

# CHAPTER 5

# IMPLEMENTATION AND MONITORING

*This chapter contains strategies to help support the implementation of the Plan through 2040. It should be used as a tool to guide the City Council 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:*

- PP1: Collective Identity
- PP2: Resilient and Diverse Economy
- PP3: Responsible and Managed Growth
- PP4: Downtown and University Districts
- PP5: Strong Neighborhoods and Housing Choices
- PP6: Efficient and Connected Transportation
- PP7: Great Places and Recreation Opportunities
- PP8: Resource Stewardship
- PP9: Education
- PP10: Safe, Healthy and Inclusive Community
- PP11: Effective and Transparent Government

*For each of the implementation strategies listed, anticipated responsibilities, timing, and required resources are defined in an Implementation Matrix. Those actions and strategies included are exclusive to the responsibility of the City as an organization and do not include other actions and strategies that may be utilized by other partners to further the overall vision of the community.*



## Roles and Responsibilities

The City of Grand Junction staff play a critical role in helping to implement One Grand Junction Comprehensive Plan strategies in the course of carrying out their regular duties. For each strategy, the City department responsible for leading the effort and any supporting departments are listed as partners. The City outsources its economic development work to several entities and therefore has also assigned these Economic Development Partners (“ED Partners”) as a lead or partnering role in implementation.

## Timing

Anticipated time frames for completion of the implementation strategies are 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.

Actions may be implemented sooner than the time frames identified here if the opportunity to do so arises (e.g., staffing or grant funding becomes available) or as community priorities change.

## Resources Required

The types of resources needed to implement each of the strategies in this chapter are noted to inform the planning and budgeting. Types of required resources include:

**Regional Collaboration.** Some of the strategies will be implemented in partnership with others in the region, such as Mesa County, District 51, Fire Districts, the Regional Transportation Planning Organization, or others. In some cases, strategies will be initiated by the City. In other cases, strategies reflect ongoing partnerships or initiatives that the City is already engaged in.

**General Fund.** General Fund expenditures help to fund many of the services and programs typically associated with local government. The General Fund, for most but not all services, is also used to pay employee salaries, wages and benefits.

**Outside Support/Funding.** Some strategies will require outside support or other specialized services to supplement staff time and expertise. This could be achieved either through outside grants or other sources of funding, or through the dedication of City resources.

**Staff Time.** Many strategies will require City staff time for completion or ongoing administration. Some build upon existing City initiatives and efforts currently underway, while others will require staff to allocate time in addition to their current work plans. Where existing hours are not available to be allocated toward implementation of the City's Plan, additional staff may be needed.

**Other Funds.** The City has a number of other funds, such as special revenue funds and enterprise funds, which are legally more restrictive in terms of what the money in the fund can be used for. For example, the City's First Responder Tax is a fund that generates revenue through earmarked sales tax to be used only for public safety related purposes.

**Capital Improvement Plan (CIP).** Revenues from all of the City's funds are used to support capital projects and the implementation of the City's CIP.

## Updates and Amendments

Revisions to One Grand Junction Comprehensive Plan and elements thereof shall be conducted according to two distinct procedures: Comprehensive Updates and Minor Amendments.

### Comprehensive Updates

A Comprehensive Update of One Grand Junction Comprehensive Plan will generally take place every five to seven years unless otherwise directed by City Council. A prime consideration in whether a Comprehensive Update is warranted is the degree to which significant changes—in the economy, environment, housing affordability, local priorities or issues, projected growth, or other factors—have occurred since the Plan was adopted. The results of ongoing monitoring of key indicators will provide a good indication of the magnitude of these changes.

A Comprehensive Update should include a thorough re-evaluation of the community's vision and values, as well as updates to principles, policies, and actions. The update should note the principles, policies, or actions that should be changed, those that should be removed, and whether additions are necessary to make sure that the Plan continues to be effective. A comprehensive update of the One Grand Junction Plan should include extensive opportunities for involvement by the public, Boards and Commissions, City Council, City staff, and other interested stakeholders.

## Minor Amendments

Minor Amendments to One Grand Junction Comprehensive Plan may include:

- Corrections to text or map errors;
- Revisions to one or a few sections of the Plan as a result of the adoption of subarea plans, or a specific issue, policy, or directive from City Council; and
- Changes to maps, such as the Land Use Map, Tiered Growth Map, or changes to the Commercial, Mixed Use and Industrial Area-Specific Policies Maps.

Minor Amendments will be considered by City Council after recommendations are received from the Planning Commission, City staff, and any Boards, Committees, and Commissions that may have a legitimate interest in the proposed amendment, provided that such Board, Committee or Commission is duly authorized by the Grand Junction Municipal Code to function in such an advisory capacity. The City Council will then approve, approve with conditions, or deny the amendment based on its consideration of the recommendations from the Planning Commission, City staff, Boards, Committee and Commissions, and evidence from the public hearings. Approval of the amendments will be by Ordinance.

Minor Amendment requests based on proposed development projects that involve rezonings may be processed concurrently with rezoning applications.

Minor Amendment requests that involve land use designations outside of the Persigo 201 Boundary but within the Urban Development Boundary should be first reviewed by, and receive a recommendation from, the City Planning Commission, followed by a hearing and consideration by the Mesa County Planning Commission, with a subsequent hearing and action by the City of Grand Junction City Council.

A Minor Amendment may be considered when the City Council makes specific findings that:

- The existing Comprehensive Plan and/or any related element thereof requires the proposed amendment; and
- The community or area will derive benefits from the proposed amendment; and/or
- It will be consistent with the vision, goals, principles, and policies of One Grand Junction Comprehensive Plan and the elements thereof.

If adopted by the City Council, One Grand Junction Comprehensive Plan will be revised to include the changes resulting from the amendment.

## Plan Monitoring

One Grand Junction Comprehensive Plan is intended to be a living document. Progress that is made toward achieving the community's vision should be monitored utilizing a series of performance measures related to each Plan Principle. Performance measures should be established and regularly updated to provide a regular snapshot of the community's progress in attaining key outcomes. Monitoring changes in chosen performance measures can provide a clear understanding of where progress is being made and can highlight areas where changes may need to occur to achieve desired results. This process of plan monitoring reinforces the City's steadfast commitment to accountability and continuous improvement. Additional performance measures and indicators beyond those included in a snapshot should be tracked by City staff, as applicable, at a department level.

## Implementation Matrix

An Implementation Matrix offers a list of currently known implementation actions and strategies contained within the One Grand Junction Comprehensive Plan organized by Plan Principle. The City shall prepare an Implementation Matrix that offers a brief description of each action or strategy, responsibility, timing, and resources anticipated.

