

# Chapter 5

## STRATEGIC PLAN

### **Section 1: Consolidated Plan Priorities for Allocation of CDBG Funds**

The City of Grand Junction became an Entitlement Community, completed its first Five-Year Consolidated Plan, and received the first disbursement of CDBG funds in 1996. The 1996 Five-Year Consolidated Plan established the City's four priorities for expenditure of CDBG funds as discussed below.

Though the competition for CDBG funds has continually increased since program inception, the City has made an effort to balance disbursement of CDBG funds between the various needs of the community. It is the City's goal to continue the balanced use of CDBG funds between the four priority community concerns through the term of this Consolidated Plan.

The Grand Junction City Council maintains a commitment to use CDBG funds for facilities, services, and infrastructure that directly benefits low-income households in Grand Junction. Community Development Block Grant funds will be spent on the following four priorities.

#### **Need for Non-Housing Community Development Infrastructure**

Historically, the City of Grand Junction has determined its role to be the provision of basic citizen services such as public works and utilities, police and fire protection, parks and recreation, general planning, code enforcement, and local economic development. The City has defined numerous non-housing community development needs, including streets and public facilities remodel and repair, improvements in City infrastructure, and maintenance and development of city parks. Recognizing that the cost of meeting these objectives exceeds the amount of CDBG funds allocated, several of these needs are budgeted in the City's Capital Improvement Plan.

CDBG funds will be expended to make primarily public infrastructure improvements in low- to moderate-income residential areas within the City. Streets, curb, gutter and sidewalk maintenance and installation, drainage, water and flood protection system enhancements, and improvements in accessibility by the disabled are among the scheduled uses of these funds. It is in the provision of these services that the City feels it can most effectively meet the needs of its citizens.

Since Grand Junction began receiving CDBG funds in 1996, the City has disbursed CDBG funds to the following projects addressing this priority:

- \$330,000 to reconstruct South Avenue from 5<sup>th</sup> Street to 7<sup>th</sup> Street;
- \$151,855 to complete Elm Avenue sidewalk and drainage improvements between 15<sup>th</sup> Street and 28 Road;
- \$400,000 for drainage improvements in the Riverside neighborhood.

### **Need for Affordable Housing**

Affordable housing has received increasing attention in the Grand Junction community as the cost of renting and purchasing real estate continues to increase more quickly than area wages are increasing. The City created and operates the Grand Junction Housing Authority to provide safe, well-maintained, affordable housing in Grand Junction. To achieve the objectives within this priority, the City has and will continue to support specific programs proposed by the Housing Authority and other appropriate housing development agencies. Recent examples of this support include a monetary contribution to the Housing Authority's Crystal Brook Housing development and the provision of CDBG funds to help purchase the Lincoln Apartments. The City has also sponsored the Energy Office's application for CDBG funds through the State's Small Cities Program and approved its application for City CDBG funds.

Since Grand Junction began receiving CDBG funds in 1996, the City has funded the following projects addressing the need for affordable housing:

- \$80,000 to Habitat for Humanity to acquire four residential lots for construction of new homes;
- \$330,000 to the Grand Junction Housing Authority to acquire 12 apartment units for use as low- to moderate-income housing; and
- \$55,000 to The Energy Office to rehabilitate 12 units for low- to moderate-income rental units.

### **Needs of the Homeless**

The City realizes that homelessness presents an increasing challenge in Grand Junction. The overall goal is to minimize the occurrence of homelessness, encourage the provision of essential services to people living on the streets, and support the efforts of the homeless to resolve their issues that led to homelessness as they work to permanently leave the streets.

Since Grand Junction began receiving CDBG funds in 1996, the City has funded the following projects addressing this priority:

- \$57,131 to the Catholic Outreach Homeless Day Center to operate that facility and its services;

- \$205,000 to the Grand Junction Housing Authority Community Homeless Shelter to acquire and / or construct a facility;
- \$130,000 to the Catholic Outreach Homeless Day Center to acquire its facility;
- \$50,000 to Salvation Army to operate Hope House Shelter (transitional housing) for women and children.

### **Needs of Special-Needs Populations and Other Human Service Needs**

There are numerous private organizations, government agencies, and private nonprofit organizations in Grand Junction which address the needs of special-needs populations.

The services rendered include treatment for alcohol / drug addiction; mental illness assessment and treatment; health care for the uninsured; and case management support for persons suffering from HIV / AIDS. Additional services include; food provision, day care, and other service programs meeting the unique needs of the Elderly and Frail Elderly; programs meeting the needs of public housing residents, the youth and disabled. This service delivery network has very effectively and efficiently delivered essential services to these populations.

The most efficient method of continuing to meet these needs is for these existing organizations to continue to provide these services while collaborating with others to fill gaps in the service continuum. The City's annual CDBG allocation of approximately \$500,000 falls short of meeting the total funding needs of this wide array of providers of housing and human services. However, CDBG funds have been used and will continue to be used to help supplement the costs of providing for unmet community needs.

Since Grand Junction began receiving CDBG funds in 1996, the City has funded the following projects towards this priority:

- \$90,000 to Marillac Clinic for Elevator, Handicap Accessible Bathroom and Exterior Stucco Construction;
- \$8,100 for the City to complete Analysis of Impediments to Fair Housing Study;
- \$200,000 to Mesa Developmental Services for rehabilitation of group homes serving persons with disabilities;
- \$25,000 to Colorado West Mental Health to start up and operate a Transitional Living Center for adults between 18 and 21 years old with mental health issues;
- \$104,000 to Head Start for a classroom / family center addition and remodel to existing facility.

## **Section 2: 2001 Five-Year Strategic Plan Objectives and Strategies**

The following sections summarize the community's Five-Year Strategic Plan for addressing the needs discussed in Chapter 3. This Plan integrates economic, physical, environmental, community and human development characteristics of Grand Junction in a comprehensive and coordinated manner so that the agencies, groups and the community in general can work together to improve the quality of life of its residents. The Plan also sets forth program goals, specific objectives, annual goals, and benchmarks for measuring progress so that the City and the community can track and learn from the results each year. These specific Consolidated Plan Strategies are outlined in HUD Tables 1C and 2C.

Grand Junction has a large number of highly effective organizations providing citizen support services. Through the creation of this plan, community leaders have objectively analyzed the service and housing needs of the low- to moderate-income population. The Objectives and Strategies outlined in this Plan are intended to expand on existing services and to increase the affordable housing inventory.

Over 40 service providers to Grand Junction's low- to moderate-income residents ranked the top five Service and Physical System needs of their target populations. The service provider's cumulative ranking of needs determined the priority assigned within each category of need. Specific needs are grouped into more general categories of need in this Strategic Plan and are addressed within those categories. For example, each of the strategies to increase the inventory of affordable housing units are discussed within the affordable housing category.

It should be noted that funding for these projects is expected to come primarily from sources other than CDBG funds since the City's annual allocation is limited.

### **Priority Need Category: Increase the Inventory of Affordable Housing Units**

Essentially every provider of services to Grand Junction's low- to moderate-income residents identified the lack of affordable housing units as a primary challenge to that population, and the Consolidated Plan Advisory Committee identified the need for affordable housing as the highest priority of all needs of the community. In support, the City proposes to continue its commitment to the development of affordable housing. See HUD Table 2C.

The objectives and strategies that have been defined by the Grand Junction community are as follows:

#### *Objective 1: Increase the number of affordable rental housing units*

New construction of affordable units generally requires larger amounts of public subsidy than rehabilitation of existing housing. Therefore, acquisition of existing

market rate units for conversion to permanently affordable units, rehabilitation of deteriorating housing, and preservation of the existing affordable rental housing inventory are likely to be the most cost-effective ways to increase the affordable housing stock.

Strategies:

- 1) The Grand Junction Housing Authority will apply to develop new and / or rehabilitate a minimum of 100 housing units for lease and / or sale;
- 2) The Grand Junction Housing Authority will expand the Section 8 Voucher Program;
- 3) The Energy Office will develop new and / or rehabilitate 300 rental housing units.

*Objective 2: Increase the number and type of home ownership opportunities available*

*to low- and moderate-income homebuyers*

Representatives of first time homebuyer assistance programs in Grand Junction report that while many low- and moderate-income families qualify to purchase a home in the \$60,000 to \$85,000 range, very few homes in this price range are available. Increasing the inventory of homes in this price range and expanding the availability of favorable financing terms to this population will not only benefit the new homeowner but also create less competition in the affordable rental market. Homebuyer Education and Mortgage Default Counseling are offered by the Grand Junction Housing Authority to increase public awareness and increase a person's capacity to move from renter to homebuyer.

Strategies:

- 1) The Energy Office will establish a Comprehensive Home Ownership Program;
- 2) The Energy Office will develop 10 units of sweat-equity housing in the City and an additional 15 units in the County each year;
- 3) Habitat for Humanity is now developing 11 homes for sweat-equity ownership;
- 4) The Grand Junction Housing Authority will develop new and / or rehabilitate a minimum of 100 units for sale and / or lease.
- 5) The Grand Junction Housing Authority will develop renters education programs to teach low-income renters the characteristics of good tenants and the steps to take toward home ownership.

*Objective 3: Remove or reduce substandard housing conditions*

Rehabilitation of deteriorating housing has the potential to provide quality affordable housing while revitalizing neighborhoods. Demolition of dilapidated houses misplaced in non-residential areas can lead to more appropriate redevelopment. In Grand Junction, the areas that could benefit from this effort include: the Ute-Pitkin corridor, Downtown, West Orchard Mesa, and the South Fifth Street corridor.

Strategies:

- 1) The Energy Office and the Grand Junction Housing Authority will rehabilitate substandard housing as they implement Objective 1 Strategies 1 and 3 above
- 2) The City will consider establishing objective Minimum Habitability Standards.

*Objective 4: Preserve existing stock of affordable housing units*

A total of 340 federally subsidized apartments have Section 8 rent subsidy contracts that will expire by 2003, or have already expired once. Owners of these properties will decide whether to accept year-to-year contracts from HUD or to opt out of the federal programs and lease their units at market rates. The loss of these units would exacerbate the existing shortage of affordable housing units in the City.

Strategies:

- 1) The Grand Junction Housing Authority will work to preserve all existing Section 8 units;
- 2) The Grand Junction Housing Authority, HUD, and the Colorado Housing and Finance Authority will work to favorably refinance existing affordable housing lending packages.

**Priority Need Category: Prevent and Reduce Homelessness**

The community is directing increasing resources toward resolving the challenge presented by homelessness. Consistent with the efforts of the Grand Junction Homeless Coalition to develop a Continuum of Care, the Consolidated Plan Advisory Committee identified three high-priority approaches to homelessness. See HUD Tables 1A AND 1C.

*Objective 1: Provide shelter for homeless adults*

An early step and often the first step in the Continuum of Care to the homeless is access to safe short-term shelter.

Strategy:

- 1) The Grand Junction Community Homeless Shelter will be relocated and enlarged, and will become a year-round facility in partnership with the Grand Junction Housing Authority.

*Objective 2: Provide shelter for homeless families*

Maintenance of family unit integrity facilitates a shorter duration of homelessness.

Strategy:

- 1) The Grand Junction Community Homeless Shelter will be relocated and may be expanded to serve homeless families in partnership with the Grand Junction Housing Authority.

*Objective 3: Increase the number of transitional housing units with support services for*

*homeless individuals and families*

The work of ending the cycle of homelessness typically requires more than the acquisition of housing and employment. Healthy social and lifestyle skill-development, sobriety support, employment acquisition and employment retention training, job coaching, and counseling are a few of the components required to successfully gain or regain employment and reintegrate with the larger culture. Transitional housing includes these training components and provides an avenue for the homeless to permanently leave the streets.

Strategies:

- 1) The Rescue Mission will develop 8 to 10 transitional housing beds for families;
- 2) Grand Valley Catholic Outreach will develop a 20 bed transitional housing program.

*Objective 4: Improve homeless prevention activities*

The causes of homelessness are both systemic and individual. While systemic issues such as the lack of affordable housing and healthcare to the uninsured are addressed in other sections of this Plan, the community response to individual homeless prevention needs are listed below.

Strategies:

- 1) The Salvation Army will expand the capacity of both the men's and women's drug and alcohol rehabilitation programs;
- 2) Gateway Youth & Family Services will expand its drug and alcohol counseling services to youth and adults;
- 3) Grand Valley Catholic Outreach will expand its Day Center and Soup Kitchen services to the poor;
- 4) The Grand Junction Housing Authority will conduct renters education, home ownership counseling, and other life skills classes to increase the housing retention capacity of the residents of their affordable housing units;
- 5) Grand Valley Catholic Outreach will provide the support services outlined in Objective 4 in its transitional housing facility.
- 6) The Consumer Credit Counseling Service will expand its financial management services by offering financial management classes in Grand Junction.

**Priority Need Category: Other Special Needs**

In this Plan, two special needs categories were determined to be a high priority for the community by the Consolidated Plan Advisory Committee. The City, as it has in the past, will continue its commitment to special-needs populations. The following objectives and strategies have been identified for the Grand Junction community. See HUD Tables 1B and 1C.

*Objective 1: Increase the capacity of existing medical and dental facilities*

Affordable health care, especially to the uninsured low- to moderate-income population, facilitates stability and reduces vulnerability to loss of housing and employment.

Strategies:

- 1) Marillac Clinic will expand its dental facility from 8 to 12-16 operatories;
- 2) Marillac Clinic will expand its medical facility by 3 operatories.

*Objective 2: Increase the number of group home facilities that can accommodate individuals with physical and cognitive disabilities*

The housing needs of the developmentally disabled with physical and cognitive disabilities are highly specialized. To effectively serve their target population, these homes must be totally handicap accessible to accommodate oversized power chairs and gurneys, contain hydrosonic tubs, barrier free lift systems, roll-in showers, and a kitchen with countertop, sink, and appliances accessible to wheel chair bound residents.

Strategy:

- 1) Mesa Developmental Services will construct four six-bedroom group homes specifically designed for individuals with physical and cognitive disabilities.

**Priority Need Category: Youth**

While the Grand Junction community has developed a variety of activities and programs to understand and respond to the needs of all ages of our youth, some critical gaps in the service continuum remain. See HUD Table 1C.

*Objective 1: Increase the quality of affordable childcare for children of the working poor and people entering the workforce*

Strategies:

- 1) The Early Childhood Initiative will establish a rating system to measure quality child care;
- 2) Mesa County Department of Human Services and Hilltop Community Resources will enlarge the facility and improve the quality of the childcare available through the Mesa County Workforce Center.

*Objective 2: Increase the availability of drug and alcohol counseling*

Strategy:

- 1) Gateway Youth & Family Services will expand its drug and alcohol services to youth and adults

*Objective 3: Promote healthy recreational activities*

Strategy:

- 1) Partners, in collaboration with Hilltop will move and expand its computer lab / recreation center

## **Barriers to Affordable Housing**

With the intent to identify and reduce barriers to the creation and maintenance of affordable housing, the City commissioned Albertson Clark Associates to conduct an analysis of impediments to fair housing in Grand Junction. Albertson Clark Associates in 1999 conducted the data collection and analysis for this report through a review of available published reports and publications, and through interviews with staff and / or representatives of the participating agencies, organizations, businesses and the general public.

The 1999 Analysis of Impediments to Fair Housing Choice was completed as a report submitted to HUD. The impediments to fair housing choice identified in this report are summarized below.

- 1) Land development costs are an impediment to fair housing choice, with the single largest impediment being the rapidly escalating costs of raw land.
- 2) The “Not In My Backyard” (NIMBY) syndrome is an impediment to fair housing choice.
- 3) A lack of affordable housing units, one-bedroom or larger, particularly for very low- and low-income households, large families with children, seniors and persons with disabilities is an impediment to fair housing choice.
- 4) The lack of transitional housing units, particularly for homeless families and the mentally ill, is an impediment to fair housing choice.
- 5) Low income or low wage levels are an impediment to fair housing choice.

*Objective: Reduce the impact of barriers to affordable housing*

Strategies:

- 1) The Grand Junction Housing Authority and other community partners are planning the creation of a Community Land Trust (CLT), a nonprofit

organization created to hold land for the benefit of the community. The CLT will provide affordable housing for lower income residents in compliance with

Americans with Disabilities Act and other standards, promote resident ownership and will keep housing affordable for future purchasers.

- 2) The City and affordable housing developers will develop and conduct ongoing community education programs about the benefits of affordable housing.
- 3) Implementation of the Objectives and Strategies previously described in the 2001 Strategic Plan will increase the supply of affordable housing.
- 4) Grand Valley Catholic Outreach will develop transitional housing units for the homeless.
- 5) The Living Wage Coalition, a local advocacy group comprised of various community members, will devise incentive strategies to encourage local employers to pay higher wages to their employees.

## **Lead-Based Paint Hazards**

### **Background**

The extent of the health hazard created by lead-based paint in Grand Junction is not accurately known. Using United States Census records, it is estimated that 10,000 housing units in Grand Junction were built before 1978 and may contain lead-based paint. The Mesa County Health Department and the Colorado State Health Department are involved with this issue as it presents a health hazard to residents.

On September 15, 1999 the Department of Housing and Urban Development established a Final Rule on Lead-Based Paint Hazards in Federally owned residential property and housing receiving Federal assistance (24 CFR Part 35 of the Federal Register). This Rule became effective on September 15, 2000.

### **Hazard Abatement Activities**

The Energy Office in Grand Junction currently has two certified HUD inspectors who can perform inspections and wipe sample tests, one is also State of Colorado certified and can conduct assessments and assist in abatement protocol. These inspectors are authorized to oversee remediation activities and may perform remediation themselves if it does not involve disturbing the painted surfaces, for example, washing, repainting or covering with sheet rock. It is not known if anyone on the Western Slope of Colorado can perform remediation when it involves removing existing lead-based paint by sanding or other methods. There are, at the present time, no surface analyzers available on the Western Slope (cost prohibitive at \$12-20,000). The Energy Office has wipe sample kits available for surface dust analysis. The State of Colorado is planning to have a surface analyzer available in the future.

The Energy Office does not currently offer lead-based paint abatement services to the general public. They work with local government, nonprofits, and others on their lead-

based paint inspections. In the future, if there is no one offering these services to the private sector the Energy Office will consider serving the general public. Approximate charges by the Energy Office for inspections and wipe samples include \$75 per consultation and \$200.00 per home for an initial evaluation.

The Grand Junction Housing Authority currently has two Clearance Technicians and two Maintenance / Rehabilitation Workers that are trained in lead-based paint practices, and provides information to residents concerning this potential hazard. The Energy Office also has two Maintenance / Rehabilitation technicians that are trained and certified by HUD in lead-based paint safe work practices for maintenance and construction.

The Energy Office and Grand Junction Housing Authority integrate lead-based paint hazard reduction into their housing policies and programs. Both agencies inspect their housing for lead-based paint hazards and ensure that the housing is brought into compliance before the housing is rented to program participants. For example, Section 8 Housing vouchers can only be used for housing that has been determined to be in compliance with lead-based paint regulations if there is a child under the age of 6 years in the household.

*Objective: Evaluate and reduce lead-based paint hazards*

Strategies:

- 1) The Energy Office and Housing Authority will continue to expand their resources to address lead-based paint hazards and meet the requirements of the Federal Rule.
- 2) The City of Grand Junction will investigate, identify, coordinate and / or support additional efforts to address this potential health hazard. This includes complying with the Federal Rule as it applies to the expenditure of CDBG funds.
- 3) The Grand Junction Housing Authority will continue to provide information to residents concerning potential hazards of lead-based paint.

## **Anti-Poverty Strategy**

While essentially every community is challenged to meet the essential needs of its low-income citizens, the growing disparity between wages and housing costs in Grand Junction is creating an increasing need for an effective multifaceted community response. Chapter 3 describes the needs that are addressed in the Anti-Poverty Strategy.

*Objective: Provide opportunities for all citizens to realize increased stability and increased household income*

Strategies:

- 1) Encourage efforts to raise earned income levels
  - Increase local pay rates (Living Wage)

The Living Wage Coalition is backed by several community groups addressing this challenge, and is analyzing and devising incentive strategies to encourage local employers to pay higher wages to their employees.

- Increase employability of recipients of public benefits  
The Mesa County Workforce Center in 1998 initiated its work to end or reduce the dependence on public benefits by engaging recipients of public benefits in employment training programs, linking them with potential employers, and supporting their movement into the workforce. A primary focus of this work is to help their clients develop their fullest potential, engaging them in truck driving, computer operation, construction skill development and other economically viable vocational training programs of up to one year in duration.

Partners Youth Conservation Corps (PYCC) targets troubled youth, and has a structured training and employment program that works with public land management organizations. PYCC provides employment, on the job training, computer skills training, and college tuition credit after 900 hours in the program.

- Attract higher paying employers to Grand Junction  
The Mesa County Economic Development Council (MCEDC) is striving to improve the quality of life of Mesa County residents by encouraging the relocation to Grand Junction of employers offering higher paying jobs and, at the same time, diversifying and strengthening Mesa County's economic base. Their objective is to raise per capita income by recruiting and developing manufacturing, national service and other industries that provide base jobs and long term employment that pays an average of \$10.62 per hour.

## 2) Encourage increased access to employment

- Public Transportation  
In February 2000 Grand Valley Transit began public transportation delivery to Grand Junction residents. Grand Valley Transit has significantly enhanced the ability of all residents, including low-income and special needs persons, to access employment, healthcare, and retail centers.  
Low-income persons, when entering or reentering the employment arena, typically attain initial employment in industries requiring evening and weekend work hours. Grand Valley Transit is seeking the funding required to expand its operational hours and service routes to meet these transportation needs.
- Childcare

The growing disparity between local pay scales and rising housing costs requires two incomes for many families to maintain their household expenses. Due to the scheduling challenges of two income families, families with children may not be able to hold two jobs without outside childcare. To effectively address the childcare needs of this population, the care should be affordable, available to children of parents that work evenings and weekends, care for ill children, and care for special-needs children.

- 3) Foster increased household stability
  - Educational programs (Life Skills)  
Classes in home purchase and maintenance, parenting, family planning, and vocational training are among the many current programs addressing this need.
  - Many households struggle to maintain housing and employment due to lack of basic life skills. Classes in money management, literacy, healthy recreational activities, tenant responsibilities in rental housing, energy efficiency programs are beneficial.
  - Maintain and expand existing drug and alcohol rehabilitation services.
  - Maintain and expand existing services to people with special needs.
- 4) Support efforts to reduce the possibility of catastrophic expense
  - Provide essential healthcare to the uninsured.
  - Provide effective public transportation to reduce the need for private automobiles and related costs.

## **Coordination**

Many different businesses, citizens groups, agencies and nonprofit organizations work individually and collectively to deliver housing, community development, and special needs services to Grand Junction citizens. Throughout the creation of this Consolidated Plan, an effort was made to contact the majority of these service providers to determine their mission and current organizational status, understand their future operational plans, and to request their involvement in the creation of the Consolidated Plan.

A committee of representatives from these organizations, known as the Consolidated Plan Advisory Committee provided regular input throughout the data collection and Plan development process. The mission and work of the individual organizations represented on the Consolidated Plan Advisory Committee are discussed below.

The Grand Junction Homeless Coalition sponsored a series of work sessions with community leaders in February and March 2001 to collectively assess the scope of homelessness in Grand Junction and clarify the needs of homeless men, women, and children. That assessment, and the data compiled in the point-in-time survey conducted March 15, 2001, provided the Coalition's working groups with the information needed to plan a community response to this growing challenge. The Coalition's recommendations and action plans to complement existing services through the development of a more complete Continuum of Care to the homeless are included in this Consolidated Plan.

A comprehensive listing of existing organizations addressing the needs of low-income persons and persons with special needs, their target population and type of services provided by each is included as Attachment 2B.

### **Consolidated Plan Advisory Committee Member Representation**

#### Public Institutions:

- 1) City of Grand Junction  
Acted as lead agency for Consolidated Plan development through its Community Development Department, provides the administration and delivery of Federal programs under the auspices of the Plan, and administers and delivers the CDBG program.
- 2) Mesa County Department of Human Services  
The Department's mission is to help individuals and families achieve safety, independence and self-sufficiency through the administration of its various programs. Public assistance administration, employment acquisition and retention, services to the disabled, public transportation financial assistance, and child and adult protection are just a few of the services delivered through Mesa County Department of Human Services.
- 3) Grand Junction Housing Authority (GJHA)  
Administers several rental assistance programs, including, low rent public housing, Section 8 Certificates and Vouchers, Section 8 New Construction Programs, and other housing programs. The GJHA also has an intergovernmental agreement (IGA) with Mesa County to serve, with some limitation, as the housing authority throughout unincorporated Mesa County, specifically as it relates to the Section 8 Rental Assistance Program in Mesa County.

#### Private, Nonprofit Organization representatives:

- 1) The Energy Office  
As a Community Housing Development Organization (CHDO), the Energy Office is eligible for special HOME set aside funds to further its work of developing new and rehabilitated owner-occupied single and multi-family affordable housing.

Environmental education, resource sustainability, energy conservation, and home maintenance are a few of their programs.

- 2) Hilltop Community Resources  
Administering a wide range of residential and nonresidential programs to residents of all ages in the community, Hilltop serves pregnant mothers and young parents, children, youth, adults and the elderly. Life skill training and material support is provided to many, including; the homeless, victims of domestic violence, challenged high school students, and survivors of traumatic brain injury.
  
- 3) Colorado West Mental Health  
Providing for mental health needs in the community since 1970, Colorado West Mental Health conducts mental health assessments and offers support to the chronically mentally ill. Counseling, medication management, psychiatric services, vocational training, job coaching, and various housing programs are engaged to help the clients achieve their goals.
  
- 4) Mesa Developmental Services (MDS)  
This organization was created in 1966 to coordinate, develop, and provide an array of Community based services and supports for Mesa County residents with developmental disabilities. MDS delivers a wide range of services to the developmentally disabled, including case management, residential services, early intervention for children, nursing services, transportation, vocational training through SPECTRA Enterprises, job preparation and placement. MDS is developing two six-bed group homes and planning to develop two more within the next five years.
  
- 5) Marillac Clinic  
In 1988 Marillac Clinic was created to deliver healthcare services to the uninsured poor. The dental clinic also serves Medicaid patients. Medical (including mental health care integrated into medical services), dental, vision, and prescription services and supplies are provided in the management of primary and preventive healthcare. Marillac Clinic will expand its dental and medical operations within the next 2 years.
  
- 6) Grand Valley Catholic Outreach  
Founded in 1988 to provide essential services to all people in need, Grand Valley Catholic Outreach provides food, clothing, housing referral, showers, financial assistance, emergency housing, and other basic services to the homeless or those at risk of becoming homeless, the marginalized, mentally ill, disabled and poor.
  
- 7) Partners of Mesa County  
Formed in 1977 and serving youth from high-risk environments involved in the court system, Partners links youth with adult volunteers for one-on-one

mentoring. Programs offered include recreational and educational activities at their recreation center / computer lab, community service work for offenders, youth advocacy, case management, family support groups, and victim empathy groups to help offenders better understand the impact of their crimes on others.

8) Latin Anglo Alliance

The Latin Anglo Alliance was founded in 1956 to bridge the gap between the Latino and Anglo populations in the Grand Valley and provide community-wide education about the Latino culture. The Alliance refers Latinos to other community services, advocates on behalf of Latino children, offer grants and scholarships, and increases social and political awareness about Latino issues. Education, promotion, celebration of the Latino culture, and supporting educational efforts of Latinos is the core of their work.

9) Western Colorado Aids Project (WestCAP)

Meeting the needs of HIV / AIDS persons and their families since 1989, WestCAP offers case management, financial and health care assistance, legal and counseling referrals, education programs, and access to insurance and substance abuse programs.

*Objective: Assess the effectiveness of Strategic Plan implementation*

Strategy:

- 1) The City of Grand Junction will facilitate future meetings to assess the Strategic Plan implementation process and report the community's accomplishments in the Consolidated Annual Performance and Evaluation Report (CAPER) to HUD.

## **Public Housing Resident Initiatives**

The Grand Junction Housing Authority (GJHA) has adopted a plan to encourage public housing residents to become more involved in management. To this end, the Housing Authority has promoted the establishment of a Resident Council to represent all public housing residents. Monthly meetings have been established and the Housing Authority has committed to maintain regular channels for active involvement and communications with the residents. A Resident Advisory Committee has been established and has provided valuable input to the GJHA Five year Agency Plan.

The Housing Authority has developed ongoing relationships with the local elementary school and Partners of Mesa County to benefit Public Housing resident households.

GJHA plans to develop a program to sell Public Housing units to low-income tenant households and is establishing a Neighborhood Watch program.

*Objective: Encourage public housing residents to become more involved in management and participate in homeownership*

Strategies:

- 1) The Grand Junction Housing Authority will continue to explore methods to enhance the experience and education of public housing residents.
- 2) The Grand Junction Housing Authority will develop a program to sell Public Housing units to low-income tenant households.

### **Non-Housing Community Development Plan**

Development of an environment in which all citizens have an equitable opportunity to live safely, access and receive essential community services, and meet their individual and civic responsibilities involves a multifaceted approach to community development. Components of the non-housing community development plan include transportation and infrastructure, economic development, growth, downtown redevelopment, and historic preservation.

#### **Capital Improvements Plan**

Nearly 37 percent of the CDBG funds received by the City from HUD since 1996 have been spent or are allocated for capital improvements in low- to moderate-income neighborhoods. The City has identified millions of dollars of needs for streets, public facilities, parks and other infrastructure improvements. Many of these needs are identified in the City's 15-year Capital Improvements Plan (CIP), although the priorities are always subject to change through the annual budget review cycle.

Streets and pedestrian walkways:

In the area of infrastructure, the CIP indicates a total of \$47.5 million in projects in 2001-2006 that range from accessibility and sidewalk improvements on existing streets to larger scale reconstruction and improvements of major streets.

Parks:

The CIP also identifies \$11.9 million for the development and improvement of parks in the next 5 years. These needs are further outlined in the Parks Master Plan Update adopted by the City in March 2001, and range from creation of parks in various neighborhoods throughout the City to establishment of a centrally located recreation center with activities for both youth and seniors

#### **1998-2002 Transit Development Plan and Grand Valley Transit**

The Grand Junction / Mesa County Metropolitan Planning Organization (MPO) completed a Transit Development Plan in 1997 for the years 1998 through 2002. This Plan recommended that a limited fixed bus route be started in 2000 to target specific populations:

- 1) persons with mobility impairments or disabilities that keep them from being able to drive an automobile;
- 2) elderly persons who can no longer drive or no longer wish to drive; and
- 3) low-income people who cannot afford an automobile, including both the unemployed and the working poor.

The limited fixed service route, operated by the Grand Valley Transit (GVT), began on February 21, 2000. During its first year of service, the average number of riders per day has increased from 458 in April 2000 to 872 in April 2001. The City of Grand Junction's budget indicates an annual contribution of \$50,000 to the public transportation system through the year 2002.

### **Economic Development**

The Community's support of economic development efforts is intended to expand and diversify the local business base and increase pay scales across the economic spectrum. With more opportunity for higher paying employment, the low- to moderate-income population has more access to household sustaining income, and a greater opportunity through their own effort to attain financial independence.

#### The Mesa County Economic Development Council (MCEDC)

MCEDC was formed to promote economic development in Mesa County. Its mission is to improve the quality of life of Mesa County residents by providing them with higher quality jobs and, at the same time, diversifying and strengthening Mesa County's economic base through economic growth. To ensure a viable diverse economy and solid tax base, MCEDC works to recruit and develop manufacturing, national service and other industries that provide base jobs and long term employment for our community. To implement this mission the MCEDC Board of Directors and professional staff focus on recruiting financially solvent companies that pay on average the hourly rate required to sustain the Fair Market Rent of a two-bedroom apartment with utilities (\$10.62 on April 5, 2001).

The City of Grand Junction contributes \$300,000 annually in support of this effort. During the last ten years, MCEDC has added 34 businesses and 1,955 jobs to the local community, with a total payroll of \$39,464,090 through 2000.

#### Business Incubator

The Business Incubator, a program of the Western Colorado Business Development Corporation, supports fledgling small businesses. The incubator provides centralized, shared office services, space, and continual management assistance to encourage efficient operations and revenue growth for incubator small businesses. Since its inception in 1986, the Incubator has supported the creation of 96 new businesses. Seventy five businesses graduated from the five-year Incubator program and / or are still in the Incubator.

### **Growth Plan**

The City of Grand Junction and Mesa County jointly adopted a comprehensive Growth Plan in 1996. The Plan included goals and policies to reduce further effects of sprawl

and defined a fiscally responsible growth pattern on a Future Land Use Map. Those goals include:

- Ensuring land use compatibility and a balance between urban development and open space;
- Maintaining more compact development patterns;
- Ensuring that there are adequate public facilities for residents and businesses;
- Maintaining equitable funding strategies for public facilities and services;
- Improving coordination between service providers;
- Enhancing the visual appeal of major corridors in the community; and
- Focusing on unique needs in each of the community's neighborhoods.

In an effort to attain the last of the listed goals, the City and County are working on supplemental plans for various neighborhoods throughout the City, including; the Orchard Mesa Neighborhood Plan (adopted 2000), South Downtown / Riverside El Poso Plan (proposed) and Downtown Plan Update (proposed). These proposed plans are to address future land use, infrastructure needs and potential areas for improvements and / or redevelopment. The areas included in these plans encompass many of the low- to moderate-income areas of the community.

Addressing these challenges will continue to be a high priority for the City during the term of this Consolidated Plan. A five-year review and update to the Growth Plan will be completed in late 2001.

### **Downtown Redevelopment**

The Grand Junction Downtown Development Authority (DDA) operates as an autonomous governmental arm of the City charged with revitalization of downtown Grand Junction. Created in 1977, the DDA directs its efforts to a 70-block area comprising the central core of the City. The DDA works with the City, private property owners and nonprofit organizations to initiate and coordinate downtown improvements, such as restoration of the 1923 Avalon Theatre which now serves as an attractive focal point for the historic Main Street Shopping Park. Other DDA projects include expansion plans for the Museum of Western Colorado, development of the botanical gardens and Las Colonias plan along the riverfront area, and on-going work with the Children's Museum.

The DDA is funded through tax-increment financing and a five-mill levy for those within the DDA boundary. Further downtown improvements, made possible through a bond issue, include upgrades to the Two Rivers Convention Center, development of additional parking, corridor lighting and landscaping improvements, and rehabilitation of the historic Reed Building which houses the DDA office. Other services of the DDA center on attracting developers, investors and new businesses to the area.

In collaboration with the City Downtown Development Authority (DDA), the City will undertake completion of an updated plan for the community's Central Business District within the next five years. The plan will identify potential redevelopment sites and address land uses, mixed-use concepts and design guidelines for the commercial areas.

The Downtown Housing Effort (DHE), a Joint Venture between the GJHA and the DDA, was created “to improve and expand housing within the original square mile of Grand Junction”. In the 1980s the Housing Effort provided dozens of low interest, zero interest, and forgivable loans to owners of residential property in the target area. DHE will develop a plan to reinvest recycled funds in housing in the downtown neighborhood.

### **Historic Preservation**

To assist and support the preservation of historic structures in the community, the City of Grand Junction adopted a Historic Preservation Ordinance in 1994. The ordinance established a local register of Historic Sites Structures and Districts, and buildings designated on the register may be eligible to receive maintenance and repair grant monies from various State and Federal agencies. In addition, the ordinance created a local Historic Preservation Board appointed by the City Council. The Board:

- recommends eligibility criteria for the designation of historic resources and reviews proposals to alter those resources;
- conducts surveys of historic sites, areas and properties;
- defines the importance of identified historic areas;
- creates a list of structures with possible historical merit that have not been designated as historic sites;
- pursues financial assistance for preservation related programs; and
- educates the general public about historic preservation and promote its merits in the community.

The Grand Junction Historic Preservation Board has established the following objectives and strategies for the local Historic Preservation program.

*Objective 1: Continue efforts to assist with the preservation of historic sites and structures in the community.*

Strategies:

- 1) Complete a Phase III Historic Resources Survey to include post-World War II development areas and recently-annexed areas of the City;
- 2) Work with owners of historic properties to place them on the City Register and help pursue appropriate grant funds.