



Town of Milliken, Colorado

COMPREHENSIVE PLAN UPDATE

Adopted December 20, 2023

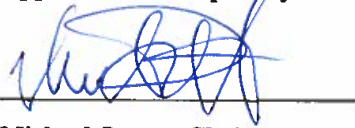


Project grant funded by DOLA.



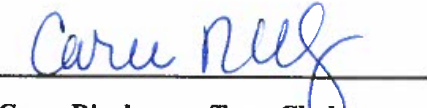
MILLIKEN COMPREHENSIVE PLAN UPDATE AND THREE MILE PLAN

Approved and adopted by the Milliken Planning Commission on December 20, 2023.



Michael Orcutt, Chairman

Attested and Certified to the Milliken Board of Trustees:



Caree Rinebarger, Town Clerk



ACKNOWLEDGMENTS

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Photo Credit

All photos are courtesy of the Town of Milliken unless otherwise noted.

A special thanks to all the citizens of the Town of Milliken for their input during the process and to DOLA for their support!

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INTRODUCTION

In 2022, the Town of Milliken began the process of updating its Comprehensive Plan. The Milliken Comprehensive Plan Update serves as a foundation for decision making and will help the Town implement the community's vision – maintaining a unique rural and small-town setting in Northern Colorado. The Town's previous comprehensive plan was adopted in 2016. Reflecting the immense growth along the Front Range Corridor and throughout the region, Milliken chose to update its plan to ensure that Town staff and elected and appointed officials have a strong foundation and guidance to lead the community into the years to come.





A COMMUNITY VISION FOR MILLIKEN

The Town of Milliken is populated by passionate residents who want the best for their community, embracing a small-town feel that mingles urban, suburban, and rural lifestyles within the rapidly growing Front Range Region. Over the coming decades, the Town will leverage its locational and natural assets, continuing to build its reputation as a welcoming place to live, visit, and invest. The Town will be known as a friendly and safe community, with high-quality neighborhoods, a robust local economy, good regional connectivity, and high-quality services and facilities.

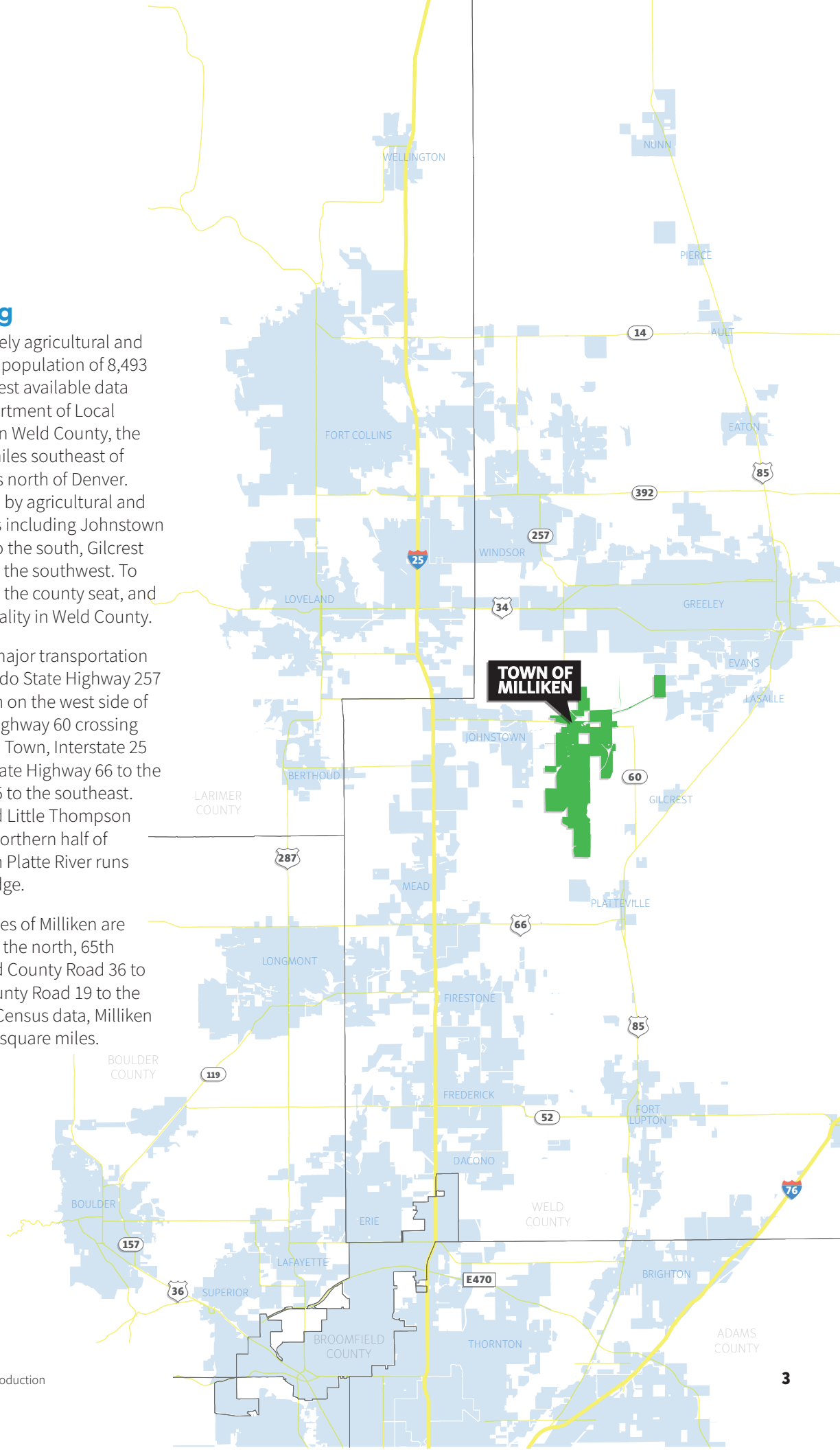


Regional Setting

Milliken is a predominately agricultural and residential Town, with a population of 8,493 in 2020 based on the latest available data from the Colorado Department of Local Affairs (DOLA). Located in Weld County, the Town is positioned 29 miles southeast of Fort Collins and 42 miles north of Denver. The Town is surrounded by agricultural and residential communities including Johnstown to the west, Platteville to the south, Gilcrest to the east, and Mead to the southwest. To the northeast is Greeley, the county seat, and most populous municipality in Weld County.

Milliken is near several major transportation routes, including Colorado State Highway 257 running north and south on the west side of Town, Colorado State Highway 60 crossing east to west through the Town, Interstate 25 to the west, Colorado State Highway 66 to the south, and U.S. Route 85 to the southeast. Additionally, the Big and Little Thompson Rivers run through the northern half of Milliken, while the South Platte River runs through the southern edge.

The municipal boundaries of Milliken are Weld County Road 52 to the north, 65th Avenue to the east, Weld County Road 36 to the south, and Weld County Road 19 to the west. According to U.S. Census data, Milliken has a total area of 12.90 square miles.



WHAT IS A COMPREHENSIVE PLAN?

A Comprehensive Plan represents the Town’s official vision for the future and is intended to guide the Town’s growth and evolution for the next 10-20 years. The Comprehensive Plan Update is not a regulatory document. It is to be used as a policy guide that outlines actions to work towards achieving the Town’s vision. It is designed to be broad in nature, addressing issues relating to land use, growth, housing, economic development, transportation, community facilities, sustainability, and, in Colorado, tourism – as well as other topics, as relevant.

Purpose of the Comprehensive Plan Update

The Comprehensive Plan Update provides policy guidance to property owners, citizens, and elected and appointed officials on a wide range of issues in the form of specific goals, policies, and recommended actions that will help the community implement its vision. It is a tool for the community to help coordinate efforts and direct how the Town may use its resources. Because conditions change over time, it will be necessary for Milliken to revisit the Comprehensive Plan Update periodically and update it as needed.



Planning Process

To adequately guide the Town for the next 10-20 years, the Milliken Comprehensive Plan Update is the product of a community-driven planning process that included engagement with residents, business owners, local officials, Town staff, service providers, and other community stakeholders. The Milliken Comprehensive Plan Update followed a six-step planning process.

Step 1: Project Initiation

During project initiation, the project team conducted workshops with the Planning Commission, Town Board of Trustees, and the Comprehensive Plan Steering Committee (CPSC). Existing conditions analysis field work commenced.

Step 2: Community Engagement and Public Process

Community engagement began with the project website launch and other methods of online engagement, including an online community questionnaire, and the initiation of map.social, an interactive platform that allowed residents to share opportunities and improvements in the community. Key stakeholder interviews were conducted as an initial data-gathering and community engagement exercise. *Outreach and engagement activities are summarized in the Community Profile section of the Comprehensive Plan Update.*

Step 3: Existing Conditions Analysis

The existing conditions analysis included an inventory of land use gathered through field reconnaissance conducted by the Project Team, identified key thoroughfares and community facilities, and provided a demographic profile. An Existing Conditions Memorandum was prepared to encapsulate this preliminary effort, to present issues and opportunities identified in outreach, and to summarize past plans and studies.

Step 4: Vision, Goals, and Preliminary Land Use Element

Development of the Vision, Goals, and Preliminary Land Use Element (including the Three-Mile Plan) was rooted in the work conducted during the first three steps as well. Step 4 included two community-wide outreach events: a business-focused community workshop and a community visioning workshop. The Vision, Goals, and Preliminary Land Use Element serve as the “cornerstone” of the consensus-building process and provided focus and direction for subsequent planning activities.

Step 5: Draft Plan Elements

Step 5 entailed the preparation of draft plan elements, including sections focused on housing and neighborhoods, economic development, transportation, infrastructure, community facilities, and cultural resources and tourism.

Step 6: Draft and Final Comprehensive Plan Update

Based on the previous tasks in the planning process, the draft version of the Comprehensive Plan Update was prepared and presented for review. Review included a CPSC working session, a community open house, and submittal of a final Draft Comprehensive Plan Update that was reviewed and adopted during a public hearing.

Existing Conditions Memorandum

Steps 1 - 3 culminated in the preparation of an Existing Conditions Memorandum (ECM). This document collected existing land use and transportation data, recent past plans and studies, information provided by the Town, and field reconnaissance. The ECM included a demographic snapshot, market overview, and summary of existing conditions within the Town's planning area.



COMMUNITY PROFILE

Prior to the composition of the Comprehensive Plan Update, extensive research was undertaken to create a profile of the current state of Milliken, and to collect information about the community's goals and aspirations. This process included community outreach events, stakeholder interviews, in-field visits, and online engagement to develop an understanding of the community.

DEMOGRAPHIC SNAPSHOT

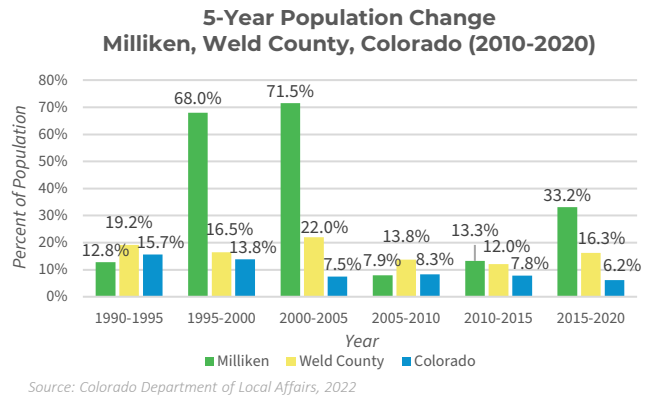
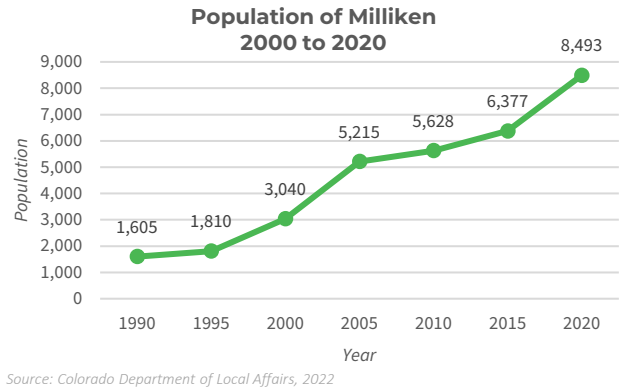
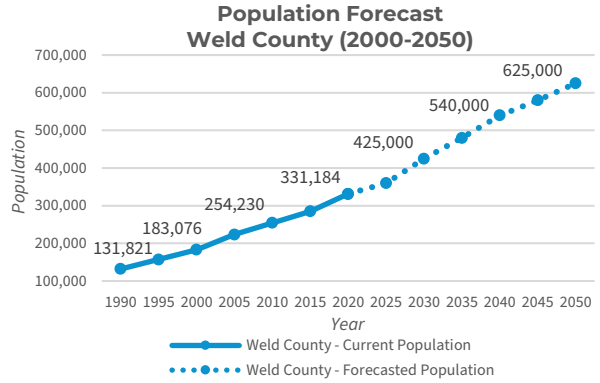
This section summarizes the characteristics of the Town’s current population and local economy. Data sources include DOLA for population, age, race, housing, education, and income topics, although, U.S. Census data was used in instances where DOLA information was not available.

Milliken is in a growing region as Colorado and Weld County have experienced growth in population and housing units over the last three decades. Based on the 30-year trends represented in the demographic analysis below, the Milliken Comprehensive Plan will aim to address the rapid growth’s impact on the community.

Population

Milliken experienced rapid population growth from 1995 to 2005 and outpaced the growth rate in Weld County and Colorado from 2015 to 2020. Milliken’s proximity to the I-25 and Highway 85 corridors, and to Greeley, Weld County’s most populous municipality, ensures it will continue to be impacted by a portion of the County’s growth.

Over the five-year period from 2015 to 2020 (the latest data available), the Town grew by 2,086 people, a 33% increase. Furthermore, Milliken has experienced a 51% population growth over the past 10 years of available data (2010-2020).

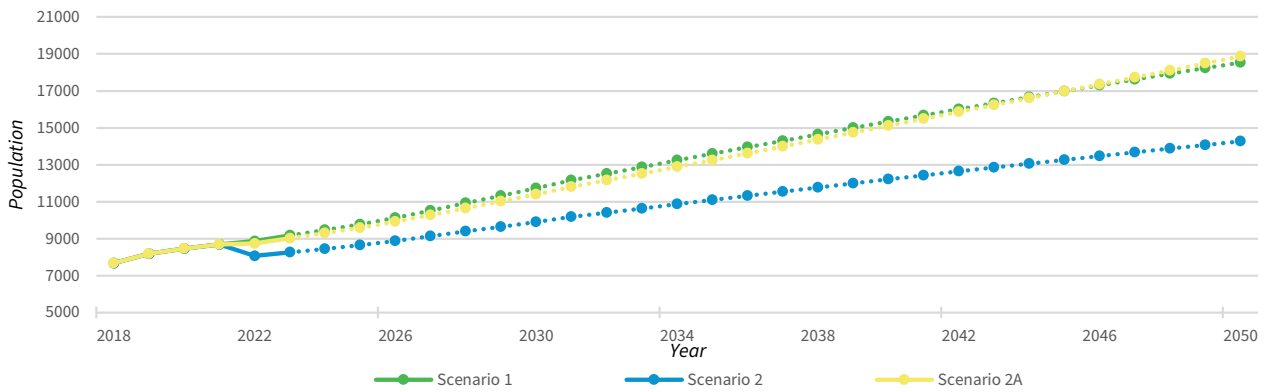


DOLA Population Forecast

DOLA has provided scenarios to forecast the potential growth of Milliken’s population. From 2011 to 2021, Milliken had 3.65% of the growth in Weld County. **Scenario 1** assumes that Milliken maintains that share of the County’s growth from 2022 through 2050, resulting in a Milliken population of 18,539. **Scenario 2** instead assumes that Milliken will maintain its share of the County’s total population, approximately 2.34%.

Using this scenario, Milliken would have a population of 14,263 by 2050. A variation on this, **Scenario 2A**, uses the linear trend line calculated from the range of shares from 2001 through 2021. The trend line shows an increasing share of Weld County’s population being in Milliken, resulting in the Town potentially having a population of 18,866 by 2050.

Population Forecast Scenarios, Town of Milliken, CO



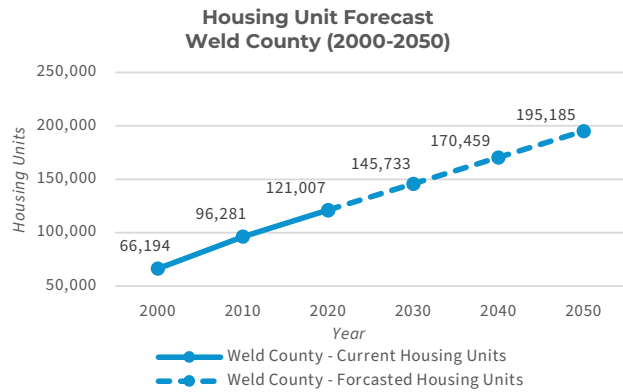
Source: Colorado Department of Local Affairs and the US Census, 2022

Housing

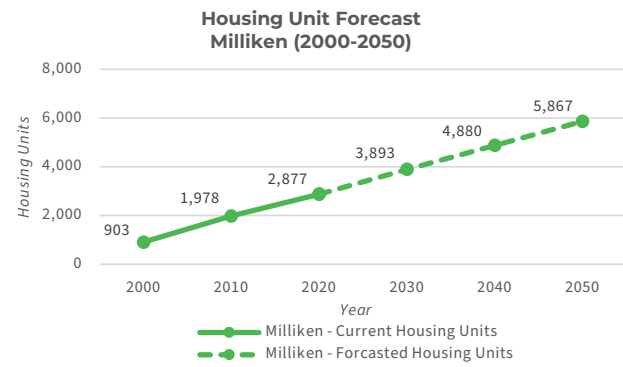
Milliken has more owner-occupied housing units and a greater percentage of single-family housing units out of all available housing units compared to Weld County and Colorado. Milliken has experienced a greater shift in median home value growth compared to Weld County and Colorado. The Town’s residential subdivisions have been built around the first-time homebuyer price point which will likely continue to attract new homebuyers to the community.

As of 2020, Milliken has 2,877 housing units, a 45% increase in housing units in the 10 years from 2010-2020, and a 219% increase in housing units in the past 20 years. Milliken is expected to increase its housing stock by 35% in the next 10 years, from a housing stock of 2,877 to a housing stock of 3,893. This is a much faster growth rate compared to Weld County, as the County is expected to increase its housing stock by 20% in the next 10 years.

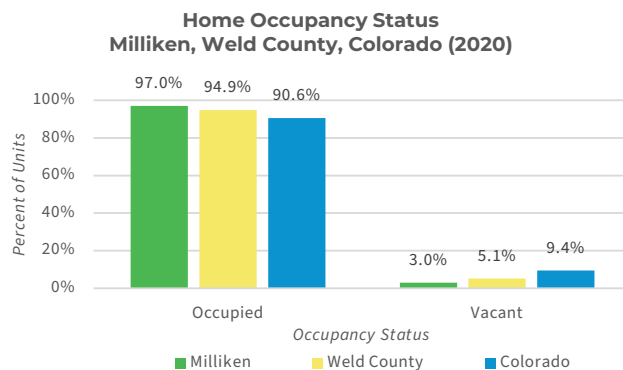
Housing Tenure refers to households owning or renting the housing units they reside in. Milliken has a housing stock that consists of 97% occupied homes, where 87% are owner-occupied and 13% are renter-occupied. Milliken, Weld County, and Colorado are in line with one another with the home occupancy status, as a high percentage of the homes are occupied, although, the housing tenure in Milliken is much higher than in Weld County and Colorado. The majority (97%) of homes in Milliken are single family units, which include single-family detached and single-family attached units. This surpasses Weld County by 18 percentage points and Colorado by 25 percentage points. Milliken has less housing diversity compared to Weld County and Colorado as the second highest housing stock in Milliken is two- to four-unit buildings. The community’s share of the housing stock of these units is half of the amount of two- to four-unit buildings in Weld County and Colorado.



Source: Colorado Department of Local Affairs, 2022



Source: Colorado Department of Local Affairs, 2022



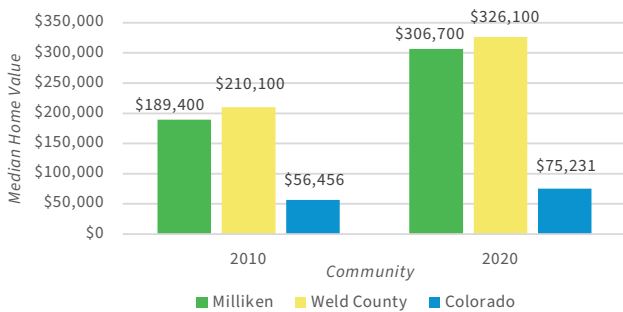
Source: Colorado Department of Local Affairs, 2022

Median Home Values in Milliken, Weld County, and Colorado grew within the past 10 years, although Milliken experienced the most rapid growth compared to Weld County and Colorado. DOLA indicates the median home value of Milliken homes in 2020 is \$306,700, in line with the median home value in Weld County, and higher than the median home value in Colorado. From 2010 to 2020, Milliken experienced a 62% increase in its median home value while Weld County experienced a 55% increase and Colorado experienced a 33% increase.

Housing Cost Burden occurs when a household spends more than 30% of its income on housing. Greater than 35% indicates a severe burden. DOLA statistics indicate that 27% of Milliken residents who own their home experience some cost burden, which aligns with Weld County and Colorado. In addition, 21% of Milliken residents who rent their housing units experience cost-burden, which is half the number of cost-burden residents of Weld County and Colorado who rent their housing units.

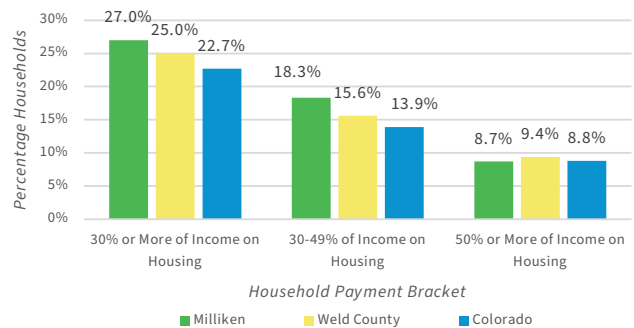
Milliken's newest residential subdivisions were built around the first-time homebuyer price point which attracted new homebuyers to the community. Recent escalation in housing prices may be less of a burden to property owners who already purchased their homes.

10-Year Change in Median Home Value (2010-2020)



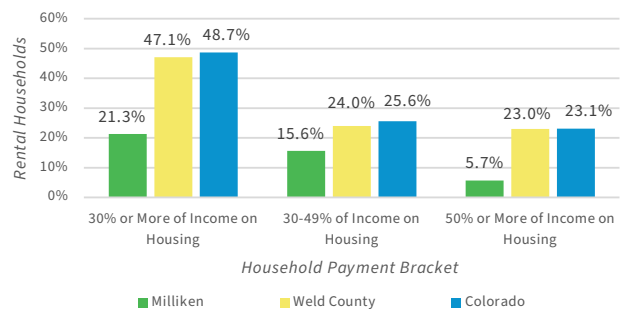
Source: Colorado Department of Local Affairs, 2022

Owner-Occupied Households Experiencing Cost-Burden (2020)



Source: Colorado Department of Local Affairs, 2022

Rental Households Experiencing Cost-Burden (2020)



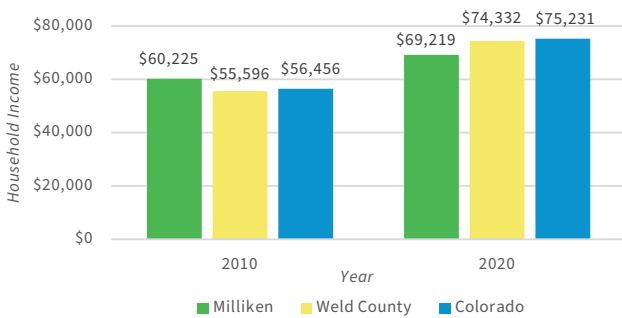
Source: Colorado Department of Local Affairs, 2022

Income

Milliken is a middle-income community attractive to everyone from first-time homebuyers to retirees. Over the past 10 years, Milliken experienced slower growth (15%) in median household income compared to Weld County (34%) and Colorado (33%). The percentage of the Town’s residents below the poverty line is lower than both Weld County and Colorado.

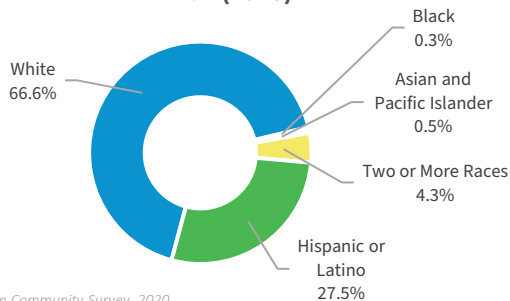
The median household income in Milliken was \$69,219 in 2020, which is \$5,113 less than the 2020 median household income in Weld County and \$6,012 less than the median household income in Colorado. Since 2010, Milliken experienced a 15% increase in its median household income, though this is lower than the increases that Weld County (34%) and Colorado (33%) experienced. More households in Milliken earn incomes from \$25,000 to \$74,999 compared to Weld County and Colorado, though both comparison geographies have more households in the very lowest and highest brackets compared to Milliken.

Median Household Income Over Time (2010-2020)



Source: Colorado Department of Local Affairs, 2022

Racial Distribution Milliken (2020)



Source: American Community Survey, 2020

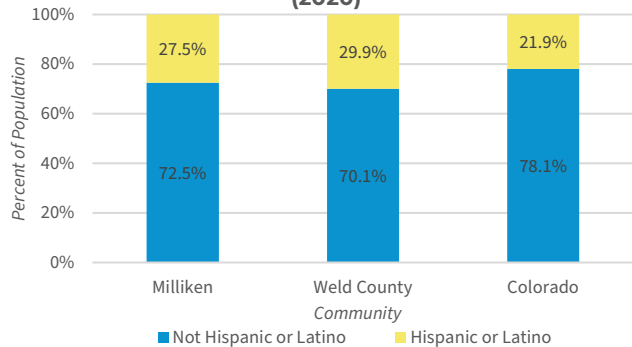
Race and Ethnicity

Milliken’s population is predominantly White. The Town has nearly the same population share of individuals identifying as Hispanic Latino and non-Hispanic or Latino as Weld County and Colorado.

Milliken’s population comprises 66.6% of residents who identify as White, followed by 4.3% of residents who identify as two or more races, 0.5% of residents who identify as Asian and Pacific Islander, and 0.3% of residents who identify as Black. Compared to Weld County, Milliken has a similar number of residents who identify as Hispanic or Latino, slightly more than the state.

Note: Per U.S. Census data, persons identifying as Hispanic or Latino can be of any race.

Non-Hispanic and Hispanic Distribution (2020)



Source: American Community Survey, 2020

Age

When considering median age, Milliken is slightly younger than Weld County and Colorado. The Town has a higher population in the under 5 years old cohort as well as in the 20 to 34-year-old cohort compared to Weld County and Colorado.

The median age in Milliken of 34.1 years old is in line with the median age of Weld County residents (34.6), but younger than the median age of Colorado residents (36.9).

While the median age of males in Milliken (34.4) aligns with the median age of males in Weld County (34.3), both communities have a slightly younger male median age compared to Colorado (36). The female median age in Milliken (33.1) is slightly younger than the female median age in Weld County (35) and Colorado (37.9).

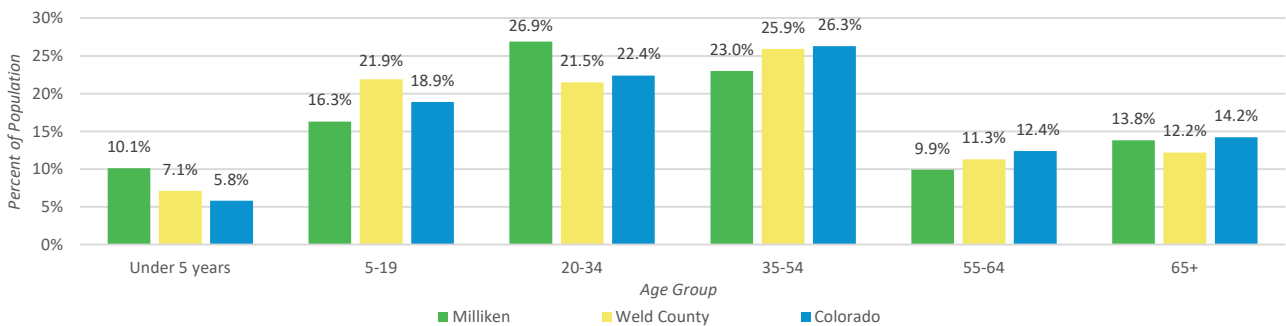
The age distribution in Milliken varies slightly compared to Weld County and Colorado. Milliken has slightly more residents who are 34 years old or younger compared to Weld County and Colorado. Despite having a younger population compared to Weld County and Colorado, Milliken experienced the greatest increase in its 55 to 64 age group and 65 or older age group from 2010 to 2020.

Employment

Between 2009 and 2019, Milliken experienced an 82% growth in its number of jobs across all industries.

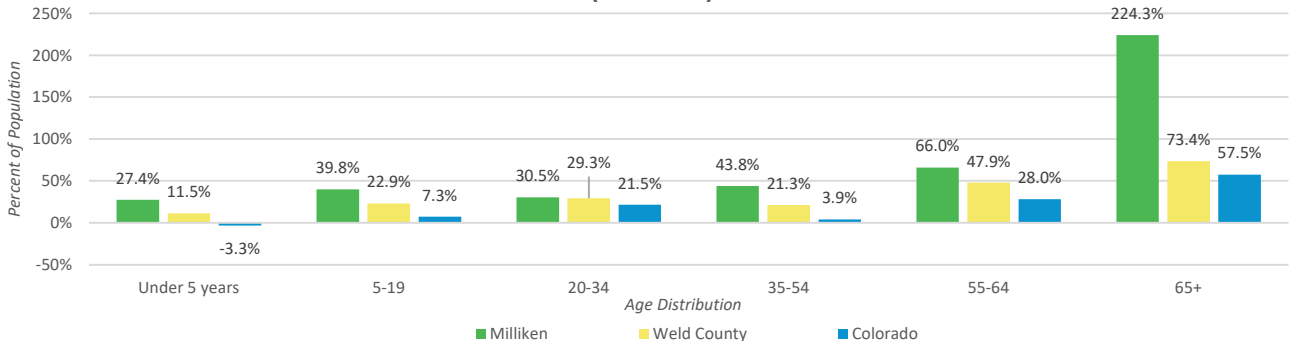
The U.S. Bureau of Labor Statistics defines the civilian labor force as all people aged 16 and older who are classified as either employed or unemployed. The labor force participation rate represents the number of people in the labor force (either working for or actively looking for work) as a percentage of the civilian noninstitutional population. The U.S. Bureau of Labor Statistics defines a person as unemployed if they were not employed when the Current Population Survey was taken; they were available for work during the survey reference week, except for temporary illness; and if they made an active effort to find a job during the four weeks ending with the survey reference week or they were temporarily laid off and expecting to be recalled to their job. The Rate of Labor Force chart shows that the percentage of individuals who are in the labor force in Milliken generally aligns with the percentage of individuals in the labor force in Weld County and Colorado.

Age Distribution (2020)



Source: Colorado Department of Local Affairs, 2022

10-Year Change in Age Distribution (2010-2020)



Source: Colorado Department of Local Affairs, 2022

Employment Sectors

Weld County's major industries are oil and gas exploration and production, agriculture, manufacturing, renewable energy, and other services. Jobs and industry in Milliken reflect these regional industries. Between 2009 and 2019, the number of jobs in Milliken grew by 565 or 82%. Growth occurred in mining, quarrying, and oil and gas extraction, healthcare, entertainment and recreation, construction, real estate and rental and leasing, as well as smaller increases in many other industries.

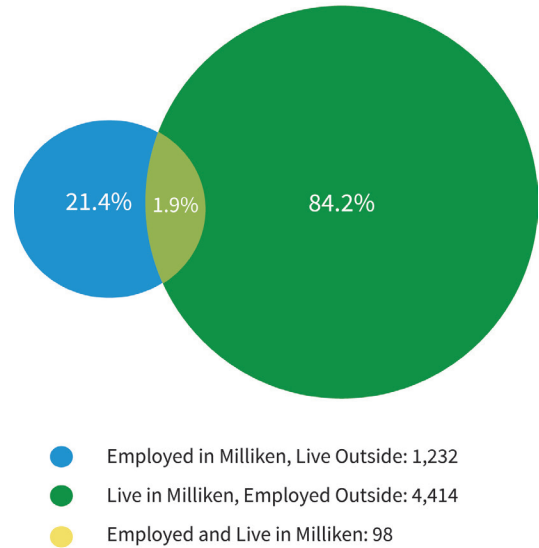
Milliken Employment Sectors	2009		2019		2009-2019
	Count	Share	Count	Share	Total Change
Accommodation and Food Services	25	4%	32	3%	7
Administration & Support, Waste Management and Remediation	11	2%	16	1%	5
Agriculture, Forestry, Fishing and Hunting	33	5%	33	3%	0
Arts, Entertainment, and Recreation	19	3%	53	4%	34
Construction	70	10%	152	12%	82
Educational Services	35	5%	41	3%	6
Finance and Insurance	4	1%	5	0%	1
Health Care and Social Assistance	1	0%	11	1%	10
Information	0	0%	0	0%	0
Management of Companies and Enterprises	49	7%	30	2%	-19
Manufacturing	308	44%	236	19%	-72
Mining, Quarrying, and Oil and Gas Extraction	10	1%	420	33%	410
Other Services (excluding Public Administration)	2	0%	6	1%	4
Professional, Scientific, and Technical Services	10	1%	35	3%	25
Public Administration	38	6%	78	6%	40
Real Estate and Rental and Leasing	3	0%	15	1%	12
Retail Trade	58	8%	38	3%	-20
Wholesale Trade	13	2%	23	2%	10
Transportation and Warehousing	4	1%	34	3%	30
Utilities	0	0%	0	0%	0
Total	693	100%	1258	100%	565

Laborshed

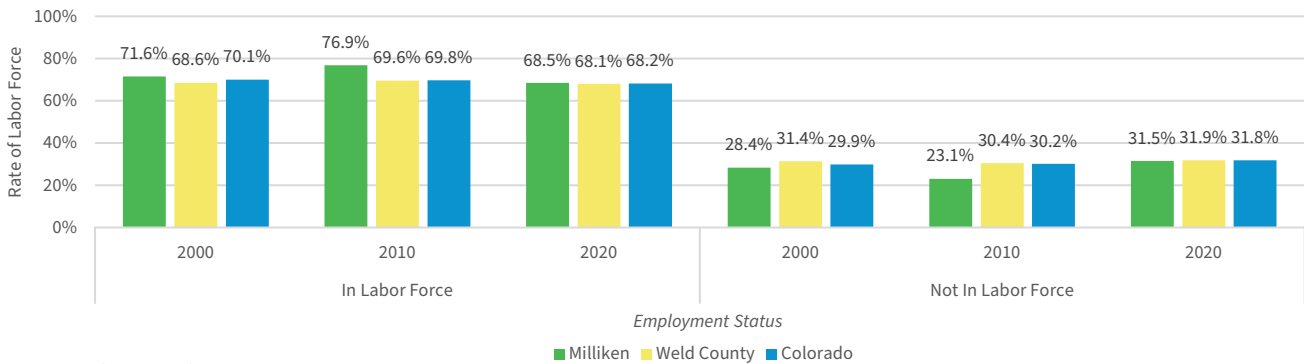
A laborshed compares where workers work to where they live. According to DOLA, the number of workers who are employed in Town, but live outside of Milliken is 1,232, or 21.4% of all Milliken workers. In comparison, only 98 people both live and work in Milliken, or 2% of Milliken workers. Out of all Milliken residents, 4,414 workers, or 76.8%, live in Milliken but are employed outside of the Town.

DOLA specifically reported that 330 workers, nearly 25% of all Milliken workers, live in Greeley. Additionally, the highest share of where residents of Milliken work is in Greeley, as 700 workers work in the City.

Commuting data for Milliken, Weld County, and Colorado workers represent their travel time to work and how they get to work. The commute times in Milliken, Weld County, and Colorado vary from one another as most workers' commute time in Milliken is between 30 to 59 minutes. Among the three communities, most workers drove alone to work followed by carpooling to work.

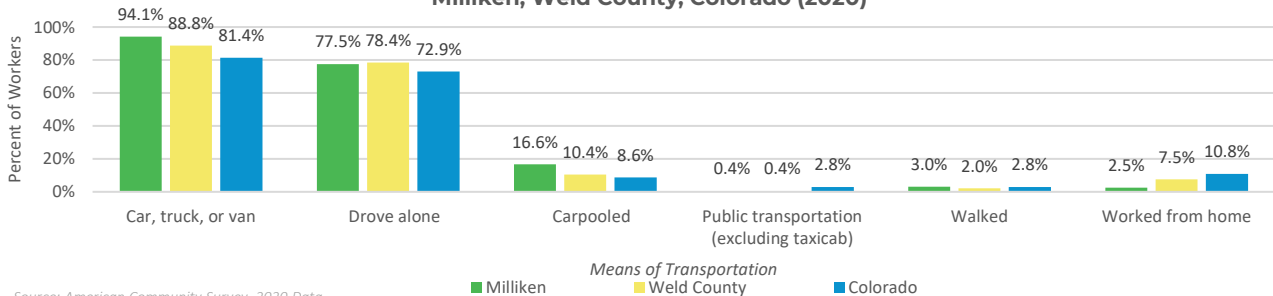


Rate of Labor Force (2000-2020)

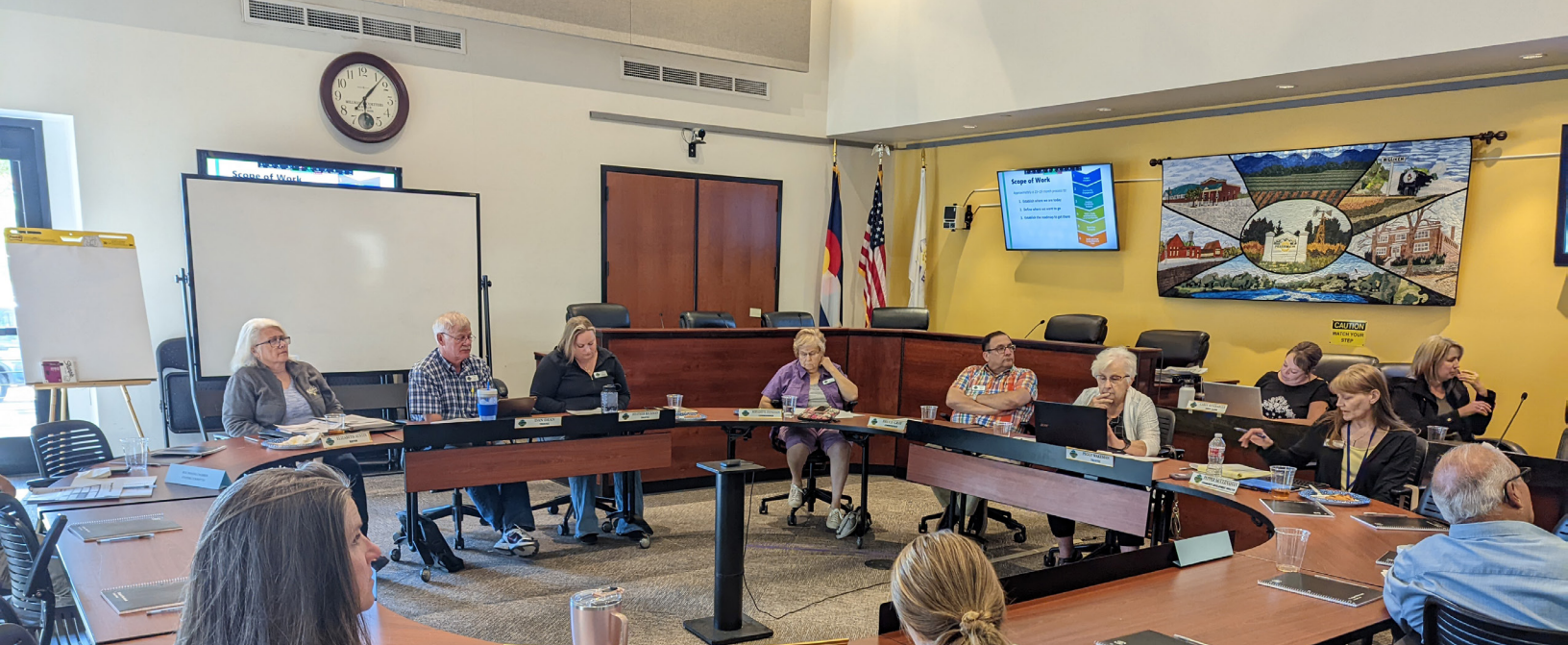


Source: American Community Survey, 2000-2020 Data

Commute Methods to Work Milliken, Weld County, Colorado (2020)



Source: American Community Survey, 2020 Data



PUBLIC ENGAGEMENT

It is critical that the Comprehensive Plan Update address the issues and actions most valued by the Milliken community. The Comprehensive Plan Update is founded on an inclusive and engaging community outreach process designed to gather input from a wide range of community members, including residents, business owners and operators, property owners, Town officials and staff, and service providers. Through collecting input and facilitating discussion, the outreach process has helped to identify Milliken's issues, opportunities, potential projects, strengths and assets, and overall public opinion of what the Plan should address moving forward. The feedback received will help to guide recommendations of the Plan, ensuring it is responsive to the community it serves.

The following summary provides an overview of the outreach completed. During the planning process, outreach workshop summaries for public workshops were posted to the Comprehensive Plan Update website to provide more in-depth coverage detailing public feedback.

There have been more than 640 points of engagement across all outreach formats, including facilitated engagement and self-guided outreach. The term "engagement response" is used to acknowledge that an individual participant may engage with the planning process more than once. For example, a business owner may have attended the Business Workshop as well as the Community Visioning Workshop, and additionally responded to the online questionnaire.

Project Kickoff Workshops

The kickoff workshops were conducted with three groups – Town department heads, elected and appointed officials, and the Comprehensive Plan Update steering committee. The workshops presented the scope of work and introduced the project team to the Town's department heads. Workshops began with participants individually identifying issues and concerns. The group then shared individual responses to create a comprehensive list of issues and concerns. Each item on the list was then voted on by the group, with each person receiving three votes. This revealed the most significant issues for the entire group.

The next exercise required participants to write down priority actions for the Town. After sharing these with the group, the participants then voted on what they believed to be the most important projects. Following this, the participants provided a series of observations on Milliken's strengths and assets.

Key Stakeholder Interviews

The project team conducted eight confidential interviews with residents, business owners, and stakeholders from Milliken, identified by Town staff. The interviews were conducted both virtually and in person. Each meeting lasted approximately one hour, in which the interviewee discussed their role within the community and was subsequently asked a series of questions to provide their opinions on the issues and opportunities of Milliken.



Community Visioning Workshop

The Community Visioning Workshop was held on October 3, 2022. It brought together thirty-two residents and community stakeholders to share their vision for the future of Milliken. Groups were asked to consider eight land uses and community features: housing and neighborhoods, commercial areas, industrial areas, transportation, community facilities and infrastructure, parks, open spaces, and environmental features, growth and development, and a category for “other.” After discussion and group drawing, the participants were asked to designate a representative to present their maps to the entire group. In addition to the presentation and features explored in this exercise, participants were asked to write their visionary “big idea” for Milliken in the year 2040.

Business Community Workshop

The Business Community Workshop was held on October 4, 2022. Fifty-eight business owners were contacted regarding the workshop, where business owners and operators were asked to offer their input regarding the Town and the plan. The workshop included a review of the planning process as well as an exercise to gather input regarding issues, opportunities, and key strengths and assets of the Town for business owners and local entrepreneurs.

Do It Yourself “DIY” Workshop Kits

The project team prepared Do-It-Yourself (DIY) workshop kits in Spanish and English. These kits allowed Town staff, community groups, and residents to facilitate their own workshops and gather input from specific segments of the population that may not otherwise participate in more formal planning activities.

Beef N' Bean Day

Milliken staff set up a booth at the annual Beef N' Bean Day to talk with residents and visitors, and to distribute information regarding the Comprehensive Plan Update.

Project Website

The project was designed to support the planning process. It contained information regarding the project’s status, project updates, important project documents, and links to other outreach methods. The project website remained active through the adoption of the Comprehensive Plan Update.



map.social

map.social is a web-based interactive mapping tool that allows users to add location-specific input on issues and assets within the Town. It was accessible from a mobile device or a computer, allowing participants to leave points of interest, opportunities for development, and comments on data points. The data collected from this tool was used to inform the Comprehensive Plan Update and ensure location-based input from the community is reflected in the Plan's goals and recommendations.

Community Questionnaire

The community questionnaire asked a series of questions regarding Milliken's housing and neighborhoods, economic development, transportation, infrastructure, and community facilities. It featured multiple choice questions, as well as opportunities for longer comments and location-based responses. 206 responses were recorded.

Community Open House

The community open house allowed residents and stakeholders the opportunity to examine, discuss, and comment on the contents of the draft Comprehensive Plan Update before the approval process.

KEY OUTREACH THEMES

Key themes emerged throughout the workshops, focus groups, interviews, and DIY kits. Although a wide range of community-identified issues, opportunities, concerns, and priority projects create the foundation of the Plan, these themes are immediately recognizable and most important to Milliken stakeholders. The following is a summary of the major themes that emerged in outreach.

Note on Summary Context

The following is a summary of the thoughts, comments, and opinions received during the conducted outreach. It is important to note that the items identified in this summary are not recommendations or observations of the planning consultant, but rather feedback and comments received from participants.

Availability and Quality of Water

Milliken has three sources of potable water, two from government water providers and one from the alluvial aquifer via wells that provide raw water to be blended with purchased treated water. Since 2004, when the RO wells came online, the City of Greeley has provides 45% of the total treated water supply, and the Central Weld County Water District (CWCWD) and the RO wells each provide 45% and 10%, respectively. Participants in both workshops identified growth and access to potable water as paramount to Milliken's future endeavors. Participants offered solutions and strategies to expand water resources, such as constructing a dedicated water treatment facility, expanding water storage, completing the Hillsborough Reservoir project, and ensuring the smooth completion of the Central Weld County Water Project.



Opportunities and Economic Development

Outreach participants noted an interest in expanding business development interest and opportunities throughout the Town. Downtown has the highest concentration of business, most owned by community members, and has the most potential to support further new businesses. This corridor has storefronts which could support business development, but there may be a need for façade improvement and redevelopment in some buildings to support further economic growth. Incentivizing businesses to move downtown, and throughout the community, will create a more cohesive economic center for the Town and provide more opportunities for employment and economic development. When discussing commercial and industrial development, participants indicated a desire for new businesses, throughout Town. Additionally, others noted that while Greeley is close and offers some services that Milliken lacks, they would rather spend their money in Milliken.

Safety and Traffic

Milliken has opportunities to increase its walkability, which would only serve to enhance its reputation as one of the safest and most pleasant communities in Colorado. An outreach concern for participants was the traffic on Highway 60 through Milliken. The highway becomes Broad Street as it passes through Downtown and west to Kathleen Avenue, and the infrequency of stoplights and/or traffic calming measures along the main street exposes pedestrians to traffic through the community center. This makes the area less walkable, especially considering that most intersections can only be crossed using pedestrian yield signs. A similar issue can be found on the east side of Town, where new development has occurred, such as new residences and the CIVICA charter school.

Community Amenities

Milliken is a historic place in an area filled with natural resources. Participants wanted to see the cultural and natural offerings of Milliken expanded, to improve the quality of life for its residents and anyone who visits. Residents expressed desire to promote Milliken as a destination within the Front Range. Community ideas included constructing a gathering space or community center, updating the parks and splash pad, redesigning portions of the Downtown, and increasing community collaboration and communication.

Housing and Neighborhoods

Milliken offers high quality housing and neighborhoods. Participants identified the Town as a bedroom community – noting that residents are willing to live in the Town and commute to Greeley, Loveland, Fort Collins, Boulder, and Denver. Issues identified in the Town’s neighborhoods included some areas needing code enforcement/upkeep, and affordability. A concern was identified regarding the housing market in general, that there may be increasing home prices which would make the Town less affordable. Community ideas included developing “Dove Valley Phase II” or another affordable housing project of about 20-40 units, encouraging developers to create opportunities for affordable housing at a reasonable price point, and identifying locations for new senior housing.



LAND USE AND THREE-MILE PLAN

The Land Use Element and Three-Mile Plan represent a policy guide for well-managed expansion as the Town's population continues to grow. These elements guide the orderly use of land and promote programs and policies for improving and maintaining existing residential, commercial, industrial, and open space areas. This section of the Comprehensive Plan Update is specific enough to direct land-use decisions while having the flexibility to allow for creative, individualized approaches to land development that are consistent with the community's vision. It sets the stage for private and public investments that support strong and stable neighborhoods, build lively commercial areas, and strategically accommodate growth.

LAND USE AND THREE-MILE PLAN

The Town of Milliken has recently experienced rapid population growth. Over the five years from 2015 to 2020, Milliken grew by 2,086 people, a 33% increase, which outpaced the growth rate of both Weld County and Colorado. Based on DOLA estimates, growth will continue. Milliken's proximity to the I-25 and Highway 85 corridors and Weld County's most populous municipality (Greeley), ensures it will continue to be affected by a portion of the County's growth.

Milliken is defined by its Downtown, desirable neighborhoods, agricultural lands, and open spaces, each contributing to its small-town atmosphere within a rural setting. The Town will use its ample available undeveloped land to not only accommodate new households but also maintain and leverage its rural character.

LAND USE INFLUENCES

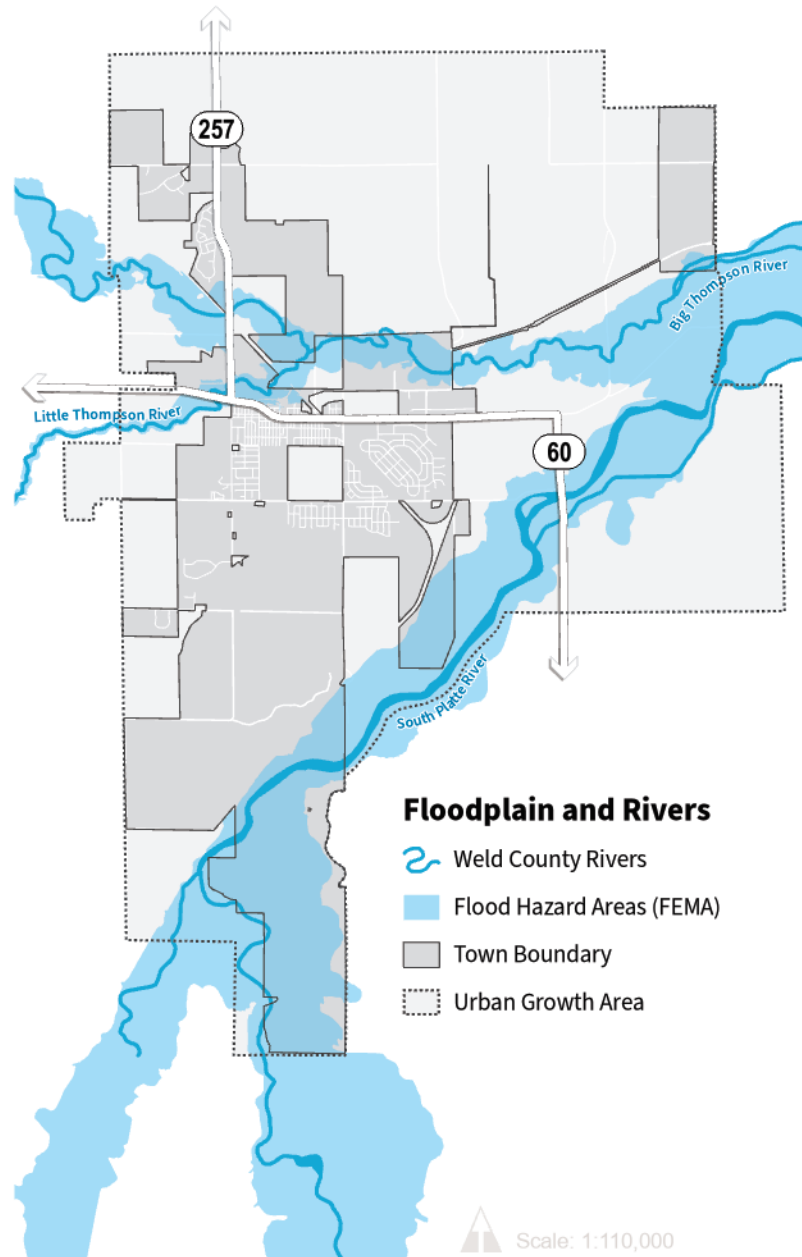
Land use and development are influenced and/or constrained by factors including:

1. Significant floodplains include the Big and Little Thompson River and the South Platte River
2. The presence of productive and shut-in wells for oil and gas extraction,
3. Balancing the necessities of agricultural preservation and Town expansion and development.

This section of the land use chapter examines these factors to provide context for future growth and development.

Floodplain

Floodplain areas are depicted on the Future Land Use Map. Parcels that lie within the floodplain, floodway, and flood hazard areas may be less suitable for development due to their estimated risk of flooding. Certain uses with low flood damage potential and that will not obstruct flood flows, such as farming, ranching, agricultural-related uses, trails, parks, open space, and other recreational uses, are appropriate development. Given that residential, commercial, and industrial developments are subject to FEMA and NFIP floodplain requirements, they should occupy less flood-susceptible portions of the parcels.



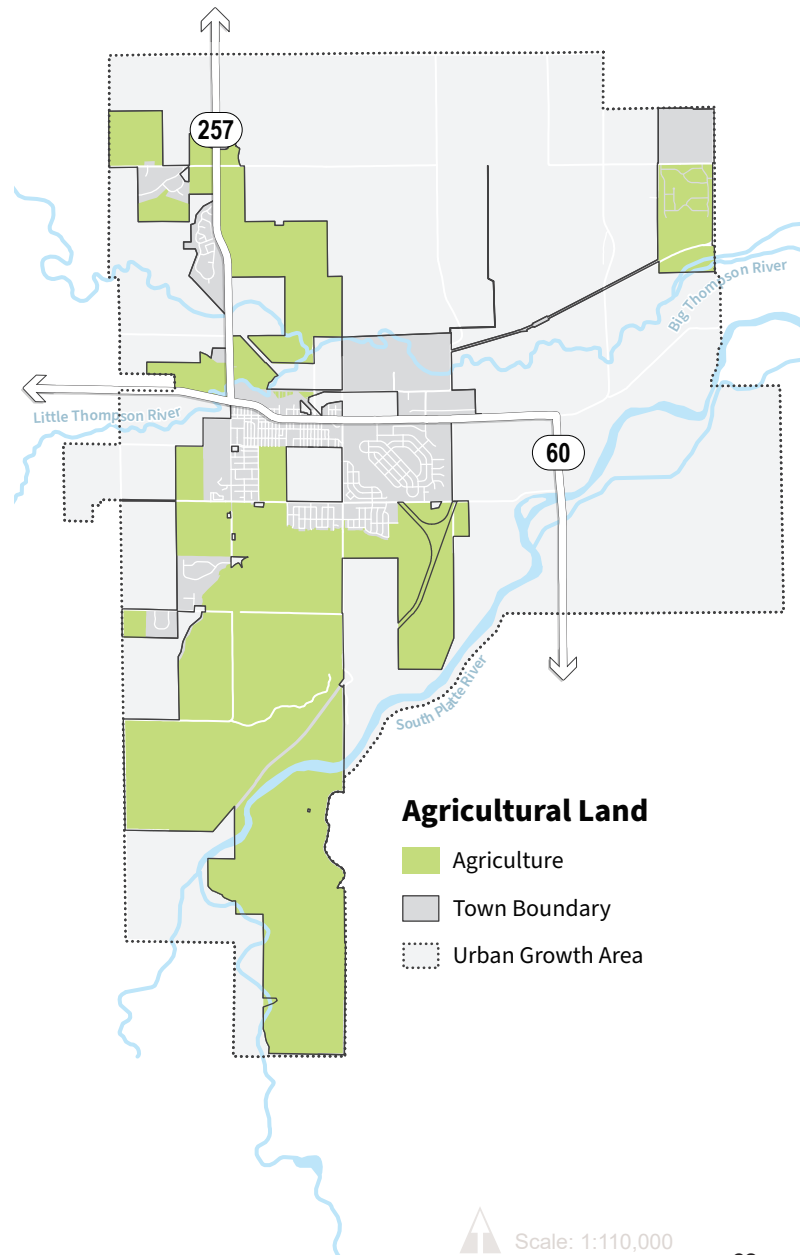
Oil and Gas Extraction

There are productive and shut-in wells within Town limits. Shut-in wells are completed wells that are not producing but are mechanically capable of production. Additionally, several new wells are in the process of being drilled. Many of these are on horizontal well pads with multiple wells on a single pad, reducing the visual impact to the landscape. In conjunction with new horizontal wells, existing vertical wells are plugged and abandoned.

The Town will continue to support oil and gas extraction as an important economic resource for the community and work with the industry to reduce impacts on adjacent uses. While extraction does create some development constraints, the Town's municipal code provides setbacks to allow for development. The Town has several subdivisions approved with restricted areas until wells are plugged and abandoned. Additionally, new oil and gas technology is moving away from vertical wells towards horizontal wells concentrated in one area, which will reduce the need for setbacks and subdivisions near active and inactive sites.

Contiguous Development and Agricultural Preservation

Milliken has extensive growth areas that could represent considerable outward expansion for the community. A substantial portion of the Town's annexed area is master planned as Centennial Crossing; only the areas very far south are not included in that master plan. The Town will work with developers to encourage contiguous, adjacent development as it grows, following the Future Land Use Map and the growth and annexation policies of the Three-Mile Plan. This will help to reduce impacts on infrastructure and support continuous development within and near the Town's existing core. Additionally, it will help to preserve valued agricultural and environmental areas from being prematurely converted into higher intensity uses.





LAND USE DESCRIPTIONS

The land use categories listed below are intended to formulate general policy and desired land uses within Milliken. More detailed strategies to create high-quality residential, commercial, and employment areas will be contained within the subsequent plan chapters.

Agricultural

The Agricultural designation is intended to protect and expand the agricultural sector of Milliken. Agriculture is an important feature of the Town's economy, and maintaining the amount of land dedicated to farming, ranching, and other general agricultural uses should be a priority in future development. Significant change is not anticipated in the development pattern of Agricultural areas over the 20-year planning horizon of the Comprehensive Plan Update, ensuring that the agricultural sector is protected as the Town expands. Additionally, these parcels can include very low density single-family detached homes or farmsteads.

- ▶ **Primary Land Uses:** Farming, ranching, general agriculture.
- ▶ **Secondary Land Uses:** Very low density residential.

Rural Residential

The Rural Residential designation is intended to accommodate residential uses on large parcels of land. Existing development patterns include housing developments within Town such as Mill Iron. . This creates a low-density, wide open space development pattern that can be found throughout much of Colorado. They are often adjacent to agricultural uses, and are located on the outer edges of the Town boundary. Additionally, this land use can accommodate agricultural uses depending on the development site and its surrounds. However, its primary function is to support large-lot, single family areas in a rural setting.

- ▶ **Primary Land Uses:** Low-density residential.
- ▶ **Secondary Land Uses:** Farming, ranching, and general agricultural uses.

Single-Family Residential

The Single-Family Residential designation includes homes standing alone on individual lots. This is the primary residential land use within Milliken. Single-Family Residential areas transition from agricultural areas to the increased density of the other residential land uses nearer to Milliken's boundary. Future Single-Family Residential neighborhood developments should implement conservation design, limit infrastructure demands, and preserve the natural and rural areas on the Town's periphery.

- ▶ **Primary Land Uses:** Detached single-family homes.
- ▶ **Secondary Land Uses:** Accessory buildings and limited agricultural uses, estate homes on large lots.



Traditional Residential

The Traditional Residential designation includes Milliken’s Old Town and Downtown-area neighborhoods, and the blocks immediately surrounding them. The Traditional Residential areas feature homes in a gridded or connected block pattern. Land uses primarily include single-family detached homes, and are interspersed with supporting uses, such as schools, civic and cultural facilities, and neighborhood parks. As investment and redevelopment occur, traditional neighborhoods should include infill with attached homes such as townhomes to gently increase density consistent with the character of the surrounding neighborhood.

- ▶ **Primary Land Uses:** Detached single-family homes on smaller lots; attached units (duplexes, townhomes).
- ▶ **Secondary Land Uses:** Accessory dwelling units, schools, civic and cultural facilities, and neighborhood parks.



Mixed Residential

The Mixed Residential designation allows for multiple housing types including single-family detached, and attached homes such as duplexes, townhomes, triplexes, and small mixed use and multifamily buildings. In Milliken, these areas will primarily be comprised of single-family homes while offering greater variety within Milliken’s housing stock. Mixed residential areas allow for more flexibility to build denser residential development in the areas where economic development is anticipated, which will preserve the rural character in the Town’s 2023 Urban Growth Area. Future Mixed Residential neighborhood developments will require a balance of local connectivity and conservation design to improve access to both motorized and non-motorized transportation throughout Town, limit infrastructure demands, and preserve the natural and rural areas that lend to the identity of Milliken. Areas designated for Mixed Residential can easily accommodate a variety of dwelling types, including formats targeted toward seniors and the workforce.

- ▶ **Primary Land Uses:** Detached single-family homes on smaller lots, attached units (duplexes, triplexes, townhomes), mixed use, small multifamily apartments, and condominiums.
- ▶ **Secondary Land Uses:** Accessory dwelling units, schools, civic and cultural facilities, and neighborhood parks.



Commercial

The Commercial designation is intended to provide for a range of uses such as restaurants, retail shops, offices, and grocery stores. Local commercial nodes accommodate auto-oriented, yet pedestrian-friendly development to provide goods and services to visitors and residents alike. These include local shopping centers and stand-alone stores that are conveniently located at the intersection of arterial and collector roadways, such as along Broad Street, and in smaller nodes throughout the community. Larger nodes that could support a mix of retail surrounding a big-box retail establishment are identified within the Town's 2023 Urban Growth Area north of 49th Street, along Two Rivers Parkway, as well as north along State Highway 257 and Weld County Road 54.

- ▶ **Primary Land Uses:** Retail, commercial services, and professional offices.
- ▶ **Secondary Land Uses:** Multifamily residential, mixed use, live-work units.

Downtown

The Downtown designation includes the Town's urban blocks along Broad Street. Downtown should serve as the civic and cultural core of the Milliken community, supported by the Town Hall, Police Department, Post Office, and Front Range Fire Station 2 Headquarters. Infill development or redevelopment on Downtown blocks should follow the traditional neighborhood development pattern. A mix of uses should include retail and service commercial as well as residential uses.

- ▶ **Primary Land Uses:** Mixed use, civic, retail, and office.
- ▶ **Secondary Land Uses:** Attached units (duplexes, triplexes, townhomes), mixed use, small multifamily apartments, and condominiums.



Business and Industrial

The Business and Industrial designation allows for the manufacturing, assembly, and distribution of goods and materials. Activities should occur inside structures, with outdoor areas limited to storage or distribution. These areas serve some of the Town's employment needs but can bring noise, visual, and environmental impacts. Businesses within this land use category should have increased buffering and screening to minimize potential impacts to non-compatible adjacent land uses such as residential areas.

- ▶ **Primary Land Uses:** Manufacturing, indoor storage, warehousing and distribution, and a range of industrial services and operations.
- ▶ **Secondary Land Uses:** Rock and mineral extraction and operations, outdoor storage.

Public/Semi-Public

The Public/Semi-public designation includes a range of uses that include government facilities, schools, and other institutional uses. Examples of applicable uses include facilities used for municipal services and operations such as the Town Hall and public safety facilities, public and private schools, and recreation centers. The impact of Public/Semi-public uses can vary depending on the type and scale of the facility. New Public/Semi-Public uses should consider adjacent land uses and utilize appropriate design, screening, and buffering to minimize impacts.

- ▶ **Primary Land Uses:** Government facilities, schools, institutional uses, public safety facilities.



Parks and Open Space

The Parks and Open Space designation is a critical component of the identity and rural character of Milliken. The designation includes both public and private recreational facilities that provide active and passive recreational amenities, as well as land that has not been designated as active parks but may contain environmental features such as tree stands, streams, and wetlands. Open space areas also include parcels that lie within the floodplain of the South Platte River, the Big and Little Thompson Rivers, and other areas that due to their natural topography may be unsuitable for development.

- ▶ **Primary Land Uses:** Parks, trails, and recreational facilities; preserved natural areas and environmental features.

Utility

The Utility designation includes sites and facilities that accommodate critical water, wastewater, and stormwater infrastructure, power generation and substations and electrical support towers. Residential development near utility uses should be buffered and screened to mitigate potential impacts.

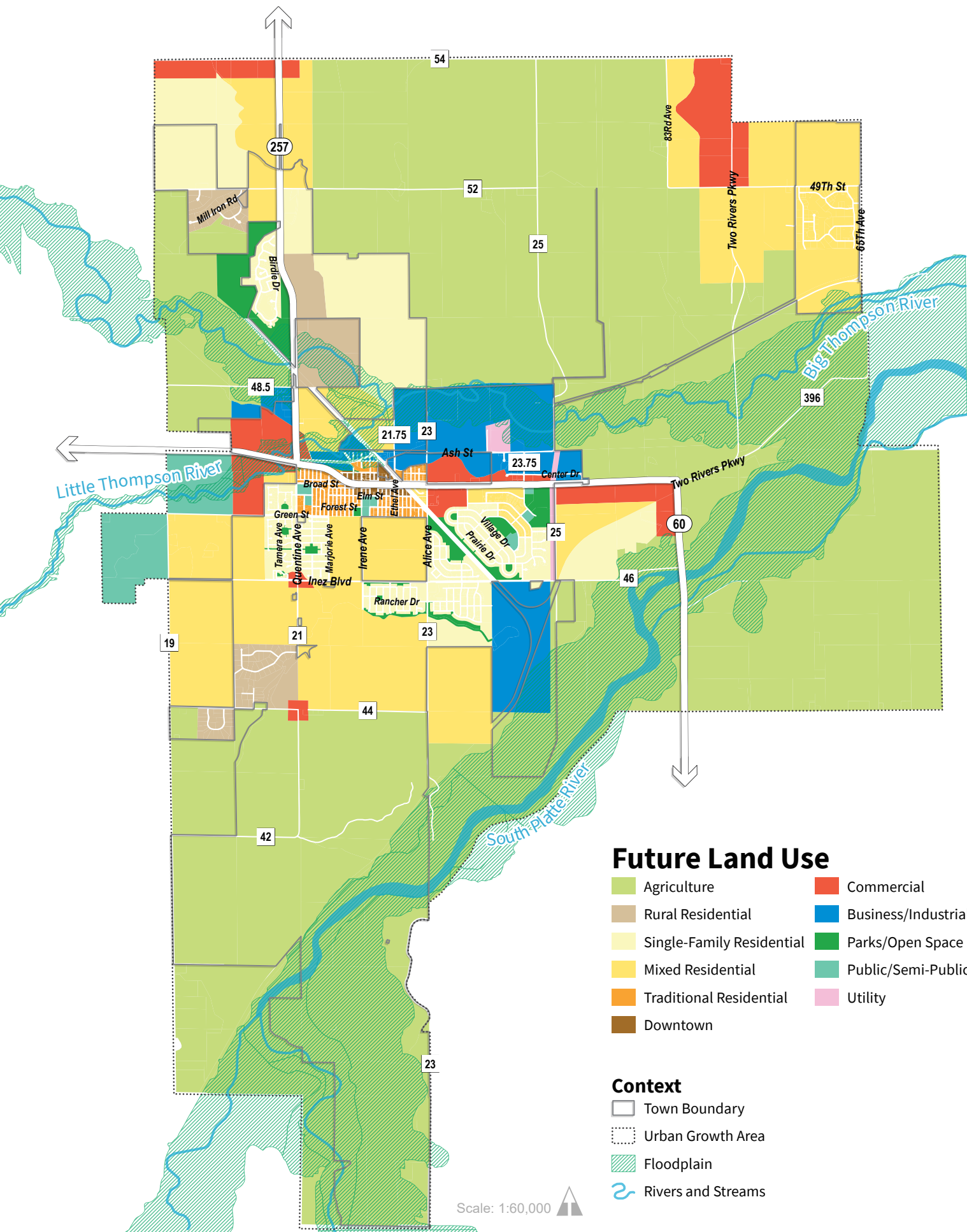
- ▶ **Primary Land Uses:** Water, wastewater, stormwater, and power infrastructure.



GENERAL LAND USE POLICIES

General land use policies are carried forth from the previous comprehensive plan into this update and expanded or refined to align with current community priorities. The following land use policies apply broadly to all land uses within the Town and its Urban Growth Area:

- ▶ Update intergovernmental agreements (IGAs) with neighboring communities to reflect the Town's Future Land Use Map, Urban Growth Area, and Annexation Areas.
- ▶ Evaluate annexation proposals for consistency with the Comprehensive Plan Update.
- ▶ Monitor building permit activity to help inform land capacity and availability.
- ▶ Encourage infill in the Traditional Residential and Downtown areas on the Future Land Use Map, and redevelopment/new development in areas already served or in proximity to available infrastructure.
- ▶ Work with property owners to encourage annexation of unincorporated parcels surrounded by Town limits, and update zoning on development-ready parcels in alignment with the Future Land Use Map.
- ▶ Use the Annexation Areas within the Three-Mile Plan to inform the Capital Improvements Program (CIP) and direct the location and timing of fiscally responsible growth.
- ▶ Regularly assess appropriate level of impact fees on new development.



Future Land Use

- Agriculture
- Rural Residential
- Single-Family Residential
- Mixed Residential
- Traditional Residential
- Downtown
- Commercial
- Business/Industrial
- Parks/Open Space
- Public/Semi-Public
- Utility

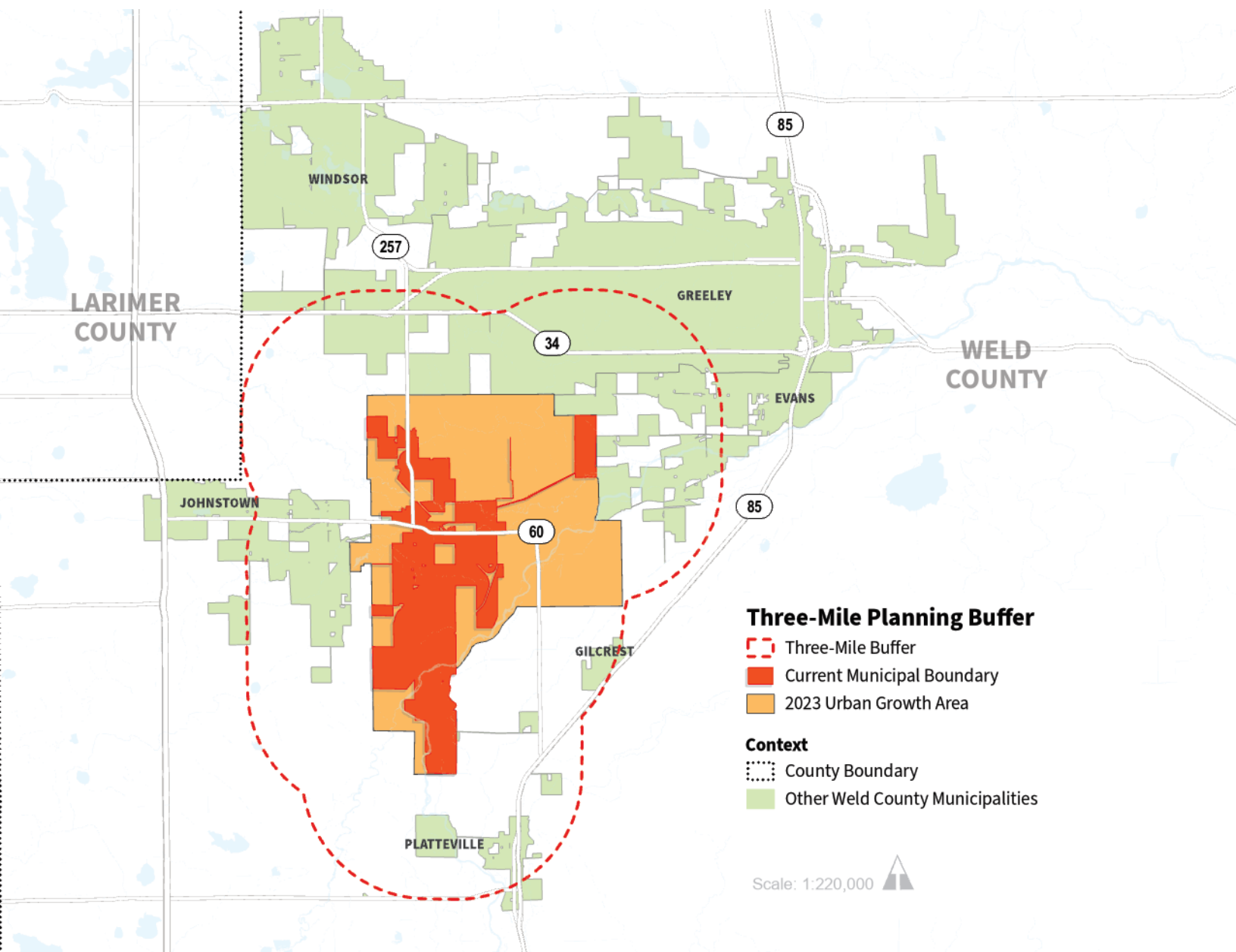
Context

- Town Boundary
- Urban Growth Area
- Floodplain
- Rivers and Streams

Scale: 1:60,000

THREE-MILE PLANNING AND ANNEXATION

Under Colorado statutes, municipalities have the authority to execute annexations in the three-mile extraterritorial jurisdiction. No annexation may take place that would extend the municipal boundary more than three miles in any direction in a single year. The state mandates that Colorado municipalities must plan in the growth area before annexation. For the Comprehensive Plan Update, Milliken’s Planning Area is comprised of the incorporated Town of Milliken and its planning influence area, the 2023 Urban Growth Area. The Urban Growth Area constitutes the Town’s three-mile limit as required by and in conformance with Section 31-12-105 (1)(e)(l) of the Colorado Revised Statutes. The Town’s existing municipal boundary and potential annexation areas fit within the larger Urban Growth Area boundary. While the three-mile planning area that would be compliant with Colorado Statutes extends beyond the Urban Growth Area, for the purposes of this update, the Urban Growth Area and Three Mile Planning area will be considered the same.



Annexation

Milliken reviews petitions submitted by landowners in compliance with the Colorado Annexation Act of 1965. The Town's previously adopted 2015 Urban Growth Area directed urban development to be concentrated within existing Town limits or where urban services already exist or can be reasonably provided.

2023 Urban Growth Area

Land within the Urban Growth Area, but outside the municipal boundary, is currently under Weld County jurisdiction but within the Town's planning influence under the Colorado Revised Statutes. Milliken's Urban Growth Area extends west into unincorporated territory near Johnstown and east toward unincorporated territory near Evans. It includes areas southwest of the Flack flagpole annexation, which follows 65th Avenue, as well as areas which are part of the Town of Mead and Town of Platteville Urban Growth Areas.

Most of the land within the Urban Growth Area has a rural character. Long term, this area may potentially become developed as services become available. However, widespread development within the 2023 Urban Growth Area is unlikely during the 20-year planning horizon and it is anticipated that much of the area will remain agricultural and rural residential. Water and sewer service extensions to the Flack annexation will further open up development.

Potential Annexation Areas

Potential Annexation Areas are parcels within the three-mile boundary and the Town's updated Urban Growth area but are not currently annexed into the Town of Milliken. This Comprehensive Plan Update carries forward the potential annexation areas from the 2015 Urban Growth Area, and includes further properties based on the updated three-mile development limit.

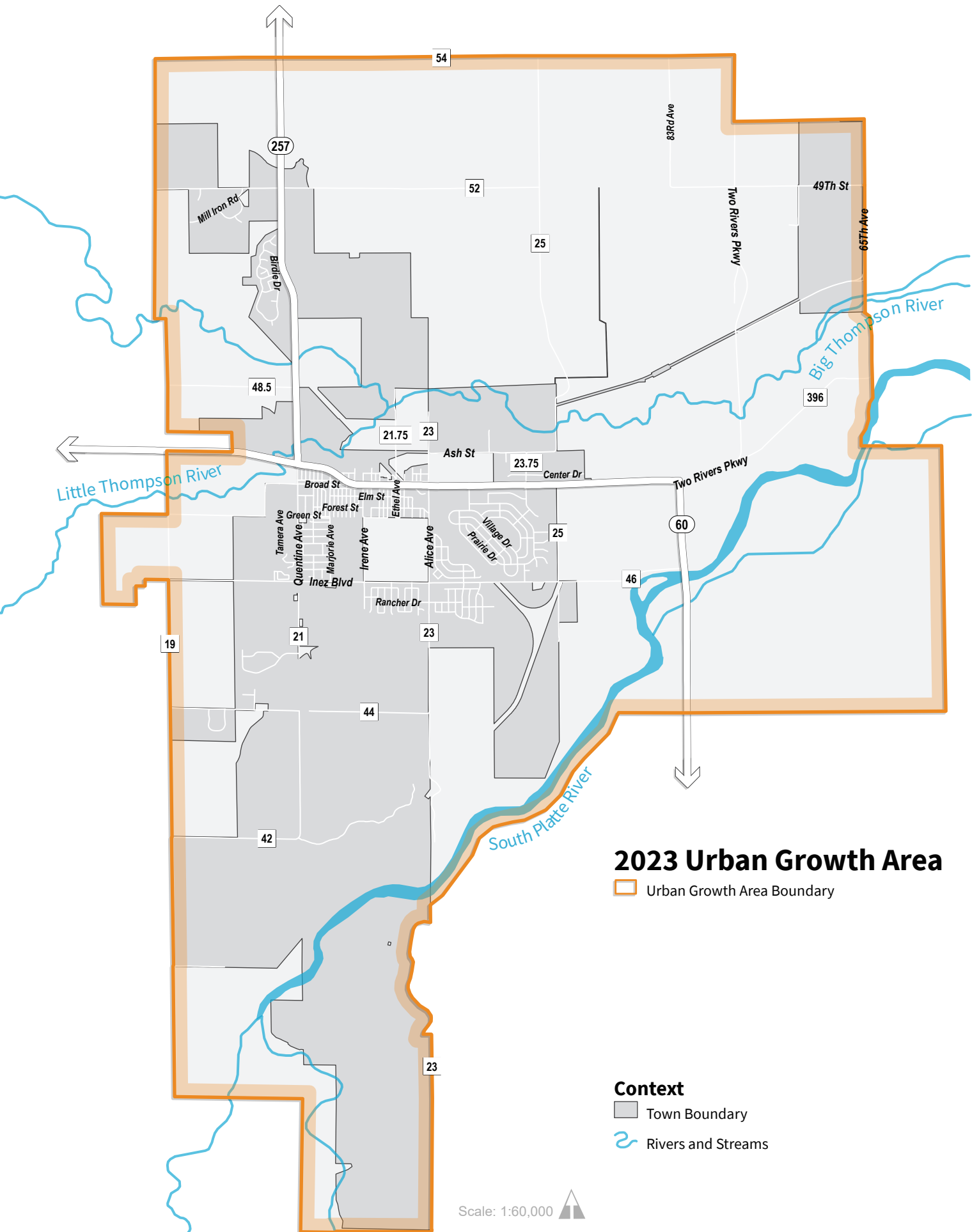
Parcels which fall within the existing municipal boundary of the Town, or immediately adjacent to it, should carry priority, as these areas would assist the Town in meeting its long-term growth and development goals, while limiting outward expansion into the prized rural areas that define the community. Parcels fitting this description benefit from contiguous development and more reasonable cost and effort to extend infrastructure and services. While the Town has not precluded development outside the annexation areas, it should continue to create economic and administrative mechanisms that provide incentives to drive development within them.

Outward Growth Policy

The Town will focus annexation on areas where utilities, access, and public services can be reasonably provided and where growth and development should be encouraged. Annexations should consider timing and availability of infrastructure and services. Given the distance of some potential annexation areas from the amenities and infrastructure of the Town, those parcels should be considered incrementally over the next two decades, to preserve agricultural and environmental areas from being prematurely developed. Notable exceptions are the State Highway 257/WCR 54 and Two Rivers Parkway/49th Street annexation area, which is not contiguous to the core of the community, although it is an extension of developed subdivisions. The Future Land Use Map indicates commercial and residential development in this area, capitalizing on the Town's existing annexation and the proximity to southern Greeley.

Working with Weld County and the Nearby Municipalities

The Town's Urban Growth Area abuts several nearby municipal growth areas or planning influence areas, including those of Gilcrest, Platteville, Evans, Greeley, Mead, and Johnstown. Johnstown's growth area overlaps with Milliken's near State Highway 60. The Town should keep open channels of communication with Weld County and the nearby municipalities as specific projects are planned and applications are reviewed, ensuring a collaborative approach to incremental growth outside its municipal boundaries. This can be supported through the expansion of Intergovernmental Agreements (IGAs) with neighboring communities, such as the 2012 Milliken-Platteville IGA. Currently, Milliken is engaged in efforts to create an IGA with Johnstown and is committed to updating existing IGAs.





ECONOMIC DEVELOPMENT

Milliken's commercial and industrial areas provide a wide range of goods and services, as well as employment opportunities. From small businesses to larger industrial and agricultural operations, the Town's commercial corridors and industrial activity areas are an important part of Milliken's community character. The Economic Development Chapter identifies recommendations to strengthen the Town's position in the region, promote access to goods and services, and support the Town's various established and new businesses.

A VISION FOR ECONOMIC DEVELOPMENT

The Town will be known as a place that is open for business and ready to work with enterprises from small startups to established corporations. The Town will attract new industries and employment opportunities to the community and bolster its Downtown core. Businesses will choose Milliken for its proximity to freight rail corridors, access to nearby urban areas, and nearness to Denver International Airport. Milliken will continue to diversify services and businesses, building a balanced economic base.

Goals for Economic Development

Retaining Milliken's small-town identity is possible through organized and responsible development. The Town's Urban Growth Area should contain a diverse set of land uses and provide places for Milliken to expand its economy. While existing land use patterns should continue to preserve farmland and other uses which support Milliken's economic base, the Town is looking for opportunities to diversify their tax base and provide additional services and amenities to residents. This can be accomplished through incremental changes that fit into the fabric of the Town.

The Town's goals for economic development are to:

- ▶ Continue to support and expand commercial and industrial areas that promote employment growth, increase the tax base and support a diverse and stable local economy.
- ▶ Continue to promote Milliken's Downtown and encourage local business development, adaptive reuse (taking an existing building and updating or adapting it for a new use or purpose), commercial renovation, and entrepreneurship in an environment that supports a mix of uses.



CURRENT CONDITIONS

A profile of Milliken’s current economic conditions and opportunities can be found in this section. Further information can be found in Chapter 2: Community Profile.

Commercial Areas

The Town is home to both established and growing commercial areas. Many of Milliken’s commercial spaces are along Broad Street, or State Highway 60, in the middle portion of the Town. Downtown is centered along Broad Street, between Alice Avenue and Kathleen Avenue. The character of this historic area lends itself well to local businesses, which occupy most available commercial spaces. Downtown commercial spaces are currently home to restaurants, an ice cream shop, and other small businesses. With a mix of public/semi-public, retail, and residential uses, Downtown Milliken has historically been and will continue to function as the Town’s economic center. There are ongoing opportunities for renovations, infill, and business attraction to as Milliken continues to promote its history to the Front Range and beyond, highlighting its charm and beauty.

There are commercial spaces and opportunities outside of Milliken’s Downtown. Developments such as Trader’s Junction offer larger commercial spaces and further options in an automobile-oriented setting. Offering larger commercial spaces creates opportunities to increase the distinct types of businesses throughout Town. These current and ongoing efforts reflect the community’s desire to see further diversity in the retail, dining, and other commercial uses throughout all areas of the Town.

Traffic Patterns

Milliken sits at a prominent location with easy access to major transportation routes. Colorado State Highway 60/ Broad Street is the Town’s “main street” that also functions as a through route. Given the concentration of commercial spaces along Broad Street, it is important that traffic patterns through the area slow to reflect Broad Street’s status and encourage motorists passing through to appreciate Milliken’s offerings. The Town has limited control over the traffic patterns on Broad Street, since it is part of Colorado State Highway 60 , but it has worked with the Colorado Department of Transportation (CDOT) to post a 30 mile-per-hour speed limit. Speed limit reductions are planned to 25 miles-per-hour.

Any street infrastructure along this thoroughfare, such as stop signs, traffic signals, and other traffic impacts must be approved by CDOT. The Town has installed flashing beacons at crosswalks and has a concrete replacement program in place to repair the sidewalks as needed. These completed and ongoing improvements are important efforts on the part of the Town, furthering Broad Street as main street destination, mitigating the presence of truck and commuter traffic, and encouraging motorists and pedestrians alike to experience Downtown.

Labor Force

The Town’s approximately 4,500 employed residents primarily commute from Milliken to other places within the region to work. While it is likely that the Town’s employment landscape will continue to include commuting outside the community over the 20 year planning horizon, Milliken offers many opportunities to grow the local economy and increase the number of jobs within the municipal boundary. The region’s major and growing industries include agriculture, oil and gas, manufacturing, renewable energy, and many other services.



COMMUNITY-WIDE POLICIES

The following policies apply to the commercial land uses within the Town and its Urban Growth Area.

Grow the Local Economy

Milliken's growing population presents the opportunity to continue investment in economic opportunity throughout the Town. Outreach identified that the Town has local businesses and entrepreneurs who lack the space to expand their operations. Areas along Broad Street in Downtown Milliken, as well as corridors within proposed annexation areas offer spaces that could be used by a variety of businesses looking to locate in Milliken. Given the proposed land use changes, the potential for commercial offerings will be expanded. Developers closer to Downtown or residential areas should focus on curating spaces to host small businesses to promote the local economy, while larger lots have been set aside for regional retail spaces to provide further employment opportunities.

Given that many of the Town's commercial and industrial areas are within the Colorado Enterprise Zone Program, there are financial incentives that Milliken can harness to support these businesses. The Town can undertake the following to increase local economic opportunities:

- ▶ Encourage smaller, locally focused commercial spaces in Downtown and the adjacent neighborhoods.
- ▶ Encourage larger, regionally focused commercial away from the primary residential/scenic Town areas.
- ▶ Attract and support new businesses by offering incentives, such as the Colorado Enterprise Zone Program, to businesses that relocate to or expand in the Town.
- ▶ Support existing businesses by providing small grants or other forms of assistance such as informational resources when they are looking to expand.
- ▶ Promote local businesses through advertising, marketing, and events that display local products and services, such as the Town's successful Beef N' Bean Day.



Activate Buildings and Land in Downtown Milliken

Milliken’s Downtown is its economic and civic center. It is home to many local businesses in the Town and has been a focus of Milliken’s retail economy since the Town was founded. Downtown has ample opportunities for further economic development, ensuring its existing resources are used to full capacity.

The Town should continue to encourage new development opportunities on undeveloped parcels and underdeveloped properties within the Downtown. The Town should continue increasing the economic opportunities in Milliken’s core, promoting property repair and encouraging development on vacant lots along Broad Street. Underused properties can be converted into new uses, providing unique spaces for local businesses. This would ensure that Downtown Milliken’s historic nature and strong community characteristics continue well into the future. Ongoing façade improvements by building owners and developers will revitalize this neighborhood, providing further economic opportunities for Milliken. The Town can employ the following to improve Downtown’s commercial spaces and structures:

- ▶ Continue to encourage developers to renovate properties and façades along Broad Street through improvement programs and other incentives.
- ▶ Promote infill development and adaptive reuse practices to vacant and underused lots along Broad Street.
- ▶ Encourage additional entrepreneurs and local business owners to occupy spaces on Broad Street.

Promote Public Realm Improvements

Milliken’s Downtown should continue over the coming decades as a lively and diverse mix of commercial, civic, and cultural uses. It should be a place where people come to shop, work, and enjoy local culture and events – a place that is well connected to other parts of the community, and is safe and welcoming for everyone.

Downtown can be further supported in these efforts through public realm improvements. Given the pedestrian exposure along Broad Street and the relative lack of control the Town has over traffic patterns for State Highway 60, the Town should continue to focus its resources on the pedestrian experience and the areas of the public realm it can influence. This would ensure that businesses, services, and other amenities along Broad Street are easily accessible through all means of transportation, increasing interactions within Downtown. Connectivity to the surrounding areas should also be a focus, ensuring it is easy to get from residential neighborhoods to the Downtown Core. Continuing to add wayfinding, encourage public art, and enhance landscaping along Broad Street will contribute to the community’s beauty and support the Downtown as an economic center. To continue promoting public realm improvements, the Town can:

- ▶ Continue to strategically repair and replace sidewalks along Broad Street, as needed.
- ▶ Continue to implement streetscape elements such as pedestrian furnishings, street art, trees, and landscape strips where feasible to encourage pedestrian interaction with Broad Street.
- ▶ Continue to expand on the Town’s pedestrian level improvements, such as public art.
- ▶ Add one or more public spaces such as plazas and pocket parks.

Increase Access to Local Businesses

Downtown is Milliken’s original commercial core. Its influence has remained focused between Alice and Kathleen Avenue. People stop in Milliken for gas and convenience items, to have breakfast or lunch, and to enjoy the community. The Town should look for ways to continue harnessing the traffic along its main State Highway 60 spine, growing its economy and supporting the businesses serving the community.

The Town can continue expanding the influence of Downtown along Broad Street, adding commercial spaces, parking, and informational signage to encourage people to slow down and stop to take in Milliken. These improvements could be further supported through increasing non-vehicular access to Downtown, such as bikeways, trails, and sidewalks. Residents enjoy existing trails from the east subdivisions that connect to older neighborhoods at Alice Avenue south of Broad Street, and there are extensive trail systems in the Settlers Village and Colony Pointe subdivisions to historic Downtown Milliken via Forest Street. Continue to establish infrastructure for alternative transportation methods will encourage people living in Milliken’s neighborhoods access existing and future Downtown amenities and businesses that populate Broad Street. Increasing access to Milliken’s Downtown can be accomplished in the following ways:

- ▶ Expand alternative transportation options, such as bike paths and pedestrian trails, between neighborhoods and commercial areas, such as Downtown and Trader’s Junction.
- ▶ Continue to work with CDOT as access control plans are developed, ensuring the Town’s “seat at the table” when decisions are made about State Highway 60.

Improve Business Resources

Entrepreneurs and established business owners in Milliken are looking to expand their businesses and contribute to the Town’s economy. The Town’s entrepreneurs already benefit from the resources that the Town provides. For example, the Town could establish a business improvement district (BID), which is a public organization funded by private commercial property owners pooling resources to improve the overall environment of a commercial area. This can include programs such as marketing to attract new businesses and residents. A BID or would create an avenue for business owners throughout the Town to collaborate, share resources, and plan for success.

Additionally, the Town will invest in public facilities to provide spaces and resources that would allow business owners to collaborate. By improving the infrastructure for businesses within Milliken, it will create opportunities for those businesses to expand and enrich the community. The Town can undertake the following to grow its local economy:

- ▶ Establish a business improvement district (BID) to improve the Downtown and other commercial areas.
- ▶ Create a public gathering space with business resources.
- ▶ Work with Glenn A. Jones Memorial Library to increase the educational resources available for business owners.
- ▶ Encourage local trade businesses to work with Milliken schools and younger residents to raise awareness of job opportunities.

"Developers should focus on providing spaces to host small businesses to promote the local economy." – Community Questionnaire Respondent



Identify New Commercial Areas

As Milliken grows, organized land use will become a determining factor in its success in accomplishing the community's goal of expanding while retaining its "small town feel." By ensuring careful consideration of its available land and annexation areas, the Town can grow its economy without sacrificing its values. Given the substantial amounts of space required to support Milliken's primary economic sectors, the future land use framework should continue the development pattern of strategically preserving agricultural land within the Town's planning area, and focusing employment uses in the Town's established industrial park or in other designated industrial zoning districts. These portions of land are imperative to the economic base of the Town and will be supported throughout the Town's future.

In annexation areas closer to regional infrastructure and more developed streets, there are ample opportunities to attract business to the Town. The annexation area around Flack Farm is well-connected to surrounding areas, providing an ideal location for expanded commercial offerings. There are vacant portions east of Flack Farms, along Two Rivers Parkway north of 49th Street, which would be ideal locations for commercial properties. Given its proximity to Evans, it would be a perfect opportunity for larger lot retail that would be inappropriate within Milliken's current boundaries. The same principle could be applied to the proposed commercial offerings north of CR 52 along Highway 257.

These properties, north of the primary residential neighborhoods of the Town, provide space for higher impact commercial uses without interfering with the image afforded to the large lot neighborhoods to the south. Commercial offerings with lower impact and a local focus could be expanded down Broad Street, adjacent to Milliken's traditional Downtown and into less commercially developed areas. These commercial offerings should focus on small businesses that provide necessary services to Milliken's population. The Town can undertake the following to encourage new economic opportunity:

- ▶ Encourage commercial development outside of Milliken's current Downtown as identified on the Economic Development Framework Map, including:
 - ▷ East of Flack Farms.
 - ▷ North of Weld County Road 52 along Highway 257.
 - ▷ East and West of Downtown on Broad Street, elevating out of the Little Thompson River floodplain or avoiding flood hazard areas in the western portion.
- ▶ Encourage development of a variety of businesses throughout commercial areas to provide economic diversity.
- ▶ Develop infrastructure around commercial nodes to provide neighborhood access to the businesses within.

ECONOMIC DEVELOPMENT FRAMEWORK

1 Regional Commercial

These areas, located in the northern parts of the Town limits on Weld County Road 54 and Two Rivers Parkway, are approximately 340 acres and have been identified for future large-scale development. The areas should develop into regional commercial centers that will draw patrons from Milliken and beyond. They will consist of a mix of big box stores, national retailers, and commercial service uses with shared parking areas for visitors from surrounding communities.

2 Business and Industrial

These Business/Industrial areas clustered within the center of Milliken are collectively approximately 960 acres. These areas were also identified as Business/Industrial in the 2016 Comprehensive Plan. The area between Ash Street and Highway 60 is the Town's established industrial park. Moving forward, the other areas should follow suit. The Business/Industrial area north of Ash Street is currently zoned as agricultural so development of this area would require the property to be rezoned as one of the Town's three industrial zoning districts or as a Planned Unit Development. Within this area, development will need to be focused outside of or elevated out of the floodplain. As development occurs, these Business/Industrial areas should adhere to the Town's established design standards to ensure well-designed streets, on-site landscaping, attractive public spaces, unified signage, and wayfinding. In alignment with the Land Use Code and the Town's landscaping and design standards, these areas should also be appropriately screened and buffered from adjacent residential areas while also incorporating natural features such as the Big Thompson River and Platte River Ditch into the design.

3 Highway 60 Corridor Commercial

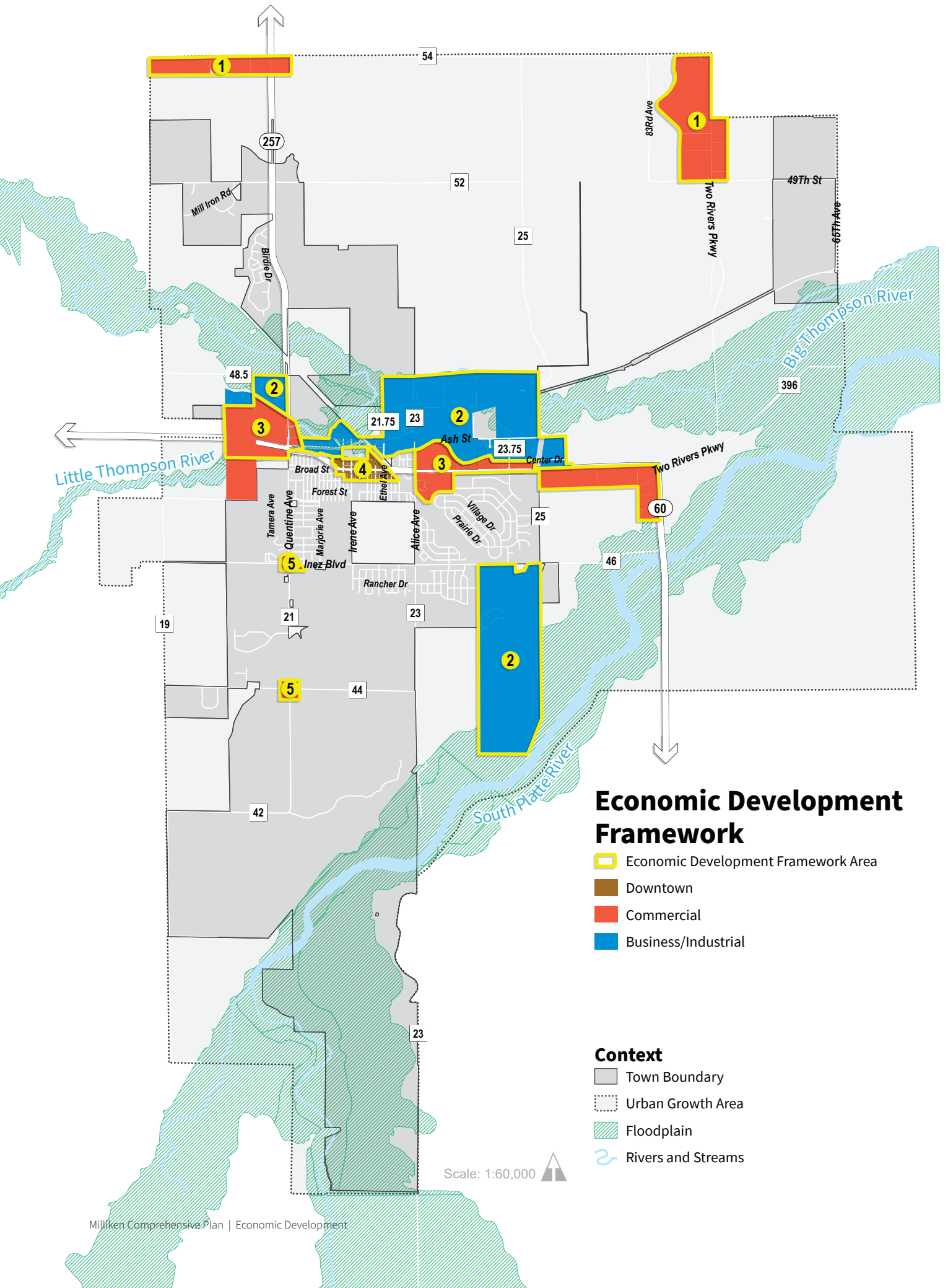
These commercial areas, located along Highway 60, are major beneficiaries of the large volume of traffic that travels through. The Town should take advantage of this and expand commercial space within these areas to include a blend of retail, office, and service. The corridor can provide for residents' daily needs while also drawing customers from surrounding communities. Access management and flow of traffic should be prioritized to create a comfortable and safe environment for all modes of travel. The Town should leverage its existing site planning processes and requirements to account for points of conflict and curb cut spacing to encourage site design that promotes the reliance on side street access, rather than directly on Highway 60.

4 Downtown Milliken

Downtown Milliken, located in the heart of the Town, is the core of the community. This vibrant, attractive, and active location is a perfect home for additional restaurants, specialized retail opportunities, and mixed-use development. The Town should encourage collaboration between businesses to foster the growth of Downtown as a key destination. There should also be unique events and spaces that further elevate Downtown Milliken as the place to be.

5 Commercial Nodes

Commercial nodes, located at Weld County Road 21 and Inez Boulevard and at Weld County Road 21 and Weld County Road 44, were also identified as commercial nodes in the 2016 Comprehensive Plan. The Town should look to build upon that and take advantage of these areas' proximity to residents by providing daily goods and services such as grocery stores, daycares, dining, and convenient stores. Due to the areas' residential setting, screening and buffering design elements will be implemented, in alignment with the Town's established requirements for separation and buffering between uses in the landscaping section of the Land Use Code. Accessibility from surrounding neighborhoods should be encouraged.



Economic Development Framework

- Economic Development Framework Area
- Downtown
- Commercial
- Business/Industrial

Context

- Town Boundary
- Urban Growth Area
- Floodplain
- ~ Rivers and Streams

Scale: 1:60,000

Economic Development Implementation Matrix

Recommended Actions

These include capital projects, policy recommendations, and strategies that should be prioritized to lay the foundation for Plan implementation.

Time Estimate

Time estimates indicate, in years, how long it would take to complete a specific action.

- ▶ Short-term: less than two years
- ▶ Mid-term: two to five years
- ▶ Long-term: greater than five years
- ▶ Ongoing: requires immediate action and continued attention

Priority Level

Priority is assigned with consideration for cost and importance. Each action in the Action Matrix is indicated with one of the following:

- ▶ Priority 1: Near-term, low-cost, easier to implement, critical
- ▶ Priority 2: Mid-term, essential
- ▶ Priority 3: Long-term, desirable

Cost

Cost estimates are represented on a scale ranging from \$ to \$\$\$\$. The costs only refer to public costs. Descriptions of the scale are as follows:

- ▶ \$: Primarily internal staff time, limited outside funding required
- ▶ \$\$: Outside consulting/funding recommended
- ▶ \$\$\$: Outside consulting/funding will most likely be necessary

RECOMMENDED ACTION	TIME	PRIORITY	COST
Grow the Local Economy			
Encourage smaller, locally focused commercial spaces in Downtown and the adjacent neighborhoods.	Ongoing	2	\$\$
Encourage larger, regionally focused commercial away from the primary residential/scenic Town areas.	Ongoing	2	\$\$
Attracting new businesses by offering incentives, such as tax breaks or grants, to businesses that relocate to or expand in the Town.	Ongoing	1	\$\$\$
Support existing businesses by providing small grants or other forms of assistance such as informational resources.	Ongoing	1	\$
Promote local businesses through advertising, marketing, and events.	Short-term	3	\$
Activate Buildings and Land in Downtown Milliken			
Encourage developers to renovate properties along Broad Street to improve facades using façade improvement programs and other incentives.	Ongoing	1	\$
Promote infill development and adaptive reuse practices to vacant and underused lots along Broad Street.	Mid-term	1	\$
Encourage entrepreneurs and local business owners to occupy Broad Street spaces.	Ongoing	2	\$

RECOMMENDED ACTION	TIME	PRIORITY	COST
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Promote Public Realm Improvements			
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Continue to strategically repair and replace sidewalks along Broad Street, as needed.	Short-term	1	\$\$
Continue to add streetscape elements, such as pedestrian furnishings, street art, trees, and landscape strips between street and sidewalk to encourage pedestrian interaction with Broad Street.	Ongoing	2	\$\$
Continue to add pedestrian level improvements, such as public art.	Ongoing	2	\$\$
Add one or more public spaces such as plazas and pocket parks.	Ongoing	1	\$\$

Increase Access to Local Businesses			
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Construct alternative transportation options between neighborhoods and commercial areas, such as Downtown.	Mid-term	2	\$\$
Continue to work with CDOT as access control plans are developed.	Ongoing	3	\$

Improve Business Resources			
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Establish a business improvement district (BID) to improve the Downtown and other commercial areas.	Short-term	2	\$
Create a public gathering space with business resources.	Short-term	1	\$\$
Work with Glenn A. Jones Memorial Library to increase the educational resources available for business owners.	Ongoing	3	\$
Encourage local trade businesses to work with Milliken schools and younger residents to raise awareness of job opportunities.	Ongoing	3	\$

Identify New Commercial Areas			
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Encourage commercial development outside of Milliken's current Downtown, as identified on the Economic Development Framework map	Long-term	1	\$\$
Encourage development of a variety of businesses throughout commercial areas to provide economic diversity.	Ongoing	3	\$\$
Develop infrastructure around commercial nodes to provide neighborhood access to the businesses within.	Mid-term	3	\$\$



HOUSING AND NEIGHBORHOODS

The Housing and Neighborhoods Chapter provides a foundation for future and existing residential neighborhoods within Milliken. The Housing and Neighborhoods Chapter uses the Land Use Plan as a foundation for more detailed strategies to organize existing and emerging residential areas. This chapter identifies recommendations to ensure that all residents, from those who were born and raised in Milliken to those who are new to the community, can call the Town home for a long time.

A VISION FOR HOUSING AND NEIGHBORHOODS

Milliken will be the right place for anyone looking to put down roots in the region. As it continues to grow, Milliken will diversify its housing stock to meet the needs of a growing population. Recognizing a need for attainable housing for residents in each stage of life – from first-time homebuyers just starting out, to seniors looking to stay in the community – the Town will work with landowners and developers to ensure its high-quality neighborhoods include a varied mix of housing types.

Goals for Housing and Neighborhoods

Milliken's growing population presents an opportunity to expand its influence and grow its economy. However, Milliken is proud of its small-town character, where everyone can come together as a community to support one another. While population growth may present challenges to the Town's established small-town charm and character, new residents bring vibrancy to the community, reflecting the Town's appeal to a wider variety of people. Maintaining the "small-town" reputation while accommodating growth starts with responsible and organized residential development. The Town gives new residents a place while providing diverse housing options for existing residents as life circumstances change.

The Town's goals for its housing and neighborhoods are to:

- ▶ Encourage developers and land owners to provide residential areas and neighborhoods that offer a diverse mix of housing types and price points to meet the needs, income levels, and lifestyles of Milliken's current and future residents.
- ▶ Promote continued reinvestment in Milliken's Old Town and Downtown-adjacent neighborhoods, ensuring they prosper over the next 20 years.



CURRENT CONDITIONS

A summary of Milliken’s current housing conditions and opportunities can be found in this section. Further information can be found in Chapter 2: Community Profile.

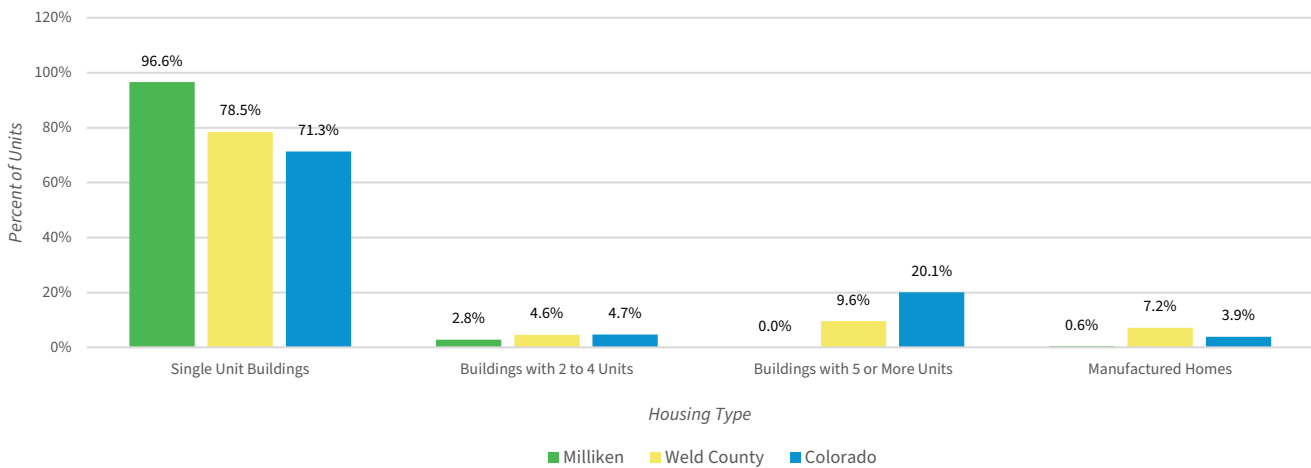
Projected Population Growth

Over the five-year period from 2015 to 2020 (the latest data available), the Town grew by 2,086 people, a 33% increase. Furthermore, Milliken has experienced a 51% population growth over the past 10 years of available data (2010-2020). DOLA’s three scenario population forecasts for the Town indicate a potential population of 14,200 – 18,800 by the year 2050, based on the Town’s current share of the County’s growth (see page 9).

Housing Options

Milliken’s identity as a charming, small town is one of its most prominent assets. Its popularity is reflected in its growing population, as more and more people flock to the community. However, of the approximately 2,877 units in Milliken, 97% are single-family homes, compared to only 75% and 66% in Weld County and the State of Colorado, respectively. This homogeneity of its housing types could become a barrier to future growth, as new residents will have fewer prospects based on their income and family size. By strategically adjusting its development pattern, the Town could provide opportunities for wider demographics to live and work in Milliken.

Total Housing Units by Housing Type (2022)



Source: Colorado Department of Local Affairs, 2022

Milliken grew at a rate between 5% - 8% from 2016 to 2019.

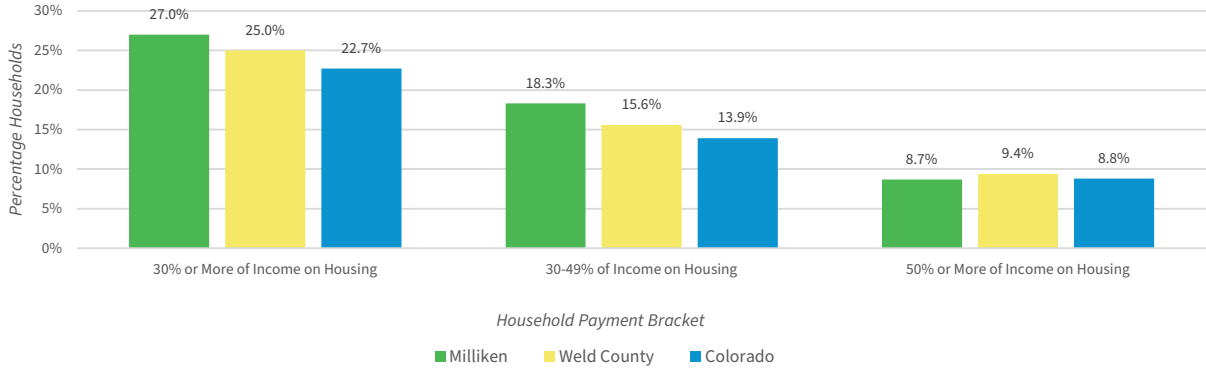
Cost of Housing

Milliken’s small town charm and high-quality housing stock make it an attractive location for homebuyers looking for a rural lifestyle with good regional access. Reflecting the community’s desirability, the value of homes in Milliken increased 62% over the last ten years. According to the US Census Bureau, 27% of homeowners and 21% of renters were paying 30% or more of their income towards housing in 2020. This reveals a shortfall in housing options since there are those who want to live in Milliken but are not able to afford rising housing costs. The Town has an opportunity to diversify its housing stock, which would support cost burdened residents and provide further housing options for the growing Milliken population. As new families and young professionals move to Town, they will have more options when selecting places to live, which would support the diversity of lifestyles, age ranges, and families looking to call Milliken home.

Intersecting Growth Boundaries

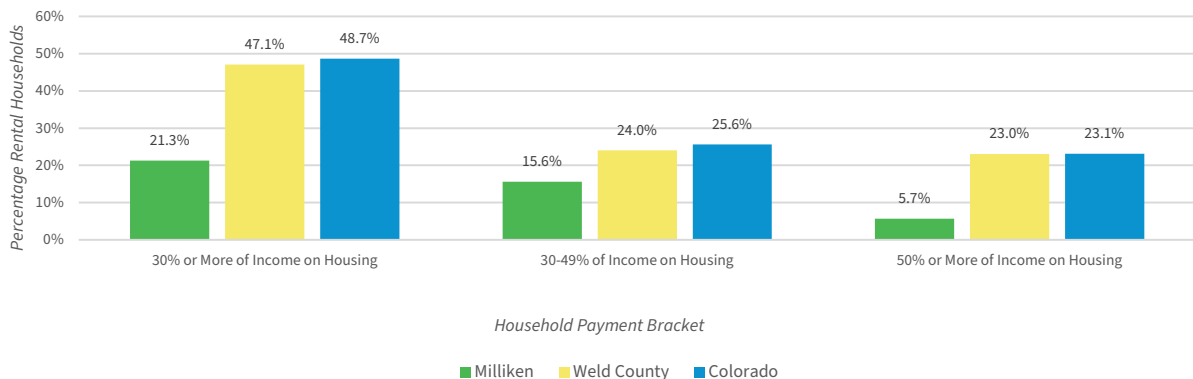
The State of Colorado dictates that a comprehensive plan may address issues within a town’s existing boundaries and identify opportunities to annex unincorporated areas adjacent to the planning area. The municipality may plan for growth and development up to three miles outside of the current boundary, according to Colorado Revised Statutes (§ 31-23-206). Priority areas within this three-mile buffer are often identified with an urban growth area or boundary. As discussed in the Land Use and Growth section, Milliken’s growth boundary intersects with those of Johnstown, Gilcrest, Greeley, Mead, Platteville, and Evans. The Town can use its revised 2023 Urban Growth Boundary (page ##) to focus on priority areas of annexation initially, targeting areas which would create the best neighborhoods for future residents.

Owner-Occupied Households Experiencing Cost-Burden (2020)



Source: Colorado Department of Local Affairs, 2022

Rental Households Experiencing Cost-Burden (2020)



Source: Colorado Department of Local Affairs, 2022



COMMUNITY-WIDE POLICIES

The following policies apply broadly to the residential land uses within the Town and its Urban Growth Area.

Promote a Variety of Housing Types

Milliken has crafted itself into a family-oriented community, placing great value on the safety and pleasantness of its neighborhoods. As this reputation has grown, so has its population. People searching for these values in the Front Range are well-served by choosing Milliken. The Town's current development trends favor single family homes, which has been the established residential pattern for generations of Milliken's residents. As noted in the Community Profile (page 13), Milliken's median age of 34.1 is younger than Weld County and the state, and the Town also has a higher population in the under-five years old cohort. This is reflected in the information gleaned from community outreach that the Town is experiencing an influx of young professionals and new families seeking out Milliken. Additionally, outreach participants indicated a need for more housing affordability for people in all stages of life. As new families and people seek out Milliken, the housing needs will change, as they may seek out smaller lot homes, duplexes, townhomes, or other higher-density forms of housing to address rising housing costs and overall costs of living. The Town can consider the following recommendations to continue to promote housing variety:

- ▶ Evaluate the Land Use Code and consider potential changes to allow for more flexibility in lot sizes and unit types.
- ▶ Encourage smaller lot homes, duplexes, or other higher-density forms of housing in the neighborhoods around Downtown Milliken.

- ▶ Continue to ensure land use and building permit processes make it easy for property owners to build townhomes, duplexes, and smaller lot single-family homes.
- ▶ Ensure that there are existing areas within the Urban Growth Area boundary that are zoned for and have infrastructure in place to support all types of housing desired in the Town as it grows.
- ▶ Work with the Milliken Housing Authority, appropriate regional agencies, and local home builders to create a first-time homebuyer program that includes existing homes and new construction.
- ▶ Provide housing types that support different age and stage-of-life residents, such as limited multi-family, starter homes, and larger ranch style homes.
- ▶ Continue to permits ADUs in the Town's residential zoning districts. Ensure they align with the Traditional and Mixed Residential land use designations on the Future Land Use Map.
- ▶ Evaluate proposals for residential development (including Single-Family Residential and Mixed Residential) within the Urban Growth Area to ensure adequate access to resources.
- ▶ Encourage a range of housing types and sizes in new neighborhoods and in areas that are well-served by existing services and infrastructure.



Continue to Support Neighborhood Connectivity

Milliken has already emphasized neighborhood connectivity in its newer subdivisions, ensuring they are accessible via automobile and via pedestrian and bikeway or trail. Roadways and other physical barriers can lead to disconnected neighborhoods. As the Town grows, there is an opportunity to ensure that its neighborhoods continue to be connected to one another and the rest of the community.

As the Town continues to expand, future development can assist with creating connected neighborhoods through the following:

- ▶ To the extent possible, maintain the grid street system in and around the Downtown and the Town's original neighborhoods to provide high levels of roadway linkages.
- ▶ Discourage the use of cul-de-sacs; however, should they occur due to environmental or other design constraints, ensure pedestrian access is provided to adjacent neighborhoods using cut-throughs.
- ▶ Ensure new residential developments provide non-motorized links to existing and planned trails.
- ▶ Require new developments to connect to existing stub streets to extend the existing vehicular and pedestrian network.
- ▶ Work with developers to continue to integrate internal trail systems within new subdivisions, and connectivity to adjacent subdivisions.



Preserve Town Identity

Milliken's small-town character is one of its most attractive qualities. The sense of community created when people live in small towns is unique, and the Town can take steps to ensure the feeling remains as expansion and growth occur. Milliken's existing neighborhoods have defined its character since the Town's establishment and should continue to be the standard for new developments. Elements such as lot size, open spaces, and sidewalk connectivity help create a neighborly and safe environment for Milliken's residents, and developers should be encouraged to continue to include these elements in new subdivisions as the Town grows.

Especially as the Town considers higher density developments to provide housing for the growing population, maintaining these elements is of utmost importance for Milliken to retain Milliken's sense of place. Some strategies to preserve the important aspects of Milliken's neighborhoods are as follows:

- ▶ Ensure that new developments adhere to existing codes regarding parks/open space requirements.
- ▶ Continue to perform code inspections and enforce standards throughout Town, including vacant lots, trash bins, and refuse in yards.
- ▶ Explore offering Town-led programs and support other organizations' efforts and programs to encourage property maintenance and/or rehabilitation.
- ▶ Ensure new or infill development is consistent with the community's vision for its various neighborhoods through existing design guidelines.
- ▶ Reach out to existing neighborhood groups to promote communication as well as facilitate the creation of new neighborhood organizations.



Encourage Long-Term Residency

Residents frequently mention that the Town's appeal is such that once someone lives in Milliken, it's hard to imagine living anywhere else. Residents have expressed a desire to live in Milliken for their entire life, leading to a need for housing that serves a population well into their senior years. Evidence of this claim can be found in the changing population demographics of Milliken, as the 65+ year old population of Milliken more than doubled between 2010 and 2020.

As Milliken continues to expand, it must ensure its housing stock can accommodate older residents that want to age within the community. The existing market conditions make Milliken a desirable and more affordable location to live in compared to other municipalities in Weld County.

The 65+ population of Milliken more than doubled between 2010 and 2020.

The median home in Milliken is valued approximately 6% lower than the County per DOLA's 2022 data. Given both market and demographic forces, the Town should consider the following:

- ▶ Encourage the development of new housing units designed to accommodate the specific needs of seniors and others who might have limited mobility. Such features could include main floor bedrooms, wider hallways/doors, and level entries without steps.
- ▶ Continue to collaborate with the Milliken Housing Authority on efforts to increase the number of housing units affordable and accessible to seniors.
- ▶ Encourage a diverse housing mix to include smaller-scale homes and units that cater to residents looking to downsize.
- ▶ Evaluate incentives for age-targeted development, particularly for lower income households, to ensure that viable housing options are provided to Milliken's senior population.
- ▶ Permit and encourage senior housing in areas near Milliken's Downtown and commercial areas to maximize access to daily goods and services.
- ▶ Integrate senior housing within existing neighborhoods through access management and building design, to ensure they are not located in isolated areas with no relationship to other uses or activities.
- ▶ Work with the Weld County Area Agency on Aging to ensure older adults within the community have access to the necessary care and services to allow them to remain in their homes and the Milliken community as they age.

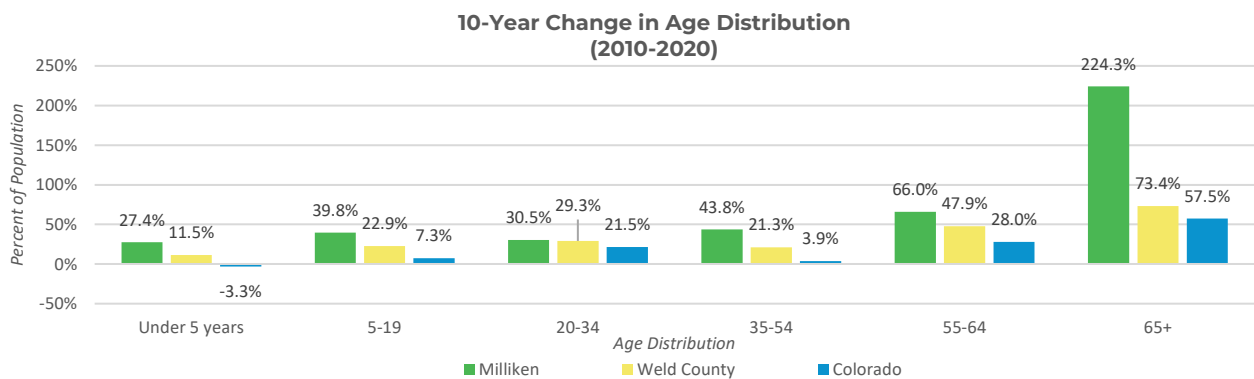


Increase Residential Uses in Old Town and the Downtown-area Neighborhoods

The core residential neighborhoods around Downtown Milliken present many opportunities for an increase in housing options. Given Downtown’s status as the Town’s center, and the Broad Street primary economic corridor, the Town can encourage higher density development in this area to increase activity and contribute to the community character. Adding mixed-use buildings and encouraging development in available lots near Broad Street will support the Town’s existing commercial uses in the main commercial district and can increase attraction for new commercial uses. Additionally, increased density would add diversity to the housing stock, supporting the growing population of the Town.

The Town should consider the following to increase residential uses in Old Town and the Downtown-area neighborhoods:

- ▶ Include diverse housing types that include a mix of single-family detached, single-family attached, and multi-family dwellings.
- ▶ Continue to allow multiple land uses, through MU-C-D Districts, that accommodate residential interspersed with some retail and commercial businesses in the Old Town and Downtown-area Neighborhoods.
- ▶ Encourage developers to consider available infill lots around Downtown Milliken to increase housing density.
- ▶ Offer incentives such as fee reductions for infill homes built on vacant lots in Old Town or Downtown area neighborhoods (Traditional Residential and Downtown areas on the Future Land Use Map).

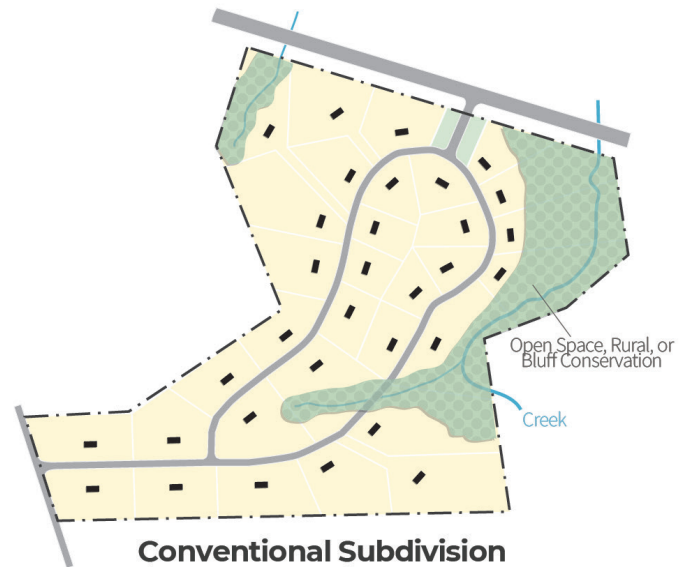




Conservation Design

As Milliken expands its residential footprint, it should encourage development that prioritizes open space preservation, integrating natural elements to manage flood and stormwater. This development pattern not only fosters open space preservation, but it reinforces the character of the community. To maximize and preserve open space as development occurs, the Town should implement the following:

- ▶ Require and incentivize conservation design and cluster development that preserves sensitive natural areas by allowing greater development density in other portions of the site.
- ▶ Consider density bonuses in rural residential areas (currently, all residential subdivisions are required to dedicate a minimum of 12% of the gross land area for public parks, trails, open space, or other civic purposes at the time of subdivision) in exchange for increased open space site preservation.
- ▶ Continue requiring trails, useful open spaces, and parks throughout new development areas through dedications and easements set aside as part of the development review process.





Rural Residential Growth Areas

Given the population and housing growth projections, Milliken has sufficient undeveloped land to support future residents for the duration of this Comprehensive Plan Update (20 years) and beyond. While the Plan promotes contiguous development that is focused near Downtown and around its established subdivisions, it should not preclude development outside of these primary growth areas. As development occurs outside the established municipal boundary, the Town can consider the following:

- ▶ Continue to work with local service providers and districts to ensure impact fees within these areas adequately reflect the effect of locating new development further from existing service areas.
- ▶ Require the use of conservation design to preserve open space areas.
- ▶ Ensure development within the growth areas reflects the principles described for neighborhood connectivity and housing diversity as described above.



HOUSING AND NEIGHBORHOODS FRAMEWORK

1 State Highway 257 and Weld County Road 52

This area, located in the northwest part of the Town limits, was identified as a future residential development in the 2015 Comprehensive Plan. Just north, State Highway 257 and Weld County Road 52 is planned for a future commercial node. Due to the northern half of this area being within unincorporated Weld County, this provides a prime location for annexation granting the Town the authority to encourage residential growth with more dense housing types. The housing types that the area should include consist of single-family homes, in the short-term and townhomes, duplexes, and multi-family, in the long-term. This added residential development should consequently support any commercial development that is being planned for.

2 Flack Farms

This area, located in the northeast part of the Town limits, was identified as a future residential development in the 2015 Comprehensive Plan. The Town should establish a land use pattern which pursues higher density residential development next to commercial areas. Any development within the annexation area should be a wide mix of residential types and should consider including senior housing. While a portion of this area has been annexed into the Town of Milliken, the Town should consider the annexation of the entire area, including the area planned for commercial development.

River Junction

3 This area, located just north of Broad Street along State Highway 257, has many constraints that any future development needs to consider. First, the site is bisected east to west by the Little Thompson River and Big Thompson River and northwest to southeast by the railroad. Second, a majority of the site is within a floodplain. The only area not within a floodplain are fields in the northwestern portion of the site. Any future residential development should be designed to incorporate conversation practices to mitigate impacts. The Big and Little Thompson Rivers should also be integrated into any future development's design to ensure that it is preserved and maintained.

4 Downtown Milliken

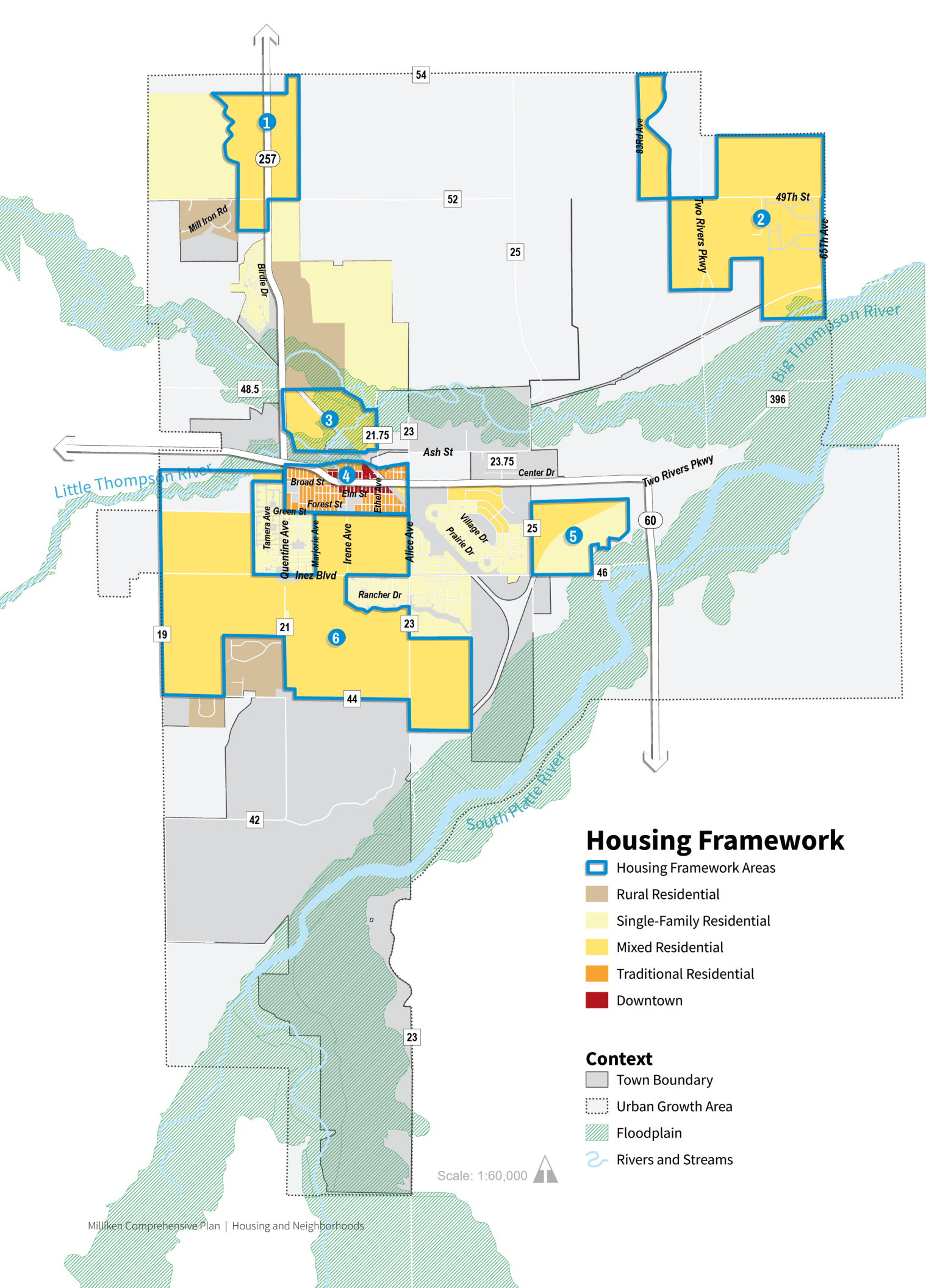
This area, located in the heart of Milliken, is the core of the community. Its grid pattern and smaller lots promote walking, create superb connectivity, and allow for higher density. This provides an opportunity to further solidify its influence on the Town. It can do this by encouraging mixed-use developments that feature multi-family living on the upper floors. The Town should also encourage infill development that is compatible with the current Town design.

5 Eastern Edge

This area, located between Highway 60 and Weld County Road 25, is planned for commercial along its northern and eastern edges. It is bisected southwest to northeast by the railroad, but it can help serve as a transition from proposed mixed residential to single-family residential. The residential development pattern should follow the pattern of the neighborhood immediately west surrounding Sappington Park.

6 South Edge

This area, directly south of Downtown Milliken, is three square miles of land and provides the greatest opportunity for new residential development. It is already adjacent to existing neighborhoods and was identified as future residential development in the 2015 Comprehensive Plan. The new development should incorporate surrounding natural features while adding new ones such as parks and open space. It should also be well connected to surrounding existing residential, offering a variety of residential unit types and incorporate senior housing where possible. Given the size of the area, a secondary roadway system should be established; while Country Road 19, 44, 21, 23, and Inez Boulevard should serve as the arterial roadways.



Housing Framework

- Housing Framework Areas
- Rural Residential
- Single-Family Residential
- Mixed Residential
- Traditional Residential
- Downtown

Context

- Town Boundary
- Urban Growth Area
- Floodplain
- Rivers and Streams

Housing and Neighborhoods Implementation Matrix

Recommended Actions

These include capital projects, policy recommendations, and strategies that should be prioritized to lay the foundation for Plan implementation.

Time Estimate

Time estimates indicate, in years, how long it would take to complete a specific action.

- ▶ Short-term: less than two years
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- ▶ \$: Primarily internal staff time, limited outside funding required
- ▶ \$\$: Outside consulting/funding recommended
- ▶ \$\$\$: Outside consulting/funding will most likely be necessary

RECOMMENDED ACTION	TIME	PRIORITY	COST
Promote a Variety of Housing Types			
Evaluate the Land Use Code to allow for more flexibility in lot sizes and unit types.	Short-term	1	\$
Encourage smaller lot homes, duplexes, or other higher-density forms of housing in the neighborhoods around Downtown Milliken.	Ongoing	2	\$
Continue to ensure land use and building permit processes make it easy for property owners to build townhomes, duplexes, and smaller lot single-family homes.	Ongoing	1	\$
Ensure that there are existing areas within the Urban Growth Area boundary that are zoned for and have infrastructure in place to support all types of housing desired.	Mid-term	1	\$
Work with the Milliken Housing Authority, appropriate regional agencies, and local home builders to create a first-time homebuyer program.	Short-term	2	\$
Provide housing types that support different age and stage-of-life residents.	Ongoing	3	\$
Continue to permits ADUs in the Town's residential zoning districts.	Short-term	3	\$
Evaluate proposals for residential development (including Single-Family Residential and Mixed Residential).	Short-term	1	\$
Encourage a range of housing types and sizes in new neighborhoods and in areas that are well-served by existing services and infrastructure.	Ongoing	1	\$

RECOMMENDED ACTION	TIME	PRIORITY	COST
Continue to Support Neighborhood Connectivity			
To the extent possible, maintain the grid street system in and around the Downtown and the Town's original neighborhoods to provide high levels of roadway linkages.	Ongoing	2	\$\$
Discourage the use of cul-de-sacs, but when necessary, ensure pedestrian access is provided to adjacent neighborhoods using cut-throughs.	Ongoing	3	\$\$
Ensure new residential developments provide non-motorized links to existing and planned trails.	Ongoing	2	\$
Require new developments to connect to existing stub streets.	Ongoing	2	\$
Work with developers to continue to integrate internal trail systems within new subdivisions, and connectivity to adjacent subdivisions.	Ongoing	3	\$
Preserve Town Identity			
Ensure that new developments adhere to existing codes regarding parks/open space requirements.	Ongoing	1	\$
Continue to perform code inspections and enforce standards throughout Town, including vacant lots, trash bins, and refuse in yards.	Ongoing	3	\$
Explore offering Town-led programs and support other organizations' efforts and programs to encourage property maintenance and/or rehabilitation.	Ongoing	3	\$
Ensure new or infill development is consistent with the community's vision	Ongoing	1	\$
Reach out to existing neighborhood groups to promote communication as well as facilitate the creation of new neighborhood organizations.	Short-term	3	\$
Encourage Long Term Residency			
Encourage the development of new housing units designed to accommodate the specific needs of seniors and others who might have limited mobility.	Mid-term	2	\$\$
Continue to collaborate with the Milliken Housing Authority on efforts to increase the number of housing units affordable and accessible to seniors	Ongoing	2	\$
Encourage a diverse housing mix to include smaller-scale homes and units that cater to residents looking to downsize.	Long-term	1	\$
Evaluate incentives for age-targeted development to ensure that viable housing options are provided to Milliken's senior population.	Ongoing	2	\$
Permit and encourage senior housing in areas near Milliken's Downtown and commercial areas to maximize access to daily goods and services.	Short-term	2	\$\$
Integrate senior housing within existing neighborhoods through access management and building design.	Ongoing	2	\$\$
Work with the Weld County Area Agency on Aging to ensure older adults within the community have access to necessary care and services.	Ongoing	1	\$

RECOMMENDED ACTION	TIME	PRIORITY	COST
Increase Residential Uses in Old Town and the Downtown-area Neighborhoods			
Include diverse housing types that include a mix of single-family detached, single-family attached, and multi-family dwellings.	Ongoing	1	\$\$
Continue to allow multiple land uses, through MU-C-D Districts, that accommodate residential interspersed with some retail and commercial businesses in the Old Town and Downtown-area Neighborhoods.	Short-term	1	\$\$
Encourage developers to consider available infill lots around Downtown Milliken to increase housing density.	Ongoing	1	\$
Offer incentives such as fee reductions for infill homes built on vacant lots in Old Town or Downtown area neighborhoods.	Short-term	2	\$\$
Conservation Design			
Incentivize conservation design and cluster development that preserves sensitive natural areas.	Ongoing	3	\$\$
Consider density bonuses in rural residential areas in exchange for increased open space site preservation.	Short-term	3	\$\$
Continue requiring trails, useful open spaces, and parks throughout new development areas.	Ongoing	1	\$
Rural Residential Growth Areas			
Continue to work with local service providers and districts to ensure impact fees within these areas adequately reflect the effect of locating new development further from existing service areas.	Ongoing	1	\$
Require the use of conservation design to preserve open space areas.	Ongoing	3	\$
Ensure development within the growth areas reflects the principles described for neighborhood connectivity and housing diversity.	Ongoing	3	\$\$



TRANSPORTATION

Milliken's transportation system includes a network of roadways, trails, and sidewalks that provide access to local goods, services, employment, and recreation. This system is critical in supporting land use and development as well as residential quality of life. The Transportation and Mobility Chapter outlines the Town's existing system and provides both short- and long-term recommendations to accommodate projected traffic growth while expanding non-motorized transportation options.

A VISION FOR TRANSPORTATION

Milliken will boast excellent internal connectivity while capitalizing on its prime location in the region. The Town's location six miles east of I-25 and six miles west of Highway 85, along Highway 60 will continue to draw traffic from across Northern Colorado and the Front Range. The Town will see this as an opportunity and continue improving mobility and connectivity. Working with CDOT, Weld County, and the North Front Range MPO, the Town will ensure that its corridors and roadway connections efficiently connect Milliken to the broader region. The Town's focus on "people-powered" bike and pedestrian connectivity will eliminate gaps in the sidewalk and trail system and encourage regional connections to neighboring communities for all modes.

Goals for Transportation

A multimodal transportation system that accommodates new and existing development, provides safe and efficient access for all ages and abilities, and promotes public health and quality of life will be key to Milliken's growth and development over the coming decades. The Town's goals for transportation are to:

- ▶ Create a transportation system that accommodates the Town's growing population while supporting all modes of transportation.
- ▶ Improve bicycle and pedestrian connectivity throughout Town and encourage connections to neighboring communities.



CURRENT CONDITIONS

This section includes a summary of Milliken’s current transportation conditions and opportunities.

Existing Street System

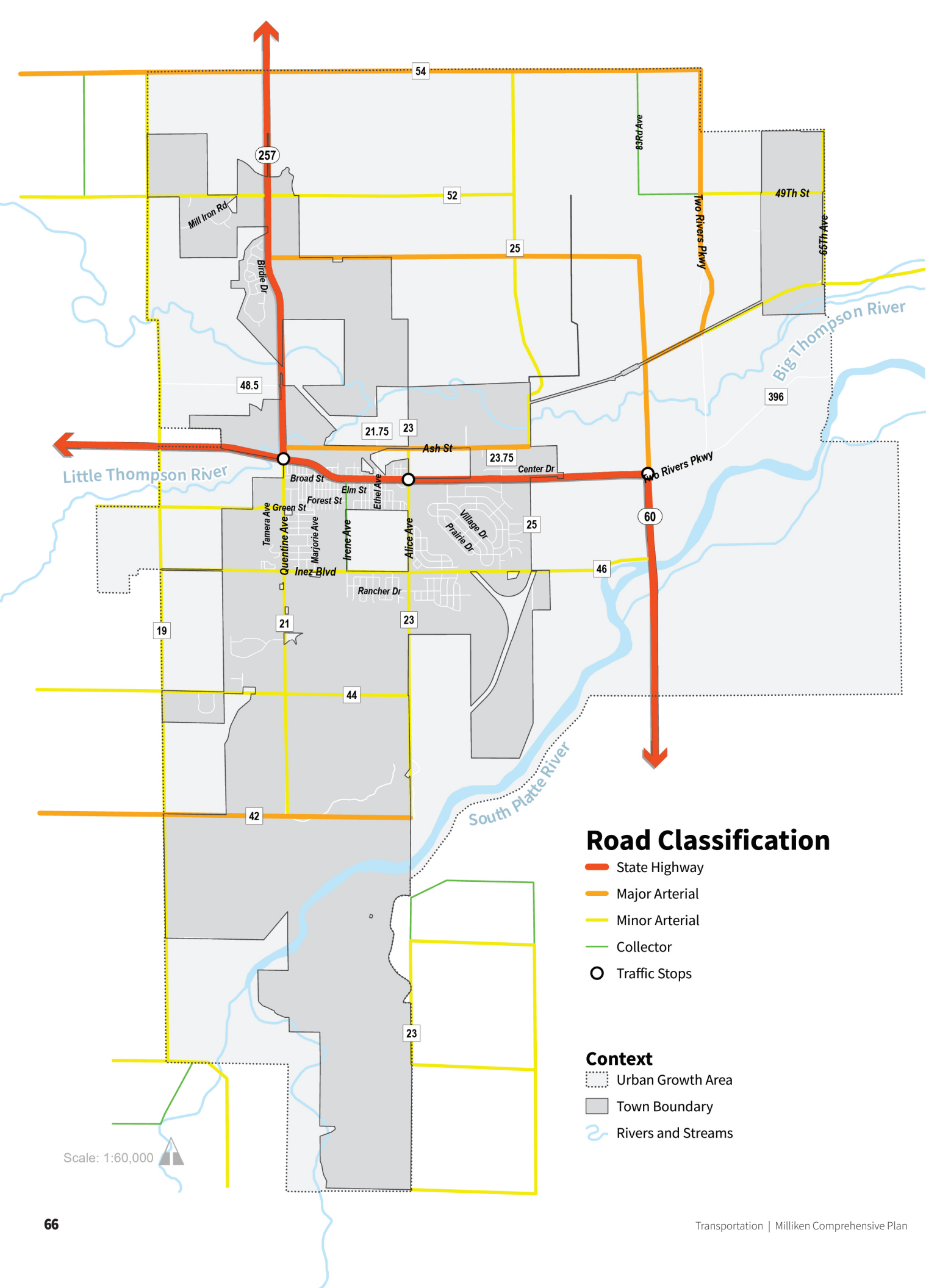
Milliken’s roadway network is the primary transportation infrastructure carrying travelers to and throughout the community, and its corridors are essential to the daily function of the Town. State Highway 60 is an east-west state highway and is the key route both in and out of Milliken. State Highway 60 is also named Broad Street within Milliken. State Highway 257 is a north-south state highway and the main access point on the northwest side of Milliken. Both highways are key to providing access to the Town. Two Rivers Parkway is the main access on the northeast side of Milliken.

Dispersed throughout the Town are arterial and collector roadways that branch off the main highways. Important north-south arterials are Quentine Avenue, Alice Avenue, and Weld County Road 25. Important east-west arterials are Weld County Road 46.5 and Inez Boulevard. These roadways feed into the collector and local roadways giving access to the local homes and businesses.

Functional Classification

All streets within Milliken are classified according to a hierarchical system that is based on elements such as the number of travel lanes, traffic volumes, level of access, and mobility. Per the 2008 Milliken Transportation Master Plan, the Town has roadways broken into the following functional classifications: Major Arterial, Minor Arterial, Major Collector, and Local Streets. These classifications relate to the function of the streets. Lower order streets function primarily as access to individual lots, and higher order streets function primarily for mobility (expeditious movement of people and goods).





Road Classification

- State Highway
- Major Arterial
- Minor Arterial
- Collector
- Traffic Stops

Context

- Urban Growth Area
- Town Boundary
- ~ Rivers and Streams

Scale: 1:60,000



Jurisdiction

Certain roadways within Milliken fall under the purview of the Town, Weld County, or the Colorado Department of Transportation (CDOT), and infrastructure projects involving these roads require close coordination among agencies. The Town's design and management influence on State Highway 60 and State Highway 257 is limited by the policies, requirements, regulations, and recommendations established by the State. The Town owns and maintains over forty-seven miles of roadways. The Town of Johnstown is located directly to the west of Milliken. Weld County and Johnstown own and maintain all other roadways immediately outside of Milliken town limits.

CDOT currently owns and maintains the existing traffic signals along State Highway 60 and State Highway 257 throughout Milliken. The Town's intersections are primarily stop-controlled.

Sidewalks

Throughout the Town, sidewalks typically reside on public property but are the responsibility of the adjacent landowner. In some neighborhoods, the sidewalk networks can be found to be complete and well connected such as in and around Downtown. While most neighborhoods in the community are well-served with sidewalks, there are portions of Milliken's sidewalk network that are incomplete. Separated by spans of rural roadway sections, the Town lacks continuity for a pedestrian traveler to traverse all its reaches.

The Town worked with CDOT to add intersection bump-outs, crosswalks, and pedestrian crossing signage along Broad Street (State Highway 60) from from Quentine Ave/257 to east of Centennial Drive. The Town also completed a Trail and Sidewalk Gap Analysis in 2015. Several critical gaps were identified, which the Town has been working to address.

Trails

The main trail that runs through the Town is along Broad Street (State Highway 60). A multi-use trail system also parallels the Union Pacific Railroad on both the northeast and southwest sides from Alice Avenue to Inez Boulevard. River corridor trails are planned along the Big Thompson River, South Platte River, and Little Thompson River.

The Town completed a trail system along Broad Street (State Highway 60) from Alice Avenue to Centennial Drive. A crosswalk was added on the south side of the Broad and Alice intersection. This project completed a critical gap between Downtown and Centennial Park.

Railroads

Two railroads (the Great Western Railway and the Union Pacific Railroad) have railroad lines that bisect the Town of Milliken. While the Great Western Railway (GWR) line parallels SH 60 on the north, the Union Pacific Railroad (UPRR) line runs diagonally through Town. Another UPRR line parallels the South Platte River with a general southwest to northeast alignment. This line, in combination with the South Platte River, creates an obstacle for roadway connectivity in the Milliken area. All railroad crossings in the Town are at-grade crossings. While several of the railroad crossings in Town limits, particularly in the developed areas, have lights, gates and bells, other railroad crossings have only signs.

The Town has added intersection bump-outs, crosswalks, and pedestrian crossing signage along Broad Street.



COMMUNITY-WIDE POLICIES

The following policies apply to transportation within the Town and its Urban Growth Area.

Accommodate Active Transportation

Active transportation focuses on utilizing the body as a means of travel to reach a destination point. Common examples include cycling, skateboarding, running, jogging, and walking. Benefits of these methods of transport include a healthier population and reduced emissions resulting from fewer total vehicle miles traveled. The ability to easily participate in these activities is a quality-of-life measurement for a community. Active transportation is best encouraged by easy access to a well-connected system. Milliken's bicycle and pedestrian system includes sidewalks, bike lane markings and routes, and trails.

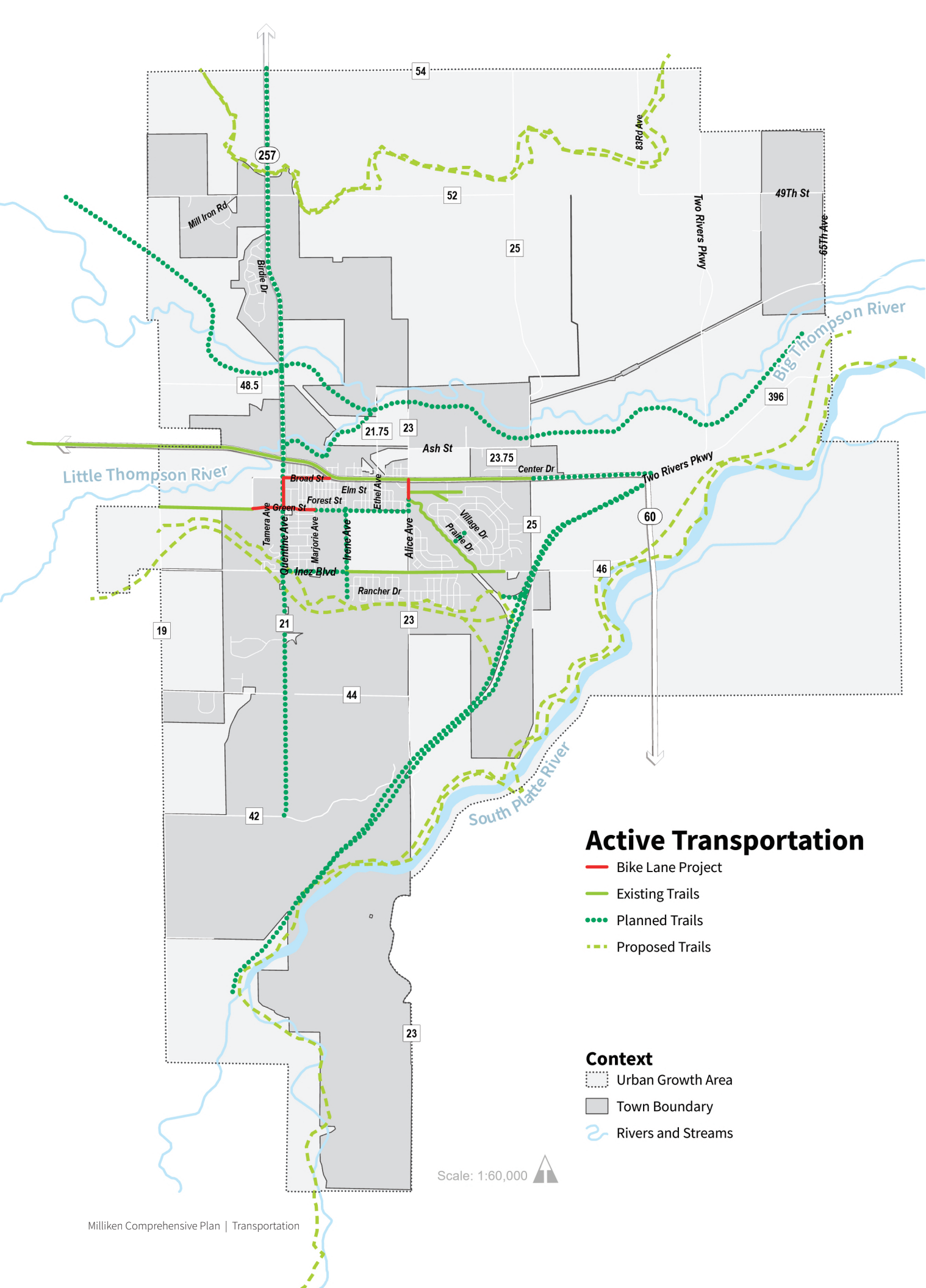
Continued implementation of a multimodal transportation network is a key step in achieving the Town's goals. This will ensure that the street system balances the needs of all intended users, including pedestrians, bicyclists, automobiles, and transit riders. The Town should consider the following:

- ▶ Continue to utilize the development review process for private development projects as well as public improvements to the greatest extent possible to ensure inclusion of sidewalks, trails, and bike lanes during the planning and design of those projects.
- ▶ Continue to design and construct new pedestrian and bike facilities to address gaps identified in the 2015 Trail and Sidewalk Gap Analysis.
- ▶ Expand and diversify trail offerings to support Milliken's natural beauty, including implementation of the recommendations of *2022 Milliken Parks, Trails, and Open Space Master Plan*.

Sharing the Road

The Town can consider implementing additional bike lanes throughout town limits and into neighboring communities. These potential bike lanes could be striped onto existing pavement so that minimal improvements are necessary. Due to restrictions with existing pavement width, these bike lanes would not be protected with physical separation. Bike lanes, whether protected or unprotected, could foster employment and regional connectivity. Potential pilot projects include the following:

- ▶ Broad Street between Quentine Avenue and Kathleen Avenue
- ▶ Quentine Avenue between Broad Street and Green Street
- ▶ Green Street between Weld County Road 46.5 and Marjorie Avenue



Active Transportation

- Bike Lane Project
- Existing Trails
- ⋯ Planned Trails
- - - Proposed Trails

Context

- Urban Growth Area
- Town Boundary
- ~ Rivers and Streams

Scale: 1:60,000



Connect with the Region

Milliken is a member of North Front Range Metropolitan Planning Organization (NFRMPO) and will continue to work with neighboring communities, Weld County, and the Colorado Department of Transportation (CDOT) to develop regional transportation options. For example, while the Town currently lacks transit service, systems around the region include those operated by the cities of Fort Collins, Loveland, Greeley, and Berthoud. Other transportation services active in the region include the CDOT Bustang, FLEX bus route, Poudre Express bus route, VanGo commuter vanpool, and 60+ Ride for Weld County.

As Milliken grows, strategic planning and connection to the region's systems will connect residents to the rest of Milliken and nearby communities. The Town can consider the following recommendations to connect to the regional network:

- ▶ Continue to participate in NFRMPO and support implementation of the *2045 Regional Transportation Plan*, *2021 Active Transportation Plan*, and the *2045 Regional Transit Element*.
- ▶ Work with the NFRMPO, surrounding communities, Weld County, and other appropriate agencies to identify potential transit connections to other northern Colorado communities and regional transit services (including Bustang).
- ▶ Participate in NFRMPO and support implementation of the *2045 Regional Transit Element*.
- ▶ Work with Greeley Evans Transit (GET) as route expansion occurs to connect Milliken to the region with new bus routes.
- ▶ Work with Via Mobility to provide paratransit (transportation for people who are unable to use regular, fixed route transit service) and accessible trips for older adults and people with disabilities, as needed, in Milliken.

Continue Previous and Ongoing Planning Efforts

The following policies are recommended in relation to previous planning efforts:

- ▶ Continue to implement the recommendations of previous plans and planning studies, including the *2022 Milliken Parks, Trails, and Open Space Master Plan*, *Milliken Transportation Master Plan*, and *Milliken Trail & Sidewalk Gap Analysis* study.
- ▶ Update previous plans and planning studies periodically, such as the Transportation Master Plan (TMP), which is scheduled for 2024.
- ▶ Ensure the TMP includes an updated analysis of alignments for Broad Street and the need for an State Highway 60 Planning and Environmental Linkages (PEL) Study.



Complete Streets

Complete streets are a form of right-of-way design that accommodates all users in street design, beyond the primary consideration of vehicle movement. A “complete street” contains a sidewalk, buffer/terrace, bicycle infrastructure whether either shared or separated, and lanes for motor vehicles. When these techniques are implemented network-wide, bicyclists and pedestrians enjoy increased connectivity across the grid. Complete streets policies offer benefits such as increasing public health and safety, increasing citizen opportunity through enhanced mobility and accessibility, and can also help mitigate congestion and air pollution.

Complete streets implementation may be one of the best transportation investments a community can make, offering an often-low-cost solution to transportation goals while supporting broader community initiatives. Most importantly, they can reduce injurious crashes for all users. By making the most of small investments, supporting economic development, and encouraging multi-modal travel, communities across the country have seen returns for their investments in complete streets. The following elements are recommended for consideration when drafting a complete street policy:

- ▶ Implement complete streets in Milliken either Town-wide or case-by-case basis.
- ▶ Incorporate complete streets in planning and design processes.
- ▶ Design new roads for all users including vehicles, pedestrians, and bicyclists.
- ▶ Use flexible lane widths to create more space for bicycle lanes and wider sidewalks.

- ▶ Implement a complete streets policy as street maintenance occurs.– opportunities to assign lane widths on a roadway or street do not have to occur with new construction or reconstruction projects.
- ▶ Work with CDOT as reconstruction and resurfacing projects occur, which allow for changes to the width allocations, usually with little or no cost by shifting the lane markings.
- ▶ Consider consulting the NACTO Urban Street Design Guide and NACTO Urban Bikeway Design Guide for best practices in street design that safely and effectively accommodates pedestrians and bicyclists.
- ▶ Ensure at-grade rail crossings have lights, gates, and bells for pedestrians and bicyclist safety, as well as for motor vehicles.

Complete streets implementation is a low-cost solution to transportation goals while supporting broader community initiatives.



Modernize Transportation

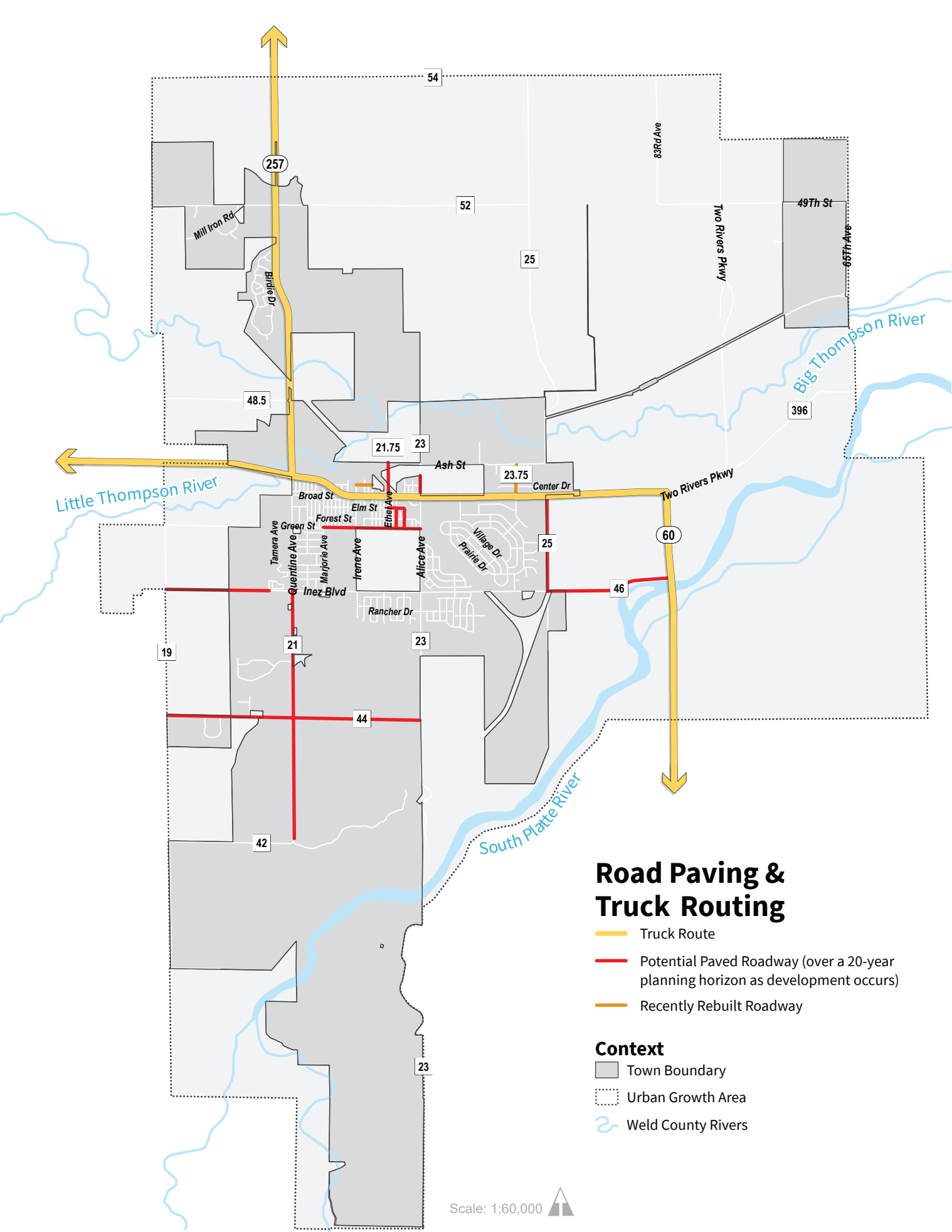
Continued investment in a modern transportation system is necessary as technology continues to evolve. Advancements in technology affect transportation components like pavement, traffic operation, traffic signals, and safety. The following policies are recommended for modernization of the transportation system:

- ▶ Continue to pave streets throughout the Town limits as development occurs.
- ▶ Continue the Town's Street Maintenance Program.
- ▶ Work with CDOT to continue to research and implement measures to slow traffic along major thoroughfares.
- ▶ Minimize the impacts of local and regional traffic traveling through Town, especially along Broad Street (State Highway 60) through the Downtown and around schools by providing travel mode and routing options and designing for slower speeds.
 - ▶ Speed limits on Broad Street (State Highway 60) were adjusted based on the CDOT's 2023 Traffic Engineering School and Speed Study.
 - ▶ School zones are currently posted at 15 MPH.
- ▶ Continue to conduct safety studies at intersections with high accident rates.
- ▶ As a temporary solution, use recycled asphalt for road paving until further development occurs.

Accommodate Development and Growth

Adequate roadways are necessary to support development and the growing population. The Town will need to plan for and implement a transportation system that will accommodate the planned land use pattern and ensure the impacts of new developments on the transportation system in Milliken are properly mitigated.

Additional recommendations include the design and construction of pedestrian friendly, attractive streets with sidewalks and bike lanes to ensure their proper function and reinforcement of Milliken's small-town character. Dead-end streets and cul-de-sacs should be avoided. Where appropriate, the Town and developers could extend the traditional gridded street pattern that provides connectivity between neighborhoods.



Road Paving & Truck Routing

- Truck Route
- Potential Paved Roadway (over a 20-year planning horizon as development occurs)
- Recently Rebuilt Roadway

Context

- Town Boundary
- Urban Growth Area
- ~ Weld County Rivers

Scale: 1:60,000

Transportation Implementation Matrix

Recommended Actions

These include capital projects, policy recommendations, and strategies that should be prioritized to lay the foundation for Plan implementation.

Time Estimate

Time estimates indicate, in years, how long it would take to complete a specific action.

- ▶ Short-term: less than two years
- ▶ Mid-term: two to five years
- ▶ Long-term: greater than five years
- ▶ Ongoing: requires immediate action and continued attention

Priority Level

Priority is assigned with consideration for cost and importance. Each action in the Action Matrix is indicated with one of the following:

- ▶ Priority 1: Near-term, low-cost, easier to implement, critical
- ▶ Priority 2: Mid-term, essential
- ▶ Priority 3: Long-term, desirable

Cost

Cost estimates are represented on a scale ranging from \$ to \$\$\$\$. The costs only refer to public costs. Descriptions of the scale are as follows:

- ▶ \$: Primarily internal staff time, limited outside funding required
- ▶ \$\$: Outside consulting/funding recommended
- ▶ \$\$\$: Outside consulting/funding will most likely be necessary

RECOMMENDED ACTION	TIME	PRIORITY	COST
Accommodate Active Transportation			
Continue to utilize the development review process for private development projects as well as public improvements.	Ongoing	1	\$
Continue to design and construct new pedestrian and bike facilities.	Ongoing	2	\$\$
Expand and diversify trail offerings to support Milliken’s natural beauty.	Ongoing	2	\$
Sharing the Road			
Construct a bike lane on Broad Street between Quentine Avenue and Kathleen Avenue	Short-term	1	\$\$
Construct a bike lane on Quentine Avenue between Broad Street and Green Street	Short-term	1	\$\$
Construct a bike lane on Green Street between Weld County Road 46.5 and Marjorie Avenue	Short-term	1	\$\$
Connect with the Region			
Continue to participate in NFRMPO and support implementation of the 2045 Regional Transportation Plan, 2021 Active Transportation Plan, and the 2045 Regional Transit Element.	Ongoing	1	\$
Work with the NFRMPO, surrounding communities, Weld County, and other appropriate agencies to identify potential transit connections to other northern Colorado communities and regional transit services.	Mid-term	2	\$
Work with Greeley Evans Transit (GET) as route expansion occurs to connect Milliken to the region with new bus routes.	Long-term	3	\$\$\$
Work with Via Mobility to provide paratransit (transportation for people who are unable to use regular, fixed route transit service) and accessible trips for older adults and people with disabilities, as needed, in Milliken.	Ongoing	2	\$\$

RECOMMENDED ACTION	TIME	PRIORITY	COST
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Continue Previous and Ongoing Planning Efforts			
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Continue to implement the recommendations of previous plans and planning studies.	Ongoing	1	\$
Update previous plans and planning studies periodically.	Ongoing	1	\$
Ensure the TMP includes an updated analysis of alignments for Broad Street and the need for an State Highway 60 Planning and Environmental Linkages (PEL) Study.	Ongoing	3	\$

Complete Streets			
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Implement complete streets in Milliken either Town-wide or case-by-case basis.	Long-term	1	\$\$\$
Incorporate complete streets in planning and design processes.	Ongoing	1	\$\$\$
Design new roads for all users including vehicles, pedestrians, and bicyclists.	Ongoing	1	\$\$\$
Use flexible lane widths to create more space for bicycle lanes and wider sidewalks.	Ongoing	2	\$\$\$
Implement a complete streets policy as street maintenance occurs.	Ongoing	1	\$\$\$
Work with CDOT as reconstruction and resurfacing projects occur, which allow for changes to the width allocations.	Ongoing	2	\$\$
Consider consulting the NACTO Urban Street Design Guide and NACTO Urban Bikeway Design Guide for best practices in street design.	Short-term	3	\$
Ensure at-grade rail crossings have lights, gates, and bells for pedestrians and bicyclist safety.	Short-term	3	\$

Modernize Transportation			
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Continue to pave streets throughout the Town limits.	Ongoing	2	\$\$\$
Continue the Town's Street Maintenance Program.	Ongoing	1	\$\$
Work with CDOT to continue to research and implement measures to slow traffic along major thoroughfares.	Mid-term	2	\$
Minimize the impacts of local and regional traffic traveling through Town, especially along Broad Street and around schools.	Short-term	2	\$\$
Continue to conduct safety studies at intersections with high accident rates.	Ongoing	2	\$
As a temporary solution, use recycled asphalt for road paving until further development occurs.	Ongoing	2	\$\$

Accommodate Development and Growth			
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Continue to develop a transportation system that will accommodate future growth.	Ongoing	1	\$\$\$
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INFRASTRUCTURE AND RESILIENCY

Infrastructure for utilities, amenities, and public services is essential to maintaining the local quality of life and continuing to attract new residents, businesses, and investments. Infrastructure upgrades and renovations require long-term planning and coordination. The Infrastructure chapter identifies policies and recommendations to improve the Town's infrastructure for utilities, amenities, and public services. Additionally, the chapter references DOLA's Colorado Resiliency Framework and provides policy direction for the Town's resiliency goals.

A VISION FOR INFRASTRUCTURE

Milliken will proactively maintain and invest in priority infrastructure improvements and extensions. The Town's investment in its water, sewer, and drainage infrastructure as well as the acquisition of additional water will continue to adequately support established areas within the municipal boundary. The Town will also work with developers and landowners to strategically encourage growth and extend infrastructure and dedication of raw water in a way that is efficient and cost-effective. Recognizing the value of water as a resource and understanding the cost of infrastructure extension, the Town will lean on land use policies and its growth strategies to encourage infill and redevelopment, promote the best use of existing infrastructure, and thoughtfully encourage development within its growth area.

Goals for Infrastructure

Milliken is responsible for majority of the infrastructure system within the municipality including water, wastewater, sanitary sewer, and stormwater. As the Town continues to expand and new developments are proposed, it will be necessary to expand its infrastructure system to meet new demand. Proactive planning for expansion of the infrastructure system can reduce repair and maintenance costs as well as encourage investment in the Town. The Town's goals for infrastructure are to:

- ▶ Minimize risk and emphasize resiliency in the planning and creation of disaster response and preparedness plan.
- ▶ Continued investment in infrastructure, including water, sewer, and drainage, to maintain and support a high quality of life for residents and businesses through collaborative efforts and partnerships.



CURRENT CONDITIONS

This section includes a summary of Milliken’s current infrastructure conditions and opportunities.

Stormwater

Milliken is located to the south of the confluence of the Big and Little Thompson Rivers and southwest of the confluence of the South Platte River and Big Thompson River. The Homestead at Ashton Subdivision and recent Wiest annexation of the SW4, Sect 28, T5N, and R66W, are located north of these confluences. The Little Thompson River is located south of Highway 60 on the west side of the Town. The Little Thompson crosses State Highway 60 to the west of State Highway 257 and then drains into the Big Thompson River to the north of downtown. Floodplains are associated with each of the three rivers. The Johnstown Reservoir and Hillsborough Reservoir are located to the west of the Town.

The Milliken Stormwater Master Plan (2014) included hydraulic analysis, alternatives analysis, and a recommended plan for stormwater conveyance in the Town.

The Town’s Public Works Department maintains the drainage system throughout the Town. These services include jetting, cleaning, mowing, and burning ditches. The Town also maintains all the irrigation for the Town lakes. The Town completed the Josephine Avenue storm sewer project in 2018, and the Cherry Street drainage project is scheduled for 2023.

Wastewater

The Town’s Water/Wastewater Department maintains the wastewater collections system by jetting, camera inspection, and acoustic assessment technology. One third of the system is inspected each year. The information is used to prioritize line repairs and replacement. Wastewater treatment is conducted at the Town’s 0.7MGD Milliken Wastewater Reclamation Facility.

Oil and Gas

Weld County has seen tremendous growth in drilling for oil and natural gas. Wells are located throughout the county, including in and around Milliken. According to records from the Colorado Oil and Gas Conservation Commission (COGCC), as of August 2022, there were 32 productive wells within town limits. Forty-two wells are shut-in – meaning that the completed well is not producing but is mechanically capable of production – and 11 wells are in the process of being drilled.

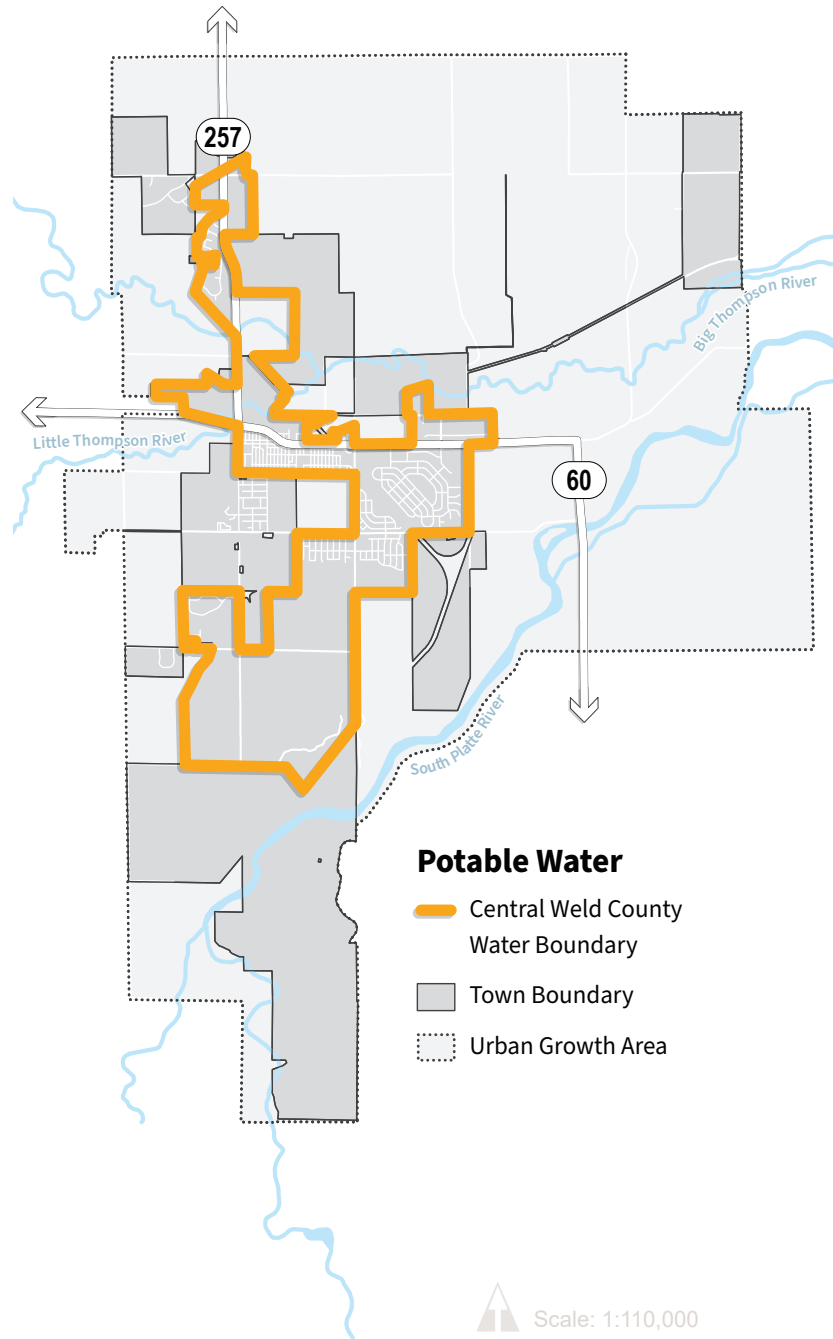
PDC Energy has applied for a future comprehensive area plan (CAP) to the COGCC. The CAP is titled the “Guanella CAP.” The Guanella CAP will ensure the comprehensive and efficient development and operation of oil and natural gas resources with PDC as the designated operator. PDC conducted a process for stakeholder and landowner input in 2022. This long-range plan will include 22 surface locations, 450 wells across 33,427 acres and will include the plugging and abandonment of 600 existing wells and associated facilities. This will allow PDC to modernize and minimize the footprint of future development in this area. The Guanella CAP covers five municipalities, mostly east of Milliken, west of Evans, and in south Greeley.

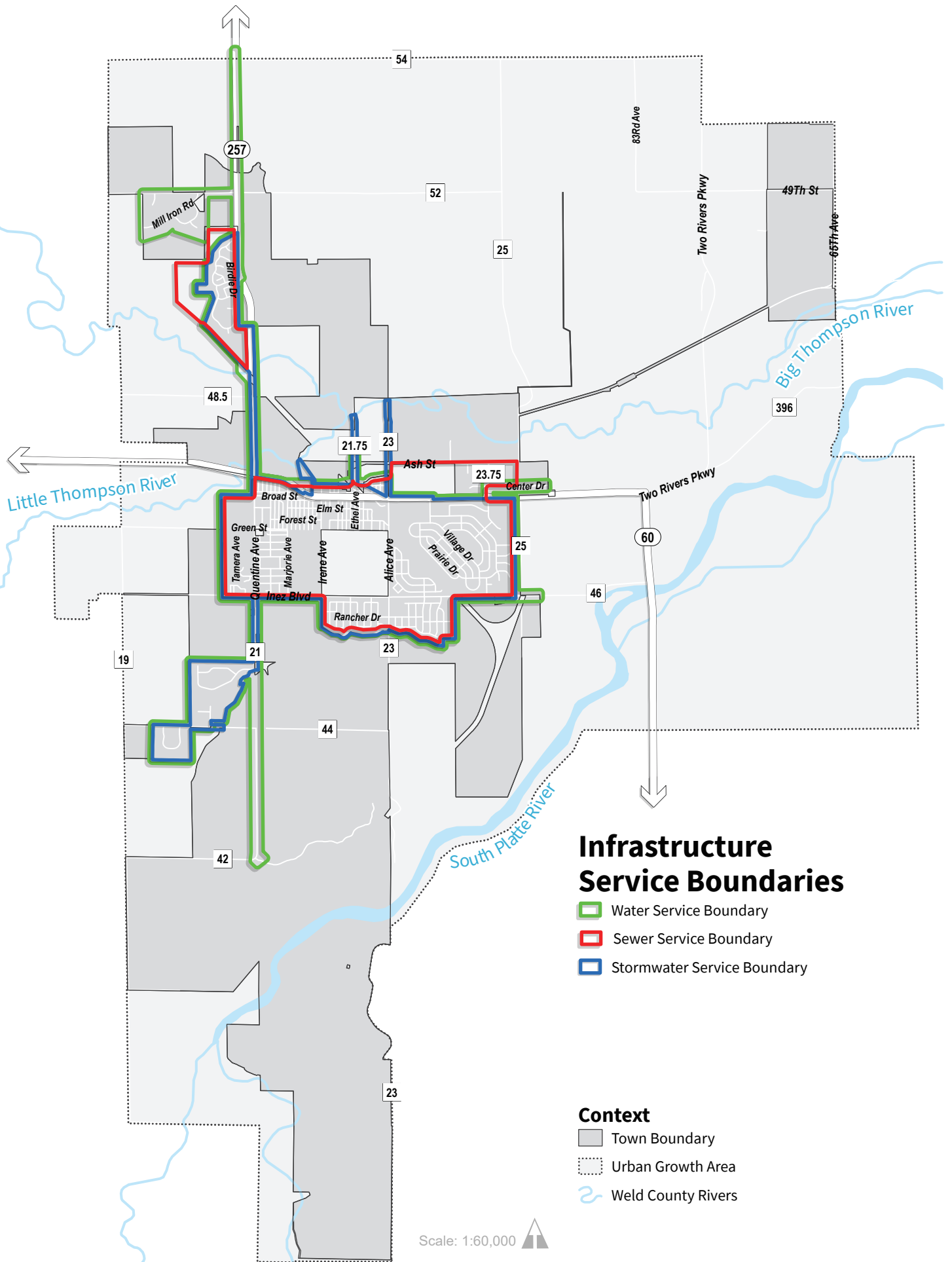
Potable Water

The Town's Water/Wastewater Department maintains the Town's distribution system. Water is a scarce resource in the Northern Front Range region of Colorado, but the Town currently has three potable water sources. The Town operates a 0.7MGD Reverse Osmosis Water Treatment Plant (ROWTP). The Town also purchases water from the City of Greeley and the Central Weld County Water District (CWCWD). The distribution system is maintained by the yearly flushing of hydrants and mains. The Town has an extensive replacement program.

Private Utilities

Xcel Energy provides power, lighting, and natural gas services for most areas within town limits. Poudre Valley Rural Electric Association (PVREA) provides power to the Mad Russian and Mill Iron areas. Internet is provided by Century Link and Rise Broadband. Expansion of these services is driven by development and consumer need.







COMMUNITY-WIDE POLICIES

The following policies apply broadly for resiliency and infrastructure within the Town and its Urban Growth Area.

Preserve and Protect Valuable Water Resources

The Town plans to provide efficient, expanded infrastructure for water, sewer, and drainage to accommodate a growing population.

The Town will continue to ensure it has the necessary fees and dedication requirements such as right-of-way, water rights, and land for public facilities, so that new development projects provide the necessary revenue, infrastructure, and resources to not create an undue burden on the Town. The Town regularly assesses infrastructure fees to ensure fees are sufficient to cover costs associated with new Town improvements.

Milliken operates a 0.7 million gallon per day wastewater treatment plant.

Hillsborough Reservoir Project

The Town is planning to expand water supply at Hillsborough Reservoir. Specifically, the Town's request for the "Dry Creek – Little Thompson River Watershed" project was funded for a Preliminary Investigation and Feasibility Report (PIFR). Through the PIFR process the project was found feasible and is recommended for further funding to develop a Watershed Plan Environmental Assessment, with the ultimate goal to create storage for a 1903 decree from additional water supply for the Town and the basin.

Water Treatment

The Reverse Osmosis (RO) Water treatment plant is planned to be shutdown permanently in 2023. The Town is reviewing alternatives, such as blending alluvial well water with purchased water to compensate for a portion of the lost potable water production.

Wastewater Treatment

The Town of Milliken operates a 0.7 million gallon per day wastewater treatment plant (WWTP). As the WWTP reaches capacity, Town staff and consulting engineers are planning for a partial plant expansion (re-rating) or full expansion depending on future growth projections.



Incorporate Previous Planning Efforts and Ongoing Regional Projects

The following policies are recommended in relation to previous planning efforts:

- ▶ Continue to implement the recommendations of previous plans and planning studies, including the 2014 Town of Milliken Stormwater Master Plan and the 2014 Milliken Water and Sanitary Sewer Master Plan Update.
- ▶ Continue to develop and utilize long range plans (i.e., Stormwater Master Plan and the Water and Sanitary Sewer Master Plan) to effectively manage the timing and location of future growth and to inform and help prioritize infrastructure needs.
- ▶ Continue to coordinate with Weld County and support implementation of the Weld County 2021 Multijurisdictional Hazard Mitigation Plan. Milliken, Johnstown and Front Range Fire and Rescue District has hired an Emergency Manager for local emergency response.
- ▶ Continue to evaluate regional infrastructure projects including the Central Weld Pipeline Project and the new water treatment plant project as well as the Northern Integrated Supply Project (NISIP).

Build a Resilient Community

Milliken's many attractive rural, natural, and open space areas make a significant contribution to the Town's identity. Part of the community's appeal has long been its balance between high-quality residential living blended with well-preserved natural and rural areas. Like many Front Range communities, Milliken faces challenges and risks, including long-term water supply and hazards such as flooding or fire.

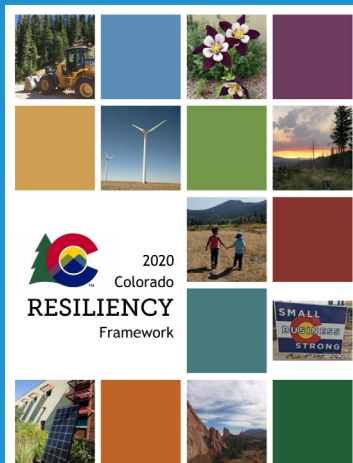
For water resiliency efforts, the Town is a participant in the National Flood Insurance Program (NFIP) and has participated in remapping efforts post the 2013 flood. Milliken participated with Weld County and the Colorado Water Conservation Board in completing another review of flood prone areas and will be adopting the new Flood Insurance Study and Flood Insurance Rate Maps (FIRM) in November 2023.

A resilient community approach will serve to protect the Town's critical natural and rural areas for the coming decades. The following policies and recommendations are intended to help Milliken plan to meet the needs of current and future generations by balancing social, economic, and fiscal realities with environmental resources, incorporating resilience, and linking local actions to regional concerns.



DOLA Colorado Resiliency Framework

DOLA prepared the Colorado Resiliency Framework in 2020. The goal of the framework is to achieve resilient and sustainable communities by considering six resiliency planning sectors – Community, Economic, Health and Social, Housing, Infrastructure, and Water and Resources – as an integrated framework. Each of these sectors is an integral part of a larger, resilient whole. Hazards that affect one sector are likely to have direct and indirect effects on other sectors and, likewise, strategies will have a cross-sector impact. These sectors are the lenses through which municipalities should view resiliency throughout Colorado, each seeking to implement solutions that provide benefits across multiple sectors.



Disaster Planning Efforts

The following policies are recommended for minimizing risk and emphasizing resiliency for disasters:

- ▶ Identify and inventory essential Town infrastructure and facilities located in the 100-year floodplain or in other areas prone to natural or geologic hazards. If any are found to be at risk, develop mitigation strategies and redundancies/back-up systems, or consider relocation.
- ▶ To the extent possible, prevent the storage or manufacture of toxic or hazardous materials, chemicals, or waste in hazard prone areas (publicly and privately owned), including those located in the 100-year floodplain. Also, participate in local review of the State’s hazardous truck routing plans and proposed routes.
- ▶ Continue to identify and implement mitigation strategies and projects to reduce the risks posed by known hazards to residents and property owners. Include projects or recommendations listed in the Stormwater Master Plan and the Weld County 2021 Multijurisdictional Hazard Mitigation Plan.
- ▶ Continue to participate in DOLA’s Planning for Hazards programs.
- ▶ Update standards so that existing and new infrastructure can withstand a greater degree of stress or damage from natural disasters. For example, ensure that all river and stream crossings are designed to accommodate flows and velocities of a 100-year flood event, or greater. Also, ensure that all stormwater drainage and conveyance systems are able to accommodate discharges from at least 100-year storm events.
- ▶ Apply DOLA’s Colorado Resiliency Framework (2020) which establishes six resiliency sectors to address local hazards.



Protecting Essential Infrastructure

The following policies are recommended for creating and implementing redundant systems to protect essential infrastructure:

- ▶ Ensure the Town, first responders, and residents are prepared to respond to potential hazards or natural disasters. The Town's newly hired Emergency Manager will update and maintain the Town's Emergency Response Plan on a regular basis and will include the community in these updates.
- ▶ Maintain police force level of service to ensure the safety of the community.
- ▶ Continue to support the Front Range Fire and Rescue District to ensure preservation of life and property through fire prevention, fire suppression, hazardous materials response, and emergency medical services support. As the community builds south of the Platte River, the Town should support the Platteville-Gilcrest Fire District.
- ▶ Work with internet service providers and neighboring communities to ensure the Town is served with reliable, affordable high-speed broadband internet service.

Community Engagement in Disaster Planning Efforts

The following policies are recommended for community engagement in disaster planning efforts:

- ▶ Support education and outreach efforts in the community to educate and inform residents of disaster response procedures.
- ▶ Ensure such efforts include information about where residents can receive safety and evacuation information during and after an emergency or disaster.
- ▶ Identify and develop multiple channels through which first responders, the Town, and the public can communicate with one another. Ensure redundancies exist in the system.

Directing Disaster Resilient Development

The following policies are recommended for directing development into disaster resilient areas:

- ▶ Discourage development from locating in areas characterized by natural or geologic hazards. Avoid, to the extent possible, Town investments in infrastructure and facilities in areas characterized by natural or geologic hazards. Should such investments be necessary, ensure that projects use best practices for mitigating risks and protecting the health and safety of residents.
- ▶ Determine appropriate alternative uses for flood-prone lands acquired by the Town. Ensure that development does not alter or impact the floodplain, floodway or natural channel of the rivers flowing through the Town.

Infrastructure Implementation Matrix

Recommended Actions

These include capital projects, policy recommendations, and strategies that should be prioritized to lay the foundation for Plan implementation.

Time Estimate

Time estimates indicate, in years, how long it would take to complete a specific action.

- ▶ Short-term: less than two years
- ▶ Mid-term: two to five years
- ▶ Long-term: greater than five years
- ▶ Ongoing: requires immediate action and continued attention

Priority Level

Priority is assigned with consideration for cost and importance. Each action in the Action Matrix is indicated with one of the following:

- ▶ Priority 1: Near-term, low-cost, easier to implement, critical
- ▶ Priority 2: Mid-term, essential
- ▶ Priority 3: Long-term, desirable

Cost

Cost estimates are represented on a scale ranging from \$ to \$\$\$\$. The costs only refer to public costs. Descriptions of the scale are as follows:

- ▶ \$: Primarily internal staff time, limited outside funding required
- ▶ \$\$: Outside consulting/funding recommended
- ▶ \$\$\$: Outside consulting/funding will most likely be necessary

RECOMMENDED ACTION	TIME	PRIORITY	COST
Preserve and Protect Valuable Water Resources			
Continue to implement the recommendations of previous plans and planning studies.	Ongoing	1	\$\$\$
Continue to develop and utilize long range plans to effectively manage the timing and location of future growth and to inform and help prioritize infrastructure needs.	Ongoing	1	\$\$
Continue to coordinate with Weld County and support implementation of the Weld County 2021 Multijurisdictional Hazard Mitigation Plan.	Ongoing	1	\$\$
Continue to evaluate regional infrastructure projects.	Ongoing	3	\$\$\$
Build a Resilient Community			
Continue to implement the recommendations of previous plans and planning studies, including the 2014 Town of Milliken Stormwater Master Plan and the 2014 Milliken Water and Sanitary Sewer Master Plan Update.	Ongoing	1	\$
Continue to develop and utilize long range plans (i.e., Stormwater Master Plan and the Water and Sanitary Sewer Master Plan) to effectively manage the timing and location of future growth and to inform and help prioritize infrastructure needs.	Ongoing	1	\$
Continue to coordinate with Weld County and support implementation of the Weld County 2021 Multijurisdictional Hazard Mitigation Plan. Milliken, Johnstown and Front Range Fire and Rescue District has hired an Emergency Manager for local emergency response.	Ongoing	1	\$
Continue to evaluate regional infrastructure projects including the Central Weld Pipeline Project and the new water treatment plant project as well as the Northern Integrated Supply Project (NISP).	Ongoing	1	\$



COMMUNITY FACILITIES

Public services include the amenities and facilities that provide residents with a high quality of life. While existing facilities serve the community well, growth and continued investment could place a higher demand on services. In addition, additions to certain amenities, such as parks and open space, could help to better promote Milliken as a wonderful place to live. For municipalities across the State of Colorado, the natural environment is a top priority. Milliken is no exception, offering residents a variety of recreational opportunities and outdoor spaces that contribute to community health and quality of life. In the future, anticipated growth could alter the landscape of Milliken. It will be essential that the Town manages natural and environmental resources to ensure residents have access to recreation and the great outdoors.

A VISION FOR COMMUNITY FACILITIES

The Town will maintain a complete and connected system of parks, open spaces, trails, and recreation. Working with the Thompson Rivers Parks and Recreation District, Great Outdoors Colorado, neighboring municipalities, and community stakeholders, the Town will ensure that all residents and visitors enjoy access to parks, trails, and open spaces. The Town will continue to strengthen its reputation for recreation and environmental resource protection as it works with landowners to protect sensitive natural areas and greenways. The Town will benefit from increased pedestrian and bicycle access to its parks, ensuring residents have several ways to access them from anywhere in the community.

Goals for Community Facilities

The atmosphere which Milliken is known for can be attributed to many factors, one of which is its parks and open spaces. Milliken's reputation as a pleasant and safe community is supported by these spaces, in addition to an organized police, fire, and local government presence. Milliken will continue to preserve its use of parks and open spaces throughout new developments and construct new spaces for the community to gather and collaborate. These additions will support Milliken's charming personality and ensure that visitors and new residents feel supported by the Town and its people.

The Town's goals for its community facilities, parks, and open spaces are to:

- ▶ Maintain critical police, fire, educational, and other community services and facilities, both directly and through collaborative efforts and partnerships as Milliken grows.
- ▶ Support a system of parks and open space that accommodates a range of recreational activities, enhances the quality of life, maintains the integrity of Milliken's natural resources, and meets the needs of the Milliken population.



CURRENT CONDITIONS AND COMMUNITY-WIDE POLICIES

A profile of Milliken’s current community facilities, parks, and open spaces, paired with key policies and recommendations, can be found in this section.

Town Governance

The Town of Milliken governs by a Mayor-Trustee system. Six board members are elected at large for a four-year term, forming the Town Board of Trustees. The mayor also serves on a four-year term and is also elected at large. The Town Administrator oversees all Town government projects. They facilitate staff information provided to the Town Board, while they review situations, projects, and questions addressed in and out of Town Board meetings. The Administrator is appointed by the Town Board as the Town’s chief administrative officer, and their job is to enforce local laws and ensure sound fiscal and operational practices. Milliken is a **statutory town** – meaning that it is limited to exercising powers that are granted by the State of Colorado and is subject to provisions and limitations imposed by the state. The Town’s authority to act comes from statewide statutes written by state legislators. The Town can be proactive in addressing projected service needs and consider essential improvement to maintain a high quality of life within Milliken. Efforts can include:

- ▶ Periodically reviewing all municipal facilities to identify and prioritize improvement projects necessary to ensure necessary high-quality services.
- ▶ Consider impacts to police response times, infrastructure, park access, and other services as part of the review process for new development proposals.

Milliken was recognized as the third safest town in the state of Colorado in 2022.

Milliken Police Department

The Milliken Police Department serves the Town of Milliken. It consists of one administrative assistant, one community services officer, and nine police officers including the chief of police. Milliken was the third safest town in the state of Colorado in 2022, per a report from SafeWise.com analyzing FBI data on property crimes and violent crimes per capita. The Town is part of the Critical Incident Response Team, along with twenty other municipal police organizations across Colorado. To continue to support high levels of public safety, the Town can consider the following:

- ▶ Continue to maintain police force level of service to ensure the safety of the community.
- ▶ Work with the police department and other first responders, Town staff, and the community on a regular basis to practice disaster response protocols.
- ▶ Assess the current level of service provided by police and ensure new development will not adversely affect current levels of service.

Front Range Fire Rescue

Milliken does not have a Town-employed fire department. Fire safety operations are conducted by Front Range Fire Rescue, a Northern Colorado Fire District that has served Johnstown, Milliken, Larimer, and Weld Counties for over 100 years. It employs three fire crews, a training station, four battalion chiefs, two administrators, and the Fire Chief. It has three stations, one of which is in Milliken.

The Insurance Services Office (ISO) rating is an important metric for measuring fire safety. An ISO fire rating is scored from one to 10 indicating how well-protected the community is based on several metrics. In the ISO rating scale, a lower number is better: one is the best possible rating, while a 10 means the fire department did not meet ISO’s minimum requirements.

Front Range Fire Rescue currently maintains a Class 3 rating, which applies to properties within five road miles of a fire station and 1,000 feet of a fire hydrant or approved alternate water supply, and also includes properties that are within five road miles of an automatic aid fire departments, if they are closer than a Front Range Fire Rescue station. Front Range Fire Rescue maintains a Class 3Y rating for properties beyond 1,000 feet of a fire hydrant, but within five road miles of a fire station.

Milliken Senior Center

The Milliken Senior Center aims to provide a friendly atmosphere for recreational, cultural, health, and support services to those fifty-five and above. Senior center activities include lunches, trips, musical programs, special events, social and educational programs, health fairs, classes, games, guest speakers, parties and celebrations. Noting the value of the Senior Center, the Town can consider the following to best maintain and support it as a community asset:

- ▶ Ensure a high degree of accessibility to the Senior Center from all areas of Milliken, particularly residential neighborhoods. This should include appropriate sidewalk extensions, trail connections, and crosswalk improvements to allow safe and efficient access to the facility.
- ▶ Conduct a regular review of the Senior Center and its programming to identify necessary improvements or expanded programming.

Education

Local schools and school districts can have a significant impact on where residents choose to live, and they can impact development potential and desirability within different areas of a community. Local schools are under the jurisdiction of the Weld County RE-5J Johnstown-Milliken School District.

Weld County RE-5J School District is in both Larimer and Weld Counties, primarily serving Johnstown and Milliken, as well as small portions of the City of Greeley and the Town of Berthoud. It serves approximately 3,800 students across three elementary schools, a middle school, and a high school. Schools include Pioneer Ridge Elementary School, Milliken Elementary School, Elwell Elementary School, Milliken Middle School, and Roosevelt High School

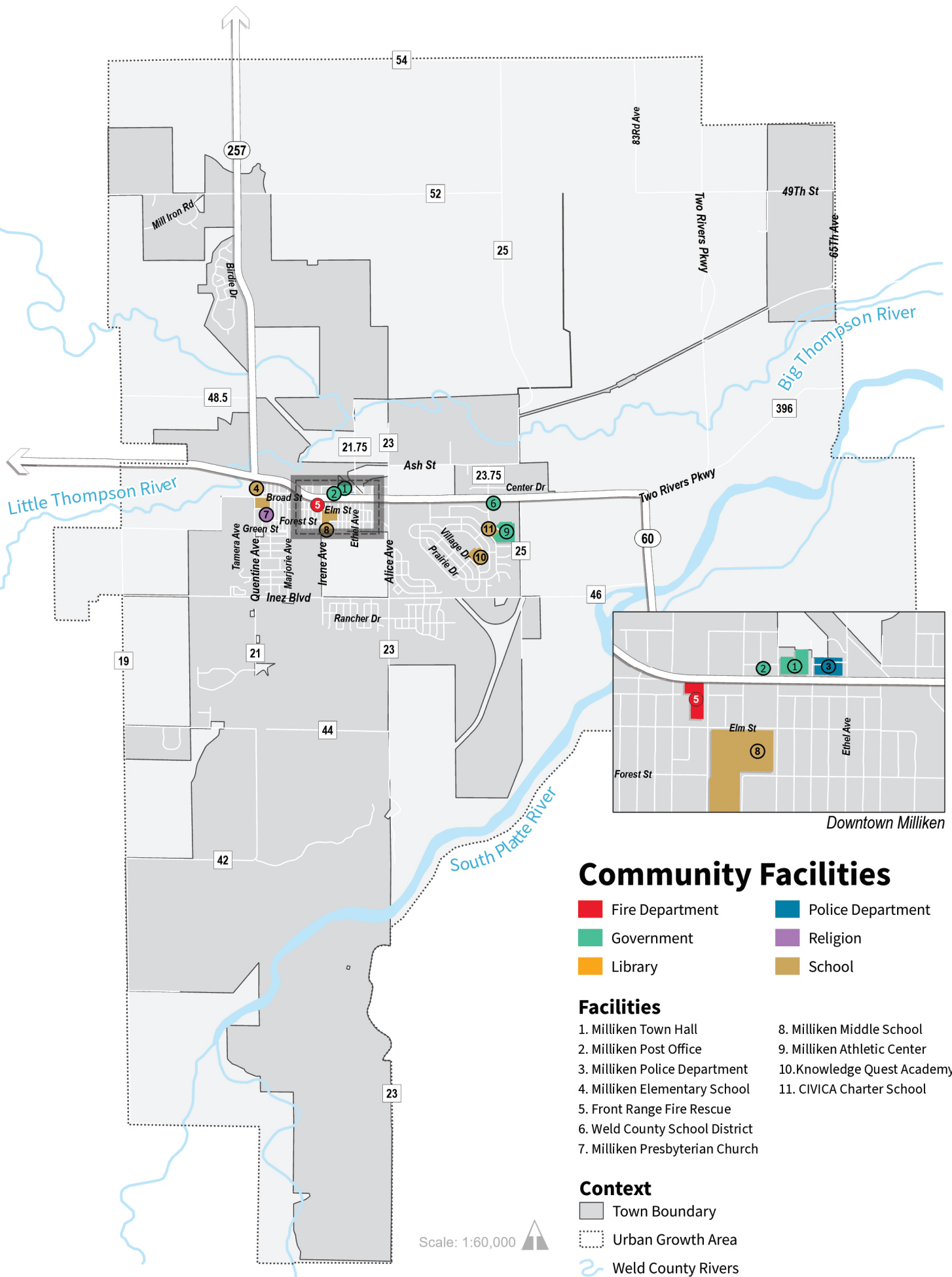
Roosevelt High School offers several work-based learning opportunities. Students can participate in a for-credit internship that develops professional and technical skills based on their preferences. Additionally, the school offers employment opportunities for students by providing information regarding local businesses that are hiring.

Knowledge Quest Academy is a public charter school under the governance of Weld County RE-5J which receives additional funding from grants and fundraisers. The K-8 school currently enrolls approximately 410 students. It employs twenty-four teachers and nineteen staff members.

CIVICA Charter School is a sixth through twelfth grade public charter school. Its facilities consist of eight classrooms, a cafeteria, computer lab, and a CTE classroom.

Understanding that the RE-5J is an independent entity, and the charter schools operate under their own direction, the Town can consider the following recommendations to improved educational offerings within Milliken:

- ▶ Coordinate with RE-5J and the charter schools regarding any Colorado Department of Education required improvement or accreditation plans to identify opportunities for cooperation that will help improve attainment levels.
- ▶ Coordinate with RE-5J and the charter schools to analyze the impact of continued residential growth on enrollment, including considerations for new facilities or appropriate expansions to existing facilities.
- ▶ Support and assist, as appropriate, with improvement projects to RE-5J and the charter school facilities within Milliken.
- ▶ Coordinate with RE-5J to support development of new schools within the Milliken municipal boundary as the Town grows.
- ▶ Develop residential products that could appeal to teachers and professionals, in accordance with the Future Land Use map.
- ▶ Coordinate with RE-5J and the charter schools to support positive branding and promotion, and to support a positive perception of educational amenities in Milliken.



Community Facilities

- Fire Department
- Police Department
- Government
- Religion
- Library
- School

Facilities

- 1. Milliken Town Hall
- 2. Milliken Post Office
- 3. Milliken Police Department
- 4. Milliken Elementary School
- 5. Front Range Fire Rescue
- 6. Weld County School District
- 7. Milliken Presbyterian Church
- 8. Milliken Middle School
- 9. Milliken Athletic Center
- 10. Knowledge Quest Academy
- 11. CIVICA Charter School

Context

- Town Boundary
- Urban Growth Area
- ~ Weld County Rivers

Scale: 1:60,000



Maintaining and Expanding the Town's Parks

Within Milliken, each development has an associated park, green space, or trail which provides an amenity for residents to enjoy. Parks provide residents with opportunities to get active, socialize, and enjoy the outdoors in their community. The Town should continue to include green space within new developments, ensuring that this element of Milliken's personality stays consistent during any future expansion.

Town of Milliken Parks

The Town of Milliken has nineteen public parks, totaling over sixty-six acres of total park area and overseen by the Parks Department. According to the National Parks and Recreation Department, towns of a comparable size to Milliken in the state of Colorado have 17.9 acres of park per 1,000 residents, and their parks average approximately 6.3 acres. Milliken has approximately 8.6 acres of park per 1000 residents, and an average park size of 3.7 acres. Seven of the designated parks within the Town are less than one acre in size. An example is Sign Park, which is a protected portion of land where the Town's welcome sign is placed.

Existing parks in Milliken are primarily located in residential areas around Downtown and in new subdivisions east of Downtown. In most cases, residential developments are not more than a half-mile from a park with playground or enrichment equipment. Notable parks are the Milliken Skate Park, which was renovated in 2014 and is one of the newest parks in the Town. Additionally, Lola Park is one of the central and most developed parks in the Town, with multiple types of equipment, seating areas, and sculptures.

However, not all residential areas are within walking distance of a park. The Mad Russian housing development is not near a public, recreational park, but has access to the Mad Russian Golf Course. Additionally, the housing subdivisions in Wildcat Acres, Meadow Farms, and Peregrine Creek lack a park or open space element. Peregrin Creek was, however, platted with an equestrian trail throughout the subdivision. Overall, parks are accessible for residents within the primary residential areas of Milliken, although some developments lack access.

Thompson Rivers Park and Recreation District

The Thompson Rivers Parks and Recreation District (TRPR) serves Johnstown and Milliken. It is a Special District funded by local property taxes in both cities used to provide and maintain recreational facilities for all citizens within the district. It is governed by a board of five trustees rather than by either municipality. It also employs twelve staff members who organize different services for TRPR. The organization oversees the Milliken Athletic Complex, Centennial Park Pool, Nelson Farm Park Ball Fields, Sticker Stadium, and the Johnstown Community Center.

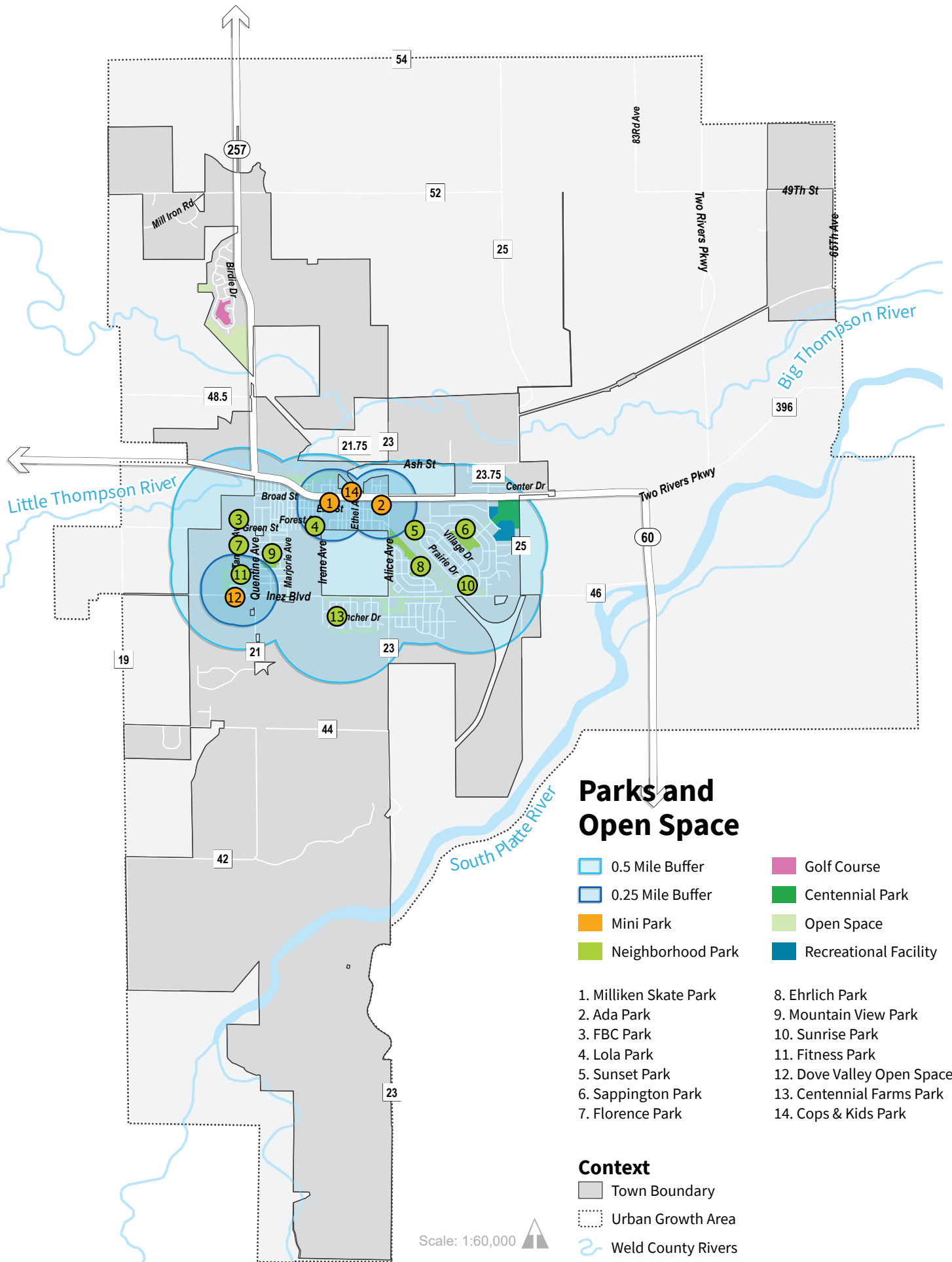
Lola Park is one of the Town's oldest and most used parks.



Policies and recommendations to ensure that Milliken's parks remain attractive and well-programmed are as follows:

- ▶ Develop a system of multi-use trails, paths, and sidewalks that maximize accessibility, safety, and convenience for users of all ages and abilities, and that links regional trails, employment areas, commercial centers, recreational facilities, open space, community facilities, and parks.
- ▶ Focus on maintaining and expanding trails and sidewalks that promote connectivity between parks, recreational facilities, schools, and neighborhoods in Town before addressing links to other communities or amenities.
- ▶ Increase trail signage for navigation so users can direct themselves through trails into other areas of interest, such as Downtown.
- ▶ Develop additional trails to provide necessary connections and contribute to a thorough and extensive trail network.





Parks and Open Space

- 0.5 Mile Buffer
- 0.25 Mile Buffer
- Mini Park
- Neighborhood Park
- Golf Course
- Centennial Park
- Open Space
- Recreational Facility

- 1. Milliken Skate Park
- 2. Ada Park
- 3. FBC Park
- 4. Lola Park
- 5. Sunset Park
- 6. Sappington Park
- 7. Florence Park
- 8. Ehrlich Park
- 9. Mountain View Park
- 10. Sunrise Park
- 11. Fitness Park
- 12. Dove Valley Open Space
- 13. Centennial Farms Park
- 14. Cops & Kids Park

Context

- Town Boundary
- Urban Growth Area
- ~ Weld County Rivers

Scale: 1:60,000



Trail Connections

Trails are an essential element of parks and open space. Milliken has developed a set of trails which offer further recreational opportunities for residents. There is a large trail system throughout the Settlers Village and Colony Pointe subdivisions, which provides access to open spaces for people to enjoy.* These trails present a unique opportunity to create an interconnected system of trails for residents to use not just as recreation, but as transportation.

*See Map on Page 69

Using the existing trail infrastructure as a basis, the Town can create a multi-use system of trails that connect neighborhoods, people, and job opportunities. This can be accomplished by considering the following:

- ▶ Develop a system of multi-use trails, paths, and sidewalks that maximize accessibility, safety, and convenience for users of all ages and abilities, and that links regional trails, employment areas, commercial centers, recreational facilities, open space, community facilities, and parks.
- ▶ As development occurs, continue to connect the trail system to Downtown and the surrounding neighborhoods.
- ▶ As residential development occurs, continue to implement and maintain trail signage for navigation so users can direct themselves on trails and access areas of interest, such as Downtown.
- ▶ Develop additional trails to provide necessary connections and contribute to a thorough and extensive trail network.



Natural Features

Natural areas within and around Milliken consist of meandering waterways, rolling fields, and beautiful agricultural features. Further, the Town is situated in a Front Range region full of interesting and unique natural features. These features play a key role in the local environmental system, providing natural flood control measures. Additionally, these undeveloped areas are valued by the community as they provide relief from urbanized areas. The Town makes significant efforts to ensure the resources it has available are used in an efficient and sustainable manner. This includes the preservation of water and the use of local vegetation in parks and open spaces.

The following recommendations can continue the Town's trend of preserving its natural features:

- ▶ Seek opportunities to integrate stormwater management functions into the design of existing or planned parks, trail corridors, or open space areas, as well as streetscapes or other landscaped areas. To the extent feasible, retrofit parks and other landscaped areas owned and managed by the Town to include stormwater management functions, such as retention or infiltration basins. Work with the school district, TRPR, and others to include stormwater management function in parks, fields, and other green areas owned and managed by these entities.
- ▶ Incorporate native and/or drought-tolerant plant species and other xeric landscape principles into the design of existing and new parks and public facilities where appropriate as a means of reducing water usage, enhancing wildlife habitat, and reducing maintenance requirements.
- ▶ Encourage the preservation, reclamation, and/or enhancement of drainage ways, floodplains, documented wildlife habitats, ecologically sensitive or critical areas, steep slopes and/or areas prone to natural or geologic hazards. Integrate protected natural features as active and passive open space and/or trail corridors to serve and enhance connections between neighborhoods and to other destinations in the community, where appropriate.



Community Gathering Spaces/Third Spaces

The key to successful public places is threefold, requiring centrality, connectivity, and activity. Existing public spaces include Downtown, parks, roads, trails, and sidewalks. Public spaces should be accessible by all forms of transportation and be designed to offer safe and comfortable areas of activity and repose. Providing places for community members to come together creates a more unified Town. Milliken has many outdoor spaces where residents can enjoy each other's company, such as the many parks, or beloved local businesses like Pelican Joe's Pizza, Goobers Ice Cream, and Mill Haus Coffee. However, the Town should consider creating additional spaces which provide infrastructure for both indoor and outdoor gathering. Somewhere for people to hold meetings, local programming, and promote Town interests. Some strategies to develop amenities and facilities that encourage long-term residence in the Town as well as invite visitors to spend time in Milliken include:

- ▶ Continue to promote and redevelop existing gathering spaces throughout Town.
- ▶ Identify and propose locations for the development of "third places," Town-owned spaces where residents can gather indoors/outdoors without spending money and is available for use by the public.
- ▶ Construct a plethora of facilities and gathering spaces for the Town's community to come together.

Organizational Partnerships

The Town of Milliken is engaged in several partnerships with surrounding communities and organizations which provide valuable services. Organizations such as the Front Range Fire Rescue and Thompson River Parks and Recreation, oversee important facets of life in Milliken and will be preserved throughout the future. The Town should continue to look for opportunities to strengthen these connections. Some strategies include:

- ▶ Continue to collaborate with TRPR, the school district, Weld County, Gilcrest, Platteville, Johnstown, Greeley, Evans, and other regional or state agencies to plan for and implement parks, recreation, and trail improvements of mutual benefit. Participate in regional trail planning efforts such as the Colorado Front Range Trail, Milliken Johnstown Trail, and South Platte River Corridor.
- ▶ Create public-private partnerships with developers, non-profit organizations, and other local private actors to preserve, enhance, and expand the existing parks, trails, recreation, and open space systems in Milliken.
- ▶ Consider all costs, including operations and maintenance, in decisions to acquire open space, construct new parks, trails, and recreational facilities, or upgrade existing parks, trails, and recreational facilities. Consider alternative landscaping that requires less maintenance, seek partnerships with the private sector or HOAs, or explore other measures for reducing ongoing costs.

Community Facilities Implementation Matrix

Recommended Actions

These include capital projects, policy recommendations, and strategies that should be prioritized to lay the foundation for Plan implementation.

Time Estimate

Time estimates indicate, in years, how long it would take to complete a specific action.

- ▶ Short-term: less than two years
- ▶ Mid-term: two to five years
- ▶ Long-term: greater than five years
- ▶ Ongoing: requires immediate action and continued attention

Priority Level

Priority is assigned with consideration for cost and importance. Each action in the Action Matrix is indicated with one of the following:

- ▶ Priority 1: Near-term, low-cost, easier to implement, critical
- ▶ Priority 2: Mid-term, essential
- ▶ Priority 3: Long-term, desirable

Cost

Cost estimates are represented on a scale ranging from \$ to \$\$\$\$. The costs only refer to public costs. Descriptions of the scale are as follows:

- ▶ \$: Primarily internal staff time, limited outside funding required
- ▶ \$\$: Outside consulting/funding recommended
- ▶ \$\$\$: Outside consulting/funding will most likely be necessary

RECOMMENDED ACTION	TIME	PRIORITY	COST
Town Governance			
Periodically reviewing all municipal facilities to identify and prioritize improvement projects	Ongoing	1	\$
Consider impacts to police response times, infrastructure, park access, and other services as part of the review process for new development proposals.	Ongoing	1	\$
Milliken Police Department			
Continue to maintain police force level of service to ensure the safety of the community.	Ongoing	3	\$\$
Work with the police department and other first responders, Town staff, and the community to practice disaster response protocols.	Ongoing	1	\$
Assess the current level of service provided by police and ensure new development will not adversely affect this	Short-term	2	\$
Front Range Fire Rescue			
Continue to maintain regular communication with Front Range Fire Rescue.	Ongoing	1	\$
Include Front Range Fire Rescue within the development review process.	Ongoing	2	\$
Milliken Senior Center			
Ensure a high degree of accessibility to the Senior Center from all areas of Milliken.	Ongoing	2	\$\$
Conduct a regular review of the Senior Center and its programming to identify necessary improvements.	Ongoing	2	\$

RECOMMENDED ACTION	TIME	PRIORITY	COST
Education			
Coordinate with RE-5J and the charter schools regarding any Colorado Department of Education required improvement or accreditation plans.	Ongoing	1	\$
Coordinate with RE-5J and the charter schools to analyze the impact of continued residential growth on enrollment.	Ongoing	1	\$
Support and assist, as appropriate, with improvement projects to RE-5J and the charter school facilities within Milliken.	Ongoing	1	\$
Coordinate with RE-5J to support development of new schools within the Milliken municipal boundary as the Town grows.	Long-term	2	\$
Develop residential products that could appeal to teachers and professionals.	Ongoing	3	\$\$\$
Coordinate with RE-5J and the charter schools to support positive branding and promotion, and to support a positive perception of educational amenities in Milliken.	Ongoing	1	\$
Maintaining and Expanding the Town's Parks			
Continue to require in the Town's subdivision regulations that all new developments include a park and/or active green space.	Ongoing	1	\$
Ensure all existing and future park facilities continue to provide an adequate range of amenities and recreational opportunities that meet the needs of the intended users.	Ongoing	2	\$
Incorporate environmental, historical, archaeological, geological, and educational components in the design or designation of parks, trails, and open space.	Ongoing	3	\$
Continue to use the Parks and Open Space Capital Improvements Plan (CIP) as a tool to prioritize and implement high priority projects.	Mid-term	2	\$\$\$
Collaborate with the school district, TRPR, Great Outdoors Colorado, Weld County, and others to identify shared needs and potential partnership opportunities.	Short-term	3	\$
Trail Connections			
Develop a system of multi-use trails, paths, and sidewalks that maximize accessibility, safety, and convenience for users of all ages and abilities, and that links regional trails, employment areas, commercial centers, recreational facilities, open space, community facilities, and parks.	Ongoing	1	\$\$\$
As development occurs, continue to connect the trail system to Downtown and the surrounding neighborhoods.	Ongoing	1	\$\$
As residential development occurs, continue to implement and maintain trail signage for navigation so users can direct themselves on trails and access areas of interest, such as Downtown.	Ongoing	2	\$
Develop additional trails to provide necessary connections and contribute to a thorough and extensive trail network.	Ongoing	2	\$\$\$



CULTURAL RESOURCES AND TOURISM

The rural character of Milliken and its high quality of life are the premier draws of the Town. Residential developments are set against the background of large expanses of undeveloped and rural open space. This chapter identifies strategies for Milliken to take advantage of its cultural resources, location, and tourism assets, defining itself as a community that celebrates its agricultural heritage and maintains a small-town atmosphere.

A VISION FOR CULTURAL RESOURCES AND TOURISM

Milliken will continue to promote its character and distinctive community identity.

Building on its rich agricultural heritage, the Town will continue to be known as a rural gem, attracting people throughout the region to local events such as Beef N’ Bean Day and Market Day. The Town will continue to promote its historic and cultural resources, emphasizing the community’s charming, agricultural character year-round and reinforcing its unique identity as a place to live and visit in Northern Colorado.

A Goal for Cultural Resources and Tourism

Milliken’s rural identity is supported by its commitment to its history and local heritage. The Town’s agricultural and mining heritage are assets it shares with nearby communities. This section emphasizes Milliken’s unique and special offerings - the events, activities, and efforts the make it special in the region.

The Town’s goal for its cultural resources and tourism is to:

- ▶ Establish a coordinated program of urban design initiatives (public art, public space improvements, people-scaled improvements to the public right-of-way), community services, and development standards that celebrate and promote the character of Milliken, distinguishing it from other communities within the region.



CURRENT CONDITIONS

Community culture, resources, and tourism play a role in forming the Town's identity and sense of local pride. Milliken has several events throughout the year which promote local businesses and create a sense of community. These include the Market Days, which occur in April-October, Milliken's Day Out, the Festival of Lights, and the Halloween Bash. Milliken lacks large tourist attractions. Beef N' Bean Day is a significant event that attracts visitors from outside the community, however, other events hosted in Milliken depend on a local draw. The Town is well-located to benefit from growing trends toward agricultural tourism ("agritourism") as well as other regional outdoor activities and amenities.

Beef N' Bean Day

Since 1924, the Town has celebrated Beef N' Bean Day, an annual agricultural festival. The festival consists of local vendors, a "Backyard BBQ" cooking competition, and a parade honoring local businesses and citizens. It is held on the second Saturday of August each year.

Milliken Historical Society

The Milliken Historical Society offers educational resources about the settling of Milliken and its development as a Town. The Society displays donated items that tell the story of Milliken's History. It operates a small museum to display these pieces, opening only on the first and third Tuesdays of each month, from 10:00 am to 1:00 pm.

Existing National Resources

The Front Range of Colorado is host to some of the state's largest cities, tallest peaks, and of course, its most charming towns. For Milliken, the Front Range offers gorgeous plains and abundant farmland. With the soaring Rocky Mountain peaks towering over the western horizon, these agricultural features offer a peaceful respite from the urban centers populating the region.



The Milliken Historical Society displays donated items that tell the story of the Town.



COMMUNITY-WIDE POLICIES

The following apply to the cultural resources and tourism assets within and around Milliken.

Small-Town Personality

Milliken possesses charm and amenities which make it a pleasant and safe place to live. The Town has harnessed this reputation by creating events which promote the Town's amenities, such as Beef N' Bean Day and the Festival of Lights. Events provide opportunities to showcase Milliken's neighborhoods and heritage, provide a forum for community interaction, and activate public spaces. The Town should continue to find ways to promote existing resources, as well as expand its cultural offerings throughout the year.

The Town may consider the following options:

- ▶ Explore opportunities for new or improved annual events that will foster community pride and interaction while providing fun activities to residents and visitors. The existing Beef N' Bean Day is a great example of an event that can be utilized to promote Milliken and attract visitors from the region.
- ▶ As part of the promotional campaign, develop materials focused on promoting tourism. This can include advertising for events and community activities on a regional scale, as well as guidebooks that provide information on attractions, local restaurants, and other destinations. Social media and other web-based platforms should also be incorporated.
- ▶ Encourage the development of agricultural niches that produce specialty crops, such as the Lavender and Gladiola Farms, to attract agricultural tourists to the area.
- ▶ Ensure community events have adequate funding for annual maintenance and potential expansion.
- ▶ Use of underutilized commercial and school parking lots to host larger events such as concerts and festivals.
- ▶ Partner with the Milliken Events Committee and TRPR to sponsor niche events which identify Milliken as a destination.



Streetscape Considerations

Street design and function have a significant impact on the overall character of a community. Fortunately, walking through Milliken’s Downtown, and its surrounding neighborhoods is a pleasant way to experience the Town’s peacefully scenic atmosphere. These walks, whether in commercial or residential areas, provide connections for residents to reach destinations with more than just a vehicle. To make these strolls even more pleasant, the Town should continue to increase the decoration and activation of its sidewalks. Creating partnerships with local artists, businesses, and organizations to add streetscape and gateway elements throughout the Town will add to its spectacle and further strengthen the community’s character. These efforts could include the following strategies:

- ▶ Partner with the Milliken Historical Society, local schools, and other organizations to add murals and artwork throughout Milliken.
- ▶ Improve eastern entryway into Milliken with gateway signage and features that welcome individuals to the community.
- ▶ Incorporate public art reflecting the cultural and historic heritage of Milliken and its residents into public facilities, buildings, spaces, and projects. Whenever possible, art should be commissioned from local artists.
- ▶ Ensure streetscape changes enhance Milliken’s small-town character while providing a safe and attractive place for pedestrians to walk.

Arts and Culture Activities

Milliken is a charming Town which has been awarded accolades for its safety and way of life. This reputation can be further refined by enriching the existing arts and cultural events with additional resources, and a larger calendar of events. Art can serve as a powerful component to the public sphere, having the ability to personalize space, generate dialogue, improve aesthetics and be an economic and educational asset. By increasing the frequency and size of art installation and community events, the Town’s identity will be made increasingly unique. Additionally, leveraging existing resources such as Lola Park, Sappington Park, and Centennial Park to host events, will further polish Milliken’s charming personality and family-centered way of life. Some strategies to accomplish this include:

- ▶ Continue to provide a publicly accessible inventory of all facilities, programs, and organizations (private, public, and non-profit) that contribute to the arts in Milliken.
- ▶ Expand the number of smaller, Town events such as farmer’s markets, block parties, and community gatherings to increase participation in Town affairs.
- ▶ Support opportunities to create community gathering places, events, and educational opportunities for youth, residents, and visitors centered on agriculture or other Milliken assets when opportunities arise.
- ▶ Collaborate with the Milliken Historical Society, Milliken Events Committee, other local, regional, and state historic preservation and cultural resources organizations, and the school district to create and/or promote tourism and educational opportunities at sites of cultural and historical significance in and around Milliken.



Agritourism

Agritourism, also referred to as agritainment, is defined by the Colorado Department of Agriculture as a wide variety of recreational, educational, and other leisure activities and services, provided by farmers and ranchers and experienced by consumers who value the activity or service they receive and seek it out. Agritourism may be defined as activities, events and services related to agriculture that take place on or off the farm or ranch, and that connect consumers with the heritage, natural resource, or culinary experience they value. There are three general classifications of agritourism activities: on-farm/ranch, food-based, and heritage activities. These endeavors provide supplemental income to farm owners and may include businesses such as pumpkin patches (such as the one found at Schneider Farms), Christmas tree farms, corn mazes, festivals, farm stands, and many other uses tied to agriculture.

Agritourism venues offer an “escape” to calmer, more peaceful rural settings and provide a unique entertainment niche that cannot be found in more urban areas. The market reach for agritourism venues includes children for educational purposes, corporations for team-building events, and adults for beer and wine tasting. Based on Milliken’s existing community identity and strategic location, the Town has a unique opportunity to expand its agritourism industry. The Town can consider the following:

- ▶ Continue to promote retail operations related to agritourism within the Agriculture and Rural Residential areas, as identified on the Future Land Use map.
- ▶ Consider the use of transfer of development rights to preserve agricultural areas and decrease development pressure to agricultural land.
- ▶ Work with local farm owners and operators to navigate land use and liability issues and connect them to the Colorado Heritage and Agritourism Program.
- ▶ Work with the Colorado Tourism Office to promote agritourism within and around Milliken.
- ▶ Connect interested farmers, ranchers, and landowners with the resources provided by the Colorado Department of Agriculture on <https://ag.colorado.gov/>.

Community Facilities Implementation Matrix

Recommended Actions

These include capital projects, policy recommendations, and strategies that should be prioritized to lay the foundation for Plan implementation.

Time Estimate

Time estimates indicate, in years, how long it would take to complete a specific action.

- ▶ Short-term: less than two years
- ▶ Mid-term: two to five years
- ▶ Long-term: greater than five years
- ▶ Ongoing: requires immediate action and continued attention

Priority Level

Priority is assigned with consideration for cost and importance. Each action in the Action Matrix is indicated with one of the following:

- ▶ Priority 1: Near-term, low-cost, easier to implement, critical
- ▶ Priority 2: Mid-term, essential
- ▶ Priority 3: Long-term, desirable

Cost

Cost estimates are represented on a scale ranging from \$ to \$\$\$\$. The costs only refer to public costs. Descriptions of the scale are as follows:

- ▶ \$: Primarily internal staff time, limited outside funding required
- ▶ \$\$: Outside consulting/funding recommended
- ▶ \$\$\$: Outside consulting/funding will most likely be necessary

RECOMMENDED ACTION	TIME	PRIORITY	COST
Small Town Personality			
Continue to promote Beef N' Bean Day and other events throughout the region.	Ongoing	1	\$
Increase the Town's outreach capability through the use of social media and other web-based platforms to reach a wider audience.	Ongoing	3	\$
Partner with the Milliken Events Committee and TRPR to sponsor niche events which identify Milliken as a destination.	Short-term	1	\$
Streetscape Considerations			
Partner with the Milliken Historical Society, Milliken Events Committee, local schools, and other organizations to add murals, artwork, and informational signage throughout Milliken.	Short-term	3	\$
Collaborate with local artists and artisans to increase their presence in Town, and provide artwork for public areas.	Ongoing	3	\$
Arts and Culture Activities			
Creating an annual event for each season to promote the year-round experience of Milliken.	Ongoing	1	\$\$
Expand the number of smaller, Town events on a more regular basis.	Short-term	3	\$
Harness existing resources and outdoor spaces to host events.	Short-term	3	\$



IMPLEMENTATION

The Milliken Comprehensive Plan is a foundation for future decision-making related to land use, development, and community improvement, and is intended to direct action within Milliken that supports the community's established vision and core community principles. The Implementation chapter identifies critical next steps to assist the Town in implementing its Comprehensive Plan. These steps focus on the Comprehensive Plan as a primary resource for planning efforts and policy decisions within Milliken. The Implementation chapter also establishes a foundation for implementing the goals, objectives, and recommendations identified in the Comprehensive Plan for the next 10 to 20 years.

REGULAR USE OF THE COMPREHENSIVE PLAN

The Comprehensive Plan should be used as the official policy guide for planning decisions made by Town staff, Town Board, and other boards and commissions. The Plan should serve as a primary reference in guiding policy formation, evaluating projects and planning initiatives, reviewing development proposals, and prioritizing public expenditure. Referencing the Comprehensive Plan will ensure future planning efforts and decisions align with the community's long-term vision and goals. Service providers and partner organizations should also be encouraged to use the Comprehensive Plan when considering new development, facilities, infrastructure updates, and programming within their parameters.

To promote regular use of the plan, the Town should:

- ▶ Post the Comprehensive Plan document on the Town website, and make it available in hardcopy at Town Hall for easy public access
- ▶ Educate the public on how the Plan connects to development projects and other proposals occurring within the Town
- ▶ Guide the Town Board, Planning Commission, and other boards and commissions in the administration, interpretation, and continuous application of the Plan
- ▶ Meet with key department heads and officials to explain the purpose, importance, and benefits of the Plan
- ▶ Maintain a list of possible amendments issues, or needs which may be the subject of change, addition, or deletion from the Plan.
- ▶ Coordinate with and assist the Town Board and Planning Commission in the Plan amendment process, as necessary.

COOPERATION AND PARTNERSHIP

Implementation requires a coordinated effort between local service providers and community organizations. The Town of Milliken should assume the leadership role in acting on the Comprehensive Plan, but it will need to maintain partnerships to facilitate regular communication and cooperation with local groups. Partnerships will help identify opportunities to work collaboratively toward mutual interests and create an organized approach to implementation.

Milliken already has a variety of partnerships that should be maintained. Ongoing partnerships should include nearby municipalities, regional and state agencies, local community organizations and not-for-profits, school districts and other taxing districts, local business communities, and other groups with a vested interest in Milliken.

Milliken Partner Organizations

- ▶ Colorado Office of Economic Development and International Trade
- ▶ Northern Colorado Economic Alliance
- ▶ Upstate Colorado
- ▶ Aims Community College
- ▶ Colorado State University
- ▶ Employment Services of Weld County
- ▶ University of Northern Colorado
- ▶ East Colorado Small Business Development Center
- ▶ Rocky Mountain Innosphere
- ▶ Xcel Energy
- ▶ Poudre Valley REA

Regional Planning and Partnerships

The Milliken Comprehensive Plan regional position makes it essential that the Town develops and maintains partnerships with a wide variety of groups and organizations. Facilitating regular communication and cooperation with partners will support the implementation of the Comprehensive Plan and identify opportunities to work collaboratively toward mutual interests. Further, it will facilitate a greater regional perspective on how issues are addressed in the area. Partners in plan implementation include, but are not limited to:

- ▶ Front Range Fire Rescue
- ▶ City of Greeley
- ▶ City of Evans
- ▶ City of Loveland
- ▶ Town of Johnstown
- ▶ Town of Gilcrest
- ▶ Town of Mead
- ▶ Town of Platteville
- ▶ Larimer County
- ▶ Weld County
- ▶ The Weld Trust
- ▶ Immigrant and Refugee Center of Northern Colorado
- ▶ Rocky Mountain SER
- ▶ Area Agency on Aging
- ▶ National Association of City Transportation Officials
- ▶ North Front Range Metropolitan Planning Organization
- ▶ Colorado Department of Local Affairs (DOLA)
- ▶ Great Outdoors Colorado (GOCO)
- ▶ Greeley Evans Transit
- ▶ Via Mobility

Capital Improvement Plan

The implementation of the Milliken Comprehensive Plan must be coordinated with the Town's financial resources and capital planning. This will help ensure future capital investments successfully address both short- and long-term objectives of the Plan and are strategically budgeted and prioritized. CIP projects include improvements for the maintenance of the Town's assets such as roadways, sidewalks, parks, recreational amenities, municipal buildings, and stormwater maintenance, as well as other improvements requiring capital expenditures relating to public infrastructure.

The Town should review and integrate the Milliken Comprehensive Plan into the capital improvement process, including the Town's annual budgeting process and during updates to the CIP. This will help assess funding needs and plan for potential sources, ensuring the completion of desired improvements in a prioritized manner over the life of the Plan. For more information on fiscal stability, see the Public Facilities and Infrastructure chapter.

Plan Review and Updates

The Comprehensive Plan is not a static document and must be able to evolve and change over time. For example, if community attitudes change or new issues arise that are beyond the scope of the current Plan, the Plan should be revised and updated accordingly.

The Town should undertake a complete review and update of the Plan every five years, and intermittent evaluations every two to three years to identify smaller changes. The Town should maintain a public list of potential amendments, issues, or needs. Plan reviews should coincide with the preparation of the Town's budget and the public improvement project list or CIP. In this manner, recommendations or changes relating to capital improvements or other programs can be considered as part of the commitments for the upcoming fiscal year. Routine examination of the Plan will help ensure that the planning program remains relevant to community needs and aspirations.

Update the Land Use Code

While the Milliken Comprehensive Plan articulates a vision for the community, the Town's development regulations are one of the primary tools that can be used to implement Plan recommendations and make the vision a reality. Following the adoption of the Plan, the Town should perform a comprehensive review and update of its Land Use Code to establish regulations that support the desired type of development and goals of the Comprehensive Plan.

This may include changes to building setbacks, parking lot orientation, sign standards, landscaping requirements, density, use standards, and designated zoning districts, with a focus on providing public realm improvements to improve the interaction between development and the surrounding area. Proactive enforcement of the Land Development Code will be essential for new development, or when existing structures do not comply with the updated code are improved. A more proactive code enforcement will ensure Milliken grows in a manner that is consistent with the community's expectations for community character and quality of place.

Public Communication

The Comprehensive Plan community outreach program was designed to solicit feedback on issues and opportunities from residents and stakeholders. Public engagement included kickoff meetings, a community workshop, a series of discussion sessions with the Planning Commission and Town Board, stakeholder interviews and focus group discussions, an online questionnaire, and an interactive mapping tool to engage with community stakeholders. In addition to supporting the planning process, these outreach efforts helped foster stewardship for the Comprehensive Plan and communicate the importance of planning within Milliken.

Sustaining this core value of public engagement, the Town should continue to communicate with the public via online updates, announcements of major project achievements, and newsletters including information about planning and development efforts.

The Town should create a way for residents and stakeholders to offer feedback and ask questions about planning initiatives and ongoing projects. Further, the Town should consider hosting additional workshops and engagement opportunities in the future where residents could review the Plan and offer feedback about changing issues, opportunities, trends, and community preferences.

Prepare a Town of Milliken Strategic Plan following the Comprehensive Plan Update

The Town of Milliken should consider preparing a Strategic Plan following the Comprehensive Plan Update. A Comprehensive Plan Update and a Strategic Plan are each important tools for municipal planning, but they serve different purposes. The Town's Comprehensive Plan provides a long-range vision for the Town and outlines policies and recommendations to achieve that vision. A Strategic Plan is a shorter-term planning document that focuses on achieving specific goals and objectives within a defined timeframe and is directed internally at the Town of Milliken as an organization. It is typically updated every three to five years. The Strategic Plan should be based on the Comprehensive Plan Update and should identify the most important priorities for the Town. In general, a Strategic Plan should include the following:

- ▶ A **mission statement** that describes the Town of Milliken's purpose.
- ▶ **Core values/principles** that guide the Town's internal decision-making.
- ▶ Specific, measurable **strategic goals** that the Town aims to achieve within the defined three- to five-year timeframe.
- ▶ Detailed **action plans** for how each strategic goal will be achieved, including timelines, budgets, and responsible parties.
- ▶ **Performance indicators** that will be used to measure the success of the Strategic Plan.

It is important to do a Comprehensive Plan Update before a Strategic Plan because the Comprehensive Plan provides the foundation for the Strategic Plan. The Strategic Plan can then be used to prioritize the most important organizational goals and objectives for the Town of Milliken and to develop specific action plans for achieving those goals. There are a few key differences between a Comprehensive Plan and a Strategic Plan:

FEATURE	COMPREHENSIVE PLAN UPDATE	STRATEGIC PLAN
Purpose	Establish a long-range vision for the town.	Achieve specific goals and objectives for the Town of Milliken as an organization, within a defined timeframe.
Timeframe	10 to 20 years	3 to 5 years
Scope	Broad and comprehensive.	Focused on specific priorities
Level of Detail	High level	Detailed
Relationship to Comprehensive Plan	N/A	Provides specific mechanisms for the Town of Milliken and its elected and appointed officials to implement the Comprehensive Plan.

POTENTIAL FUNDING SOURCES

There are several potential funding sources that the Town can pursue to support the implementation of the Comprehensive Plan. It is important to note that funding sources are subject to change over time. As such, the Town should continue to research and monitor grants, funding agencies, and programs to identify deadlines, funding specifications, and new opportunities as they become available. These programs are organized by funding categories, which include:

- ▶ Housing
- ▶ Economic Development
- ▶ Cultural Resources and Tourism
- ▶ Community Facilities (including Parks and Open Spaces)

Housing

Low-Income Housing Tax Credits (LIHTC)

LIHTCs are dollar-for-dollar federal tax credits for the creation of multifamily, affordable housing units. A developer could receive either a four or nine percent credit to cover the costs of redeveloping a multifamily building. This credit helps to increase the housing stock of livable housing units in neighborhoods. In addition, it provides affordable options for low-income families and helps them access better neighborhoods.

Senior and Active Military Property Tax Deferral Program

The Colorado Department of Treasury makes payments directly to Weld County for property taxes of qualifying seniors and active military personnel. This direct payment of property taxes is a lien against the property and does not have to be paid back until the individual is no longer eligible for deferment. Seniors must be at least 65 years old. Military personnel must be actively serving by January 1 of the year they sign up for the program. All previous years' property taxes must be paid, and participants must own and occupy the property to participate in the program.

Senior and Veteran Property Tax Abatement Program

The Colorado Department of Local Affairs (DOLA) administers this program for seniors, their surviving spouses, and veterans living with disabilities. Through DOLA, the State Treasury distributes funds that cover half of the first \$200,000 in the actual value of their property. Seniors must be at least 65 years old and have owned and occupied the property as their primary residence for the past ten years. Veterans must be rated by the US Department of Veterans Affairs as permanently disabled and owned and occupied the property as their primary residence on January 1 of their application year.

Community Development Block Grant (CDBG)

The Community Development Block Grant (CDBG) program provides local governments, in conjunction with citizen participation, the opportunity to address a wide range of unique community development needs. The CDBG prioritizes activities benefiting low and moderate-income residents, aiding in the prevention or elimination of slums or blight, or meeting an urgent community need.

Economic Development

East Colorado Small Business Development Center

The East Colorado Small Business Development Center (SBDC) is a resource for Milliken's small business establishment. The EBDC helps existing and new businesses grow and prosper by providing free and confidential consulting and no or low-cost training programs. The center also writes comprehensive business plans, conducts financial forecasts, strategizes marketing tactics, applies for funding, and improves operations for businesses.

Colorado Main Street Loans

This loan program offers character-based financing options for small businesses unable to secure a conventional loan or start their business. Loans range between \$5,000 to \$50,000 and are intended to support a variety of business purposes in underserved communities. Funds are available for start-up expenses, working capital, purchasing equipment, leasehold improvements, buying a business or franchise, or business debt refinancing. Funding for this loan program comes from a variety of sources, including Colorado Lending Source, banks, foundations, private entities, investors, and government agencies.

Planning Program and Local Technical Assistance Program

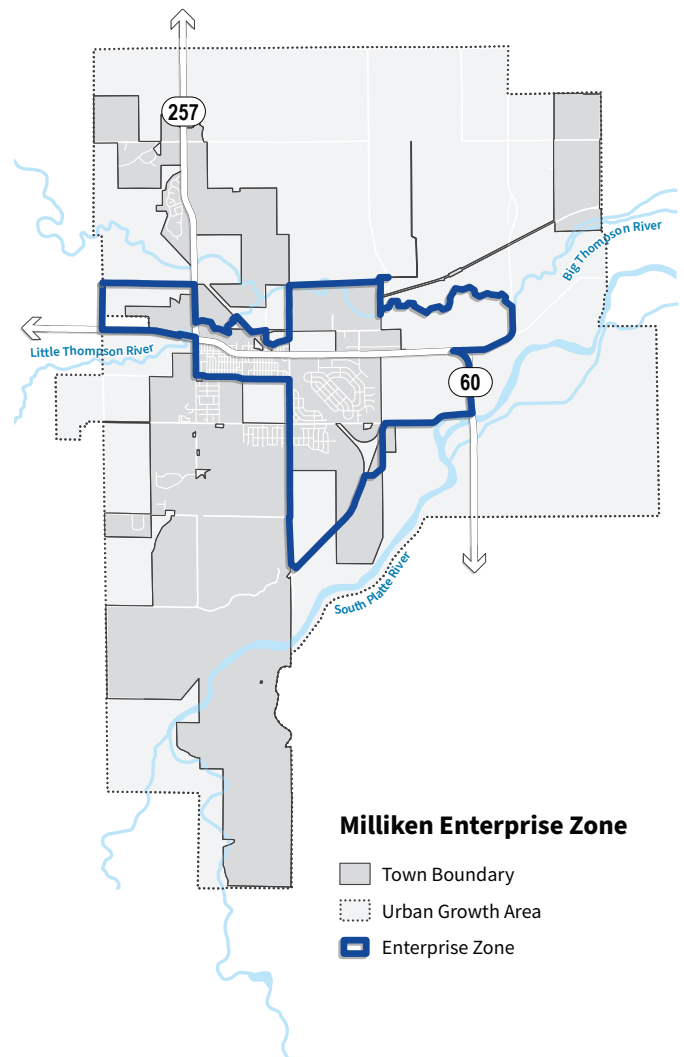
The Local Technical Assistance program strengthens the capacity of local or state organizations, institutions of higher education, and other eligible recipients to create regional economic development plans to improve economic prosperity and resiliency of an area, such as through feasibility studies and impact analyses. The Program is administered by the Department of Commerce Economic Development Administration and offers up to \$300,000 with a cost-share/match requirement.

New Markets Tax Credit (NMTC)

Administered by the Department of the Treasury, the NMTC increases the flow of capital to businesses and low-income areas by providing a modest tax incentive to private investors, businesses, and communities across the country. The Colorado Housing and Finance Authority (CHFA), through the Colorado Growth and Revitalization (CGR) fund, administers NMTCs in the State of Colorado.

Enterprise Zone Program

The Enterprise Zone Program was created to encourage development in economically stressed areas of the state. The 16 designated enterprise zones have high unemployment rates, low per capita income, or slow population growth. Milliken's Downtown and adjacent neighborhoods and industrial parks along Highway 60 are in an Enterprise Zone, which provides access to a series of tax credits and incentives to promote employment, economic development, and growth.



Scale: 1:110,000

Manufacturing Sales and Use Tax Exemption

This tax exemption is offered through the Colorado Department of Revenue. It provides an exemption from state sales and use tax on purchases of manufacturing machinery, machine tools, and parts. Industrial businesses throughout Milliken may be eligible for this exemption.

Biotechnology Sales and Use Tax Refund

Qualified taxpayers may seek a refund every year for all Colorado sales and use taxes they paid on purchases of tangible personal property used directly in the research and development of biotechnology. This includes properties such as microscopes, chemical reagents, and software.

Advanced Industry Investment Tax Credit

This tax credit administered through the Colorado Office of Economic Development helps Colorado advanced industry companies that are headquartered in Colorado receive more capital from Colorado investors. Colorado's seven advanced industries are Advanced Manufacturing, Aerospace, Bioscience, Electronics, Energy/Natural Resources/Cleantech, Infrastructure Engineering, and Technology and Information. The investor, the investee, and the investment all must meet certain criteria (more detailed information available on the Colorado Office of Economic Development and International Trade website).

Colorado FIRST Grants

Administered jointly between the Colorado Office of Economic Development and International Trade and the Colorado Community College System, the grants offer up to \$1,400 per full-time employee for companies relocating to or expanding in Colorado to assist with training funds for net new hires.

Clean Tech and Media Tech Sales and Use Tax Refund

Through the Colorado Department of Revenue, this refund is available to businesses employing fewer than 36 full-time employees in Colorado with its headquarters or 50 percent of all employees in the State. Covered items and activities include the sale, storage, use, or consumption of property used for research and development of clean or medical technology.

Job Growth Incentive Tax Credit

This state funding source through the Colorado Office of Economic Development is intended to provide a state income tax credit to businesses undertaking job creation projects that would not occur in Colorado without this program. Businesses need to create at least 20 new jobs in Colorado, with an average yearly wage of at least 100 percent of the average wage rate based on where the business is located. A business located in an Enhanced Rural Enterprise Zone must create at least five new jobs in Colorado, with an average yearly wage of at least 100 percent of the local average wage. All new jobs must be maintained for at least one year after the positions are hired to qualify.

Strategic Fund Incentive

Offered through the Colorado Office of Economic Development and International Trade, this incentive supports and encourages new business development, business expansions, and relocations that have generated new jobs throughout the State. Local businesses must create new jobs in Colorado that are maintained for at least one year (see fact sheet on the Strategic Fund Incentive website for full requirements).

Work Opportunity Tax Credit

This tax credit encourages employers to hire nine targeted groups of job seekers: Welfare/TANF recipients, Veterans receiving Food Stamps, Disabled Veterans, Ex-Offenders, Designated Community Residents, Vocational Rehabilitation, Food Stamp recipients between the ages of 18 and 39, Supplemental Security Income recipients, and Long Term TANF Recipients. The tax credit is administered by the Colorado Office of Economic Development and International Trades, and eligible employers can receive \$2,400 to \$9,000 per new employee.

Existing Industry Customized Training Programs

Administered by the Colorado Office of Economic Development and International Trade and the Colorado Community College System, the program provides up to \$1,200 per full-time employee. The training program provides funds for net new hire training and focuses on businesses relocating to or expanding in Colorado and need training for workers with the skills necessary to improve their productivity, increase wages, and reduce the need for public support. The program focuses on assisting Colorado companies in remaining competitive within their industry, adapting to new technology, and preventing layoffs.

Cultural Resources and Tourism

Historic Rehabilitation Tax Credit (HTC)

HTCs are subsidies used for the preservation of historically significant buildings and/or neighborhoods. A developer could receive up to a 45 percent tax credit for the rehabilitation and maintenance of a historic property. The Federal Historic Tax Credit provides a 20 percent federal income-tax credit to renovate income-producing, historic buildings. The State's Historic Preservation Tax Credit allows developers to obtain up to a 35 percent state income tax credit on the rehabilitation of a historic property. By using HTCs qualifying housing could be saved, and properties of significance preserved.

Colorado Historical Foundation (CHF) Revolving Loan Fund: Preservation Loans

The Colorado Historical Foundation established the CHF Revolving Loan Fund to provide financing for preservation projects and the acquisition of historically designated properties. CHF Revolving Loan Fund loans are for rehabilitation, restoration, or adaptive reuse. Projects must adhere to the Secretary of the Interior's Standards for the Treatment of Historic Buildings. The funds can also be applied to the purchase of a national or local historically designated property in Colorado.

Community Facilities (Including Parks and Open Spaces)

Land and Water Conservation Fund

This fund provides matching grants to states and local governments for the acquisition and development of public outdoor recreation areas and facilities (as well as funding for shared federal land acquisition and conservation strategies). Funds are provided through the US Forest Service, US Fish and Wildlife Service, National Park Service, and Bureau of Land Management.

Nonmotorized Trail Grants

The mission of the Colorado Parks and Wildlife Trails Program is to promote understanding and stewardship of Colorado's outdoors by providing opportunities for the public use and support of Colorado's diverse system of trails. The grant program is a partnership among Colorado Parks and Wildlife, Great Outdoors Colorado (GOCO), the Colorado Lottery, the federal Recreational Trails Program (RTP), and the Land and Water Conservation Fund (LWCF).

Community Development Block Grants (CDBG)

Community Development Block Grants (CDBG) can be used to improve parks and trails and other recreational opportunities in low- and middle-income areas of the community.

Colorado Brownfields Revolving Loan Fund (CBRLF)

This fund is intended to facilitate the reuse and/or redevelopment of contaminated sites by making low-cost funding available for financing environmental cleanups. It is administered by the US EPA and Colorado Department of Public Health and Environment.

Natural Resources Matching Grants Program

This program provides matching state funds towards the costs of on-the-ground conservation projects and educational conservation activities. Grant funds range between \$1,000 and \$25,000. Administered through the Colorado Department of Agriculture, the matching grant is a competitive program. A committee of government and private conservation experts score the applications based on the following criteria: focused approach with measurable outcomes, conservation impact, feasibility, district involvement, and partner involvement.

Source Water Assessment and Protection Pilot Planning Project

The Colorado Department of Public Health and Environment provides funds for source water protection entities that develop exemplary and comprehensive source water protection plans. Funding ranges between \$25,000 and \$50,000.

Protection Plan Development and Implementation Grants

This grant program provides funds for source water protection entities to develop and implement a protection plan of up to \$5,000. It is administered by the Colorado Department of Public Health and Environment.

Wildlife Restoration Program

This program provides grant funds to states and insular areas fish and wildlife agencies for projects to restore, conserve, manage, and enhance wild birds and mammals and their habitats.

Colorado Healthy Rivers Fund

Administered by the Colorado Department of Natural Resources, this fund provides both project and planning grants. Project grants are intended for projects that promote the improvement and/or protection of the condition of the watershed. Planning grants are for the planning of successful watershed restoration or protection projects. Eligible applicants include locally based watershed protection groups who are committed to a collaborative approach to the restoration and protection of lands and natural resources within Colorado's watersheds.

Colorado Watershed Restoration Grants

The Colorado Department of Natural Resources provides grants for watershed/stream restoration projects throughout the state.

Action Matrix

Note - action matrices are located at the end of each core element chapter.

The Action Matrix presents a complete list of all actionable recommendations made within the Milliken Comprehensive Plan. The matrix includes key actions, time estimate, and potential partnerships. The Action Matrix should be used to evaluate the Town's progress based on completed actions. As with the rest of the Comprehensive Plan, the Action Matrix is a flexible tool that should be regularly revisited and updated to reflect the evolving needs and opportunities within the Milliken community.

Recommended Actions

These include capital projects, policy recommendations, and strategies that should be prioritized to lay the foundation for Plan implementation.

Priority Level

Priority is assigned with consideration for cost and importance. Each action in the Action Matrix is indicated with one of the following:

- ▶ Priority 1: Near-term, low-cost, easier to implement, critical
- ▶ Priority 2: Mid-term, essential
- ▶ Priority 3: Long-term, desirable

Time Estimate

Time estimates indicate, in years, how long it would take to complete a specific recommendation.

- ▶ Short-term: less than two years
- ▶ Mid-term: two to five years
- ▶ Long-term: greater than five years
- ▶ Ongoing: requires immediate action and continued attention throughout the life of the Comprehensive Plan.

Cost

Cost estimates are represented on a scale ranging from \$ to \$\$\$\$. The costs only refer to public costs. Descriptions of the scale are as follows:

- ▶ \$: Primarily internal staff time with limited outside funding required
- ▶ \$\$: Outside consulting assistance is expected with greater capital expenditure. Outside funding sources are recommended.
- ▶ \$\$\$: Outside consulting assistance will most likely be necessary, with the greatest capital expenditure. Outside funding is highly recommended.