



HORIZON DRIVE

D i s t r i c t

Gateway to Grand Junction®

Strategic Plan

2023

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I. Executive Summary

Mission Statement:

Committed to build community, enhance the beauty and advocate the economic vitality of the Horizon Drive District.

This Strategic Plan serves as a roadmap in guiding the Horizon Drive Business Improvement District (HDD) toward its stated mission. It thus serves to inform private property owners within the District, the District's Board of Directors, collaborating governmental entities, and affiliated parties, in planning and decision-making.

A publicly funded improvement district, HDD has accomplished a number of goals on behalf of its constituents that have resulted in improvements to the safety, beauty, and property values in the District. It is further intended that this plan create a common vision toward which all may strive to further enhance such values.

As a *Gateway to Grand Junction®* the District is often the first and lasting impression people have of the City of Grand Junction. As such, city government also takes an active role and fiscal partnership in the maintenance of and improvements to the District. In addition to the direct planning, implementation, and oversight of such improvements, the District interests are represented by its Board with these and other associated stakeholders.

The primary tenets of this Strategic Plan are:

- Develop a distinctive business park identity reflecting innovation, beauty, and quality through site and building design, landscaping, and the placement of public art.

- Improve pedestrian connections between District businesses, as well as enhancing overall safety, traffic flow, and efficiency of travel.
- Support improvements in connectivity for bicyclists and pedestrians to downtown Grand Junction, trails, and areas of interest. Allow for and encourage pedestrian connections through set backs and small civic areas of interest.
- Encourage and facilitate the economic development of the District by promoting it as an ideal new business and expansion business location.
- Improve communications with District constituents and encourage voluntary inclusion in the District by demonstrating value.

For more information about the District visit the website at www.HorizonDriveDistrict.com, call the District Representative at 970-985-1833 to arrange a time to drop by the office at: 743 Horizon Ct. #311, Grand Junction, CO 81506

II. Vision Statement

The City Council of Grand Junction, Colorado appoints the Board of Directors for the Horizon Drive Business Improvement District. The Board is guided by the District's vision to build community, enhance beauty, and advocate for the economic vitality of the Horizon Drive District.

The Board serves its constituency and at all times strives to:

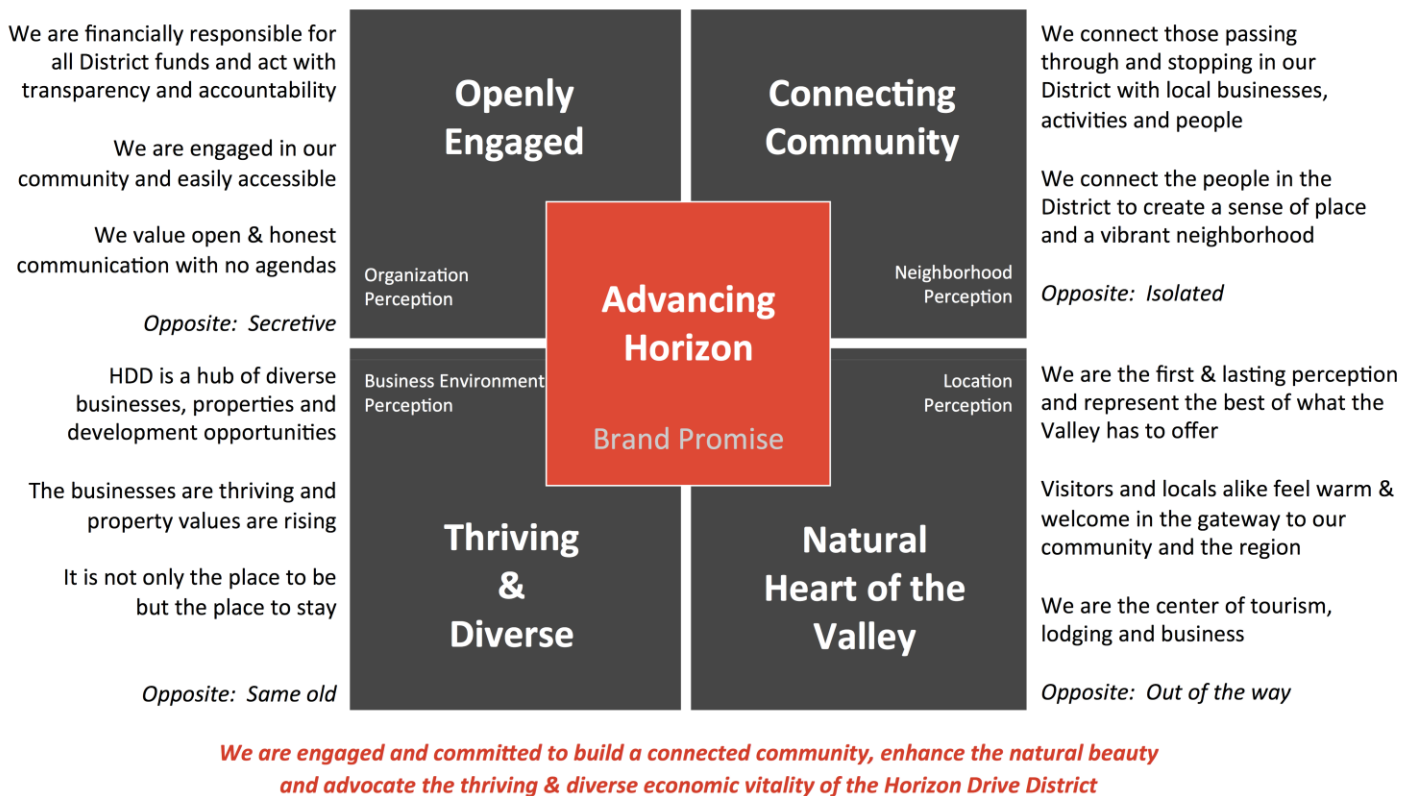
- (1) Lead with creativity, vision and commitment;
- (2) Advocate for the best interests of the District and the City of Grand Junction with all stakeholders;
- (3) Preserve the unique character, and thoughtfully improve the image and quality of this Gateway to Grand Junction®.

III. Horizon Drive District Brand

The brand promise is our commitment to our constituents. It is the heart and soul of the brand. It is the expectation for delivery we set and a focal point for employee alignment. The brand promise clarifies the meaning and purpose of the brand and the precise articulation of what makes us unique.

The brand dimensions give meaning and clarity to the brand promise. They articulate perceptions that we strive to own in the minds of target consumers. They guide brand decisions and behavior by being actionable and manifestly tangible to the senses. The brand dimensions the unique elements of the brand's identity and value proposition. They facilitate brand consistency and are the means by which we fulfill the brand promise. We must earn our brand perceptions through action.

ASPIRATIONAL BRAND PROMISE & PERCEPTIONS



IV. Goals and Projects:

A. Capital improvement projects.

This working blueprint for improving the District's infrastructure coordinates strategic planning and physical development while considering financial limits. District representatives work closely with the City of Grand Junction's public works department to identify opportunities for partnership and funding, while keeping the city's elected leaders aware of District needs. Projects in order of priority are:

1. Completion of 2017 Strategic Plan Phase 2 – Though the majority of the goals set forth in phase two of the 2017 strategic plan have been completed, it is here worthy of note to mention the District's intention to complete all aspects of Phase 2 which have not yet been completed. Within this list is the construction of the Roundabout on G and Horizon, a crosswalk in front of the Clarion, and the continued upkeep of the (now) existing roundabouts.

2. Landscaping – With the improvement of the frontage area of Horizon Drive completed we will now concern ourselves with all other aspects of Landscaping. This includes, but is not limited to the cleaning of the drainage easement known as Ranchman's Ditch.

3. Horizon Drive Trail - Outdoor recreation tourism is one growing segment of the local economy, and visitors attracted to an active lifestyle want easy access to safe walking and biking trails. The District is working closely with the City of Grand Junction in the implementation of the GJ Pedestrian and Bicycle master plan. Within it is stated a trail will be constructed from the Visit GJ property connecting to Matchet Park. This will ensure those who visit, stay, and work on Horizon Drive will have direct trail access to the Grand Junction community recreation center.

4. Horizon Park – The District will work with Grand Junction Parks and Rec to complete the Horizon Park, as spelled out in the Parks and Rec master plan, adopted in 2021. The park will be built on a largely undeveloped, 13-acre parcel in an area of the City that is underserved by park amenities. The front part of the site was developed as Fire Station #6, which opened in the fall of 2020. Located west of 27 Road and two blocks north of G Road, surrounded by residential development, it is appropriate for a neighborhood-serving community park.

5. Art on Horizon - As a means to advertise and market local valley points of interest, we will continue to expand the public artwork program along Horizon Drive. A variety of opportunities will be built for area BID businesses to determine what aspect of our art initiatives they would like to take advantage of.

B. Ongoing projects.

Evolving projects have been identified that will benefit the District and may require varying degrees of involvement by District staff to become reality. In order of priority:

1. Shuttle bus to downtown and special events - Increasing connectivity between downtown Grand Junction and Horizon Drive District lodging establishments would benefit both areas of the city. Expanding transportation options to large events in the Grand Valley can be facilitated by HDD staff by streamlining communication between event organizers, local shuttle services, and lodging stakeholders.

2. District expansion - HDD's only source of revenue is a mill levy on commercial and industrially zoned property within the District. Recruiting similarly zoned properties south of G Road and bordering H Road to join the Horizon Drive District will increase revenue and expand business diversity within District borders. Demonstrating and communicating the value of voluntary inclusion will be key in this endeavor.

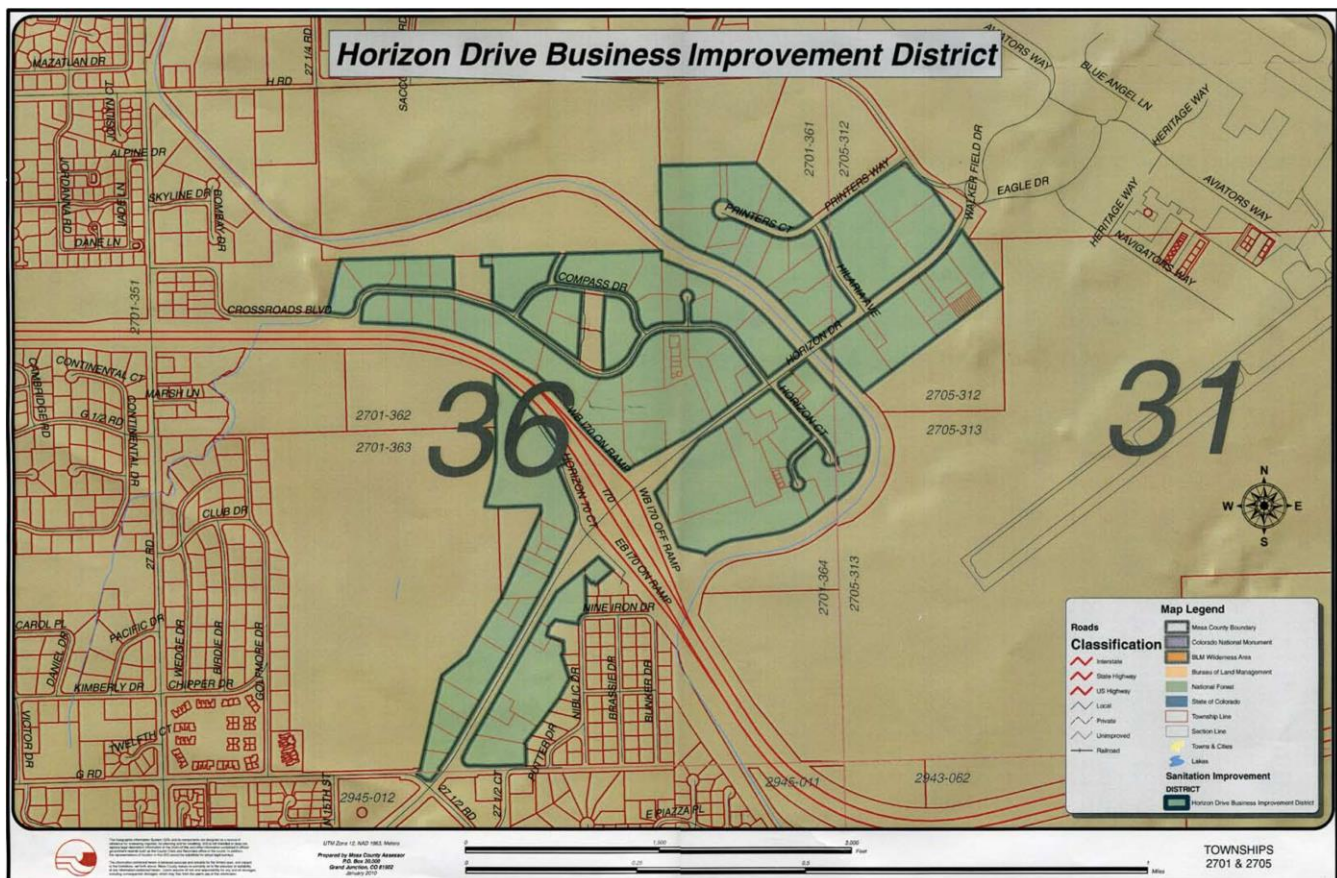
3. Development of residential projects / other - A stronger neighborhood character and increased pedestrian activity can be gained by identifying parcels suitable for development of multi-family residential housing, developing relationships with commercial real estate brokers, and connecting developers with brokers.

4. Marketing - As a hub of diverse businesses, properties, and development opportunities, the Horizon Drive District strives to expand awareness of both the District and its businesses. Becoming identified as not only the place to be, but the place to stay will create a vibrant neighborhood for those that live, work, and visit the District.

V. Introduction to Horizon Drive District

The Horizon Drive District is comprised of commercial properties within the general geographic area of Horizon Drive between G Road and H Road. The District was formed in 2004 under Colorado Statute §31-25-101, which allows Business Improvement Districts to be formed within municipalities of Colorado. As such, the City of Grand Junction oversees the District and appoints the Board of Directors.

Under the Colorado Statute, the District is granted the power to levy and collect ad valorem taxes on all taxable commercial property within the boundaries of the District. The tax set by the District is commonly called a mill levy. The District may levy no more than 5.0 mills (.005) of every dollar of the valuation assessment of taxable property within the District. The Mesa County Treasurer Assessor collects the mill levy for the District through property taxes.



VI. Current Land Use

The properties within the Horizon Drive District fall into two zoning classifications; those with frontage onto Horizon Drive, Crossroads Boulevard, Horizon Court or similar primary streets are classified as light commercial (C-1) and those nearest H Road and northwest of Horizon Drive are classified industrial office park (I-O). The 2020 adoption of the City of Grand Junction's Comprehensive "One Grand Junction" Plan suggests that the Horizon Drive District will retain its commercial designation. The former zoning of industrial office park (I-O) has become Business Park Mixed Use.

The Grand Junction Regional Airport, adjacent to the Horizon Drive District on the north and east, is the single largest adjoining property. The zoning classification for the airport is referred to as Planned Airport Development (PAD).

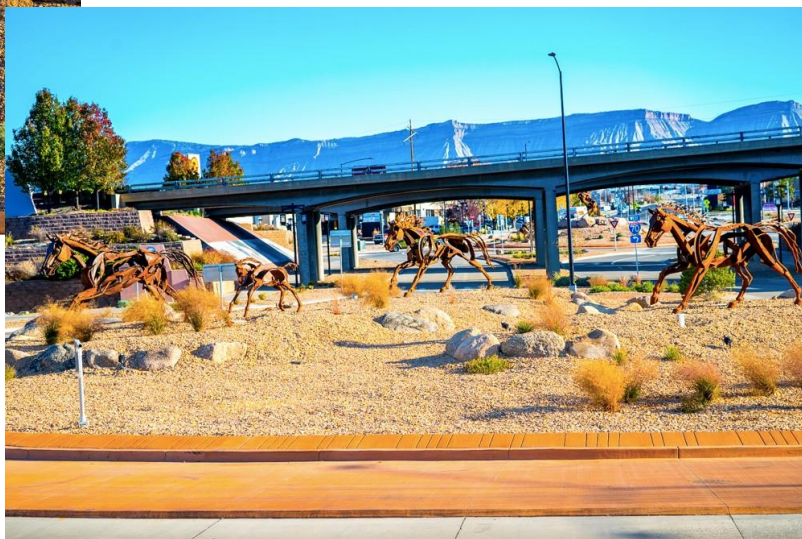
Currently, the visual impression of the Horizon Drive District is that of a busy thoroughfare. Horizon Drive, the street that lends the District its' name, is five lanes wide. The roadway system has been designed for swift vehicular movement. Buildings are generally large, set back from the roadway, and fronted by large blacktop parking areas. Building signage is generally inconsistent in size and location. Landscaping is relatively sparse. There are intermittent sidewalks and pedestrian crossings located at lighted intersections as well as pedestrian activated LED crossings.

VII. Image of Community

The Horizon Drive District is prominently framed by a natural geological formation called the "Book Cliffs", which stretches nearly 200 miles east to west and is largely composed of sedimentary rock. The name comes from the cliffs of Cretaceous sandstone that cap the many south-facing buttes and that appear similar to a shelf of books. The Book Cliffs are within the [Colorado Plateau](#) geologic province. A herd of wild horses reside in this area and thus became the symbol of the District. The City's largest piece of public art was commissioned by the District and completed in 2008, a mosaic motif of the wild horses. This beautiful piece graces the underpass of I-70 at Horizon Drive. (See image on next page.)



The wild horse theme is continued with sculptures in the roundabouts on either side of I-70:



The overall planning concept for the Horizon Drive District will mirror the City of Grand Junction's Comprehensive Plan, which encourages development of (or continuity of existing) neighborhood centers. The vision of the Comprehensive Plan is in "becoming the most livable community west of the Rockies." The neighborhood center approach will provide a framework for the distinctive image and organizing elements for the public and private (re)development of the Horizon Drive District.

A primary objective of the District is to develop a distinctive identity that reflects quality site design, improvements, and buildings, while improving automotive and pedestrian traffic flow, efficiency and safety. Additionally, the distinctive identity should allow for and encourage development of pedestrian connections through set back areas, areas of interest, small civic areas and accessible placement of public art. The community development objectives for the District will support and integrate with the development plans for the Grand Junction Regional Airport and encourage connectivity with downtown Grand Junction and other areas of interest.

The Horizon Drive District will also work with community stakeholders, such as the Grand Junction Economic Partnership, the City of Grand Junction, Mesa County, the Grand Junction Chamber of Commerce, Colorado Mesa University, Community Hospital, St. Mary's Hospital, and the GJ Business Incubator to support the kind of economic development that advances employment by encouraging the placement of new and expanded business within the District. This would include professional offices, light manufacturing, research and development firms and institutions, and so forth. Facilities would be developed to be consistent with the District's business park identity, and would promote the viability of the District and thus enhance property values for those located within the District.

- Visual character

As a key access point to the City of Grand Junction, the Horizon Drive District serves as the Gateway to Grand Junction®. As such, the visual character of District properties should exude a welcoming, clean, modern, and safe area that not only provides traveler amenities, but is also an inviting segue to a fascinating, multi-faceted, and desirable community.

The District calls on and works with the City of Grand Junction to assist in cultivating a District image of high quality that reflects the importance of this city gateway. Further, the District calls

on the City to support this image by means of public right-of-way and open space policies, and in consistently building upon the business park character that the District seeks to establish. By adopting similar themes and creating a consistency in design, private property owners within the District could further their own property values and personal interests.

The attractiveness and character of the Horizon Drive District will be enhanced through innovative site design, landscape improvements, and new building (or redevelopment) design. Further, given our desert location, the District will seek to incorporate water conservation principles, and to uphold significant views of the Book Cliffs as its cornerstone natural feature.

- Building / architectural style and material

A high level of architectural character and quality is of primary importance to the establishment of the design character of the Horizon Drive District. By specifying building form, scale, and material for commercial application a consistent and attractive identity will be created. Flexibility should be a part of future design standards to allow for innovation, imagination, and creativity.

Design standards should inform new and re-developed property improvements as to landscaping, access, entry monuments, building and sign designs, lighting and use restrictions, and so forth, the purpose of which will all be directed toward enhancing the District and acknowledging its place as a primary gateway to the community.

- Access

Increased safety plays a primary role in the District's Corridor Plan. Interstate 70 bisects the District and provides primary access to Horizon Drive via on/off ramps from both the east and west. Safe and efficient vehicular, pedestrian and bicycle movement are of great importance to the District. Many properties in the District serve a visiting population of travelers, who desire improved pedestrian access to other District properties. The standards set forth in this and other documents are to better provide for the safe and convenient movement of both pedestrians and motor vehicle traffic.

Phase 1 of the District's Corridor Improvement Plan, completed in August of 2016, addressed the intersection of I-70 and Horizon Drive. This section of Horizon Drive was confusing to visitors and responsible for over half of the accidents that occurred at the four interstate exits to Grand Junction. The Colorado Department of Transportation (CDOT), City of Grand Junction,

Ute Water, and the Horizon Drive District partnered on a \$6.6M project to remove three traffic signals, install two roundabouts, and reroute Visitor's Way. The Horizon Drive District not only contributed matching funds of \$854,325 to the project, it also funded the costs of design, roundabout landscaping, artwork, and pedestrian lighting totaling an additional \$758,136.

Comprehensive, multi-site parking strategies serve to minimize redundant access and maximize open space and landscaped areas, as well as offer convenient auto and pedestrian circulation within and between District businesses. The creation of a clearly organized system of entrances, driveways, parking areas and pedestrian circulation will be of primary importance to the District. In this regard, the City of Grand Junction has indicated a preference for minimizing curb cuts, potential development of roundabout intersections, and landscaping medians to create pedestrian safety zones.

The Grand Valley Transit system provides public transportation within the community. The District is served by this system and the ridership within the District increases yearly as the awareness of the transit system grows. The District will thus support and endorse the GVT system as a safe and efficient transportation choice, it will ensure that the system is integrated into its existing and proposed plans, and those of the surrounding state, county and citywide system of streets, transit, and bike paths.

- Signage

Signs within the Horizon Drive District should serve property owners and tenants in their commercial needs and should also serve to please commuters and patrons by reducing visual clutter along the road corridors. Sign standards and criteria developed by the District should seek to achieve these goals as well as to support and supplement the sign policies already established by the City of Grand Junction Zoning and Development Code.

- Lighting

Lighting within the Horizon Drive District should emphasize both public and private features and destinations by using a minimum of light to meet these objectives. Lighting standards should seek to establish a balanced, integrated approach that enhances both vehicular and pedestrian visibility while minimizing glare. Special attention should be paid to providing pedestrian lighting that promotes safety and also allows and encourages greater pedestrian activity.

- Landscaping

Landscape improvements are of high importance to the design character of the District. The intent is to enhance the appearance of the District and to promote a well-maintained appearance in all areas not covered by buildings or parking areas. The District recognizes the need to balance water conservation and landscaping and as such, its policies should promote collaboration with water service providers, landscape designers, and the City of Grand Junction.

Public-right-of-way. A visually pleasing street, with medians containing trees and indigenous or drought tolerant landscaping, is desirable.

Private property. Property redevelopment or remodeling would best include landscape improvements that minimize the adverse visual and environmental impacts of large, paved areas, while recognizing the importance of conserving water. Natural flora concepts would thus be supported and encouraged.

- Parking and vehicular uses

Reducing the negative visual impacts of auto oriented uses and parking lots is an important element for establishing the beauty and desired character of the Horizon Drive District. Thus, landscaped islands within parking lot areas would be encouraged. Outdoor works of art, plazas, and other amenities would be encouraged wherever possible.

Street parking should be well defined and restricted to specified areas. Designated parking areas should be clearly marked and accompanied by the installation of traffic calming devices, including appropriate signage to slow traffic, and raised crossings to support pedestrian safety.

As sites are redeveloped in the District, customer service areas such as drive up/through windows, service stations, car wash bays, bank teller windows and so forth would best serve the aesthetic goals of the District by being designed in such a way as to shield their primary view from the streetscapes.

To assist in commerce and pedestrian safety, adjoining developments should seek to create opportunities for interconnection between facilities and increasing pedestrian and bicycle access.

VIII. Services Provided by the District

The District is allowed to make and contemplate a broad range of public improvements including, but not limited to, streets, sidewalks, curbs, gutters, pedestrian malls, streetlights, drainage facilities, landscaping, decorative structures, statuary, fountains, identification signs, traffic safety devices, bicycle paths, off street parking facilities, benches, restrooms, information booths, public meeting facilities, and all incidentals, including relocation of utility lines. To this end, the services provided by the District include:

- Representation of the District in decisions that may impact the area.
- Accessibility to District constituents for communications on various issues.
- Enhancement of the District with long range improvement planning.

IX. Financial Status

A. Mill Levy. The District is funded by a .05% mill levy (a portion of real property taxes) paid by commercial property owners within the District.

Past mill levy assessments are:

2018: \$209,834

2019: \$213,124

2020: \$252,837

2021: \$225,393

2022: \$221,971

D. Future receipts. In November of 2022 the District presented a ballot issue to be voted on by members of the BID. In so doing the BID Businesses voted to have the HD BID debruced.

X. Planning for the Future.

A. Community changes. Current development projects include: A 168 unit apartment complex, Hilton owned Hotel, Starbucks, and Mormon Temple.

B. Demand. Results from community and District constituent polling have shown a strong demand for events, art, and continued efforts to increase the safety of the district.