

## RESOLUTION NO. 45-17

### A RESOLUTION ADOPTING THE 2017 STRATEGIC PLAN

#### Recitals:

The City Council has carefully and diligently considered and formulated a plan for the City to continue to grow and prosper; that plan, which includes four strategic directives is adopted by this resolution and shall be known as the 2017 Strategic Plan ("Strategic Plan.")

The strategic directives of the Strategic Plan, which are the cornerstones for developing and implementing high level and high priority policy for the City are, diversification of the City's economic base, as well as a continuing emphasis on planning and infrastructure, public safety and communication, outreach and engagement of those that the City serves.

The City Council and City staff will use the Strategic Plan to both guide policy creation and focus efforts during the next two years. The overall purpose of the Strategic Plan is to inform and direct decision-making and budgeting by and for the City.

Each of the four strategic directives is accompanied by a number of key initiatives. Those initiatives describe more specific actions, programs and ideas designed to bring about the realization of the strategic directives.

Two guiding principles accompany the strategic directives; those principles, which are to foster partnerships and intergovernmental relationships and to exercise continued fiscal responsibility, do not provide specific mandates or actions but instead are intended to guide the way in which the specific strategic directives and initiatives are implemented.

The Strategic Plan communicates the City's priorities and focus; each strategic directive is designed to highlight the priorities, whether as a strength or weakness, of the City and provide an administrative structure for the Council and staff to attend to those priorities in a defined, deliberate structure. While specific actions are not outlined in the Strategic Plan, City staff will implement, track and regularly report on the progress of the implementation of the Plan.

NOW, THEREFORE, BE IT HEREBY RESOLVED BY THE CITY COUNCIL OF THE CITY OF GRAND JUNCTION THAT:

The 2017 Strategic Plan is hereby approved and adopted as generally and specifically provided therein and in accordance with this resolution.

PASSED AND APPROVED this 16<sup>th</sup> day of August, 2017.



\_\_\_\_\_  
President of the Council

ATTEST:



\_\_\_\_\_  
Interim City Clerk



# GRAND JUNCTION STRATEGIC PLAN

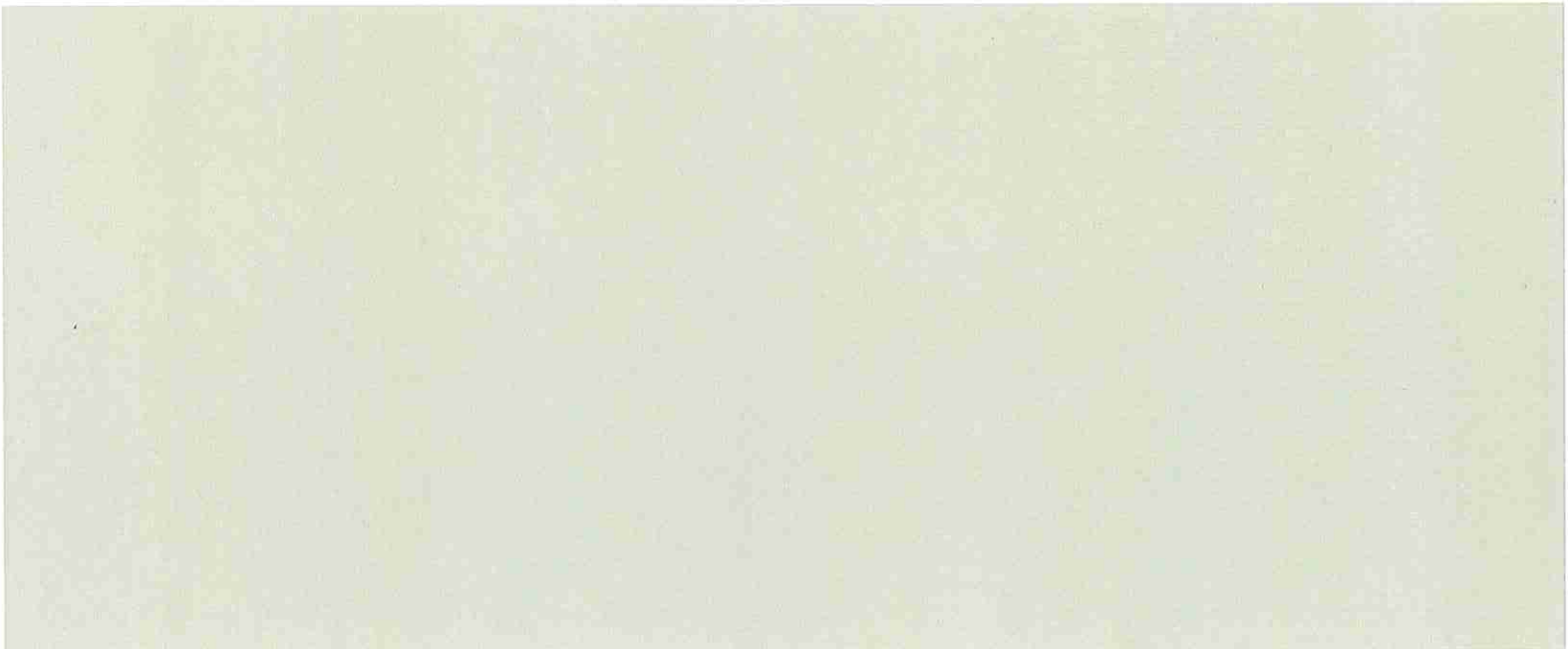


PC: James Alsop



PC: GJVCB

August 2017



# INTRODUCTION

The central purpose in this undertaking was to provide the City of Grand Junction with a tool that can be used during the next two years by elected officials and city staff to guide goal setting and focus efforts. This plan incorporates the priorities identified as most important by City Council. In order to truly be effective, this plan needs to become part of how elected officials and city staff operate and think about programs and services. The test of this plan's usefulness will be defined by how effective it is in guiding decisions and how it aids in measuring success.

In the process of examining this strategic plan, the reader will encounter various terms and phrases associated with key elements of the plan. It is important that we place an understanding of the strategic plan within the context of what these elements are intended to contribute.

## Guiding Principles

Two guiding principles have been added to the plan. They do not represent specific directives or action steps. They are intended instead to guide the way in which specific strategic directives and initiatives are implemented.

## Strategic Directive

This plan contains four strategic directives. A strategic directive is a high-level priority that is articulated in a way that effectively describes a community priority. Such is not intended to describe specific initiatives, ideas, programs, or services. It merely captures in a general way what we believe is most important.

## Key Initiative

Each strategic directive is accompanied by a number of key initiatives which assist in bringing the directive to the level of application. In other words, key initiatives are more specific actions, programs, and ideas designed to bring about the realization of the strategic directives. A directive is a destination and the initiatives represent the directions that will enable us to arrive at our destination.

## What Does Success Look Like?

This section of each strategic directive is designed to describe some of the key indicators we will look to in evaluating the success of that directive. Specific actions are not outlined in this document, and city staff have internal mechanisms that will be used to implement this plan.

# GUIDING PRINCIPLES

## Partnership & Intergovernmental Relationships

While some cities may be able to “go it alone” and find success, the City of Grand Junction must effectively partner with both public and private agencies. As a regional hub with urban challenges unique to a community of our size and composition, it will take collective action to succeed in advancing our most important initiatives. Partnerships may include, but are not limited to organizations or agencies involved with government, education, economic development, transportation, and business development.

We view partnership in its broadest sense and not merely through the lens of delivering municipal services. Whether evaluating opportunities for shared services, partnering for economic development, or creating a shared vision for the future of our community, we recognize that our residents will be best served as we work together with other organizations to find solutions. We take every opportunity to celebrate past successful partnerships to build momentum for future collaboration.

## Fiscal Responsibility

The foundation of effective local governance is trust. To continue to build the trust placed in us by our citizens, we must be responsible stewards of the resources entrusted to our care. In a world of scarce resources, we must be effective in prioritizing our spending to focus on the things that citizens have identified as most important.

As we establish plans and priorities, we do so with an eye to the future. It is not enough to find a way to fund a new project or amenity but we must also ensure that we are planning for ongoing operations and maintenance with each item that we prioritize.

# STRATEGIC DIRECTIVES

## 1. Public Safety

Grand Junction is geographically isolated from other population centers which creates unique public safety needs, especially for a community of our size. We are a stand-alone regional hub with urban challenges not found in other communities on the West Slope. It is critical that we establish public safety programs to meet current needs and anticipate future public safety needs.

This will require us to develop a framework to evaluate effective levels of service. To do this, we will carefully consider collaborating with other communities that may share similar challenges. Because of our unique needs, we will also analyze best practices from other agencies and evaluate current workloads to develop an effective staffing model. In the spirit of partnership with surrounding communities, we should also evaluate regionalization opportunities. This will include a review our current mutual aid agreements.

Lastly, we must establish clear policy direction and funding. To ensure that policies and funding mechanisms align with our public safety model and service delivery standards, we will work with policy makers to establish dedicated funding for public safety that meets our needs and that considers the necessary increases in public safety services commensurate with growth.



# STRATEGIC DIRECTIVES

## 1. Public Safety

### KEY INITIATIVES:

- Development of a framework for effective service levels
- Establishment of City's public safety responsibilities relative to other area agencies
- Partnership with outside stakeholders
- Evaluation of current and future dedicated funding options

### SUCCESS METRICS:

- Citizen survey to gauge public perceptions of safety
- Public safety personnel and equipment funded in accordance with established levels of service
- Updated MOUs with partners
- Obtain or maintain accreditation
- Continued effort to address crime trends
- Address increasing Fire response times and maintain appropriate response times for Police and EMS



# STRATEGIC DIRECTIVES

## 2. Planning & Infrastructure

To ensure infrastructure is appropriately planned for and areas of new or expanded infrastructure is congruent with the areas that are planned for growth, city plans must be relevant and reflective of the community's vision and needs. In doing so, the Comprehensive plan adopted in 2009, that established the goal of becoming the most livable community west of the Rockies should be reviewed and updated, as necessary.

The City needs to systematically utilize its fiscal resources to ensure existing infrastructure is adequately maintained and that planned revenues align with the maintenance and construction of existing and future infrastructure. The City needs to understand the current status of its infrastructure assets and actively work with funding partners to implement maintenance and construction of core infrastructure.

One of the core functions of the City is to maintain and expand infrastructure. Infrastructure is defined as the fundamental facilities and systems serving the city such as water and sewer lines, roads, sidewalks, trails, and parks. Given the potential for significant growth in the community, we must focus on planning for future infrastructure needs that can support quality of life, economic growth, and core municipal service delivery. Many people that have moved to this area have done so and chosen to stay because of the unique quality of life we enjoy here. Careful planning will ensure that our unique quality of life will be both preserved and enhanced. Building and maintaining infrastructure can be a key ingredient to both attracting businesses as well as attracting and retaining workforce talent.



PC: GJVCB



# STRATEGIC DIRECTIVES

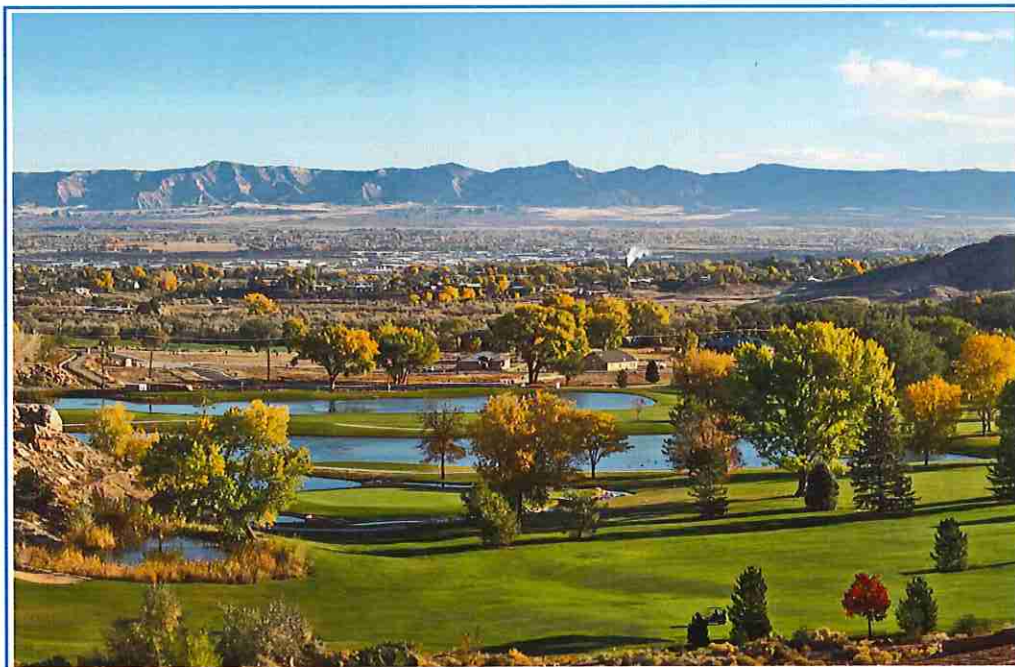
## 2. Planning & Infrastructure

### KEY INITIATIVES:

- Review and update key plans, agreements, and policies:
  - Comprehensive Plan (2009)
  - Parks Inventory and Needs Assessment
  - Persigo Agreement (1998)
  - Circulation Plan with companion complete street policy
  - 10-year Capital Improvement Plan
  - Stormwater Improvement Plan
- Federal and State grants for large highway projects
- Maintenance of core infrastructure

### SUCCESS METRICS:

- Pavement Condition Index from 69 to 73 in five years
- Targeted review and potential revision of Comprehensive Plan
- Circulation Plan adoption
- Apply for Bicycle Friendly Community Silver ranking and Walk Friendly Community designation
- Funding and completion of key projects in accordance with established timelines
- Condition & capacity metrics



PC: Sharon Jungert

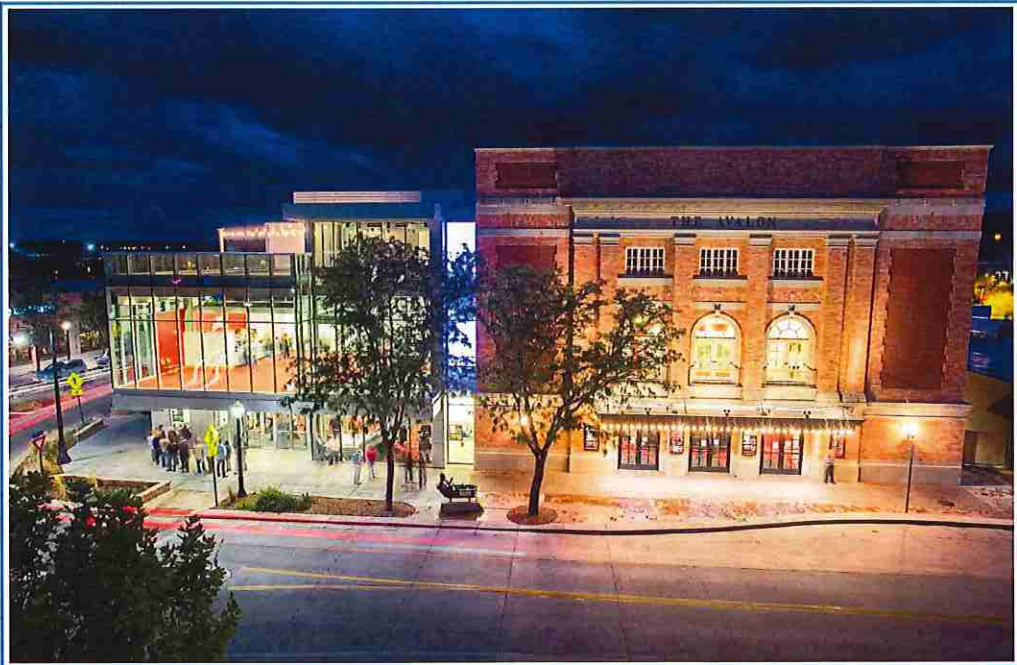
# STRATEGIC DIRECTIVES

## 3. Diversification of our Economic Base

Throughout our history, we have experienced boom and bust cycles. In preceding decades, the boom and bust have followed the fortunes of volatile energy prices. Population in the Grand Valley has now grown to the point where greater economic diversity is not only possible, but imperative. We can take proactive steps today that will serve to moderate the intense peaks and valleys in economic activity that we have experienced in the past. Because economic development is driven by factors well beyond the core services and functions of the city, we have made the choice to collaborate with other organizations and outsource the majority of our economic development activities. However, due to the importance of economic development to our community, ongoing monitoring of these activities is critical. We have identified four key initiatives for success:

**KEY INITIATIVES:**

*Business Recruitment* – New business recruitment to our community is led by Grand Junction Economic Partnership (GJEP). GJEP is a non-profit organization sponsored by the cities in our area, Mesa County, and several private sponsors with an interest in area economic development. On behalf of the city, a member of council as well as the city manager serve as board members with GJEP. The City is also active in public awareness campaigns to promote Grand Junction and the surrounding area as a great destination to live, work, and play.



PC: Allison Blevins

# STRATEGIC DIRECTIVES

## 3. Diversification of our Economic Base

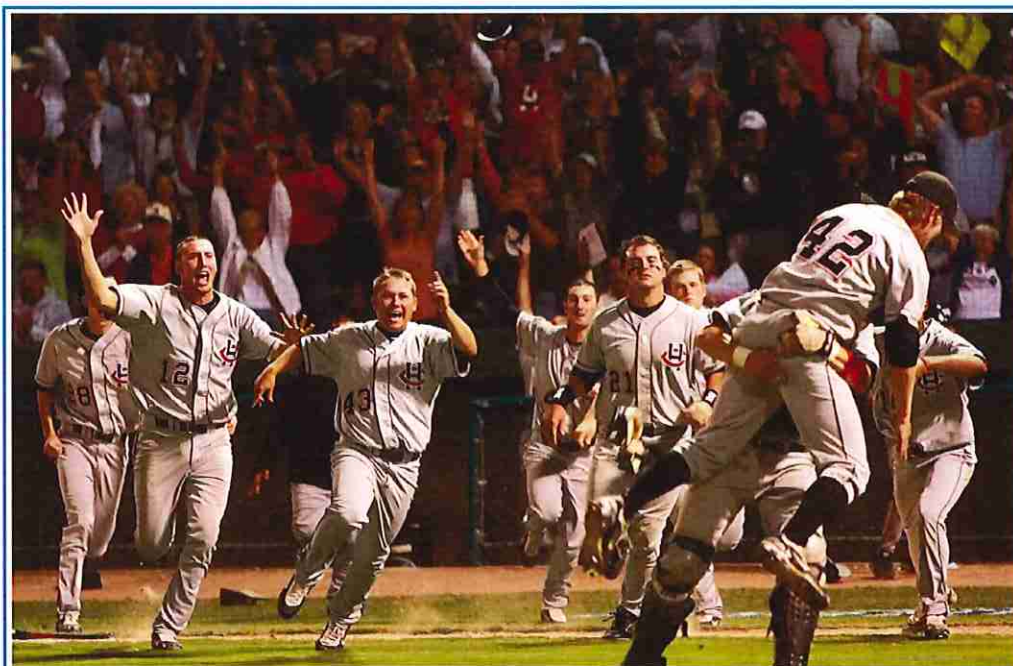
*Business Retention* – The Grand Junction Area Chamber of Commerce focuses on supporting area businesses to help them thrive. They serve as advocates for area businesses and play an important role in informing public policy that impacts business. The City sponsors the Chamber as a means of supporting business retention in our community. The City can also help foster a climate favorable to business creation and expansion. We will continue to focus on measures that make our city an inviting place for enterprises from diverse industries to establish themselves.

*New Business Growth* – Our city supports the Business Incubator Center located in Grand Junction. Their mission is to support the launch, growth, stabilization and long-term success of business enterprises in surrounding areas of Mesa County.

*Talent Development* – We are fortunate to have Colorado Mesa University and Western Colorado Community College in our city. These schools provide a pipeline for the development of talent needed to continue to diversify our economic base. Producing a skilled and talented workforce from these schools is critical for retaining existing businesses and recruiting new business to the area. The City can play a significant role in cultivating a social and built environment that appeals to this new generation of talent.

### SUCCESS METRICS:

- Job creation
- Sales tax revenues
- Assessed valuation
- Unemployment rate
- Changes in economic activity by sector
- Median income



PC: GJVCB

# STRATEGIC DIRECTIVES

## 4. Communication, Outreach & Engagement

We want to be a part of a community where residents are well informed about matters of local government and willing to get involved. This ultimately leads to improved governance and better public policy. To accomplish this, we will focus on three key areas.

*Outreach* – We aim to expand our reach as an organization. A natural first step in this regard will be to leverage the city’s base of employees. By improving their understanding of city operations, every employee can become an ambassador for the city within their neighborhood and other circles of influence. We must also do more to be active with local boards and commissions to expand our reach with influential stakeholders. Finally, we need to create more opportunities for engagement with citizens. This can take the form of town hall meetings or other gatherings. We also plan to bring some of these meetings to the community rather than simply holding more gatherings at City Hall.

*Innovation* – We cannot assume that communication practices of the past will be sufficient. With changing communication preferences of younger generations and new technologies creating opportunities for more immediate and personalized forms of communication, we must embrace these changes and evolve our messages and mediums. Continuing to rely on periodic newsletters or other forms of one-way, structured messaging may not work well for a generation accustomed to social media and instantly available information.

*Visibility* – To honor the trust placed in us by our citizens, we must continue to expand transparent sharing of information. This means admitting mistakes when they happen and publicly celebrating our successes. Above all, we will strive to ensure the accuracy of any information produced and distributed by the City.



PC: Allison Blevins

# STRATEGIC DIRECTIVES

## 4. Communication, Outreach & Engagement

### KEY INITIATIVES:

- Social media & online engagement
- Meetings in the community
- Engagement with boards and commissions
- New system implementations to improve transparency (public records, etc.)
- Citizen survey
- Increase frequency of town hall and other gatherings in community spaces

### SUCCESS METRICS:

- Number of meetings and workshops held in the community
- Attendance at meetings, workshops, town halls and other gatherings
- Social media engagement metrics
- Sentiment monitoring
- Citizen surveys



PC: Callie Berkson