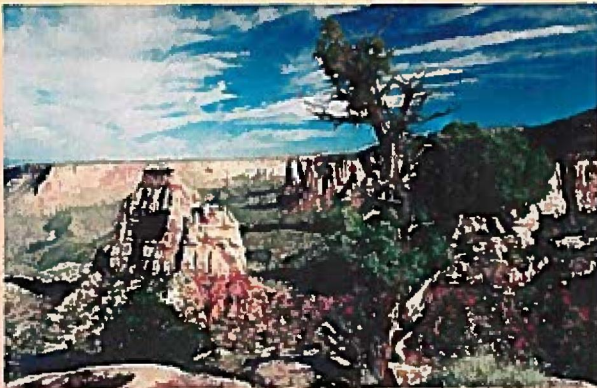


City of Grand Junction Colorado

Strategic Plan 2002 - 2012



Our mission is to create a great community.



City of Grand Junction

Strategic Plan

**Prepared by City Council and
Administrative Staff
April - November, 2002**

City Council:

**Cindy Enos-Martinez, Mayor
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Bill McCurry
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Joe Stevens, Parks and Recreation Director**

**Planning Process Facilitated by
KezziahWatkins, Colorado Springs, Colorado**

Preamble

The following statements reflect beliefs of the City of Grand Junction that serve as fundamental principles applicable throughout this Plan.

- As called for in the Grand Valley Vision 20/20 document, the City of Grand Junction is committed to establishing partnerships and working collaboratively as it fulfills its responsibilities for community planning and problem-solving.
- The City recognizes that growth and its impacts are of great importance to local residents. The City's intent is to manage growth so that it is of high quality and is well planned.
- The City is supportive of issues dealing with youth/families and education at all levels and will cooperate with those primarily responsible for those valued areas of community life.



Plan Background

The Intent of the Plan

The City of Grand Junction initiated the development of its Strategic Plan in early 2002 to identify both long-term direction for the City and nearer-term goals, objectives and action steps for the City organization. The Plan is intended to specifically build on, but not be limited by, the broad Grand Valley Vision 20/20 Plan.

The overriding commitment inherent in this Plan is the City's continued support of the strong services and programs residents expect from the City and the superior service standards the City expects of itself.



Plan Development

A Strategic Plan Team was formed composed of all seven members of City Council, the City and Assistant City Managers, the City Attorney and seven of the City's senior staff.

The Team took the following steps in developing this Plan:

- A review of existing plans from Grand Valley agencies and organizations, including:

- City of Grand Junction City Council and Management Staff 2002 Work Plan with Priority Issues/Projects
- City of Grand Junction Growth Plan
- City of Grand Junction City Council Service Level and Organizational Issues/Priorities
- City of Grand Junction 2001 Citizen Survey
- Fruita Community Plan 2020
- Grand Junction Area Chamber of Commerce 2002 Business Plan
- Grand Junction Arts and Culture Business Plan, 2000-2004
- Grand Junction Downtown Development Authority
- Grand Junction Housing Authority
- Grand Valley Vision 20/20
- Mesa County Build a Generation Youth Prevention Plan
- Mesa County Economic Development Council (Economic Partnership)
- Mesa County: Our Picture of Health, 1998; Focusing on Community Health to the Year 2000
- Mesa County Strategic Plan, May 2001
- Mesa County Valley School District #51 Strategic Plan
- Walker Field Airport Authority
- Identification of consistent themes found in these plans in order to focus on the critical issues facing the Grand Valley;

- Based on the critical issues identified through the review of existing plans, development of Strategic Issues and Directions critical to the City of Grand Junction in the next 10 to 15 years;
- Administration of a statistically valid random sample telephone survey of 435 residents. Working with a professional research firm, the Team developed the survey as a means of assessing residents' interest in/awareness of the areas identified as Strategic Directions. Results of the survey guided Team members as they developed and prioritized 3 to 5 year Goals to address each of the Strategic Directions;
- In order to both inform and respond to citizens, Team members hosted a series of 9 neighborhood meetings. The purpose of these meetings was to review the Plan Directions and Goals with local residents and ask for their responses. Eight neighborhood meetings were held in City parks spread throughout the community and one televised meeting took place in City Hall. A total of 101 residents participated. Results from these meetings guided the Team in the determination of the final Strategic Directions and Goals.

City Mission and Values

Our mission is to create a great community.

We will:

- Act with openness, respect, integrity, accountability and equality;
- Preserve and promote health, safety and quality of life;
- Provide exceptional municipal services.

We embrace the Motto and Values adopted by the City's employees:

Motto: United in service to our community.

Core Values and Action Statements:

Integrity - We hold ourselves accountable to the highest level of honesty, truthfulness and ethical conduct.

Professionalism - We are committed to the highest level of professional standards by recruiting and developing highly trained, skilled and motivated employees.

Teamwork - We embrace a spirit of teamwork, empowerment, cooperation, collaboration, communication and community involvement.

Honesty - We are truthful and open in our interactions with each other and with citizens of our community.

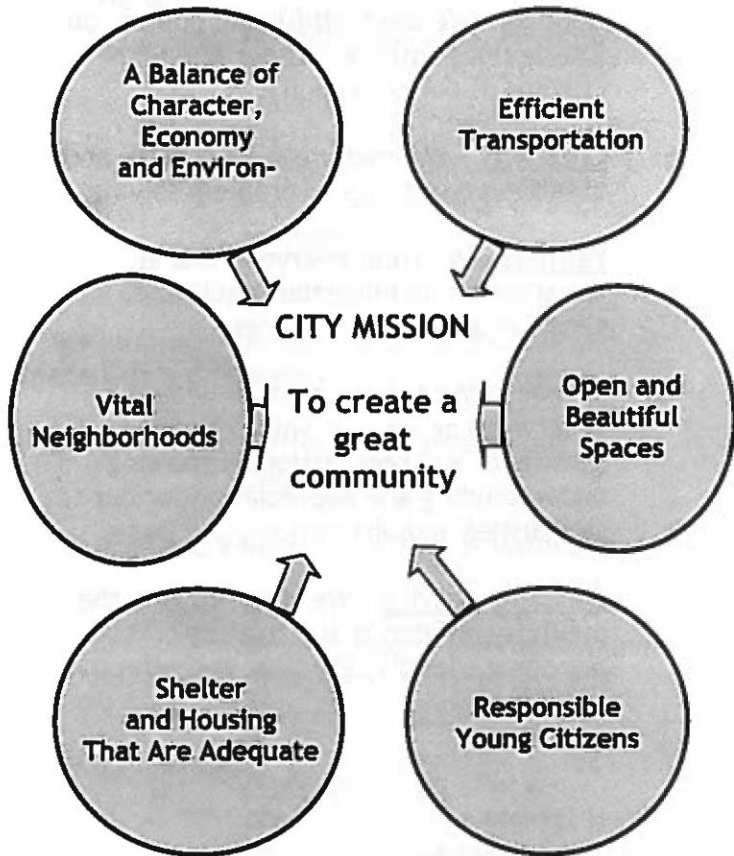
Creativity - We encourage innovative and creative approaches to problem solving.

Fairness - We treat everyone and all situations in an impartial, equitable, sensitive and ethical manner.

Respect - We believe that all people deserve to be treated with respect, sensitivity and compassion by showing understanding and appreciation for our similarities and differences.

Customer Service - We strive to gain the public's confidence and trust by providing friendly, efficient and effective service.

City of Grand Junction Strategic Plan



Solutions, Goals, Objectives and Actions

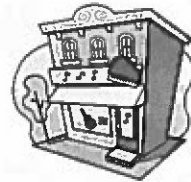
This section is the working part of the document. It lists:

- the 10 to 15 year Solutions to key community issues that establish the statements of success for Grand Junction's future;
- the 3 to 5 year Goals for each Solution that state the results expected in that time frame;
- the specific and measurable 2 year Objectives established to achieve each Goal

The Solutions have not been prioritized, and are listed in alphabetical order. Objectives for each Goal are numbered for reference.

SOLUTION: A BALANCE OF CHARACTER, ECONOMY AND ENVIRONMENT

Our community will strike a critical balance, maintaining the values that reflect our small town character while supporting a strong, diverse and growing economy that serves as the regional retail, trade, services and cultural center. We will live in a safe, well-planned, high quality environment, supported by exceptional services and physical infrastructure. We will have a sufficient supply of high quality water for agricultural, municipal and recreational uses, and clean air that offers clear visibility of the beauty that surrounds us. (10 - 15 years)



KEY ISSUES

- Long term protection of our water resources.
- Ability to maintain the level of City services as we grow.
- Ability to meet air quality standards (federal regulations) and air quality and quality of life.
- How does a maturing community keep a sense of identity/cohesion re: environment, character, culture?
- Grand Junction's growth will lead to a population too large to retain a close sense of community, yet without a network of neighborhoods or other groups to provide civic communication.
- Balance growth with quality of life - maintain small town character.
- How do we create economic opportunity and diversity without sacrificing community values?
- Keep the economy healthy and diverse to weather downturns.
- Grand Junction is and likely always will be the population center of western Colorado, yet is not the clear cultural center.
- What is our role in facilitating arts and culture?



Goal - Develop and maintain public and private sector partnerships which enhance economic opportunities and preserve Grand Junction's position as a regional center. (3-5 years)

↳Objective 1

Review and evaluate by December 31, 2002 the City's contributions to economic development organizations and explore possible alternatives to existing efforts. (2 years)



Goal - Establish criteria for City decision-making which will consider elements of small town character. (3-5 years)

↳Objective 2 Develop by June 30, 2004, policies regarding traffic flow, access and appearance which allow continued growth but preserve in Grand Junction the positive attributes of a small town. (2 years)

Goal - Develop a culture which values citizen-based planning, adherence to adopted plans and emphasis on high quality development. (3-5 years)

↳Objective 3 Working from recommendations of the citizens committee reviewing Grand Junction's Growth Plan, complete implementation of recommendations for expanded design standards by December 31, 2003. (2 years)

Goal - Create an environment that fosters a safe community atmosphere which includes absence of crime and access to exceptional health care and emergency services. (3-5 years)

↳Objective 4 By June 30, 2004, implement a City policy standardizing provision of emergency medical services, including transit, with participation by regional partners in developing policy alternatives. (2 years)



↳Objective 5 By December 31, 2003 complete internal and external educational processes which generate neighborhood based plans for the implementation of community policing strategies. (2 years)

Goal - Continue to support regional efforts to maintain and improve air quality and assure access to sufficient and high quality water. (3-5 years)

↳Objective 6 Participate in regional efforts to make sure air quality remains a priority in order to reduce particulates as the major source of local pollution. (2 years)

↳Objective 7 Continue to participate in regional efforts to protect the quality of water and community water sources. (2 years)

↳Objective 8 Plan for and take action to ensure an adequate quantity of water on an ongoing basis. (2 years)



Goal - Put in place strategies that enhance the attractiveness and character of the community. (3-5 years)

↳Objective 9 Review the current code requirements and enforcement methods for practicality and take appropriate action. (2 years)

SOLUTION:

EFFICIENT **TRANSPORTATION**



Transportation in and around Grand Junction will be efficient. A beltway around the city center, better use of Interstate 70 and support of alternative modes of transportation will all increase efficiency. (10-15 years)

KEY ISSUES

- Manage our transportation system and options so we can still get around.
- As Grand Junction continues to grow, the lack of a solution to traffic problems will create additional problems with the community's pollution, quality of life, cultural atmosphere and historic identity.
- Interstate 70 is underutilized as a local transportation corridor.

Goal - Develop a strategy to gain Colorado Department of Transportation support for better local utilization of I-70 as a transportation corridor. (3-5 years)

↳Objective 10 Participate with the Colorado Department of Transportation to develop future project funding which incorporates future interchanges and upgrades existing ones. (2 years)

↳Objective 11 Create a 30 year plan, including timetables, strategies and estimated costs, for adding four (total of eight) interchanges between Persigo and Clifton. (2 years)

↳Objective 12 Examine Colorado Department of Transportation swaps (City accepts responsibility and ownership in exchange for Colorado Department of Transportation's funding a City project). (2 years)



Goal - Develop a long-term (30+ years) Master Road Plan, maximizing flexibility of the network. (3-5 years)

↳Objective 13 Develop a 30-year transportation right-of-way plan. (2 years)

Goal - Encourage a public vote on dedicated tax revenue to Grand Valley Transit to ensure a stable budget and service level. (3-5 years)

↳ **Objective 14** Meet with funding entities to establish: desirability of a dedicated transit tax source; timetable and organization; boundaries for district; tax source; set election date and prepare for vote, by December 31, 2003 (process, not vote). (2 years)



Goal - Explore a wide range of funding options (including bonds) to accelerate road construction. (3-5 years)

↳ **Objective 15** Evaluate funding options (including bonds, tools, tax, enterprise fund, partnerships, railroad, etc.). (2 years)



↳Objective 16

Choose options and, if appropriate, refer to vote.

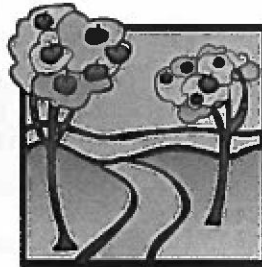
Goal - Encourage coordination and linkage of air, rail and surface transportation, both passenger and commercial/freight. (3-5 years)



↳Objective 17 Identify and evaluate opportunities in the community to link modes of transportation. (2 years)

SOLUTION:

OPEN AND BEAUTIFUL SPACES



We will maintain the attractiveness and character of our City by protecting open space,

including surrounding agricultural lands, and by creating City entrances that reflect the natural beauty of the area. (10-15 years)

KEY ISSUES

- Adequate open space.
- Balance of growth and character/open space/agriculture.
- Grand Junction is a beautiful community, yet many of our entrances and corridors do not reflect that natural beauty.
- New growth in the community is creating a concern about the physical appearance of the community.

Goal - Develop and implement a plan for the beautification of entrances to the City of Grand Junction. (3-5 years)

↳ **Objective 18** Identify and prioritize the entrances and gateways appropriate for beautification and design a plan that includes common elements for each by November 2003. (2 years)

Goal - Continue to support the efforts that maintain the buffer zones between Grand Junction, Palisade and Fruita. (3-5 years)

↳ **Objective 19** Continue active participation on the Purchase of Development Rights committee. (2 years)

↳ **Objective 20** Continue financial support based upon budgetary resources and grant opportunities. (2 years)

↳ **Objective 21** Seek annual review and evaluation by partners in the program. (2 years)

Goal - Maintain active participation with other entities in efforts that impact the preservation of open spaces in the Grand Valley. (3-5 years)

↳ **Objective 22** Develop guidelines for City participation in open space preservation and review guidelines with regional partners by December 31, 2003. (2 years)



Goal - Continue support of the Parks Master Plan. (3-5 years)

KEY ISSUE

- A safe and healthy environment for youth.

Goal - Engage, listen and respond to youth. (3-5 years)

↳ **Objective 27** Review and update current information from various organizations. (2 years)

Goal - Support community partnerships that promote positive behaviors, reducing the potential for destructive activities. (3-5 years)

↳ **Objective 28** Inventory current youth programs and activities and evaluate current City role with each. (2 years)



Goal - Create opportunities for youth to become involved in community affairs. (3-5 years)

↳ **Objective 29** Look at successful "youth council" models and create a Grand Junction model to advise the City on current and future youth related programs. (2 years)

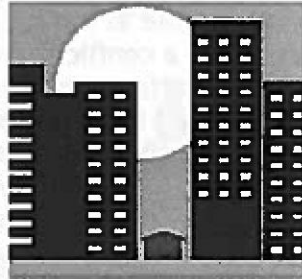
↳Objective 31 Identify potential locations available; use of private activity bond funds; infrastructure issues; and prioritize siting. (2 years)



Goal - Encourage affordable housing through infill and redevelopment policies and by re-examining zoning and development codes (density, setbacks, openness to manufactured housing and downtown mixed use). (3-5 years)

↳Objective 32 Complete creation of infill and redevelopment policies by City Council. (2 years)

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



Goal - Examine a full range of transient shelter solutions. (3-5 years)

↳Objective 34 Identify public and private facilities, faith-based partnerships, drug enforcement and other options. (2 years)

↳Objective 35 Study the points of origin and destinations of transient homeless people. (2 years)

SOLUTION: VITAL

NEIGHBORHOODS

A vital, organized network of neighborhoods will exist throughout the City, linked with parks and schools and supported by City resources and active citizen volunteers. (10-15 years)

KEY ISSUES

- Growth in the community is creating large-scale community demands, drawing resources away from the neighborhoods.
- There is no clear relationship between neighborhoods/schools and parks which



- would maintain civic entrepreneurship.
- Parks available to neighborhoods.

Goal - Create program(s) to strengthen neighborhoods and provide a framework for them to work closely with the City on issues important to them. (3-5 years)

↳ **Objective 36** Reserve funds in the 2003 budget to develop guidelines for a neighborhood program, identify potential funding sources and staff requirements. (2 years)

Goal - Develop a strategy that will maximize the joint development of schools and neighborhood parks. (3-5 years)

↳ **Objective 37** Using the Pomona complex as an example, further coordinate planning and action by the City and School District #51 regarding recreation sites and programs to enhance cooperative efforts to meet community needs. (2 years)



NOTES



NOTES