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**URBAN TRAILS COMMITTEE AGENDA
VIRTUAL MEETING**

WEDNESDAY, JANUARY 27, 2021 @ 5:30 PM

This meeting will be conducted as a VIRTUAL MEETING

Due to COVID-19, the public may not attend in person; however, the public may participate using the link or phone number below:

Please join my meeting from your computer, tablet or smartphone.

<https://global.gotomeeting.com/join/801323957>

You can also dial in using your phone.

United States: [+1 \(872\) 240-3212](tel:+18722403212)

Access Code: 801-323-957

Call to Order/Announcements

Approval of Minutes

Action Items

Evaluate and Recommend Updates to the Comprehensive Plan Draft
Implementation Matrix

Discussion Items

Updates

Other Business/Public Comment

Adjournment



City of Grand Junction Urban Trails Committee
250 N 5th St.
Grand Junction, CO
81501

November 17, 2020

City of Grand Junction City Council
250 N 5th St.
Grand Junction, CO
81501

Mayor Wortmann and Members of Council,

The Urban Trails Committee (UTC) is fortunate to focus its attention on multimodal transportation in our community, which is the passion of its nine members. Over the last four months, the Committee has developed policy and program ideas aimed at addressing the City's identified needs and stated goals for bicycle and pedestrian transportation.

As stated in our bylaws, the UTC focuses on ensuring "safe, convenient and efficient movement of pedestrians and bicyclists of all ages and abilities throughout the community." This document encompasses all aspects of this mission.

The UTC regularly advises staff and Council on priority routes and needed improvements for infrastructure. This is the first time the UTC has put forth a document of policies and programs aimed at complimenting the City's investment in infrastructure.

These recommendations are presented with the understanding that the City government must make difficult choices with limited resources. We are providing these to you for your review, to determine which are the most applicable to your priorities, and in the hope that, where possible, steps may be taken towards implementation.

We have broken our ideas and recommendations into the following categories:

- Code Updates
- Policy Development
- Strategic Planning
- Community Projects and Outreach



These multimodal policy and program recommendations are provided as proposals which could be incorporated into future city plans, adopted as new or updated policy, inform timely action, and become the catalyst for new relationships with community members.

These are challenging issues which require time, attention, and discussion among City Staff, City Council, and the UTC. The UTC is available to provide our continued support as needed. We welcome your feedback and look forward to continuing the dialogue.

Sincerely,

City of Grand Junction Urban Trails Committee

A handwritten signature in brown ink, reading "S Wade", written over a horizontal line.

Chair, Shana Wade

A handwritten signature in blue ink, reading "Diana L. Rooney", written over a horizontal line.

Vice Chair, Diana L. Rooney



Multimodal Policy & Program Recommendations - November 2020

Code Updates

Off-Site Improvements – Increase the extent of roadway improvements required to occur with private development to serve multimodal users on rural road sections when new development occurs.

Connectivity Improvements Associated with Development – Develop and adopt updates to the Zoning and Development Code to reduce fragmentation of trails, sidewalks, bike lanes, and other multimodal improvements associated with new development. The challenges of this issue are particularly applicable to infill development.

Wayfinding with New Infrastructure Development – Incorporate appropriate wayfinding signage into the set of improvements required by projects in conjunction with complete streets and multimodal policy.

Wayfinding – Establish a formal and ongoing wayfinding policy including signage, pavement markings, and online and paper maps. Coordinate this policy throughout the Grand Valley so that wayfinding signage is consistent. Develop review procedures so wayfinding best reflects the changing needs of Grand Junction and surrounding areas.

TEDS Review – Review the City's TEDS (Transportation Engineering Design Standards) to identify means of improving the bike and pedestrian environment through better development standards (street connectivity, sidewalks, transit stops, etc.).

Policy Development

Social Equity Policy for Multimodal – Develop a policy highlighting the importance of cycling infrastructure for low-income residents. Identify action items which will have the most effect, such as by focusing improvements on multimodal routes which are specifically known to serve a high proportion of low-income residents.

Neighborhood Services and Multimodal Needs – Develop a policy position relating the provision of accessible neighborhood services, such as grocery stores, to the viability of multimodal transportation.

Set Goals for Multimodal Improvements – Continue to encourage portions of funding sources, including Impact Fees and Capital Funds to be dedicated toward multimodal and active transportation projects.

Fee-Free Trails – Formalize a permanent agreement ensuring free continuous access and connectivity along trails such as Riverfront and Connected Lakes Trails. Work to ensure Valley-wide cooperation among all stakeholders along Riverfront and Connected Lakes Trails.

Strategic Planning

Area-Specific Connectivity Planning – Develop detailed area-specific plans for multimodal connections in areas such as Colorado Mesa University, North Avenue, 24 Road Corridor, Downtown, and rural roads serving greenfield development such as Northwest Grand Junction.

Expand Trail Network – Continue to work with stakeholders to promote development of irrigation rights-of-way for multimodal transportation. Capitalize on current interest to implement a pilot project and develop a model for improvements which respects the function and current use of the right of way.

Centralized Community Feedback Process – Expand the “Fix It” online reporting to create a centralized community feedback function. Develop a mobile app and website page eliciting constructive community feedback in the form of comments, photo uploads, and geolocation of observations on a map.

Dedicated Staff Position – Create or assign an active transportation position within the City. This person would address multimodal concerns including design, engineering, future planning, education, outreach, maintenance protocols, seeking multimodal grants, application to and reapplying for certifications, creating and implementing Comprehensive Bike/Ped Strategic Plan, and reviewing projects from a complete streets perspective.

Develop a Comprehensive Bike and Pedestrian Plan – Undertake a comprehensive planning process, likely with support of an outside consultant, to create a comprehensive plan for bicycle and pedestrian infrastructure and programming. At present, multimodal improvements are guided by a range of land-use plans, the Active Transportation Corridors Plan (a component of the Circulation Plan), and recommendations put forward by the UTC, but would benefit substantially from a public planning process and the resulting plan document.

Community Projects and Outreach

GJPD Collaboration – Work with Grand Junction Police Department to implement such programs as relevant trainings and relationship-building practices for police bike and pedestrian units, as recommended in Bike and Walk-friendly Report cards received from the League of American Bicyclists.

Multimodal Awareness Education – Encourage education and outreach efforts in collaboration with the Parks and Recreation Department, School District 51, Colorado Mesa University, and the Grand Junction Police Department to promote bike/pedestrian safety and education. Examples could include developing and implementing an education program for cyclists from youth through adults.



Outreach to Support Low-Income Multimodal – Improve and formalize relationships with non-profit organizations that advocate for multimodal improvements and serve low-income communities. Conduct outreach to those that serve low-income users and collaborate so that route information can better serve those who rely on multimodal transportation for daily use.

Bicycle Maintenance and Service – Support development of a program to provide a bike repair, maintenance, and building to low-income residents and university students. This effort could be undertaken with City support of a coalition of local experts, bike shops, and volunteers.

UTC Priorities - Gap Analysis

Responses to comparison of Draft Implementation Matrix and UTC's Program and Policy Priorities.

ET-1c. Work with **GVT and other** transportation providers to **enhance existing transit facilities or** identify **new** areas for the future development of a centralized transit hub facility(ies).

ET-4a. Explore options for future **Enhanced Transit or** Bus Rapid Transit corridors.
(this is because the 2045 RTP talks about enhanced transit corridors instead of BRT, the thought is in the same direction)

ET-4b. Support efforts by GVT to better serve and connect centers and other destinations in Grand Junction and surrounding areas, especially service to/from the Airport and Downtown, **and along North Ave.**
(Airport-Downtown and along North Ave are the most likely areas that GVT will increase service in the future).

NH-4c. Explore incentives for transit supportive development along transit corridors.
(I would suggest adding this. Transit service can decrease the need for conventional development requirements that detract from vibrant urban environments. For example, off-street parking requirements may be lower if the site is well served by transit. This can be used to incentivize development)

ET-2c. Review and update Transportation Engineering Design Standards (TEDS) Manual **and improve multimodal development standards.**

I would like to express the level of excitement I have reading this document. It is wonderful to see where the City will be focusing its energy and I have high praise for the detail and care given to its creation. We have a promising future with this to guide us. Thank you!

Comments on the Implementation Matrix:

DU-2b. Prioritize the conversion of 7th Street, 9th Street, 12th Street, Grand Avenue, and I-70B through Downtown into complete streets.

The poor multimodal access from the north of Downtown via 3rd and 5th Streets is of concern. As the 4th and 5th two way study is discussed in the next item, is a mention of making a complete street in this area appropriate?

DU-2c. Support Downtown Grand Junction's study of the one-way to two-way conversion of 4th and 5th Streets. Convert, if feasible.

Perhaps the last sentence can read "Convert to complete streets if feasible"?

NH-4b. Prioritize walking and bicycling infrastructure improvements needed to complete gaps or "missing links" between existing neighborhoods and other community destinations such as parks, trails and schools.

Can we also include destinations such as, grocery stores, libraries, places of employment and other frequently used services?

NH-5c. Continue to implement programs and events that convene neighborhoods, help build relationships, and foster a feeling of connectedness among neighbors. Develop new programs as determined to be necessary and feasible.

Neighborhood gathering spaces such as plazas in neighborhood parks? Perhaps this is a parallel proposal in the realm of Parks and Public works?

ET-1c. Work with transportation providers to identify areas for the future development of a centralized transit hub facility(ies).

Strengthen multimodal access to existing transit hubs.

In the UTC's letter we mention the following items which are missing in the Implementation Matrix:

Neighborhood Services and Multimodal Needs – Develop a policy position relating the provision of accessible neighborhood services, such as grocery stores, to the viability of multimodal transportation.

I would like to see a mention of identifying and addressing “food deserts” in the city. Not having a neighborhood grocery store has a profound impact.

Multimodal Awareness Education – Encourage education and outreach efforts in collaboration with the Parks and Recreation Department, School District 51, Colorado Mesa University, and the Grand Junction Police Department to promote bike/pedestrian safety and education. Examples could include developing and implementing an education program for cyclists from youth through adults.

I don't believe I saw any mention of multimodal education.

Memorandum

TO: Mayor and Members of Council

FROM: Greg Caton, City Manager
Tamra Allen, Community Development Director

DATE: December 4, 2020

SUBJECT: One Grand Junction Comprehensive Plan – Implementation Matrix

As briefly introduced during the City Council workshop on November 16th, Chapter 5 of the Comprehensive Plan provides an overview of how the plan will be implemented and monitored. This chapter calls for the City to prepare an Implementation Matrix that enumerates a list of currently known implementation strategies and actions.

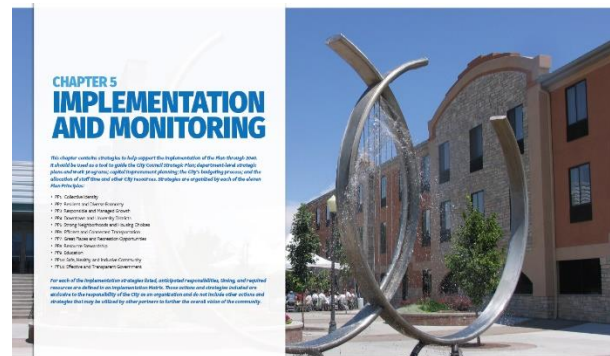
Implementation Matrix – The Implementation Matrix is intended to be used as a tool to guide the development of the City Council's Strategic Plan; department-level strategic plans and work programs; capital improvement planning; the City's budgeting process; and the allocation of staff time and other City resources.

Strategies are organized by each of the eleven Plan Principles found in Chapter 2. For each implementation strategy listed, the matrix provides a brief description of each action or strategy, the City department tasked with the lead and support roles, the anticipated timing, and the expected resources required to initiate and complete an action. Time frames for initiation of the implementation strategies are categorized by near-term, mid-term, long-term and on-going, as follows:

- *Near-term* – already underway or to be initiated within six months to a year after plan adoption;
- *Mid-term* – to be initiated within one to three years after plan adoption;
- *Long-term* – to be initiated within three or more years after plan adoption; and
- *Ongoing* – actions to be implemented by City staff as part of their routine job duties.

Resources required for each action are identified as Regional Collaboration, Outside Support/Funding, Staff Time, General Fund, Capital Fund, and Other Funds such as the First Responder Tax, Impact Fees and Grants.

Next Steps – The draft 2020 One Grand Junction Comprehensive Plan has been considered by the Grand Junction Planning Commission at a public hearing held December 1st and received a unanimous recommendation of approval. A public hearing on the proposed One Grand Junction Comprehensive Plan is scheduled for December 16th with additional time allotted at the December 14th workshop to review and discuss outstanding issues prior to the hearing. A



workshop is also scheduled with Mesa County Planning Commission on December 10th with a hearing scheduled for December 17th for their consideration of adoption of Chapter 3, specifically including the land use map and land use categories.

The draft Implementation Matrix is included with this memo for City Council review, discussion and revision and was developed by the staff and consultant team along with input from the Comprehensive Plan Advisory Committee. The Matrix is not currently intended to be adopted with the One Grand Junction Comprehensive Plan. Council could choose to either finalize this Implementation Matrix or to use this draft matrix as a starting point to inform the develop of the next City Council Strategic Plan. Please respond to the City Manager comments on how to proceed.

Attachment:

Draft Implementation Matrix

HIGHEST PRIORITY ACTIONS			
Strategy	Department Responsibility	Timing	Resources
DU-2a. Work with CDOT to ensure I-70B through Lower Downtown is a multi-modal facility and provides for comfortable connectivity.	Lead: Public Works Partners: Community Development	Near-Term	Staff Time, Capital Fund, Regional Collaboration
NH-2a. Develop a targeted housing strategy to facilitate and incentivize the creation of affordable housing units for low-income residents and attainable housing for the city's workforce. Update the strategy periodically to address changing needs.	Lead: Community Development, City Manager's Office Partners:	Near-Term	Staff Time, General Fund, Grants, Outside Partners, Regional Collaboration
GP-2a. Adopt an updated Parks, Recreation, and Open Space Master Plan.	Lead: Parks and Recreation Partners:	Near-Term	Staff Time, Capital Fund, Grants
GP-2c. Continue to explore long term, dedicated funding strategies such as retail sales and processing of marijuana, and/or a tax on vaping, tobacco and smokeless tobacco, among others, for parks facilities including regional sports facilities, field houses, indoor facilities, and a community center.	Lead: Parks and Recreation Partners: Community Development	Near-Term	Staff Time, Capital Fund
GP-2e. Pursue the construction of a multi-purpose Community Center as described in the Parks, Recreation and Open Space Master Plan.	Lead: Parks and Recreation Partners:	Near-Term	Staff Time, Capital Fund, Dedicated Tax, Grants, Outside Partners
SC-1k. Construct critical infrastructure including Fire Station No. 3, Fire Station No. 7, Fire Station No. 8, and additional administrative and evidence storage facilities for Police.	Lead: Police, Fire Partners: General Services, Public Works	Near-Term	Staff Time, Capital Fund, First Responder Tax
EG-1a. Align the City Council Strategic Plan with the Comprehensive Plan.	Lead: City Council Partners: City Manager's Office	Near-Term	Staff Time
EG-2a. Create a City Communications Plan.	Lead: City Manager's Office Partners: All Departments	Near-Term	Staff Time, General Fund
ET-1b. Develop and implement a city-wide Bicycle and Pedestrian Plan.	Lead: Community Development, Public Works Partners: Parks and Recreation	Mid-Term	Staff Time, General Fund, Regional Collaboration
GP-3c. Continue to build new or expanded recreational activities/amenities along the riverfront, including expansion of the	Lead: Parks and Recreation Partners: Public Works	Mid-Term	Staff Time, General Fund, Capital Fund,

River Park and improvements to the Western Colorado Botanical Gardens.			Impact Fees, Grants
RS-3b. Develop and begin to implement a comprehensive sustainability plan that addresses, among other topics, climate change.	Lead: Community Development Partners: All Departments	Mid-Term	Staff Time, General Fund, Grants
CI-1e. Engage with the community to identify opportunities to create a more inclusive, equitable, and safe community that celebrates the city's diverse population.	Lead: City Council, City Manager Partners: All Departments	Ongoing	Staff Time, General Fund, Outside Partners
RE-1f. Continue to support the work of Economic Development Partners and its activities to help grow new and emerging businesses.	Lead: City Manager's Office, Partners: ED Partners	Ongoing	Staff Time, General Fund
RE-3a. Develop a list of priority infrastructure and amenities and make strategic investments to support growth of primary jobs, strengthen economic diversity, and/or promote business activity in key locations of the city.	Lead: City Council, City Manager's Office Partners: Utilities, Public Works, Parks and Recreation	Ongoing	Staff Time, General Fund, Capital Fund, Water/Wastewater Enterprise Funds
RE-4e. Support the expansion of a responsible and sustainable tourism industry utilizing destination management principles.	Lead: Visit GJ Partners:	Ongoing	Staff Time, Lodging Tax
RG-1e. Direct development to locations where it can be adequately served by existing public facilities and services.	Lead: Community Development Partners:	Ongoing	Staff Time
RG-4g. Support the efficient and reliable management of water resources by: - maintaining cooperative service agreements with Clifton Water District; - maintaining absolute water rights and file, as needed, documentation to perfect conditional rights on the Colorado and Gunnison Rivers; - maintaining and replacing aging water infrastructure; and - coordinating with Ute Water Conservancy District and Clifton Water District to ensure the sufficient water resources supply and infrastructure for the city's projected growth.	Lead: Utilities Partners: Community Development	Ongoing	Staff Time, Enterprise Fund, Regional Collaboration
RG-7g. Work with private property owners to achieve ongoing compliance with required landscaping, weed, junk, or other City nuisance codes and ordinances.	Lead: Police Partners: Parks and Recreation, Community Development	Ongoing	Staff Time, General Fund, Capital Fund, First Responder Tax

DU-3b. Work with property owners and partners to redevelop underutilized properties (including surface parking lots) through regulation, incentives, and use of other redevelopment tools.	Lead: Community Development, City Manager's Office Partners: Public Works, Utilities	Ongoing	Staff Time, General Fund
NH-2c. Continue to collaborate with partner organizations on the implementation of efforts to make homelessness rare, short-lived, and nonrecurring. Address the needs of the homeless in a way that minimizes impacts to public spaces and businesses.	Lead: City Manager's Office Partners: Police, Parks and Recreation, Fire, Community Development	Ongoing	Staff Time, General Fund, Regional Collaboration
ET-4c. Improve the urban trail system on and connecting to Active Transportation Corridors focusing on utilizing existing corridors such as drainageways, canals, ditches, rivers, and roadways.	Lead: Public Works Partners: Community Development, Parks and Recreation	Ongoing	Staff Time, Capital Fund, Regional Collaboration
SC-2a. Actively participate with community partners in the Childcare 8,000 initiative.	Lead: City Manager's Office Partners: Human Resources, Parks and Recreation	Ongoing	Staff Time, General Fund, Regional Collaboration
SC-2d. Continue to dedicate resources to co-responding and CARES program and research new models to continue to enhance those efforts.	Lead: Police Fire Partners: HR	Ongoing	Staff Time, General Fund, First Responder Tax
EG-1e. Review the GJMC and effect any necessary revisions to it to ensure that its provisions are consistent with the Comprehensive Plan.	Lead: City Manager's Office Partners: All Departments	Ongoing	Staff Time, General Fund

Plan Principle 1: Collective Identity			
Strategy	Department Responsibility	Timing	Resources
Goal 1. Preserve, promote and celebrate grand junction's identity, diversity and history			
CI-1a. Support efforts to provide educational resources on historic resources of the city and region.	Lead: Community Development Partners:	Near-Term	Staff Time, General Fund
CI-1b. Pursue Certified Local Government designation that helps enable historic preservation efforts.	Lead: Community Development Partners:	Mid-Term	Staff Time
CI-1c. Support efforts throughout the community to provide cultural events reflective of the community's diversity.	Lead: Parks and Recreation Partners:	Ongoing	Staff Time, General Fund, Outside Support
CI-1d. Identify, recognize, and increase historic resources by encouraging and incentivizing the addition of properties to the local, state, and national registers.	Lead: Community Development Partners:	Ongoing	Staff Time, Outside Support
CI-1e. (Highest Priority) Engage with the community to identify opportunities to create a more inclusive, equitable, and safe community that celebrates the city's diverse population.	Lead: City Council, City Manager Partners: All Departments	Ongoing	Staff Time, General Fund, Outside Partners
Plan Principle 2: Resilient Diverse Economy			
Strategy	Responsibility	Timing	Resources
1. Foster a vibrant, diverse and resilient economy.			
RE-1a. Complete infrastructure at the Riverfront at Dos Rios.	Lead: Public Works Partners: Finance, Dos Rios GID	Near-Term	Staff Time, GID Funds
RE-1b. Support the review and updating of the Grand Junction Economic Development Plan.	Lead: City Manager's Office Partners: ED Partners	Mid-Term	Staff Time, General Fund, Outside Support
RE-1c. Review and refine the GJMC to modernize and reflect emerging best practices focusing on evolving modern business operations.	Lead: Community Development Partners: ED Partners	Mid-Term	Staff Time
RE-1d. Support and collaborate with economic partnerships.	Lead: City Council, City Manager's Office Partners: ED Partners	Ongoing	Staff Time, General Fund
RE-1e. Partner in supporting programs that encourage residents to spend dollars locally before looking elsewhere for goods and services.	Lead: City Manager's Office Partners: ED Partners	Ongoing	Staff Time, Regional Collaboration

RE-1f. (Highest Priority) Continue to support the work of Economic Development Partners and its activities to help grow new and emerging businesses.	Lead: City Manager's Office, Partners: ED Partners	Ongoing	Staff Time, General Fund
RE-1g. Attract Tech and Rec industries to Riverfront at Las Colonias.	Lead: GJEP Partners: City Manager's Office, ED Partners	Ongoing	Staff Time, Outside Support
RE-1h. Monitor the inventory of finished sites and raw land suitable for residential, commercial, office/technological, industrial service, and industrial development.	Lead: Community Development Partners: IT/Finance	Ongoing	Staff Time
RE-1i. "Identify and resolve regulatory barriers that would unduly inhibit the growth of industrial and manufacturing businesses."	Lead: Fire Partners: Community Development	Near-Term	Staff Time
2. Support the development of a diverse, educated, healthy, and adaptable workforce.			
RE-2a. Establish baseline levels of service for neighborhoods and plan for investments in areas that are underserved.	Lead: Community Development, IT/Finance Partners: Police, Fire, Parks and Recreation, Public Works	Mid-Term	Staff Time
RE-2b. Work with area educational institutions and regional economic development partners to provide educational programs that train students to work in the region's existing and target industries.	Lead: ED Partners Partners: City Manager's Office	Ongoing	Staff Time, General Fund, Regional Collaboration
RE-2c. Identify key City properties in the downtown that may be repurposed or redeveloped.	Lead: Community Development Partners: City Manager's Office	Ongoing	Staff Time
RE-2d. Continue the City's CMU Scholarship and Internship program and seek placement of CareerWise students within City departments.	Lead: HR Partners: All Departments	Ongoing	Staff Time, General Fund
3. Promote Business Growth for a Diverse and Stable Economic Base.			
RE-3a. (Highest Priority) Develop a list of priority infrastructure and amenities and make strategic investments to support growth of primary jobs, strengthen economic diversity, and/or promote business activity in key locations of the city.	Lead: City Council, City Manager's Office Partners: Utilities, Public Works, Parks and Recreation	Ongoing	Staff Time, General Fund, Capital Fund, Water/Wastewater Enterprise Funds

RE-3b. Protect key industrial areas from encroachment by potentially incompatible land uses or conversion to alternative uses, including properties that have access to railroad spurs.	Lead: Community Development Partners: ED partners	Ongoing	Staff Time
4. Support the expansion of a responsible and sustainable tourism industry utilizing Grand Junction's Destination Marketing Organization called Visit Grand Junction and its strategic partners.			
RE-4a. Identify and implement a destination brand for Grand Junction.	Lead: Visit GJ Partners:	Near-Term	Staff Time, Lodging Tax
RE-4b. Complete an economic impact study to better understand the value and return on investment of the tourism industry.	Lead: Visit GJ Partners:	Near-Term	Staff Time, Lodging Tax
RE-4c. Support the Greater Grand Junction Sports Commission in growing existing events and attracting new events related to sports and recreation.	Lead: Parks and Recreation Partners: Visit GJ	Ongoing	Staff Time, Lodging Tax, Outside Support
RE-4d. Champion Leave No Trace principles to educate both locals and visitors.	Lead: Visit GJ Partners: Parks and Recreation	Ongoing	Staff Time, Lodging Tax
RE-4e. (Highest Priority) Support the expansion of a responsible and sustainable tourism industry utilizing destination management principles.	Lead: Visit GJ Partners:	Ongoing	Staff Time, Lodging Tax
RE-4f. Support regional efforts to preserve agricultural lands and support opportunities for agritourism in and around Grand Junction.	Lead: Community Development Partners:	Ongoing	Staff Time, Regional Collaboration
RE-4g. Work with State, County, and Federal partners and legislators to ensure public lands are maintained for public enjoyment and to recognize the partners as key employers in the region.	Lead: Parks and Recreation Partners: City Manager's Office, Community Development	Ongoing	Staff Time, Regional Collaboration
5. Invest in key infrastructure that support businesses.			
RE-5a. Conduct a review of the 2016 Wireless Master Plan to identify any updates needed to ensure high speed internet access is broadly available.	Lead: IT/Finance Partners: General Services, Community Development	Mid-Term	Staff Time, General Fund
RE-5b. Support the Grand Junction Regional Airport as a regional transportation destination to provide the economic development benefits associated with having an airport in close proximity.	Lead: Visit GJ Partners:	Ongoing	Staff Time, Lodging Tax, Regional Collaboration, Outside Partners

Plan Principle 3: Responsible and Managed Growth			
Strategy	Department Responsibility	Timing	Resources
1. Support fiscally responsible growth and annexation policies that promote a compact pattern of growth, maintain or improve levels of service and encourage the efficient use of land.			
RG-1a. Complete a fiscal impact study of annexation and utilize the study to understand fiscal impacts of annexation and in revisions to the Persigo Agreement.	Lead: Community Development Partners: City Manager's Office, Finance	Near-Term	Staff Time, Regional Collaboration
RG-1b. Align the Persigo 201 Boundary and the UDB, in areas where - urban level densities may occur in the future; - the City plans for extension of services; and/or the area is currently served by another wastewater provider	Lead: Community Development Partners: Utilities	Near-Term	Staff Time, Regional Collaboration
RG-1c. Utilize Tiered Growth Map to prioritize annexations and as a tool for guiding proposed revisions to Persigo Agreement.	Lead: Community Development Partners: Utilities	Mid-Term	Staff Time
RG-1d. Maintain and continue to utilize the UDB surrounding Grand Junction.	Lead: Community Development Partners:	Ongoing	Staff Time, Regional Collaboration
RG-1e. (Highest Priority) Direct development to locations where it can be adequately served by existing public facilities and services.	Lead: Community Development Partners:	Ongoing	Staff Time
2. Encourage infill and redevelopment to leverage existing infrastructure.			
RG-2a. Explore other partnerships aimed at developing incentives for infill, redevelopment, and adaptive reuse of historic structures.	Lead: Community Development, City Manager's Office Partners:	Mid-Term	Staff Time
RG-2b. Evaluate incentives (e.g. TCP fee reductions) and establish new incentives as may needed to ensure alignment with urban intensification priorities.	Lead: Community Development Partners: City Manager's Office	Mid-Term	Staff Time
RG-2c. Support the use of creative strategies to revitalize vacant, blighted, or otherwise underutilized structures and buildings.	Lead: Community Development Partners:	Ongoing	Staff Time, Outside Partners

3. Collaborate with regional entities and service providers on growth and infrastructure issues.			
RG-3a. Work with Mesa County to adopt the Land Use Map.	Lead: Community Development Partners:	Near-Term	Staff Time, Regional Collaboration
RG-3b. Evaluate current policy for undergrounding overhead utility lines and in-lieu payments.	Lead: Community Development Partners: Public Works	Near-Term	Staff Time
RG-3c. Maintain cooperative agreements and 'community buffers' that protect agricultural lands and explore opportunities for agricultural conservation easements where appropriate.	Lead: Community Development Partners:	Ongoing	Staff Time, Regional Collaboration
RG-3d. Ensure that District 51 school sites and designs are consistent with the Comprehensive Plan.	Lead: Community Development Partners: Public Works, Parks and Recreation	Ongoing	Staff Time, Regional Collaboration
RG-3e. Periodically work with institutions to update their master plans.	Lead: Community Development Partners: Public Works	Ongoing	Staff Time, Outside Partners
4. Maintain and build infrastructure that supports urban development.			
RG-4a. Develop a Water Reliability and Marketing Strategy to identify backup water supply and water treatment options and associated water rights needed to meet long-term demands.	Lead: Utilities Partners:	Near-Term	Staff Time, Enterprise Fund
RG-4b. Update the Wastewater Master Plan.	Lead: Utilities Partners:	Near-Term	Staff Time, Enterprise Fund
RG-4c. Complete a 5-year review of the Wastewater Rate Study.	Lead: Utilities Partners:	Near-Term	Staff Time, Enterprise Fund
RG-4d. Actively plan for future expansion of the Persigo Wastewater Treatment Plant.	Lead: Utilities Partners:	Mid-Term	Staff Time, Enterprise Fund
RG-4e. Evaluate the GJMC parking standards to ensure standards are based on best practices result in develop patterns that align with city intensification goals.	Lead: Community Development Partners: General Services, Public Works	Mid-Term	Staff Time, General Fund
RG-4f. Participate in identifying and implementing regional solutions to stormwater management and stormwater infrastructure needs.	Lead: Public Works Partners:	Long-Term	Staff Time, Regional Collaboration
RG-4g. (Highest Priority) Support the efficient and reliable management of water resources by:	Lead: Utilities Partners:	Ongoing	Staff Time, Enterprise Fund,

- maintaining cooperative service agreements with Clifton Water District; - maintaining absolute water rights and file, as needed, documentation to perfect conditional rights on the Colorado and Gunnison Rivers; - maintaining and replacing aging water infrastructure; and coordinating with Ute Water Conservancy District and Clifton Water District to ensure the sufficient water resources supply and infrastructure for the city's projected growth.			Regional Collaboration
5. Plan for and ensure fiscally responsible delivery of City services and infrastructure.			
RG-5a. Work with property owners to identify financing mechanisms to implement the North Avenue Corridor Master Plan.	Lead: Community Development, City Manager's Office, Public Works Partners: Finance	Mid-Term	Staff time, Capital Fund
RG-5b. Periodically review and update system of fees and development requirements that assesses the costs of public facilities and services.	Lead: City Manager's Office Partners: Finance, Community Development, Utilities, Public Works, Fire, Parks and Recreation	Long-Term	Staff Time, General Fund, Enterprise Fund
RG-5c. Update TCP rates to include the cost of constructing trail improvements associated with building the City's Active Transportation Network.	Lead: City Manager's Office Partners: Public Works	Mid-Term	Staff Time, General Fund
RG-5d. Utilize a reimbursement or credit mechanism to compensate developers, or the City, for oversizing public facilities such as transportation infrastructure.	Lead: Public Works, Community Development Partners: Finance, City Manager's Office	Ongoing	Staff Time, Capital Fund, Impact Fees
RG-5e. Evaluate and seek to obtain a mill levy shareback as part of a metropolitan district service plan and IGA.	Lead: City Manager's Office, Finance Partners: Community Development, Public Works	Ongoing	Staff Time
RG-5f. Utilizing alley improvement districts, prioritize and periodically improve alleyways.	Lead: Public Works Partners: Finance	Ongoing	Staff Time, Capital Fund
6. Support the development of neighborhood-centered commercial uses and mixed-use development.			
RG-6a. Review and update planned development requirements to simplify regulations and support the goals and policies of the Comprehensive Plan.	Lead: Community Development Partners:	Near-Term	Staff Time, General Fund, Grants

RG-6b. Identify areas to develop design guidelines and standards for neighborhood centers.	Lead: Community Development Partners:	Mid-Term	Staff Time
RG-6c. Ensure zoning changes align with the Land Use Map and Area-Specific Policies.	Lead: Community Development Partners:	Ongoing	Staff Time
7. Continue efforts in creating a community that provides a sense of arrival, attractive design, and well-maintained properties.			
RG-7a. Identify locations for, design, and implement gateway improvements into the city.	Lead: Public Works Partners: Visit GJ, Parks and Recreation, City Manager's Office	Near-Term	Staff Time, General Fund, Capital Fund
RG-7b. Provide educational resources to the public about caring for streets trees and information about the environmental, economic, and social benefits the tree canopy provides to property owners and the community.	Lead: Parks and Recreation Partners:	Near-Term	Staff Time, General Fund, Outside Partners
RG-7c. Develop basic design standards for key corridors to improve the overall cohesiveness and appeal.	Lead: Community Development Partners:	Mid-Term	Staff Time, General Fund
RG-7d. Continue to implement cost-effective improvements to the streetscape, including functional improvements to hardscape and green infrastructure as well as artistic and design elements.	Lead: Public Works, Parks and Recreation Partners:	Ongoing	Staff Time, General Fund, Capital Fund
RG-7e. Identify center turn lanes that can be converted to landscaped medians and convert turn lanes as feasible.	Lead: Public Works Partners: Parks and Recreation	Ongoing	Staff Time, General Fund, Capital Fund
RG-7f. Prioritize the planting new public trees as a key element of streetscape green infrastructure and develop a systematic pruning rotation for all public trees.	Lead: Parks and Recreation Partners: Public Works, IT/Finance	Ongoing	Staff Time, General Fund
RG-7g. (Highest Priority) Work with private property owners to achieve ongoing compliance with required landscaping, weed, junk, or other City nuisance codes and ordinances.	Lead: Police Partners: Parks and Recreation, Community Development	Ongoing	Staff Time, General Fund, Capital Fund, First Responder Tax
Plan Principle 4: Downtown and University Districts			
Strategy	Department Responsibility	Timing	Resources
1. Cultivate energetic and livable greater downtown and University Districts that balance the needs of residents, students and visitors.			
DU-1a. Review the GJMC to ensure neighborhood-serving business such as grocers, pharmacies, childcare facilities, and other basic services are allowed uses in the Downtown and University Districts.	Lead: Community Development Partners:	Near-Term	Staff Time, General Fund

DU-1b. Promote adaptive reuse of historically significant properties.	Lead: Community Development Partners:	Mid-Term	Staff Time
DU-1c. Develop a subarea plan for the University District with key focus on the North Avenue, 7 th Street, and 12 th Street corridors.	Lead: Community Development Partners:	Mid-Term	Staff Time, General Fund, Grants, Outside Partners
DU-1d. Review the existing Greater Downtown Transitional Overlay to ensure the overlay appropriately addresses the transitioning areas between Downtown and University Districts.	Lead: Community Development Partners:	Mid-Term	Staff Time
DU-1e. Work with Downtown Grand Junction to establish a Railroad Quiet Zone encompassing Downtown by upgrading railroad intersections along the 7 th Street and 9 th Street corridors.	Lead: Public Works Partners: Community Development	Mid-Term	Staff Time, General Fund, Outside Partners
DU-1f. Support a diverse mix of land uses that is tailored to support the vision and unique focus for the University District and for each of the three subdistricts that comprise the Downtown District.	Lead: Community Development Partners:	Ongoing	Staff Time
DU-1g. Support Downtown Grand Junction in efforts to implement their Plan of Development “Vibrant Together.”	Lead: City Manager’ Office Partners: Police, Public Works, Parks and Recreation, Community Development	Ongoing	Staff Time, General Fund, Capital Fund, Grants, Outside Partners
DU-1h. Fund new features and improvements, especially those that serve as destinations along the riverfront.	Lead: Parks and Recreation, Public Works Partners:	Ongoing	Staff Time, General Fund, Capital Fund, Impact Fees Grants
DU-1i. Encourage property owners in the riverfront areas to provide features that are complementary with the City’s riverfront parks.	Lead: Community Development Partners:	Ongoing	Staff Time
2. Strengthen multimodal connections in and between the districts.			
DU-2a. (Highest Priority) Work with CDOT to ensure I-70B through Lower Downtown is a multi-modal facility and provides for comfortable connectivity.	Lead: Public Works Partners: Community Development	Near-Term	Staff Time, Capital Fund, Regional Collaboration
DU-2b. Prioritize the conversion of 7 th Street, 9 th Street, 12 th Street, Grand Avenue, and I-70B through Downtown into complete streets.	Lead: Public Works Partners: Parks and Recreation, Community Development	Mid-Term	Staff Time, Capital Fund, Outside Partners

DU-2c. Support Downtown Grand Junction's study of the one-way to two-way conversion of 4 th and 5 th Streets. Convert, if feasible.	Lead: Public Works Partners: Community Development	Mid-Term	Staff Time, General Fund, Capital Fund, Outside Partners
DU-2d. Create a Downtown and University Districts-specific bicycle and pedestrian plan.	Lead: Community Development Partners: Public Works	Mid-Term	Staff Time, General Fund
DU-2e. Review the recommendations of the 2016 Downtown Parking Study regarding parking demand, location, timing, pricing and supply and update as may be needed. Continue to manage and improve upon the utilization of existing public parking facilities in downtown.	Lead: General Services Partners: Community Development	Mid-Term	Staff Time, Capital Fund, Outside Partners
DU-2f. Explore and promote design standards to activate alley and trail space(s).	Lead: Community Development Partners: Public Works	Long-Term	Staff Time
DU-2g. Incorporate wayfinding signage and other branded elements to create a sense of place and facilitate access to public amenities, parking, and transportation alternatives.	Lead: Public Works, Visit GJ Partners: Community Development	Long-Term	Staff Time, General Fund, Capital Fund, Outside Partners
DU-2h. Expand the use of shared roads (automobiles and bicycles) in Downtown.	Lead: Public Works Partners:	Ongoing	Staff Time, Capital Fund, Regional Collaboration
DU-2i. Replace, repair, and improve sidewalk infrastructure.	Lead: Public Works Partners:	Ongoing	Staff Time, Capital Fund
DU-2j. Prioritize traffic calming strategies in the Downtown and University Districts.	Lead: Public Works Partners:	Ongoing	Staff Time, Capital Fund, Outside Partners
3. Promote the continued reinvestment into the Downtown, Riverfront, Rail and University District's economy and built environment.			
DU-3a. Evaluate streetscape improvements to other areas of the Downtown and University Districts.	Lead: Public Works, Parks and Recreation Partners:	Long-Term	Staff Time, General Fund, Capital Fund
DU-3b. (Highest Priority) Work with property owners and partners to redevelop underutilized properties (including surface parking lots) through regulation, incentives, and use of other redevelopment tools.	Lead: Community Development, City Manager's Office Partners: Public Works, Utilities	Ongoing	Staff Time, General Fund
DU-3c. Proactively seek opportunities to collaborate with CMU and other partners on efforts to strengthen both physical and	Lead: City Manager's Office Partners: CMU, Public Works, Community Development	Ongoing	Staff Time, General Fund, Capital Fund, Outside Partners

symbolic linkages between the CMU campus and the Downtown Districts.			
Plan Principle 5: Strong Neighborhoods and Housing Choices			
Strategy	Department Responsibility	Timing	Resources
1. Promote more opportunities for housing choices that meet the needs of people of all ages, abilities and incomes.			
NH-1a. Explore opportunities associated with becoming an AARP Age-Friendly Community. Apply for this designation, if opportunities provide benefits to the community.	Lead: Community Development Partners: City Manager's Office, Public Works, Parks and Recreation	Near-Term	Staff Time, General Fund
NH-1b. Review the GJMC to allow for density increases in existing neighborhoods where context-sensitive design can be achieved by maintaining neighborhood character using tools such as design standards and guidelines.	Lead: Community Development Partners:	Mid-Term	Staff Time, General Fund
NH-1c. Plan for, and encourage, new housing for students on and near campuses and in areas well-served by bike, pedestrian, and transit facilities.	Lead: Community Development Partners:	Mid-Term	Staff Time, General Fund
NH-1d. Review the GJMC to ensure specialized housing needs are accommodated throughout the city.	Lead: Community Development Partners:	Long-Term	Staff Time, General Fund
NH-1e. Monitor and periodically update the Land Use Plan to ensure the city has an adequate supply of land designated for a wide variety of housing types well-matched to demand.	Lead: Community Development Partners:	Ongoing	Staff Time
2. Partner in developing housing strategies for the community.			
NH-2a. (Highest Priority) Develop a targeted housing strategy to facilitate and incentivize the creation of affordable housing units for low-income residents and attainable housing for the city's workforce. Update the strategy periodically to address changing needs.	Lead: Community Development, City Manager's Office Partners:	Near-Term	Staff Time, General Fund, Grants, Outside Partners, Regional Collaboration
NH-2b. Continue to participate in the regional housing coalition.	Lead: Community Development Partners: City Manager's Office	Ongoing	Staff Time
NH-2c. (Highest Priority) Continue to collaborate with partner organizations on the implementation of efforts to make homelessness rare, short-lived, and nonrecurring. Address the	Lead: City Manager's Office	Ongoing	Staff Time, General Fund, Regional Collaboration

needs of the homeless in a way that minimizes impacts to public spaces and businesses.	Partners: Police, Parks and Recreation, Fire, Community Development		
3. Support continued investment in and ongoing maintenance of infrastructure and amenities in established neighborhoods.			
NH-3a. Review design standards and guidelines with the Greater Downtown Plan to ensure they encourage the preservation of the city's historic homes, mature trees, and neighborhoods.	Lead: Community Development Partners:	Mid-Term	Staff Time
NH-3b. Review and update adopted neighborhood and subarea plans.	Lead: Community Development Partners:	Mid-Term	Staff Time, General Fund
NH-3c. Evaluate need for other neighborhood and/or subarea plans.	Lead: Community Development Partners:	Mid-Term	Staff Time, General Fund
NH-3d. Work with property owners to consider establishing design standards/guidelines for properties within areas of concentrated historic resource.	Lead: Community Development Partners:	Long-Term	Staff Time, General Fund, Outside Support
4. Promote the integration of transportation mode choices into existing and new neighborhoods.			
NH-4a. Expand and improve upon the Fix-It request program.	Lead: Public Works Partners: IT/Finance, Police, Parks and Recreation	Near-Term	Staff Time, General Fund
NH-4b. Prioritize walking and bicycling infrastructure improvements needed to complete gaps or "missing links" between existing neighborhoods and other community destinations such as parks, trails and schools.	Lead: Community Development, Public Works Partners:	Ongoing	Staff Time, CDBG, Capital Fund, Grants
5. Foster the development of neighborhoods where people of all ages, incomes and backgrounds live together and share a feeling of community.			
NH-5a. Update neighborhood contacts and establish ongoing communication with those contacts.	Lead: Community Development, City Manager's Office Partners: Police	Near-Term	Staff Time
NH-5b. Evaluate the GJMC to ensure creative and innovative designs can be accommodated in zone districts, with focus on the ease and efficacy of use of the Planned Development and MX zone districts.	Lead: Community Development Partners:	Mid-Term	Staff Time, General Fund

NH-5c. Continue to implement programs and events that convene neighborhoods, help build relationships, and foster a feeling of connectedness among neighbors. Develop new programs as determined to be necessary and feasible.	Lead: Police, Community Development, Parks and Recreation, Fire Partners: City Manager's Office	Ongoing	Staff Time, General Fund
Plan Principle 6: Efficient and Connected Transportation			
Strategy	Department Responsibility	Timing	Resources
1. Continue to develop a safe, balanced and well-connected transportation system that enhances mobility for all modes.			
ET-1a. Maintain and periodically update the City's Circulation Plan.	Lead: Community Development Partners: Public Works	Mid-Term	Staff Time, General Fund
ET-1b. (Highest Priority) Develop and implement a city-wide Bicycle and Pedestrian Plan.	Lead: Community Development, Public Works Partners: Parks and Recreation	Mid-Term	Staff Time, General Fund, Regional Collaboration
ET-1c. Work with transportation providers to identify areas for the future development of a centralized transit hub facility(ies).	Lead: Community Development Partners: Public Works	Long-Term	Staff Time
ET-1d. Incrementally implement the Complete Streets Policy and monitor progress.	Lead: Public Works Partners: Community Development, Parks and Recreation	Ongoing	Staff Time, General Fund, Capital fund, Impact Fees
ET-1e. Collaborate with RTPD and Mesa County on the implementation of the 2045 Regional Transportation Plan.	Lead: Public Works Partners: Community Development	Ongoing	Staff Time, General Fund, Regional Collaboration
2. Actively manage transportation systems and infrastructure to improve reliability, efficiency and safety.			
ET-2a. Plan for and construct new street capacity utilizing approved 2B funds.	Lead: Public Works Partners: Parks and Recreation, Community Development	Mid-Term	Staff Time, Capital Fund, Impact Fees
ET-2b. Increase Pavement Condition Index from 69 to 73.	Lead: Public Works Partners:	Mid-Term	Staff Time, Capital Fund
ET-2c. Review and update Transportation Engineering Design Standards (TEDS) Manual.	Lead: Public Works, Community Development Partners:	Mid-Term	Staff Time, General Fund, Capital Fund
ET-2d. Review and update City street standards to ensure that roads are properly sized but not overbuilt.	Lead: Public Works, Community Development Partners: Community Development	Mid-Term	Staff Time

ET-2e. Continue to study—and seek funding for—an I-70 Interchange at 29 Road.	Lead: Public Works Partners:	Mid-Term	Staff Time, Regional Collaboration
ET-2f. Work towards a comprehensive road safety plan (e.g. Vision Zero) to eliminate all traffic fatalities and severe injuries.	Lead: Public Works Partners: Police	Long-Term	Staff Time, General Fund, Regional Collaboration
ET-2g. Continue to work with all relevant partners to implement a multi-jurisdictional traffic management system.	Lead: Public works Partners:	Ongoing	Staff Time, General Fund, Capital Fund
ET-2h. Create, implement, and support the development of Access Control Plans.	Lead: Public Works Partners: Community Development	Ongoing	Staff Time, General Fund, Capital Fund
ET-2i. Conduct routine enforcement of traffic laws and targeted speed enforcement especially at locations with high pedestrian and bicyclist volumes or a history of safety problems.	Lead: Police Partners: Public Works	Ongoing	Staff Time, Capital Fund
ET-2j. Continue to track traffic enforcement and safety data.	Lead: Public Works Partners: Police	Ongoing	Staff Time, General Fund
3. Facilitate the movement of people, goods and services throughout the region via truck, air and rail.			
ET-3a. Explore alternative routing for truck traffic utilizing I-70 Business Loop through Lower Downtown.	Lead: Public Works Partners: Community Development	Mid-Term	Staff Time, General Fund
ET-3b. Continue to support efforts in securing a Foreign Trade Zone.	Lead: City Manager's Office Partners: ED Partners	Mid-Term	Staff Time, General Fund
ET-3c. Monitor and plan for future changes to airport critical zones when the new runway is constructed.	Lead: Community Development Partners: IT/Finance	Long-Term	Staff Time
ET-3d. Collaborate with Grand Junction regional airport on periodic updates to their airport master plan.	Lead: Community Development Partners: Airport	Long-Term	Staff Time
ET-3e. Continue to enforce primary and secondary truck route designations and regulations as described in the GJMC.	Lead: Police Partners: Public Works	Ongoing	Staff Time
ET-3f. Continue to participate in the Airport Alliance's ongoing efforts to secure additional flights to major U.S. airport hubs.	Lead: Visit GJ Partners: City Manager's Office	Ongoing	Staff Time, Lodging Tax
4. Encourage the use of transit, bicycling, walking and other forms of transportation.			
ET-4a. Explore options for future Bus Rapid Transit corridors.	Lead: Public Works, GVT Partners: Community Development	Long-Term	Staff Time, General Fund

ET-4b. Support efforts by GVT to better serve and connect centers and other destinations in Grand Junction and surrounding areas, especially service to/from the Airport and Downtown	Lead: City Manager's Office Partners: Visit GJ	Ongoing	Staff Time, General Fund, Regional Collaboration
ET-4c. (Highest Priority) Improve the urban trail system on and connecting to Active Transportation Corridors focusing on utilizing existing corridors such as drainageways, canals, ditches, rivers, and roadways.	Lead: Public Works Partners: Community Development, Parks and Recreation	Ongoing	Staff Time, Capital Fund, Regional Collaboration
ET-4d. Implement wayfinding to help people navigate when biking or walking.	Lead: Community Development, Partners: Public Works	Ongoing	Staff Time, General Fund, Capital Fund, Grants
ET-4e. Cooperate with the Regional Transportation Planning Office to ensure that information related to public transit services, bicycling, and walking are widely available.	Lead: Community Development Partners: Public Works	Ongoing	Staff Time, General Fund
ET-4f. Maintain the Colorado Riverfront Trail as a no-fee trail system.	Lead: Parks and Recreation, Partners: City Manager's Office	Ongoing	Staff Time, General Fund
5. Anticipate and plan for the implications and opportunities associated with connected vehicles, autonomous vehicles (AVs), drones, mobility-as-a-service and electric vehicles (EVs).			
ET-5a. Prepare an Electric Vehicle (EV) plan.	Lead: Community Development Partners: Public Works	Mid-Term	Staff Time, Grants
ET-5b. Complete a study of where drones are allowed and make the information available to the public.	Lead: IT/Finance Partners: Community Development	Mid-Term	Staff Time
ET-5c. Monitor and track technological advances in transportation and align code and policy to implement best practices.	Lead: Public Works Partners: Community Development	Ongoing	Staff Time
Plan Principle 7: Great Places and Recreation Opportunities			
Strategy	Department Responsibility	Timing	Resources
1. Provide a safe and accessible network of parks, recreational amenities, open space and trails.			
GP-1c. Identify opportunities for preservation of open space, drainageways, and trails that provide connectivity throughout the city.	Lead: Parks and Recreation Partners: Community Development, Public Works	Mid-Term	Staff Time, Capital Fund, Grants

GP-1b. Pursue and prioritize the acquisition and development of the remaining sections of the Colorado Riverfront Trail.	Lead: Parks and Recreation, Public Works Partners: Community Development	Mid-Term	Staff Time, Capital fund, Grants, Regional Collaboration
GP-1c. Maintain or renovate parks and publicly owned spaces to ensure that these spaces are activated and used in ways that provide meaningful service to the surrounding neighborhoods.	Lead: Parks and Recreation Partners: Community Development, Public Works	Mid-Term	Staff Time, Capital Fund, Grants
GP-1d. Evaluate, monitor and construct parks and recreation facilities to achieve targeted level of service as provided in the Parks, Recreation and Open Space Master Plan.	Lead: Parks and Recreation Partners: Community Development, Private Development	Ongoing	Staff Time, Capital Fund, Impact Fees, Grants
GP-1e. Ensure that large subdivisions dedicate and construct new neighborhood parks and/or public spaces.	Lead: Community Development Partners: Parks and Recreation, Private Development	Ongoing	Staff Time, Capital Fund, Impact Fees, Outside Partners
2. Ensure parks, recreational and open space facilities meet community needs and equity of location.			
GP-2a. Adopt an updated Parks, Recreation, and Open Space Master Plan.	Lead: Parks and Recreation Partners:	Near-Term	Staff Time, Capital Fund, Grants
GP-2b. Identify and prioritize parks and open space opportunities in areas that are currently underserved.	Lead: Parks and Recreation Partners: Community Development	Near-Term	Staff Time, Capital Fund
GP-2c. (Highest Priority) Continue to explore long term, dedicated funding strategies such as retail sales and processing of marijuana, and/or a tax on vaping, tobacco and smokeless tobacco, among others, for parks facilities including regional sports facilities, field houses, indoor facilities, and a community center.	Lead: Parks and Recreation Partners: Community Development	Near-Term	Staff Time, Capital Fund
GP-2d. Implement the adopted Lincoln Park Stadium Master Plan.	Lead: Parks and Recreation Partners: General Services	Near-Term	Staff Time, Capital Fund, Outside Partners
GP-2e. (Highest Priority) Pursue the construction of a multi-purpose Community Center as described in the Parks, Recreation and Open Space Master Plan.	Lead: Parks and Recreation Partners:	Near-Term	Staff Time, Capital Fund, Dedicated Tax, Grants, Outside Partners
GP-2f. Periodically review current programs and offerings to ensure they continue to meet needs of residents as the population and preference change over time.	Lead: Parks and Recreation Partners: Visit GJ	Near-Term	Staff Time

GP-2g. Work with partners to identify key properties for future acquisition and conservation that meet multiple natural resource protection and recreation goals in adopted plans.	Lead: Parks and Recreation Partners: Community Development, Public Works, Outside Organizations	Near-Term	Staff Time, Capital Fund, Grants
3. Foster opportunities to bring people together by developing great public spaces.			
GP-3a. Continue to redevelop the city's riverfront utilizing both private and public investment.	Lead: Parks and Recreation Partners: Public Works, City Manager's Office, Dos Rios GID, ED Partners	Near-Term	Staff Time, Capital Fund
GP-3b. Identify tools to promote safety in public spaces.	Lead: Parks and Recreation Partners: Police, Public Works	Near-Term	Staff Time, General Fund
GP-3c. (Highest Priority) Continue to build new or expanded recreational activities/amenities along the riverfront, including expansion of the River Park and improvements to the Western Colorado Botanical Gardens.	Lead: Parks and Recreation Partners: Public Works	Mid-Term	Staff Time, General Fund, Capital Fund, Impact Fees, Grants
4. Support a lively arts and culture community.			
GP-4a. Support the implementation of, and periodic updates to, the City's Strategic Cultural Plan and other Arts and Culture Commission planning efforts.	Lead: Parks and Recreation Partners: Visit GJ	Near-Term	Staff Time, General Fund, Outside Partners
GP-4b. Continue to monitor and promote awareness of the economic impact of the arts within the city in partnership with arts and culture organizations.	Lead: Parks and Recreation Partners: Visit GJ	Near-Term	Staff Time, General Fund, Grants
GP-4c. Identify and fund improvements needed to ensure the city's cultural facilities are meeting the needs of today's culture and entertainment demands/trends.	Lead: General Services Partners: Parks and Recreation	Long-Term	Staff Time, Capital Fund, Grants, Outside Partners
GP-4d. Continue Art in Public Places and the Public Art Fund that dedicates 1 percent of a capital project's budget to public art when projects are \$100,000 or greater.	Lead: Public Works Partners: Parks and Recreation,	Ongoing	Staff Time, Public Art Fund, Capital Fund
5. Maintain access to public lands at the urban/rural interface.			
GP-5a. Evaluate existing trail networks and plan for new trails and ongoing maintenance of the network.	Lead: Parks and Recreation Partners: Public Works, Community Development	Near-Term	Staff Time, General Fund

GP-5b. Develop strong partnerships between the City and other agencies, non-profits, and jurisdictions that support, maintain and expand recreation opportunities in the Grand Junction area.	Lead: Parks and Recreation Partners: Visit GJ,	Near-Term	Staff Time, Regional Collaboration
GP-5c. Review the GJMC to ensure that it provides sufficient flexibility to encourage design innovations that provide open space and protect sensitive environmental resources, scenic vistas, and cultural resources.	Lead: Community Development Partners: Parks and Recreation	Mid-Term	Staff Time, General Fund
Plan Principle 8: Resource Stewardship			
Strategy	Department Responsibility	Timing	Resources
1. Promote water conservation and protect water quality.			
RS-1a. Evaluate and revise the GJMC to establish requirements and incentives that encourage efficient water usage and encourage healthy, climate-appropriate landscaping.	Lead: Community Development Partners: Parks and Recreation	Mid-Term	Staff Time
RS-1b. Evaluate and implement systems for use of reclaimed water from the wastewater treatment plant.	Lead: Utilities Partners:	Mid-Term	Staff Time, Enterprise Funds
RS-1c. Create easily accessible online information to enable residents to make water-wise decisions in landscaping and domestic water use.	Lead: Parks and Recreation Partners: Community Development	Long-Term	Staff Time, General Fund
RS-1d. Continue active participation in the Drought Response Information Project (DRIP).	Lead: Utilities Partners:	Ongoing	Staff Time, Enterprise Fund, Regional Collaboration
RS-1e. Cooperate with District 51 and other educational partners to ensure water conservation education for youth.	Lead: Utilities Partners:	Ongoing	Staff Time, Regional Collaboration
RS-1f. Continue to require connection to public sanitary sewer systems and avoid the creation or replacement of septic systems.	Lead: Utilities Partners: Community Development	Ongoing	Staff Time,
RS-1g. Utilizing sewer improvement districts, expand sewer improvement districts prioritizing areas that will eliminate septic systems within the sewer service boundary.	Lead: Utilities Partners:	Ongoing	Staff Time, Enterprise Fund

RS-1h. Continue leadership role and active seeding operations related to the Grand Mesa Cloud Seeding Program.	Lead: Utilities Partners: Water Districts/Associations	Ongoing	Staff Time, Enterprise Funds
RS-1i. Collaborate with Valley-wide water providers to periodically update Regional Water Conservation Plan. Seek participation by planning departments to ensure new development incorporates waterwise strategies.	Lead: Utilities Partners: Community Development	Ongoing	Staff Time, Outside Partners
2. Promote the use of sustainable development and waste reduction practices.			
RS-2a. Optimize existing hydropower with hydraulic improvements on water supply line.	Lead: Utilities Partners:	Near-Term	Staff Time, Enterprise Fund
RS-2b. Evaluate options to offer all City residents single-stream curbside recycling and compost.	Lead: General Services Partners:	Mid-Term	Staff Time
RS-2c. Update the City's Stormwater Management Manual and implement the Manual along with applicable FEMA regulations and other best practices to minimize stormwater impacts on property and infrastructure.	Lead: Community Development Partners: Public Works	Mid-Term	Staff Time, General Fund
RS-2d. Develop sustainable ranch management program for Hallenbeck, Click Ranch, and other City-owned ranch properties.	Lead: Utilities Partners:	Mid-Term	Staff Time, Enterprise Fund
RS-2e. Develop sustainable biosolids management plan that adopts beneficial reuse of biosolids and eliminates landfill disposal.	Lead: Utilities Partners:	Mid-Term	Staff Time, Enterprise Fund
RS-2f. Promote programs and explore incentivizing development projects that maximize energy and water efficiency in the construction of new buildings and the adaptive reuse of existing buildings.	Lead: Community Development Partners: Utilities	Long-Term	Staff Time, General Fund
RS-2g. Increase efforts within the City organization to reduce waste and increase reuse, repurposing, and recycling.	Lead: General Services Partners: All Departments	Ongoing	Staff Time, General Fund
3. Refocus conservation and sustainability efforts to achieve improved public and environmental health.			
RS-3a. Implement the criteria necessary to achieve a Green Fleet certification.	Lead: General Services Partners:	Near-Term	Staff Time
RS-3b. (Highest Priority) Develop and begin to implement a comprehensive sustainability plan that addresses, among other topics, climate change.	Lead: Community Development Partners: All Departments	Mid-Term	Staff Time, General Fund, Grants

RS-3c. Evaluate revisions to the GJMC requiring EV charging facilities for large multifamily and office construction and the desire to require the wiring of all new single-family residences for electric vehicle chargers.	Lead: Community Development Partners:	Long-Term	Staff Time
RS-3d. Continue to invest in, and subscribe to, solar farms for large-scale solar supply to the local grid.	Lead: General Services Partners:	Ongoing	Staff Time
RS-3e. Implement Energy Manger software and create process to achieve higher energy efficiency.	Lead: General Services Partners:	Ongoing	Staff Time, Capital Fund, Grants
RS-3f. Participate in implementing policies and supporting efforts to reduce air pollution from point sources as well as non-point sources.	Lead: Community Development Partners: Public Works	Ongoing	Staff Time
RS-3g. Evaluate opportunities for expansion of biogas capture and expansion of bioCNG fleet fueling by Persigo Wastewater Treatment.	Lead: Utilities, General Services Partners:	Ongoing	Staff Time, Enterprise Fund, Grants
4. Preserve unique assets, such as scenic, riparian, recreation areas, and wildlife habitat.			
RS-4a. Participate in the development of a valley-wide plan for the stewardship and utilization of the Colorado River corridor.	Lead: Parks and Recreation, Community Development, Public Works, Utilities Partners:	Mid-Term	Staff Time, General Fund, Regional Collaboration
RS-4b. Review policies to ensure they adequately address protection and conservation of significant wildlife habitats, slopes, drainageway environments, prominent ridgelines, mature trees, and other natural and scenic resources for purposes of safety, wildlife survival, recreation, environmental services, and aesthetics.	Lead: Community Development, Partners: Public Works, Parks and Recreation	Long-Term	Staff Time, General Fund, Grants
RS-4c. Review lighting standards and consider revisions to limit light pollution and continue to enforce best practices in lighting.	Lead: Community Development Partners: Public Works	Long-Term	Staff Time, General Fund
RS-4d. Identify opportunities to accept dedication and/or acquisition of major drainageways.	Lead: Public Works, Community Development Partners: Parks and Recreation	Ongoing	Staff Time, General Fund, Capital Fund, Grants

5. Manage the City's Urban Forest and Water-Wise Landscaping within the city.			
RS-5a. Revise a list of approved public street trees as required by the GJMC and ensure public and private development adheres to the list.	Lead: Parks and Recreation Partners: Community Development	Near-Term	Staff Time
RS-5b. Develop an Urban Forestry Master Plan.	Lead: Parks and Recreation Partners:	Ongoing	Staff Time, General Fund
RS-5c. Establish criteria in the GJMC for the identification of significant trees and preservation thereof. Establish mechanisms for the replacement of established trees in instances where retention is not feasible due to location, site constraints, or other factors.	Lead: Parks and Recreation Partners: Community Development	Ongoing	Staff Time
RS-5d. Ensure City projects coordinate plantings and tree protection to ensure a diverse and healthy urban forest.	Lead: Parks and Recreation Partners: Public Works, General Services	Ongoing	Staff Time, General Fund
RS-5e. Establish a moratorium on new plantings of Ash trees susceptible to Emerald Ash Borer and develop an approved tree planting list to be used as a guide for growing a healthy and diverse community forest.	Lead: Parks and Recreation Partners:	Ongoing	Staff Time
Plan Principle 9: Education			
Strategy	Department Responsibility	Timing	Resources
1. Support a high-quality and accessible education system for the community.			
ED-1a. Support District 51, CMU, WCCC, and other educational institutions as they work to advance their missions.	Lead: City Council, City Manager's Office Partners: ED Partners	Ongoing	Staff Time, Regional Collaboration
ED-1b. Strategically partner in funding the growth of educational institutions that provide opportunities for learning in key sectors of the economy.	Lead: City Manager's Office Partners: ED Partners	Ongoing	General Fund, Capital Fund
ED-1c. Work with learning institutions to identify, prioritize, and construct safe walking and biking routes to their facilities.	Lead: Public Works Partners: Community Development	Ongoing	Staff Time, Capital Fund

2. Support District 51 in ensuring adequate facilities and infrastructure for the community.			
ED-2a. Encourage District 51 to review their in-lieu fees for land dedication required to be paid by new development paying a proportionate share in the cost of new school land.	Lead: Community Development Partners:	Mid-Term	Staff Time
ED-2b. Evaluate facility use agreements with District 51, including related intergovernmental agreements, to ensure equal share of cost and benefit for the use and maintenance of facilities used by the other.	Lead: Parks and Recreation Partners: City Manager's Office	Mid-Term	Staff Time
3. Support community-based education, especially Mesa County Libraries, in ensuring adequate facilities and infrastructure for City residents, as well as knowledge of available services.			
ED-3a. Engage with Mesa County Libraries in the planning for facility expansions, improvements, and new facility locations within the city, including the Central Library.	Lead: Community Development, Partners: Public Works, Parks and Recreation	Mid-Term	Staff Time
ED-2b. Coordinate with District 51 to evaluate the impact on school enrollments and capacity when reviewing project and development proposals that could increase school enrollments.	Lead: Community Development Partners:	Ongoing	Staff Time
Plan Principle 10: Safe, Healthy and Inclusive Community			
Strategy	Department Responsibility	Timing	Resources
1. Provide Excellence in Public Safety and Emergency Response.			
SC-1a. Identify and negotiate for the purchase of property for a Fire Stations in northwest and southwest Grand Junction at locations that will allow for adequate response and drive times.	Lead: Fire Partners: IT/Finance	Near-Term	Staff Time, General Fund, Capital Fund, First Responder Tax, Grants
SC-1b. Pursue and achieve accreditation of the Fire Department.	Lead: Fire Partners:	Near-Term	Staff Time, General Fund
SC-1c. Establish a comprehensive EMS plan that evaluates the EMS delivery system and peak-time ambulance service to achieve targeted levels of service.	Lead: Fire Partners: IT/Finance	Near-Term	Staff Time, General Fund, First Responder Tax
SC-1d. Continue to work with surrounding Fire Districts and Departments to evaluate mutual aid agreements and consolidation of service opportunities.	Lead: Fire Partners:	Near-Term	Staff Time, Regional Collaboration

SC-1e. Evaluate feasibility of consolidating or providing service to Central Orchard Mesa Fire Protection District.	Lead: Fire Partners:	Near-Term	Staff Time, Regional Collaboration
SC-1f. Research, review, and update the public safety technology plan.	Lead: Police Partners: IT/Finance	Near-Term	Staff Time
SC-1g. Enhance the intelligence unit with equipment, software, and personnel.	Lead: Police Partners: Human Resources, IT/Finance	Near-Term	Staff Time, General Fund, First Responder Tax
SC-1h. Deploy a traffic unit to increase safety of the traveling public.	Lead: Police Partners:	Near-Term	Staff Time, First Responder Tax
SC-1i. Develop a comprehensive recruitment plan that helps streamline hiring of public safety personnel.	Lead: Police, Fire Partners: Human Resources	Near-Term	Staff Time
SC-1j. Evaluate and implement intelligence-led policing initiatives.	Lead: Police Partners:	Mid-Term	Staff Time, First Responder Tax
SC-1k. (Highest Priority) Construct critical infrastructure including Fire Station No. 3, Fire Station No. 7, Fire Station No. 8, and additional administrative and evidence storage facilities for Police.	Lead: Police, Fire Partners: General Services, Public Works	Mid-Term	Staff Time, Capital Fund, First Responder Tax
SC-1l. Create and distribute a multi-agency survey of Mesa County public safety agencies regarding interagency working relationships.	Lead: Fire, Police Partners:	Mid-Term	Staff Time, Regional Collaboration
SC-1m. Support ongoing training of all public safety staff, including training on diversity, racial equality and biases.	Lead: Fire, Police Partners: Human Resources	Ongoing	Staff Time, General Fund, First Responder Tax
SC-1n. Evaluate and implement new technologies that allow safety and emergency providers to improve the efficiency of delivery or quality of safety or emergency services.	Lead: Police, Fire Partners: IT/Finance	Ongoing	Staff Time
SC-1o. Identify opportunities for increased community risk reduction efforts.	Lead: Police, Fire Partners:	Ongoing	Staff Time
SC-1p. Encourage proactive involvement of the community in safety and emergency preparedness matters, including	Lead: Police, Fire Partners:	Ongoing	Staff Time, General Fund, Outside Partners

cooperation with public safety personnel, neighborhood watches, Crimestoppers, and other grassroots efforts.			
SC-1q. Foster partnerships with the District 51, Colorado Mesa University, community groups, and other safety providers to establish coordinated approaches to enhancing community safety.	Lead: Police, Fire Partners:	Ongoing	Staff Time
SC-1r. Evaluate, monitor and adjust service delivery for Police to achieve targeted levels of service.	Lead: Police Partners: IT/Finance	Ongoing	Staff Time, General Fund, First Responder Tax
2. Promote Health and Wellness Through Access to Services.			
SC-2a. (Highest Priority) Actively participate with community partners in the Childcare 8,000 initiative.	Lead: City Manager's Office Partners: Human Resources, Parks and Recreation	Ongoing	Staff Time, General Fund, Regional Collaboration
SC-2b. As opportunity may arise, participate in discussions with regional partners regarding barriers to affordable healthcare access in the community.	Lead: City Manager's Office Partners:	Ongoing	Staff Time
SC-2c. Participate in opportunities to assist in addressing issues such as homelessness, suicide rate, mental health disparities, and the opioid crisis.	Lead: City Manager's Office Partners: Police, Fire, Community Development,	Ongoing	Staff Time, General Fund, Regional Collaboration
SC-2d. (Highest Priority) Continue to dedicate resources to co-responding and CARES program and research new models to continue to enhance those efforts.	Lead: Police Fire Partners: HR	Ongoing	Staff Time, General Fund, First Responder Tax
SC-2e. Support Mesa County in their efforts to measure, monitor, and report changes in needs, outcomes, or efficacy of programs and services, as identified in the Mesa County Community Health Needs Assessment.	Lead: City Managers' Office Partners: Parks and Recreation, Public Works, Community Development, Police, Fire, Utilities	Ongoing	Staff Time
3. Foster a culture of inclusivity, embracing and respecting the diversity of Grand Junction's Residents.			
SC-3a. Support events, programs, and other activities that recognize and celebrate the cultural diversity of all residents.	Lead: All Departments Partners:	Ongoing	Staff Time, General Fund
SC-3b. Promote respect and appreciation for the diversity of abilities, ages, cultures, economic statuses, gender identities, national origins, races, religions, and sexual orientations within the community.	Lead: City Council Partners: All Departments	Ongoing	Staff Time, General Fund

4. Promote a safe and more resilient community.			
SC-4a. Develop an educational program about fire risk in areas with urban-wildland interfaces.	Lead: Fire Partners:	Near-Term	Staff Time, General Fund
SC-4b. Develop City-wide Continuity of Operations plan.	Lead: Fire, City Manager's Office Partners: All Departments	Near-Term	Staff Time
SC-4c. Develop strategies and implement systems to address vulnerabilities in the City's cyber system and train staff on cyberattack prevention, response, and recovery.	Lead: Finance/IT Partners: All Departments	Near-Term, Ongoing	Staff Time, General Fund
SC-4d. Develop program(s) for replacing lead service lines.	Lead: Utilities Partners:	Mid-Term	Staff Time, Enterprise Funds, Grants
SC-4e. Adopt updated flood mapping in coordination with FEMA to reflect changes to the City's flood hazard boundaries over time.	Lead: Public Works Partners: Community Development	Mid-Term	Staff Time
SC-4f. Implement relevant elements of the Multi-Jurisdictional Hazard Mitigation Plan and participate in the 5-year update of the plan.	Lead: Fire Partners:	Long-Term	Staff Time, General Fund, Regional Collaboration
SC-4g. Review policies to ensure they properly address and mitigate development located on geologically hazardous properties such as on unstable soils or steep(er) slopes.	Lead: Community Development Partners: Public Works	Long-Term	Staff Time
Plan Principle 11: Effective and Transparent Government			
Strategy	Department Responsibility	Timing	Resources
1. Align day-to-day decision-making and budgeting with the implementation of the Comprehensive Plan.			
EG-1a. (Highest Priority) Align the City Council Strategic Plan with the Comprehensive Plan.	Lead: City Council Partners: City Manager's Office	Near-Term	Staff Time
EG-1b. Align the Capital Improvement Plan with the Comprehensive Plan.	Lead: Finance, City Manager's Office Partners: All Departments	Near-Term	Staff Time
EG-1c. Align the annual City budget with the Comprehensive Plan.	Lead: Finance, City Manager's Office Partners: All Departments	Near-Term	Staff Time

EG-1d. Provide ongoing monitoring and periodic reporting—of progress made toward the implementation of the City’s Strategic Plan and thereby the City’s Comprehensive Plan.	Lead: City Manager’s Office Partners: All Departments	Near-Term	Staff Time
EG-1e. (Highest Priority) Review the GJMC and effect any necessary revisions to it to ensure that its provisions are consistent with the Comprehensive Plan.	Lead: City Manager’s Office Partners: All Departments	Ongoing	Staff Time, General Fund
2. Provide opportunities for meaningful and inclusive community involvement.			
EG-2a. (Highest Priority) Create a City Communications Plan.	Lead: City Manager’s Office Partners: All Departments	Near-Term	Staff Time, General Fund
EG-2b. Produce quarterly financial reporting.	Lead: Finance Partners:	Near-Term	Staff Time
EG-2c. Dedicate staff to focus on engagement and outreach in the community.	Lead: City Manager’s Office, Police, Fire, Community Development Partners: All Departments	Near-Term	Staff Time, General Fund
EG-2d. Update the City’s website to provide easier access to information.	Lead: IT/Finance Partners: All Departments	Near-Term	Staff Time, General Fund
EG-2e. Evaluate and invest in emergent or contemporary public engagement platforms.	Lead: City Manager’s Office Partners: Community Development, Police, Fire, IT/Finance, Parks and Recreation	Mid-Term	Staff Time, General Fund
EG-2f. Expand online access to public records.	Lead: City Clerk’s Office Partners: All Departments	Ongoing	Staff Time, General Fund
EG-2g. Create a range of accurately translated and regularly updated City resources and publications for residents who have limited English proficiency.	Lead: City Manager’s Office Partners: All Departments	Ongoing	Staff Time, General Fund
EG-2h. Develop and utilize interpretation services at all major public forums.	Lead: City Manager’s Office Partners: All Departments	Ongoing	Staff Time, General Fund
3. Continually seek opportunities to increase the efficiency of City facilities and the effectiveness of government programs and City services.			
EG-3a. Every two years conduct a statistically valid community survey to evaluate current levels of service and identify potential gaps in services or facility needs.	Lead: City Manager’s Office Partners: All Departments	Near-Term	Staff Time, General Fund
EG-3b. Update the Source of Sales Tax Study to determine the sources of sales tax revenue for the City.	Lead: Finance Partners:	Near-Term	Staff Time, General Fund

EG-3c. Hire and retain high-quality talent and continuously provide opportunities to develop the capabilities and capacity of City employees to provide excellence in service.	Lead: Human Resources Partners: All Departments	Near-Term	Staff Time, General Fund
EG-3d. Implement the Equal Work, Equal Pay Act.	Lead: Human Resources Partners: All Departments	Near-Term	Staff Time
EG-3e. Review City Employee policies to ensure inclusivity and respect for all employees regardless of protected class.	Lead: Human Resources Partners: All Departments	Near-Term	Staff Time, General Fund
EG-3f. Conduct a salary survey for positions to attract and retain talent and remain competitive in the marketplace.	Lead: Human Resources Partners: All Departments	Near-Term	Staff Time, General Fund
EG-3g. Review the breadth of City processes to ensure that inequities are reduced or eliminate to the greatest extent possible.	Lead: Human Resources Partners: All Departments	Near-Term	Staff Time, General Fund
EG-3h. Develop a master plan for fleet services building expansion.	Lead: General Services Partners: Public Works, Utilities, Parks and Recreation	Near-Term	Staff Time, General Fund
EG-3i. Explore opportunities for new/emerging tax bases including internet and service industries to meet resident requests for expansion of services.	Lead: Finance, City Manager's Office Partners:	Long-Term	Staff Time
EG-3j. Continuously evaluate existing practices and systems in City departments for opportunities to improve outcomes and provide excellent, equitable service to the public.	Lead: All Departments	Ongoing	Staff Time
EG-3k. Continue to offer the wellness clinic to help drive healthcare costs down for the city organization.	Lead: Human Resources Partners: All Departments	Ongoing	Staff Time, General Fund
EG-3l. Continue to participate in the Colorado Smart Cities Alliance and identify opportunities for innovation in providing City services utilizing digital and other technologies.	Lead: IT/Finance Partners: All Departments	Ongoing	Staff Time, General Fund
EG-3m. Leverage underutilized City facilities and real estate assets to provide community benefits such as childcare, supportive housing, and economic development.	Lead: City Manager's Office Partners: Community Development, General Services, GJEP	Ongoing	Staff Time, General Fund, Capital Fund
EG-3n. Maintain focus on improving access to City facilities, for use by individuals with physical or other disabilities through universal design.	Lead: General Services, IT/Finance Partners: Public Works, Parks and Recreation	Ongoing	Staff Time, General Fund, Capital Fund

4. Collaborate with local, regional, and state partners on issues of mutual significance.			
EG-4a. Track, engage, and advocate for legislation that is consistent with the City's identified goals.	Lead: City Manager's Office Partners: All Departments	Ongoing	Staff Time
5. Develop and support leadership that reflects the diversity of the community.			
EG-5a. Evaluate approach to filling citizen boards and commissions and identify means for recruiting diverse representation.	Lead: City Clerk's Office Partners: All Departments with Volunteer Boards/Commissions	Ongoing	Staff Time
EG-5b. Continue to offer volunteer opportunities within the City organization.	Lead: Human Resources Partners: All departments	Ongoing	Staff Time
EG-5c. Pursue partnerships and opportunities to collaborate with community groups and organizations to support diversity and equality.	Lead: City Council, City Manager's Office Partners: All departments	Ongoing	Staff Time, Regional Collaboration