



1-10
year

April 2018

Grand Valley Transit
strategic plan



This page intentionally left blank.



Grand Valley Transit Strategic Plan

Prepared for:

Mesa County Regional Transportation Planning Office
525 South 6th Street, 2nd Floor
Grand Junction, CO 81501

Prepared by:

Felsburg Holt & Ullevig
6300 South Syracuse Way, Suite 600
Centennial, CO 80111
303.721.1440

Principal-in-Charge
Holly Buck, PE, PTP

Project Manager
Cady C. Dawson

FHU Reference No. 117039-01

April 2018

This page intentionally left blank.



Table of Contents

| | |
|--|----|
| Strategic Planning | 1 |
| GVT Moving Forward | 1 |
| Public Engagement | 2 |
| Existing System & Community Highlights | 3 |
| Planning for the Future | 7 |
| Scenario Planning | 8 |
| Implementation Plan | 16 |
| Governance and Funding | 29 |

List of Appendices

- Appendix A Public Engagement Summary
- Appendix B Existing Conditions Assessment
- Appendix C Cost Estimates

Note: Appendices attached to report on USB Flash Drive.

This page intentionally left blank.

Strategic Planning

Strategic planning provides a foundation for thoughtful and purposeful planning for the future. Strategic planning includes the creation of a vision, goals, objectives, strategies and associated performance measures to track progress over time. There are three major elements comprising the strategic planning process, including: identification of current conditions, creation of vision and goals, and development of a plan to implement strategies and monitor progress.

GVT Moving Forward

A Strategic Plan for Grand Valley Transit (GVT) provides foundational direction to help direct and inform the future of the transit system based on a variety of potential scenarios. The scenarios assessed for GVT include:

- Scenario A – Maintain the Status Quo
- Scenario B – Existing Fixed-Route Network Enhancements
- Scenario C – Service Growth
- Scenario D – Service Reduction

The scenarios provide strategic direction dependent on future conditions, such as economic conditions and opportunities for service improvements or changes in demand.



Strategic Planning

\ 'strə 'tējjik 'plɑ-niŋ

Verb. A systematic process of envisioning a desired future, and translating this vision broadly into defined goals and objectives and a sequence of steps to achieve them.

Public Engagement

For the strategic plan recommendations to be successfully implemented, they must be supported by both GVT riders and the larger community, including community leaders and members of the public. This means that recommendations must reflect the community’s values, concerns, principles, and priorities, both expressed and implicit. Recommendations must be viewed as the outcome of a community process based on informed discussion of trade-offs and transparent decision making.

Community Outreach Events

Past survey results and public input was reviewed and analyzed to inform community outreach for the development of the strategic plan. “Pop-up” events were held in Downtown Grand Junction and at each of the Transfer Facilities – West, Downtown, and Clifton. Findings from the public outreach events were presented to community leaders and combined with findings from the focus group meetings – one geared to learning about the needs of those likely to be reliant on public transit and those that choose to take transit for social, economic or environmental purposes. The full public engagement summary can be found in **Appendix A**.



www.gvtstrategicplan.com

Community Input Key to Plan Development

GVT regularly requests feedback from their riders, and the development of the Strategic Plan was no different. A variety of tools were used to involve the community in the process, including:

- Project website www.gvtstrategicplan.com
- Online map-based public commenting tool
- Social media
- Press releases
- Outreach events
- Focus groups
- Leaders workshops

Input from the community informed the development of the vision and goals for GVT and supported the development of scenarios to help the agency plan for the future.

Outcomes of Community Voting on Potential GVT Improvements



| | |
|----------------------------------|------------|
| Add Sunday Service | 316 |
| Extend service hours | 192 |
| Eliminate transfer fares | 115 |
| Increase service frequency | 96 |
| Improve travel speed | 93 |
| Other | 49 |
| Consider regional connections | 49 |
| Increase sidewalk infrastructure | 46 |
| Improve marketing information | 26 |
| Total | 982 |

community votes tallied

Existing System & Community Highlights

Grand Valley Transit

GVT serves the urbanized areas of Mesa County, which includes the City of Grand Junction, the towns of Fruita and Palisade, and the unincorporated communities of Clifton, Fruitvale, Redlands and Orchard Mesa. Grand Junction is the largest community, followed by Clifton, Fruita, Redlands, Fruitvale, Orchard Mesa, and finally Palisade. Grand Junction is the regional hub for many surrounding smaller communities such as Montrose and Delta.

Fixed-Route Service

Fixed-Routes: 12

Monday-Saturday: 5 am – 8 pm

Service Frequency: Hourly

Fare: \$1.50 one-way

Dial-a-Ride

Available in the Redlands

Monday-Saturday: 5 am – 8 pm

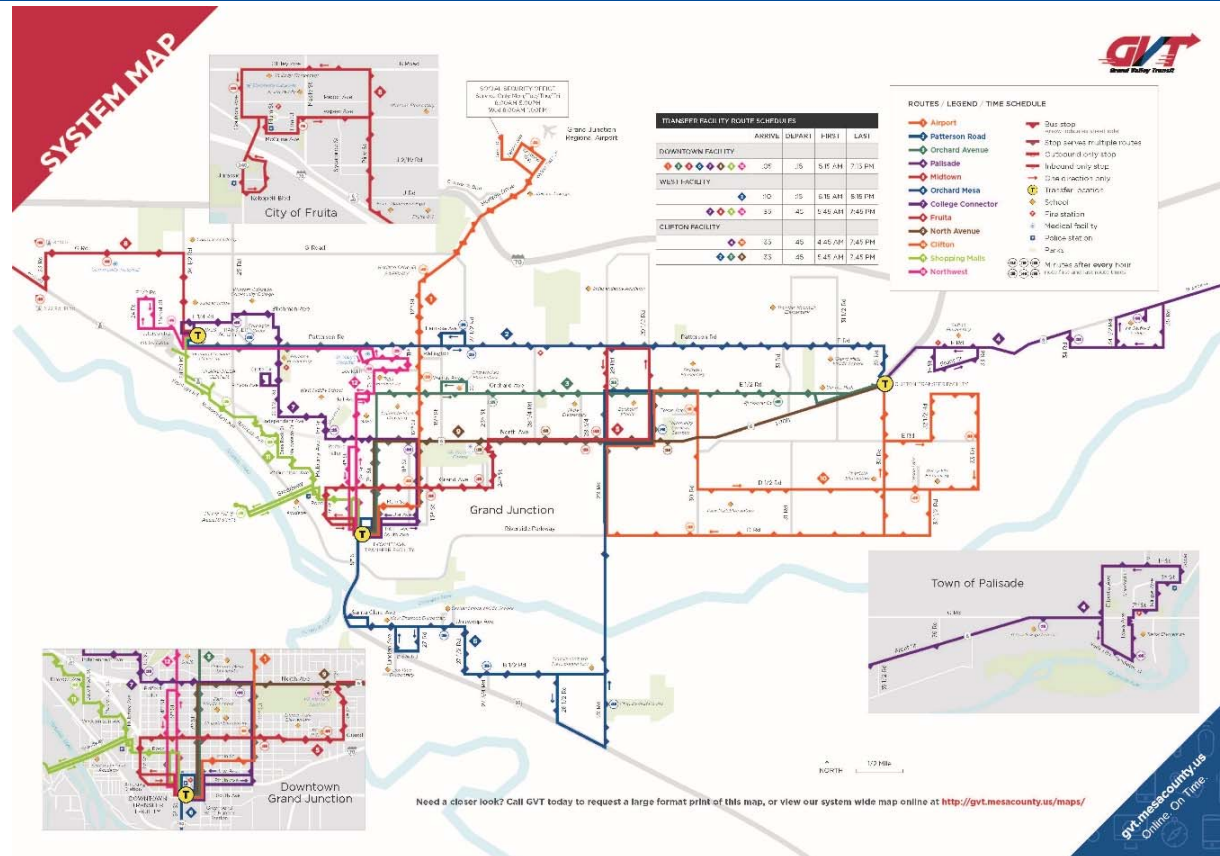
Fare: \$3

Paratransit Service

Available within ¼ mile of fixed-route services

Eligibility required

Monday-Saturday: 5 am – 8 pm

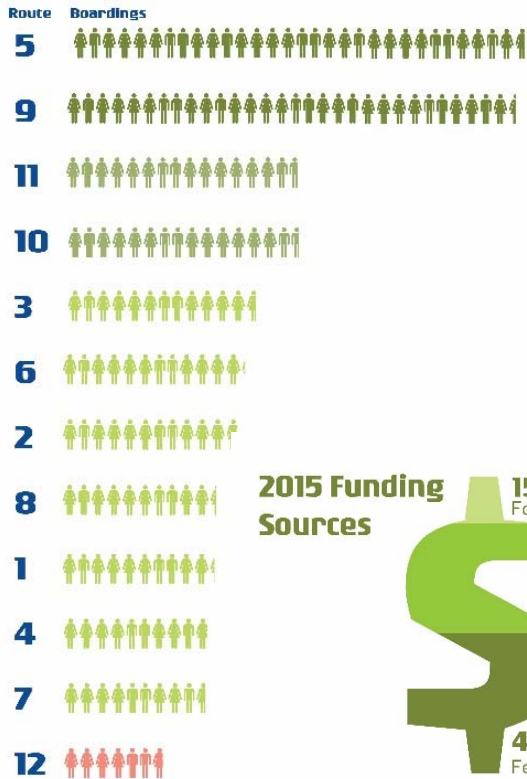


GVT Service Characteristics

Transit service is assessed by a number of key service characteristics, including overall system boardings, boardings per revenue hour, cost per boarding in addition to route specific productivity. GVT saw a steady rise in ridership since service inception in 2000, with a slight decline in recent years. GVT has a variety of fare programs that are geared to both choice and transit dependence riders and special fares for seniors and youth. GVT's fare box recovery ratio was approximately 15% in 2015 with a total operating budget of just over \$3.3 million. A detailed review of existing conditions can be found in **Appendix B**.

Route Productivity

(Weekday Boardings/Revenue Hour)

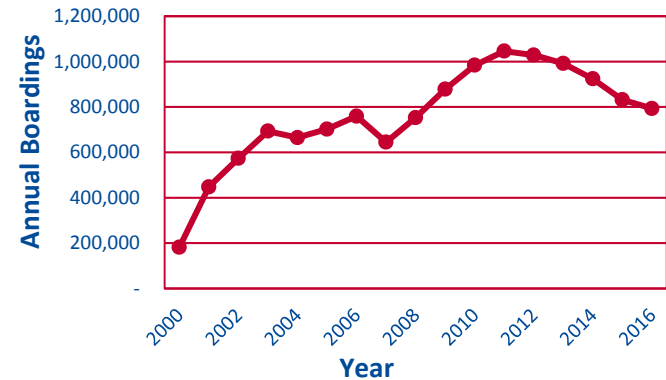


2015 GVT Service Summary

Fixed Route
814K annual boardings
8 annual boardings per capita
\$33 annual dollars spent per capita
15.2 boardings per hour
\$3.69 cost per boarding

Paratransit and Dial-A-Ride
18K annual boardings
\$19.98 cost per boarding

Historical Ridership



2015 Funding Sources

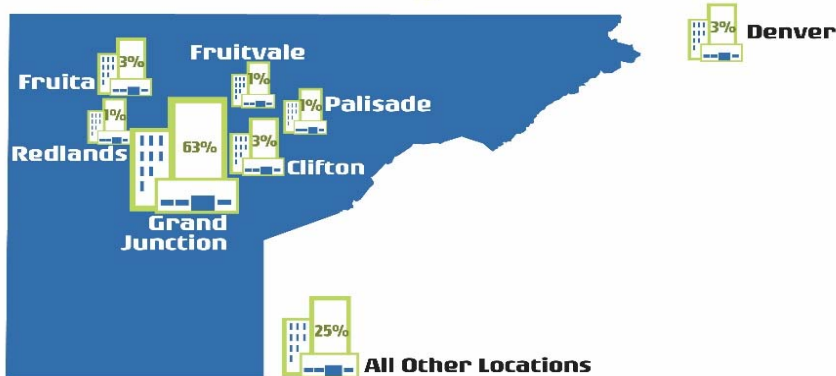


| Fares | Adult (18-64) | Senior and Youth Reduced Fare Programs | Reduced Fare Programs |
|--|---------------|--|-----------------------|
| Single Ride | \$1.50 | \$0.75 | \$0.75 |
| Day Pass | \$3.75 | \$1.88 | \$1.88 |
| 11-Ride Fixed-Route Pass | \$15.00 | \$7.50 | \$7.50 |
| 11-Ride Paratransit and Dial-a-Ride Pass | \$30.00 | N/A | N/A |
| Monthly Pass | \$45.00 | \$22.50 | \$22.50 |
| Six-Month Pass | \$150.00 | \$115.00 | \$57.50 |
| Annual Pass | \$275.00 | \$195.00 | \$137.50 |

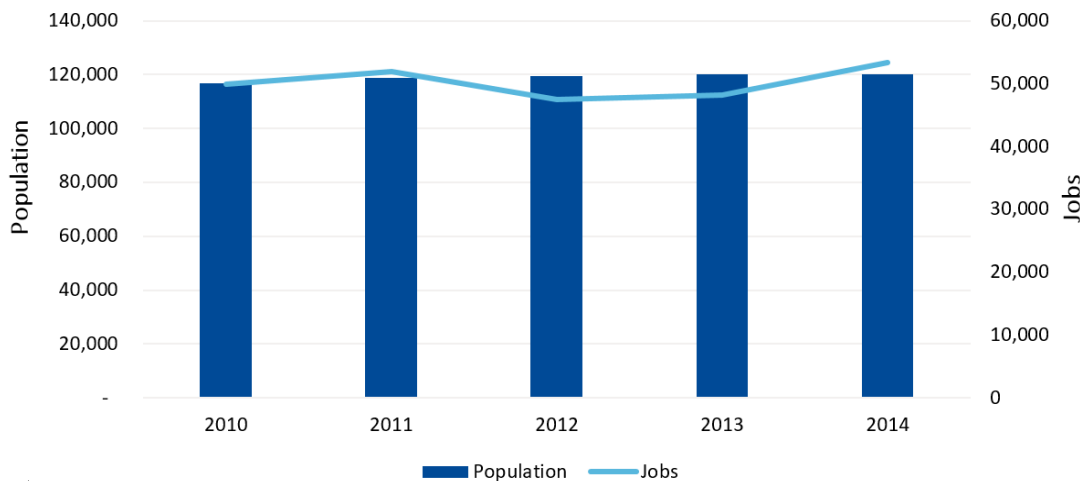
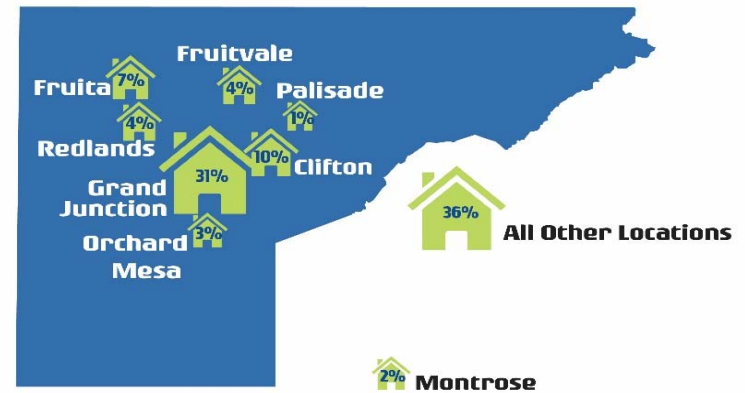
GVT Community Characteristics

GVT provides a vital community service of providing independence and access for those that live, work and recreate in the Grand Junction region. As the Strategic Plan is a forward-thinking document to help GVT plan for the future, it is important to consider where people live and work, population and employment trends, and other key demographic factors.

Where Mesa County Residents Work



Where Mesa County Workers Live

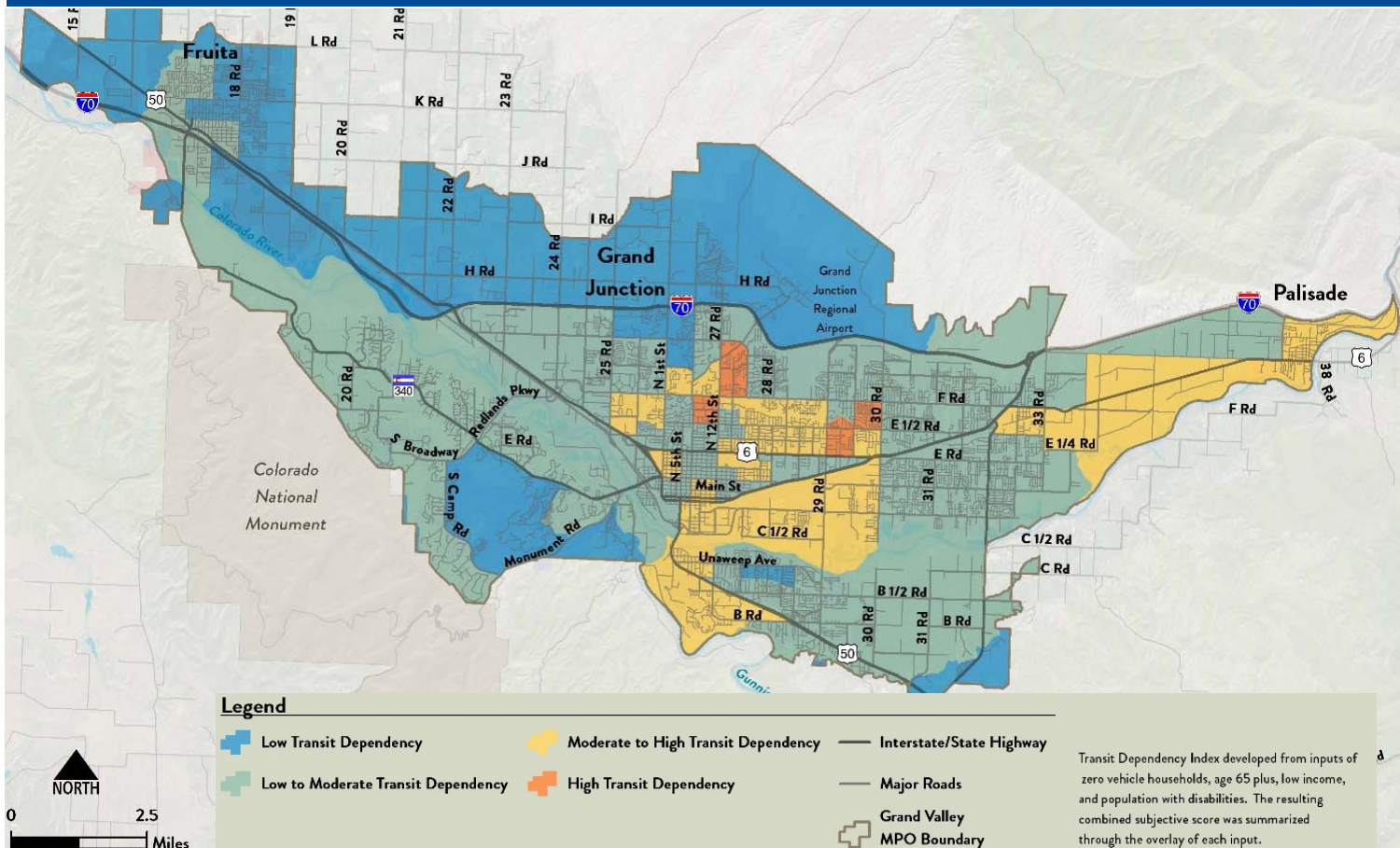


Population and Employment Trends

Longitudinal Employer-Household Dynamics (LEHD) was used to assess the area's travel patterns between 2010 and 2014. This information helps provide context for commuter travel patterns and potential impacts on transit. LEHD data shows that 63% of Mesa County residents work in Grand Junction; other nearby communities all have low shares of the total with only between 1-3% each. The remaining locations where people work are grouped into "all other locations," which includes any location that has less than 1% of Mesa County residents working there.

Mesa County Demographics & Transit Propensity

Transit provides a critical lifeline to jobs, services, family, friends, medical providers, and more. Analyzing concentrations of the transit-dependent population – adults 65+, people with low incomes, people with disabilities, and zero-vehicle households – reveals places where transit would likely find customers. In many cases, transit-dependent population density follows overall population and employment density; however, transit-dependent people are sometimes disconnected from city centers due to land use and housing prices, making the need for transit service more necessary. The transit dependency aggregates this data and shows the locations in Mesa County where those most likely to use transit live.



The transit propensity index shows that the areas just north of Colorado Mesa University (CMU) and east of the hospital have the highest likelihood of transit dependent riders in Mesa County. Additional high demand areas include Clifton, Palisade, Orchard Mesa, and Fruitvale.

Planning for the Future

Establishment of Community Developed Vision and Goals

The strategic planning process provided GVT with an opportunity to look at the past, assess the present, and set a path for the future. GVT has been very resourceful and has maximized grant funds, transitioned its fleet to compressed natural gas to minimize fuel costs, leveraged negotiations with contractors to maximize service operational costs, and has successfully partnered with community agencies to boost ridership and support GVT financially. The vision and goals are the foundational elements that provide overall guidance and direction.

1. Establish a Vision

2. Identify Supporting Goals

3. Develop Measurable Objectives

4. Craft Implementation Strategies

Keys to Successful Strategic Planning

GVT Vision

Grand Valley Transit will be a viable transportation choice for all populations that is responsive to community needs and connects communities, neighborhoods, and destinations while enhancing quality of life and supporting economic vitality in the region.



Mobility Goal

An affordable, connected, efficient, and easy to use transit system that attracts all rider types and integrates all modes.



Collaboration Goal

A strong community partner that works collaboratively with public, private, and non-governmental organizations.



Economic and Community Vitality Goal

A transit system that supports jobs, recreation, and overall community well-being.



System Preservation Goal

A financially sustainable transit system operating in a state of good repair.



Education and Outreach Goal

A public that is informed and educated about GVT service and the mobility options it provides for all trip types and populations.

Scenario Planning

Scenario Overview

The following section provides an overview of the four different scenarios developed for GVT through this planning process to provide direction and guidance to GVT based on possible future scenarios. The following table provides a snapshot of the scenarios and the associated challenges and opportunities.

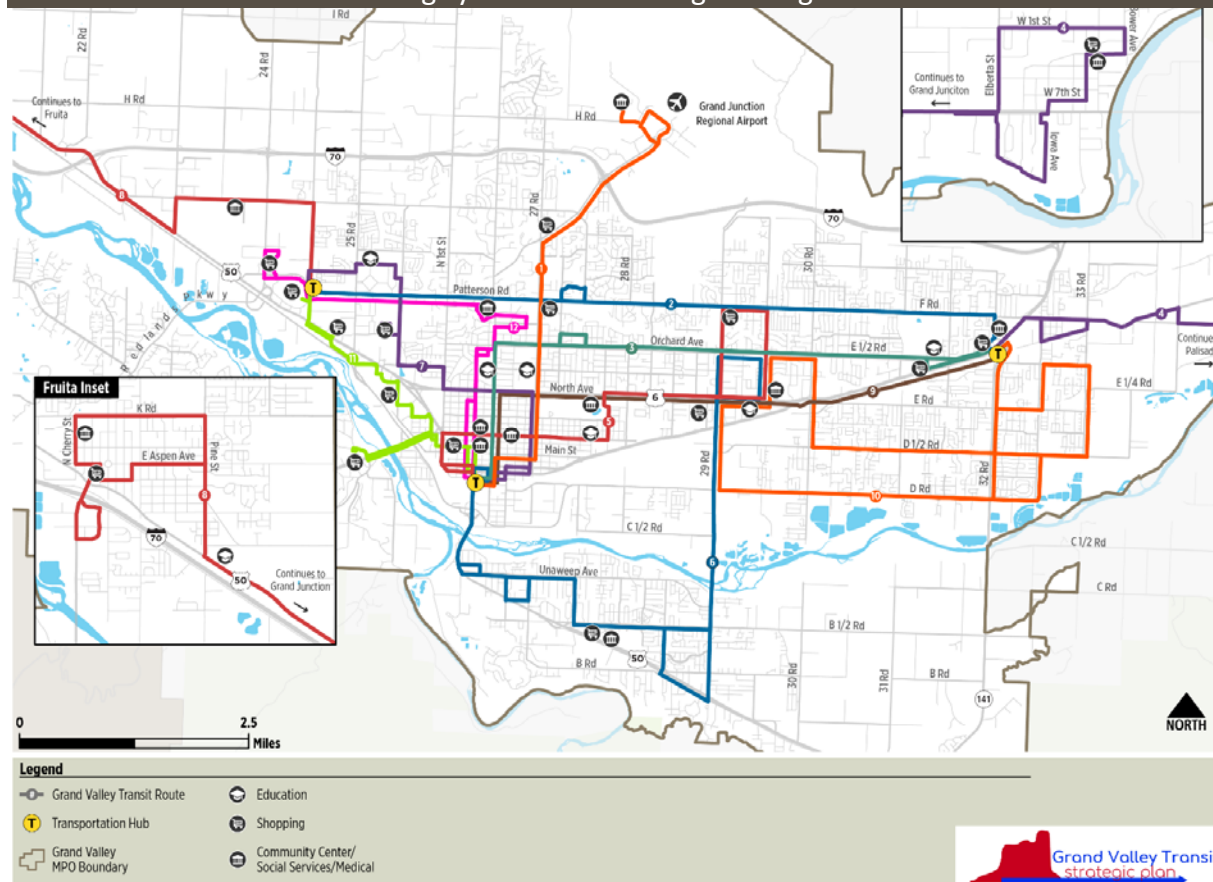
| | Scenario Goal | Opportunities | Challenges |
|--|--|---|---|
| SCENARIO A. Maintain the Status Quo | Maintain system as is utilizing existing fleet. | <ul style="list-style-type: none"> Maintains current 12 fixed-routes, complementary paratransit, and Redlands Dial-A-Ride | <ul style="list-style-type: none"> Does not provide desired community improvements of increased frequency, earlier/later hours, and Sunday service Requires ongoing commitment and investment from partner agencies |
| SCENARIO B. Existing Fixed-Route Network Enhancements | Utilize existing resources and fleet to improve service efficiency, reduce service duplication, improve connectivity, and provide more direct service. This scenario is revenue neutral to the existing Status Quo scenario. | <ul style="list-style-type: none"> Streamlines lowest performing routes May attract choice riders, increase ridership, and improve service for existing riders Provides additional geographic service coverage | <ul style="list-style-type: none"> May require some passengers to walk further distances to bus stops where routes are removed/changed Requires ongoing commitment and investment from partner agencies |
| SCENARIO C. Service Growth | Utilize any new revenue to improve service based on community priorities of increased service frequency, expansion of service hours, and the addition of Sunday service. | <ul style="list-style-type: none"> Responds to community desires for service improvements Provides increased access to jobs, medical, recreation, social, etc. | <ul style="list-style-type: none"> Requires additional funding; any increase in sales tax or property tax requires a vote of the people |
| SCENARIO D. Service Reduction | Reduction in annual revenue hours based on baseline Status Quo scenario. | <ul style="list-style-type: none"> Streamline services to maximize service with available funding | <ul style="list-style-type: none"> Service reduction allows GVT to continue operating, although in a more limited capacity Public impact and response to reducing service |

Scenario Planning

Scenario A. Maintain the Status Quo

The Status Quo scenario provides a baseline for potential reduction, growth and/or service enhancement over the next 10 years. The Status Quo maintains GVT service as it currently operates using current funding levels.

Scenario Goal: Maintain existing system as is utilizing existing fleet



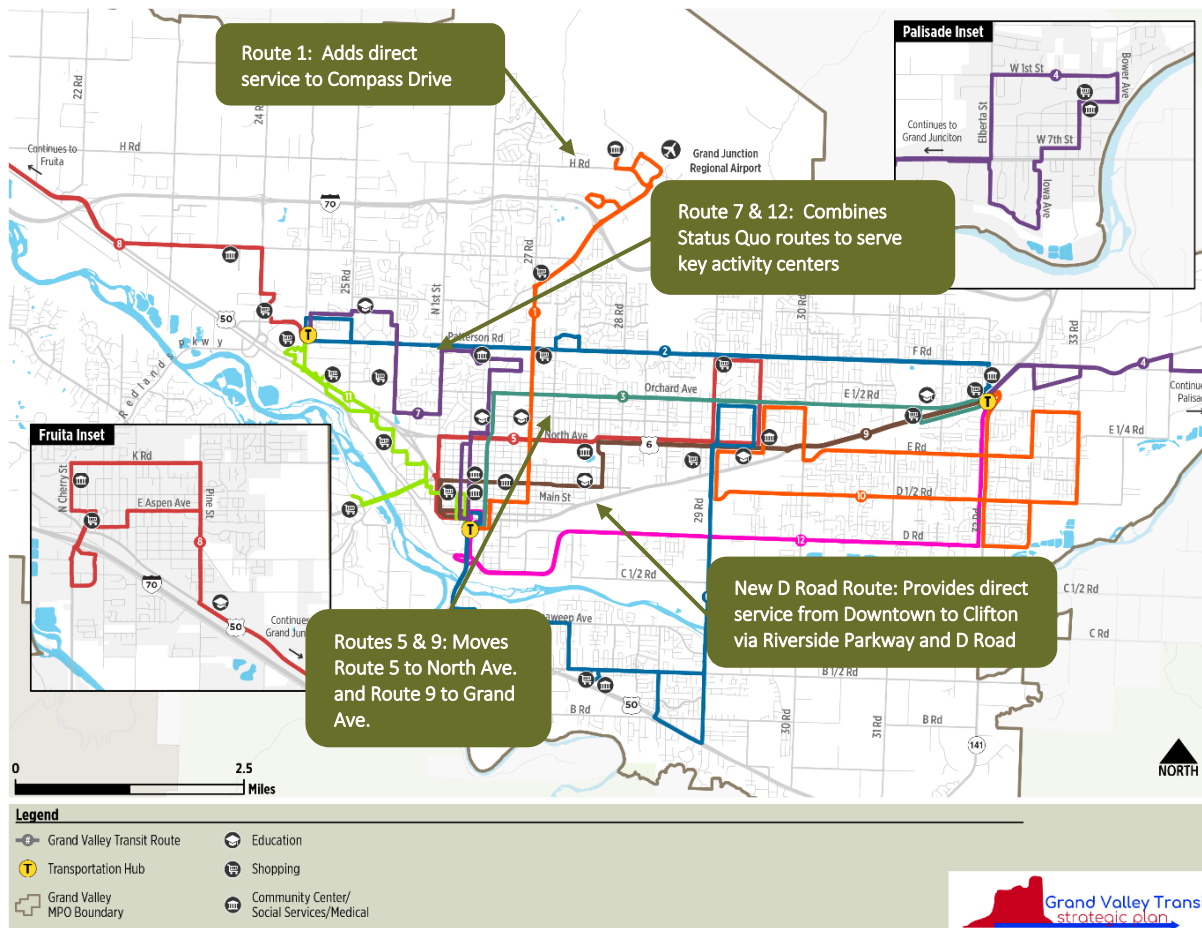
Status Quo Service Characteristics

- Fixed-Routes: 12
- Operating Hours: Monday-Saturday, 5 am – 8 pm
- Service Frequency: Hourly
- Fare: \$1.50 one-way
- Annual operating costs: \$3.53 million
- Annual service hours: 55,500

Scenario B. Existing Fixed-Route Network Enhancements

Strategic planning requires looking at current conditions and potential future scenarios, which results in an approach that meets the needs and desires of the public, community stakeholders, and GVT.

Scenario goal: Utilize existing resources and fleet to improve service efficiency, reduce service duplication, improve connectivity, and provide more direct service. This scenario is revenue neutral to the existing Status Quo scenario.



Implementation Phasing

Phase 1 – Realign Routes 5 and 9 and extend Route 1 to serve Compass Drive

Phase 2 – Combine Routes 7 and 12 and rename route; reallocate service savings to the new D Road route connecting Clifton and the Downtown Transfer Facility

Scenario C. Service Growth

Should additional funding become available, three priority growth areas have been identified for GVT. These include increasing service frequency, expanding weekday span of service, and adding Sunday service.

Scenario Goal: Utilize any new revenue to improve service based on community priorities of increased service frequency, expansion of service hours, and the addition of Sunday service.

Option 1. Increase service frequency

Increase weekday service frequency to 30 minutes on two routes (e.g., Routes 1, 5 and/or 9 could benefit from increased service)

| | | |
|--|-----------|--|
| Current annual weekday service hours | 46,000 | Considerations <ul style="list-style-type: none"> Optimal to increase service frequency on two routes simultaneously to improve connectivity and transfers at transfer facilities May attract choice riders and increase overall ridership; improves service for transit dependent No impacts on paratransit service |
| Fixed-route operating cost/hour | \$56 | |
| Additional annual service hours required | 7,700 | |
| Additional annual operating cost | \$431,000 | |

Increase weekday service frequency to 30 minutes on one additional route (e.g. routes 1, 5 and/or 9 could benefit from increased service)

| | | |
|--|-----------|--|
| Current annual weekday service hours | 46,000 | Considerations <ul style="list-style-type: none"> Increasing service on another route improves overall network connectivity May attract choice riders and increase overall ridership; improves service for transit dependent No impacts on paratransit service |
| Fixed-route operating cost/hour | \$56 | |
| Additional annual service hours required | 3,850 | |
| Additional annual operating cost | \$216,000 | |

Option 2. Add Sunday Service

Reduce weekday and Saturday service by one vehicle, add Sunday Dial-A-Ride service

- Eliminate one route (4,600 service hours/\$257,000 annually) to operate Sunday Dial-A-Ride
- Operate 2 vehicles, 9 hours per day (approximately 950 hours/year)

| | | |
|-------------------------------------|--|---|
| Current annual Sunday revenue hours | 0 | Considerations <ul style="list-style-type: none"> ▪ Consider rolling out service with a smaller service window to educate and inform the public about the service (e.g., 8 am-1 pm) ▪ Provides extensive geographic coverage ▪ Based on service area size, may limit number of rides per day ▪ Allows access to jobs on Sunday ▪ Additional complementary paratransit not required; service must provide trips to ADA eligible passengers |
| Dial-A-Ride operating cost/hour | \$38 | |
| Annual revenue hours required | 950 | |
| Annual operating cost | \$36,000 <i>*less cost savings, (\$222,000)</i> | |

Reduce weekday and Saturday service by one vehicle, add Sunday fixed-route service

- Eliminate one route by combining Routes 7 and 12 in baseline Status Quo scenario (Scenario A)
- Apply savings from combining routes to operate Sunday service (savings of 4,600 service hours/\$257,000 annually)
- Operate 60-minute service on all routes 15 hours per day (approximately 8,500 hours/year)
- Requires 6 paratransit vehicles to operate for 15 hours per day (approximately 4,700 hours/year)

| | | |
|---|---|---|
| Current annual Sunday revenue hours | 0 | Considerations <ul style="list-style-type: none"> ▪ Provides system-wide coverage seven days per week ▪ Improves access to jobs, recreation, and social activities ▪ Projected annual ridership of approximately 68,000 (based on 8 boardings/hour – 20% reduction from Saturday service) |
| Fixed-route operating cost/hour | \$56 | |
| Paratransit operating cost/hour | \$38 | |
| Annual fixed-route revenue hours required | 8,500 | |
| Annual paratransit revenue hours required | 4,700 | |
| Additional annual operating cost | \$655,000 <i>*less cost savings, (\$397,000)</i> | |

Option 2. Add Sunday Service (continued)

Add all day Sunday service to existing Status Quo scenario (Scenario A)

- Requires new funding
- Operate 60-minute service on all routes, 15 hours per day (approximately 9,400 hours/year)
- Requires 6 paratransit vehicles to operate 15 hours per day (approximately 4,700 hours/year)

| | | |
|---|-----------|---|
| Current annual Sunday revenue hours | 0 | Considerations <ul style="list-style-type: none"> ▪ Provides system-wide coverage seven days per week ▪ Improves access to jobs, recreation, and social activities ▪ Projected annual ridership of approximately 75,000 (based on 8 boardings/hour) |
| Fixed-route operating cost/hour | \$56 | |
| Demand response operating cost/hour | \$38 | |
| Additional annual revenue hours required | 9,400 | |
| Annual paratransit revenue hours required | 4,700 | |
| Additional annual operating cost | \$705,000 | |

Option 3. Increase span of service

Extend Status Quo weekday service on all routes by 2 hours

- Operate 60-minute service on all routes
- Requires 3 paratransit vehicles to operate 2 additional hours per weekday

| | |
|--|-----------|
| Current annual weekday service hours | 46,000 |
| Fixed-route operating cost/hour | \$56 |
| Paratransit operating cost/hour | \$38 |
| Additional annual fixed-route service hours required | 6,150 |
| Additional annual paratransit service hours required | 1,550 |
| Additional annual operating cost | \$403,000 |

Considerations

- Extended service hours increase access and usage of transit for those using GVT to access jobs that have non-traditional hours
- Provides extensive geographic coverage
- Improves service to high employment sectors such as retail and industrial services that would utilize extended service hours
- Requires additional resources to provide complementary paratransit service
- Could add this service as Dial-A-Ride (approximate cost of \$20,000 annually utilizing two vehicles)
- Could also consider adding the service in partnership with a shared-use mobility provider (e.g., Lyft, Uber, Taxi) to maximize resources (cost n/a)

Extend Status Quo Saturday service by 2 hours

- Operate 60-minute service on all routes
- Requires 3 paratransit vehicles to operate 2 additional hours per weekday

| | |
|--|----------|
| Current annual Saturday service hours | 9,360 |
| Fixed-route operating cost/hour | \$56 |
| Paratransit operating cost/hour | \$38 |
| Additional annual fixed-route service hours required | 1,300 |
| Additional annual paratransit service hours required | 300 |
| Additional annual operating cost | \$84,000 |

Considerations

- Builds upon extending weekday service by two hours
- Based on ridership and service productivity on weekdays; determine viability and demand for later evening service on Saturdays
- Requires additional resources to provide complementary paratransit service

Scenario D. Service Reduction

Given GVT's reliance on the general funds of the municipalities served and the unpredictability of the economy, it is important for GVT to have an approach to reducing service should funding be decreased.

Scenario goal: Reduction in annual revenue hours based on baseline Status Quo scenario.

Option 1. Reduce service span on all routes by 2 hours per day (Mon.-Sat.)

| | | | |
|---|-----------|--|--|
| Status Quo annual service hours | 55,500 | Considerations <ul style="list-style-type: none"> ▪ Larger geographic impact as it reduces service on all routes ▪ Substantial impacts on riders using service in the early morning and the evening ▪ Savings from reduction in complementary paratransit service in addition to fixed-route service reduction | 15% annual reduction in revenue hours |
| Operating cost/hour | \$56 | | |
| Paratransit operating cost/hour | \$38 | | |
| Annual reduction in fixed-route revenue hours | 7,400 | | |
| Annual reduction in paratransit revenue hours | 3,700 | | |
| Annual operating cost reduction | \$555,000 | | |

Option 2. Combine routes 7 and 12 with no additional service changes

| | | | |
|---|-----------|--|---|
| Status Quo annual service hours | 55,500 | Considerations <ul style="list-style-type: none"> ▪ Limits geographic impact of service reduction to one or two routes ▪ May require passengers to walk farther to reach their origins and destinations, but nearby routes are available ▪ No impacts to complementary paratransit service | 9% annual reduction in revenue hours |
| Operating cost/hour | \$56 | | |
| Annual reduction in fixed route revenue hours | 4,600 | | |
| Annual operating cost reduction | \$258,000 | | |

Implementation Plan

A Path Forward

This implementation plan provides a path forward for GVT for the next 10 years. Objectives have been identified that can be measured over time and achieved through implementation of the strategies. Short-, mid-, and long-term strategies have been established to help guide change as opportunities arise. Detailed cost projections can be found in **Appendix C**.



Mobility

Goal: An affordable, connected, efficient, and easy to use transit system that attracts all rider types and integrates all modes.

| | | | | | | |
|-----|--------------------|------------------------|---------------|--------------------------|------------------------|-------------------------|
| KEY | \$ \$0 - \$100,000 | \$ \$100,000-\$500,000 | \$ \$500,000+ | Short-term: 2018-2021 | Mid-term: 2022-2025 | Long-term: 2026-2028 |
|-----|--------------------|------------------------|---------------|--------------------------|------------------------|-------------------------|

Objective 1: Increase ridership of transportation disadvantaged and choice riders.

Performance Measure:

- Annual fixed-route boardings

Desired Trend:



Baseline: 770,089

Goal: 1.5% annual increase

| Strategies | | Timeframe | Cost |
|------------|---|-----------|------|
| Strategy 1 | Implement new routes and services as viable identified in Scenario B – Existing Fixed-Route Network Enhancements (page 9) | Short | \$ |
| Strategy 2 | Pursue partnership opportunities with large employers <ul style="list-style-type: none"> Focus on employers that have good service levels (higher frequency service, if applicable, and connections) Participate in local business activities, e.g., Chamber of Commerce activities, etc. | Short | \$ |



Mobility


Goal: An affordable, connected, efficient, and easy to use transit system that attracts all rider types and integrates all modes.

| KEY | \$ \$0 - \$100,000 | \$ \$100,000-\$500,000 | \$ \$500,000+ | Short-term: 2018-2021 | Mid-term: 2022-2025 | Long-term: 2026-2028 |
|------------|---|------------------------|---------------|--------------------------|------------------------|-------------------------|
| Strategies | | | | Timeframe | Cost | |
| Strategy 3 | Expand travel training program: <ul style="list-style-type: none"> Work with active senior living facilities to promote transit and travel training program. Organize a ride to lunch and tour of the transit system for seniors. This can be marketed as a social function for attendees and is a great way to introduce people that are unfamiliar with using transit to the system. Coordinate with human service agencies to identify travel training needs. Utilize travel training program to transition paratransit passengers to fixed-route. Research and evaluate benefit of providing free fixed-route passes to current paratransit passengers. | | | Short | | \$ |
| Strategy 4 | If additional funding becomes available implement Scenario C – Service Growth improvements | | | Mid/Long | | \$ |
| Strategy 5 | Monitor and research emerging technological trends; implement marketing and operational tools as appropriate to support existing and to attract new riders (e.g., Next Bus, mobile ticketing, etc.). | | | Ongoing | | \$ |



Mobility

Goal: An affordable, connected, efficient, and easy to use transit system that attracts all rider types and integrates all modes.

| | | | | | | |
|-----|---|---|--|--------------------------|------------------------|-------------------------|
| KEY |  \$0 - \$100,000 |  \$100,000-\$500,000 |  \$500,000+ | Short-term: 2018-2021 | Mid-term: 2022-2025 | Long-term: 2026-2028 |
|-----|---|---|--|--------------------------|------------------------|-------------------------|

Objective 2: Improve multimodal connectivity.

Performance Measure:





- Number of infrastructure projects completed annually at, or adjacent to, bus stops/transfer facilities






Desired Trend:



Baseline: 3 projects

Goal: Implementation of pedestrian and bicycle infrastructure improvement projects in accordance with the Regional Transportation Plan

| Strategies | | Timeframe | Cost |
|------------|---|-----------|---|
| Strategy 1 | Expand bus stop standards in <i>GVT Policies and Procedures Manual</i> and develop process to prioritize stop improvements. | Short |  |
| Strategy 2 | Update contract for shelter/bench advertising vendor to ensure congruency with updated bus stop standards and improvement priorities. | Short |  |
| Strategy 3 | Apply for grant funding for sidewalk and bicycle infrastructure improvements (in coordination with local partners as appropriate). | Ongoing |  |
| Strategy 4 | Continue coordinating with city and county staff to integrate transit service and facilities in the development review process (e.g., integrate upgrading bus stops and connections to into development standards). | Ongoing |  |

| | | | |
|---|--|---|--|
| Strategy 5 | Research and identify opportunities for implementation of a Transit Overlay District | Long, ongoing |  |
|  | Mobility Goal: An affordable, connected, efficient, and easy to use transit system that attracts all rider types and integrates all modes. | | |
| KEY |  \$0 - \$100,000 |  \$100,000-\$500,000 |  \$500,000+ |
| | | Short-term: 2018-2021 | Mid-term: 2022-2025 |
| | | | Long-term: 2026-2028 |

Objective 3: Provide efficient and cost-effective transit service.

Performance Measures:

- Fixed-route boardings per revenue hour
- Paratransit/Dial-A-Ride (DAR) boardings per revenue hour

Desired Trend:






Baseline:

Fixed-route – 14 boardings/hour
Paratransit/DAR – 2 boardings/hour

Goal:

Fixed route – 20 boardings/hour
Paratransit/DAR – 3.5 boardings/hour

| Strategies | | Timeframe | Cost |
|------------|---|-----------|---|
| Strategy 1 | Review current GVT <i>Policies and Procedures Manual</i> and make changes as appropriate to provide guidance on service changes, operational standards, infrastructure improvements, etc. | Short |  |
| Strategy 2 | Establish regular service change schedule and conduct public review process as identified. | Short |  |
| Strategy 3 | Conduct annual evaluation of system and modify service as appropriate to increase efficiency. | Ongoing |  |



Collaboration

Goal: A strong community partner that works collaboratively with public, private, and non-governmental organizations.

| | | | | | | |
|-----|---|---|--|--------------------------|------------------------|-------------------------|
| KEY |  \$0 - \$100,000 |  \$100,000-\$500,000 |  \$500,000+ | Short-term: 2018-2021 | Mid-term: 2022-2025 | Long-term: 2026-2028 |
|-----|---|---|--|--------------------------|------------------------|-------------------------|

Objective 1: Increase partnerships to leverage service provision and public and private funds.







Performance Measure:

- **Number of active community partners**

Desired Trend: 

Baseline: 62 partners

Goal: 5% annual increase
(3 additional partners/year)

| Strategies | | Timeframe | Cost |
|------------|---|----------------|---|
| Strategy 1 | Work with CDOT to identify opportunities for pass integration and mobile ticketing. | Short |  |
| Strategy 2 | Coordinate with Business Improvement Districts to identify opportunities for service enhancement and funding partnerships. | Short, ongoing |  |
| Strategy 3 | Collaborate with CMU to identify best practices and opportunities for service from the campus to key activity centers (e.g., downtown, mall, etc.). | Ongoing |  |
| Strategy 4 | Work with CDOT to coordinate Bustang (Grand Junction – Glenwood Springs - Denver) and Bustang-Outrider (Grand Junction - Durango) schedules with GVT. | Short, ongoing |  |
| Strategy 5 | Continue reaching out to CMU Sustainability Practices Program to identify potential partnership opportunities (e.g., special project on GVT and how it contributes to sustainability of the region). | Ongoing |  |
| Strategy 6 | Research and identify partnership opportunities to implement pilot projects to test the use of shared-use mobility platforms to augment existing GVT service (e.g., partner with taxi company, Uber or Lyft). | Short, ongoing |  |



Economic & Community Vitality

Goal: A transit system that supports jobs, recreation, and overall community well-being.

KEY  \$0 - \$100,000  \$100,000-\$500,000  \$500,000+

Short-term:
2018-2021

Mid-term:
2022-2025

Long-term:
2026-2028

Objective 1: Improve access to recreational opportunities.

Performance Measures:

- Fixed-route cost per boarding
- Paratransit/Dial-A-Ride (DAR) cost per boarding

Desired Trend:






Baseline:

\$3.92/boarding - Fixed-route
\$27.13/boarding - Paratransit/DAR

Goal:



<\$4.00/boarding - Fixed-route
\$25/boarding - Paratransit/DAR

| Strategies | | Timeframe | Cost |
|------------|--|-----------|---|
| Strategy 1 | Determine viability of implementing special event/charter transit service to Country Jam, JUCO, etc. | Short |  |
| Strategy 2 | Coordinate with partner agencies (e.g., forest service, parks and recreation, Department of Health and Human Services) to determine need/viability of providing transit service to trail heads and recreational amenities. | Long |  |
| Strategy 3 | Work with the Horizon Business Improvement District to identify opportunities for possible recreation-based transportation services. | Long |  |



Economic & Community Vitality

Goal: A transit system that supports jobs, recreation, and overall community well-being.

| | | | | | | |
|-----|---|---|--|--------------------------|------------------------|-------------------------|
| KEY |  \$0 - \$100,000 |  \$100,000-\$500,000 |  \$500,000+ | Short-term: 2018-2021 | Mid-term: 2022-2025 | Long-term: 2026-2028 |
|-----|---|---|--|--------------------------|------------------------|-------------------------|

Objective 2: Increase access to employment and the use of the employer pass program.

Performance Measures:

- Number of employer partners and pass participants
- Number of accessible jobs by GVT

Desired Trend:






Baseline:

45 active pass program participants
34,767 accessible jobs

Goal:


5% annual increase in pass program participants
5% annual increase in accessible jobs

| Strategies | | Timeframe | Cost |
|------------|--|-----------|---|
| Strategy 1 | Allocate resources to additional staffing (e.g., mobility manager) for marketing and outreach to local businesses and partners. | Ongoing |  |
| Strategy 2 | Expand outreach and marketing efforts to large employers and employers that promote a culture that emphasizes active lifestyles and wellness for their employees (e.g., employer transit fairs). | Ongoing |  |
| Strategy 3 | Continue to participate in Colorado Bike to Work month activities in June to initiate conversations with potential choice riders. | Ongoing |  |



Economic & Community Vitality

Goal: A transit system that supports jobs, recreation, and overall community well-being.

KEY  \$0 - \$100,000  \$100,000-\$500,000  \$500,000+

Short-term:
2018-2021

Mid-term:
2022-2025

Long-term:
2026-2028

Objective 3: Increase visitor awareness and use of GVT.

Performance Measures:

- Number of marketing materials distributed annually
- Number GVT website visits from people outside of the Grand Valley annually
- Number of presentations made to groups and/or open houses annually

Desired Trend:






Baseline:

400 maps distributed
12,173 website visits
1 presentation

Goal:

800 maps and marketing materials distributed
2% annual increase in website visits
4 presentations

| Strategies | | Timeframe | Cost |
|------------|---|----------------|---|
| Strategy 1 | Work with Visit Grand Junction to distribute information about GVT services. | Short, ongoing |  |
| Strategy 2 | Develop and implement a promotional campaign to market GVT connectivity to key destinations (hotel lobby flyers, ads in visitor magazines, etc.). | Short, ongoing |  |
| Strategy 3 | Provide reduced-cost transit passes to hotels and visitor center to encourage transit use. | Mid, ongoing |  |



System Preservation & Safety

Goal: A safe, financially sustainable transit system operating in a state of good repair.

| | | | | | | |
|-----|---|---|--|--------------------------|------------------------|-------------------------|
| KEY |  \$0 - \$100,000 |  \$100,000-\$500,000 |  \$500,000+ | Short-term: 2018-2021 | Mid-term: 2022-2025 | Long-term: 2026-2028 |
|-----|---|---|--|--------------------------|------------------------|-------------------------|

Objective 1: Identify and secure additional funding to maintain current service levels.

Performance Measure:

- Farebox recovery

Desired Trend:







Baseline:

13% farebox recovery

Goal:

20% farebox recovery

| Strategies | | Timeframe | Cost |
|------------|---|-----------|---|
| Strategy 1 | Develop outreach approach to Initiate conversations with county/local officials and staff about current and future funding (limitations, sales tax increase, etc.). | Short |  |
| Strategy 2 | Assess pass and fare structure, ensure price points are met (i.e., period pass that costs less than \$45) | Short |  |
| Strategy 3 | Explore the interest and/or viability of creating a regional transit entity, dedicated sales tax, or property tax. | Mid |  |
| Strategy 4 | Identify next steps, if needed, to move forward with potential funding strategy. | Mid/Long |  |



System Preservation & Safety

Goal: A safe, financially sustainable transit system operating in a state of good repair.

| | | | | | | |
|-----|---|---|--|--------------------------|------------------------|-------------------------|
| KEY |  \$0 - \$100,000 |  \$100,000-\$500,000 |  \$500,000+ | Short-term: 2018-2021 | Mid-term: 2022-2025 | Long-term: 2026-2028 |
|-----|---|---|--|--------------------------|------------------------|-------------------------|

Objective 2: Maximize the useful life of capital/rolling stock and secure funding to meet fleet replacement and expansion needs.

Performance Measure:

- Percent of fleet in a minimum of good or fair condition

Desired Trend:






Baseline:

80% of fleet

Goal:

65%* of fleet

*CDOT performance measure target

| Strategies | | Timeframe | Cost |
|------------|---|-----------|---|
| Strategy 1 | Continue prioritizing GVT's vehicle maintenance program. | Ongoing |  |
| Strategy 2 | Continued implementation of Transit Asset Management plan | Ongoing |  |
| Strategy 3 | Pursue grant funds for capital and rolling stock replacement and expansion needs. This includes the identification of local matching funds. (FTA 5339 Bus and Bus Related Equipment Facilities and Low-No Programs) | Ongoing |  |



System Preservation & Safety

Goal: A safe, financially sustainable transit system operating in a state of good repair.

| | | | | | | |
|-----|--------------------|------------------------|---------------|--------------------------|------------------------|-------------------------|
| KEY | \$ \$0 - \$100,000 | \$ \$100,000-\$500,000 | \$ \$500,000+ | Short-term: 2018-2021 | Mid-term: 2022-2025 | Long-term: 2026-2028 |
|-----|--------------------|------------------------|---------------|--------------------------|------------------------|-------------------------|

Objective 3: Provide safe and secure transit service.

Performance Measure:

- Revenue miles between preventable accidents

Desired Trend:



Baseline:
60,000 miles
Goal:
75,000 miles

| Strategies | | Timeframe | Cost |
|------------|---|-----------|------|
| Strategy 1 | Continue safety/security training and drug and alcohol screening to meet or exceed FTA standards. | Ongoing | \$ |
| Strategy 2 | Track incidents and miles between preventable accidents; take corrective action as needed. | Ongoing | \$ |
| Strategy 3 | Utilize existing security cameras at transfer facilities and on buses to inform improvements. | Ongoing | \$ |
| Strategy 4 | Continue partnership with Mesa County sheriff's Office to deter crime and monitor safety and security of vehicles and facilities. | Ongoing | \$ |



Education & Outreach

Goal: A public that is informed and educated about GVT service and the mobility options it provides for all trip types and populations.

| | | | | | | |
|-----|---|---|--|--------------------------|------------------------|-------------------------|
| KEY |  \$0 - \$100,000 |  \$100,000-\$500,000 |  \$500,000+ | Short-term: 2018-2021 | Mid-term: 2022-2025 | Long-term: 2026-2028 |
|-----|---|---|--|--------------------------|------------------------|-------------------------|

Objective 1: Increase the general public's awareness of GVT and the services available.

Performance Measure:

- Choice riders as a percent of total annual boardings

Desired Trend:






Baseline:

9% choice riders

Goal:

13% choice riders

| Strategies | | Timeframe | Cost |
|------------|---|-----------|---|
| Strategy 1 | Determine viability of allocating resources to additional staffing for marketing and outreach (e.g., mobility manager). | Ongoing |  |
| Strategy 2 | Update and implement a strategic annual marketing and outreach strategy (social media, advertising, printed materials, etc.). | Ongoing |  |
| Strategy 3 | Research and monitor emerging technologies; utilize marketing strategies and tools as appropriate. | Ongoing |  |



Education & Outreach

Goal: A public that is informed and educated about GVT service and the mobility options it provides for all trip types and populations.

| | | | | | | |
|-----|---|---|--|--------------------------|------------------------|-------------------------|
| KEY |  \$0 - \$100,000 |  \$100,000-\$500,000 |  \$500,000+ | Short-term: 2018-2021 | Mid-term: 2022-2025 | Long-term: 2026-2028 |
|-----|---|---|--|--------------------------|------------------------|-------------------------|

Objective 2: Increase ease of access and distribution of information to existing and new riders.

Performance Measure:

- Number of annual SPOT and GVT website visits

Desired Trend:



Baseline:





11,583 – SPOT

23,026 – GVT website

Goal:

2% annual increase – SPOT

2% annual increase – GVT website

| Strategies | | Timeframe | Cost |
|------------|--|-----------|---|
| Strategy 1 | Create a systematic approach to updating and distributing service schedules and maps and implement. | Short |  |
| Strategy 2 | Continue to coordinate with Brochure Express to stock brochure racks with GVT materials | Ongoing |  |
| Strategy 3 | Continue advertising GVT services and programs on buses and at transfer facilities (flyers, website, etc.) | Ongoing |  |
| Strategy 4 | Develop an ongoing distribution schedule to provide materials at key human service agencies, medical facilities, employers, etc., and implement. | Ongoing |  |

Governance and Funding

Current GVT Organizational Structure

The Grand Valley Regional Transportation Planning Office (RTPO), an extension of Mesa County, administers the state and federally mandated planning activities for the Grand Valley Metropolitan Planning Organization (MPO), the Mesa County Transportation Planning Region (TPR), and the Grand Valley Transit (GVT) system. The policy making body for the RTPO is the Grand Valley Regional Transportation Committee (GVRTC), which is composed of a single elected representative from Mesa County, Grand Junction, Fruita, and Palisade. GVT receives urbanized area transit funding from the Federal Transit Administration (FTA) and funding is also allocated annually to GVT from Mesa County, Grand Junction, Fruita, and Palisade’s general fund.



Governance Structures

Many successful transit agencies and districts in the State of Colorado operate under the auspices of a Regional Transportation Authority (RTA), such as Eagle County Regional Transportation Authority and Roaring Fork Transportation Authority. Under Colorado law (§§ 43-4-601 et seq., Colorado Revised Statute), municipalities, counties, and special districts can join together to create a Regional Transportation Authority (RTA) to address transportation needs within a specific geographic region. As state law allows RTAs to collect funds and allocate for transportation services, GVT may want to consider this option to help stabilize and/or increase funding of its services.

Establishment & Authority of RTAs

Must be approved by the voters within the boundaries of the district and submitted to the Colorado Department of Transportation for approval

RTAs have the authority, through a board, to finance, construct, operate, or maintain regional transportation systems within or outside their boundaries.

RTAs must be governed by a board of directors with at least five elected officials from the members of the combination of governments, and must include at least one elected official from each member.

An RTA board may adopt bylaws, make and pass orders and resolutions necessary for the governance of the authority, maintain offices and hire employees, and amend the contract that created the authority.

State law authorizes RTAs to establish, collect, and increase or decrease tolls, rates, and charges to finance a transportation system.

Funding Mechanisms for RTAs

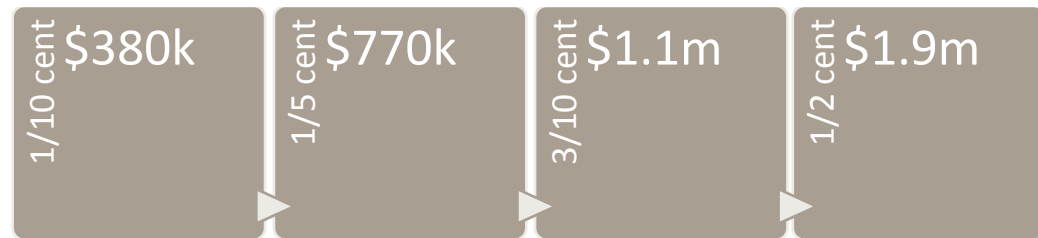
| Mechanism | Description | Examples |
|--|--|--|
| Sales or Use Tax | RTAs may levy a sales or use tax, or both, of not more than 1 percent upon every transaction with respect to which a sales or use tax is levied by the state. | <ul style="list-style-type: none"> ▪ Gunnison Valley RTA – 1.0% sales tax ▪ Roaring Fork Transportation Authority – 0.4% to 1.0% sales and use tax ▪ San Miguel Authority for Regional Transportation – 0.25% sales tax ▪ South Platte Valley Regional Transportation Authority – 0.1% sales tax, 0.1% use tax |
| Annual Motor Vehicle Registration Fee | RTAs may impose an annual motor vehicle registration fee of not more than \$10 for each motor vehicle registered within any or all portions of the RTA boundaries | N/A |
| Visitor Benefit Tax | RTAs may levy a visitor benefit tax on those purchasing overnight rooms or accommodations within the RTA's boundaries. The visitor benefit tax may not exceed 2 percent of the price of the overnight room or accommodation. At least 75 percent of the revenue derived from the tax must be used by the RTA to finance, construct, operate, and maintain the RTA's regional transportation system and to provide incentives to overnight visitors to use public transportation. | N/A |
| Mill Levy | RTAs may impose a uniform mill levy of up to five mills on all taxable property within the territory of the authority. Imposing such a levy does not affect the power of an authority to establish Local Improvement Districts and impose special assessments. | <ul style="list-style-type: none"> ▪ San Miguel Authority for Regional Transportation - 0.75 mills |
| Regional Transportation Activity Enterprises | RTAs may establish one or more enterprises. The enterprise must be owned by the entire authority and may not be combined with another enterprise owned by a separate RTA. Enterprises may issue or reissue revenue bonds, and contract with other governmental or private entities for loans and grants related to the enterprise's functions. | N/A |
| Bonds | Pursuant to a resolution of its board, an RTA may issue bonds for any of its corporate purposes. | N/A |

Additional Funding Options

GVT funding sources include the Federal Transit Administration, Mesa County, and farebox revenues. Given this funding scenario, the local economy and the municipalities local budgeting process strongly impact GVT revenues. While GVT would still be impacted by the local economy, a dedicated sales or property tax for transit could improve the stability of the agency. Any sales tax or property tax would have to be approved by a vote of the people.

Sales Tax. A dedicated transit sales tax is a way to generate additional revenue for transit. Increasing the sales tax above the 2% the County collects today would require a vote of the people. If this type of funding was pursued, GVT could request funding for only the Strategic Plan initiatives in this plan or the identified initiatives plus the current services operated by GVT today. The chart at right provides an estimate of the revenue potential under several scenarios.

Potential County Generated Annual Revenue by Sales Tax Rate



Property Tax. A dedicated transit property tax is a way to generate additional revenue for transit. Increasing the property tax above the 1.45% the County collects today, would require a vote of the people. If this type of funding were pursued, GVT could request funding for only the Strategic Plan initiatives identified in this plan or the identified initiatives plus the current services operated by GVT. The chart at right provides an estimate of the revenue potential under several scenarios.

Potential County Generated Annual Property Tax Revenue



Partnerships. GVT works closely with the school district, major employers, human service agencies, and others to ensure that service is meeting the needs of their students, employees, and clients. Moving into the future, GVT should continue to look for opportunities to partner with the private sector, including agencies, transportation network companies, and others. As each opportunity will be unique, funding will be highly variable depending on the partnership and service(s) provided.

This page intentionally left blank.



Appendices

This page intentionally left blank.



Appendix A

Public Engagement Summary

This page intentionally left blank.



Grand Valley Transit Strategic Plan

Existing Conditions Public Engagement Summary

Introduction

For the strategic plan recommendations to be successfully implemented, they must be supported by both GVT riders and the larger community, including community leaders and members of the public. This means that recommendations must reflect the community's values, concerns, principles, and priorities, both expressed and implicit. Recommendations must be viewed as the outcome of a community process based on informed discussion of trade-offs and transparent decision making. To achieve this, the team provided a variety of ways for the public to participate and provide comment throughout May, June and July 2017.

Existing System Assessment

The first phase of the project included an assessment of the existing conditions of the Grand Valley Transit (GVT) network and conversations around what the future should bring for GVT. This phase included the following outreach efforts:

Focus Group Meetings

Two focus group meetings were held in May 2017. The first included representatives of existing transit users, such as social service agency and healthcare organization personnel; and the second was focused on choice riders and included representatives from Colorado Mesa University and large employers from the community. Each meeting included an overview of the Grand Valley Transit Strategic Planning process and a facilitated discussion covering key questions intended to glean insights on the existing and future transit system from the two different groups' perspectives.

The two meeting attendees had very different opinions about the future of GVT, but had some similar views of the current services. Both groups noted the value transit provides to the community's transit dependent populations and acknowledged the challenges GVT encounters serving such a spread-out community.

Focus Group #1 – Representatives of Existing Users

The following key themes emerged from the discussion with representatives from social service and healthcare organizations:

- Sunday service is needed
- Later evening service is needed
- Regional connections are needed
- Fare prices, especially transfers, are prohibitive to some users
- Travel training/system understanding would be beneficial
- First and last mile access and connectivity need improvement
- Technology barriers exist for some users, especially senior and low-income populations

Focus Group #2 – Choice Riders

Conversely, the representatives of the choice rider population had more opportunistic themes, as follows:

- Need for employment shuttles (especially from Clifton to Horizon Drive)
- Opportunity for festival/special event shuttles
- Service from Horizon Drive to Downtown is needed
- Opportunity for recreational shuttles (trail heads, etc.)
- Increased frequencies are needed – especially during peak periods

Pop-up Meetings

A series of pop-up meetings were held in June, in locations throughout the community to allow for a broad cross-section of attendees and viewpoints to be captured. Three pop-up meetings were hosted at GVT transfer facilities and a fourth pop-up meeting was hosted outside of Main Street Bagels at 559 Main Street in Grand Junction. A press release was distributed by Mesa County to inform the public about the meetings and to direct people to the project website as another way to provide input.

Each pop-up meeting included informational posters, a handout, and comment card as shown in **Figures 1-4**. In addition, attendees were asked to describe GVT now and in 10 years and vote for their highest priority improvement for the transit system, as shown on **Figure 5**. The posters and handouts were also posted at GVT transfer facilities between mid-June and mid-July.



Figure 1 – Project Overview Poster

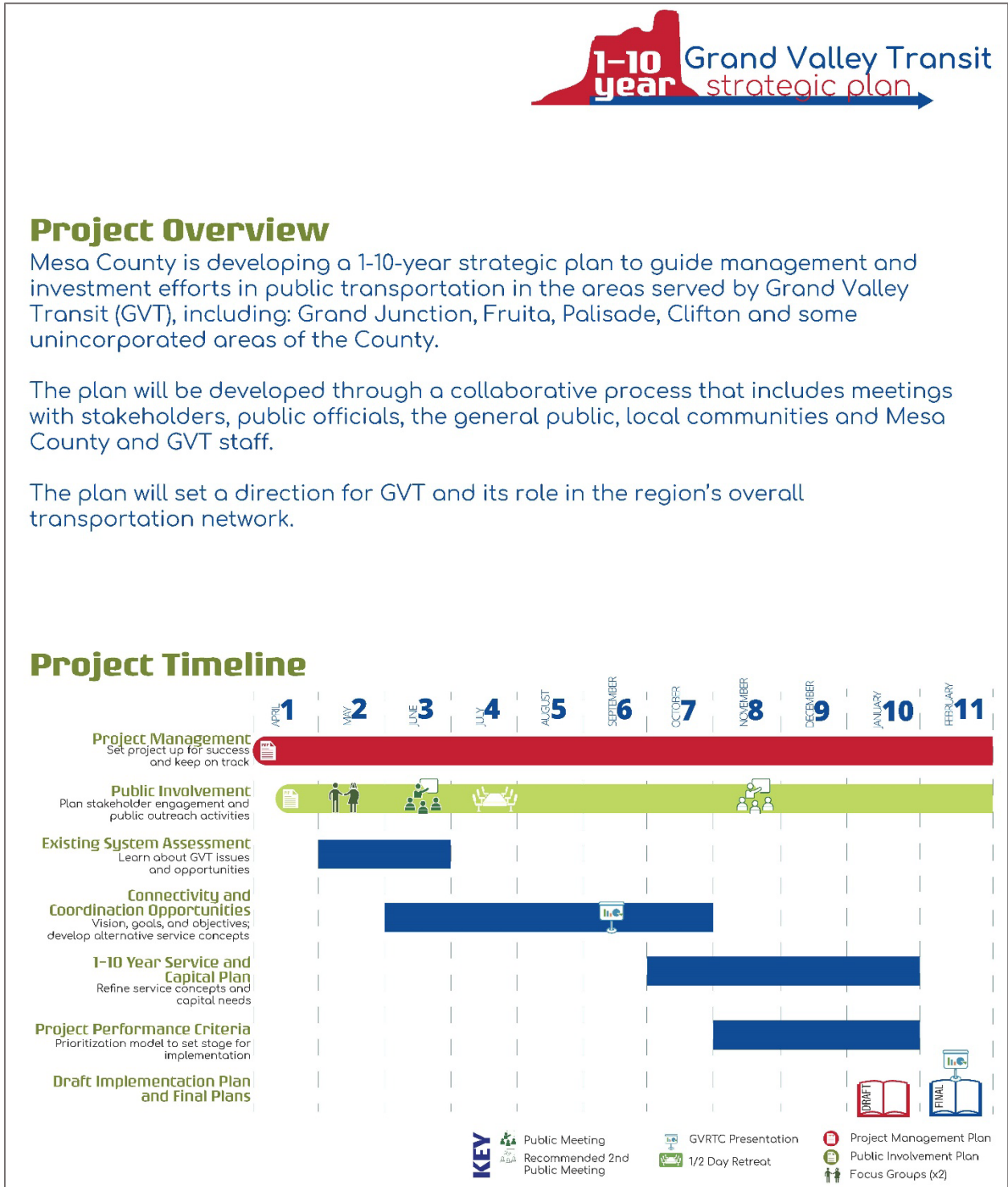


Figure 2 – Community Characteristics Poster

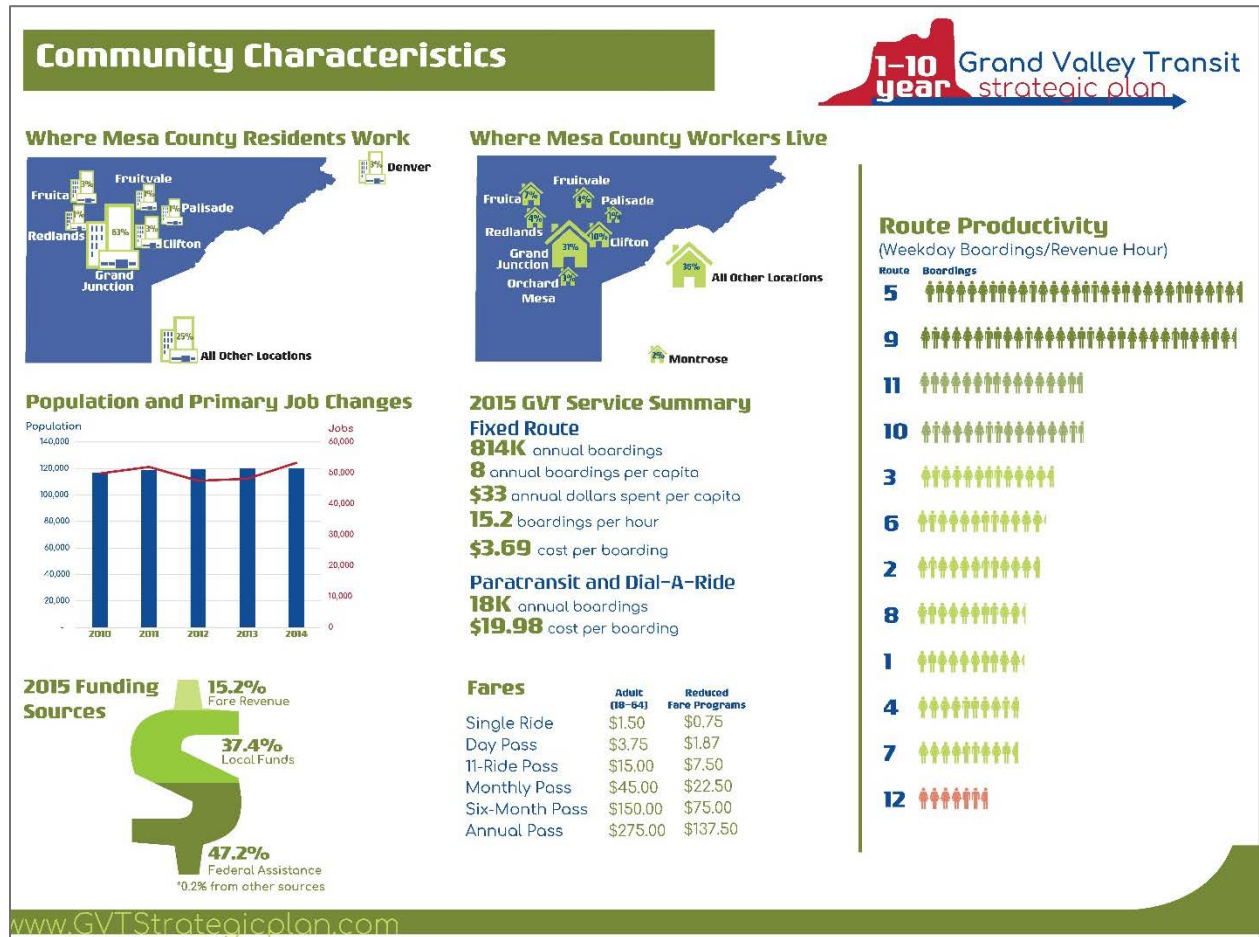




Figure 3 – Project Overview Handout

 A handout graphic with a red top half and a blue bottom half. The red section contains text about Mesa County's transit system goals. The blue section contains the title "PLANNING FOR THE FUTURE. GVT 10-YEAR STRATEGIC PLAN." and a call to action. A photograph of a transit bus decorated with American flags is positioned on the right side of the red section.

As Grand Junction grows and changes, Mesa County wants to make sure that our transit system is reflective of the values, needs, and vision of our residents, employees, students, and visitors.

Grand Valley Transit 1-10 year strategic plan

Tell us what you think about Grand Valley Transit and the future of transit in Mesa County.

Go to www.GVTstrategicPlan.com to provide your comments on an interactive map, get project updates, and view documents and plans.

PLANNING FOR THE FUTURE. GVT 10 - YEAR STRATEGIC PLAN.

Figure 4 - Comment Card

Thank you for your interest in the future of Grand Valley Transit! Please take a moment to tell us what you think about GVT services and your vision for the future.



Comments:

Please provide your email for periodic project updates: _____



Figure 5- Grand Valley Transit Now and In the Future

Three Words to Describe
GVT TODAY?

Three Words to Describe
GVT IN 10 YEARS?

WE'VE BEEN LISTENING! Top requests from the community are listed below and now we want to hear from you! Please place a dot next to the improvement that is most important to you.

- _____ Add Sunday service
- _____ Extend service hours
- _____ Consider regional connections
- _____ Increase sidewalk infrastructure to access bus stops (first and last-mile connections)
- _____ Eliminate transfer fares
- _____ Increase service frequency
- _____ Improve travel speed
- _____ Improve marketing and information
- _____ Other

www.GVTStrategicplan.com

GVT Today and in 10 Years

Attendees at the pop-up meetings were asked to provide 3 words to describe GVT today and in 10 years. The most common words used to describe GVT today included:

- **Late** - Attendees noted that buses are frequently late and prevent transfers to other routes
- **Sunday** - Attendees indicated their interest in extending service to include Sundays
- **Expensive** – Attendees indicated their frustration with fares being required for transfers to other routes
- **Great and awesome** – Attendees used words like great and awesome to describe drivers

Some of the most common words used to describe GVT in 10 years included:

- **Later** – Attendees indicated an interest to have extended service hours to ensure shift workers can utilize the services
- **Frequent** – Attendees indicated their interest in having more frequent transit service
- **Sunday** – Attendees reiterated the interest in GVT extending service to Sundays

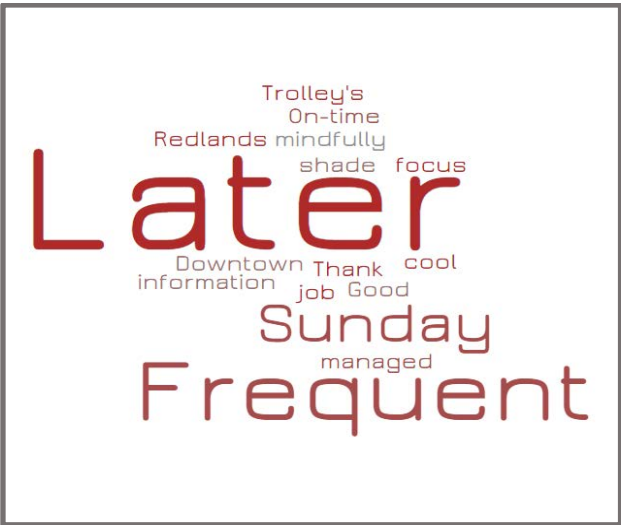
- **Cool** – Attendees indicated their interest in transit becoming more “cool” or socially accepted in the future with a renewed focus on downtown and potential for new services, such as a trolley

The word clouds below show the range of responses from participants.

Words Describing GVT Today

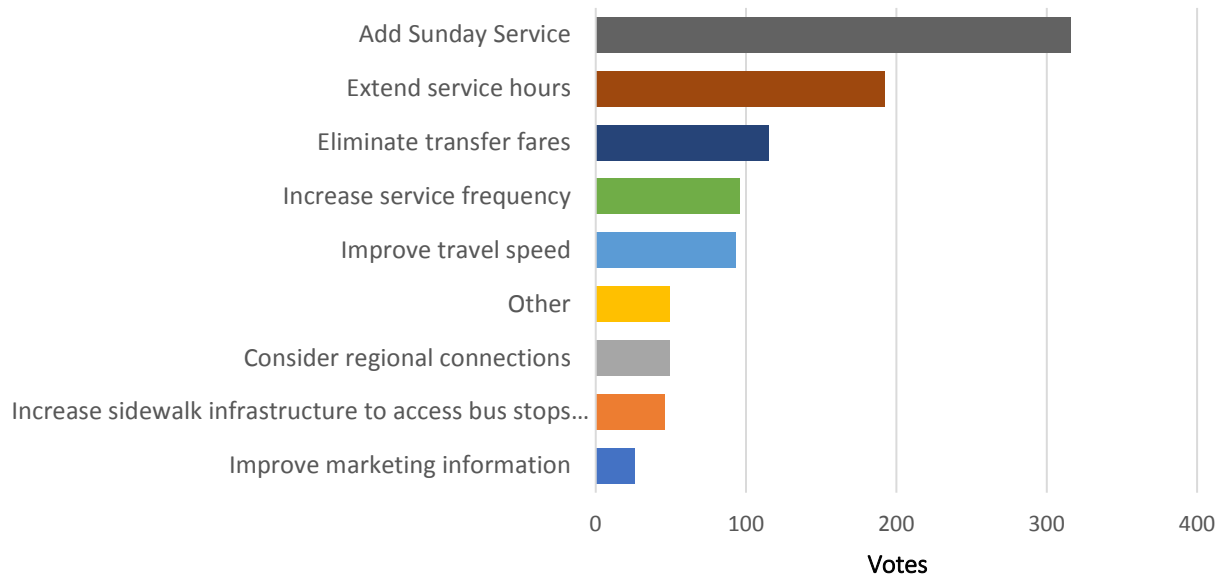


Words Describing GVT in 10 Years



Participants were also asked to vote for potential improvements to GVT services. The list of options came from previous survey results and common requests by GVT users. **Figure 6** below displays the most common service improvements identified and voting results by attendees of the pop-up meetings and/or visitors at the Downtown and West Transfer Facilities.

Figure 6– Transit System Improvement Voting Results





The addition of Sunday service received the most votes, followed by extended service hours. The elimination of transfer fares, increased service frequency and improved travel speed were the next highest priorities. The “Other” improvements identified include a variety of things, such as: expanded service to the Redlands neighborhood and other areas to increased amenities at bus stops. The improvements that received the least votes were the consideration of regional connections, improved sidewalk infrastructure connecting to bus stops and improved marketing information.



Appendix B

Existing Conditions Assessment

This page intentionally left blank.



GRAND VALLEY TRANSIT 1-10 YEAR STRATEGIC PLAN

Existing Conditions Assessment

Prepared for:

Grand Valley Transit
525 S. 6th Street, 2nd Floor
Grand Junction, CO 81501

Prepared by:

Felsburg Holt & Ullevig
6300 South Syracuse Way, Suite 600
Centennial, CO 80111

(303) 721-1440

Principal-in-Charge: Holly Buck, PE, PTP
Project Manager: Cady Dawson
Project Planner: Emma Belmont, AICP

In association with:

Nelson\Nygaard

FHU Reference No. 17-039-01

July 17, 2017

This page intentionally left blank.



Table of Contents

1. Community Profile 1
 Population and Employment 1
 Travel Patterns 2
 Demographic Characteristics 3
 Related Plan Summaries 14
 Grand Valley Transit Operational, Route and Schedule Analysis (2016) 14
 Mesa County 2040 Regional Transportation Plan Update (2014) 14
 Mesa County Coordinated Transit and Human Services Transportation Plan (2014) 14
 Clifton Pedestrian Circulation Study (2006) 14
 City of Grand Junction Comprehensive Plan (2009) 15
 Clifton/Fruitvale Community Plan (2006, amended in 2011) 15
 Fruita Community Plan (2008) 16
 Fruita Traffic Calming, Pedestrian and Bicycle Plan (1999) 16
 Fruita Parks, Open Space and Trails Master Plan (2009) 16
 Mesa County Master Plan (1996, amended in 2016) 16
 2. Existing Transit Service 17
 Service Overview 17
 Major Activity Centers 17
 Fixed Route Services 17
 Service Levels 20
 System Ridership and Productivity 21
 Schedule Statistics 21
 Historical Ridership 23
 Fares 23
 3. Funding Overview 25
 Funding Snapshot 25
 4. Transit Centers 26
 Downtown Transfer Facility 26
 West Transfer Facility 27
 Clifton Transfer Station 27
 Transfer Facility Connections 28

| | | |
|-----|----------------------------------|----|
| 5. | Assets | 29 |
| | Vehicles | 29 |
| | Bus Stops..... | 30 |
| 6. | Route Ridership Comparison | 31 |
| | Weekday Ridership | 31 |
| | Saturday Ridership..... | 32 |
| 7. | Route Profiles..... | 33 |
| | Route 1 - Airport | 33 |
| | Route 2 - Patterson Road..... | 34 |
| | Route 3 - Orchard Avenue | 35 |
| | Route 4 - Palisade | 36 |
| | Route 5 - Midtown..... | 37 |
| | Route 6 - Orchard Mesa | 38 |
| | Route 7 - College Connector..... | 39 |
| | Route 8 - Fruita | 40 |
| | Route 9 - North Avenue..... | 41 |
| | Route 10 - Clifton..... | 42 |
| | Route 11 - Shopping Malls..... | 43 |
| | Route 12 - Northwest | 44 |
| 8. | Transit System Scorecard..... | 45 |
| | Schedule Reliability | 45 |
| | Running Times..... | 45 |
| | Time Points..... | 45 |
| | Deviations..... | 45 |
| | Bus Pullouts..... | 45 |
| | On-time Performance | 45 |
| 9. | Previous Public Input | 46 |
| | “What’s Been Heard” | 46 |
| 10. | How GVT Stacks Up..... | 47 |
| | Community Context..... | 47 |
| | Service Characteristics | 47 |
| | Financial Characteristics | 47 |

| | |
|-------------------------------|----|
| 11. Key Findings | 48 |
| Service Coverage..... | 48 |
| Service Directness..... | 48 |
| Service Span..... | 48 |
| Service Frequencies | 48 |
| Timepoints and Layovers | 48 |
| Transfer Facilities | 48 |
| Saturday Ridership..... | 48 |
| Bus Stop Amenities | 49 |
| Service Enhancements..... | 49 |

List of Figures

| | |
|---|----|
| Figure 1. Mesa County Urbanized Area | 1 |
| Figure 2. Population and Primary Job Changes (between 2010 and 2014)..... | 2 |
| Figure 3. Mesa County Urbanized Area Population | 2 |
| Figure 4. Where Mesa County Residents Work..... | 3 |
| Figure 5. Where Mesa County Workers Live | 3 |
| Figure 6. Density of Low-Income Populations | 5 |
| Figure 7. Density of Older Adults (65+)..... | 6 |
| Figure 8. Density of Households with Zero Vehicles | 7 |
| Figure 9. Density of Persons with Disabilities | 8 |
| Figure 10. Overall Transit Propensity Index..... | 9 |
| Figure 11. 2010 Population Density..... | 10 |
| Figure 12. 2040 Population Density..... | 11 |
| Figure 13. 2010 Employment Density..... | 12 |
| Figure 14. 2040 Employment Density..... | 13 |
| Figure 15. Major Activity Centers | 18 |
| Figure 16. GVT Fixed-Route Transit System..... | 19 |
| Figure 17. Monthly Boardings by Route | 22 |
| Figure 18. Route Layover | 23 |
| Figure 19. Historical System Ridership | 23 |
| Figure 20. Transfer Facilities | 26 |
| Figure 21. Fixed-Route Vehicle Lifespan Summary | 30 |
| Figure 22. Weekday Boardings and Weekday Boardings/Revenue Hour | 31 |
| Figure 23. Saturday Boardings and Saturday Boardings/Revenue Hour..... | 32 |



List of Tables

Table 1. Service Levels 20

Table 2. Monthly Ridership by Route..... 21

Table 3. GVT Fare Structure 24

Table 4. 2015 Operating Expenses..... 25

Table 5. Route Layover Times 28

Table 6. Vehicle Summary..... 29

Table 7. Route 1 Summary 33

Table 8. Route 2 Summary 34

Table 9. Route 3 Summary 35

Table 10. Route 4 Summary 36

Table 11. Route 5 Summary 37

Table 12. Route 6 Summary 38

Table 13. Route 7 Summary 39

Table 14. Route 8 Summary 40

Table 15. Route 9 Summary 41

Table 16. Route 10 Summary 42

Table 17. Route 11 Summary 43

Table 18. Route 12 Summary 44

Table 19. Service Area – Population 47

Table 20. Service Area – Square Miles 47

Table 21. System Ridership 47

Table 22. Annual Revenue Miles..... 47

Table 23. Funding Per Capita 47

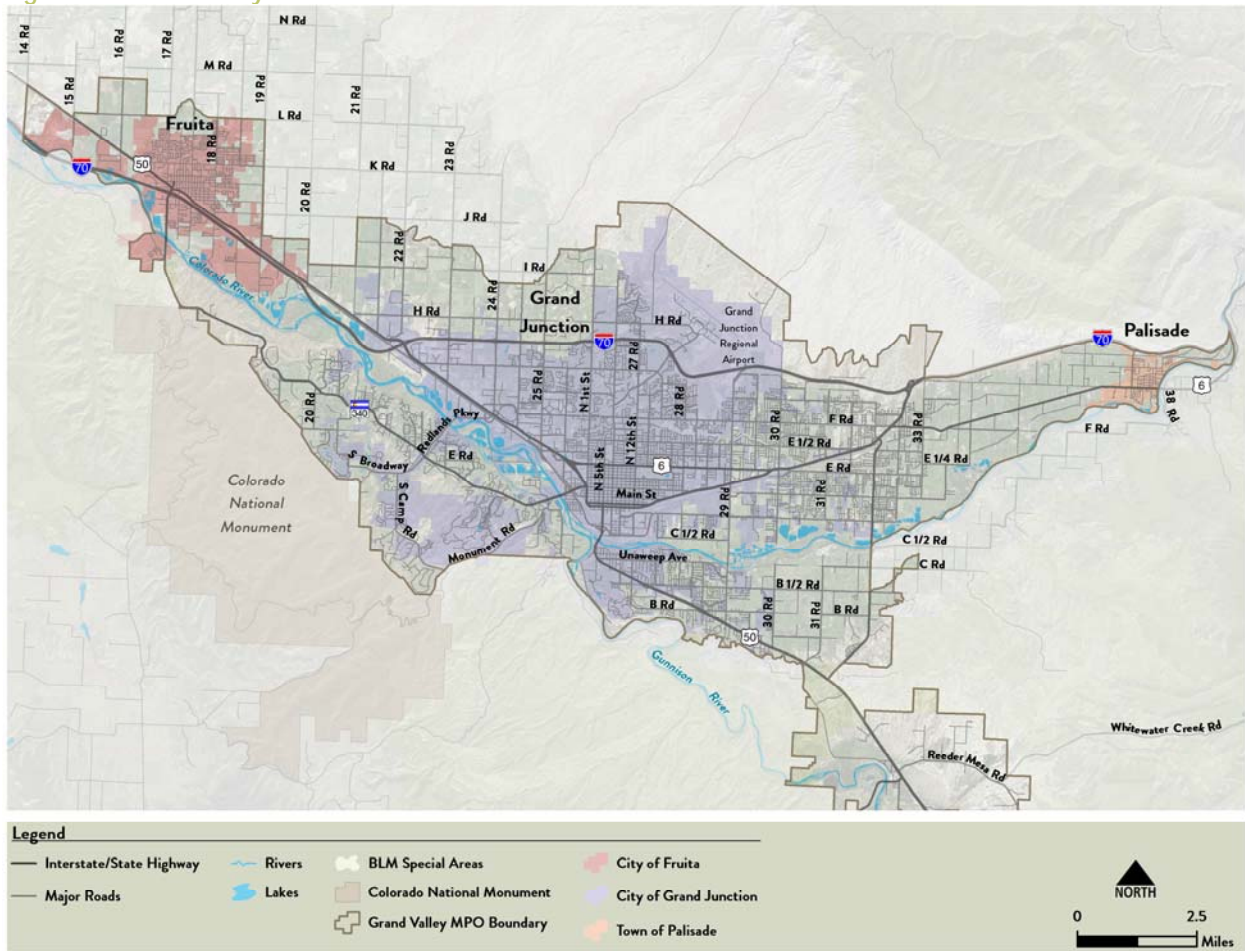
Table 24. Operating Expense Per Unlinked Trip – Fixed Route 47

Table 25. Operating Expense Per Unlinked Trip – Demand Response..... 47

1. Community Profile

Grand Valley Transit (GVT) serves the urbanized areas of Mesa County, which includes the City of Grand Junction, the towns of Fruita and Palisade, and the unincorporated communities of Clifton, Fruitvale, Redlands and Orchard Mesa. Grand Junction is the largest community, followed by Clifton, Fruita, Redlands, Fruitvale, Orchard Mesa, and finally Palisade. Grand Junction is the regional hub for many surrounding smaller communities such as Montrose and Delta.

Figure 1. Mesa County Urbanized Area



Population and Employment

Population growth in the area remains low at 0.7% growth between 2010 and 2015, compared to the state which was 7.5% for the same timeframe. The economy has been less stable than area population, with a 2% drop between 2010 and 2012, and then a rebound for an overall growth rate of 1.6% between 2010 and 2014.

Figure 2. Population and Primary Job Changes (between 2010 and 2014)

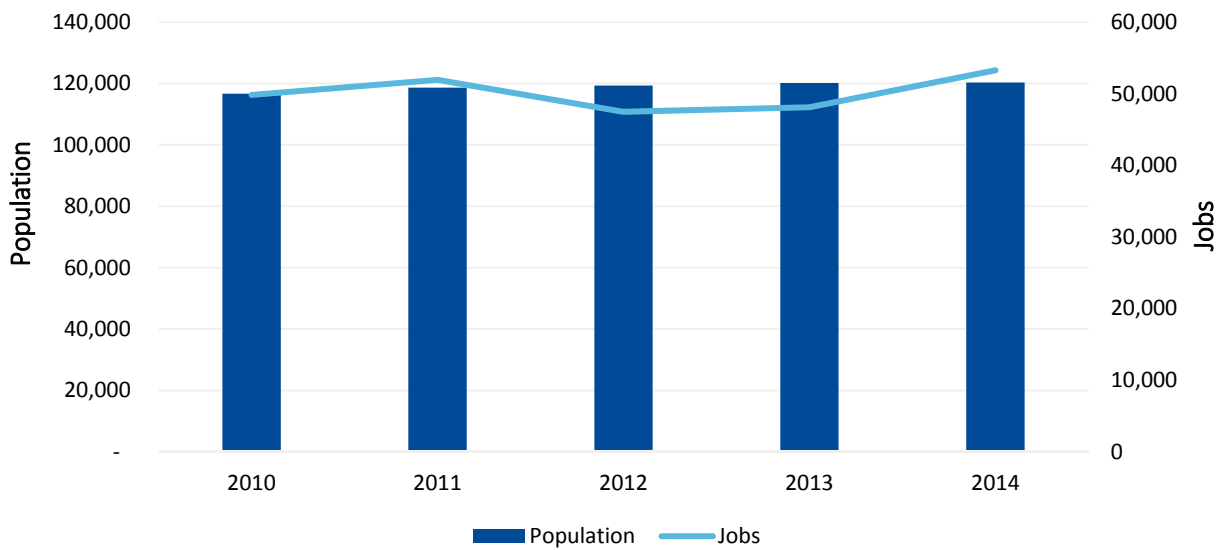
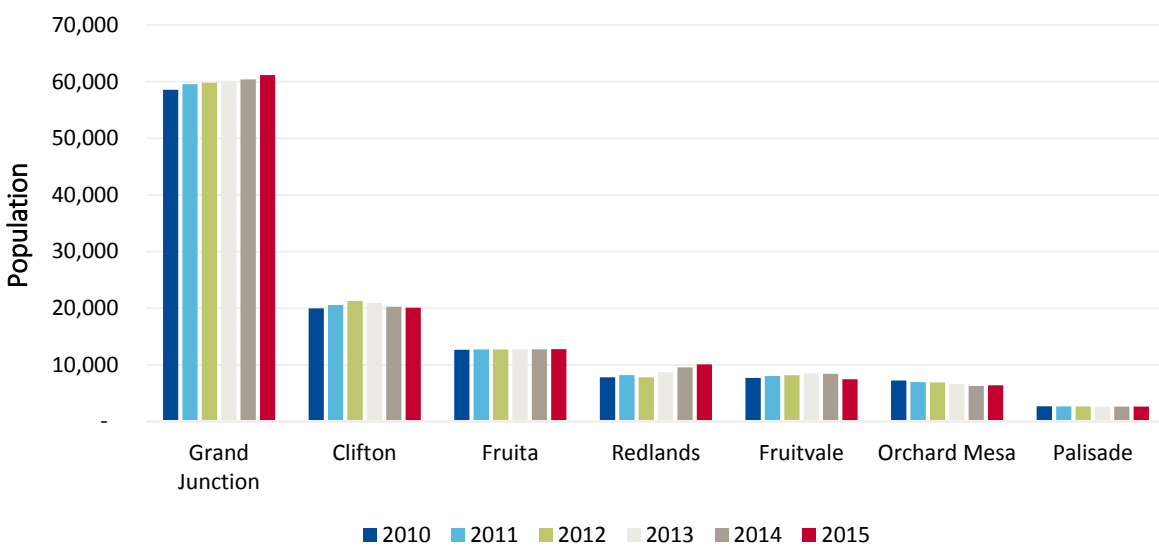


Figure 3. Mesa County Urbanized Area Population

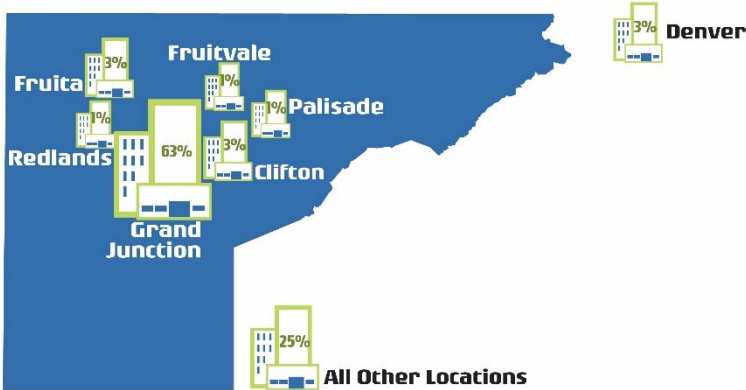


Travel Patterns

Longitudinal Employer-Household Dynamics (LEHD) was used to assess the area’s travel patterns between 2010 and 2014. This information helps provide context for commuter travel patterns and potential impacts on transit. LEHD data shows that 63% of Mesa County residents work in Grand Junction; other nearby communities all have low shares of the total with only between 1-3% each. The remaining locations where people work are grouped into “all other locations,” which includes any location that has less than 1% of Mesa County residents working there.

Figure 4. Where Mesa County Residents Work

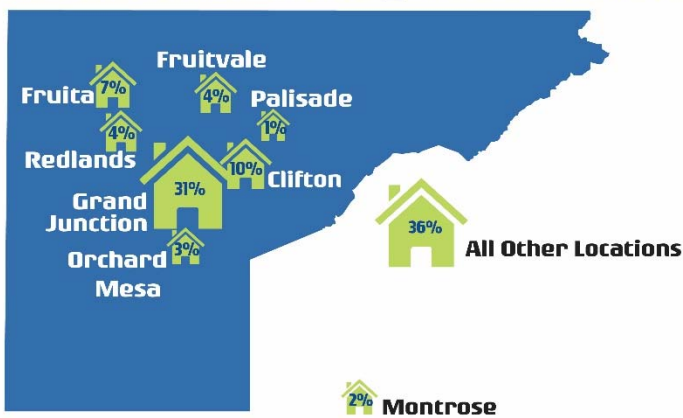
Where Mesa County Residents Work



Locations where Mesa County workers live are much more dispersed, with only 31% in Grand Junction, and 10% in Clifton and 36% in “other locations,” which include Denver, Colorado Springs and many rural areas nearby. The smaller communities in the area house between 1-7% of Mesa County workers.

Figure 5. Where Mesa County Workers Live

Where Mesa County Workers Live



Demographic Characteristics

Transit provides a crucial lifeline to jobs, services, family and friends, and medical providers. Analyzing concentrations of the transit-dependent population—adults 65 years of age and older, people with low incomes, people with disabilities, and zero-vehicle households—reveals places where transit would likely find customers. In many cases, transit-dependent population density follows patterns similar to overall population density; however, transit-dependent people are sometimes disconnected from city centers due to land use and housing prices, making the need for transit more necessary.

A transit propensity index was developed to illustrate the combination of these demographic factors. The index aggregates all segments of population that are most likely to depend on transit, and shows where the highest densities of these populations are located in Mesa County. **Figure 6** through



Figure 9 illustrate the transit dependency factors and **Figure 10** shows the overall transit propensity index. The locations with the highest transit dependency are just north of Colorado Mesa University (CMU) and east of the hospital. Concentrations of moderate to high transit dependency density include areas near Palisade, downtown and areas to the south of Grand Junction, and a sizeable area north of Orchard Avenue/E Road east of N 12 Street.

To better understand existing and future population and employment densities, the project team utilized data from the Grand Valley Regional Transportation Planning office's travel demand model to identify existing and projected densities as shown in **Figure 11** through **Figure 14**. Population growth is projected in Fruita; the areas near downtown Grand Junction, CMU, and the VA Hospital; the area north and east of the Grand Junction Mall; along Patterson Road; in Orchard Mesa north of US Highway 50; and the south and east sides of Clifton. Employment density is projected to increase near downtown Grand Junction, Horizon Drive, and significant increases in areas northwest of downtown along US Highway 6 & 50.

Figure 6. Density of Low-Income Populations

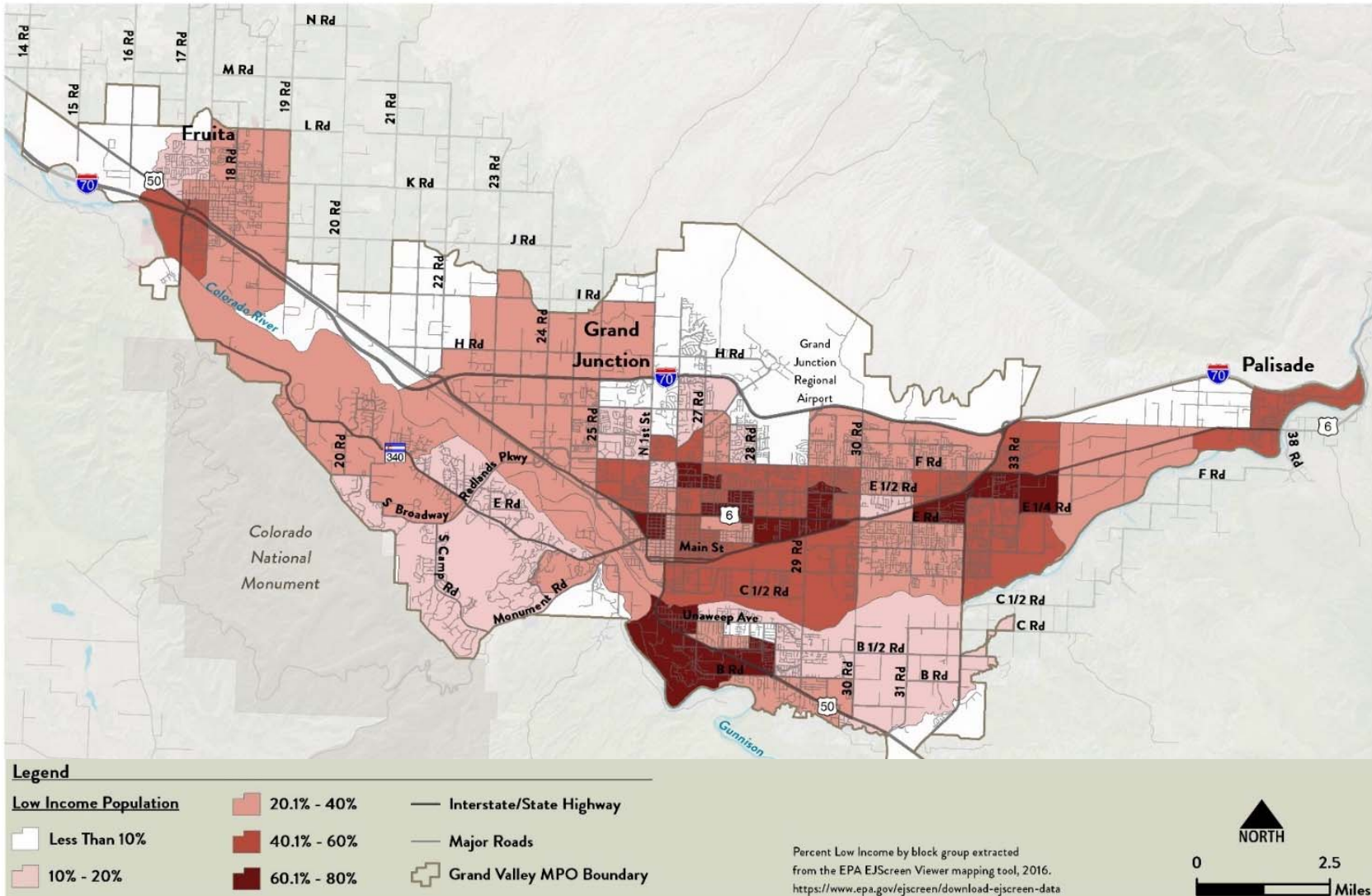


Figure 7. Density of Older Adults (65+)

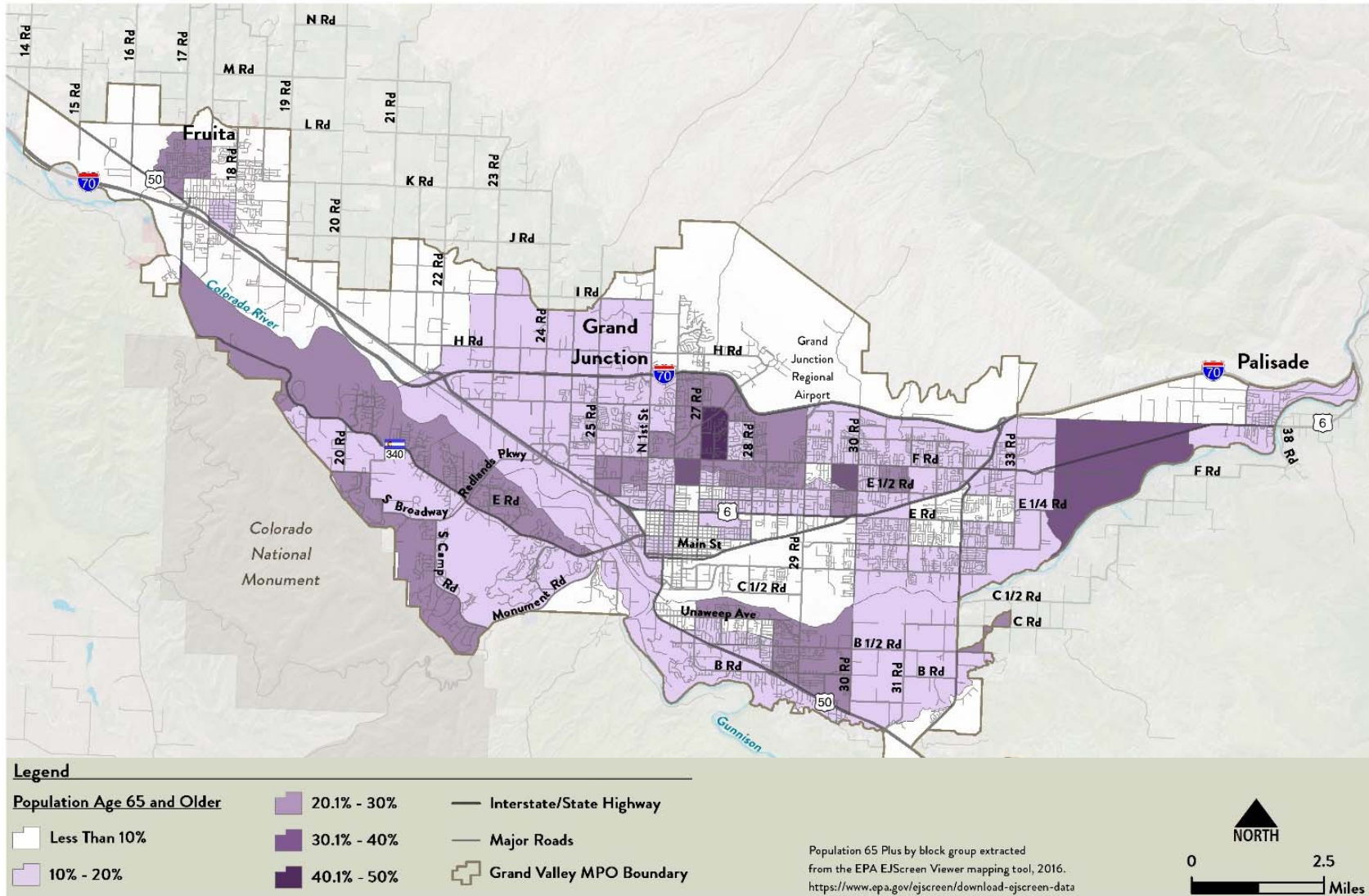


Figure 8. Density of Households with Zero Vehicles

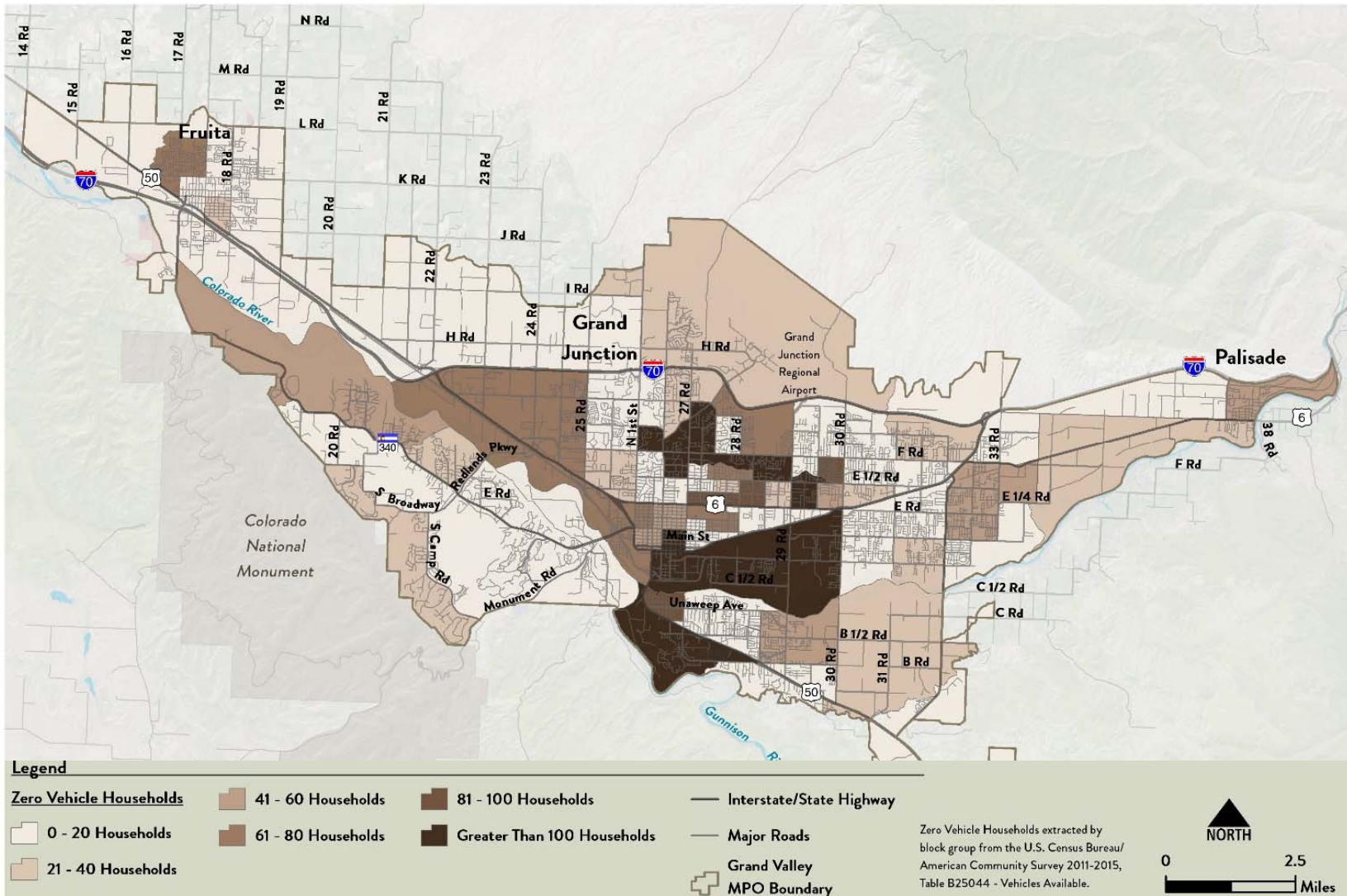


Figure 9. Density of Persons with Disabilities

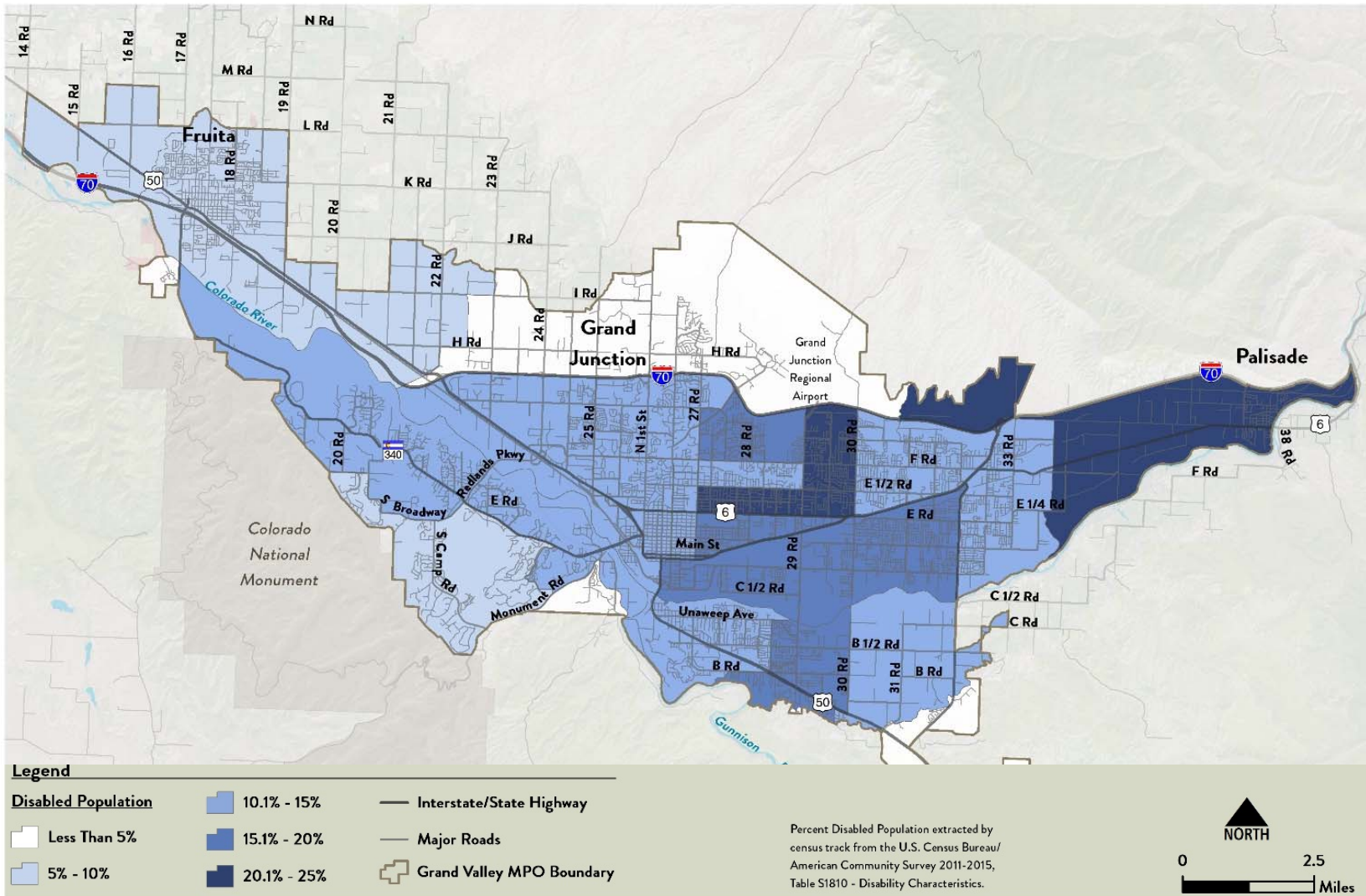


Figure 10. Overall Transit Propensity Index

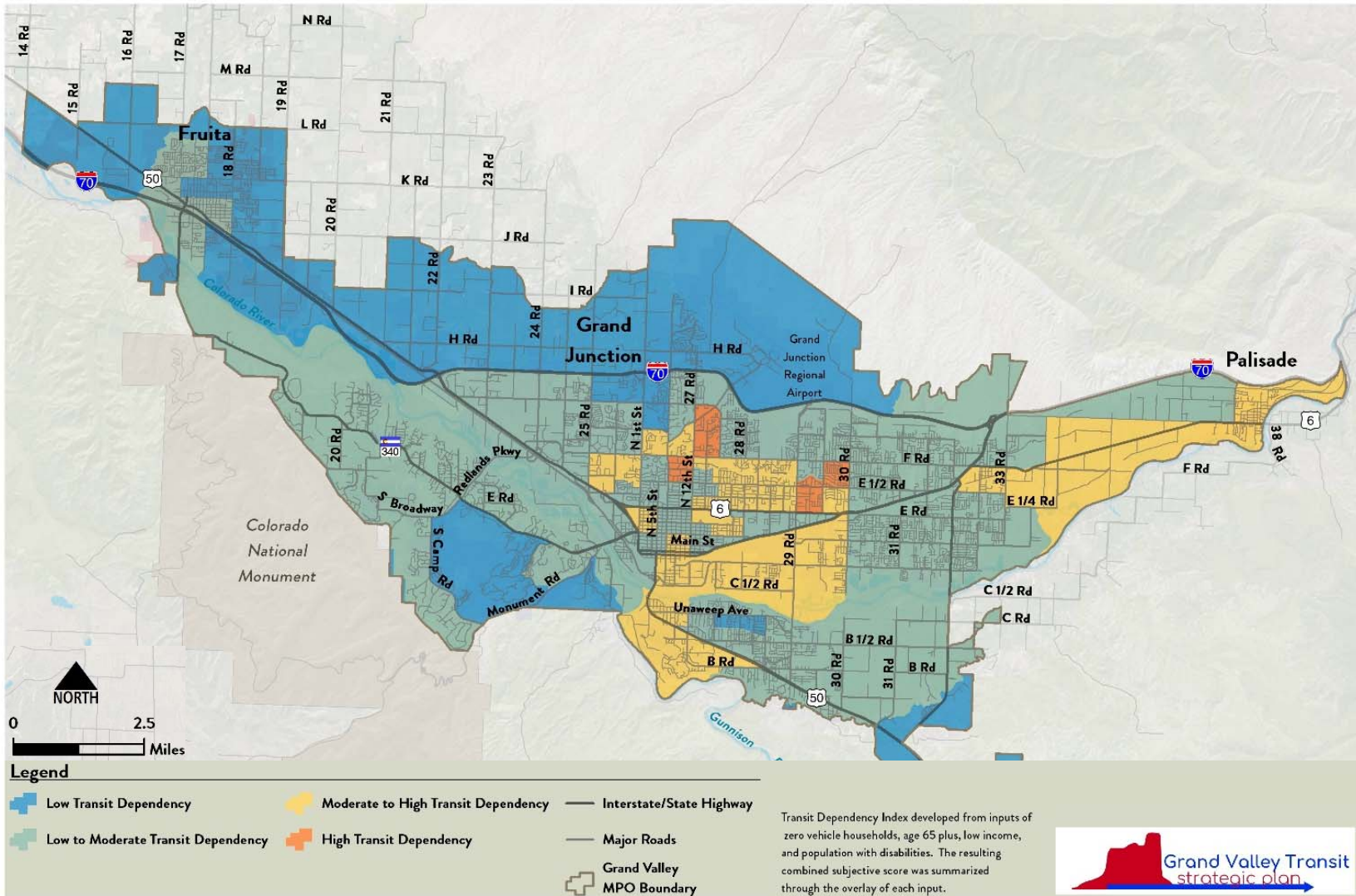


Figure 11. 2010 Population Density

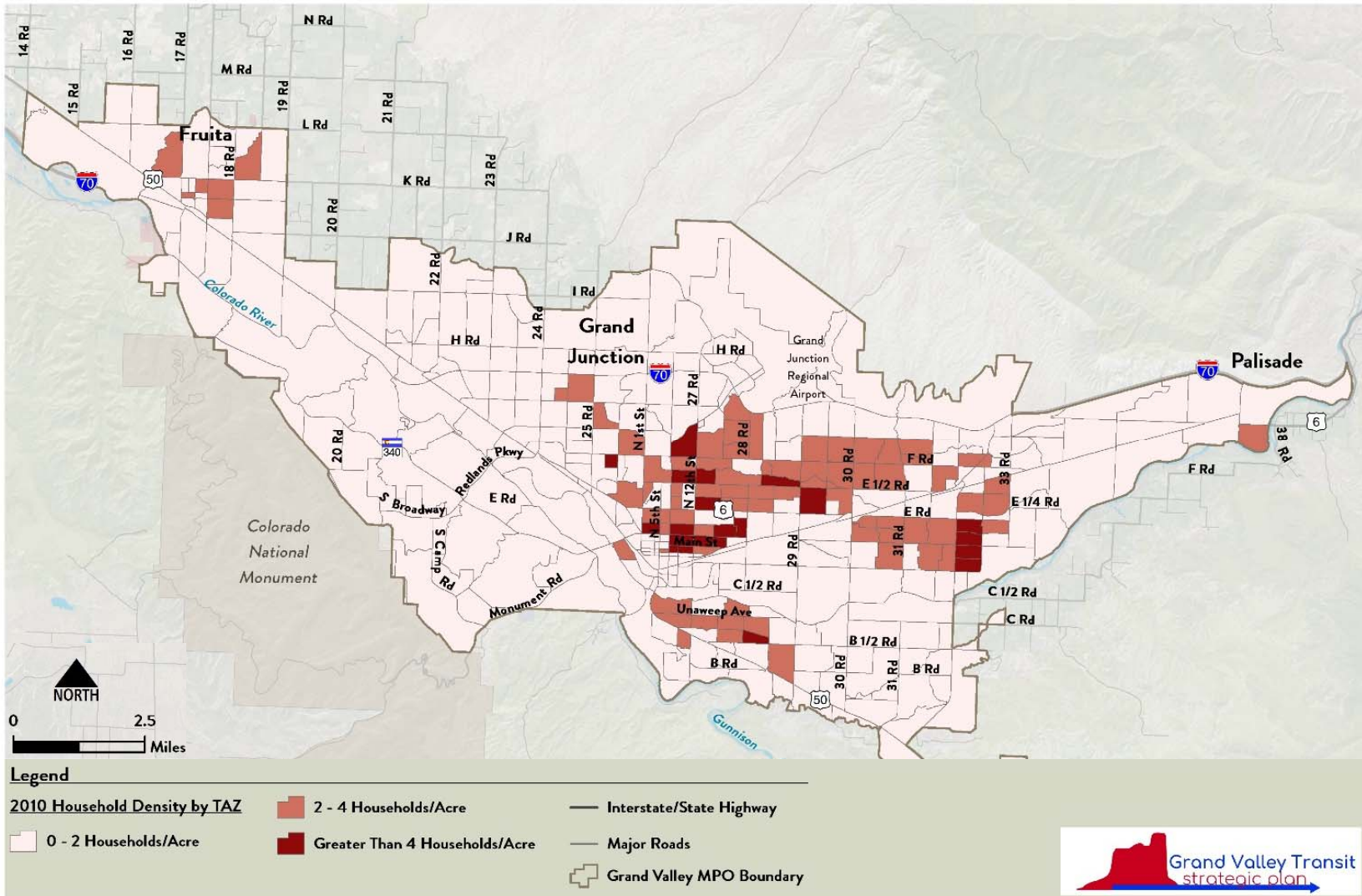


Figure 12. 2040 Population Density

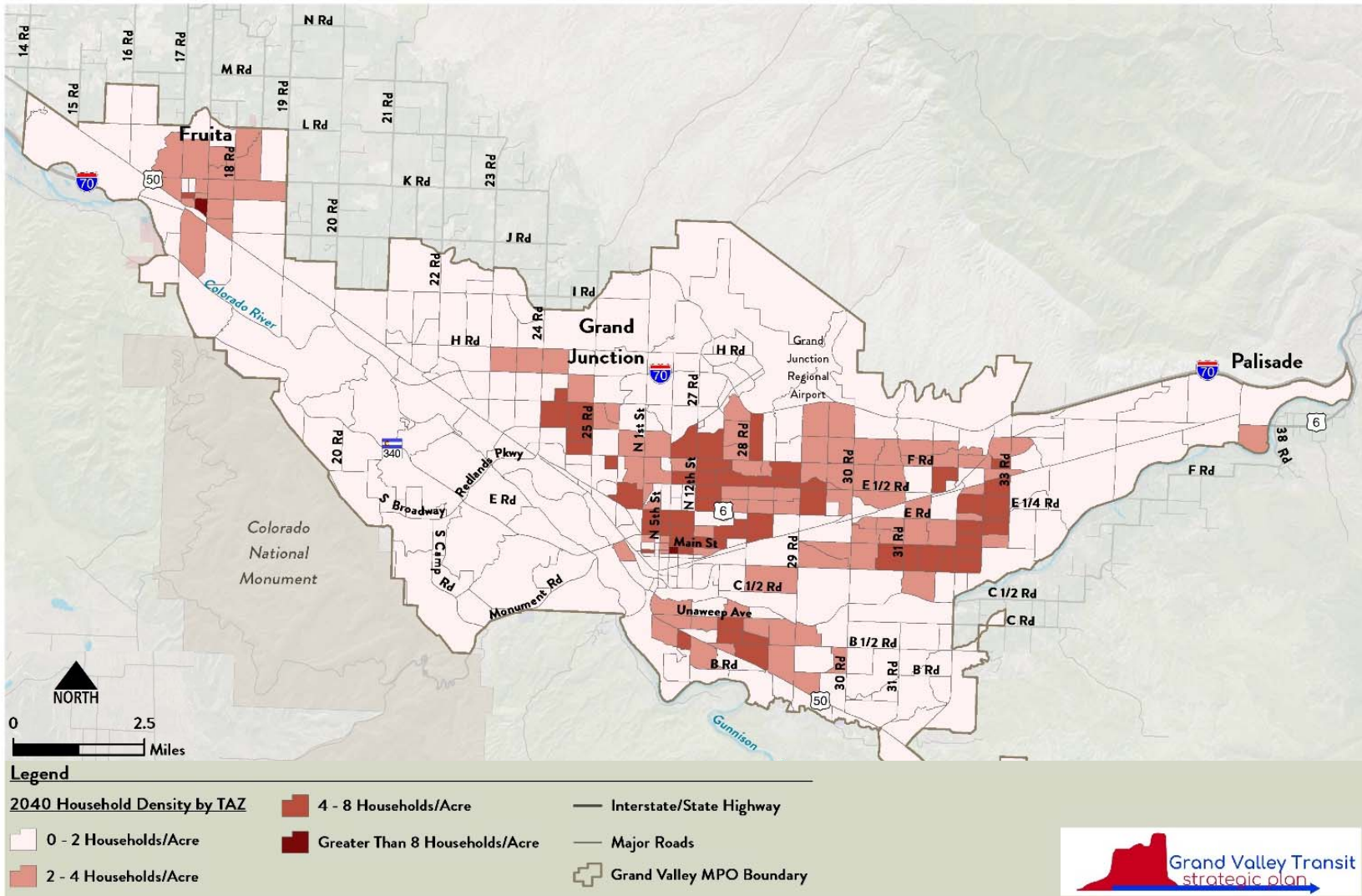


Figure 13. 2010 Employment Density

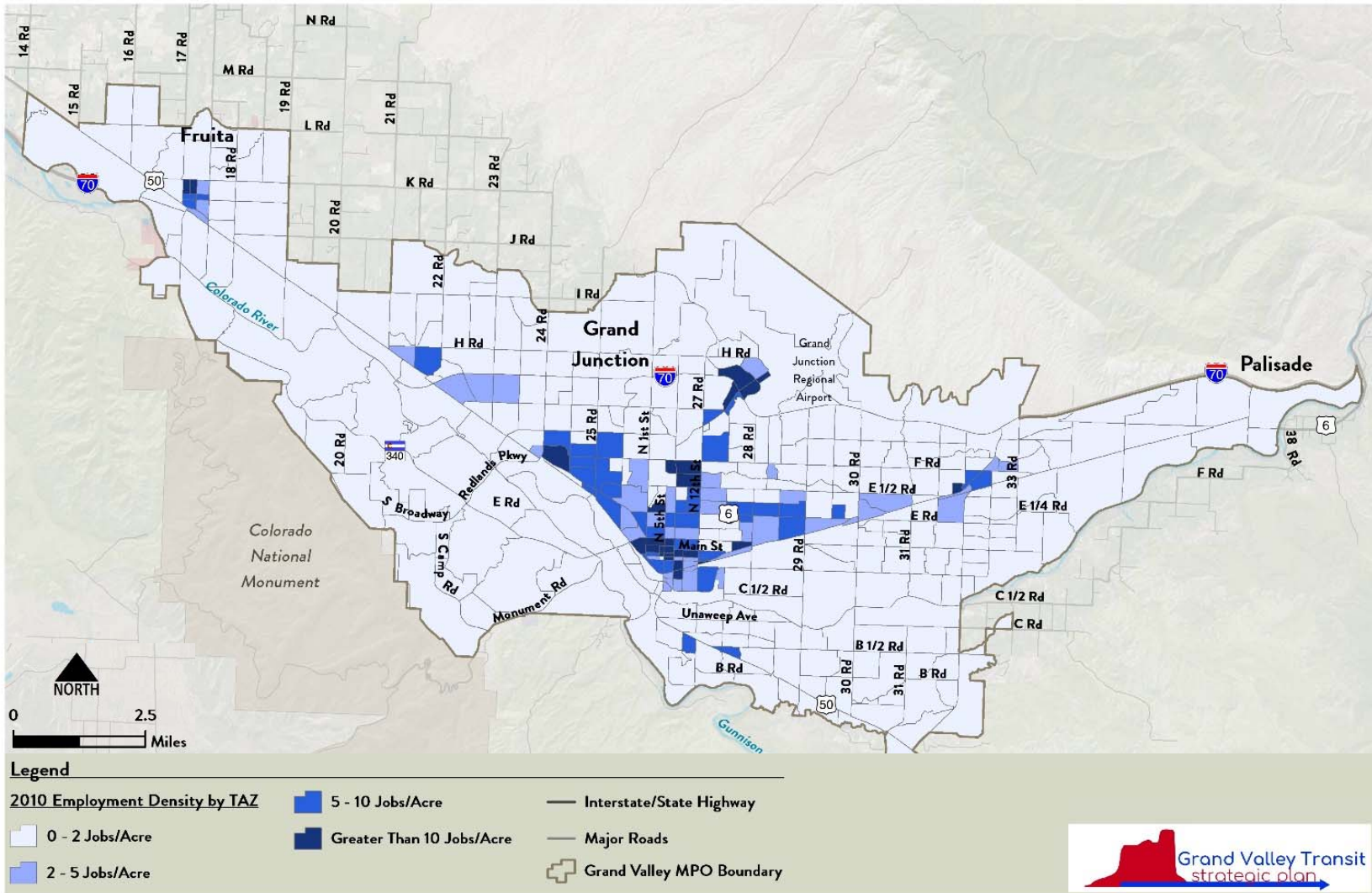
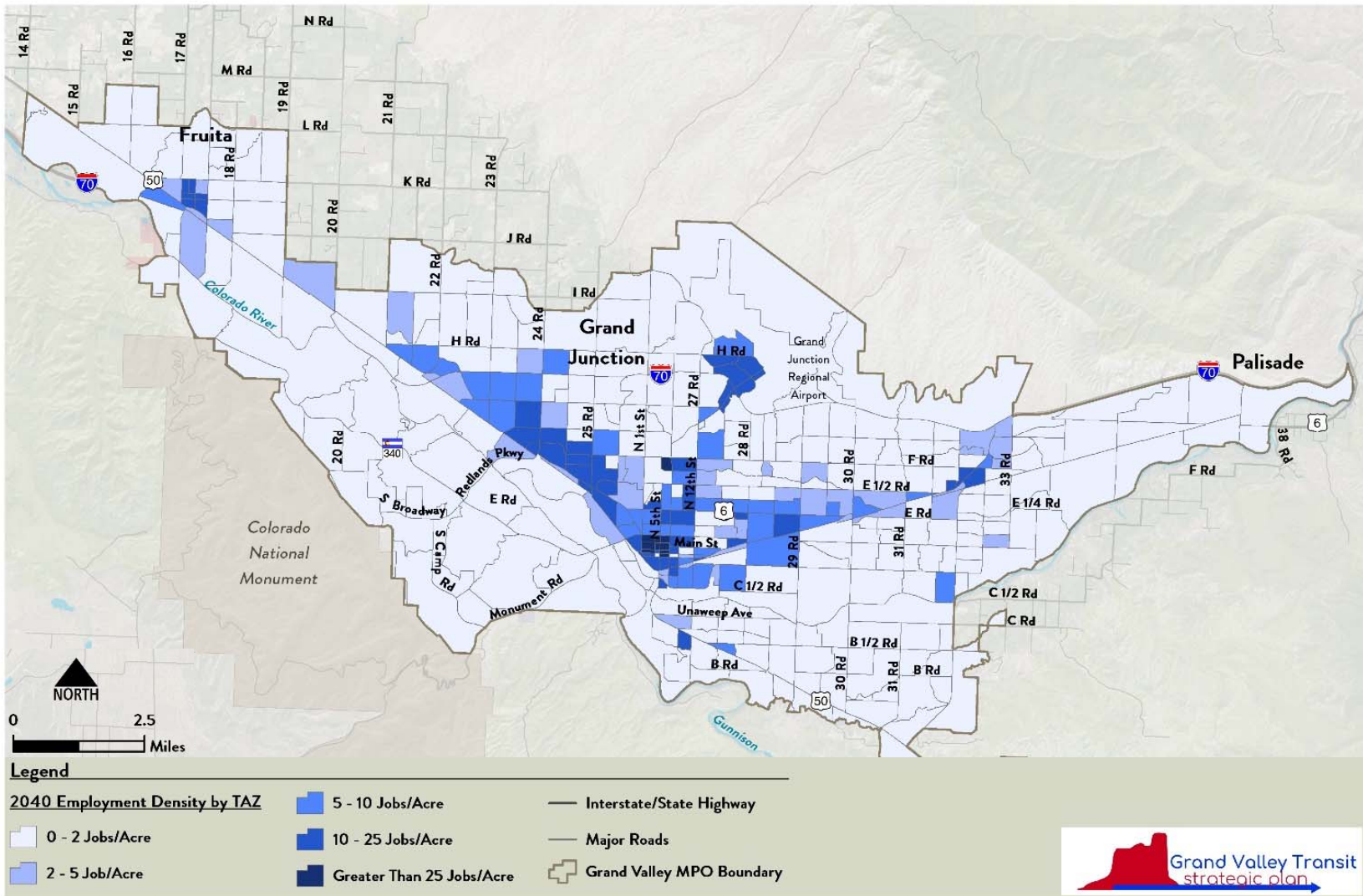


Figure 14. 2040 Employment Density





Related Plan Summaries

Existing plans were inventoried and reviewed to ensure that the GVT Strategic Plan aligns with existing planning efforts. A summary of key findings from the plan review are included below.

Grand Valley Transit Operational, Route and Schedule Analysis (2016)

The 2016 Operational, Route and Schedule Analysis is an evaluation of Grand Valley Transit's 2016 services using key performance measures. A transit demand analysis and service options were prepared and ultimately a preferred service plan was completed. A project Steering Committee, Citizen Advisory Committee and the Local Coordinating Council helped guide the process and provided feedback on the plan.

The Preferred Service Plan represents an increased annual budget of approximately \$60,000 and an estimated 28% increase in annual ridership. This recommended the elimination of one route, 9b, which was done in May 2016. Other changes include alignment changes to eight routes to reduce routing complexity and thus improve efficiency. The only reason that annual costs are estimated to increase is due to annual inflation and an anticipated implementation of the Preferred Service Plan in 2018. Less the annual inflation increases, the Preferred Service Plan would ultimately save GVT dollars on an annual basis.

Mesa County 2040 Regional Transportation Plan Update (2014)

The Mesa County 2040 Regional Transportation Plan (RTP) Update was completed in 2014. It is a federally required plan and is intended to help the region assess, prioritize and fund future capital transportation improvements. This plan will guide future investments in the region's transportation system to reduce congestion; ease commutes; improve roadway safety; enhance sidewalks, bike, and multi-use trails; and maintain an efficient and effective transportation system that supports the regional economy. The 2040 RTP is also the region's first performance-based plan and describes specific Transit Performance Measures related to MAP-21, which has been updated with the FAST Act. The plan sets forth a goal to:

Increase bike and pedestrian mobility and expand transit options.

Mesa County Coordinated Transit and Human Services Transportation Plan (2014)

The Mesa County Coordinated Transit and Human Services Transportation Plan was updated as part of the 2040 Regional Transportation Plan in 2014. The plan sets Mesa County on track for compliance with state and federal requirements and serves as the local planning tool for prioritizing and allocating funds for the Mesa County area. The Colorado Department of Transportation (CDOT) will use the document when reviewing and approving grant applications for Federal Transit Administration (FTA) funds and other available funds. The plan includes a Transit Needs Assessment, an overview of existing transportation services, a gaps and duplication of service evaluation, recommended coordination strategies and an implementation plan.

Clifton Pedestrian Circulation Study (2006)

The goal of the Clifton Pedestrian Circulation Study was to assist local decision makers in prioritization of pedestrian-related facility improvements. The effort included an inventory of existing facilities, identification of deficiencies, and development and ranking of projects. There is also a Transit Planning Consideration section of the report that discusses pedestrian access to stops, and bus stop placement and spacing recommendations. The study resulted in a prioritized list of projects identifying short- and



long-term investment recommendations throughout the study area, which will be included in the Mesa County Public Works Capital Investment Program (CIP). Prioritization is based on a ranking process that takes into account many criteria, including connections to existing bus stops.

City of Grand Junction Comprehensive Plan (2009)

The 2009 Grand Junction Comprehensive Plan is intended to guide growth and development in the City of Grand Junction. It defines the vision of Grand Junction as: “Becoming the most livable community west of the Rockies.”

The section “A Balanced, Connected Transportation System to Maximize Viable Travel Choices and Personal Mobility” includes the following Vision:

What does livable mean for Balanced Transportation?

- Organized, functional and orderly
- Services and shopping are close to where we live and cut down the amount of cross-town traffic, commuting times and to reduce air pollution
- A transportation system that balances possibilities for cars, trucks, transit, bicycles and pedestrians

A subsection titled, “Become More Transit-Friendly” describes the role of transit increasing in importance as roadway investments alone cannot solve existing and future transportation challenges. Grand Valley Transit is described as a service that has historically served transit dependent populations, but with route expansion and the recently built Downtown Transfer Facility, GVT is beginning to evolve into a viable mobility option for all travelers. This section closes with recommendations to become a more transit-friendly community, which include:

- Increasing local bus service in the City Center and other commercial/employment centers to increase ridership and set the stage for future investments
- Encourage transit supportive design in redevelopment projects
- Revise zoning and land development codes to remove barriers and provide incentives for transit, walking and biking supportive development patterns

Clifton/Fruitvale Community Plan (2006, amended in 2011)

The Clifton/Fruitvale Community Plan is for an area generally from 29 ½ Road to 33 ½ Road and from I-70 to the Colorado River. The plan’s purpose is to provide governance options and policy direction in the areas of public safety, human services, land use and zoning, transportation, code enforcement, economy/employment, historic places and structures, and natural features and the environment to prioritize implementation strategies and actions to help achieve self-sufficiency and effective governance for the plan area. The area’s density is higher than any other area of the county, with 2,258 persons per square mile and about 5 square miles of the plan area are highly urbanized, while 1.2 square miles are rural and undeveloped.

Public transportation issues that came up during public comment include: lack of sidewalk facilities, inadequate and unsafe walking routes to schools, bus stops and businesses, and GVT ridership in the area is high and growing.

Fruita Community Plan (2008)

The 2008 City of Fruita Community Plan updates a 2001 effort. It is intended to serve the community for the next 20 to 25 years and is written with the understanding that growth in the Grand Valley is inevitable and controlling its quality is the best way to maintain the high quality of life Fruita residents have come to expect and desire. The following Guiding Principle describes the community's desires for improved local transit service:

Principle 4 - Multimodal Transportation:

Encourage the Grand Valley Transit System to operate transit with frequent service between Downtown and other key connection points within the City of Fruita.

Policies

1. *Transit Expansion* – The City of Fruita will encourage the Grand Valley Transit System to expand in phases, to provide integrated, high frequency, productivity-based transit service along major transportation corridors with feeder transit lines connecting all major district destinations, consistent with new development.
2. *Transit Hub* – Establish a central transit hub in downtown Fruita to promote transit among residents and visitors, including connections to key trails outside of the City, Grand Junction and other tourist destinations (e.g., trailheads, cultural sites, Colorado River activities).
3. *Service for Seniors* – The City of Fruita will strive to provide excellent accessibility to transit for the senior community. Where feasible, the City will encourage a ride-share, vanpool and/or shuttle program to connect underserved areas to the Grand Valley Transit System.

Fruita Traffic Calming, Pedestrian and Bicycle Plan (1999)

This study was completed in 1999 and provides traffic and circulation solutions for the City. The goal of the study was to plan a circulation system that is safe and convenient for automobiles, bicycles and pedestrians and enhance rather than diminish the quality of life in the community. Transit service is not mentioned specifically, but improvements to bicycle and pedestrian connections to destinations are a recommendation of the plan.

Fruita Parks, Open Space and Trails Master Plan (2009)

Due to the rapid growth the Town of Fruita has observed over the last 10 years, the Parks, Open Space and Trails Master Plan was initiated to be proactive in assessing and addressing both current and future park, recreation, open space and trail needs. The plan identifies a need for improved access to parks and open spaces which would also improve access to the transit system.

Mesa County Master Plan (1996, amended in 2016)

The Mesa County Master Plan was originally adopted in 1996 and is amended on an annual basis. The Plan includes the Mesa County land use plan, neighborhood and area plans and development policies.

2. Existing Transit Service

Service Overview

GVT operates 12 fixed-routes on weekdays and Saturdays, each operating on an hourly schedule, generally between the hours of 5 a.m. and 8 p.m. Paratransit services are available for people that are unable to utilize the fixed-route transit system due to a disability. Dial-A-Ride service operates using a demand response service model in the Redlands where fixed-route does not currently operate. In 2015, GVT had 831,608 boardings, with approximately 814,000 on the fixed route system and 18,000 on Paratransit and Dial-A-Ride services. The average fixed-route one-way trip cost was \$3.69 per boarding. Comparatively, paratransit and Dial-A-Ride trips cost approximately \$20 per boarding.

2015 GVT Service Summary

Fixed Route

814K annual boardings
8 annual boardings per capita
\$33 annual dollars spent per capita
15.2 boardings per hour
\$3.69 cost per boarding

Paratransit and Dial-A-Ride

18K annual boardings
\$19.98 cost per boarding

Major Activity Centers

Transit provides service to a variety of populations to access employment, medical, shopping, social service agencies, libraries, recreation centers and other key activity centers. As identified in **Figure 15**, GVT currently does a very good job of providing access to all major activity centers in the region. This includes schools, community centers, shopping centers, the Colorado Mesa University, medical facilities, among others. The only location that currently does not have fixed-route service are the schools located in the Redlands.

Fixed Route Services

GVT operates 12 routes, as shown on **Figure 16**, on weekdays and Saturdays. Each route runs every 60 minutes and is operated by one bus. Service begins between 4:45 a.m. - 5:45 a.m. and ends between 8:05 p.m. and 8:35 p.m. Service is not provided on Sundays or major holidays (New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, Christmas Day). Ten out of the 12 routes stay within Grand Junction or the immediate surrounding areas of Fruitvale, Clifton, and Orchard Mesa. Route 4 serves Palisade, which is about 12 miles east of Grand Junction and Route 8 serves Fruita, which is about 12 miles northwest of Grand Junction.

Figure 15. Major Activity Centers

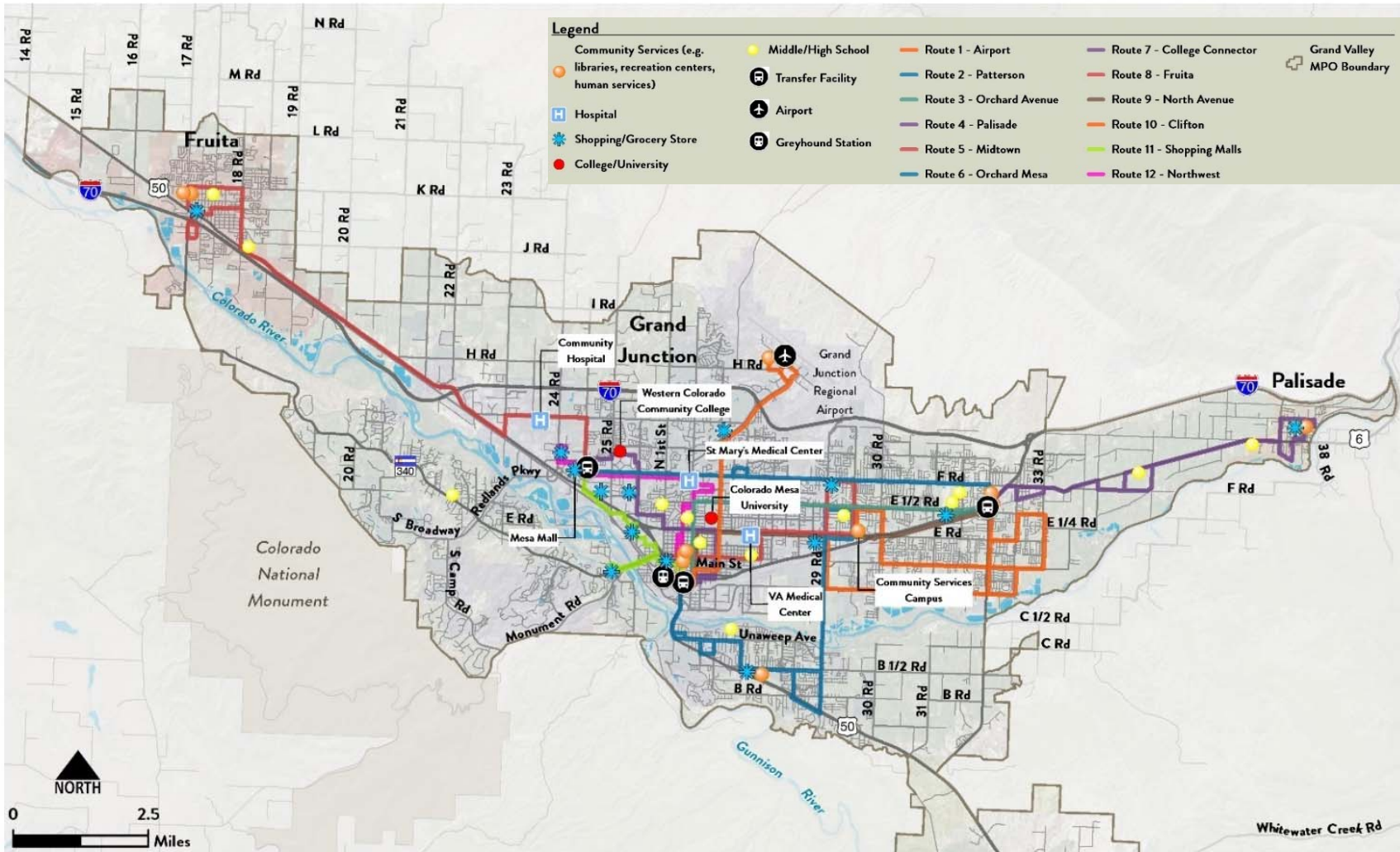
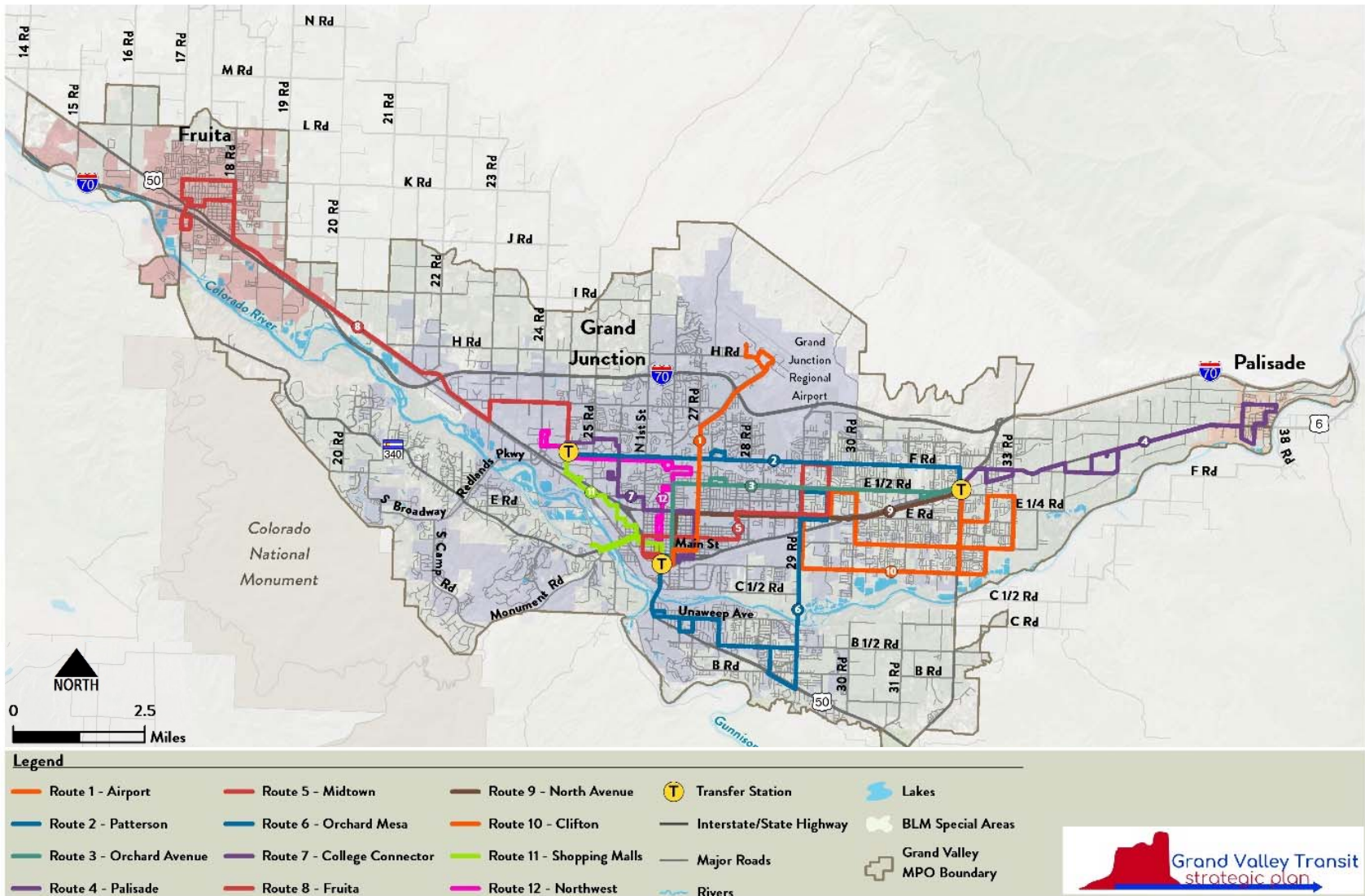


Figure 16. GVT Fixed-Route Transit System



Service Levels

Routes 4 Palisade, 8 Fruita and 10 Clifton are in operation for just under 16 hours a day. All other routes are in operation for just under 15 hours a day. The extended service span of Routes 4, 8, and 10 are designed to facilitate connections between outlying routes and urban routes at 5:15 a.m. Unlike most other transit systems, GVT does not offer more frequent service on high ridership routes. Instead, GVT operates larger vehicles on its highest ridership routes (i.e., low-floor buses rather than cutaway vans), which can seat around 27-35 passengers with additional room to stand.

Table 1. Service Levels

| Route | Service Span | Headway | Daily Hours |
|---------------------|-----------------------|------------|-------------|
| 1 Airport | 5:15 a.m. - 8:05 p.m. | 60 minutes | 14.8 |
| 2 Patterson Road | 5:45 a.m. - 8:35 p.m. | 60 minutes | 14.8 |
| 3 Orchard Avenue | 5:15 a.m. - 8:05 p.m. | 60 minutes | 14.8 |
| 4 Palisade | 4:45 a.m. - 8:35 p.m. | 60 minutes | 15.8 |
| 5 Midtown | 5:15 a.m. - 8:05 p.m. | 60 minutes | 14.8 |
| 6 Orchard Mesa | 5:15 a.m. - 8:05 p.m. | 60 minutes | 14.8 |
| 7 College Connector | 5:15 a.m. - 8:05 p.m. | 60 minutes | 14.8 |
| 8 Fruita | 4:45 a.m. - 8:35 p.m. | 60 minutes | 15.8 |
| 9 North Avenue | 5:15 a.m. - 8:05 p.m. | 60 minutes | 14.8 |
| 10 Clifton | 4:45 a.m. - 8:35 p.m. | 60 minutes | 15.8 |
| 11 Shopping Malls | 5:15 a.m. - 8:05 p.m. | 60 minutes | 14.8 |
| 12 Northwest | 5:15 a.m. - 8:05 p.m. | 60 minutes | 14.8 |

System Ridership and Productivity

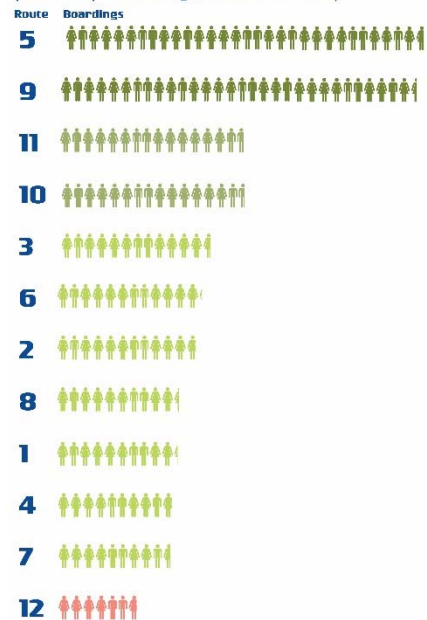
Grand Valley Transit’s 12 routes all have varying levels of productivity. Routes 5 and 9 have the highest number of boardings - based on October 2016 and annual data – with total boardings at nearly 65,000. Total monthly ridership by route can be found in **Table 2** and the adjacent Route Productivity table graphically depicts route productivity for each route. Ranking order changes slightly from one measure to the next, for example, routes 5 and 9, 10 and 11 and 1 and 4 flip-flop when looking at total monthly ridership compared to route productivity. In the case of routes 5 and 9, route 9 has higher weekend ridership than 5, therefore the weekday productivity is higher for route 5, but the overall ridership is higher for route 9. For routes 10 and 11 and routes 1 and 4, routes 10 and 4 have higher ridership than 11 and 1, respectively, but they both operate an hour longer each day, making the productivity of the lower ridership route slightly higher as shown in the Route Productivity graphic shown below.

Table 2. Monthly Ridership by Route

| Route | Ranked October 2016 Boardings |
|---------------------|-------------------------------|
| 9 North Avenue | 11,165 |
| 5 Midtown | 11,086 |
| 10 Clifton | 6,090 |
| 11 Shopping Malls | 5,925 |
| 3 Orchard Avenue | 4,493 |
| 6 Orchard Mesa | 4,453 |
| 2 Patterson Road | 4,230 |
| 8 Fruita | 4,073 |
| 4 Palisade | 3,801 |
| 1 Airport | 3,786 |
| 7 College Connector | 3,435 |
| 12 Northwest | 2,391 |
| Total | 64,928 |

Route Productivity

(Weekday Boardings/Revenue Hour)



Schedule Statistics

GVT layover times vary significantly, as some routes serve only one transfer facility while others serve transfer facilities at both endpoints. Six GVT routes have 15 minutes or 25% layover. Route 8 Fruita has only 5 minutes or 8% layover. GVT route layover information is shown on **Figure 18**.

An optimal range of layover for a 60-minute route is 10-20%. Layovers less than 10% do not allow adequate time for route connections and driver breaks. Layovers greater than 20% are an inefficient use of resources.

Figure 17. Monthly Boardings by Route

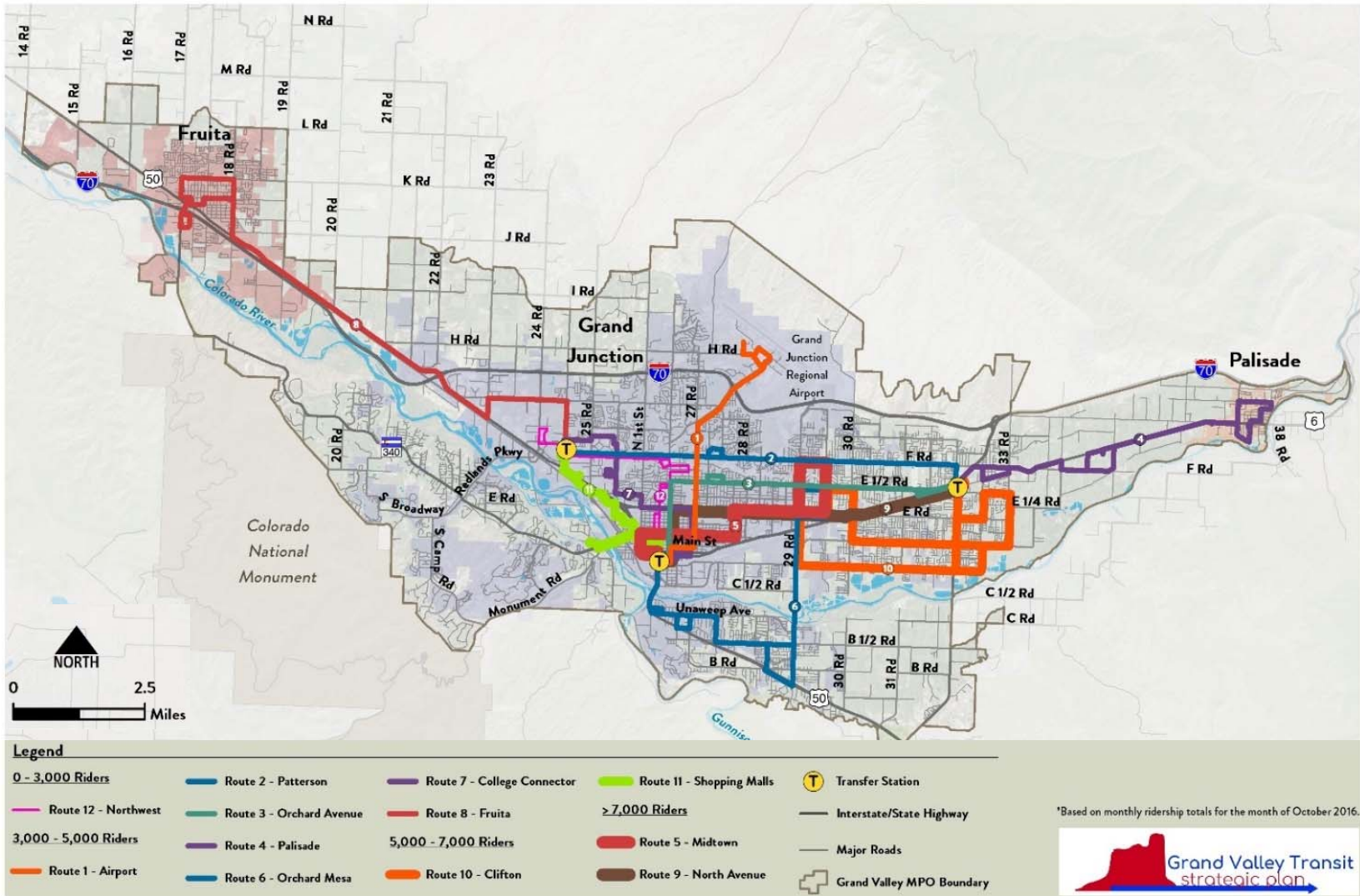
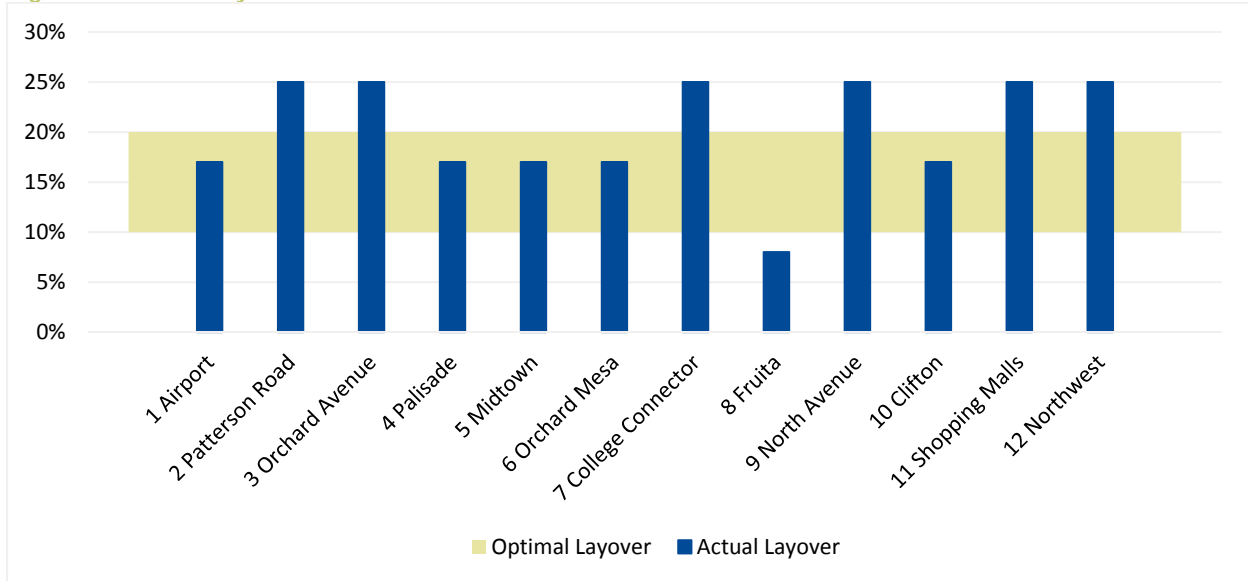


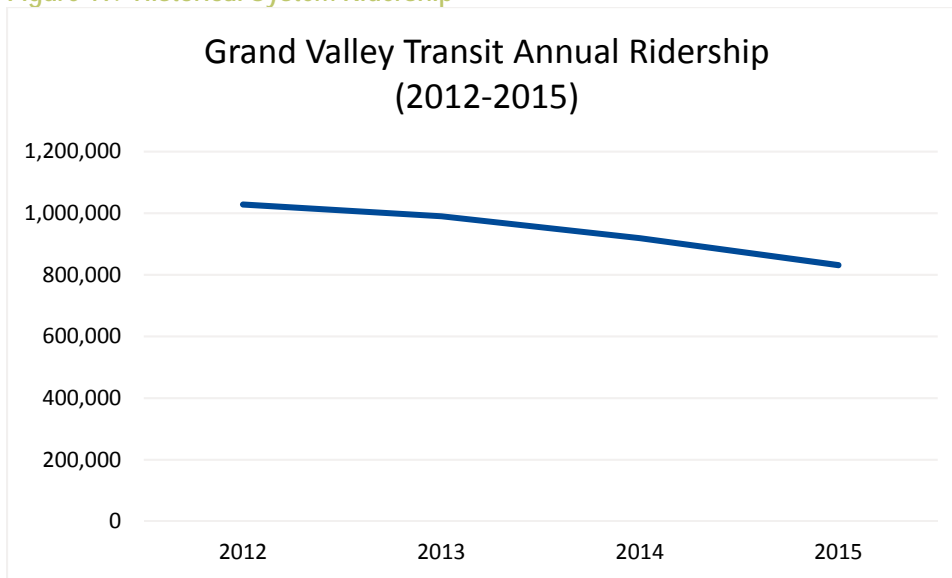
Figure 18. Route Layover



Historical Ridership

Ridership data from the National Transit Database (NTD) was analyzed for the years 2012 through 2015. Ridership peaked in 2012 with just over one million boardings. There has been a steady decrease over the past 4 years with 2015 ending with 831,608 annual boardings.

Figure 19. Historical System Ridership



Fares

GVT offers multiple fare products at regular and discounted rates as identified in **Table 3**. The regular cash fare on fixed-route services is \$1.50, which requires payment for each transfer. For riders who would otherwise pay the \$1.50 cash fare per trip, there are passes available. **Table 3** identifies the various types

and costs of passes. One-day passes are available for purchase on every bus, while all other pass products are sold at the GVT Downtown and West Transfer Facilities. One-day passes, 11-ride, and Monthly Passes are also available at all local City Markets.

A 23-50% discount is given to certain individuals for both fares and passes. Individuals who pay a reduced fare must show proof of eligibility when boarding the bus or when purchasing a reduced-price pass. Individuals who are eligible to receive the discount include:

- Youth aged 4-17
- Seniors aged 65 and over
- People who show either a Medicare or Medicaid card
- Persons with disabilities
- Individuals served by an organization enrolled in the discount pass program and employees whose employer is part of the employer pass program can purchase any pass product at 50% off the regular price with their organization or employment status verified.

Students in kindergarten through 12th grade have the option of purchasing a semester pass for \$60. Colorado Mesa University (CMU) and Western Colorado Community College (WCCC) students may obtain a GVT pass with a valid student ID, which is included as part of their student fees. Students may obtain a GVT pass from the University Center at CMU or the Administrative Offices at WCCC. Children 0-3 years of age ride free.

Table 3. GVT Fare Structure

| Fare Product | Adult Ages 18-64 | Senior and Youth Reduced Fare Programs | Reduced Fare Programs |
|---|---------------------|--|--------------------------|
| Single Ride | \$1.50 | \$0.75 | \$0.75 |
| Day Pass | \$3.75 | \$1.88 | \$1.88 |
| 11-Ride Fixed-Route Pass | \$15.00 | \$7.50 | \$7.50 |
| 11-Ride Paratransit and Dial-a-Ride Pass | \$30.00 | N/A | N/A |
| Monthly Pass | \$45.00 | \$22.50 | \$22.50 |
| Six-Month Pass | \$150.00 | \$115.00 | \$57.50 |
| Annual Pass | \$275.00 | \$195.00 | \$137.50 |

3. Funding Overview

Funding Snapshot

In 2015, Grand Valley Transit’s annual budget was just over \$3.3 million. Federal assistance accounted for almost half of those funds (47.2%), while local contributions and fares accounted for 37.4% and 15.2%, respectively. The remaining 0.2% comes from bench and shelter advertising revenue through an advertising vendor contract. Operating expenses for 2015 are dominated by Purchased Transportation at 61% of the total. The Purchased Transportation services includes funds paid to the contracted transit provider TransDev, who currently operates GVT’s services. Materials and supplies followed by salaries, wages and benefits and other operating expenses are 26%, 11% and 2%, respectively.

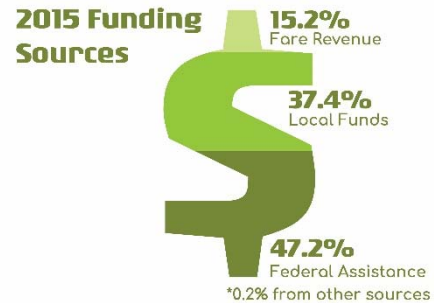


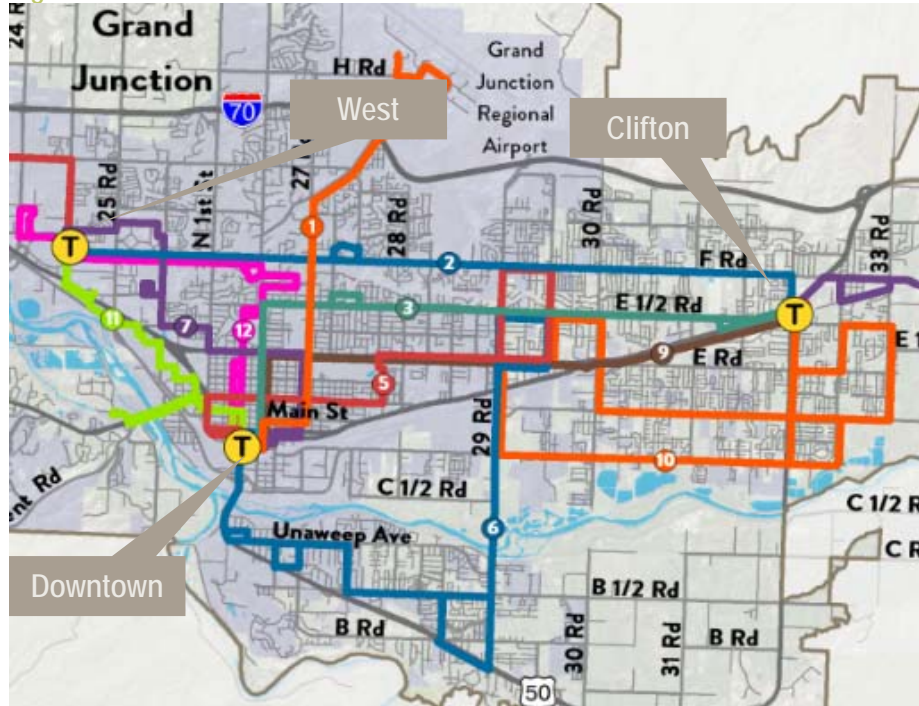
Table 4. 2015 Operating Expenses

| | Annual Expenses | Percent of Total Annual Expenses |
|----------------------------|--------------------|----------------------------------|
| Purchased Transportation | \$2,052,234 | 61% |
| Materials and Supplies | \$888,572 | 26% |
| Salary, Wages and Benefits | \$363,748 | 11% |
| Other Operating Expenses | \$58,161 | 2% |
| <i>Total</i> | <i>\$3,362,715</i> | <i>100%</i> |

4. Transit Centers

Grand Valley Transit routes start and/or end at three transfer facilities as shown in **Figure 20**. Timed connections between routes take place at each transfer facility.

Figure 20. Transfer Facilities



Downtown Transfer Facility

The Downtown Transfer Facility is located on the south side of downtown on 6th Street and South Avenue. The facility shares the site with GVT administration and includes a customer service window and restrooms, which are open during business hours (Monday – Saturday from 5:00 a.m. – 8:30 p.m.). The transfer facility also includes a real-time arrival display and bike racks.

The facility includes eight bus bays with shelters. All eight routes that serve the Downtown Transfer Facility depart 15 minutes after the hour.



West Transfer Facility

The West Transfer Facility is located near the Mesa Mall on 24 ½ Road. Similar to the Downtown Transfer Facility, the West Transfer Facility has a real-time arrival display, a customer service window, bike racks, and restrooms open during business hours (Monday – Saturday from 5:00 a.m. – 8:30 p.m.). The West Transfer Facility also includes a 49-space park-and-ride lot.

The facility includes six bus bays with shelters and currently accommodates five routes. Four routes depart at 45 minutes past the hour while Route 2 departs at 15 minutes past the hour.



Clifton Transfer Station

The Clifton Transfer Station is situated between US Highway 6, 32 Road, and the Union Pacific Railroad line. Unlike the other transit centers in Grand Junction, the Clifton Transfer Station does not have an indoor waiting area or pass lobby. It is a major destination and activity center for GVT users, located near grocery, shopping, and library. The facility includes shelters, benches, bike racks, and a real-time arrival display.

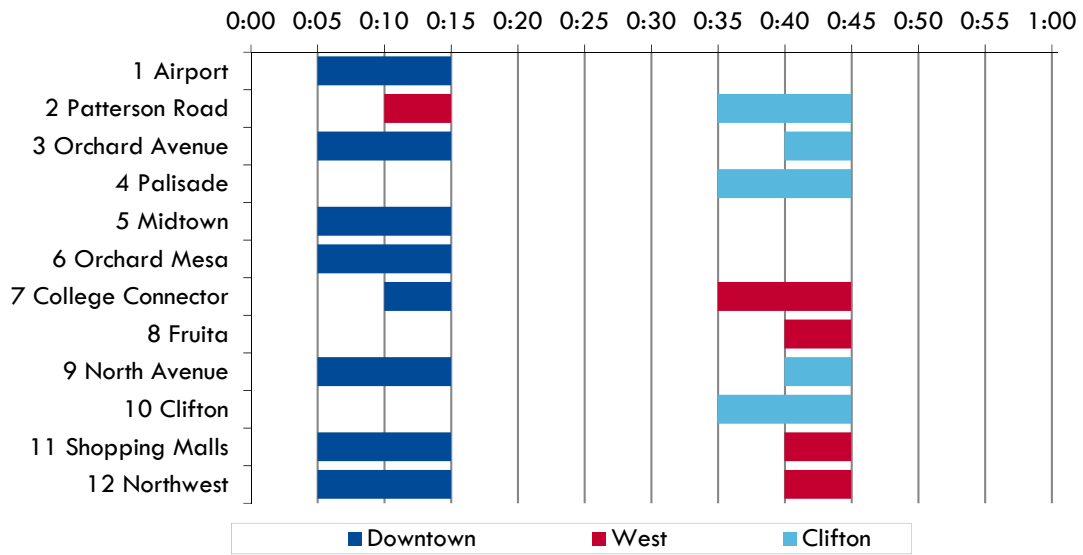
The facility includes five linear bus bays without curbs. All five routes that serve the Clifton Transfer Station depart 45 minutes after the hour.



Transfer Facility Connections

GVT routes depart transfer facilities at 15 or 45 minutes past the hour. Layover times at transfer facilities vary by route due to running time and number of transfer facilities served. GVT occasionally holds all buses for a route arriving late. Generally, GVT schedules routes to arrive at the Downtown Transfer Facility 5-10 minutes past the hour and depart at 15 minutes past the hour. Similarly, arrival times at outlying transfer facilities (West and Clifton) are 35-40 minutes past the hour and departure times occur at 45 minutes past the hour. Route 2 Patterson Road is a crosstown route that serves both outlying transfer facilities. As a result, it does not have a timed connection with other routes at the West Transfer Facility.

Table 5. Route Layover Times



5. Assets

Vehicles

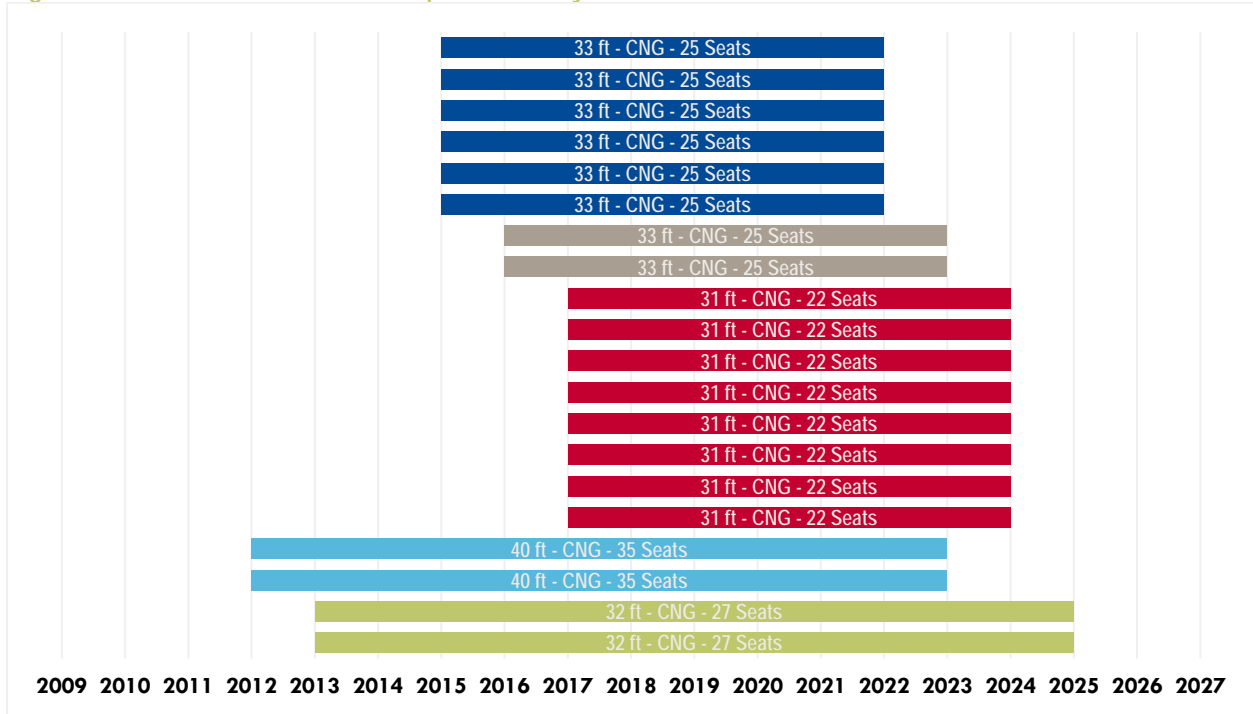
GVT maintains a fleet of low-floor buses and cutaway vans. Most vehicles run on compressed natural gas. Routes 5 Midtown and 9 North Avenue are assigned low-floor buses while other routes are assigned cutaway vans. All buses are equipped with a rack on front that can accommodate two bikes. The racks are first-come, first-serve, and GVT does not charge extra to ride with a bike. **Table 6** provides a GVT vehicle summary and **Figure 21** summarizes the life-span of the fixed-route fleet.

Table 6. Vehicle Summary

| Vehicle Type | Count | Seating Capacity | Fuel Type | Life Span (Yrs.) |
|---------------|-------|------------------|-----------|------------------|
| 31' Cutaway | 8 | 22 | CNG | 7 |
| 33' Cutaway | 8 | 25 | CNG | 7 |
| 32' Low-Floor | 2 | 27 | CNG | 11 |
| 40' Low-Floor | 2 | 35 | CNG | 12 |

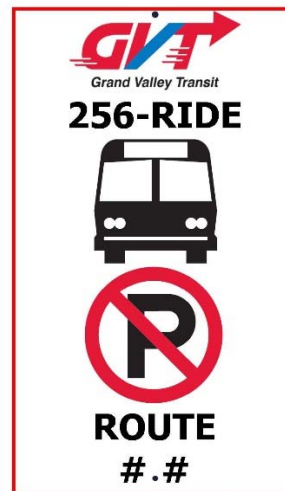


Figure 21. Fixed-Route Vehicle Lifespan Summary



Bus Stops

GVT contracts with an advertising company to provide shelters and seating at select bus stops. GVT owns nine shelters without advertising. Most amenities owned by the advertising contractor are installed on high visibility and/or commercial corridors. Arrangements of this nature limit GVT's ability to install amenities at bus stops with the highest need based on ridership, safety, and other factors.



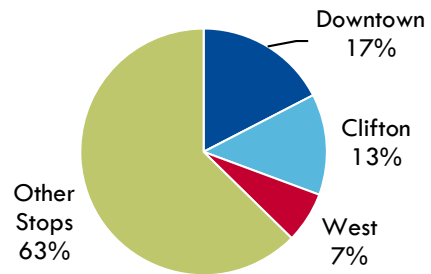
6. Route Ridership Comparison

Ridership information in this section is based upon ridership data collected by GVT for the month of October 2016 and from an onboard survey. It is worth noting that many schools had fall break in October, which impacts overall input and ridership numbers.

Weekday Ridership

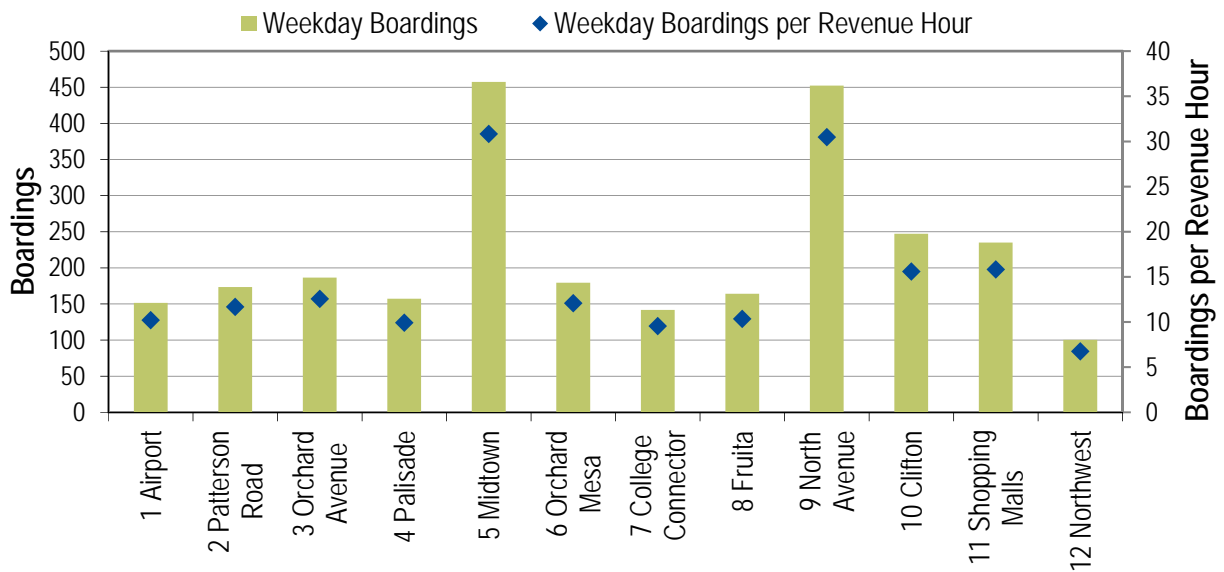
GVT averages 2,646 daily boardings on weekdays. Weekday boarding activity at the transfer facilities account for 37% of total daily ridership, which implies that more than half of GVT riders are transferring between routes to reach their final destination. Additional high ridership bus stops include the North Avenue Walmart (74 boardings), downtown City Market (37 boardings) and Homeward Bound (30 boardings).

Routes 5 Midtown and 9 North Avenue generate significantly higher weekday ridership than other GVT routes. Since each route operates between 14.8 and 15.8 daily revenue hours, productivity (measured by boarding per revenue hour) mirror daily boardings in terms of route rankings. Routes 5 and 9 are extremely productive on weekdays at over 30 boardings per revenue hour. Routes 10 Clifton and 11 Shopping Malls are the third and fourth-highest ridership routes. Most other routes generate 10-12 boardings per revenue hour. Route 12 Northwest averages fewer than 7 boardings per revenue hour, which is comparable to demand-response productivity levels.



2016 Onboard Survey Weekday Ridership Results – Stop Usage

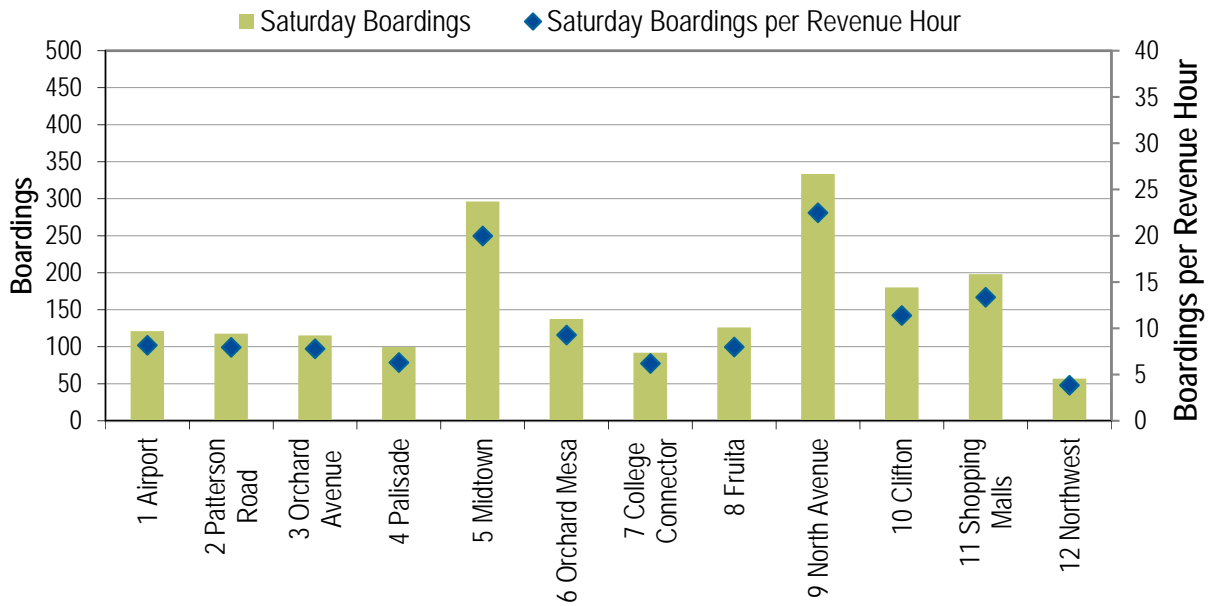
Figure 22. Weekday Boardings and Weekday Boardings/Revenue Hour



Saturday Ridership

GVT ridership and productivity drop on Saturday; however, the distribution curve is similar to weekdays.

Figure 23. Saturday Boardings and Saturday Boardings/Revenue Hour



7. Route Profiles

Route 1 - Airport

Route 1 is a direct north/south route that primarily serves the 12th Street and Horizon Drive corridors.

Major destinations along Route 1 include Colorado Mesa University, Safeway, Grand Junction Airport and the Social Security office. Other destinations include lodging and dining establishments along Horizon Drive both north and south of I-70.

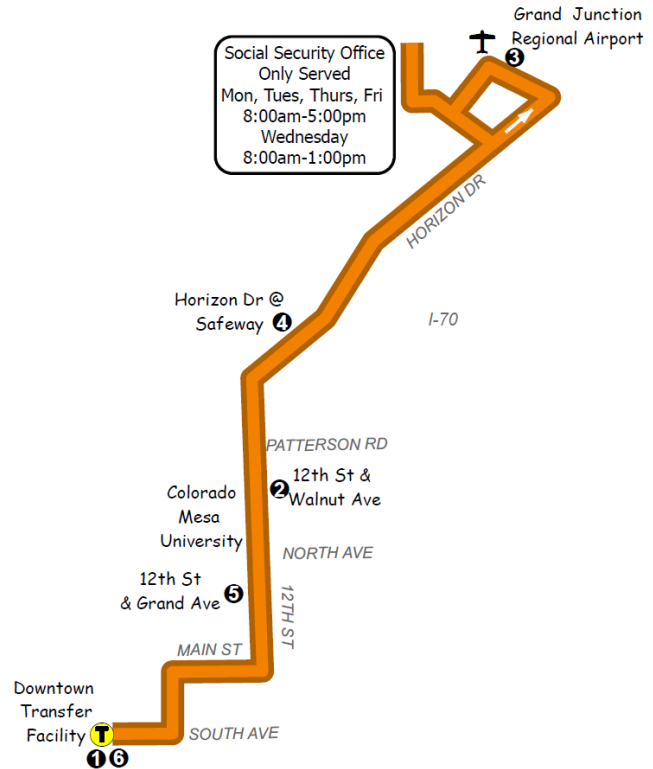
Route 1 bisects the highest density housing in Grand Junction, mostly along 12th Street from Walnut Avenue to Horizon Drive.

Route 1 has timed connections with other routes at the Downtown Transfer Facility.

Route 1 operates every 60 minutes from 5:15 a.m. – 8:05 p.m. Monday – Saturday with a cutaway bus.

Table 7. Route 1 Summary

| Ridership and Revenue Hours | |
|-------------------------------------|------|
| Weekday boardings | 151 |
| Weekday revenue hours | 14.8 |
| Weekday boardings per revenue hour | 10.2 |
| Saturday boardings | 121 |
| Saturday revenue hours | 14.8 |
| Saturday boardings per revenue hour | 8.2 |



Route 2 - Patterson Road

Route 2 runs about eight miles straight down Patterson Road from Clifton Transfer Station to West Transfer Facility. Between 27 ½ Road and 27 ¼ Road, this East/West route makes a stop on Hermosa Avenue to serve some residential and senior living facilities.

Route 2 connects more residential and low-density neighborhoods on the east end of Clifton to the Mesa Mall and other major commercial retail and box stores on the west end of the route. The route also serves Street Mary’s Medical Center and higher density neighborhoods just outside the West Transfer Facility’s commercial/industrial area. Route 2 has timed connections with other routes at Clifton Transfer Station yet does not make timed connections at West Transfer Facility.

Route 2 operates every 60 minutes from 5:45 a.m. – 8:35 p.m. Monday – Saturday with a cutaway bus.

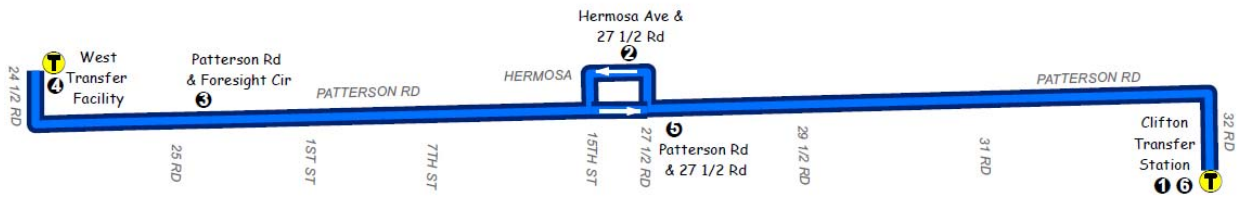


Table 8. Route 2 Summary

| Ridership and Revenue Hours | |
|-------------------------------------|------|
| Weekday boardings | 173 |
| Weekday revenue hours | 14.8 |
| Weekday boardings per revenue hour | 11.7 |
| Saturday boardings | 118 |
| Saturday revenue hours | 14.8 |
| Saturday boardings per revenue hour | 7.9 |

Route 3 - Orchard Avenue

Route 3 connects northeast residential neighborhoods to downtown via Orchard Avenue and N 7th Street. Route 3 directly serves seven public k-12 schools, CMU, and some of Grand Junction’s high-density housing developments. Route 3 has timed connections with other routes at Clifton Transfer Station and Downtown Transfer Facility.

Route 3 operates every 60 minutes from 5:15 a.m. – 8:05 p.m. Monday – Saturday with a cutaway bus.

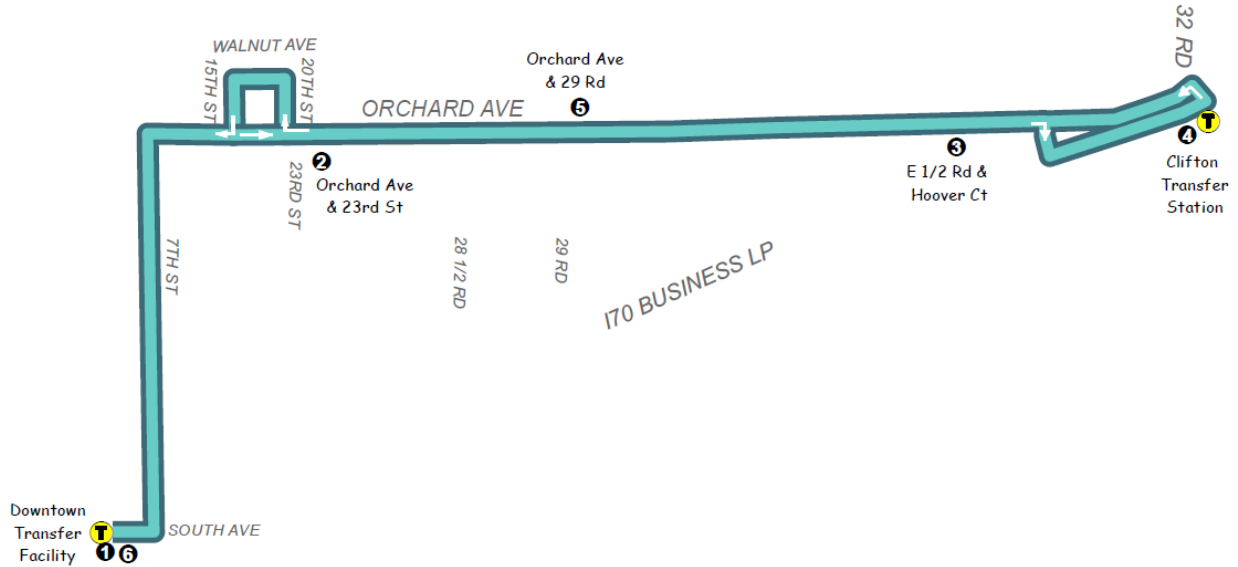


Table 9. Route 3 Summary

| Ridership and Revenue Hours | |
|-------------------------------------|------|
| Weekday boardings | 187 |
| Weekday revenue hours | 14.8 |
| Weekday boardings per revenue hour | 12.6 |
| Saturday boardings | 115 |
| Saturday revenue hours | 14.8 |
| Saturday boardings per revenue hour | 7.8 |

Route 4 - Palisade

Route 4 provides a connection from downtown Palisade, a town east of Grand Junction, to Clifton Transfer Station via US Highway 6. Route 4 serves Mt. Garfield Middle School, Palisade High School, and residential neighborhoods on either end of the route. Route 4 has timed connections with other routes at Clifton Transfer Station.

Route 4 operates every 60 minutes from 4:45 a.m. – 8:35 p.m. Monday – Saturday with a cutaway bus.

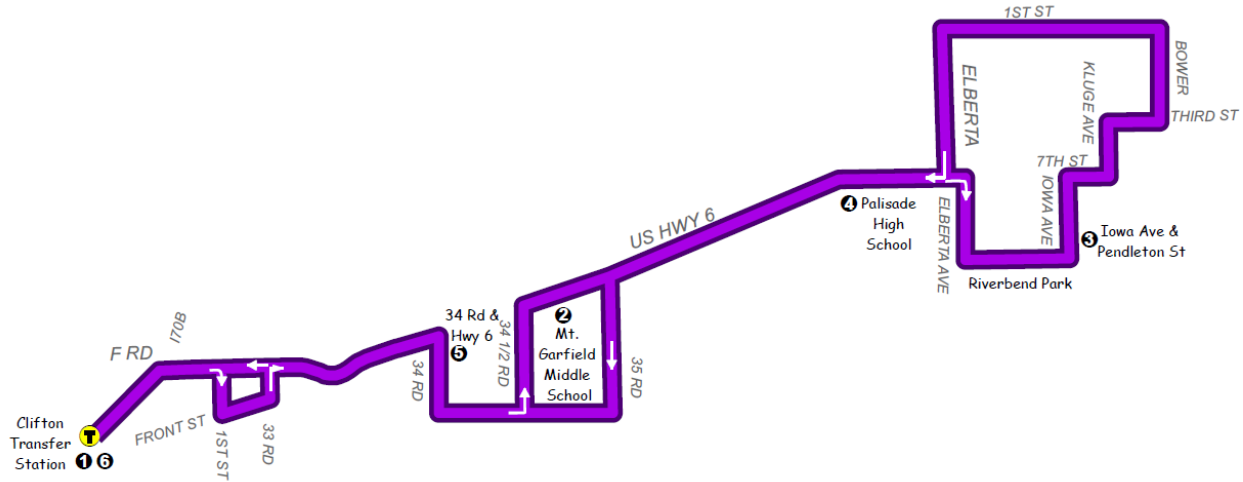


Table 10. Route 4 Summary

| Ridership and Revenue Hours | |
|-------------------------------------|------|
| Weekday boardings | 157 |
| Weekday revenue hours | 15.8 |
| Weekday boardings per revenue hour | 9.9 |
| Saturday boardings | 100 |
| Saturday revenue hours | 15.8 |
| Saturday boardings per revenue hour | 6.3 |

Route 5 - Midtown

The Midtown Route 5 is a loop that starts and ends at the Downtown Transfer Facility. Route 5 travels along Grand Avenue and North Avenue to a loop up 29 ½ Road and down 29 Road. This loop serves Mesa County Central Library, VA Medical Center Grand Junction, Community Services Campus, dense residential neighborhoods, a Safeway and a variety of restaurants, retail, and businesses in the downtown area. Route 5 has timed connections with other routes at Downtown Transfer Facility.

Route 5 operates every 60 minutes from 5:05 a.m. – 8:05 p.m. Monday – Saturday with a low-floor bus.

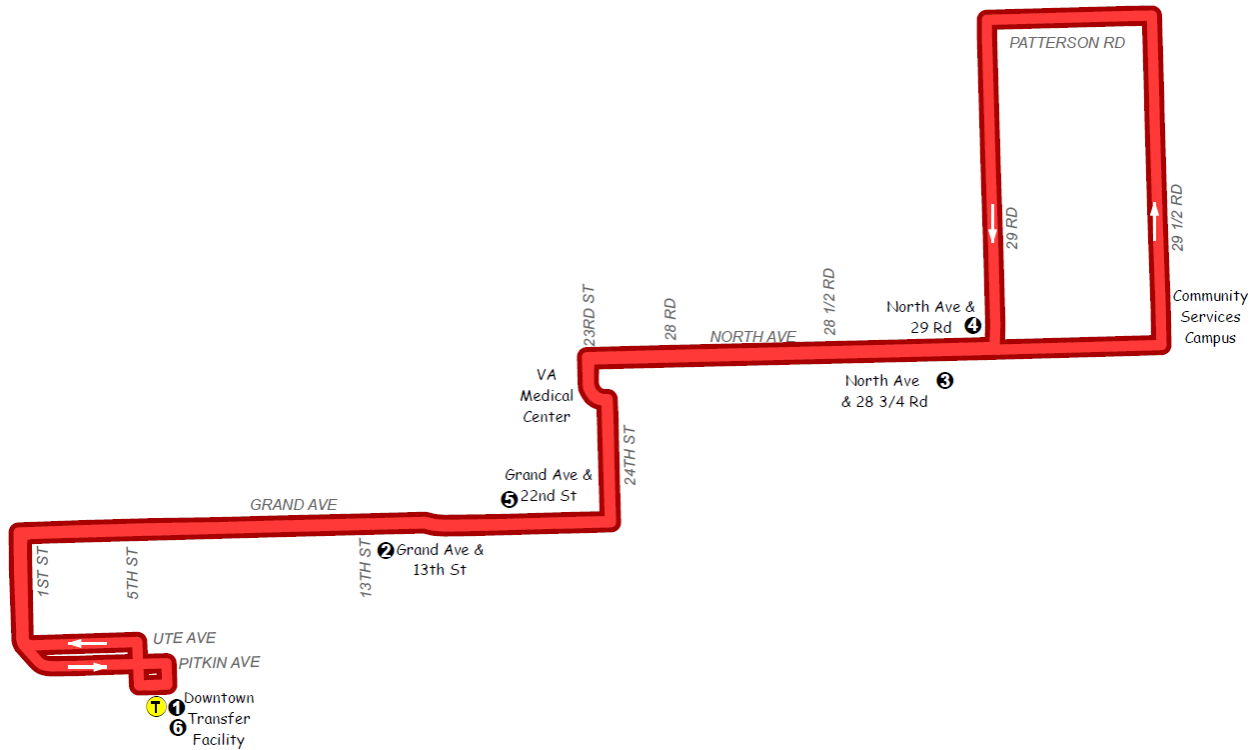


Table 11. Route 5 Summary

| Ridership and Revenue Hours | |
|-------------------------------------|------|
| Weekday boardings | 457 |
| Weekday revenue hours | 14.8 |
| Weekday boardings per revenue hour | 30.8 |
| Saturday boardings | 296 |
| Saturday revenue hours | 14.8 |
| Saturday boardings per revenue hour | 20.0 |

Route 6 - Orchard Mesa

Route 6 travels from downtown Grand Junction south to serve medium-density residential neighborhoods in Orchard Mesa before going north on 29 Road to the Community Service Campus and back. Route 6 has timed connections with other routes at Downtown Transfer Facility.

Route 6 operates every 60 minutes from 5:15 a.m. – 8:05 p.m. Monday – Saturday with a cutaway bus.

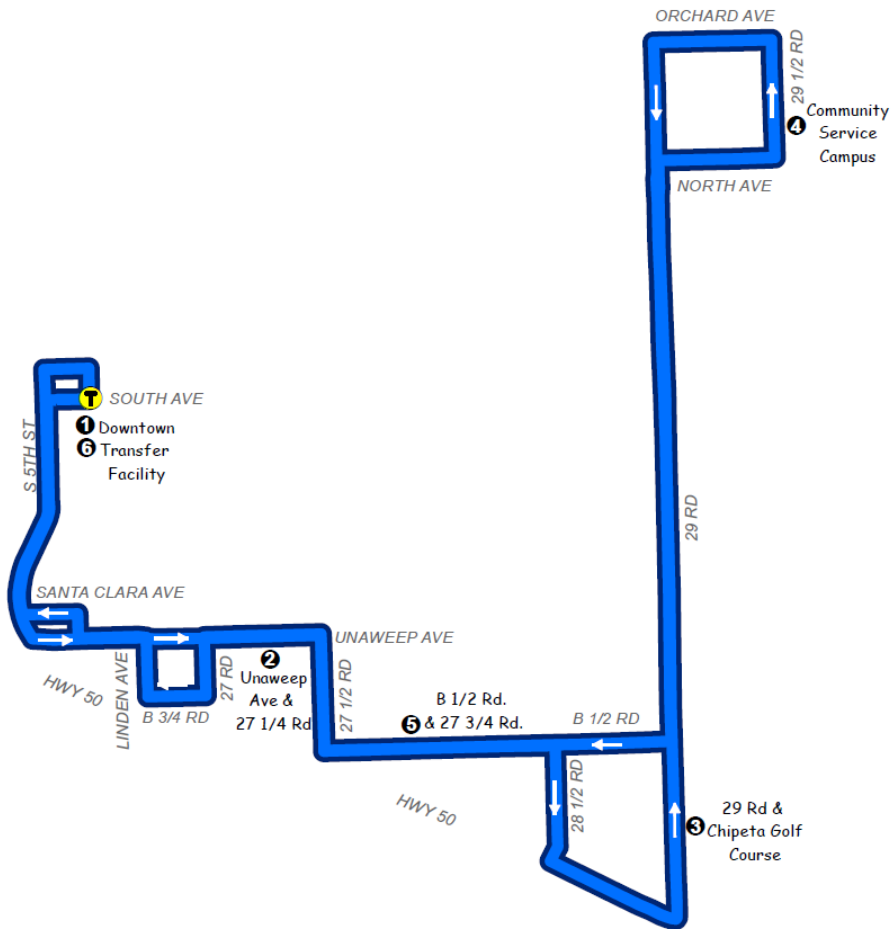


Table 12. Route 6 Summary

| Ridership and Revenue Hours | |
|-------------------------------------|------|
| Weekday boardings | 179 |
| Weekday revenue hours | 14.8 |
| Weekday boardings per revenue hour | 12.1 |
| Saturday boardings | 137 |
| Saturday revenue hours | 14.8 |
| Saturday boardings per revenue hour | 9.3 |

Route 7 - College Connector

Route 7, the College Connector, runs northwest from the Downtown Transfer Facility to the West Transfer Facility. This route serves Colorado Mesa University and Western Colorado Community College via commercial corridors. Route 7 has timed connections with other routes at Downtown and West Transfer Facilities.

Route 7 operates every 60 minutes from 5:15 a.m. – 8:05 p.m. Monday – Saturday with a cutaway bus.

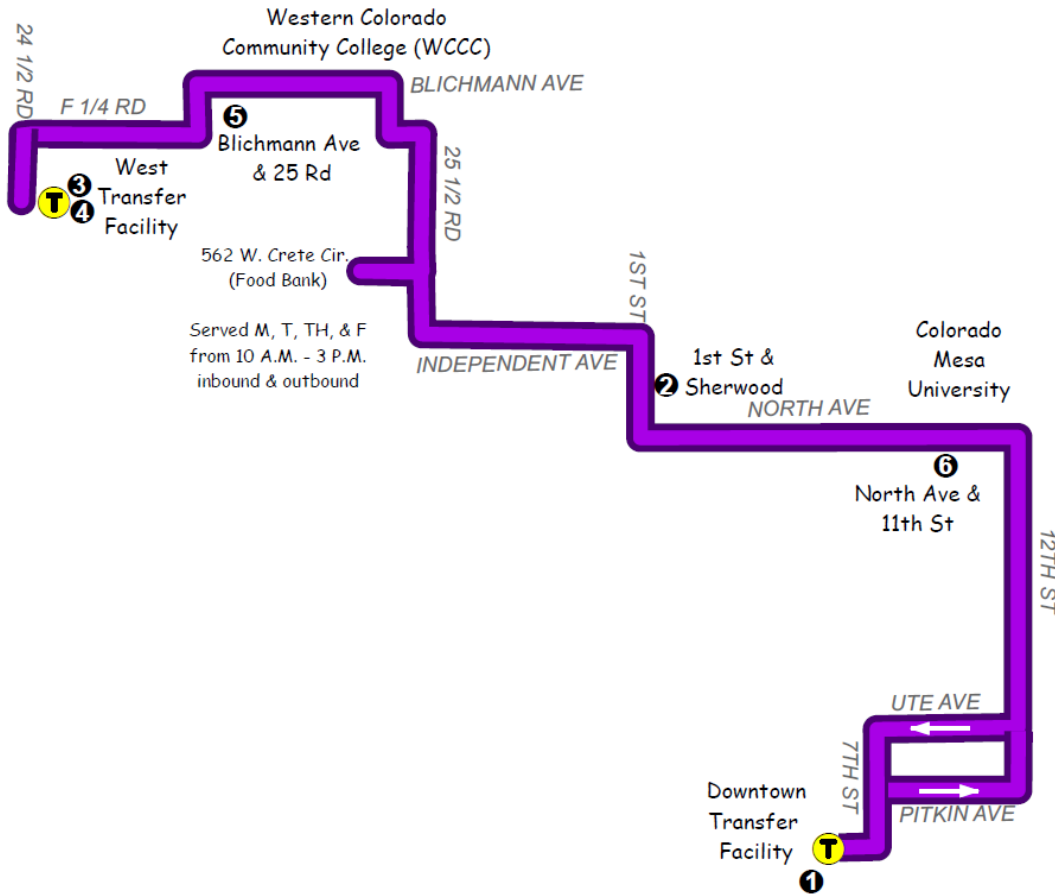


Table 13. Route 7 Summary

| Ridership and Revenue Hours | |
|-------------------------------------|------|
| Weekday boardings | 142 |
| Weekday revenue hours | 14.8 |
| Weekday boardings per revenue hour | 9.6 |
| Saturday boardings | 92 |
| Saturday revenue hours | 14.8 |
| Saturday boardings per revenue hour | 6.2 |

Route 8 - Fruita

Route 8 operates between West Transfer Facility and the City of Fruita. After departing from West Transfer Facility, Route 8 services some dense residential communities and the Community Hospital and uses US Highway 6 and 50 to go northwest to Fruita. In Fruita, the route loops around Fruita K-12 schools, Colorado Canyons Hospital & Medical Center, residential neighborhoods, and hotels before reaching downtown. Route 3 has timed connections with other routes at West Transfer Facility.

Route 8 operates every 60 minutes from 4:45 a.m. – 8:35 p.m. Monday – Saturday with a cutaway bus.

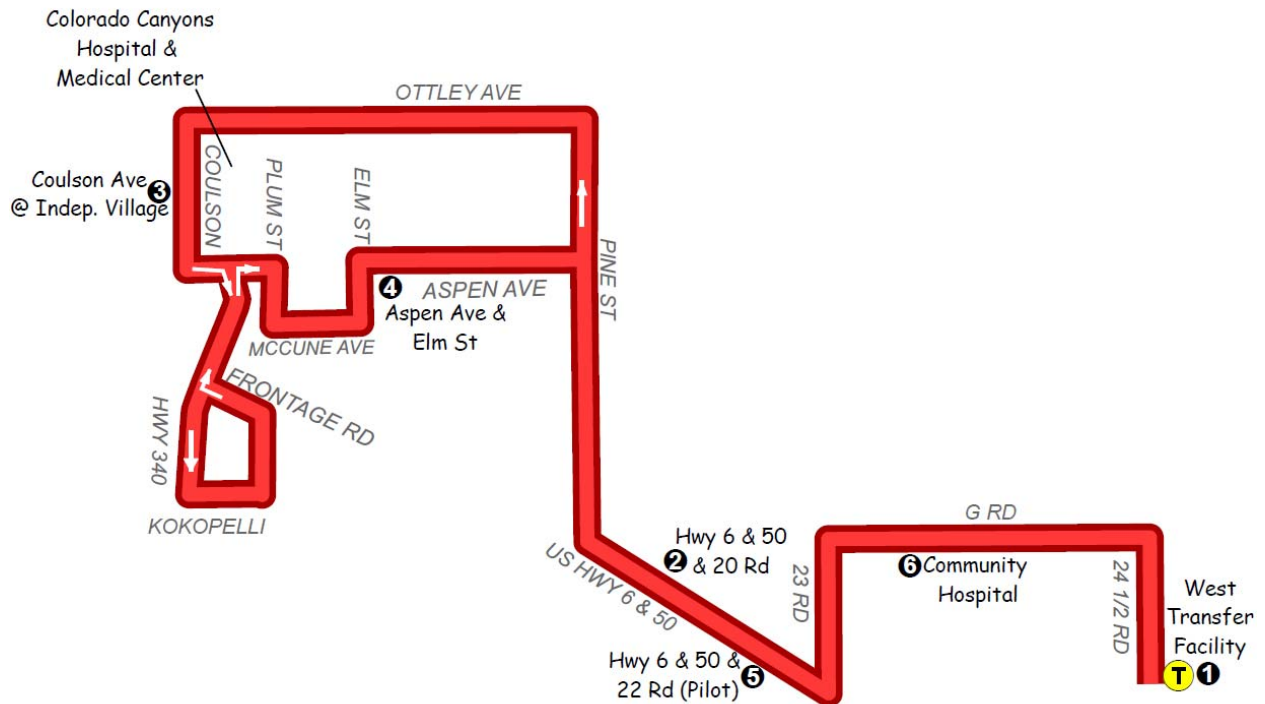


Table 14. Route 8 Summary

| Ridership and Revenue Hours | |
|-------------------------------------|------|
| Weekday boardings | 164 |
| Weekday revenue hours | 15.8 |
| Weekday boardings per revenue hour | 10.4 |
| Saturday boardings | 126 |
| Saturday revenue hours | 15.8 |
| Saturday boardings per revenue hour | 8.0 |

Route 9 - North Avenue

Route 9, similar to Route 3, runs between Clifton Transfer Station and Downtown Transfer Facility. However, Route 9 travels via North Avenue, a more commercial corridor that hosts restaurants, businesses, employee centers, and other key destinations, such as Walmart, VA Medical Center Grand Junction, and the Community Services Campus. Route 9 has timed connections with other routes at Downtown and Clifton Transfer Facilities.

Route 9 operates every 60 minutes from 5:15 a.m. – 8:05 p.m. Monday – Saturday with a low-floor bus.

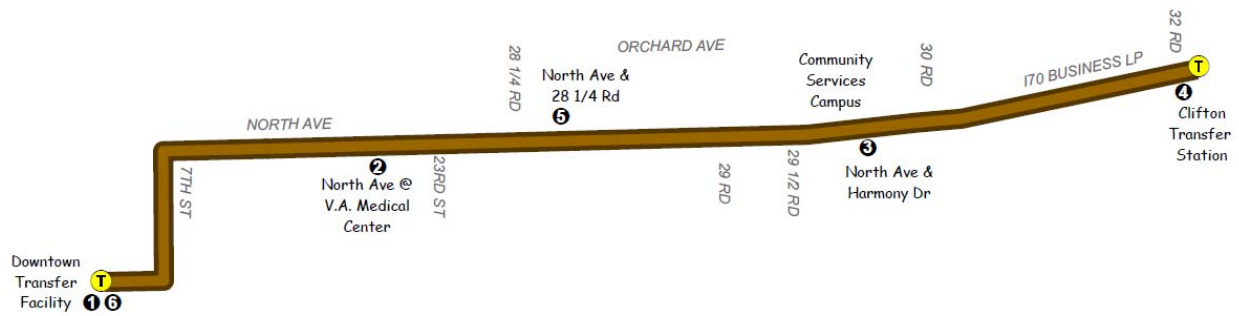


Table 15. Route 9 Summary

| Ridership and Revenue Hours | |
|-------------------------------------|------|
| Weekday boardings | 452 |
| Weekday revenue hours | 14.8 |
| Weekday boardings per revenue hour | 30.5 |
| Saturday boardings | 333 |
| Saturday revenue hours | 14.8 |
| Saturday boardings per revenue hour | 22.5 |

Route 10 - Clifton

Route 10 is a circuitous route based from the Clifton Transfer Station that serves neighborhoods on the east side of Grand Junction. This route primarily travels along D Road and D ½ Road. The loop patterns on Route 10 likely force riders to ride around to reach their destinations. Route 10 has timed connections with other routes at Clifton Transfer Station.

Route 10 operates every 60 minutes from 4:45 a.m. – 8:35 p.m. Monday – Saturday with a cutaway bus.

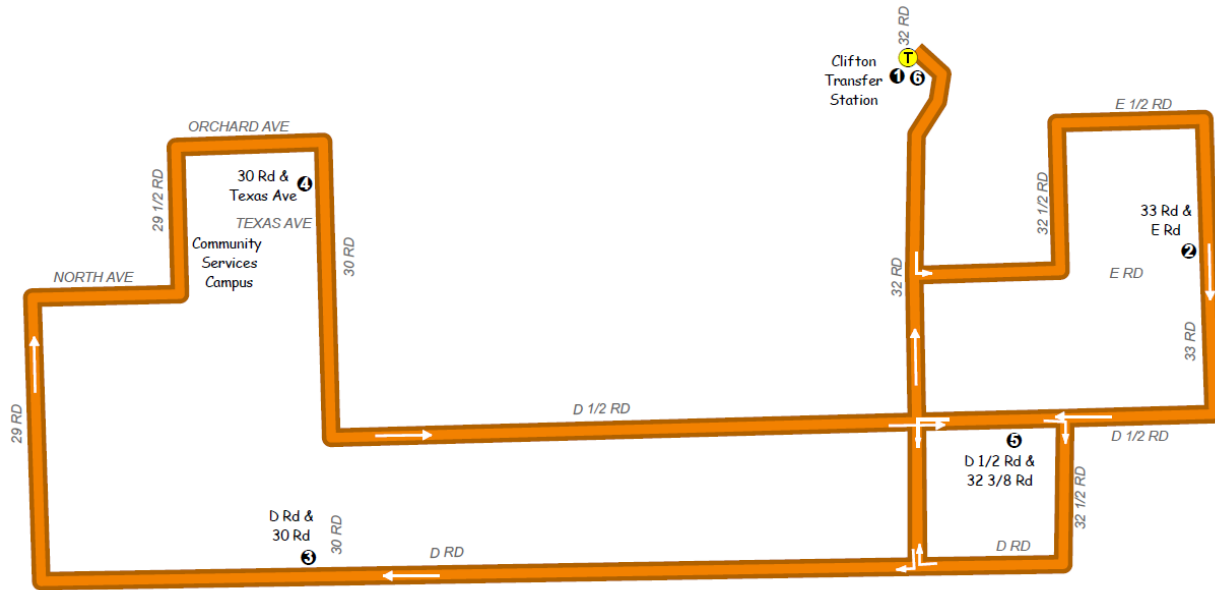


Table 16. Route 10 Summary

| Ridership and Revenue Hours | |
|-------------------------------------|------|
| Weekday boardings | 247 |
| Weekday revenue hours | 15.8 |
| Weekday boardings per revenue hour | 15.6 |
| Saturday boardings | 180 |
| Saturday revenue hours | 15.8 |
| Saturday boardings per revenue hour | 11.4 |

Route 11 - Shopping Malls

Route 11 connects downtown with Mesa Mall and stops for Redland Marketplace and Rimrock Marketplace. This route mainly operates along commercial corridors. The route also includes a low-ridership deviation to the Redlands Albertson's at Broadway & Power Road. Route 3 has timed connections with other routes at Downtown and West Transfer Facilities.

Route 11 operates every 60 minutes from 5:15 a.m. – 8:05 p.m. Monday – Saturday with a cutaway bus.

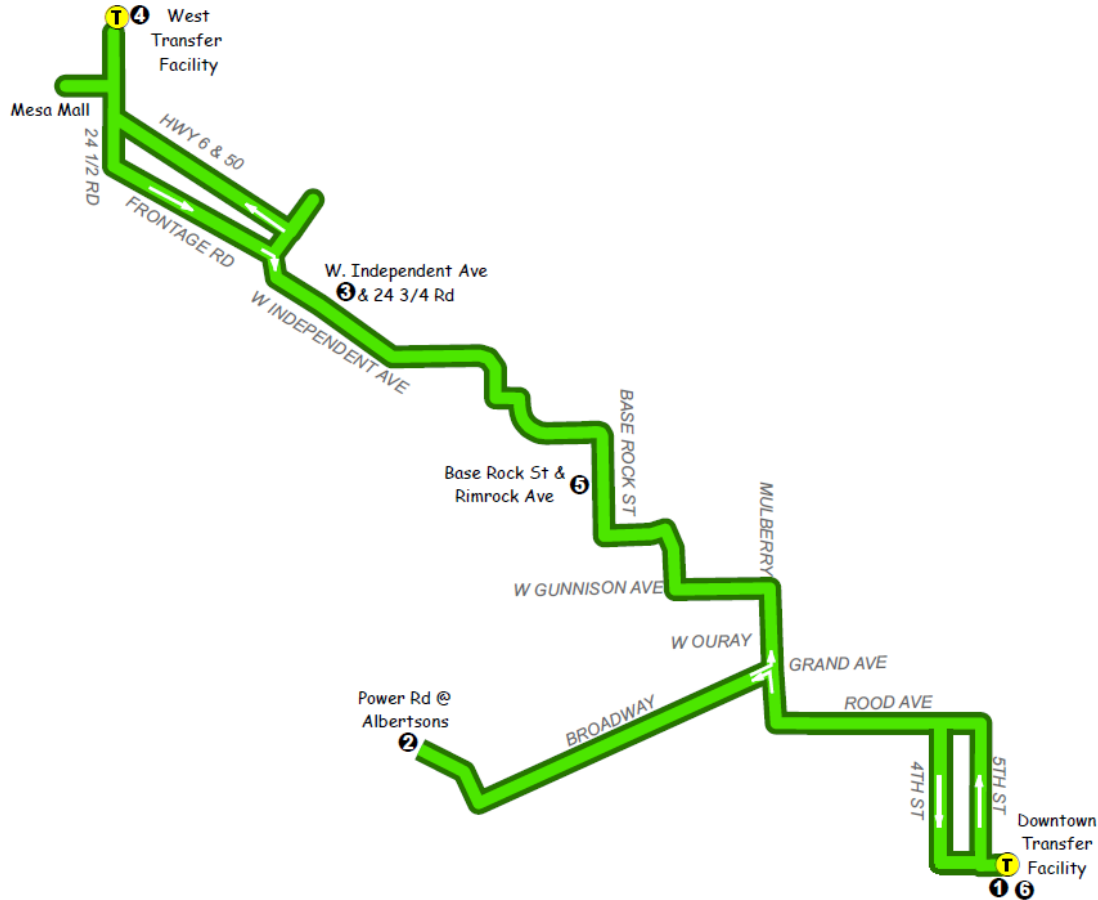


Table 17. Route 11 Summary

| Ridership and Revenue Hours | |
|-------------------------------------|------|
| Weekday boardings | 235 |
| Weekday revenue hours | 14.8 |
| Weekday boardings per revenue hour | 15.8 |
| Saturday boardings | 198 |
| Saturday revenue hours | 14.8 |
| Saturday boardings per revenue hour | 13.3 |

Route 12 - Northwest

Similar to Routes 7 and 11, Route 12 runs northwest and connects downtown to the West Transfer Facility. Destinations along this route include Grand Junction’s Main Street, Grand Junction High School, Street Mary’s Medical Center, movie theaters, shopping destinations on Market street, and a City Market Grocery Store. Route 12 has timed connections with other routes at Downtown and West Transfer Facilities. Route 12 deviates to City Market before and after its layover at the West Transfer Facility, negatively impacting on-time performance.

Route 12 operates every 60 minutes from 5:15 a.m. – 8:05 p.m. Monday – Saturday with a cutaway bus.

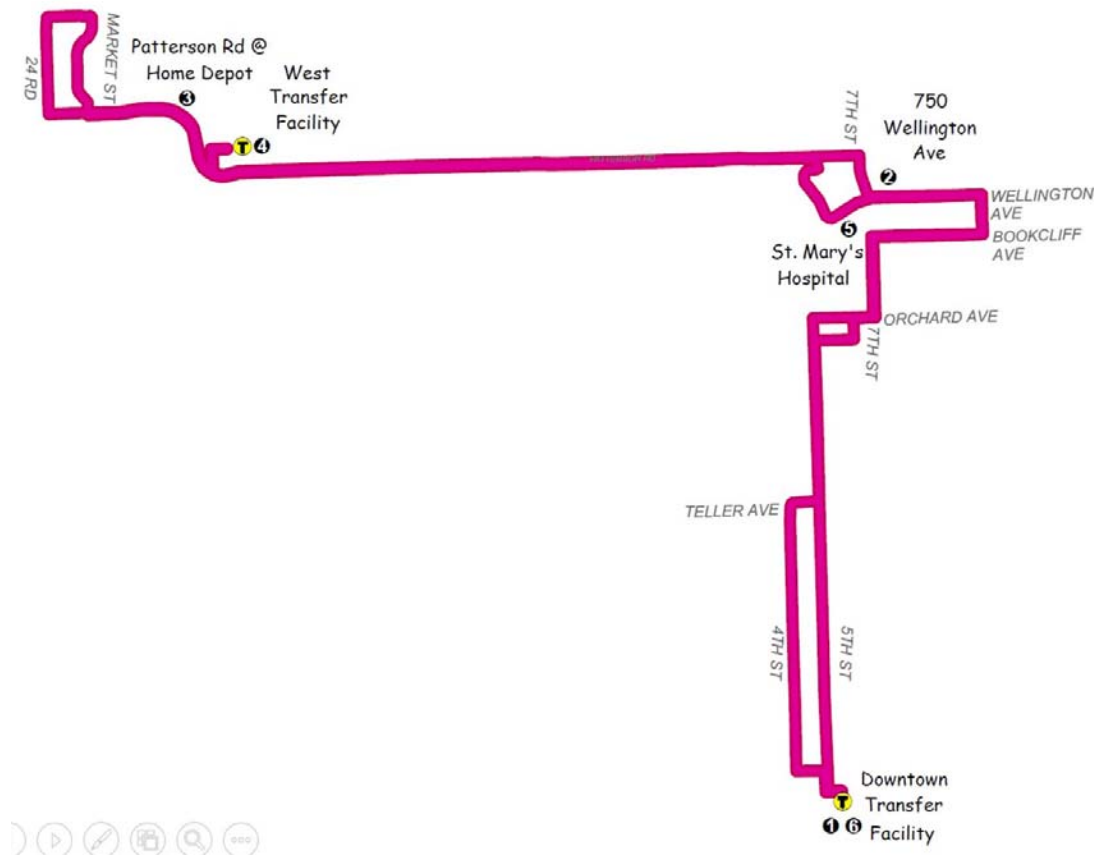


Table 18. Route 12 Summary

| Ridership and Revenue Hours | |
|-------------------------------------|------|
| Weekday boardings | 100 |
| Weekday revenue hours | 14.8 |
| Weekday boardings per revenue hour | 6.8 |
| Saturday boardings | 57 |
| Saturday revenue hours | 14.8 |
| Saturday boardings per revenue hour | 3.8 |

8. Transit System Scorecard

Schedule Reliability

Running Times

GVT running times do not change throughout the day. As a result, some routes have tight schedules during peak periods and loose schedules during early morning and/or midday hours.

Time Points

Most transit systems select time points that are major destinations along a route or are convenient places for a layover. GVT route time points are scheduled in 10-minute intervals following departure times at transfer facilities. As a result, time point locations are selected at the nearest stop and often result in early arrivals or late departures.

Deviations

In addition to time point scheduling issues, some GVT routes include deviations that impact schedule reliability, such as City Market on Market Street (Route 12 in both directions), Street Mary's Hospital (Route 12 inbound only), and Community Food Bank on Crete Circle (Route 7 in both directions).

Bus Pullouts

Several bus pullouts along North Avenue in Grand Junction have a curb length of 50 feet due to being designed for cutaway vans rather than larger buses. The limited curb length of these bus pullouts creates issues for Routes 5 and 9, which utilize larger 40-foot buses.

On-time Performance

GVT's on-time performance data is currently not providing accurate information. As accurate data becomes available it will be added to this report.

9. Previous Public Input

“What’s Been Heard”

As a part of the development of the existing conditions assessment key themes that have emerged from past outreach efforts and community requests were compiled. The following is a list of “What’s Been Heard” to date:

- Add Sunday service
- Extend service hours
- Consider regional connections
- Increase sidewalk infrastructure to access bus stops (first- and last-mile connections)
- Eliminate transfer fares
- Increase service frequency
- Improve travel speed
- Improve marketing and passenger information

Through public outreach efforts, input from focus groups and stakeholders, community requests and concerns will be further reviewed and validated.

10. How GVT Stacks Up

To provide some context for all of the metrics described in this document, three peer agencies were selected to provide a glance into how GVT stacks up compared to other transit systems. The peers that were selected include: Greeley Evans Transit and Pueblo Transit System in Colorado and Las Cruces Area Transit, RoadRunner out of southern New Mexico. Data are the averages from the National Transit Database 2012 – 2015 annual reports.

Community Context

GVT has the largest population and service area of the four transit providers.

Table 19. Service Area – Population

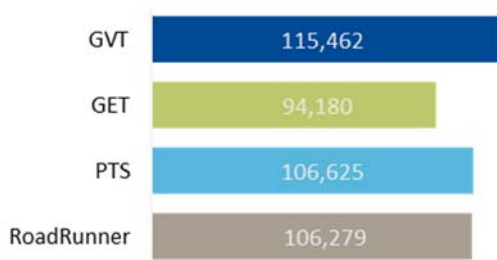
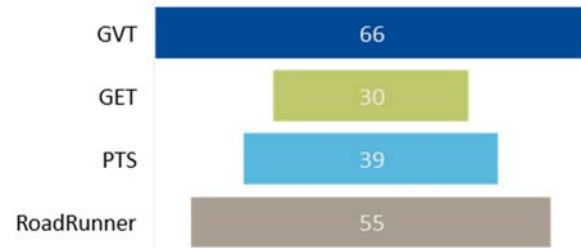


Table 20. Service Area – Square Miles



Service Characteristics

Table 21. System Ridership

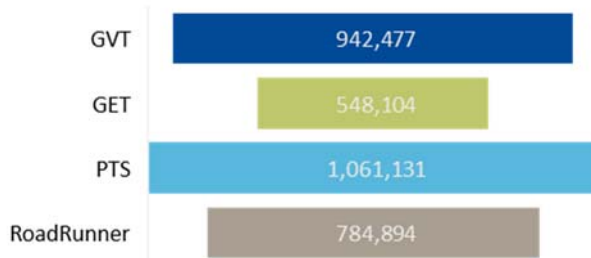
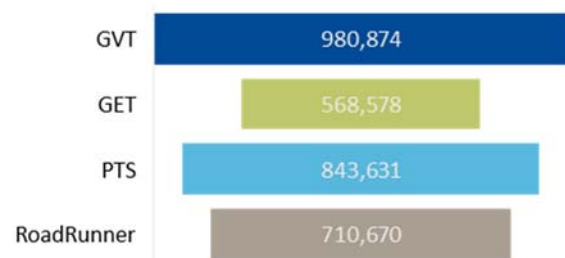


Table 22. Annual Revenue Miles



Financial Characteristics

Table 23. Funding Per Capita

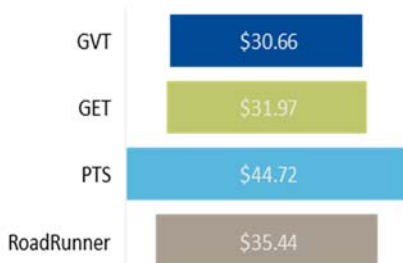
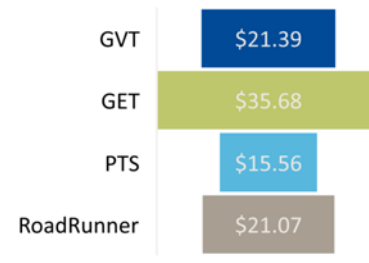


Table 24. Operating Expense Per Unlinked Trip – Fixed Route



Table 25. Operating Expense Per Unlinked Trip – Demand Response



11. Key Findings

This section provides a summary of the major findings based on this assessment of the existing GVT service.

Service Coverage

GVT provides transit service over a large area, with most service concentrated in Grand Junction and additional routes serving Fruitvale, Clifton, Orchard Mesa, Fruita, and Palisade.

Service is available to most points of interest, major activity centers, and residential areas throughout the area. The service provides wide coverage, offering at least some service to most people in the Grand Junction and immediate surrounding areas.

Service Directness

Some routes are circuitous and/or indirect. Though small deviations appear to be kept at a minimum on GVT, large loops and circuitous routes cause long travel times and/or out-of-direction travel for users.

Service Span

All routes have a service span of 15-16 hours on weekdays and Saturdays.

Service Frequencies

The extensive coverage and long service span results in all routes operating infrequently at every 60 minutes.

At 60-minute frequencies, the system is likely unattractive to those who have other means of transportation. Frequencies more than every 30 minutes are inconvenient and impractical for many trip purposes because if a customer misses the bus, he or she will need to wait for another hour before being able to catch another one.

Timepoints and Layovers

Six routes have 15 minutes or 25% layover, which is excessive.

Atypical time points set by time interval rather than optimal layover location are likely negatively affecting on-time performance.

Transfer Facilities

West Transfer Facility and the Clifton Transfer Station are near major activity centers or points of interests, but low-density development and the pedestrian environment make travel to and from the centers difficult.

Several routes have long layovers at transfer facilities, which result in an inefficient use of resources.

Saturday Ridership

Saturday ridership decreases significantly from weekday ridership in every community. Eight out of 12 routes have fewer than 10 boardings per service hour on Saturdays. Productivity levels of fewer than 10 boardings per service hour are more comparable to demand-response type service rather than fixed-route.



Bus Stop Amenities

Bus stop amenities are not placed at stops with the highest need.

Service Enhancements

Routes 5 Midtown and 9 North Avenue have high ridership and may be ripe for improved frequency.



Appendix C

Cost Estimates

This page intentionally left blank.

| | | Initial Implementation Year | Ongoing | Years from Implementation to 2028 | Annual Cost | One Time Cost | Total Additional Cost through 2028 | |
|--|---|---|---------|-----------------------------------|-------------|---------------|------------------------------------|-------------|
| Objective 1: Increase ridership of transportation disadvantaged and choice riders | | | | | | | | |
| MOBILITY | Strategy 1 | Implement new routes and services as viable identified in Scenario B – Existing Fixed-Route Network Enhancements | | 2019 | | | \$15,000 | \$15,000 |
| | Strategy 2 | Pursue partnership opportunities with large employers | yes | 2018 | | | | \$0 |
| | Strategy 3 | Expand travel training program: | | 2020 | | \$7,500 | | \$60,000 |
| | Strategy 4 | If additional funding becomes available implement Scenario C – Service Growth improvements | | | | | | |
| | | <i>Increase service frequency on two routes to 30 minutes - e.g., Routes 1, 5 or 9 (Service Frequency - Option 1)</i> | | 2022 | | \$431,000 | \$1,100,000 | \$3,686,000 |
| | | <i>Increase service frequency on route 1 to 30 minutes (Service Frequency - Option 2)</i> | | 2023 | | \$216,000 | \$550,000 | \$1,630,000 |
| | | <i>Implement Sunday Dial-A-Ride Service (Add Sunday Service - Option 1)</i> | | 2023 | | \$36,000 | | \$180,000 |
| | | <i>Extend weekday service by 2 hours (Span of Service Improvement- Option 1)</i> | | 2025 | | \$403,000 | | \$1,209,000 |
| | | <i>Extend Saturday service by 2 hours (Span of Service Improvement - Option 2)</i> | | 2026 | | \$84,000 | | \$168,000 |
| | | <i>Implement Sunday fixed-route service (Add Sunday Service Option 3)</i> | | 2027 | | \$705,000 | | \$705,000 |
| | <i>Supplemental Administrative support</i> | | 2021 | | \$30,000 | | \$210,000 | |
| Strategy 5 | Monitor and research emerging technological trends; implement marketing and operational tools as appropriate to support existing and to attract new riders (e.g., Next Bus, mobile ticketing, etc.). | yes | 2020 | | | \$20,000 | \$20,000 | |
| Objective 2: Improve multimodal connectivity | | | | | | | | |
| Strategy 1 | Expand bus stop standards in GVT <i>Policies and Procedures Manual</i> and develop process to prioritize stop improvements. | | 2018 | | | | \$0 | |
| Strategy 2 | Update contract for shelter/bench advertising vendor to ensure congruency with updated bus stop standards and improvement priorities. | | 2018 | | | | \$0 | |
| Strategy 3 | Apply for grant funding for sidewalk and bicycle infrastructure improvements (in coordination with local partners as appropriate). | yes | 2020 | | \$12,500 | | \$100,000 | |
| Strategy 4 | Continue coordinating with city and county staff to integrate transit service and facilities in the development review process (e.g., integrate upgrading bus stops and connections to into development standards). | yes | 2018 | | | | \$0 | |
| Strategy 5 | Research and identify opportunities for implementation of a Transit Overlay District | yes | 2025 | | | | \$250,000 | |
| Objective 3: Provide efficient and cost-effective transit service | | | | | | | | |
| Strategy 1 | Review current GVT <i>Policies and Procedures Manual</i> and make changes as appropriate to provide guidance on service changes, operational standards, infrastructure improvements, etc. | | 2018 | | | | \$0 | |
| Strategy 2 | Establish regular service change schedule and conduct public review process as identified. | | 2019 | | \$2,500 | | \$22,500 | |
| Strategy 3 | Conduct annual evaluation of system and modify service as appropriate to increase efficiency. | yes | 2019 | | | | \$0 | |
| Objective 1: Increase partnerships to leverage service provision and public and private funds | | | | | | | | |
| COLLABORATION | Strategy 1 | Work with CDOT to identify opportunities for pass integration and mobile ticketing. | | 2019 | | | \$10,000 | \$10,000 |
| | Strategy 2 | Coordinate with Business Improvement Districts to identify opportunities for service enhancement and funding partnerships. | yes | 2022 | | \$10,000 | | \$60,000 |
| | Strategy 3 | Collaborate with CMU to identify best practices and opportunities for service from the campus to key activity centers (e.g., downtown, mall, etc.). | yes | 2020 | | | | \$0 |
| | Strategy 4 | Work with CDOT coordinate Bustang (Grand Junction – Glenwood Springs - Denver) and Bustang-Outrider (Grand Junction - Durango) to schedules with GVT. | yes | 2018 | | | | \$0 |
| | Strategy 5 | Continue reaching out to CMU Sustainability Practices Program to identify potential partnership opportunities (e.g., special project on GVT and how it contributes to sustainability of the region). | yes | 2018 | | | | \$0 |
| | Strategy 6 | Research and identify partnership opportunities to implement pilot projects to test the use of shared-use mobility platforms to augment existing GVT service (e.g., partner with taxi company, Uber or Lyft). | yes | 2020 | | \$2,500 | | \$20,000 |

| | | Initial Implementation Year | Ongoing | Years from Implementation to 2028 | Annual Cost | One Time Cost | Total Additional Cost through 2028 |
|---|---|-----------------------------------|---------|---|----------------|------------------|--|
| ECONOMIC & COMMUNITY VITALITY | Objective 1: Improve access to recreational opportunities. | | | | | | |
| | Strategy 1 Determine viability of implementing special event/charter transit service to Country Jam, JUCO, etc. | 2018 | | 10 | | | \$0 |
| | Strategy 2 Coordinate with partner agencies (e.g., forest service, parks and recreation, Department of Health and Human Services) to determine need/viability of providing transit service trail heads and recreational amenities. | 2024 | | 4 | | | \$0 |
| | Strategy 3 Work with the Horizon Business Improvement District to identify opportunities for possible recreation based transportation services. | 2019 | | 9 | | \$5,000 | \$5,000 |
| | Objective 2: Increase access to employment and the use of employer pass programs. | | | | | | |
| | Strategy 1 Allocate resources to additional staffing for marketing and outreach to local businesses and partners. | 2018 | yes | 10 | | | \$0 |
| | Strategy 2 Expand outreach and marketing efforts to large employers and employers that promote a culture that emphasizes active lifestyles and wellness for their employees (e.g., employer transit fairs). | 2018 | yes | 10 | | | \$0 |
| | Strategy 3 Continue to participate in Colorado Bike to Work month activities in June to initiate conversations with potential choice riders. | 2018 | yes | 10 | \$1,000 | | \$10,000 |
| | Objective 3: Increase visitor awareness and use of GVT. | | | | | | |
| | Strategy 1 Work with Visit Grand Junction to distribute information about GVT services. | 2020 | yes | 8 | | | \$0 |
| Strategy 2 Develop and implement a promotional campaign to market GVT connectivity to key destinations (hotel lobby flyers, ads in visitor magazines, etc.). | 2021 | | 7 | \$5,000 | | \$35,000 | |
| Strategy 3 Provide free or reduced-cost transit passes to hotels and visitor center to encourage transit use. | 2022 | | 6 | \$1,500 | | \$9,000 | |
| SYSTEM PRESERVATION & SAFETY | Objective 1: Identify and secure additional funding to maintain current service levels. | | | | | | |
| | Strategy 1 Develop outreach approach to initiate conversations with county/local officials and staff about current and future funding (limitations, sales tax increase, etc.). | 2018 | yes | 10 | | | \$0 |
| | Strategy 2 Assess pass and fare structure, ensure price points are met (i.e., period pass that costs less than \$45) | 2019 | yes | 9 | | \$10,000 | \$10,000 |
| | Strategy 3 Explore the interest and/or viability of creating a regional transit entity, dedicated sales tax, or property tax. | 2021 | yes | 7 | | | \$0 |
| | Strategy 4 Identify next steps, if needed, to move forward with potential funding strategy. | 2022 | | 6 | | | \$0 |
| | Objective 2: Maximize the useful life of capital/rolling stock and secure funding to meet fleet replacement and expansion needs. | | | | | | |
| | Strategy 1 Continue prioritizing GVT's vehicle maintenance program. | 2018 | yes | 10 | | | \$0 |
| | Strategy 2 Continued implementation of Transit Asset Management plan | 2018 | yes | 10 | | | \$0 |
| | Strategy 3 Pursue grant funds for capital and rolling stock replacement and expansion needs. This includes the identification of local matching funds. (FTA 5339 Bus and Bus Related Equipment Facilities and Low-No Programs) | 2018 | yes | 10 | | | \$0 |
| | Objective 3: Provide safe and secure transit services. | | | | | | |
| | Strategy 1 Continue safety/security training and drug and alcohol screening to meet or exceed FTA standards. | 2018 | yes | 10 | | | \$0 |
| | Strategy 2 Track incidents and miles between preventable accidents; take corrective action as needed. | 2018 | yes | 10 | | | \$0 |
| | Strategy 3 Utilize existing security cameras at transfer facilities and on buses to inform improvements. | 2018 | yes | 10 | | | \$0 |
| | Strategy 4 Continue partnership with Mesa County sheriff's Office to deter crime and monitor safety and security of vehicles and facilities. | 2018 | yes | 10 | | | \$0 |
| EDUCATION & OUTREACH | Objective 1: Increase the general public's awareness of GVT and the services available. | | | | | | |
| | Strategy 1 Determine viability of allocating resources to additional staffing for marketing and outreach. | 2020 | | 8 | \$60,000 | | \$480,000 |
| | Strategy 2 Update and implement a strategic annual marketing and outreach strategy (social media, advertising, printed materials, etc.). | 2020 | yes | 8 | | | \$0 |
| | Strategy 3 Research and monitor emerging technologies; utilize marketing strategies and tools as appropriate. | 2018 | yes | 10 | \$5,000 | | \$50,000 |
| | Objective 2: Increase ease of access and distribution of information to existing riders. | | | | | | |
| | Strategy 1 Create a systematic approach to updating and distributing service schedules and maps and implement. | 2018 | yes | 10 | \$2,000 | | \$20,000 |
| | Strategy 2 Continue to coordinate with Brochure Express to stock brochure racks with GVT materials | 2018 | yes | 10 | \$900 | | \$9,000 |
| | Strategy 3 Continue advertising GVT services and programs on buses and at transfer facilities (interior car cards, flyers, website, etc.) | 2018 | yes | 10 | \$5,000 | | \$50,000 |
| Strategy 4 Develop an ongoing distribution schedule to provide materials at key human service agencies, medical facilities, employers, etc., and implement. | 2018 | yes | 10 | \$2,000 | | \$20,000 | |



1-10
year Grand Valley Transit
strategic plan



Mesa County Regional Transportation Planning Office
525 S. 6th St., 2nd Floor
Grand Junction, CO 81501

www.gvt.mesacounty.us