

City of Grand Junction, Colorado

Strategic Plan 2002 – 2012



2005 – 2006 Update

Our mission is to create a great community.

Strategic Plan Update 2005-2006

**Prepared by City Council and Administrative
Staff
Summer - Fall, 2004**

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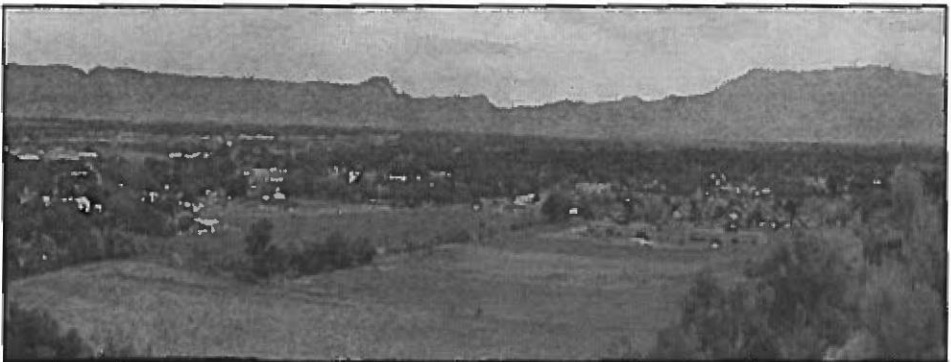
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Preamble

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 long range 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

In 2002 a Strategic Plan Team was formed composed of all seven members of City Council, the City and Assistant City Managers, the City Attorney and the City's senior staff. This team developed Strategic Issues and Directions that would be critical to the City of Grand Junction during the next 10 years. The development of the original Plan included a review of approximately 20 plans from other organizations in the Valley to identify common themes, administration of a statistically valid telephone survey of 435 residents and nine neighborhood meetings to review the Plan Directions and ask for their responses.

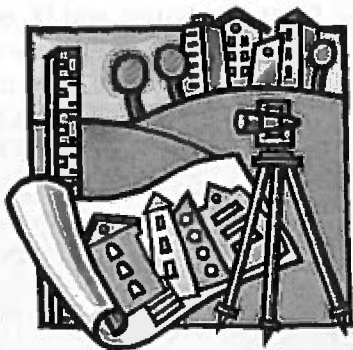


Plan Background, *continued*

The final Plan was adopted by the City Council in January 2003 and included specific Action Steps to be accomplished during 2003 and 2004.

During the summer of 2004 the City began the process of developing a two-year update to the Strategic Plan. Once again, this process included nine separate neighborhood meetings to discuss the Plan with our citizens and a statistically valid telephone survey of over 400 Grand Junction residents. The 2004 Citizen Survey Report contains additional information as it compares the results of the 2004 survey with the results of the 2002 survey.

This two year update of the Strategic Plan was adopted by the City Council in January 2005. This update will be a guiding document for the City and contains specific Objectives that are to be accomplished during 2005 and 2006. Several of the issues identified in this Strategic Plan Update will be addressed using "teams" consisting of City Council Members and City staff. Also, City staff will track the progress of all Objectives and will provide regular progress reports to the City Council.



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.

City Mission and Values *continued*

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.



**A
Balance of
Character,
Economy &
Environment**

**Vital
Neighborhoods**

**Efficient
Transportation**

***CITY
MISSION
To create
a great
community***

**Shelter and
Housing
That Are
Adequate**

**Open
Spaces
and
Community
Appearance**

**Responsible
Young
Citizens**

SOLUTION: A BALANCE OF CHARACTER, ECONOMY AND ENVIRONMENT

Our community will encourage the values that reflect our small town character while supporting a strong, diverse and growing economy. We will continue to live in a well planned environment supported by exceptional services and physical infrastructure with a commitment to preserving, conserving and re-using resources. (10-15 years)



1-Goal: Develop and maintain public and private sector partnerships which enhance economic opportunities. (3-5 years)

OBJECTIVES:

- 1A Promote a consolidation of local economic development efforts.
- 1B Implement a process that involves the City and other funding partners in a meaningful way early on in the economic development process.
- 1C Be prepared to use site and infrastructure pre-development as a planning tool for targeted economic development.
- 1D Commission a wage and benefit study of private sector positions to compare Grand Junction to other comparable communities.



2-Goal: Emphasize neighborhood and area citizen-based planning. Adhere to plans once adopted and emphasize high quality development. (3-5 years)

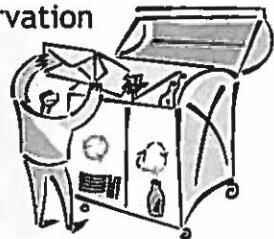
OBJECTIVES:

- 2A Evaluate zoning and infrastructure as tools to encourage development along major corridors.
- 2B Explore citizen-based planning.

3-Goal: Continue to promote conservation, reuse and development of our resources. (3-5 years)

OBJECTIVES:

- 3A Identify strategies for keeping green waste out of the landfill.
- 3B Work with the Western Slope Clean Cities Coalition to introduce increased alternative fuel options to Grand Junction.
- 3C Increase public education about the City's recycling program.
- 3D Increase public education about water conservation.
- 3E Continue City water and energy conservation efforts.
- 3F Secure additional water storage and water rights for the City of Grand Junction.



4-Goal: Put in place strategies that enhance the small town atmosphere of our community. (3-5 years)

OBJECTIVES:

- 4A Continue public education with community partners about transient issues, including panhandling.
- 4B Expand community outreach by the City Council.
- 4C Research methods to facilitate more efficient and personal contact and communication between the City and its residents.

5-Goal: Continue to provide exceptional services to all areas of our community as we continue to grow. (3-5 years)

OBJECTIVES:

- 5A Communicate with neighborhoods to assess their views and needs for services.
- 5B Educate citizens about City services currently being provided.



SOLUTION: EFFICIENT TRANSPORTATION

We will support all modes of efficient transportation throughout our community in collaboration with our regional partners. (10-15 years)



6-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)

OBJECTIVES:

- 5A Work to obtain federal and state support to fund and build the 29 Road interchange at Interstate 70.
- 5B Participate with CDOT to develop future project funding which incorporates additional interchanges and upgrades existing ones.



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

OBJECTIVE:

7A Develop a 30 year transportation right-of-way plan.

8-Goal: Encourage the RTC to pursue a stable revenue stream to fund the Grand Valley Transit system. (3-5 years)

OBJECTIVE:

8A Establish a limit on the City's financial contribution to Grand Valley Transit.



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

OBJECTIVES:

9A Continue to evaluate and act on funding options (including bonds, tax policy, enterprise fund, partnerships, railroad, etc.)

9B Negotiate MOUs with our funding partners (Mesa County, CDOT, FHWA).

9C Sign an MOU with Mesa County regarding the 29 Road Viaduct and Interstate 70 interchange.



10-Goal: Encourage coordination and development of air, rail and surface transportation, both passenger and commercial/freight with providers of such service. (3-5 years)

OBJECTIVES:

- 10A Review and evaluate the MPO's report and opportunities in the community to link various modes of transportation.
- 10B Encourage more discussion among area transportation providers regarding meeting regional transportation needs.

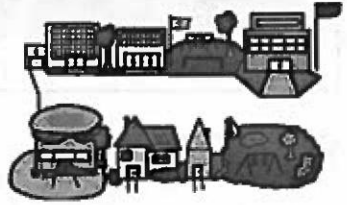
11-Goal: Develop a strategy and implementation plan for major transportation corridors (e.g. Highway 50-Orchard Mesa, I-70B, Highway 340, North Avenue). (3-5 years)

OBJECTIVES:

- 11A Continue to examine CDOT swaps (City accepts responsibility and ownership in exchange for CDOT funding City projects).
- 11B Develop a transportation corridor plan for Highway 50 with CDOT and Mesa County.
- 11C Coordinate with CDOT, Mesa County and the RTC to establish goals and priorities for the I-70B corridor.
- 11D Review the Highway 340 Corridor Transportation Plan with Council.

SOLUTION: OPEN SPACES AND COMMUNITY APPEARANCE

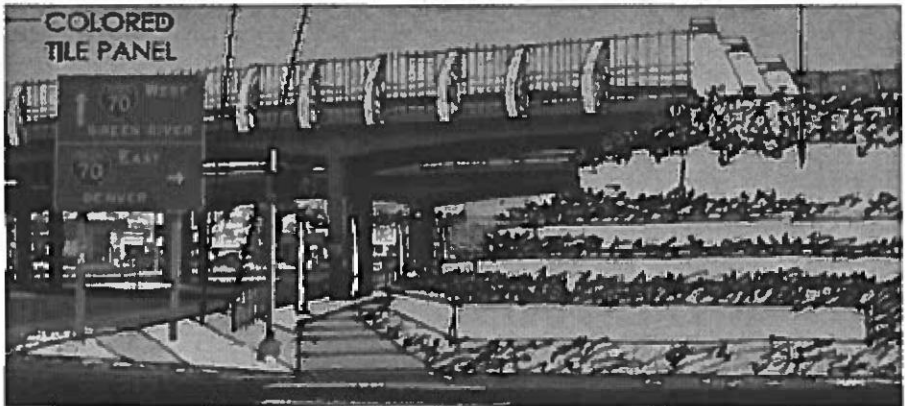
We will work to establish and maintain an attractive community, acquire and protect open space and create City entrances and corridors that reflect the natural beauty of the area. (10-15 years)



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

OBJECTIVES:

- 12A** Identify and prioritize the entrances and gateways appropriate for beautification and design a plan that includes common elements for each.
- 12B** Identify partners and commit funding for implementation.



13-Goal: Continue to support the efforts that maintain the buffer zones between Grand Junction, Palisade and Fruita.

OBJECTIVES:

- 13A Increase awareness of the Buffer Zones Program with additional public relations efforts.
- 13B Continue active participation on the Purchase of Development Rights (PDR) Committee.
- 13C Continue financial support based on budgetary resources and grant opportunities.
- 13D Seek annual review and evaluation by partners in the program.



14-Goal: Maintain active participation with other entities when appropriate and/or implement identified opportunities with City properties to preserve open space in the Grand Valley. (3-5 years)

OBJECTIVE:

- 14A Continue to review City-owned property that may provide opportunities to preserve open space.

15-Goal: Re-evaluate the Parks Master Plan. (3-5 years)

OBJECTIVES:

- 15A Evaluate and prioritize projects in the Parks Master Plan.
- 15B Review the report on school/park development models.



16-Goal: Facilitate efforts that sustain the historic character of the community. (3-5 years)

OBJECTIVE:

- 16A By early 2005, complete phase II of the Historic Survey.

17-Goal: Evaluate and redefine the problem and level of effort required to manage weeds. (3-5 years)

OBJECTIVES:

- 17A Evaluate the problem and complete a report.
- 17B Council, staff and community interests meet to identify potential solutions.



SOLUTION: RESPONSIBLE YOUNG CITIZENS

Our young citizens are valued as important and responsible members of our community.
(10-15 years)



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

OBJECTIVE:

- 18A** Continue working with the Youth Council to survey youth to understand what activities are needed and evaluate and respond appropriately.

19-Goal: Continue to support community partnerships that promote positive behaviors in youth. (3-5 years)

OBJECTIVES:

- 19A** Identify the partnerships, appropriately support their needs and make the partnerships known to the youth.
- 19B** Explore opportunities for City-departmental cooperation.



20-Goal: Continue supporting opportunities for youth to become involved in community affairs. (3-5 years)

OBJECTIVE:

- 20A Review and report on City Council's role with the Youth Council. (This is ongoing.)

21-Goal: Support our youth council that is representative of all young citizens in our community. (3-5 years)

OBJECTIVE:

- 21A Review the Youth Council's bylaws.

SOLUTION: SHELTER AND HOUSING THAT ARE ADEQUATE

All City residents will have adequate shelter, whether their need is for permanent or temporary housing.
(10-15 years)



22-Goal: Implement results of the Affordable Housing Forum with final adoption by participating partners of a common methodology to address housing issues throughout Mesa County. (3-5 years)

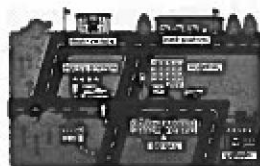
OBJECTIVES:

- 22A** Identify and convene policy level working partners, developing and promoting public/private partnerships to address funding opportunities and relationships with existing and potential public agencies, not-for-profits and the private sector.
- 22B** With professional assistance discuss and adopt a common methodology to address housing issues.
- 22C** Identify and allocate City resources (financial and other) available for project implementation.
- 22D** Initiate and participate in the development of at least one project benefiting each of the target populations as identified at the Affordable Housing Forum.
- 22E** Continue to participate in the staff level working group to coordinate information.



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)



23-Goal: Adopt a plan to implement a neighborhood program. (3-5 years)

OBJECTIVES:

- 23A** Conduct appropriate and thorough review of proposed program which would include Objectives 24A and 24B.
- 23B** Develop a tracking and reporting structure on neighborhood program success for department head and City Council review.
- 23C** Identify and allocate funds to support such a program over the long term.

24-Goal: Foster a small town community atmosphere by promoting and strengthening the neighborhood program to provide a framework for friendly cooperation. (3-5 years)

OBJECTIVES:

- 24A** Develop specific events and activities in each neighborhood to build and enhance relationships.
- 24B** Recognize the unique nature of each neighborhood and enhance the historic values and culture that are in place.

25-Goal: Expand the partnerships and broaden the strategy for joint development of public facilities, including neighborhood parks. (3-5 years)

OBJECTIVES:

- 25A Continue to meet with all potential partners to further enhance cooperative efforts.
- 25B Inventory all public properties to determine opportunities for joint use, trade or sale.



Notes



Notes

