

**Grand Junction
Downtown Development Strategy Plan**

Phase One Summary

GRAND JUNCTION
DOWNTOWN DEVELOPMENT STRATEGY PLAN

PHASE I SUMMARY
SEPTEMBER, 1980

Consultant Team: Rahenkamp/Oldham, Inc.
Johnson, Johnson & Roy
Wilbur Smith & Associates
Larry Smith & Company
Development Control Corp.

GRAND JUNCTION
DOWNTOWN DEVELOPMENT STRATEGY PLAN

Phase I Summary

The purpose of the work undertaken in Phase I was to establish a specific work proposal and detailed list of products for the overall project. To accomplish this, the following tasks were necessary:

1. Determination of study area: The area to be examined within the scope of this project will be divided into several levels of detail. For this reason several scales of mapping will be used.

The analysis of market demand requires that an area large enough to show external influences on the local market be shown. To determine the appropriate size of this area, a map scale which includes surrounding counties on the western slope and cities in Utah within the reasonable market area of Grand Junction has been chosen. The intent has been to include an area somewhat larger than necessary and then within that, determine by means of a check-cashing survey, the actual areas of market influence by check address. (The check-cashing survey for market area determination will be accomplished in Phase II.)

The other map scales in addition to the "regional" market scale described above are as follows:

- A) 1"=100' scale for site and design studies within the downtown area. This map, provided by the City/County Planning Department is available with lot lines or with outlines of building footprints.
- B) 1"=200' scale: this is the same map noted in A but at a more workable size for handling. Both these maps have as their boundaries; Ouray on the North, South Avenue on the South (the boundary is actually one-half block south of South Avenue), 12th Street as the East and the Denver Rio Grande and Western Railroad on the West (the boundary actually extends beyond the railroad to include part of the Colorado River and the area in the vicinity of Riverside Park.)

- C) 1"=400' with similar boundaries as described above but without building footprint outlines.

The 100' scale base map is intended for use primarily in the analysis of the more detailed physical elements of the Downtown area and will be used in delineating design criteria.

The 200' scale base map is intended for use in the analysis of overall patterns of use, traffic movement, signalization and parking.

The 400' scale base is intended for use primarily in reports, as a hand-out for general dissemination of information and as a referral map during field surveys.

2. Site Investigation: to get a sense of the Downtown area and its environs in overview fashion, preliminary site investigations were undertaken in Phase I. These included a walking reconnaissance of the Downtown study area with extensive photographic documentation. Emphasis in the documentation was placed on recording store fronts, street furniture, lighting, landscaping, any water features, parking types and street views. Both Downtown and outlying areas were recorded. All slides were referenced to the base maps (1"=200') for ease of identification. Representative photographic documentation and a base reference map was forwarded to Johnson, Johnson and Roy to assist them in establishing familiarity with the study area preparatory to making an actual site visit.

To expedite the progress of the project in general, it was determined to be of significant importance to initiate some of the Phase II tasks which could proceed without danger of modification while the details of the overall work program were being discussed. To this end, Johnson, Johnson & Roy were scheduled to arrange a site visit to augment the Phase I investigations.

The site visit was scheduled for the week of August 11th through 15th, 1980. A meeting was held in conference rooms at Stapleton International Airport on August 11th attended by Skip Grkovic, Director of the DDA, Carl Johnson and John Vittum of Johnson, Johnson & Roy and Arthur Oldham,

Richard Kirkwood and Thomas Kopf of Rahenkamp/Oldham. The purpose of the meeting was to allow Skip Grkovic to meet the JJ & R representatives and to outline his feelings about direction and intent of the project while providing some insight into local patterns, concerns and current projects in Grand Junction. All information provided was recorded on the 1"=200' base map.

Site investigations in Grand Junction proceeded during the remainder of that week. The written synopsis of those preliminary findings follows. (Sec. A)

3. Review of background data: to determine the information available for use in this project as well as its currency and suitability, the Grand Junction City/County Development Department assembled the available studies, reports, mapping and periodical articles within their keeping for review. These materials were duly listed as received, catalogued and the lists distributed to the members of the consultant team. Team members were then sent materials and/or copies of maps in whose contents they had expressed interest for use in their individual areas of inquiry. The list of written materials provided and the catalogue of mapped information are included in this section. (Sec. B)

During the review of the data, the following points concerning major information elements were raised:

- A) Existing Land Use: available information, particularly in mapped form, is of a very general nature. No detailed mapping of specific uses appears to exist. During the site investigations, additional land use data of a more specific nature was collected but it does not take the place of an overall, use-specific study for the Downtown and environs. Information from the Structural Survey being conducted by the Building Department and the Housing Conditions map (1"=200') provided by the City/County Planning Department will of course be useful components.
- B) Traffic/Parking: Information describing traffic volumes and accident occurrences appeared to be outdated. To base analysis

on the most current findings available, it was necessary to generate more recent data. To this end, the City's Transportation Engineer has engaged in a program of traffic volume counts for major streets affecting the Downtown area. This work is still in progress and is being conducted at the following locations:

Between 1st and 2nd on Grand
Between 8th and 9th on Grand
Between Grand & Ouray on 4th
Between Grand & Ouray on 5th
Between Grand & Ouray on 7th
Between 7th and 8th on Ute
Between 7th and 8th on Main

Optional additional locations:

Between 4th and 5th on Rood
Between 4th and 5th on Colorado
Between 4th and 5th on Pitkin

- Accident information, particularly pedestrian and bicycle accident-related as contained within was felt to be outdated enough to require more current data.

The Grand Junction Police Department is providing information on specific intersections from their computer file to accomplish this updating.

- Parking information from 1979 provided by the City has been used as the background information and is being extensively updated. New original research will include an overall inventory of parking spaces in the Downtown, a parking turnover survey for selected block-faces, and an overall utilization count at "target" hours at key shopping times.

- C) Public Utilities: To date no concise mapping of public utilities locations in the Downtown area has been reviewed. Further discussion with the Public Works Department is necessary to determine the nature and extent of future plans for routing or the possibility of below-ground placement of utilities.

4. Community Involvement: Involvement of the community-at-large in the overall process of the Downtown project has been accomplished by the formation of a Downtown Action Committee. This group, composed of merchants, professionals, Downtown property owners and interested citizens has been formed to provide consistent, continuing guidance and response to the development of a Downtown strategy plan. Their role will be one of an advisory group to elected officials, the Downtown Development Authority and the City Planning Commission. They are expected to assist in the development of objectives for the Downtown plan, represent the concerns and interests of the merchants and citizenry at large, and reach consensus on the appropriate strategy plan for implementation.

The initial meeting of this group was held on August 21st, 1980 at 7:00 P.M. This first meetings' purpose was primarily one of introduction to the project and an opportunity for Committee members to introduce themselves, identify the segment of the community they felt they represented and express interest or concerns they might have about future planning for the Downtown.

At the end of a general discussion of issues to be considered within the project, the Committee was handed a questionnaire covering a broad range of topics concerning Downtown. The intent of this questionnaire was to allow the group to formalize the concerns raised during the discussion and to give the Consultant Team a sense of the group's concerns, interests and opinions.

Twelve responses were received from the questionnaire distribution, which were then tabulated to determine the Committees' range of opinions. A copy of the questionnaire and the tabulated responses follows.

5. Work Program: The detailed Work Program for subsequent phases has been developed in conjunction with the City/County Planning Department, the DDA, and City Manager. A detailed list of tasks and hours required for production was submitted to the City on July 18th and subsequently reviewed. Changes/corrections were requested by the City on August 21st and a revised Timeline/Products/Responsibility chart was presented on August 29th.

The official program/timeline was accepted by phone on August 9th. The changes and/or corrections made subsequent to that date are as follows:

- The traffic counts preliminarily scheduled to be completed by the City on September 5 will not be available until October 3rd, therefore extending the timeline until October 17th.
- The change in the authorization-to-proceed-date from September 1st as noted on the original timeline to September 9th moves the parker survey timeline to September 26th.
- The building condition survey originally scheduled for completion on September 10, 1980 has been received in part on September 12 and is expected to be completed on September 19th.
- Phase IV item 1. in the work program will be changed to a task that relates to the program to be followed during Phase IV. It is described as: "1. Programming: preparation of an outline for the work to be accomplished in Phase IV. This includes any changes or corrections to the products previously anticipated, identification of key points for presentation and review and the format of a final implementation strategy."

Phase IV item 1. as originally proposed will be moved in terms of sequence to a position in the Timeline between items 6. and 7. with a scheduled completion date at the end of January 1981. This work item will be a programming element as initially anticipated but will relate to the steps necessary to bridge the gap between plan development and implementation. It is described as:

6a. "Implementation Program: preparation of a summary program for implementation of the Strategy Plan. This product will include a description of the plan elements in relation to the necessary phasing, costs required, investments needed, public improvements, and realistic timetable for implementation."

This task is really a consolidation in program form of tasks IV 2, 3, 4 and 6 (C & D).

PROBLEMS/OBSERVATIONS

No significant problems of an irremediable nature were encountered in Phase I. Due to the multi-disciplinary nature of this project and the overall complexity of the information required, a considerable effort has been expended in developing workable coordination pathways. This is certainly to be expected in a project of this type, particularly in view of the number of other projects which the City is faced with managing at this point.

It is our feeling that the establishing of coordination and review procedures has been successfully initiated in Phase I and we wish to express gratitude to the City and DDA for their participation in these efforts. It should also be noted that the City's efforts in providing available data as well as original research for use in this project are greatly appreciated by the Consultant Team. We look forward to a successful and highly applicable completion of this joint effort.

An important observation arising from the Phase I effort concerns City participation in the project. The DDA and the Project Review Committee have a set review date on the third Friday of each month. The Downtown Action Committee also has a scheduled meeting date on the second Thursday each month. While these meetings are "open" and can be attended by other individuals, it appears that perhaps some special consideration of other City officials may be in order to keep them apprised of the project's progress and gain their insight. It is suggested that the inclusion of City Council and Planning Commission in the strategy development be a more formalized aspect of Phases II & III. This may be accomplished by the City/County Development Department directly or may be a joint effort between the Consultant Team and the City.

A. Written synopsis of findings
of Preliminary Site Investigations.
Submitted as a technical memo by
Carl Johnson and John Vittum of
Johnson, Johnson and Roy.

JJR

Inter-Office Communication

to: Grand Junction Colorado, CBD Plan File
from: Carl Johnson; John Vittum
project: Grand Junction, Colorado
date: 12 August 1980

message:

Mall Observations

The overall impression of the mall is excellent. It appears to be an oasis that is very much appreciated and utilized as a sheltered relief from the harsh, glaring hardscape of the surrounding downtown environment.

The key element is the mature shade tree canopy that is distributed quite evenly through the entire length of the mall. The trees are healthy, with rather dense canopies. Most of the trees are too dense--the foliage obscures key views of the signs and storefronts, both from a pedestrian and vehicular point of view. Careful, judicious pruning, or thinning, of the trees would help to "open up" the visual scene, as well as improve the health and longevity of the trees.

Although the understory trees, especially the flowering trees, are attractive, they block the intermediate plane in many situations. The intermediate plane is that visual plane (zone) that obscures the sign and display windows of the shops. Some of the trees can be thinned, while others will have to be removed. This is particularly true where the conifers occur. The Ponderosa Pine are not only anemic, but also oversized in proportion to their planters.

Some of the shrubs (e.g., the Juniper and Yucca) seem to be thriving, while others in many situations appear to be stressed. This is also true with the Cotoneasters planted in the small planters. The deciduous flowering shrubs are far too tall and dense. They tend to be bulky, obscuring key visual alignments. From a design point of view the texture combinations, such as Yucca and Juniper, are less than desirable. Some of the perennial ground covers are doing well, such as the sedum.

routing:

In summary, the entire planting matrix needs to be carefully trimmed and shaped to fit the pedestrian environment it enhances. In some situations, plantings should be removed, while in other locations, plantings should be replaced with more appropriate species types. Plant material should be selected on the basis of aesthetics, maintenance characteristics and adaptability to the urban environment.

The lighting system for the mall needs a careful evaluation that includes lighting levels in relation to the changing pedestrian scene, design goals and continuity in fixture design. The original street lights, (coolie Hat fixtures, 30' high), were placed and designed to light a typical open vehicular oriented street. As the landscape in the mall matured, the lighting needs and conditions have changed. The trees have lowered the canopy to a more pedestrian dimension. The high, overstory, level lights are less effective; whereas, the lower pedestrian scale fixtures are more appropriate. Even indirect light could be utilized in some areas to enhance the night scene. So, in essence, the parameters for designing light levels and qualities in the mall area are entirely different. Therefore, a reevaluation is entirely in order. Another concern is the continuity and design of light fixtures. There are several different varieties that tend to negate the unity of a system that might even link appropriately to the various districts of the surrounding community.

It's interesting to note that a pedestrian shade canopy covers almost the entire length of the northside of Main Street. This amenity, coupled with an interesting mix of shops seems to generate most of the pedestrian movement through the mall. Several interesting and somewhat innovative shop clusters, mini malls with alleyway access, occur on the north side: the Main Street Arcade, the Mercantile Building and the Winery Restaurant Arcade. These are excellent examples of how Grand Junction can evolve into a shopping district that possesses the special character that could be successfully marketed. In addition to these attractive quality infill shops, there are excellent opportunities to rehabilitate several existing stores by restoring their original character, in part or in whole. The Margery Building block, including the adjacent stores, the Montgomery Ward facade, the Woolworth/Rasco Building and the Keith O'Brien Building, are very simple and excellent examples of period architecture. Each of the last three buildings cited occur on the corners of the Main Street Mall, where they have prime exposure. In the case of the Art Deco Keith O'Brien Building, the solution is quite simple: the metal overhang which is deteriorating could be removed and replaced with awnings that complement the modular expression of the windows and character of the architecture.

The pedestrian connectors to the alleyways that flank the mall are very useful and important, if they link generators to the shopping district--for example, perimeter, shopper designated parking lots, employee centers (offices) and residential districts, both existing and potential.

The 600 Block is obviously lacking the shopper activity of the blocks to the west, although aesthetically it is one of the finest blocks on the Main Street Mall. From our initial observations, we feel the problem is the land/use mix. There are several specialty shops lacking "comparison goods" opportunity. The 600 block also has empty stores, the unemployment office, which generates some loitering, and a theatre which generates primarily evening activity. The "market mix" should be carefully examined in this particular zone in light of the problem. Also, the lower patio, although potentially attractive, is a dead area that never has worked as a "people place." William Whyte's most recent findings on attractive and active human spaces claim any public space at depressed or lower areas are rarely successful. This rather critically located, inactive area could possibly be activated in a very positive way by converting it to a climate-controlled Galleria which could market a product within a unique and quality environment.

The Bulletin Board, with a shingled roof, is bulky and out of scale with the mall. It is used, however, on a regular basis for community announcements. The information kiosk idea is appropriate; therefore, its function should not be removed from the mall.

Two of the finest buildings facing the mall are financial institutions, each with a quality landmark image. The U.S. Bank represents a substantial commitment to downtown. It's also an architectural pace setter. This simple contemporary building is marvelously scaled and detailed. The color of the brick is reflective of its regional setting, and complements the rich, green landscape fabric of the mall. The portal linking the mall with the large parking lot on Colorado Avenue is a feature consistent with an integral pedestrian auto circulation system. When the major anchor department store (the J.C. Penney Co.) moves to the suburbs, the new tenants should seriously consider a renovation concept to complement the color and character of the U.S. Bank (but not replication). The other major bank, the First National Bank, is one of the best buildings on the mall. Traditional in style, it is beautifully proportioned, and has a unique texture of travertine relief that is simple and elegant. The recent renovation is restrained, yet tastefully expressed. The First National Bank sign may be a bit overpowering, when compared to its refined detailing and pedestrian orientation of the mall. The fountain in front of the bank is a good idea, but out of character with the quality and dignity of the First National Architecture.

The white concrete umbrella canopies sheltering the circular ceramic brick seat walls appear to be functional as social seating clusters. While their function may be appropriate, their form and materials seem to be out of character and command far too much attention relative to the store facades, signage and other, more harmonious, mall elements.

Our general impression of the signage for the mall is positive, although there is a small percentage of the signs that are oversized, poorly placed and out of character. The private commercial signs should be diverse and unique to their marketing message, without conflict with the vernacular and display of the mall as a unified element. The control of private signs is a very delicate and difficult problem. Governing guidelines need careful study within the context of overall design structure of the C.B.D. Above all, they should be endorsed by the majority of the merchants and should benefit the whole.

Public signs, however, could be a bit more systematic in their distribution and placement. Graphically they should be unique but simple, both in form and message. The use of attractive logos and universal symbols could add interest to the mall, as well as having the function of imparting clarity to circulation systems and public regulations. The urban design plan for the C.B.D. should give careful consideration to recommending public graphics for the special, and unique identification of downtown.

Traffic on Main Street was not overbearing, although the few parking spaces were almost always occupied. The vehicular movement within the mall zone was reasonably slow and respectful of the pedestrian precinct. The intersections with the north and south cross streets appear to be broad and overpowering, and walk lights seemed to be out of sequence and short in duration.

The relationship of the mall to the surrounding community is a rather glaring weakness. The arcade links from Main Street to the alleyways are appropriately developed, but most of them lead to dead ends or privately owned parking lots and buildings--only one or two lead to public, high-turnover parking lots. The entrances to the mall (East and West) are weak and somewhat obscure. The east entrance is flanked by unscreened parking lots, and the west entrance orients primarily to undeveloped open land reserves. Seventh Street, an extremely wide 4 lane street serves as a primary access route from the airport to downtown. Because its role as a major carrier and its cold hard edges, it acts as a visual and physical barrier to the local neighborhoods to the east. All the north and south streets crossing the mall are essentially totally barren of landscape or human scale characteristics. Only a few of the parking lots adjacent to the Main Street Shopping Mall are softened or screened with any kind of a device, walls, fences, shrubs or trees. The mall environment is almost totally different in its ambience and character to any of its edges or neighboring districts, with the possible exception of the Civic Building area and Valley Federal Building. We strongly recommend that the barriers must be softened and the ingredients and quality of the Main Street Mall should reach out into the community to the degree that the entire downtown area is in its image a single, unified, diversified marketplace.

The mall is obviously a very pleasant and inviting place to shop, even though there are signs of deterioration of both the quality of the landscape and hard-scape, and the land/use mix and type. Incentives such as climate controlled enclaves, free customer parking, special events and evening attractions could be very beneficial to the downtown marketplace, as well as providing stability to compete with the major centers on the periphery of the city.

GRAND JUNCTION -- OBSERVATIONS

Located in the Grand Valley of the Colorado River, Grand Junction is surrounded on three sides by spectacular geological formations. To the west is the Colorado National Monument, an 18,000 acre National Park featuring spectacular red sandstone formations. To the north are the Bookcliffs, a group of mountains popular as a recreation resource. To the east is Grand Mesa, an immense 34,000 acre flat topped mountain comprising a valuable resource for fishing, hunting, skiing and camping. Directly south of the city is the confluence of the Colorado and Gunnison Rivers.

This three-sided enclosure of the valley helps create a protected environment, but also produces the conditions necessary for temperature inversions which trap cool air masses in the valley, often for extended periods of time. As Grand Junction grows, the air will become more polluted and a situation similar to one now existing in Denver could be produced.

Water will also be an important growth related issue. Fortunately, Grand Junction and surrounding communities have cooperated in anticipating this need and available water will support considerable development.

The high incidence of sunny days in Grand Junction is an important element in urban design. Shade is an important factor as pedestrians seek shelter from mid-day sun. Providing shade to hard surfaces is critical in reducing radiant heat and glare. In parking lots, very few trees are used to shade vehicles and several instances were observed where parkers had placed towels or aluminum foil over seats and dashboards to reduce heat gain and perhaps damage to plastic parts.

Air movement during hot summers can be captured for its cooling effects by sensitive design. However, the complex masses and voids of the city create many areas where slight breezes can be magnified and turbulent conditions created. Because of the dry environment, the wind carries dust and particulates, adding to the discomfort of outdoor spaces. The dry environment also provides an excellent opportunity to appreciate the cooling effects of water in urban spaces and pools or fountains can be used in many ways to attract pedestrians to activity nodes or provide interest in key spaces.

The area of Grand Junction this study deals with is small in comparison to the entire city limits. An area of approximately ___ acres, it contains a variety of uses and districts typical of most downtowns. One advantage enjoyed by Grand Junction is that the city and region are in a growth cycle with optimistic projections for the next decade. Whether or not this projected boom occurs, and to what extent, depends upon the development of shale oil technology. Speculative growth is now occurring at a rapid rate and the city is in the position to adopt policies which direct development in an orderly fashion benefitting the entire city.

The approaches to the downtown by vehicle constitute a very recognizable problem in terms of image. These approaches are generally harsh and uninviting with little sense of arrival. These image problems are compounded by a lack of clear direction to various districts once the visitor has arrived.

From the south, the primary approach is U.S. Highway 50 (Fifth Street) which crosses the Colorado River with a view of the entire downtown. What could be a very dramatic entrance and arrival experience is lost because of the harsh industrial zone located on the north edge of the river, in full view from the highway. This does little to upgrade the image of Grand Junction. The river forms a definite edge to the downtown and, although a great deal of potential exists, there is little evidence of any effort to utilize this resource to upgrade the entry image from the south.

From the west, the approach to the city is by way of routes 50 and 340 which combine at First Street, and again, a very harsh image without clear identity or direction greets the visitor.

One exception to the poor arrival image typical in the downtown is a short stretch of Seventh Street approaching the city from the north. The block between Ouray Avenue and White Avenue is a delightful stretch of road lined with mature shade trees and well maintained homes. In the center, a grassed median with historical street lamps adds to the human scale. Unfortunately, at White Avenue the image abruptly stops and the harsh streetscape typical of the downtown takes over. Wide open exposures of space without trees or visual relief greet the visitor. Signs of all sizes are everywhere and the automobile is clearly dominant. Much can be done to improve the clarity, image and scale of this environment.

Within the downtown core described earlier, several key areas of activity generators are located. To the north the Government Center contains city/county departments and a Federal Building. In addition, there is talk of a state office building which should be built in this district to strengthen its identity of a government service center. This area sets a good example for downtown development with generous building setbacks and wide expanses of lawn and shade trees. Many people could be seen enjoying this area as a park throughout the day. Several fine churches stabilize the north edge of this area, and nearby are a post office and public library.

To the east of Seventh Street is a block wide transitional zone where a few remnants of housing are holding out against the encroachment of small businesses. The area is characterized by random parking lots, vacant spaces and cluttered service alleys which border residential lots without benefits of buffering. Whether this area can be reclaimed for housing is doubtful, but measures can be taken which discourage the random migration of mixed uses into predominantly residential areas. In addition, the street corridors connecting these residential areas with the downtown can be upgraded with landscaping as connectors to the shopping district.

To the south of the downtown mall on the south edge of Colorado Avenue, a mixture of marginal services and retail is located. South of this zone, a variety of businesses, deteriorating single and multi-family housing and vacant lots comprise a marginal transitional zone which contributes little to the vitality of the downtown. A fine museum and a large urban park, as well as the Elks Club located in an excellent example of architecture offer the only real strengths from which to build in this area.

The most logical place to begin analysis of the downtown is at the shopping mall located in four blocks of Main Street in the center of the central business district. The mall is the largest generator of downtown activity and since its development in 1962, it has been a source of pride. While the mall forms the nucleus for the downtown, the principle limits of the downtown core are bounded by Grand Avenue to the north, Seventh Street to the east, Colorado Avenue to the south and First Street to the west. The project area is actually considerably larger than this, bounded by Ouray Avenue to the north, Twelfth Street to the east, South Avenue to the south and the Colorado River corridor on the west.

The city is defined by a grid system of streets which have been in existence in their present configuration for many years. Some of the streets have been converted to one-way travel. It is not clear at this stage of the study whether the one-way system facilitates vehicular circulation or confuses directions for motorists. This study will seek to make recommendations on this issue as it relates to urban design. The question of the need for all streets in the present configuration will be examined; particularly in light of the question of the most efficient movement of the car and the potential for opening up large tracts of land for development.

The question of the automobile in the downtown is a critical factor relating to the ultimate design of the city. From the outset this study will assume a need for the automobile in Grand Junction, and that this need will probably intensify with continued growth, even if mass transit of some sort is eventually implemented. The urban design question to be examined becomes how to integrate the automobile into the framework of the city, both functionally and visually. As noted in the mall observations, the pedestrian and the automobile coexist quite nicely in that area. However, many other areas of conflict exist, such as the area of Seventh Street between White and Colorado Avenues where the pedestrian is clearly at a disadvantage. Measures for reducing these conflicts and reclaiming some of the circulation corridor for the pedestrian will be examined in this study.

Storage of the automobile in parking lots is another typical urban problem encountered by the visitor to the downtown, as well as people who work there daily. From the point of view of urban design, the parking question is related to circulation and land use and involves the visual impact of parking areas as well. Visually, the parking areas should be separated from the street corridor and other adjacent uses by landscape buffer strips. In addition, parking lots must be identified from the street, and particularly the entrance zones to the downtown. In downtown Grand Junction, large numbers of parking spaces exist, but often they are short term, or private and not concentrated in key locations. Parking meters are the most frequently used means of control. Nothing annoys the downtown visitor more than worrying whether or not the meter has expired, and returning a minute or two late to find a parking ticket. This is not a good promoter of the downtown as an attractive shopping area and becomes an emotional issue for both shopper and merchant.

To the west of the mall area, west of Third Street, a two block area bounded by White Avenue on the north, Colorado Avenue on the south and First Street to the west has been the focus of several major development proposals. The Two Rivers Plaza Convention Center located in this area is the key element of strength. The setting of this facility, however, is weak with no sense of identity or access. The stretch of land bordering this site along First Street is a mixture of uses, including a car dealership and two motels. Establishment of a strong row of shade trees along First Street would help identify this area as the edge of the downtown. Much of the remainder of the area is vacated buildings or vacant lots which leave the development opportunities wide open; obviously a key factor in the attraction of the area to developers. There is also the opportunity to extend the Main Street Mall into This area to reinforce future developments. This opportunity needs to be looked at critically and alternatives explored.

Stabilization of the land use and image of areas immediately adjacent to the Main Street mall is the most critical single challenge for the downtown at this time. As part of the problem, these areas need to be linked with one another, as well as the mall by pedestrian corridors. Attractive and well marked pedestrian routes will encourage increased activity in the downtown. The alleys to the rear of the Main street stores offer an excellent opportunity to be upgraded for pedestrian use. While service functions will have to remain in these alleys, current heavy use by pedestrians seeking shortcuts to the mall, indicates the need for upgrading their image. Several stores have entrances to the alleys encouraging pedestrian traffic to pass through to the mall. In addition, punch throughs from parking areas to the mall provide important access routes.

Housing is an issue of opportunity to the future vitality of downtown Grand Junction. As demand for housing increases on a regional basis, Grand Junction has the chance to grasp a portion of the expanding market and create an increased demand for downtown services at the same time. The success of in-town housing depends heavily on careful selection of sites and design considerations. Competition from single and multi-family housing units outside of town is heavy.

The need to stabilize existing neighborhoods from continued deterioration is also critical. As noted earlier, spot zoning has taken its toll in several key areas and shows no sign of losing strength, especially in times of increased development pressure.

DOWNTOWN MALL OBSERVATIONS

The following pages contain graphic observation of the Downtown area prepared by Johnson, Johnson & Roy during their week of site investigations.

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log

MALL OBSERVATIONS

- EXCELLENT mature TREE CANOPY
 - provides refreshing shade plane
 - contributes to 'human scale'
 - neutralizes the existing wide variety of architecture; materials color, styles, signs, etc.
 - The deciduous shade trees are more appropriate as a tree canopy, although they need careful, selected pruning... to open up views to store facades (signs).

SYCAMORE OR LOCUST.
Healthy - mature canopy.

Canopy Competition.

Ponderosa Pine.
Weak - Stressed.
roots. BLOCKS VIEW

CLEAR VIEW ZONE

SIGNS.

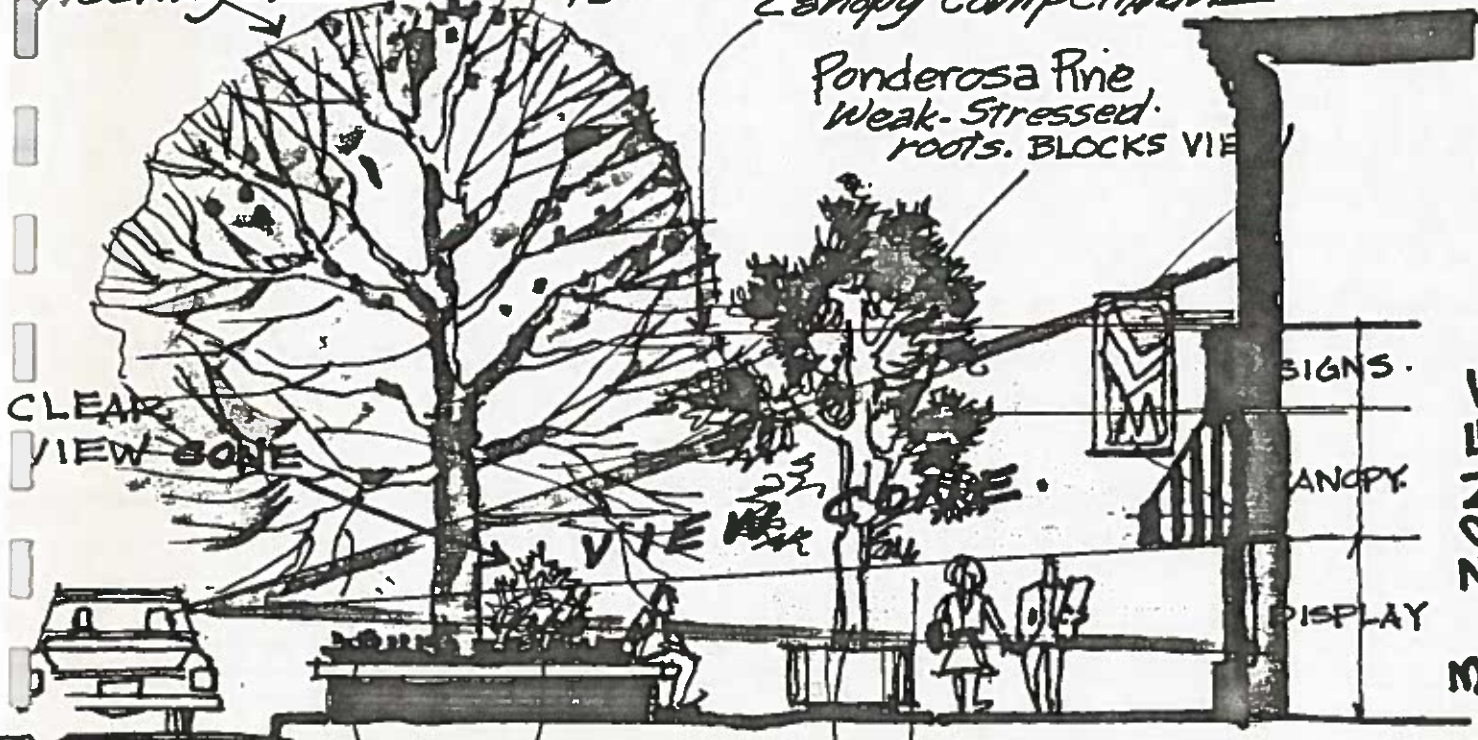
CANOPY

DISPLAY

3 ZONES.

REMOVE.
Maintain low profile

REMOVE
in some situations.

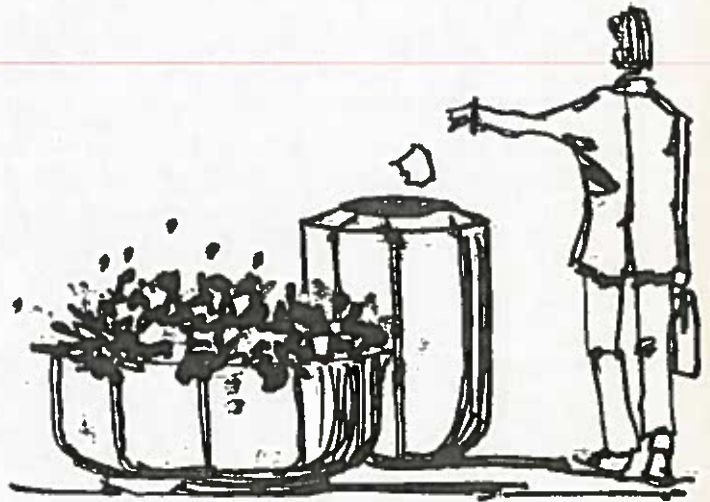


MALL FURNITURE.

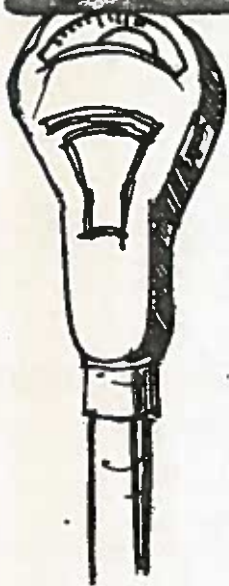
goals:

• continuity of materials and style simplifies image

- secure bike racks
- drinking fountains
- information kiosks
- waste receptacles
- planters



PARKING.



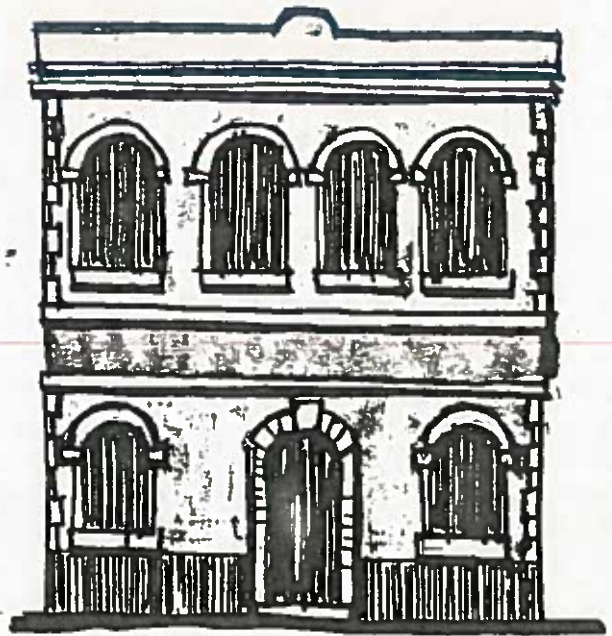
goals: availability in key areas, clarity of access, proximity to business

- provide direct links from primary parking lots to commercial areas through alleys or buildings designed as walk-thru arcades
- provide clear, clean definition of pedestrian systems
- provide shade tree canopy
- trees and shrubs to soften edges.

consider consolidation of private parking to benefit all adjacent businesses.

• identification signs:

- signage zones
- scale
- color
- material
- continuity



SIGNAGE

- signs as elements which facilitate the users experience downtown

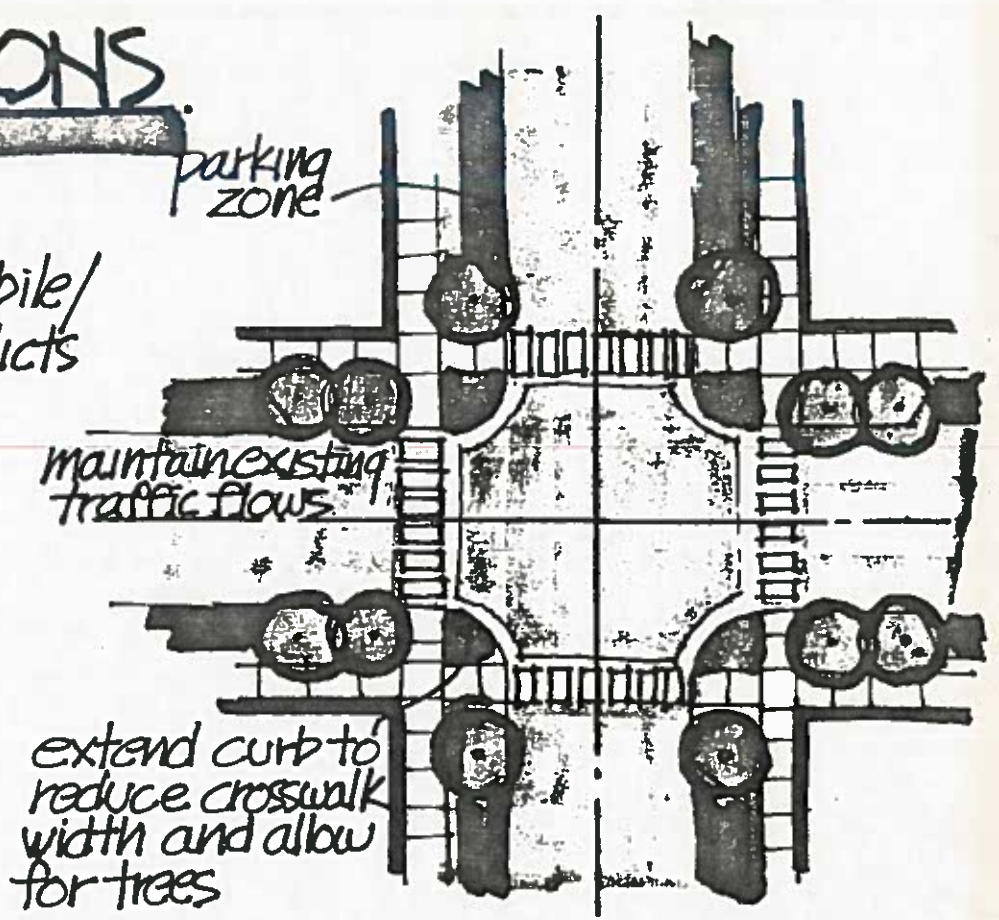
directional signs:

- help the user negotiate downtown.
- define districts, facilities, key landmarks and directions

INTERSECTIONS

concept:

- reduce automobile/pedestrian conflicts
- provide room for shade trees



LIGHTING

◦ DIVERSITY OF STYLES

- goal to provide continuity

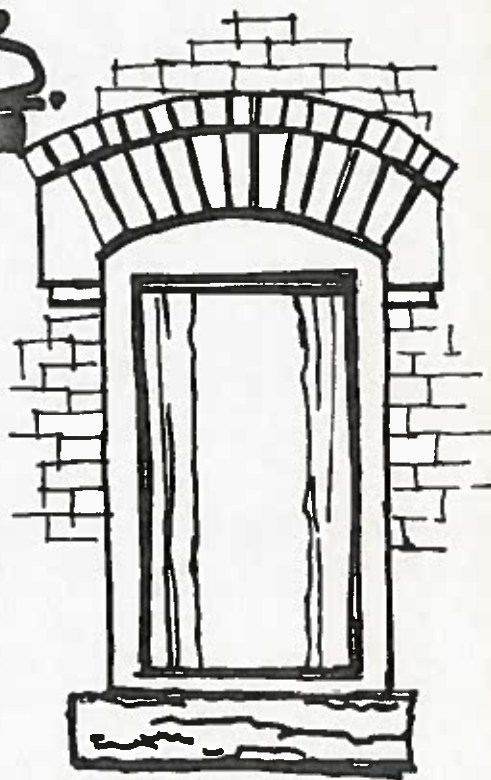


BUILDING FACADE REHAB.

◦ good rehab opportunities exist

◦ focus on prototypical situation and develop typical guidelines

- architectural integrity
- materials
- color
- signage
- alignment



**B. Materials List and Map
Catalogue**

GRAND JUNCTION - REPORTS RECEIVED

TITLE	DATE
Transit Incentive Program - Steamboat Springs Transit Study	Not Listed
Design Guidelines for Five Colorado Communities	Not Listed
Expanded Shopping & Parking for Downtown Grand Junction	November, 1976
Draft Copy - City of Grand Junction Parking Study	June, 1979
Parking Study	December, 1974
Traffic Impact Analysis for a Proposed Downtown Retail Center	September, 1977
Mesa County Zoning Resolutions	Updated Oct. 1978
Roadway & Traffic Safety Plan for Grand Junction and Mesa County	October, 1976
Carrying Capacity Study for the Grand Junction Area	November, 1979
What's New in Grand Junction ..It's "Operation Foresight"	April, 1974
Updated Report on Potential Market Demand...for a Proposed Hotel in Grand Junction Colorado	April, 1980
Transit Development Program	Not Listed
"Operation Foresight"	Not Listed (Early 60's)
Work Program Downtown Development Project	Not Listed

The Daily Sentinel - The 9th Decade Edition	March 9, 1980
Land Use and Development Code	1979
Parking Ordinance #1807	May, 1979
Report on Potential Market Demand for a Proposed Hotel	March, 1979
Grand Junction & Mesa Courty Building Permits 1970 - 1980	July, 1980
Mesa County TDP Project Working Pager 1: Existing Transportation Services	June, 1980
Mesa County TDP Project Working Paper 2	June, 1980
Population - Projections	January, 1980
City Sign Code	March, 1976
City Zoning Code & Development Regulations	1977
Mesa County Zoning (2 copies)	1978
Mesa County Subdivision Regs.	1979
Parks & Rec. Facilities Master Plan	Not Listed
Downtown Development Strategy Plan Workbook	August, 1980
Grand Junction, CO - An Economic Overview	1980

List of Maps for Grand Junction

- 1 - 200' Base with Title Block (Original) mylar
- 2 - 200' Base with Title Block (Copies) mylar
- 1 - 200' Negative
- 2 - 200' Mylars
- 1 - 200' Rough Parking Inventory on Print
- 1 - 200' Parking Summary/Block (Public & Private) print
- 1 - 200' Set of Air Photos (print)
- 1 - 100' Sepia Base with Ownership (No lots)
- 1 - 200' Office/Business Commercial on Print (existing & proposed)
- 1 - 200' Service/Retail Commercial on Print (existing & proposed)
- 1 - 200' Multi-family on Print (existing & proposed)
- 1 - 100' Existing Land Use on Print (Aug.'79) study area only
- 1 - 1"=500' Regional Land Use on Print
- 1 - City Zoning on Print
- 3 - Regional Zoning (prints)
- 1 - County Map (print)
- 1 - 200' Print with Photos Keyed
- 1 - 200' Negative Base with Title Block
- 5 - 100' Sepias of Study Area with Buildings
- 1 - Bikeway Plan (1"=1 mile)
- 1 - Building Conditions Map (1"=200')

DOWNTOWN ACTION COMMITTEE

Responses to initial
questionnaire in order
of questions and by #
of responses.

GRAND JUNCTION

DOWNTOWN ACTION COMMITTEE

1. Do you feel that the Downtown area should be the central activity "hub" of the City?

Yes, Definitely (8)

- Best interest to maintain thriving CBD - let other areas supplement.
- "Backbone" of community - every effort to keep downtown center.
- Office, Govt., Banks, Convention Center make it vital role - tremendous investment.
- Logical center geographically.
- Encourage financial/community center development in hub - Two River Plaza expansion, art center.
- Demonstrates sense of purpose, pride, self-preservation, "showplace", focal point.
- Best location for concentration of city/commercial financial activities
- Has largest concentration of businesses, largest number of professionals.
- Is locally owned - money stays here.

Yes, But (2)

- For government offices, but not every activity. For traffic flow need spread of businesses. Stores close to residential for energy conservation.
- Hub concept lost to Mesa Mall. Has to be bank, public service, financial center.

Not necessarily (2)

- Has no claim as hub - is geographic center - but hasn't convenience, facilities, parking, or attitude to flourish.
- Should be one of "hubs" - may be major hub if enough activity can be generated.

2. What type of uses or activities that do not currently occur in the Downtown do you feel should be encouraged to happen there?

- Performing arts/cultural/museum (5)
 - expansion of performing arts, cultural activities
 - museum/educational center
- Community Events/Entertainment (5)
 - art festival, farmers' market, "socials", special events, musical groups, celebrities - U.S. Bank style (small)

2. (cont.)

- Evening Shopping/Entertainment (4)
 - night clubs, longer shopping hours, specialty shops open evenings.
- Hotel (more hotel services, a major hotel) (3)
- Parks and People Spaces (3)
 - street overhangs, parks, play areas, sitting/eating areas

- Expanded Residential (2)
- More Restaurants (2)
- More Offices (1)
- Parking Garage (1)
- Major Department Store (1)
- More Specialty Shops (1)
- Double-decker English Bus/Public Transportation

3. Do you see the Downtown continuing as a retail trade center or do you feel there should be a different emphasis?

Yes, Definitely (4)

- Retail/business dominant; residential, other secondary
- Less cost than malls - need cooperation.

Yes, But (4)

- Additional emphasis should be encouraged financial, community center.
- New emphasis - offices, housing, overall parking plan, entertainment
- Retail, generally, but emphasis on residential especially over stores.
- Need broader base - offices for private enterprise, night clubs, restaurants.

Probably Can't (4)

- Outlying areas make it increasingly difficult.
- No longer center - momentum shifting to Mesa Mall - different emphasis: offices, civic, banking, hotel
- Uphill battle - need more activity (Boulder)
- Can't because of Mesa Mall - (best hope is to split business: hotel, offices, concert hall, apartments)

4. What in your opinion, are the greatest problems facing the Downtown today.

- Parking Related (8)
 - perceived and real problem in future
 - employee parking
 - lack in right places
 - remove meters (now!)
 - parking convenience - insanity of meter plugging
- Lack of Cooperation/Coordination Among Merchants (4)
 - lack of united willingness to do something
 - lack of constructive cooperation/coordination
- Lack of Purpose (3)
 - no purpose/commitment by residents
 - inability to organize for results
 - no public relations aims
- Need for Department Store (2)
 - need May D & F type
 - need Discount store (K-Mart)
- Deterioration (2)
 - need overall clean/fix-up
 - deteriorating areas around Downtown
- Lack of Day/Night Activities (2)
 - no regular day/night activities
 - limited evening entertainment
- Transition from Retail
Council support for competition
Panic in face of competition
Dependency on the city
Lack of a magnet/draw
Fear about going downtown
Financing and provision of incentives
Loss of residential land
Provision of additional aesthetic improvements.

5. What in your opinion, are the greatest opportunities the Downtown has for future development.

- Core is Already There (5)
 - state and municipal offices strong basis
 - area is not decayed but still viable
 - basis for new development
- Uniqueness (4)
 - best represents the past, Main St. unique area
 - "people spaces" already setting precedent
 - Ward's/Penney's redevelopment possibilities

5. (cont.)

- Residential Potential (2)
 - using second stories of stores
 - area south of Main Street
- Office Potential (2)
 - doctors' offices in town again
 - professional offices and energy conservation
- Governmental/Financial Center (2)
- Hotel/Convention Center
- The River as an Asset
- Tax Revenue from New Growth
- Trade Center only - no space for much else

6. What do you feel the City's role should be in improvement of the Downtown?

- Provide Political Assistance/Support (3)
 - community level
 - traditional role of Downtown support.
- Support Development through Financing (3)
- Create Incentives through Taxes (3)
 - tax relief/credits for improvements
 - funding through special taxation
- Provide Planning Assistance (3)
 - help plan uses - "forward" planning
- Provide Information (3)
 - impact assessment
 - help retailer improve services
 - share information
- Update Zoning/Codes (2)
 - new techniques to assist
- Work Directly with Developer (2)
 - assist investor
 - public-private partnership
- Sponsor Building/Improvements (2)
 - arts center and auditorium
- Acquire Land
 - between 5th and 6th to Grand. Close White.
- Encourage Private Sector to Provide Improvements
- Undertake Ongoing Market Analysis
- Organize Quasi-Public Bodies
 - make improvements where private sector can't
- Provide Organizational Assistance
- Encourage United Efforts
- Activity must go outside city for city to benefit

7. What do you feel the merchants/businesses role should be in improving the Downtown?

- Work Together (8)
 - united effort - take advantage of incentives
 - collectively have authority/ability to keep downtown competitive
 - take charge - form special tax districts; advertise, promote, long-term improvements, legal assistance
 - own responsibility for success
 - organized/coordinated retailing system; self-imposed controls
 - provide leadership - project positive attitude
- Undertake Beautification (3)
 - cooperative beautification of Mall.
 - individual improvements on store fronts.
 - new store fronts/interiors - need tax/rental controls
- Investment (2)
 - in advertising, parking corporations, investor projects, human and financial resources.
- Help with Parking (2)
 - support employee parking facilities
 - eliminate meters with parking authority
- Become Aware of Consumer Desires
 - money lost to sales "outside" of County
- Bear Burden of all Improvements
 - merchants benefit most

8. In the next five years, what would you like to see happen in the Downtown?

- Improved Parking (5)
 - take out meters/supply more parking
 - parking structures
 - highrise parking facility
 - explain parking
- Trolley/Shuttle/Bus (5)
 - shuttle bus downtown
 - overall transportation system downtown
 - trolley
- More Retail (4)
 - more boutiques; service-oriented stores
 - create specialty mall
 - local department stores - need cooperative support

8. (cont.)

- Hotel (4)
 - truly urban hotel
 - connected to performing arts center/convention center
 - major hotel
- Performing Arts Center (4)
 - concert hall
- More Offices (3)
 - new highrise offices to concentrate people/complexes
- Develop a Plan
 - workable plan for action/agreed upon/growth plan
- Develop Community Centers (3)
 - gathering places for people
 - community activities/productions
- Remodel (3)
 - improve aesthetics
 - remodel facades of older storefronts
 - refurbish low buildings
- Develop Parks/People Spaces (2)
 - areas to meet, relax, eat while shopping
 - small parks on corners
- Promote Pedestrian Traffic (2)
 - create walkways
- More Restaurants (2)
 - high quality restaurants
- Cover Mall with Canopy
- New State Office Building
- Create Stronger Downtown Association
- Continue Shopping Park
- Close Downtown to Auto Traffic
- Provide Mall Restrooms

Survey Instruments: To expedite the Phase II efforts, survey instruments for use in Parking, Marketing and Merchant Profiles analyses were developed in Phase I. The Mercant Survey was pre-tested by a small sampling of merchants during the week of August 11 - 15th. The final form of the Merchant and Shopper/Parker surveys are on the following pages.

GRAND JUNCTION DOWNTOWN MERCHANT SURVEY

I. Background Data

Date _____

1. Name of Business _____

2. Name of Person Completing this Form _____

3. Address _____

4. Type of Business (check one):

Retail Trade:

- _____ Building supplies
- _____ General merchandise
- _____ Food stores
- _____ Automotive
- _____ Apparel
- _____ Furniture & furnishings
- _____ Eating places
- _____ Drinking places
- _____ Drug stores
- _____ Liquor stores
- _____ Used merchandise
- _____ Book stores
- _____ Jewelry stores
- _____ Specialty (type) _____
- _____ Other _____

Finance, Insurance, Real Estate

- _____ Banks and savings/loans
- _____ Insurance agents
- _____ Realtors
- _____ Apartment houses
- _____ Other _____

Personal Services

- _____ Laundry & cleaning
- _____ Beauty & barber shops
- _____ Other _____

- _____ Construction
- _____ Wholesale/Trade

Other Services:

- _____ Hotels & Lodging
- _____ Business services
- _____ Repair
- _____ Motion picture theatres
- _____ Amusement places
- _____ Health services
- _____ Legal services
- _____ Educational services
- _____ Other _____

- _____ Government
- _____ Other _____

In general, do you consider your merchandise to be:
_____ discount priced _____ popular priced, or _____ higher priced?

5. Estimate of total store area in square feet? _____

6. Estimate of store sales area only in square feet? _____

II. Business Data

1. What year did this business open at this location? _____

2. Where were you in business previously?

- _____ First venture
- _____ Relocation From where? _____
- _____ New branch Where are others? _____
- _____ Other _____

3. Could you rate the importance of each of the following factors in terms of the desirability of this location to your business?

<u>Factor</u>	<u>Not Important</u>	<u>Somewhat Important</u>	<u>Very Important</u>
Design of the building & grounds	_____	_____	_____
Cost of occupancy	_____	_____	_____
Access to street	_____	_____	_____
Visibility from street	_____	_____	_____
Parking availability	_____	_____	_____
Traffic circulation	_____	_____	_____
Current parking time limits	_____	_____	_____
Customer awareness of parking locations	_____	_____	_____
Proximity to other businesses	_____	_____	_____
Proximity to neighborhood customers	_____	_____	_____
Central location in downtown	_____	_____	_____
Location in shopping park	_____	_____	_____
Proximity to your home	_____	_____	_____
Current zoning	_____	_____	_____
Pedestrian access	_____	_____	_____
Other _____	_____	_____	_____

4. Have sales and profitability generally increased, decreased or remained the same during the past one to three years (other than due to inflation)? What do you expect it to do in the next year to three years?

	<u>Increased</u>	<u>Decreased</u>	<u>Same</u>
Past	_____	_____	_____
Future	_____	_____	_____
Why (past)? _____			
Why (future)? _____			

5. Do you own or lease this facility? Own Lease

If lease:

5a. Who owns: NAME _____
ADDRESS _____

5b. Is your rent related to sales volume? Yes No

5c. What monthly rent do you pay? \$ _____

5d. What does your rent include?

Utilities Cleaning
 Taxes Other _____
 Insurance _____

5e. Has the rent changed over the last three years. _____
By how much each year (%). _____

6. Have any major improvements or additions been made to this facility in the last five years? No Yes

When were improvements made? _____

What were they? _____

What was the total cost? _____

6a. Any plans for improvements in the next five years?

6b. Do you expect to be operating here in five years? Yes No

Why? _____

6c. Do you intend to obtain financing from a local bank for improvements? Yes No

6d. Is it difficult to obtain financing locally for improvements? Yes No

6e. If a special low interest loan (2 points below prime) program for commercial renovation and/or expansion were available for Downtown businesses, would you use it? Yes No
For what? _____

6f. If free design assistance for improvements or store expansion/renovation was available to you, would you use it? Yes No

6g. What kind of assistance would you want? (describe below)

6h. If a person (or service) trained in small business management merchandising, financing, accounting, and personnel was available to provide technical assistance to your business, would you use that assistance? How and when do you think you might use it? Please explain:

6i. Would the availability of low-interest loans, design assistance and small business management assistance cause or allow you to expand your business or renovate your building sooner than you would if it were not available? Please explain:

7. Including yourself, how many full time employees work here? How many part time?

_____ Full time _____ Part time

8. About what percentage of your customers come here by:

_____ car _____ bus _____ walk _____ bicycle
_____ mail order
_____ Other _____

III. Market Area and Customer Data

1. What market area do you generally serve?

- | | |
|--|--|
| <input type="checkbox"/> Local neighborhoods | <input type="checkbox"/> Mesa & the adjoining counties |
| <input type="checkbox"/> All of Grand Junction | <input type="checkbox"/> Western Slope |
| <input type="checkbox"/> All of Mesa County | <input type="checkbox"/> Statewide or larger |

2. What age group best describes the majority of your customers?

- 1. Teenagers
- 2. Young adults
- 3. Middle-aged
- 4. Senior citizens
- 5. All ages (if all ages, which group is largest?) _____

3. What are your peak hours of operation?

- | | | | |
|---|--------------------------|----------|--------|
| <input type="checkbox"/> 8-11 a.m. | What hours are you open? | | |
| <input type="checkbox"/> 11-1 p.m. | Weekdays | Saturday | Sunday |
| <input type="checkbox"/> 1-4 p.m. | | | |
| <input type="checkbox"/> 4-7 p.m. | | | |
| <input type="checkbox"/> Constant level | | | |

4. Would you extend your store hours to compete with other retail areas? Yes No

If no, please indicate your reason:

- a. security reasons _____
- personnel availability _____
- personal obligations, schedule conflicts _____
- other, (please explain) _____
- _____
- _____

If yes:

- b. How many evenings would you stay open?
- c. Which evening(s) would you stay open?
- d. How late would you stay open?
- e. What kind of revenue (amount) is needed to justify keeping your store open for one evening?
- f. If your answer to 4a. was "no", why? _____
- _____
- _____

IV. Problems

1. How would you rate the following aspects of operating a business in this area?

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>
Availability of parking	_____	_____	_____	_____
Access from the street	_____	_____	_____	_____
Upkeep of area buildings	_____	_____	_____	_____
Vacant buildings	_____	_____	_____	_____
Crime and vandalism	_____	_____	_____	_____
Rent	_____	_____	_____	_____
Traffic congestion	_____	_____	_____	_____
Condition of streets	_____	_____	_____	_____
Condition of sidewalks	_____	_____	_____	_____
City regulations	_____	_____	_____	_____
Cooperation among Merchants	_____	_____	_____	_____
Other _____	_____	_____	_____	_____
_____	_____	_____	_____	_____

2. Do you think that cooperation and consistency among retailers will improve the downtown? Please explain what type of cooperation is necessary, what practices should be consistent and what improvements you think this will bring about.

3. What suggestions do you have for ways in which the city might help improve business conditions?

4. What effect do you believe Mesa Mall will have on downtown shopping and why?

GRAND JUNCTION
DOWNTOWN SHOPPER/PARKER SURVEY

Parking Location _____ Meter Time Limit _____

"Excuse me sir/madam, we are conducting a brief survey of downtown shopping preferences for the City of Grand Junction. May I ask you a few questions?"

1. Where do you live? (If outside Grand Junction, indicate town, if in Grand Junction, ask "Would you show me where that is on this map?" and indicate the number of the area.) _____

 2. How many people rode here with you? _____
How many of those were children under 16? _____

 3. How long have you been downtown today?
15 min. or less _____ over 15 up to 30 min. _____
over 30 min. up to 1 hr. _____
over 1 up to 2 hrs. _____
over 2 up to 4 hrs. _____
over 4 hrs. _____

 4. Where were you coming from when you drove downtown?
Home _____ Work _____ Shopping _____ Other _____
Where? (indicate area) _____
Where are you going now?
Home _____ Work _____ Shopping _____ Other _____
Where? _____

 5. What is the purpose of your trip downtown today?
Did you do anything else while you were here?
(check as many as applicable)
- | | <u>Purpose</u> | <u>Other Activities</u> |
|-------------------------------------|----------------|-------------------------|
| Personal shopping (for) | _____ | _____ |
| Other shopping (for) | _____ | _____ |
| Personal services
(i.e., barber) | _____ | _____ |
| Visit bank or similar
business | _____ | _____ |
| Visit government office | _____ | _____ |
| Visit medical office | _____ | _____ |
| Visit other professional
office | _____ | _____ |
| Eat at a restaurant | _____ | _____ |
| Employed downtown | _____ | _____ |
| Other (specify) _____ | _____ | _____ |

6. About how often do you come downtown?
 ___/week ___/month
7. (If applicable) about how much did you spend while you were downtown? \$ _____
8. Is there something in particular that usually brings you downtown?

9. Would you rate downtown as:
 (excellent=E, good=G, fair=F, poor=P)
- Shopping variety _____ Prices _____ Customer Service _____
 Convenience _____ Parking _____ Cleanliness _____
10. What other areas do you regularly shop? _____
 Why do you go there? _____

"I'd like to ask some quick questions about parking downtown."

11. Did you have any trouble finding a parking spot?
 Yes _____ No _____
 Why? _____
 No available spots close to destination _____
 No available meters with long enough time limits _____
 Hard to circulate to find parking _____
 Other (specify) _____
- Did you have any other problems downtown? _____
 Did you get a ticket? Yes _____ No _____
12. How far did you have to park from your destination?
 ___ Blocks or _____
13. Would you be interested in riding a downtown trolley-bus from your parking area or to get around downtown if one was available? Yes _____ No _____
- Comment: _____

14. Do you use any other means of transportation besides a car to get downtown? Type _____
 How often? _____
15. Would you ride a bus to downtown if one were available?
 Yes _____ No _____ How often? _____
 Where would you prefer it to stop downtown?

16. What improvements or new things would you like to see downtown?

Are any of those improvements in the other areas where you regularly shop? Yes No

If yes, describe: _____

Thank you very much for your time. This information will help us improve downtown.

Methodology of Analysis of
Downtown Retail and Office
Marketing Studies

Submitted as a technical
memo by Rahenkamp/Oldham,
Inc. in conjunction with
Larry Smith and Company.

RETAIL MARKET ANALYSIS METHODOLOGY

1. Determine retail classifications for which analysis will be conducted.

The analysis will develop retail sales potential for various store types in as much detail as possible. The restriction of level of detail will be data availability. Hopefully, sufficient data will be available to allow use of the following classifications:

1. General Merchandise - including department, variety, discount and showroom catalog stores. While requiring greater subjectivity, discrimination between potentials for "discount" operations and the more traditional and higher priced "full department stores" will be attempted.
2. Clothing (discount priced, popular priced, higher priced)
 - a. Women's
 - b. Men's
 - c. Children's
 - d. Combination/Family
 - e. Western Wear
 - f. Jean Shop
3. Shoes
 - a. Family
 - b. Ladies
 - c. Mens/Boys
 - d. Children's
4. Jewelry and Cosmetics
5. Home Furnishings
6. Home Appliances
7. Special Interest including sporting goods, hobby, art, cameras, toys, craft, fabric
8. Gifts/Specialty including imports, luggage & leather, cards/gifts, candles, books and stationery
9. Food Stores
10. Drugs
11. Liquor
12. Other Retail

2. Collect demographic characteristics for each market area (current and future).
 - a. Number of households (current and projected future)
 - b. Household size, age of head, family characteristics
 - c. Household income

3. Compute gross household income within the market, segment by household type, household income.

i.e., number of households earning \$20,000-\$25,000/year
x \$22,500
market area total household income in \$20-\$25,000

4. Compute total retail expenditures and expenditures by store type

Household income (by income range)
x % disposable
Household disposable income
x % of disposable income spent on retail
Retail expenditures by household income
x % distribution by store types
Market area retail expenditures by store types
by household income ranges.

5. Determine existing market share for downtown Grand Junction.

Market area retail expenditures by store types
÷ Downtown sales by store type
Downtown market share by store type

6. Analyze and project future market share based on:
 - a. planned competition in Grand Junction & elsewhere
 - b. shoppers survey results (preferences, comparisons, desires)
 - c. alternatives for downtown development
 - d. historic market share trends
 - e. merchant survey results

7. Project retail sales in downtown

Projected market area sales
x projected market share
Projected sales

8. Translate sales into physical development potential

Project sales
x Sales/foot
Projected retail use potential

OFFICE MARKET ANALYSIS METHODOLOGY

1. Inventory of recent office market demand
 - a. building permits
 - b. inventory tenants of new office space
 - c. compare office growth with population growth to determine relationship
2. Determine downtown's market share of recent office growth.
 - a. inventory existing major downtown office space to determine vacancies.
 - b. establish office construction history of downtown
3. Project future office demand in Grand Junction
 - a. Interview major office space users in Grand Junction for expansion plans (including prospective users not currently located in Grand Junction)
 - b. Project population-serving office space based on population projections.
 - c. Project business-serving office space based on "a" above, and other projections of business activity.
4. Interview a sample of office users to determine demand characteristics in terms of size, location, access, parking and ancillary service requirements.
5. Estimate downtown's market share potential and project office space demand.

Methodology for Analysis of
Downtown Parking

Submitted as a technical memo
from W.G. Stringfellow, Wilbur
Smith and Associates, Inc.

There are several approaches to data assembly, evaluation and interpretation which are applicable to parking and traffic studies. The choice is clearly a part of professional judgement and recognition of the appropriate relationships which exist. Therefore, this memorandum will attempt to describe what the data means, how it is applied, and how it may be interpreted, rather than provide a scientific approach for reviewing and evaluating parking data.

Parking Inventory. The parking inventory was conducted within the central downtown area to determine the total number of parking spaces available whether on or off-street, metered or unmetered and their type, public or private. This overall inventory is to be used as a basis for the subsequent evaluations.

Parking Turnover. The parking turnover survey was conducted along key block faces in the study area; and within selected off-street lots to determine the average space usage within a given area. This will allow a determination of parking accumulation (i.e., the number of vehicles using a space/block face/block within a given time period) as well as the potential per cent space utilization at various times.

If spaces in a given area are underutilized, reasons can be investigated. It may be that the surrounding land uses may not generate substantial traffic, the spaces may be located too far from where people want to go (real or perceived distance), the time limit may be inappropriate for the location, or other factors.

This will lead to supply/demand determinations, particularly with regard to block by block needs. Some blocks or areas may experience high turnover and high utilization of spaces and indicate a demand for more spaces, but other areas or lots may be poorly utilized and have low turnover. It may or may not be possible to balance out demand and encourage people to use the under-utilized lots or spaces by changing pricing structure, time limits, signing or other measures.

It is important to note that Parking Turnover studies are aimed at short-term parkers and not all-day or long-term (over four hours) parkers. Therefore, this survey was conducted primarily in the areas with meters and located in the more central area which encourages more intense use. "Turnover surveys" are not appropriate for

all day spaces and will yield no additional useful information regarding short-term demand. A count and percent utilization of long-term spaces is important and will result in a supply/demand estimate by area for long-term parking needs. (To be discussed later.)

The average turnover will be compared to meter limits to estimate the potential effect of space use/turnover on length of shopper stay. For example, if average turnover of 10 minutes is experienced in an area with 60-minute meters, it is likely that the time limit has no effect on the shoppers decision to stay or leave. If on the other hand the average stay in one-hour limit spaces is 50 to 60 minutes, then consideration should be given to extending the limit to encourage longer stays by the shoppers.

Use and length of stay in lots is also an important variable to overall on-street use and demand. If use of spaces in conveniently located lots is much below average, while on-street spaces in the same area are heavily used, time limits and pricing structure must be explored. Comparative analyses of different types of lots will sometimes uncover potential situations regarding distance, pricing and other features. If four-hour lots are heavily used, but one-hour/two-hour lots are lightly used, it may be an indication that shoppers require longer times to shop without having to move the car or plug the meter. This may be particularly true if size, location and other factors are comparable.

Parker Interviews. Parking turnover, accumulation, and length of stay are also related to trip purpose and types of spaces. Interviews will be conducted in various areas to determine the purpose of visitors using the spaces and related to the length of time there. This average length of stay by trip purpose and type of space will be compared to turnover results to estimate effect of trip purposes on meter limitations and time restrictions.

Parking Accumulation. The number of spaces in the area in which turnover counts were conducted which are occupied at any point in time (on the hour) will reflect a daily picture of space utilization at given points in time. This will allow evaluation of peaking characteristics and whether or not more severe shortages of spaces occur during certain times of the day. If so, are they related to specific trip purposes and can the peaks be leveled out by changes in meter duration or pricing changes? Accumulation by block or sub-area will also be used in determining supply/demand relationships and whether or not different spaces are or may be needed to offset changing land uses which may be proposed.

Summary Regarding Supply/Demand. Parking demand will be evaluated for average condition and peak period needs. This will be determined in part by vehicle accumulation counts and space turnover requirements. This will be looked at by block, although certain interrelationships exist between blocks and they cannot be totally isolated. Also, the demand for space on one side of a block may not be able to be accommodated by an excess supply of spaces on the other side of the block because of meter differences, distance, barriers or other factors.

In general, however, practical capacity of parking spaces available will be based on the following:

On-street Non-metered Spaces	-	95% of possible capacity
Metered On-street Spaces	-	85% of possible capacity
Metered Long-term Lots	-	100% of possible capacity
Public Off-street Spaces	-	90% of possible capacity

The adjustment from possible to practical capacity has the primary function to theoretically eliminate the need for motorists to circulate within the CBD in search of a vacant space. This is particularly important in Grand Junction due to one-way streets, long blocks, turn restrictions and the narrow, serpentine mall.

Comparison of parking demand and supply within a block provides unadjusted parking space surpluses and deficiencies; however, a balancing of "surpluses" within acceptable walking distance of deficiencies results in "adjusted" deficiencies and surpluses.