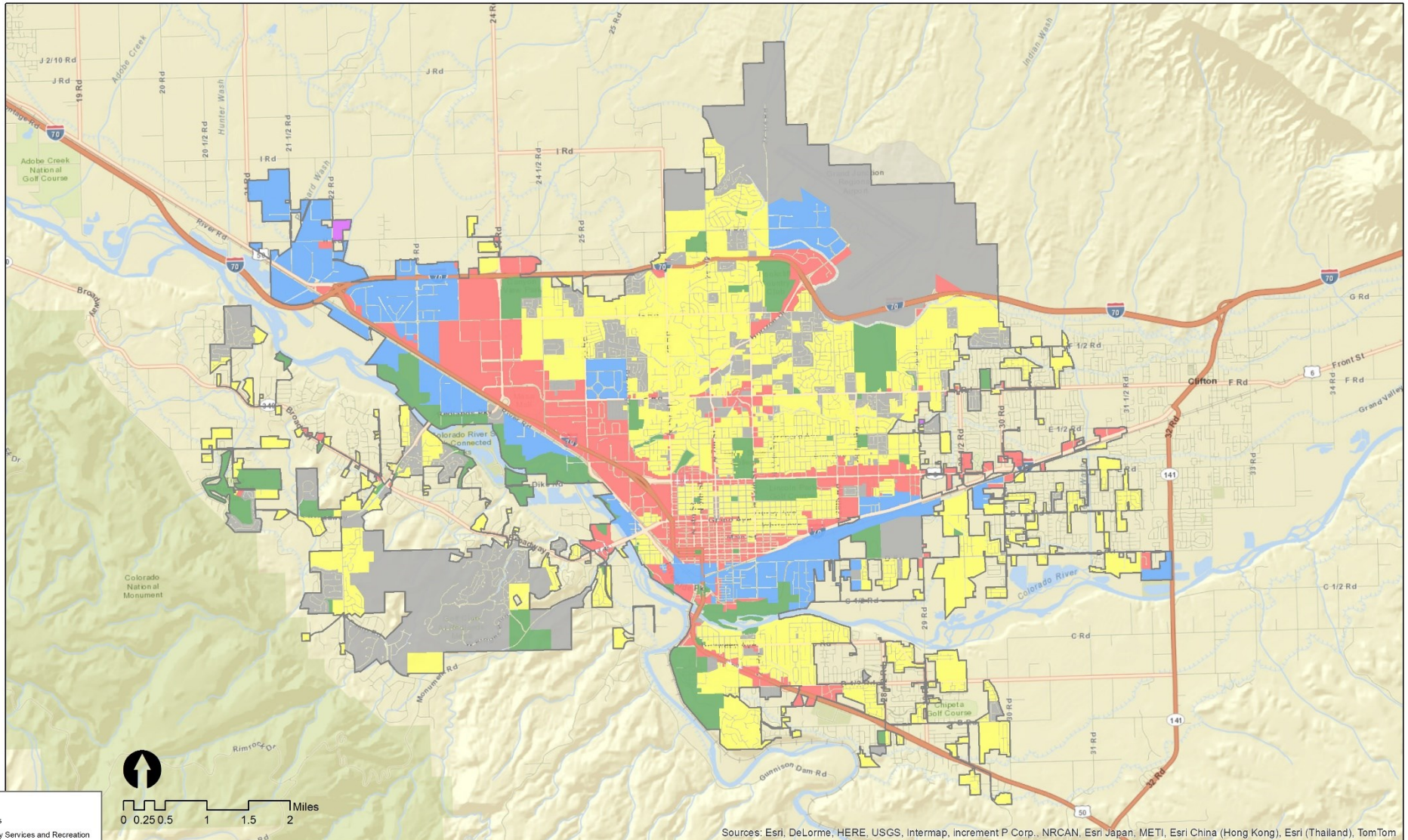
### *Industrial Zone District Description*

In addition to typical industrial uses, industrial zone districts allow many commercial uses include lodging, offices, restaurants and vehicle repair. Retail is allowed in the industrial zones but a retail use is limited to 10% of the gross building area.

### *Planned Development District Description*

When applied, the planned zone district can contain a mixture of uses (residential, commercial or industrial) or be a single use development. A developer applies for a planned zone when there is a need for flexibility that the other zone districts cannot allow. The desired flexibility may be requested for building dimensions, uses or density and can only be approved when a long-term community benefit is present.

# Zone District Map



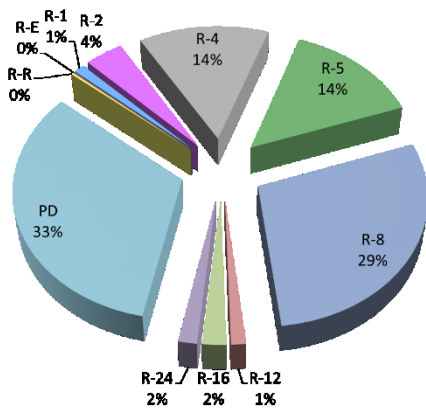
Sources: Esri, DeLorme, HERE, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom

# 3

## Land Use

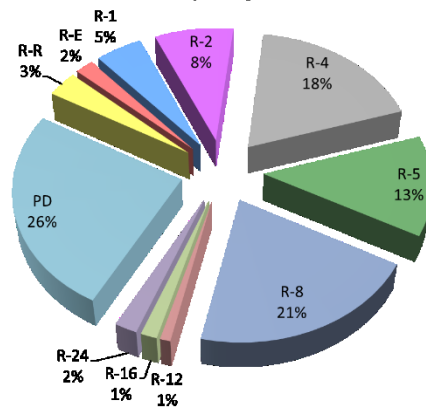
### 2014 Residential Zoned Properties

By Property Count



### 2014 Residential Zoned Properties

By Acreage



## 3.2 Residential Summary

### Residential Summary

There are over 1,400 vacant properties that are ready for residential development in Grand Junction. Over the last 15 years, 457 residential properties on average per year have been developed. However, since 2009 that average has dropped to 185. Based on these averages there is between three and five years' worth of residential inventory.

### Residential Zoning

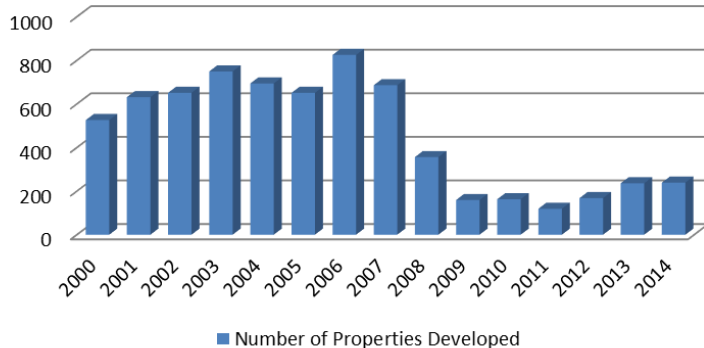
The City has 11 zones that allow residential development. The residential zones and the associated properties, total acreage and total square footage of all existing buildings are listed below:

Residential Districts	Properties	Acreage	Square Feet
Residential-Rural (R-R)	52	310	242,741
Residential-Estate (R-E)	21	184	51,373
Residential-1 (R-1)	264	467	700,043
Residential-2 (R-2)	934	792	2,015,593
Residential-4 (R-4)	3,205	1,742	6,706,829
Residential-5 (R-5)	3,326	1,205	6,058,933
Residential-8 (R-8)	6,675	1,959	9,812,234
Residential-12 (R-12)	301	88	494,476
Residential-16 (R-16)	476	138	1,509,585
Residential-24 (R-24)	379	188	1,416,271
Planned Development (PD)	7,675	2,420	12,518,026
<b>Total</b>	<b>23,308</b>	<b>9,493</b>	<b>41,526,103</b>

### Build-Out Analysis

There are a total of 23,308 properties that are zoned residential covering 9,493 acres. Of the 23,308 properties, 1,405 properties have been identified as being vacant. The vast majority of the vacant properties are sites ready for residential development. Ninety-one of these properties are greater than two acres (totaling 1,145 acres) and could be further subdivided. Since 2000, 6,853 residential properties have been developed averaging 457 properties per year. However, since 2009 that average has dropped to 180. Using these two averages led to the conclusion that there is between three and five years' worth of residential inventory.

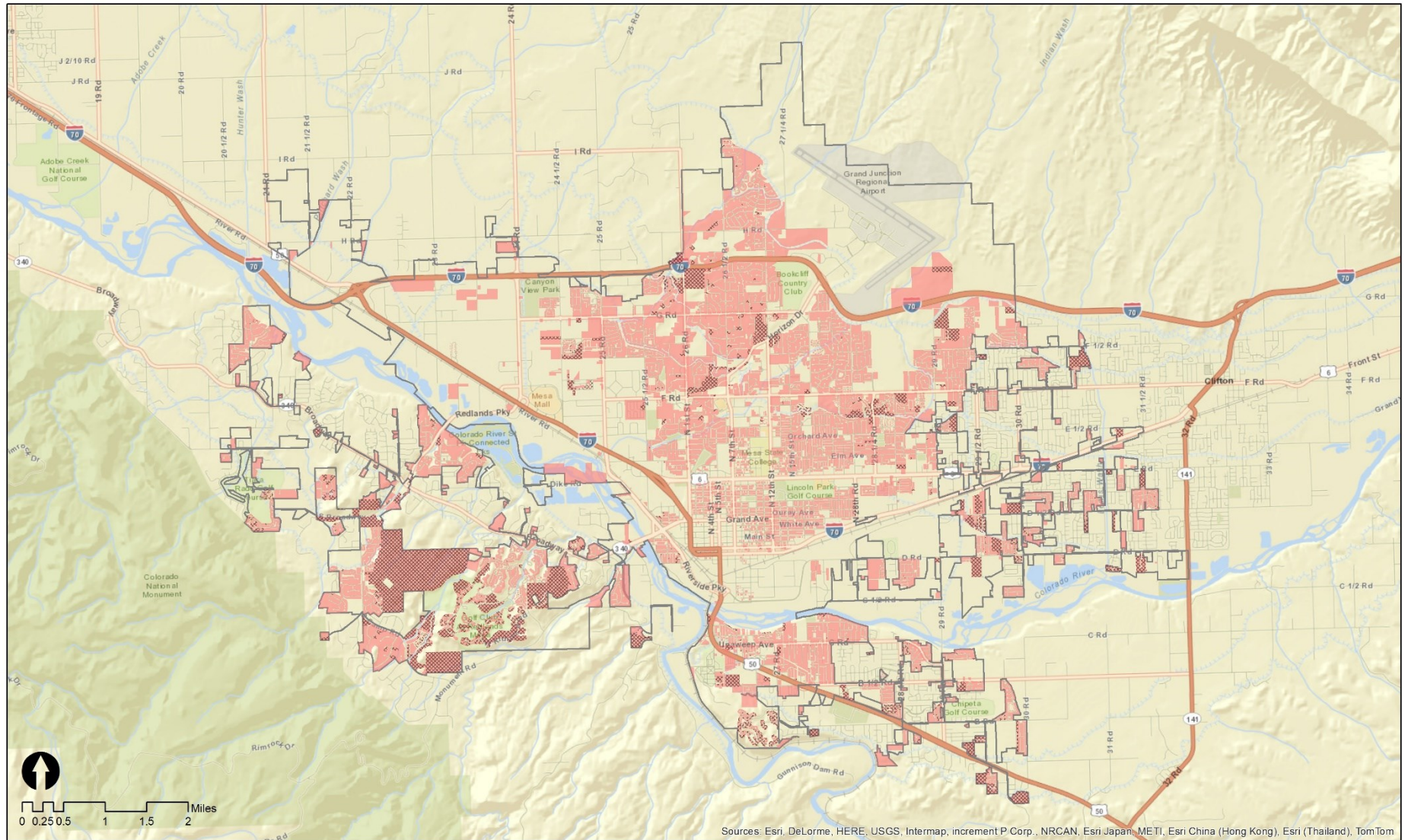
### Annual Residential Development



### *Future Residential Properties*

In addition to the properties that are ready for residential development inside city limits, there is another group of properties that have the potential of being annexed and zoned residential due to their residential designation on the Future Land Use Map. There are approximately 13,673 properties that have a Future Land Use designation of residential and are outside the city limits and inside the Persigo 201 Boundary. Of the 13,673 properties, the Mesa County assessor indicates that 297 or approximately 2,065 acres are vacant. These properties would be considered future residential properties for long-term demand. Since 2000, 6,904 residential units on 1,516 acres have been developed within the City. This is an average of 460 units on 101 acres per year. Based on these averages there is up to 20 years of future residential inventory.

# Residential Zoning Map



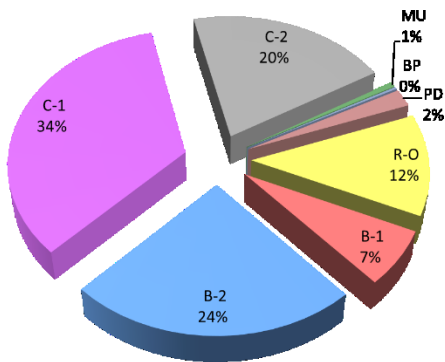
Sources: Esri, DeLorme, HERE, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom

	Vacant Residential
	Residential Zoned Properties
	City Limits

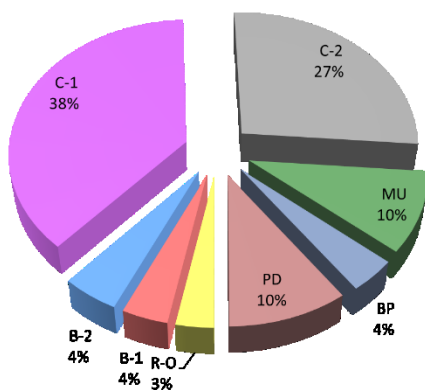
# 3

## Land Use

**2013 Commercial Zoned Properties**  
By Property Count



**2013 Commercial Zoned Properties**  
By Acreage



### 3.3 Commercial Summary

#### Commercial Summary

With a vacancy rate of 6% and over 541 acres of readily developable property, Grand Junction is in a great position for commercial development over the next several years.

#### Commercial Zoning

The City has eight zones where commercial, some industrial and residential uses are allowed. The commercial zones and the associated properties, total acreage and square footage of existing buildings are listed below:

- Mixed Use/Commercial Districts
 

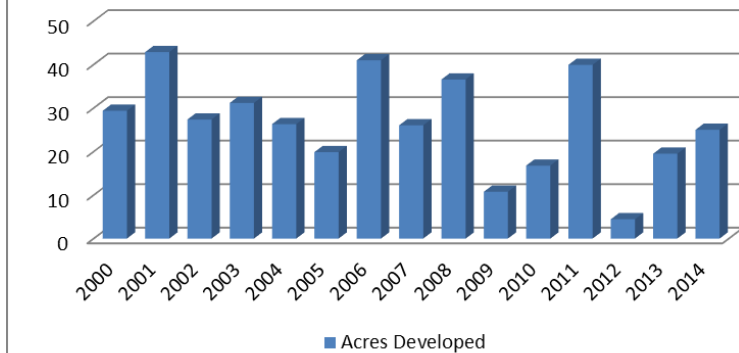
Residential Office (R-O)	454	95	1,043,764
Neighborhood Business (B-1)	250	117	919,077
Downtown Business (B-2)	898	143	2,918,082
Light Commercial (C-1)	1,267	1,147	8,657,997
General Commercial (C-2)	748	814	4,264,316
Mixed Use (M-U)	22	296	64,021
Business Park Mixed Use (BP)	10	121	244,132
- Planned Development
 

	78	304	13,242,240
<b>Total</b>	<b>3,727</b>	<b>3,037</b>	<b>31,353,629</b>

#### Build-Out Analysis

A major factor in the future competitiveness of Grand Junction’s commercial base is the supply and quality of its vacant commercial lands. There needs to be a balanced inventory of “ready to develop” vacant commercial properties that are sufficient to meet market demand in the short to medium term and properties held in reserve for long-term demand.

#### Annual Commercial Development





Of the 3,727 commercial zoned properties, 344 parcels or 540 acres are vacant and ready to develop. Over 100 of these vacant and ready-to-develop properties are between 1 and 15 acres and 13 properties are greater than 15 acres. Most of the larger properties are located along the 24 Road corridor. To give this some perspective, since 2000, 501 acres of commercial land was developed or an average of 33 acres per year. The average size of the developed properties was approximately 1 acre. Using the 15-year average, Grand Junction has up to a 16-year inventory of vacant, ready-to-develop commercial property.

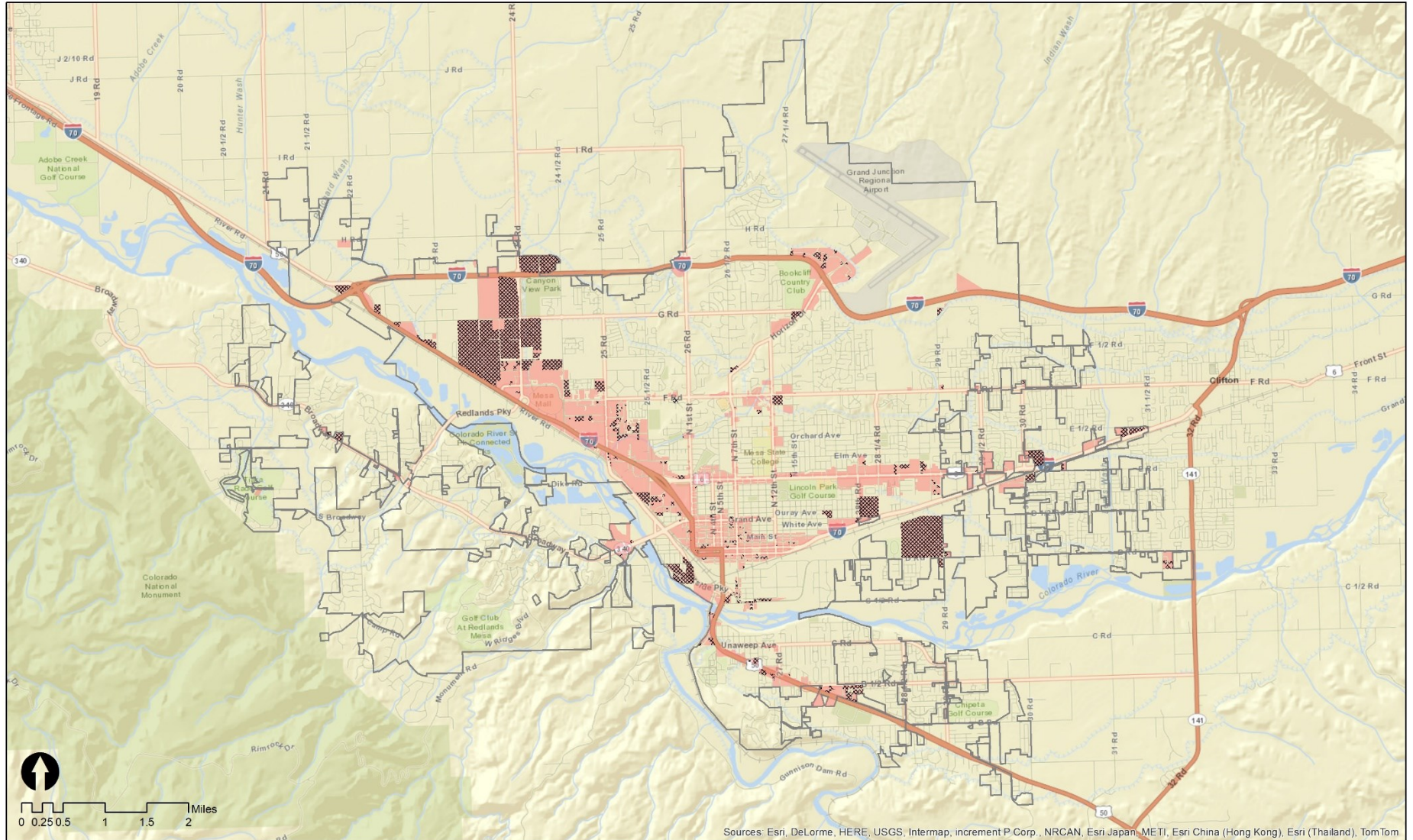
### *Future Commercial Properties*

In addition to the properties that are ready to develop, there is another group of properties that are either zoned appropriately, but lack needed infrastructure, or have the potential of being annexed and/or zoned commercial due to the commercial designation on the Future Land Use Map. This group of approximately 104 properties containing 4 acres would be considered future commercial properties for long-term demand.




### *Vacant Commercial Zoned Buildings*

The Planning Division conducts a vacant building survey twice a year. At the end of 2014, the survey identified 234 commercial buildings that have a total of 1,046,894 square feet of vacant space. Based on the total amount of commercial zoned and used building space (16,908,174 square feet), Grand Junction has a vacancy rate for commercial buildings of approximately 6%.

# Commercial Zoning Map



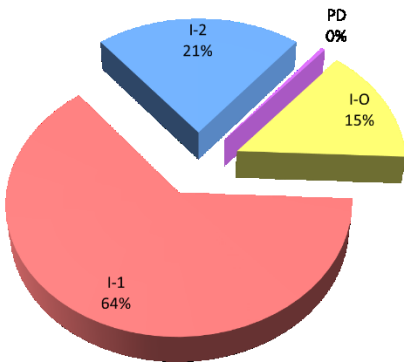
Sources: Esri, DeLorme, HERE, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom

	Vacant Commercial
	Commercial Zoned Properties
	City Limits

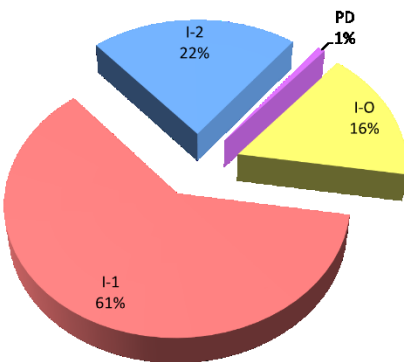
# 3

## Land Use

**2014 Industrial Zoned Properties  
By Property County**



**2014 Industrial Zoned Properties  
By Acreage**



### 3.4 Industrial Summary

#### Industrial Summary

With a vacancy rate of 4% and over 600 acres of readily developable property, Grand Junction is also in a great position for industrial development over the next several years.

#### Industrial Zoning

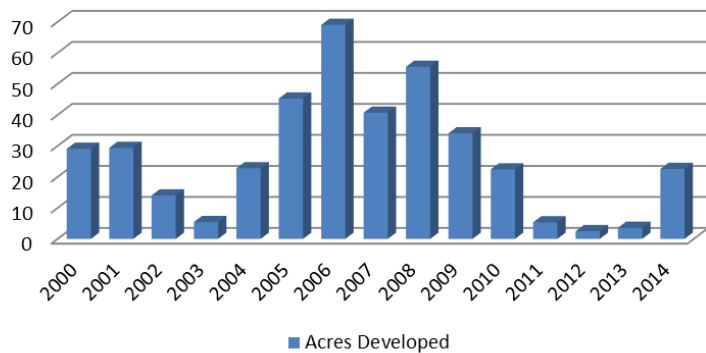
The City has three industrial zones. The industrial zones and the associated parcels, total acreage and total square footage of existing buildings are listed below:

• Industrial districts			
▪ Industrial/Office Park (I-O)	149	459	1,270,948
▪ Light Industrial (I-1)	649	1,713	3,596,059
▪ General Industrial (I-2)	219	603	2,768,959
• Planned Development (PD)	4	20	871,200
<b>Total</b>	<b>1,021</b>	<b>2,795</b>	<b>8,507,166</b>

#### Build-Out Analysis

A major factor in the future competitiveness of Grand Junction’s industrial base is the supply and quality of its vacant industrial lands. There needs to be a balanced inventory of “ready to develop” vacant industrial properties that are sufficient to meet market demand in the short to medium term and properties held in reserve for long-term demand.

**Annual Industrial Development**



Of the 1,021 industrial zoned properties, 168 properties or 589 acres are ready to develop. Over half (98) of these properties are between 1 and 15 acres. To give this some perspective, since 2000, over 401 acres of industrial land was developed or an average of 27 acres per year. The average size of the developed properties was approximately 3 acres. Using the 15-year average, Grand Junction has up to a 23-year inventory of vacant, ready-to-develop industrial property. It should also be mentioned that there are several industrial parks located outside of Grand Junction that contain large developable properties.

Another aspect that needs to be taken into account is the amount of land that is available for sale. The Grand Junction Economic Partnership has created a website that allows property for sale or lease to be posted by the owner or realtor. Currently this website lists 22 industrial properties totaling 78 acres that are for sale. These properties range from less than one acre to over 16 acres.

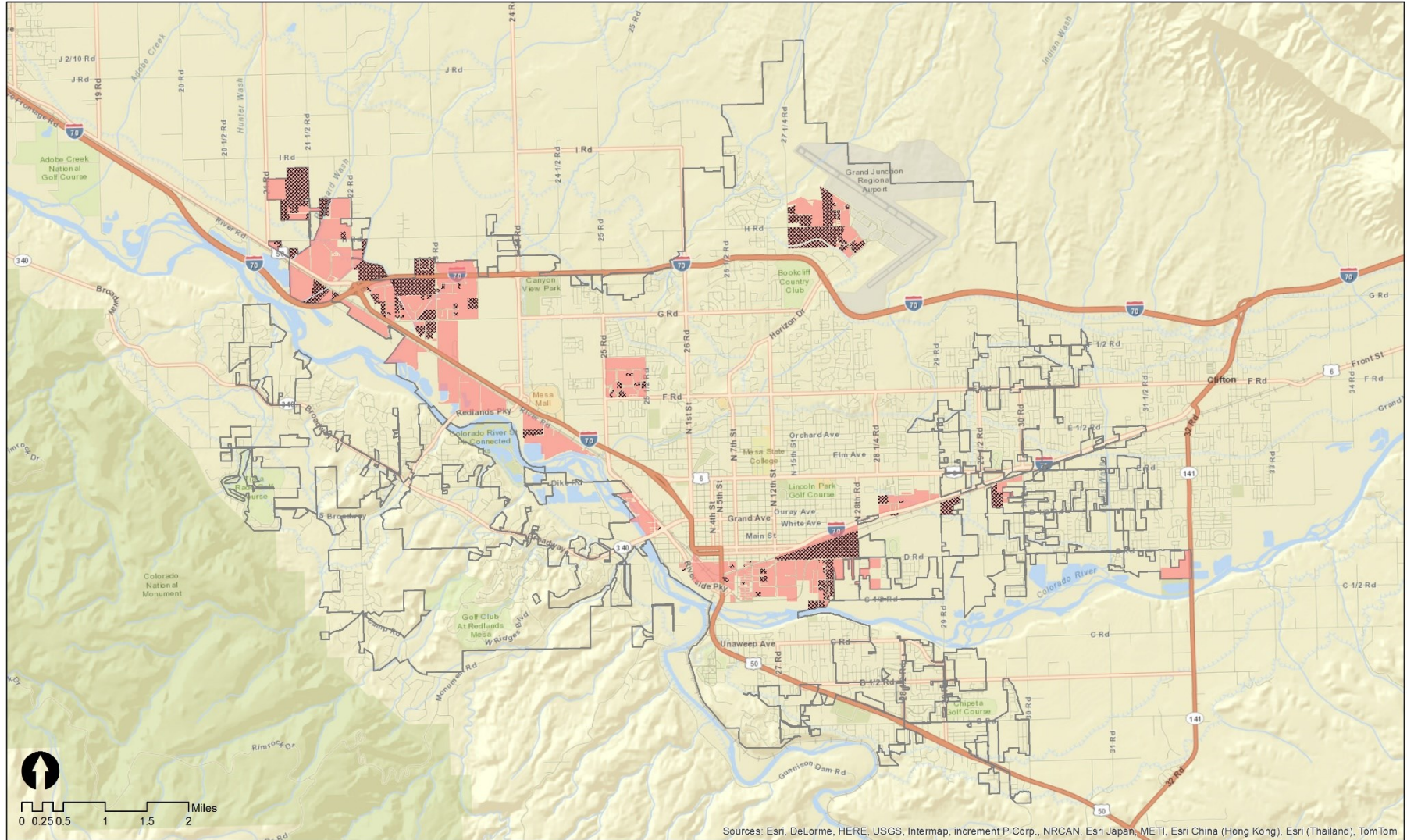
### *Future Industrial Properties*

In addition to the properties that are ready to develop, there is another group of properties that are either zoned appropriately, but lack needed infrastructure, or have the potential of being annexed and/or zoned industrial due to the industrial designation on the Future Land Use Map. This group of approximately 124 properties containing 733 acres would be considered future industrial properties for long-term demand.

### *Vacant Industrial Zoned Buildings*

The Planning Division conducts a vacant building survey twice a year. At the end of 2014, the survey identified 43 properties that have a total of 320,683 square feet of vacant space. Based on the total amount of building space that is zoned and used for industrial purposes (7,665,511 square feet), Grand Junction has an industrial vacancy rate of approximately 4%.

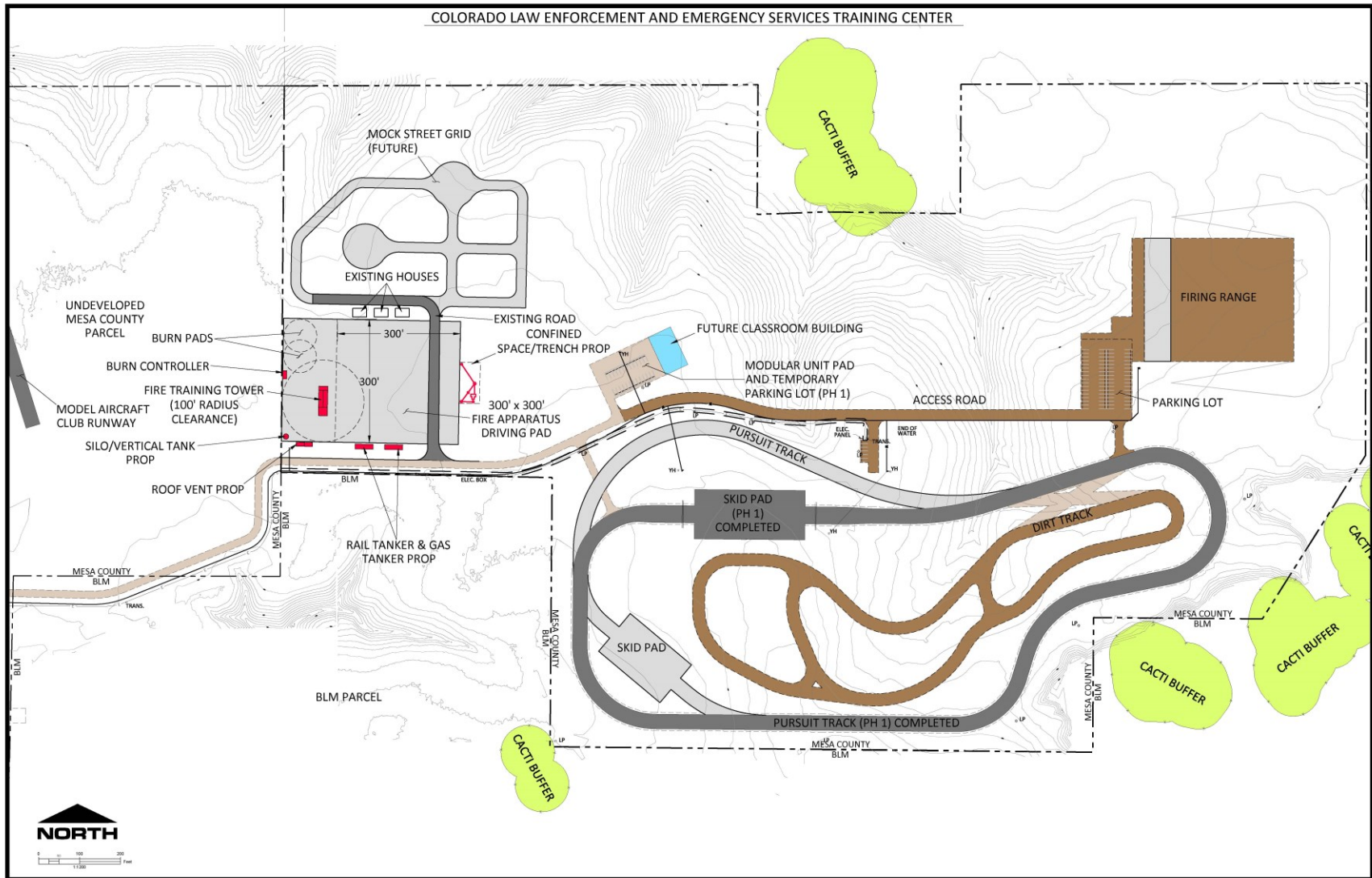
# Industrial Zoning Map



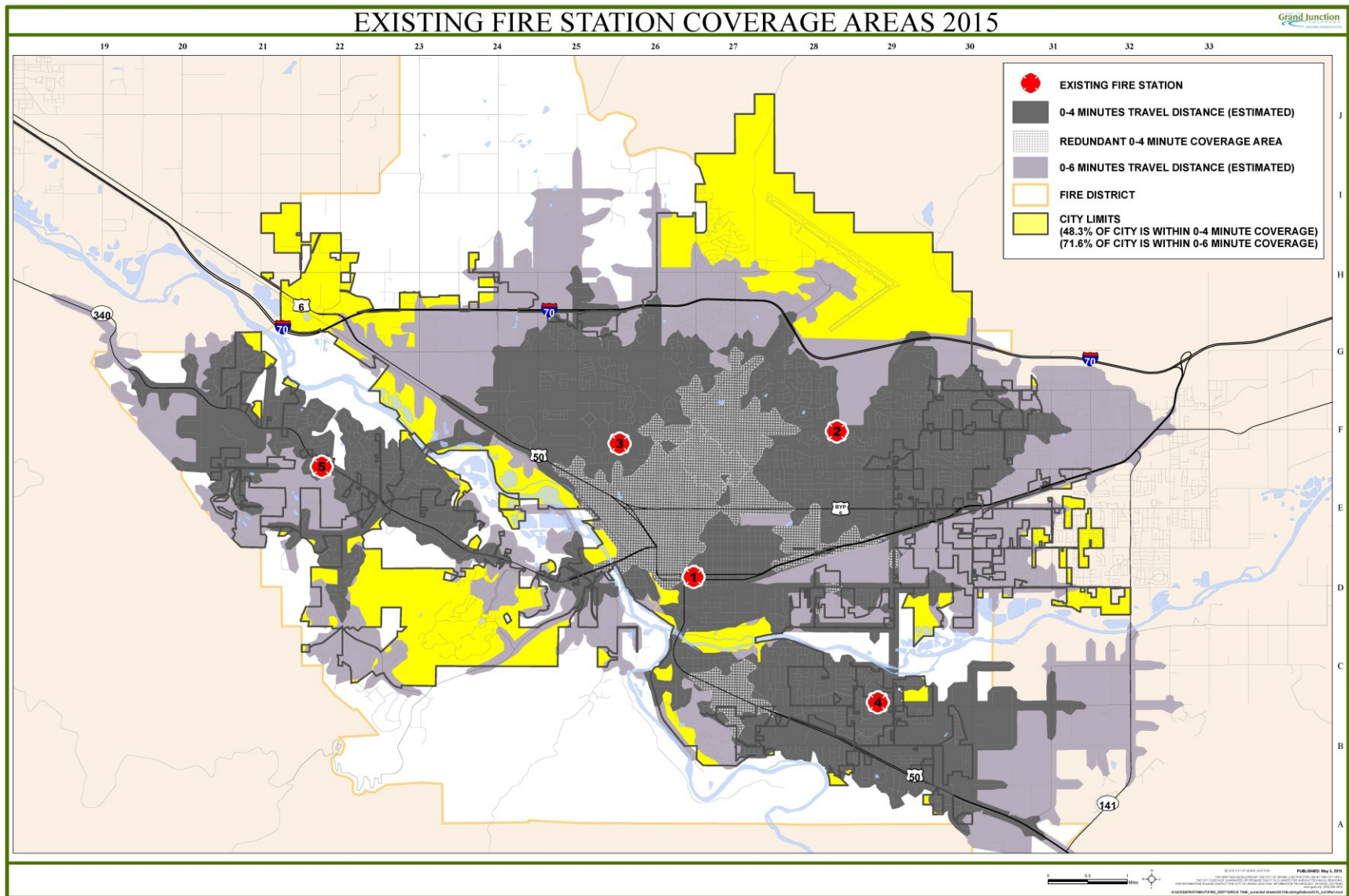
Sources: Esri, DeLorme, HERE, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom

	Vacant Industrial
	Industrial Zoned Properties
	City Limits

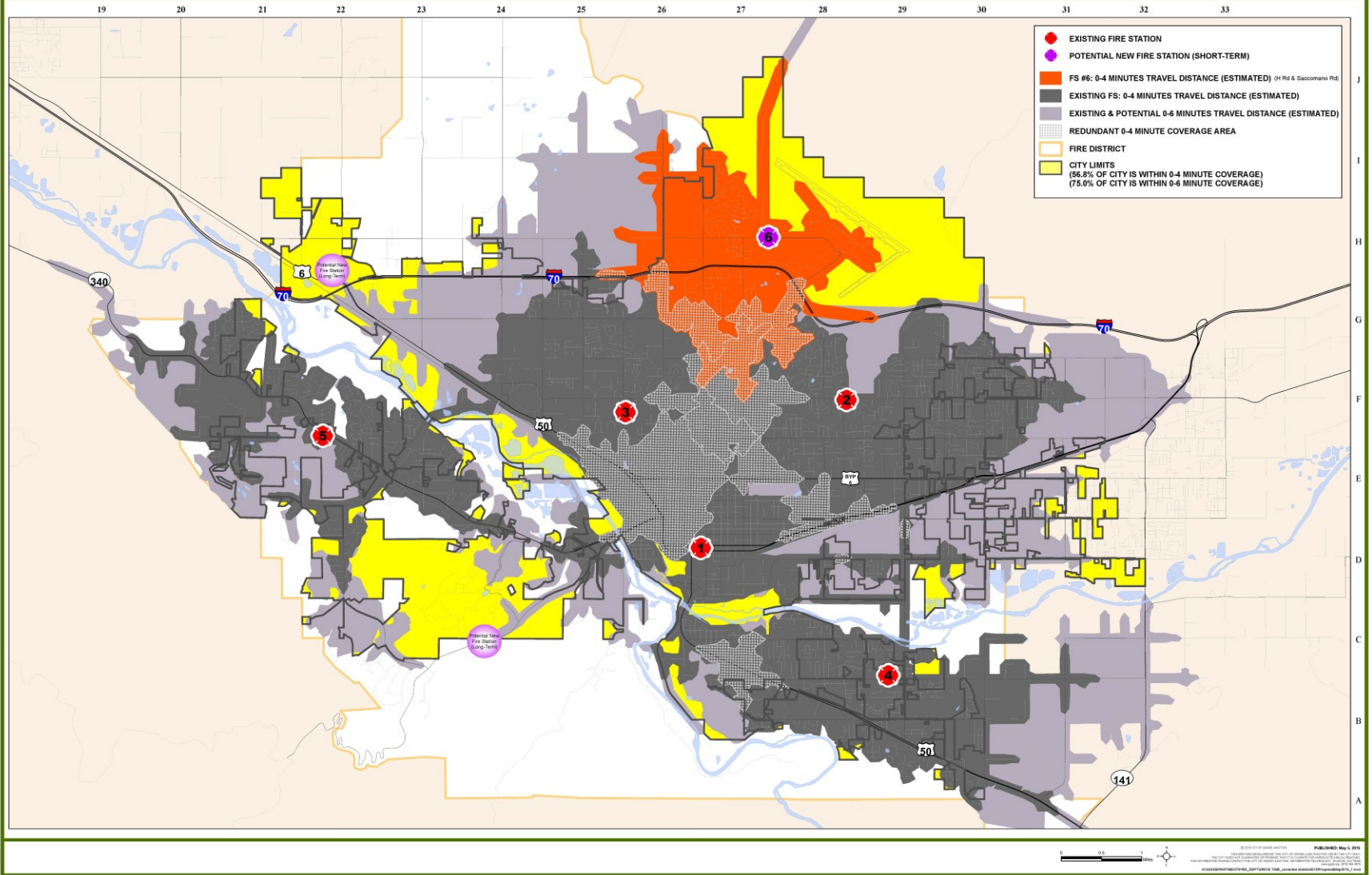
# Training Center



Fire/EMS Facilities Location Master Plan

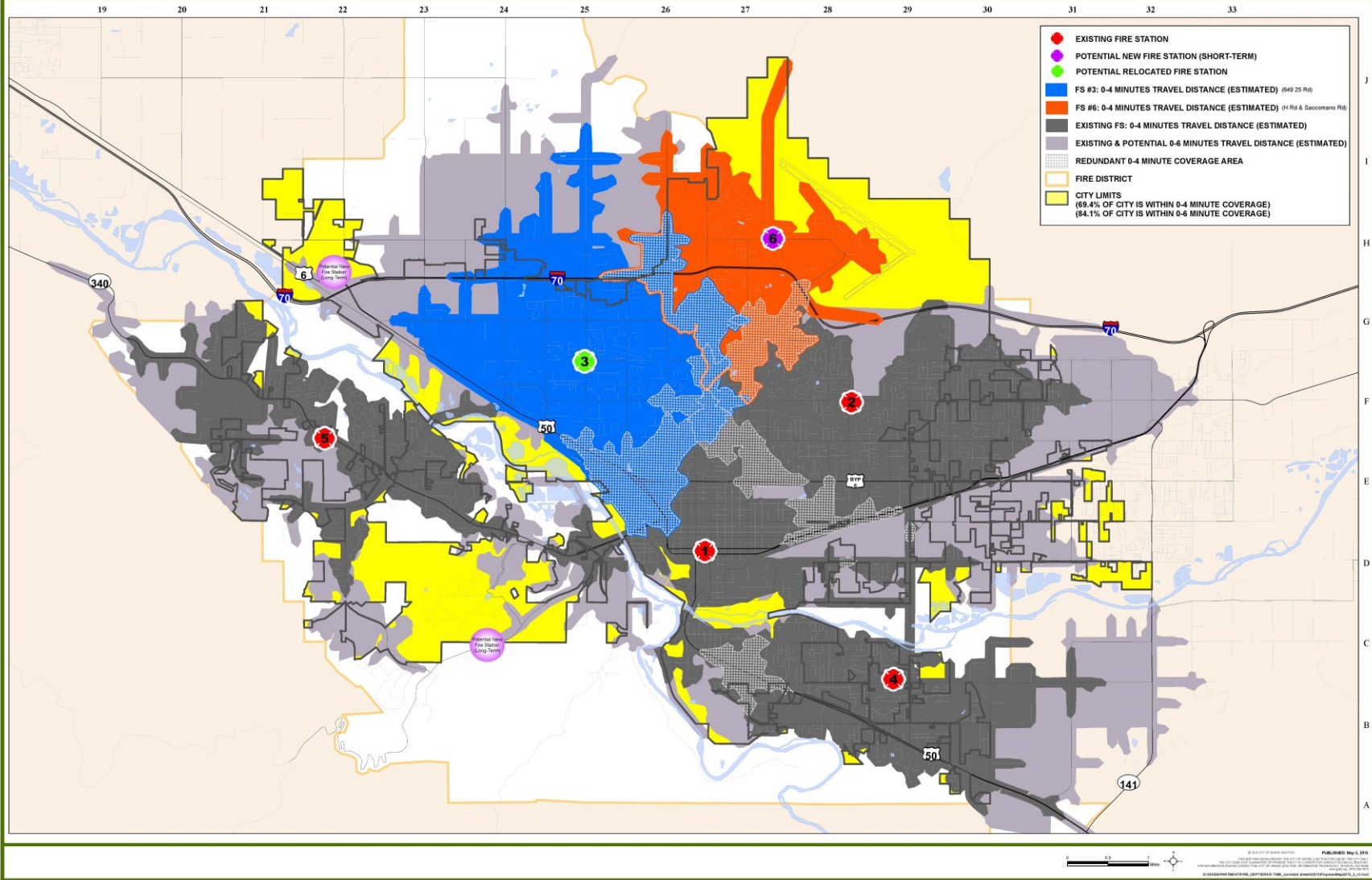


# POTENTIAL FIRE STATION COVERAGE AREAS 2015

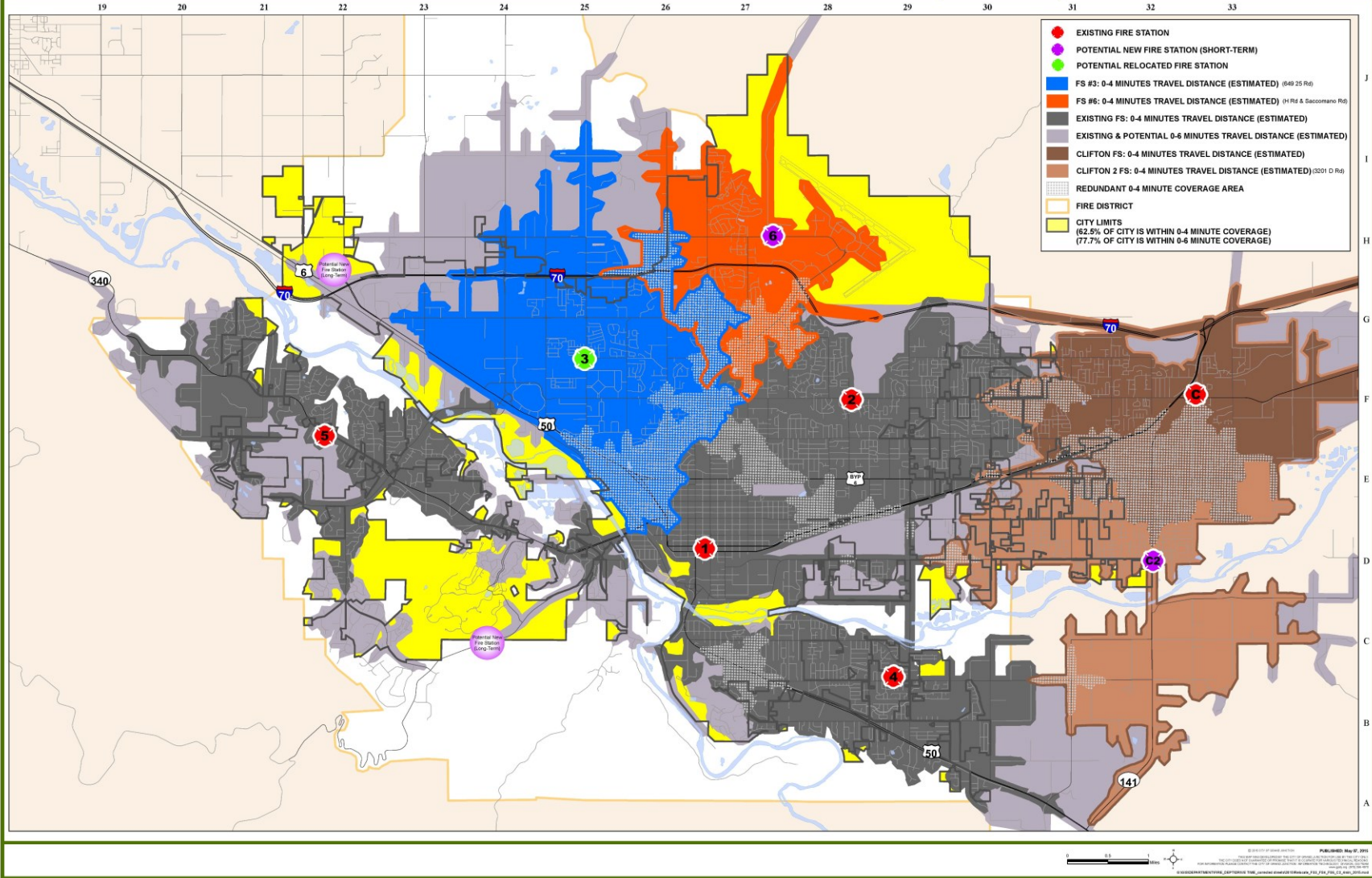




# POTENTIAL FIRE STATION COVERAGE AREAS 2015



# POTENTIAL FIRE STATION COVERAGE AREAS (4 Minutes)



# Capital Plan

City Council Retreat 5/15/15

New Project  
Carry Forward



Line # Ref	Department	Project Title	2015	2016	2017	2015 Project Status
<b>General Government Capital Projects 2015-2017</b>						
1	Administration	Learning Management System	-	80,000	-	
2	Administration	Sales Tax Software	168,500	-	-	In development
3	Administration	Administration Office Security Improvements	16,000	-	-	Complete - Reduction of "B" list item
4	Administration	Agenda Management Software	-	34,000	-	
<b>Administration Total</b>			<b>\$ 184,500</b>	<b>\$ 114,000</b>	<b>\$ -</b>	
5	Police	Police Dept. Annex (POTENTIAL DOLA Planning \$25,000)	150,000	1,600,000	-	Awaiting grant approval
6	Police	Fingerprint Machine	55,000	-	-	Out for procurement in June
7	Police	Forensic Evidence Drying Cabinet	10,712	-	-	Purchase complete.
8	Police	FRED (Forensic Recovery of Evidence Device) Computer	12,293	-	-	Purchase complete.
9	Police	Evidence on Q upgrade	6,005	-	-	Purchase complete.
10	Police	FARO Laser Printer - Funded by Seized Funds	83,454	-	-	Purchase Complete
11	Police	Patrol Vehicles	-	108,000	-	
12	Police	Information Sharing Technology Framework	-	70,000	-	
13	Police	Bomb Robot	-	130,000	-	
14	Police	Microphone Extension	-	25,000	-	
15	Police	MDC	-	6,000	-	
16	Police	File on Q upgrade/Web View	-	8,995	-	
17	Police	Integration of File on Q into New World	-	50,000	-	
18	Police	Body Cam Video Storage	-	150,000	-	
19	Police	Shooting Range	-	-	174,000	
<b>Police Department Total</b>			<b>\$ 317,464</b>	<b>\$ 2,147,995</b>	<b>\$ 174,000</b>	
20	Fire	Fire Station 4 Relocation (DOLA \$1.5 Million and Sale of Property \$560,000)	2,621,904	-	-	GMP by 5/12
21	Fire	Fire Station 4 Design	92,710	-	-	
22	Fire	Training Facility (MCFML Grant \$550,000, CMU Partner Match \$42,230)	692,230	-	-	Design is complete. August construction.
23	Fire	Training Facility Grant Match	-	100,000	-	
24	Fire	Fire Station 6 (POTENTIAL DOLA Planning \$150,000)	-	500,000	-	
25	Fire	EMS Quick Response Vehicle	-	50,000	-	
26	Fire	Fire Hose Replacement (Attack Lines)	-	50,000	-	
27	Fire	Emergency Manager Vehicle (From 2015 B List)	-	35,000	-	
28	Fire	Fire Nozzle Replacement	-	7,500	-	
29	Fire	Fire Prevention Staff Vehicle	-	35,000	-	
30	Fire	Fire Urban/Interface Engine	-	325,000	-	
31	Fire	Fire Investigations Software	-	15,000	-	
32	Fire	SCBA Compressor	-	-	70,000	
33	Fire	Fire Station 6 (North)	-	-	3,849,104	
34	Fire	Search and Rescue (Rhino) Replacement	-	-	30,000	
35	Fire	RMS Replacement	-	-	300,000	
<b>Fire Department Total</b>			<b>\$ 3,406,844</b>	<b>\$ 1,117,500</b>	<b>\$ 4,249,104</b>	
36	Public Works	Contract Street Maintenance	2,000,000	3,000,000	3,500,000	Starts June 2nd.
37	Public Works	Contract Street Maintenance Carry Forward	46,142	-	-	
38	Public Works	Chip seal Program	782,500	776,000	652,000	Materials have been procured
39	Public Works	Crack fill Program	135,000	135,000	135,000	Materials have been procured
40	Public Works	Curb, Gutter & Sidewalk Replacement	50,000	100,000	100,000	Underway
41	Public Works	Curb, Gutter & Sidewalk Replacement Carry Forward	6,285	-	-	
42	Public Works	Nisley Elementary Sidewalk	122,522	-	-	Complete
43	Public Works	Riverfront Trail Repairs	21,172	-	-	

City Council Retreat 5/15/15

New Project  
Carry Forward



Line # Ref	Department	Project Title	2015	2016	2017	2015 Project Status
44	Public Works	Traffic Signal Equipment Upgrade (CDOT \$19,000)	19,000	163,000	165,000	Awaiting CDOT approval
45	Public Works	Orchard: Normandy to 29 Rd	70,000	400,000	1,900,000	Design to start in the fall
46	Public Works	1st Street, North to Ouray	438,000	2,286,000	-	Design underway
47	Public Works	North Avenue Streetscape (CDOT Grant \$1.19 Million)	1,190,000	-	-	In final design/fall construction
48	Public Works	North Avenue Streetscape Carry Forward	77,730	-	-	
49	Public Works	Bridge Repl GRJ-F.5-30.8 (Federal Grant \$578,000)	-	643,592	-	
50	Public Works	Bridge Repl GRJ-F.5-30.8 Carry Forward	80,000	-	-	Design did not start in 2014
51	Public Works	Horizon Drive Interchange Improvements (Horizon BID \$50,000 in 2014, \$475,000 in 2015)	475,000	525,000	-	In final design/fall construction
52	Public Works	Horizon Drive Interchange Improvements	19,392	-	-	
53	Public Works	B 1/2 Road Overpass at US 50 Multimodal (TAP Grant \$1.2 Million in 2016)	30,000	1,510,000	-	IGA with CDOT being drafted
54	Public Works	Storm Drainage Improvements	50,000	50,000	50,000	Projects identified but yet to start
55	Public Works	Leach Creek Flood Control Dam (\$139,130 DOLA Grant)	347,826	-	-	Substantially complete
56	Public Works	Storm Drainage Buthorn Drain	80,400	-	-	To be completed in fall
57	Public Works	TCP - Local Improvements	150,000	100,000	950,000	25 Rd. left turn lane at Waite St. - Scheduled
58	Public Works	TCP-Community Hospital/Medical Offices	700,000	300,000	-	In design
59	Public Works	TCP - VA Hospital Turn Lane (from 2014)	100,000	-	-	In design
60	Public Works	Traffic Signal Controllers - Upgrade	-	35,000	50,000	
61	Public Works	Traffic Signal Equipment Upgrade Carry Forward	39,000	-	-	In ground fiber for signals and FSH4
62	Public Works	G Road Intersection at 26 Road	-	58,000	1,261,000	
63	Public Works	G Road Intersection at 26 1/2 Road	-	56,000	1,195,000	
64	Public Works	28 3/4 Rd; North Ave to Orchard Ave. Design	-	86,000	474,800	
65	Public Works	Bridge Repairs	-	200,000	-	
66	Public Works	Patterson Rd Access Control Plan	-	200,000	-	
67	Public Works	Pavement Patcher and Paver Equipment	-	125,000	-	
68	Public Works	28 1/4 Road (Patterson to Hawthorne) Matchett Park Development	-	277,000	-	
69	Public Works	29 Rd & Unawep Signal	-	165,000	-	
70	Public Works	Riverside Parkway Borrow Site Revegetation	-	100,000	-	
71	Public Works	Survey Equipment	-	64,000	-	
72	Public Works	Full Width Asphalt Paver	-	200,000	-	
73	Public Works	Storm Drainage 24 1/2 Road GVT outfall	-	135,000	-	
74	Public Works	TCP - F 1/2 Rd Parkway	-	250,000	1,000,000	
75	Public Works	TCP 24 1/2 Road/F 3/4 Rd Heritage Est	-	300,000	-	
76	Public Works	Intersection Improvements Design	-	-	50,000	
77	Public Works	G Road Intersection at 27 Road Design	-	-	65,000	
78	Public Works	G Road Shoulder Impr. 25 Rd to 26 Rd Design	-	-	67,000	
79	Public Works	24 1/2 Rd; F Rd to I-70 Design	-	-	200,000	
80	Public Works	D Rd. (30 to 31) Design	-	-	182,000	
81	Public Works	North Avenue Storm Sewer 1st to 10th	-	315,000	-	
<b>Public Works Department Total</b>			<b>\$ 7,029,969</b>	<b>\$ 12,239,592</b>	<b>\$ 11,996,800</b>	
82	Parks & Recreation	Riverfront Trail Repair (Conservation Trust Funds)	25,000	-	-	Not started
83	Parks & Recreation	Las Colonias Park Development (GOCO Grant \$299,000 and Open Space)	623,033	-	-	Procured contractors for trails and restrooms
84	Parks & Recreation	Las Colonias Park Development Carry Forward	144,577	-	-	
85	Parks & Recreation	Matchett/Las Colonias Park Grant Match (Conservation Trust Funds and Open Space)	425,000	-	-	Tamarisk removal complete \$10,000
86	Parks & Recreation	Skate Park Improvements (Conservation Trust Funds)	15,000	-	-	Not started
87	Parks & Recreation	Skate Park Improvements (Conservation Trust Funds)	10,119	-	-	
88	Parks & Recreation	Cemetery Irrigation Repair/Replacement	25,000	25,000	-	Not started
89	Parks & Recreation	Las Colonias Park-Amphitheater (DOLA Grant \$180,000)	140,000	2,100,000	-	In design
90	Parks & Recreation	Las Colonias Park-Amphitheater	94,188	-	-	

New Project  
Carry Forward



Line # Ref	Department	Project Title	2015	2016	2017	2015 Project Status
91	Parks & Recreation	Horizon Park Pipe Installation (Conservation Trust Funds)	24,000	-	-	Complete
92	Parks & Recreation	OM Pool Sliding Glass Door Replacement (Mesa County \$25,000 and Conservation Trust Funds)	100,000	-	-	Procurement completed
93	Parks & Recreation	Crown Point Cemetery - Funded by private donation	25,000	-	-	Not started
94	Parks & Recreation	Crack Fill and Resurfacing of Tennis Courts at Pine Ridge Park & Canyon View Parks	-	30,000	-	
95	Parks & Recreation	Playground Replacement	-	200,000	-	
96	Parks & Recreation	Riverfront Trail Repair	-	25,000	-	
97	Parks & Recreation	Skate Park Improvements	-	15,000	-	
98	Parks & Recreation	LP Pool Deck Furniture Replacement	-	25,000	-	
99	Parks & Recreation	Lincoln Park Pool Covers	-	75,000	-	
100	Parks & Recreation	Riverfront Trail Repair	-	-	25,000	
101	Parks & Recreation	Matchett Park Infrastructure (POTENTIAL GOCO \$300,000, Fishing is Fun \$250,000 and Open Space)	-	-	1,272,475	
102	Parks & Recreation	Stocker Stadium Synthetic Turf Replace	-	-	500,000	
103	Parks & Recreation	LP Pool Replaster	-	-	300,000	
104	Parks & Recreation	LP Pool Splash pad Drain	-	-	15,000	
105	Parks & Recreation	OM Pool Door/Garage Door Replacement	-	-	30,000	
106	Parks & Recreation	OM Pool Solar Maintenance	-	-	20,000	
107	Parks & Recreation	OM Pool Filter System Rebuild	-	-	15,000	
108	Parks & Recreation	OM Pool Deck Furniture Replacement	-	-	25,000	
109	Parks & Recreation	OM Pool Exhaust Fan Replacement	-	-	30,000	
<b>Parks &amp; Recreation Department Total</b>			<b>\$ 1,650,917</b>	<b>\$ 2,495,000</b>	<b>\$ 2,232,475</b>	
110	VCS-TRCC	Avalon full size holding cabinets	5,280	-	-	Complete
111	VCS-TRCC	Forklift	-	40,000	-	
112	VCS-TRCC	Hallway/Atrium Furniture	-	10,000	-	
113	VCS-TRCC	Kitchen HVAC	-	50,000	-	
114	VCS-TRCC	Kitchen Equipment	-	-	25,000	
115	VCS-TRCC	Ice machine replacement	-	-	10,000	
116	VCS-TRCC	Avalon Theater - Roof Ladders	-	-	7,000	
<b>Visitor and Convention Services Total</b>			<b>\$ 5,280</b>	<b>\$ 100,000</b>	<b>\$ 42,000</b>	
117	Facilities	Facility Condition Index Replacements	100,000	300,000	400,000	Projects identified and started
<b>Facilities Total</b>			<b>\$ 100,000</b>	<b>\$ 300,000</b>	<b>\$ 400,000</b>	
<b>General Government Total</b>			<b>\$ 12,694,974</b>	<b>\$ 18,514,087</b>	<b>\$ 19,094,379</b>	
<b>2015 B-List Projects Cut In Order to Balance</b>						
119	Police	Training Vehicles	40,000	-	-	Project complete with use of surplus vehicles
120	Fire	Fire Hydraulic Stretchers (POTENTIAL RETAC \$155,000)	310,000	-	-	
121	Public Works	Contract Street Maintenance	500,000	-	-	Project complete with use of favorable pricing
122	Public Works	Sidewalk Improvements (POTENTIAL CDBG)	50,000	-	-	Amount approved for CDBG Funding
123	Public Works	Traffic Signal Equipment Upgrade	165,000	-	-	
124	Parks & Recreation	Emerson/Whitman Park Restroom-MP Poor (POTENTIAL CDBG)	195,000	-	-	Project not approved for CDBG funding
125	Facilities	City Hall Security Improvements	169,500	-	-	Completed \$16,000 of improvements
126	City Council	Colorado Mesa University Campus Expansion	500,000	-	-	
127	VCS-Avalon	Marquee Sign	55,000	-	-	
<b>Enterprise Fund Capital Projects 2015-2017</b>						
<b>301 Water</b>						
128	Public Works	Somerville/Anderson Ranch Improvements	100,000	50,000	50,000	Project to start in summer
129	Public Works	Somerville/Anderson Ranch Improvements	86,538	-	-	

New Project  
Carry Forward



Line # Ref	Department	Project Title	2015	2016	2017	2015 Project Status
130	Public Works	Water Line Replacements	400,000	-	1,025,000	Construction to start in July
131	Public Works	Water Tank Painting	22,412	-	-	Complete
132	Public Works	Flow Line Replacement	557,040	1,064,181	-	Not started
133	Public Works	Water Treatment Plant Modifications	40,000	40,000	490,000	Ongoing
134	Public Works	Grand Mesa Reservoir Improvements	50,000	50,000	50,000	Ongoing
135	Public Works	Water Rights Purchase	50,000	50,000	50,000	Ongoing
136	Public Works	Water Meter Replacement	150,000	150,000	150,000	Ongoing
<b>301 Water Total</b>			<b>\$ 1,455,990</b>	<b>\$ 1,404,181</b>	<b>\$ 1,815,000</b>	
<b>309 Irrigation</b>						
137		Ridges Irrigation Modifications	15,000	-	-	Ongoing
<b>309 Irrigation Total</b>			<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>902 Sewer</b>						
138	Public Works	Plant Backbone Improvements	-	537,763	553,896	
139	Public Works	FE Basin Trough Replacement	32,000	-	-	Completion by July
140	Public Works	VLM Mixer	150,000	-	-	Installed by the end of June
141	Public Works	A-Basin Stone Replacement	107,550	-	-	Scheduled for fall
142	Public Works	Flare Replacement	120,377	-	-	Complete
143	Public Works	Sludge Processing Room Floor	13,750	-	-	Complete
144	Public Works	Interceptor Rehabilitation	819,545	900,000	927,000	In design
145	Public Works	Sewer Line Repl in Collection System	2,180,655	2,744,091	2,927,162	Under construction
146	Public Works	Sewer Line Repl in Collection System	200,000	-	-	
147	Public Works	Collection System Equipment	25,000	25,000	25,000	Ongoing
148	Public Works	Plant backbone Anaerobic Digester Lid Rehab	586,500	-	-	Under construction
149	Public Works	Plant Backbone TSS Meters for Aeration Basins	60,000	-	-	Not started
150	Public Works	Plant Backbone Two Transformers at CL 2 Building	35,000	-	-	Completed
151	Public Works	Plant Backbone Drying Bed Rehabilitation	20,000	-	-	Under construction
152	Public Works	Plant Backbone ROW Hose Machine	60,000	-	-	In procurement process
153	Public Works	Plant Backbone Pumps, Valves, Components	220,000	-	-	Ongoing
154	Public Works	Plant Backbone Repair Line Bar Screen Chamber	44,000	-	-	Fall start date
155	Public Works	Plant Backbone Primary Clarifier Rake	300,000	-	-	Fall start date
156	Public Works	Plant Backbone Motor Control Center	389,000	-	-	Completed
<b>902 Sewer Total</b>			<b>\$ 5,363,377</b>	<b>\$ 4,206,854</b>	<b>\$ 4,433,058</b>	
<b>904 Sewer</b>						
157	Public Works	Plant Expansion Biogas (\$500K DOLA)	1,000,000	-	-	Complete
158	Public Works	Biogas Project	473,299	-	-	Complete
159	Public Works	Plant Expansion Effluent Diffuser Design	150,000	-	-	In procurement process
160	Public Works	Purchase of Collection System Office	560,000	-	-	Not complete
<b>904 Sewer Total</b>			<b>\$ 2,183,299</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>906 Sewer</b>						
161	Public Works	Sewer Improvement Districts	20,000	20,000	20,000	District in process of formation
<b>906 Sewer Total</b>			<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	
<b>Total Sewer Funds</b>			<b>\$ 7,566,676</b>	<b>\$ 4,226,854</b>	<b>\$ 4,453,058</b>	
<b>Enterprise Fund Total</b>			<b>\$ 9,037,666</b>	<b>\$ 5,631,035</b>	<b>\$ 6,268,058</b>	

New Project  
Carry Forward



Line # Ref	Department	Project Title	2015	2016	2017	2015 Project Status
<b>Internal Service Fund Capital Projects</b>						
<b>401 Information Technology</b>						
162	Administration	City Hall Rewire	-	390,000	-	
163	Administration	City Hall Network Switch Replacements	-	225,000	-	
164	Administration	Relocate City Hall Data Center	30,000	200,000	-	In process of clearing out files from new data ctr.
165	Administration	Backup AC for PD UPS Room	25,000	-	-	Not started
166	Administration	VMware Upgrades (VCOPS Management Suite)	60,000	-	-	In the process of implementing
167	Administration	Virtual Desktop Interface (VDI)	59,549	-	-	In progress
168	Administration	Phone Switch Replacements	-	180,000	100,000	
169	Administration	City Hall UPS Replacement	-	-	70,000	
170	Administration	City Hall Backup System Replacement	-	-	250,000	
171	Administration	PD Data Center Backup System Replacement	-	-	250,000	
172	Administration	Other Infrastructure Replacement	-	413,080	490,250	
<b>Information Technology Total</b>			<b>\$ 174,549</b>	<b>\$ 1,408,080</b>	<b>\$ 1,160,250</b>	
<b>402 Fleet Services</b>						
173	Administration	Fleet Replacement	2,852,965	2,000,000	2,000,000	In Process
174	Administration	Fleet Replacement - CNG Grant (\$352,000)	757,222	-	-	Grant has been approved
175	Administration	Compressor Modifications	12,428	-	-	Complete
176	Administration	Maintenance Bay Upgrade	72,125	-	-	Complete
177	Administration	Slow Fill CNG Stations	463,361	-	-	Substantially Complete
<b>Fleet Total</b>			<b>\$ 4,158,101</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	
<b>405 Communication Center</b>						
178	Police	800MHz Infrastructure	500,000	250,000	-	Consultant has been hired to study radio coverage
179	Police	Next Generation 9-1-1	150,000	100,000	100,000	Mid summer start date
180	Police	Quantars for 800MHz	300,000	300,000	300,000	Out for procurement
181	Police	Logging Recorder	210,000	-	-	Installation in June
182	Police	CAD Enterprise	78,000	-	-	50% complete
183	Police	Communications Center Technology upgrade	-	100,000	100,000	
184	Police	800MHz Capital Improvements	70,000	70,000	70,000	Ongoing
185	Police	Portable Repeater	25,000	-	-	Not yet purchased
186	Police	MOSCAD remote terminal	21,000	-	-	Not yet purchased
<b>Communication Center Total</b>			<b>\$ 1,354,000</b>	<b>\$ 820,000</b>	<b>\$ 570,000</b>	
<b>Internal Service Fund Total</b>			<b>\$ 5,686,650</b>	<b>\$ 4,228,080</b>	<b>\$ 3,730,250</b>	



City Council  
2015 Economic Development, Partnerships, Sponsorships, and Memberships 5/7/15 with 2014 Carryforward

Item Ref.	Partner	Use of 2015 Economic Development Contingency 2015 With Carryforwards	2015 Notes/Description
1	Associated Governments of Northwest Colorado	8,200	
2	Chamber of Commerce	6,300	
3	Western Colorado Latino Chamber of Commerce	60	
4	Club 20	4,100	
5	National League of Cities	4,467	
6	Metropolitan Planning Organization	33,968	
7	Colorado Water Congress	5,970	
8	5.2.1 Drainage Authority	123,000	
9	Parks Improvement Advisory Board (PIAB)	14,000	
10	Arts Commission	43,300	Corresponds with a decrease in Parks & Recreation Budget
11	Colorado Municipal League	41,263	
12	Colorado Communications and Utility Alliance	3,300	
	<b>Subtotal</b>	<b>\$ 287,928</b>	
13	Colorado Mesa University-Campus Expansion (10 yrs ending in 2017)	-	Council Direction: Reconsider Mid Year
14	Colorado Mesa University-Classroom Building (15 yrs ending in 2027)	500,000	
15	Grand Valley Transit (paid quarterly)	389,886	2015/2016 Rate
16	Downtown Business Improvement District	13,466	
17	Pro Mountain Bike Race (Epic Rides)	10,000	
18	Standing Sponsorships (Toy Run, Hospice Gala, etc)	10,000	
19	Housing Resources of Western Colorado	5,000	
20	Kids Voting	5,000	
21	Business Incubator	53,600	
22	Grand Junction Economic Partnership	40,000	
23	Riverfront Commission	17,121	
24	Western Slope Center for Children	30,000	
25	Western Slope Center for Children-SANE Coordinator	5,000	
26	Mesa Land Trust	10,000	
27	Young Entrepreneur Academy (use of contingency)	5,000	
28	Foreign Trade Zone (use of contingency)	46,203	
29	Commercial Catalyst Pilot Program (use of contingency)	100,000	Includes carryforward of \$50k from 2014. Only \$50k from 2015 Contingency
30	Economic Development Branding and Marketing Plan (use of contingency)	85,000	2014/2015 project total funds between City, County, DOIA \$192,000 (\$52k in 2014, \$115k carryforward to 2015, \$25k was already budgeted in 2015) Sources: County \$30k, DOIA Grant \$25k, City ED Funds \$137k
31	Advertising for Marketing Plan (use of contingency)	55,000	
32	Business Incubator-Technology Accelerator Program (use of contingency)	29,000	
33	GIEP Job Incentive Program (use of contingency)	59,000	2016 first year of disbursement
34	Greater Grand Junction Sports Commission (use of contingency)	15,000	Approved November 3rd, 2014 Per CMU put in 2015
35	Colorado Advanced Manufacturing Alliance-West Manufacturing Summit (use of contingency)	3,164	Sponsorship (\$2,500) + Travel Costs for Dan Griswold (\$664) Authorized 2/4/15 by CC
36	Museum of Western Colorado-Use of Heywood Trust Funds	78,500	Per Council Resolution No. 09-15 Use of Heywood Trust
37	Match 1/2 of \$25,000 funding effort for the Business Incubator-Laser Cutter	12,500	Authorized by City Council at pre-meeting January 21, 2015 (use of ED contingency)
38	Mesa Land Trust Buffer Program	15,000	Authorized by City Council March 4th, 2015 to be funded by General Fund
39	Mesa Land Trust-Monument Trail (2015 planning) (use of contingency)	5,000	Authorized by City Council at pre-meeting May 6th, 2015 (use of ED contingency)
	<b>Subtotal</b>	<b>\$ 1,597,440</b>	
	<b>Economic Development, Partnerships, Sponsorships</b>	<b>\$ 1,885,367</b>	
40	Economic Development Contingency	457,497	\$500,000 net of already committed contingency-Carried Forward 2014 of \$136,161
41	A. Heywood Jones Trust Contingency	81,879	Trust funds distributed to City restricted to Museum and Library purposes
	<b>TOTAL</b>	<b>\$ 2,424,743</b>	
<b>Other Council Contributions</b>			
43	Downtown Development Authority Sales Tax Increment Transfer	474,487	Budgeted with Transfers
44	Vendors Fee Transfer to Visitor & Convention Center	679,888	Budgeted as Revenue in VCB 102 Fund
	<b>\$</b>	<b>1,154,375</b>	
<b>Also Considered During 2015 Budget Discussion</b>			
42	Mesa Land Trust-Earmark for Capital Projects (use of contingency)	120,000	New requested earmark-Council Direction: Will be considered when a specific project is identified
<b>Pending:</b>			



## Whitman Park – Proposed Renovation

### Stakeholders Group

- Adjacent businesses
- DDA
- Museum of Western Colorado
- Parks & Recreation Advisory Board
- Grand Junction Housing Authority
- City Staff (Parks, Police, Fire, VCB)

**Project objective:** Solicit input from all stakeholders and community to develop potential renovation options for Whitman Park. Work in concert with Vagrancy Committee. Present potential design concepts to City Council for consideration.



### Meeting #1 - October 16, 2014

- Discuss project overview and objectives
- Develop list of park options (park amenities, museum exhibits, public event space, indoor recreation, passive recreation, dog park, skate park)
- Develop list of project challenges (loitering/vagrancy, restrooms, parking, pedestrian access)

### Community Survey

- Utilize City survey group
- 119 responses
- Highest priorities: Park space, museum exhibits, public event space
- Lowest priorities: Private concessionaires, as is (do nothing), dog park, skate park

### Meeting #2 – February 5, 2015

- Discuss legal options (sale, long term lease, etc.)
- Review survey results
- Discuss design concepts

### Meeting #3 – March 3, 2015

- Prepare design concepts focusing on park and museum functions

### Meeting #4 – May 12, 2015

- Review 5 design concepts
- Discuss public meeting process

### Next steps

- Community outreach
  - Public meeting(s)
  - Social media
  - Local media
- City Council presentation



Drainage

**DAN E. WILSON  
ATTORNEY AT LAW, LLC**

Telephone  
(970) 248-5800

607 25 Road, Suite 201  
Grand Junction, CO 81505  
dan@danwilsonlaw.us

Facsimile  
(970) 248-5805

May 12, 2015

Dear John:

On behalf of the Grand Valley Drainage District, we are pleased to offer these ideas for the use of the City Council and you and other City staff when you discuss drainage issues for the Grand Valley. We understand that if the Council has time, the Council and staff will be discussing drainage at this Friday's workshop. If we can provide additional perspective or data, we would be pleased to do so.

If the Mayor or you think that having the District's Chairman present during your discussion would assist, he is happy to attend. I would expect that in any event the District's manager, Kevin Williams, will be in attendance, in case you or the Councilmembers have questions.

We much appreciate Mayor Norris' and Councilmember McArthur's efforts to date, and the Mayor's last letter to the District. We are excited that our mutual, long-term, efforts to find solutions to our Valley's serious drainage issues may be reaching a sustainable momentum.

From our perspective, what follows are key concepts we hope the Council can support in concept. If they do, my Board of Directors would be pleased to direct District staff to work with you and Mr. Lanning to prepare an agreement that our clients might be able to approve.

The key concepts we think make sense, but need your input on:

1. GVDD would assume all responsibility and liability for "storm water" within the City limits as it changes over time, including flood water management and administration. Management of all MS4 permits would logically be included, with the District assuming the City's and the 5-2-1's responsibilities.
2. GVDD, with City Council endorsement, would adopt the fees needed to create a sustainable revenue stream for the regional storm water efforts within the District and City limits.

We estimate the storm water fee to be less than \$30 per year per household. As you know, the 5-2-1 was formed over a decade ago based on the idea that similar storm water fees would be adopted. While such fees have not been imposed, with the present endorsements of the GVDD Board, the City Council and the City and District staffs, the concepts and data embedded in what we call the "Shanks financial model" support the capital planning model and adoption of fees to implement that model.

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3. Of necessity, there would be a transition period for the assumption of these duties and liabilities and to collect the revenues needed to fulfill the duties.

Initially, just due to the geography, an agreement between us would transfer the duties for everything in the City limits north of the Colorado River. As City and District staff can gather the data (pipe lengths, conditions, etc.) so that we may agree on the costs, Orchard Mesa and Redlands could be included in the District service area at some future date. A fee rate adjustment might be required as well. Throughout the process, the District will be pleased to continue to work with the City to devote time and resources to improve the existing conditions.

4. The District contemplates having the City and District staffs present to both elected bodies their prioritization of needed engineering studies and capital projects. The District would agree to follow the City's direction as to priorities within the City limits. If the Council agrees, we would make the Buthorn drain system the first capital project within the City. If revenues were available in 2016, it is reasonable to complete the engineering by the end of 2016 and to begin the first phase capital work in 2017.

5. As soon as we can sign an agreement and have the fees in place, the District would be able to approve new development generating regulated water, without the past problems we have both faced. Of course, the developer would pay any adopted impact fees, as contemplated by the financial model with which City staff is familiar.

6. We believe that the County Assessor is willing to include any storm water fees on the tax notices sent by the County Treasurer each January to all property owners. If, for whatever reason, that method of collecting the fees does not occur, we ask that the Council consider having the City bill the fees for the District and deliver the fees to the District. We would expect that the City would retain some percentage of the collected fees to cover its administrative costs, such as 2 %.

7. District and City staff would draft an agreement for Council and Board review and approval dealing with other issues such as how to best collect storm water fees, when to transfer portions of the City's system for maintenance, how to prioritize capital projects, when to expand the District's board to 5 or more elected directors as new service areas are added, and how to enforce the collection of any District fees.

You are likely aware that Commissioner McInnis has graciously applied his and County staff efforts to begin addressing similar issues within the County. It may be that such a County process may take more months to complete than the District and the City would desire. As a result, the District believes that there is no harm done if the City and the District come to terms more quickly. If we can successfully work through the issues for

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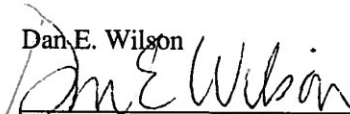
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our respective constituents (for which there is much overlap), perhaps that can assist the County process by showing the way to solving these serious problems.

I realize that, of necessity, the above is general in nature, both as to scope and as to timing. I am specifically authorized to state that Mr. Harris and District staff look forward to being more specific, as you have time and interest.

Very truly yours,

Dan E. Wilson

A handwritten signature in black ink that reads "Dan E. Wilson". The signature is written in a cursive style with a large initial "D" and "W".

District Counsel

C: Mark Harris, Kevin Williams

## Comprehensive Plan Update

May 8, 2015

Staff will discuss with Council the steps necessary to provide an update to the Comprehensive Plan. After meeting with a number of stakeholders, it has been suggested that due to the economic downturn and resulting slow growth patterns in the Grand Junction area, it may be premature to conduct a comprehensive review at this time. The 5-year review was a commitment which the 2010 City Council made to ensure that the Plan would be reviewed periodically and to provide the community with opportunities to comment and suggest revisions to the Plan.

Council input will be sought on next steps given this feedback. If a more targeted approach is taken then the following are suggestions to be considered as part of that effort:

### Next Steps to Consider

- Update current trends, including population projections, changing demographics, age of the population, etc. Staff is looking into a number of approaches for gathering the information.
- Consider developing and implementing a community survey similar to the one completed in 2010 that can be used as a baseline of information and community sentiment; **(this is one of the items for further discussion as a topic on the retreat agenda)**
- Include within the Comprehensive Plan the updated master plans for CMU Campus, St. Mary's Campus, Community Hospital, the VA Hospital, and the airport;
- Include the Wireless and Broadband Master Plan once complete;
- Incorporate the Housing Needs Study, which is anticipated to be completed Summer of 2015;
- Update the Urban Trails and connections to the Colorado River Trail System;
- Update the 24 Road Corridor Plan and Zoning Overlay, which is a high priority for 2015; and
- Evaluate the Multi-Family Zone Districts to consider creating broader ranges, especially in the downtown area.

### What Has Been Done Since the 2010 Adoption of the Comprehensive Plan?

- Updated the Zoning Code to implement the new Comprehensive Plan;

- Reconciled Comp Plan land use with existing zoning on approximately 2,000 properties with no cost to the property owners, which was important so that as the economy recovered, the conflict between Comp Plan and zoning was resolved and any roadblocks were removed;
- Planning Commission and City Council adopted Greater Downtown Plan and Zoning Overlay;
- Revised the Orchard Mesa Neighborhood Plan pursuant to a commitment made by City Council to take a fresh look at the area. Engaged hundreds of Orchard Mesa residents in the planning process, addressing issues and concerns at a neighborhood level. Obtained funding for the B½ Road overpass improvements.
- Constructed 22 Road and I-70 B construction, which was a \$9 million joint project with City and CDOT to improve access and to set the stage for commercial and industrial development in this area. Mesa County also performed road and bridge improvements to 22 Road. Pursuant to the 2010 Comp Plan process, the development community identified future commercial / industrial areas as a need, so the 22 Road corridor was incorporated into the Comp Plan as future C-2 and/or I-1. The result has been a number of commercial and industrial developments have occurred as anticipated over the last 5 years (i.e., Ute Water, Grand Valley Power, Schmueser, etc.).
- Developed design plans for the Horizon Drive corridor and funding for Phase I;
- Mesa County updated the Clifton and Whitewater Plans to conform to the Comp Plan;
- Mesa County and CDOT are developing the US Highway 6 Study;
- Developed the North Avenue Corridor Plan, Zoning Overlay District and adopted the Catalyst Program, as well as funding, design, and planned construction of North Avenue improvements;
- Parks has developed a number of master plans, including Las Colonias Park, Matchett Park, and Mesa County Fairgrounds; and
- Public Safety improvements were developed and include:
  - the public safety facilities (downtown);
  - a regional emergency services training facility in Whitewater;
  - implementation of the Fire Safety Study moving the Orchard Mesa fire station to better serve the neighborhoods of Orchard Mesa and Pear Park; and
  - Pear Park Fire and EMS plan (the GJFD and Clifton Fire discussions have been tabled for now).

### **Other Elements of the Comp Plan to Consider in the Future**

- 29 Road and I-70 future interchange: Develop a more detailed land use plan to facilitate future development once the interchange is completed.
- Redlands Plan: Involves both the City and Mesa County, and could significantly change when two large enclaves are closed and annexed. Recommend reviewing Redlands Plan after the enclaves come into the City.
- Appleton Plan: This area lacks needed infrastructure to develop at higher densities and, as a result, it is premature to make changes to the Comp Plan at this time.

## **CITY OF GRAND JUNCTION HOUSEHOLD SURVEY 2005**

### **EXECUTIVE SUMMARY**

The City of Grand Junction contracted Dr. Jerry Moorman, marketing research consultant, to conduct a mail-based, self-reported opinion survey of City residents to determine their perceptions regarding certain aspects of living in Grand Junction. The survey was a follow-up project to research done in 2001 and 2003. The intent was to not only measure opinions in 2005 but to provide longitudinal data between the three surveys. The areas of greatest interest were:

- ✓ quality of life,
- ✓ conditions and services in Grand Junction,
- ✓ drinking water,
- ✓ safety, and
- ✓ City of Grand Junction employees.

Included in the following report are research methodology, an explanation of statistical accuracy, survey results including data analysis and explanation, and instrumentation.

Meetings with City Administrators started in January, 2005, to plan the research project. The questionnaire used in the previous studies was reviewed by the consultant and the City. Very minor changes were made to the questionnaire and it was approved in final form (Appendix A) by the City.

A decision was made by the City to mail the questionnaire to an unduplicated list of all utility customers. Questionnaires were mailed on April 19, 2005. Respondents were given seven days to return the instrument. An actual cut-off date of May 10, 2005, was established for receipt of questionnaires that would be used in final data analysis.

A data-entry system was designed, created, and tested by the researchers for use in analyzing data. Data entry began immediately and continued throughout the process. Data entry utilized a two-level verification process. After the data were entered, they were hand-checked a second time for accuracy. This process was necessary because of the large volume of data. Approximately 125,160 items had to be entered to create the final data pool.

After the data were entered and verified, it was analyzed using SPSS 11.5, one of the most academically respected statistical software packages available. The

primary statistical procedures used were descriptive statistics, crosstabulations, and analysis of variance.

The survey yielded 4,470 completed questionnaires. Using the number of surveys mailed, the survey yielded a confidence interval of 1.33 at the 95% confidence level. When this survey was conducted in 2001, the confidence interval was 1.60. For the 2003 survey, the confidence interval was 1.47. Since these numbers have little meaning to the average reader, I have included a brief explanation of each.

The confidence interval is the plus-or-minus figure often reported in media opinion poll results. For example, if you use the survey's confidence interval of 1.33 and 50 percent of your sample picks an answer, you can be "sure" that if you had asked the question of the entire relevant population, between 48.67% (50-1.33) and 51.33% (50+1.33) would have picked that answer.

The confidence level tells you how sure you can be. It is expressed as a percentage and represents how often the true percentage of the population who would pick an answer lies within the confidence interval. The 95% confidence level means you can be 95% certain; the 99% confidence level means you can be 99% certain. Most researchers use the 95% confidence level.

When you put the confidence level and the confidence interval together, you can say that you are 95% sure that the true percentage of the population who would pick the answer is between 48.67% and 51.33% (using the example above).

A confidence interval of 5 is usually the accepted norm in opinion-based research. The lower the confidence interval, the better. The confidence interval of this research, 1.33, is extremely low and indicates a very high degree of accuracy.

The presentation of data in the report follows the order found in the questionnaire. Descriptive data and explanations are included for each section. Where percentages are reported, either "percent" or "valid percent" was used as the researcher deemed appropriate. Crosstabulations are included where it is useful to examine sub-group responses. A section on significance testing using analysis of variance is also included.

As variance within categories is reported, the following definitions were used:

little variance: 0 - .19; minor variance: .20 - .49;  
moderate variance: .50 - .99; high variance: 1.0 and up.

Respondents were asked to use a rating scale of 1 - 5 while completing most questions on the questionnaire. The number 1 represents a "poor" rating while 5 represents an "excellent" rating. Respondents could pick any number from 1 - 5



or N/O for “no opinion.” After the 23 questions were answered, demographic data were gathered.

Data from the both the 2001 and 2003 Household Surveys are also presented in most tables for longitudinal comparison purposes. With the exception of minor changes in two questions between the 2001 and the subsequent surveys, the Household questionnaires are the same. By placing results from all three years together, the reader can readily identify longitudinal changes over time. To examine changes across the three survey periods, analysis of variance (ANOVA) statistical analysis was computed where appropriate to determine statistically significant changes. Those significant changes are discussed as suitable. Complete significance tables and a glossary of significance testing terms are included in Appendix B for readers desiring more in-depth information.

#### **DATA HIGHLIGHTS**

An overwhelming percentage (79%) of Grand Junction households rated quality of life as good or excellent in 2005. This is down a little from 2003. A very small percentage (2.9%) rated quality of life as poor or below average. This is up a little from 2003. In 2005, there was minor variance in quality of life based on Zip Code of residence.

Grand Junction households were asked the question, “In general, how well do you think the City of Grand Junction provides services?” An above average rating of 3.70 was achieved. This was a little decrease from 2003 when the mean was 3.74. In 2005, there was moderate variance in provision of services based on Zip Code of residence: 81504 was lowest at 3.43; 81502 was highest at 4.00. Upward movement occurred in four of the seven means from 2003 data.

Next, households were asked to rate individual City services. The following table provides an overview of the responses.

City Services	2001 Mean	2003 Mean	2005 Mean
Street Maintenance and Repair	3.27	3.26	3.20
Street Sweeping	3.24	3.53	3.42
Traffic Management	2.89	2.88	2.93
Fire Protection	4.03	4.18	4.20
Emergency Medical Services	4.13	4.24	4.20
Delivery of Police Services	3.63	3.68	3.55
Enforcement of Traffic Laws	3.20	3.12	3.03
Crime Prevention	3.28	3.23	3.20
Appearance of City Parks	4.27	4.09	4.11
Recreation Programs	3.90	3.91	3.93
Trash Collection	4.16	4.28	4.25
Weed Control	2.98	2.86	2.79
Junk and Rubbish Control	3.15	3.08	2.88
Storm Water Collection System	2.49	3.20	3.45
*Water Service		4.14	4.09
*Water Quality	3.76		

\*The question on water was reworded in 2003 and added in the City Services block of questions in both 2003 and 2005.

Households felt some City services were provided better than others. Opinions ranged from a low means of 2.79 for Weed Control to a high means of 4.25 for Trash Collection. Several others including Fire Protection, Emergency Medical Services, Appearance of City Parks, and Water Service were above the 4.0 level. Ten ratings decreased from 2003 and five increased.

When all three survey periods are examined, Street Maintenance and Repair, Enforcement of Traffic Laws, Crime Prevention, Weed Control, and Junk and Rubbish Control all had downward trends. Three of the five, however, have means above the rating mid-point reflecting above average ratings. Junk and Rubbish Control, however, dropped below the rating mid-point in 2005 reflecting less than average ratings.

Fire Protection, Recreation Programs, and Storm Water Collection System all had upward trends. It is noteworthy that Storm Water Collection System increased from a mean of 2.49 in 2001 to a mean of 3.45 in 2005.

In addition to examining overall means for services, crosstabulations were conducted to examine delivery of individual services based on Zip Code of residence. All crosstabulations are included in the report. Analysis indicated moderate variance based on Zip Code of residence in the following services:

Street Maintenance and Repair, Street Sweeping, Junk and Rubbish Control, Storm Water Collection System, and Quality of Water Service. With the exception of Junk and Rubbish Control, all means are above the rating mid-point in 2005.

There were minor changes made to this section of the questionnaire in 2003. A new question, "Who Supplies Your Trash Collection?" was added. Data in 2005 reveal that the City supplies trash collection to 57.6% of respondents.

In 2003, two changes were made regarding water. The first change reworded the question from "How Do You Rate The Quality of Your Drinking Water?" in 2001 to "How Do You Rate The Quality of Your Water Service?" in 2003. Overall mean in 2003 was 4.14. In 2005, the overall mean was a little lower at 4.09.

The second change regarding water dealt with suppliers. The 2003 question provided only two options: City and Other. There was little variance in the 2003 respondents' answers with means of 4.13 and 4.14 respectively. In 2005, the means were 4.12 for the City and 4.06 for Other.

The next question concerned neighborhood safety. With a 2005 mean of 3.96, overall perception remains high that someone walking in a City neighborhood is safe. This mean was 3.97 in 2001 and 2003. Several crosstabulations were conducted on 2005 data to further investigate neighborhood safety and are included in the report. Data generally support that residents across all ages feel someone would be safe walking in their neighborhood.

The next three questions were preceded by the statement, "If you have had telephone or in-person contact with a City of Grand Junction employee within the last 12 months, please rate the following three employee traits by circling the number that most closely represents your opinion. N/O represents no contact."

Again in 2005, data support that City employees are very courteous and provide services in a timely and helpful fashion. All means are above the mid-point. Each shows a little downward movement from 2003. Several crosstabulations were conducted to further examine City employee traits and are included in the report. There is moderate variance in the three areas based on age.

The next section of the report dealt with statistical significance testing using analysis of variance. Questions 1-13, 15-17 and 20-23 were examined across the three rating periods to determine if the results were statistically significant based on year of survey.

	2001 Mean	2003 Mean	2005 Mean	Significance
Quality of Life	4.02	4.05	4.01	.093
Provision of Services	3.62	3.74	3.70	.000*
Street Maintenance and Repair	3.27	3.26	3.20	.002*
Street Sweeping	3.24	3.53	3.42	.000*
Traffic Management	2.89	2.88	2.93	.100
Fire Protection	4.03	4.18	4.20	.000*
Emergency Medical Services	4.13	4.24	4.20	.000*
Delivery of Police Services	3.63	3.68	3.55	.000*
Enforcement of Traffic Laws	3.20	3.12	3.03	.000*
Crime Prevention	3.28	3.23	3.20	.003*
Appearance of City Parks	4.27	4.09	4.11	.000*
Recreation Programs	3.90	3.91	3.93	.409
Trash Collection	4.16	4.28	4.25	.000*
Weed Control	2.98	2.86	2.79	.000*
Junk and Rubbish Control	3.15	3.08	2.88	.000*
Storm Water Collection System	2.49	3.20	3.45	.000*
*Water Service		4.14	4.09	NA
*Water Quality	3.76			NA
Neighborhood Walking Safety	3.97	3.97	3.96	.908
City Employee Courteousness	4.05	4.14	4.12	.012*
City Employee Helpfulness	3.90	4.01	3.98	.005*
City Employee Timeliness	3.72	3.87	3.86	.000*

\*Statistically Significant at the .05 level

A finding is described as **statistically significant** when it can be demonstrated that the probability of obtaining such a difference by chance only, is relatively low, usually less than 5 out of 100.

There were 16 statistically significant differences among the 20 questions tested. (See Appendix B for complete results by question) It is important to note, however, that only three of the 20 means were below the rating mid-point of 3 on

the 1-5 scale. Any rating above the mid-point is generally viewed as a positive rating. Of the three below the mid-point, traffic management is showing a little overall increase over the three survey periods while weed control is showing a little overall decrease and junk and rubbish control is showing a minor overall decrease. The biggest decreases over the three-year period were in junk and rubbish control (-.27), weed control (-.19), and enforcement of traffic laws (-.17). In the report, trend data is discussed for each individual question.

The next four questions concerned respondent demographics. In 2005, respondents were majority female (53.5%) with 5.1% of respondents not answering this question. Gender distribution was closer in 2003 than 2005

In 2005, 49.2% of respondents were 60 years of age and older, with 28.9% 70+. This is a decrease from 2003 when 49.7% of respondents were 60 years of age and older, with 30.7% 70+.

In 2003, 46.5% had lived in Grand Junction 21+ years and 33.3% had lived in Grand Junction 10 years or less. In 2005, 45.5% had lived in Grand Junction 21+ years and 33.1% had lived in Grand Junction 10 years or less.

As in 2003, 2005 Zip Code distribution was not even with small responses from 81502 (.2%), 81503 Orchard Mesa (5.5%), and 81505 (7.7%). The number of respondents from each Zip Code area should be carefully factored into any conclusions reached based on research data.

The last part of the questionnaire gave the respondents a chance to make "Other Comments." This important communication tool was used by many people.

## **SUMMARY**

Research results leave little doubt that Grand Junction households, with few exceptions, enjoy a very good quality of life. Perception of overall services was above average, quality of water service was high, the City's neighborhoods were considered exceptionally safe, and City employees were courteous, timely and helpful. Data strongly suggest household respondents consider Grand Junction a great place to live. Even though many of the changes between the three surveys are statistically significant, an examination of means generally shows an above average opinion of City services, safety, and employee traits.

