

4.0 Implementation

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4.1 INTRODUCTION

The information presented here is designed to provide a range of actions for consideration and sound decision-making. No one step will effectively achieve the Plan. Rather, development will be dependent on a series of actions designed to capitalize on market opportunities and overcome barriers. Key to the successful implementation of the Plan will be the continued identification of actions and an implementation approach tailored to the unique issues.

4.2 IMPLEMENTATION STRATEGIES

Implementation plans are summarized in the following tables. Many of the action items are specifically tied to a Town Department, while others may require collaborative efforts where citizens, the business community, or even individuals need to help champion the effort. Similarly, some actions may be considered on-going, others pursued immediately as next steps, and others focus on the long-term.

Table 4.2-1. Land Use Implementation Plan

Policy Topic	Purpose	Action	Key Participants	Time Frame
LU-1.4: Intergovernmental Agreements	Continue to work with surrounding jurisdictions to address annexation policies, zoning, and urban services	Develop a Coordinated Planning Agreement (CPA) with Weld County and Intergovernmental Agreements (IGAs) with surrounding Communities	Weld County, Towns of Milliken, Johnstown Evans, Platteville and Gilcrest, and City of Greeley Town Attorney	1
LU-1.5: Annexation Impacts	Determine fiscal impact (service costs and revenues) prior to annexing land into Milliken	Apply the Town's Fiscal Impact Model to all annexation requests	Community Development Department Town Board & Planning Commission	0
LU-3.1: Housing Near Services	Encourage higher density housing near the Downtown and future Commercial Centers	Evaluate existing zoning designations and Land Use Code requirements and amend as necessary	Community Development Department Town Board & Planning Commission	1
LU-6.4: Designing for Historical Context	Promote new building design that is compatible within the historical context	Prepare and adopt Architectural and Site Design Guidelines for the original neighborhoods and Downtown	Community Development Department Town Board & Planning Commission	1-2
LU-6.1: Discourage a Sprawling Development Pattern	Channel growth in areas that can possess a full-range of urban services	Adopt an Urban Growth Boundary and an Area of Influence Boundary.	Community Development Department Town Board & Planning Commission Weld County	0
LU-7.1: High Quality Design	Promote high quality architecture, landscape and site design in private sector development	Evaluate Land Use Code design standards and amend, if necessary	Community Development Department Town Board & Planning Commission	1
LU-8.1: Compatible Mixed Use Development	Encourage a mixture of complementary uses within all new major developments	Develop mixed-use development Design Guidelines and evaluate the Land Use Code for amendments that will allow a greater mix of uses	Community Development Department Town Board & Planning Commission	1
LU-8.2: Buffer Residential uses from Non-Residential Uses	Protect residential areas potential negative operational impacts created by adjacent non-residential uses	Amend the Land Use Code to require bufferyard standards	Community Development Department Town Board & Planning Commission	1
LU-8.3: Protect Industrial and Agricultural Operations from Residential Encroachment	Protect the rights of existing industrial and agriculture to continue operation	Amend the Land Use Code to require landscaped bufferyard standards for new residential development adjacent industrial and agricultural uses	Community Development Department Town Board & Planning Commission	1
LU-8.4: Minimize Land Use Conflicts	Avoid or minimize conflicts between uses that vary greatly in intensity	Amend zoning designations and Land Use Code requirements to feather residential densities and/or provide transitional zoning districts	Community Development Department Town Board & Planning Commission	1

Timeframe: 0 = Ongoing; 1 = within 2 years; 2 = within 3 years; 3 = 5 or more years

Table 4.2-2. Agricultural Land Preservation Implementation Plan

Policy Topic	Purpose	Action	Key Participants	Time Frame
AG-1.2: Agricultural Lands with National, State and Local Significance	Encourage agricultural operations on prime farmland	Maintain a map depicting those agricultural lands in Milliken with National, State and Local Significance and make the information available to developers and prospective purchasers	Community Development Department USDA	0
AG-1.3: Agricultural Land Conservation Techniques	Provide the opportunity for agriculture and new community development to coexist	Amend the Land Use Code that establishes locational criteria and standards for Conservation/Cluster development Inform the development community and landowners about the availability and benefits of conservation development through design guidelines depicting the best design practices in Agricultural Land Preservation Acquire conservation easements through land trusts allowing farmers to continue agricultural operations	Community Development Department Property Owners Agricultural Community USDA Colorado Cattleman's Agricultural Land Trust Legacy Land Trust The Conservation Fund	1
AG-1.5: Irrigation Ditch Buffers	Protect the long-term viability of irrigation ditches, protect the public from harm and improve aesthetic and wildlife values	Amend the Land Use Code to establish buffer standards along irrigation ditches	Community Development Department Agricultural Community Ditch Companies	1
AG-1.6: Agriculture-based Community Gathering Spaces	Provide the opportunity to create community gathering spaces centered on Agriculture	Identify potential sites and work collaboratively with property owners to understand viability for an agricultural-based community space	Community Development Department Agricultural Community	1
AG-1.7: Agricultural Education	Encourage efforts to educate area youth and citizens about agricultural operations	Work collaboratively with the School District, farming community and other public agencies to establish education programs	Community Development Department Agricultural Community	0

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Table 4.2-3. Downtown Implementation Plan

Policy Topic	Purpose	Action	Key Participants	Time Frame
D-1.1/D-1.2: Downtown Land Use and Housing	Encourage multiple complementary uses within the downtown	Evaluate the Mixed Use zone district and amend, if necessary, to create the most appropriate combination of uses	Community Development Department Chamber of Commerce Property Owners Downtown Business Association	1
D-1.3: Downtown Plan	Create a common vision for the Downtown's future and set in motion specific public projects and a context for private development	Prepare a detailed Downtown Plan that addresses the approach to public spaces, parking, pedestrian and vehicle circulation, landscaping and urban design, and that includes an Implementation Program	Community Development Department Chamber of Commerce Property Owners Downtown Business Association	1
D-2.1: Downtown Improvement Funding	Utilize various financing techniques to aid downtown revitalization projects	Evaluate the various funding techniques and create a menu of financing options Pursue state and federal grants and other public funding	Community Development Department Public Works Department Downtown Business Association	1
D-2.2: Downtown Public/Private Partnerships	Use public/private partnerships to maximize Downtown investment	Leverage the use of publicly-owned property downtown as a development incentive	Community Development Department Property Owners Town Board Downtown Business Association	1
D-3.1: Transportation Circulation in and around Downtown	Improve vehicular, bicycle and pedestrian circulation	Implement Transportation Master Plan and recommendations of the (upcoming) Downtown Plan	Community Development Department Colorado Department of Transportation Public Works Department	1
D-3.2: Downtown Parking	Provide downtown parking that supports commerce, redevelopment, more residential units, and increased pedestrian activity	Implement recommendations of the (upcoming) Downtown Plan with respect to downtown parking supply, location and design	Community Development Department Public Works Department Downtown Business Association	1

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Table 4.2-4. Housing Implementation Plan

Policy Topic	Purpose	Action	Key Participants	Time Frame
H-1.1: Neighborhood Role	Foster neighborhood interaction and respond to neighborhood needs	Prepare a database of all formalized Neighborhood Groups and Homeowner's Associations with a corresponding map showing neighborhood boundaries	Community Development Department Neighborhood Group Homeowner's Associations	1
H-1.2: Diverse Housing in Neighborhoods	Promote a mixture of land use types, housing sizes and lot sizes	Evaluate the Land Use Code and determine if standards are needed to ensure a variety of housing and complementary uses	Community Development Department Town Board & Planning Commission	1
H-1.3: Eliminate Non-conforming Residential Structures	Bring existing non-conforming residential lots and structures into compliance with present Land Use Code standards.	Revise the Land Use Code to clarify when residential buildings become non-conforming and the mechanism to bring such lots and structures into compliance with present standards.	Community Development Department Town Board & Planning Commission	1
H-1.4: Preserve Legal Residential Uses	Protect the rights of existing, legally-established residential uses in non-residential zones	Evaluate the Land Use Code and determine if standards adequately protect existing, legally-established uses	Community Development Department Town Board & Planning Commission	1
H-1.5: Housing Rehabilitation	Promote the rehabilitation of existing housing stock	Provide a Housing Rehabilitation Program utilizing Community Development Block Grant (CDBG) funds to assist qualified homeowners	Community Development Department Housing Authority Town Board & Planning Commission	1
H-1.6: Code Compliant Housing	Promote high construction quality through compliance with the building code and the maintenance of existing housing	Continue to promote property maintenance standards and make amendments to zoning and building codes as needed	Community Development Department	0
H-2.1/H-2.5: Full Range of Housing Choices, including Senior Housing	Address changing demographic needs	Work with the Housing Authority to pursue senior/affordable housing projects in Town	Community Development Department Town Board & Planning Commission Housing Authority	1-2
H-2.2: Complete Neighborhoods	Encourage a "complete" neighborhood concept for new neighborhoods that include a variety of densities, opportunities to fulfill daily shopping needs, and conveniently sited public facilities	Amend the Land Use Code to ensure that all necessary neighborhood amenities are provided within the design of new neighborhoods	Community Development Department Town Board & Planning Commission	1

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Table 4.2-5. Parks, Recreation, Trails & Open Space Implementation Plan

Policy Topic	Purpose	Action	Key Participants	Time Frame
PTRO-1.1: Parks and Recreation Facilities & Programs	Provide an adequate range of parks and recreation services for residents and visitors	Implement the Johnstown/Milliken Parks, Trails, Recreation and Open Space Master Plan	Public Works Director Thompson River Parks and Recreation Weld County Open Space	0
PTRO-1.3/1.4: Park Maintenance	Identify Park maintenance costs prior to obtaining parkland and investigate funding options	Examine design and maintenance standards when acquiring parking to estimate typical maintenance costs and plan accordingly	Public Works Director	0
PTRO-1.5: Educational Component of Parks	Incorporate educational opportunities into parkland, trails and open space	Adopt a formal policy with the School District	Thompson River Parks and Recreation School District	1
PTRO-1.6: Recreational Facilities	Provide recreation facilities to meet community needs	Develop a financing strategy for a community recreation center and design and build the facility	Thompson River Parks and Recreation Public Works Director Community Development Department Town Board & Planning Commission	1
PTRO-2.1-2.7: Trails Network	Create a trails system in accordance with the adopted Master Plan	Coordinate with trail providers and private landowners to acquire easements and rights-of-way Pursue funding through Great Outdoors Colorado (GOCO) and other grant sources	Thompson River Parks and Recreation Public Works Director Community Development Department	2

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Table 4.2-6. Economic Development Implementation Plan

Policy Topic	Purpose	Action	Key Participants	Time Frame
ED-1.1: Economic Partnership	Support the efforts of public sector agencies and the business community to attract and retain business	Continue collaborative efforts with the Chamber of Commerce and local businesses	Town Administrator Chamber of Commerce Milliken Business Association Upstate Colorado	1-2
ED-1.2: Economic Programs and Strategies	Develop economic vitality programs that enhance community competitiveness	Set Milliken apart by continuing to support events such as Beef-N-Bean Days, Festival of Lights, and Milliken Madness; consider addition of similar events and programs	Town Administrator Chamber of Commerce Downtown Business Association	0
ED-1.3: Targeted Industries	Promote Milliken as a place for certain industries that best fit the local labor market and that will spur economic growth	Construct and maintain a GIS database providing buildable employment land data and utility service availability that can be accessed by prospective buyers and businesses	Community Development Department Chamber of Commerce Upstate Colorado	1
ED-1.4: Local Business Support	Reduce the leakage of sales tax dollars outside of Milliken	Adopt a “Buy-Local” campaign promoting the sale of goods and services in Milliken	Town Administrator Milliken Business Association Chamber of Commerce	1
ED-1.5: Reinvestment in Existing Commercial and Industrial Areas	Cooperate with the private sector to promote commercial and industrial area reinvestment	Prioritize infrastructure investment within the CIP	Community Development Department Milliken Business Association Downtown Business Association Chamber of Commerce Public Works Department	
ED-1.6: Enterprise Zone	Create financial incentives for new employment growth	Amend the Enterprise Zone to include properties with greater potential for employment uses.	Community Development Department Upstate Colorado Colorado Office of Economic Development	1
ED-1.7: Green Economic District	Support growth of “green” jobs in Milliken.	Form an Economic District for employers within the clean energy economy-efficiency, renewable energy, transportation and fuels.	Community Development Department Upstate Colorado Town Administrator Milliken Business Association Chamber of Commerce	1
ED-1.8: Special Events as a Promotional Tool.	Promote the community events that make Milliken special	Use Beef-N-Bean Days, the Festival of Lights, Milliken Madness, and similar special events to promote the Town image.	Town Administrator Milliken Business Association Chamber of Commerce	1
ED-1.9: Promoting Sustainability	Heighten awareness of Milliken’s commitment to sustainability.	Promote Milliken as a “green”, sustainable community.	Community Development Department Upstate Colorado Town Administrator Milliken Business Association Chamber of Commerce	1

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Table 4.2-7. Tourism Implementation Plan

Policy Topic	Purpose	Action	Key Participants	Time Frame
T-1.1: Cultural Tourism	Use Milliken's Unique Archaeological, Architectural and Historic Resources as a tourist draw	Consider adoption of the Secretary of the Interior's Standards for Rehabilitation	Community Development Department CO Tourism Office Chamber of Commerce Historical Society	1-2
T-2.2: Tourism Promotion	Seek outlets to promote nature, heritage and educational-based tourism and visitation	Develop brochures and website information	Community Development Department CO Tourism Office Chamber of Commerce	1

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Table 4.2-8. Environmental Sustainability and Resources Implementation Plan

Policy Topic	Purpose	Action	Key Participants	Time Frame
ESR-1.1: Natural Habitat Protection	Protect natural drainages, wetlands and other significant natural habitat	Amend the Land Use Code to include natural habitat protection standards	Community Development Department Town Board & Planning Commission	1-2
ESR-1.2: Inclusion of Natural Features into Development	Protect prominent natural landscape features	Amend the Land Use Code to include natural landscape features protection consistent with Leadership in Energy and Environmental Design for Neighborhood Development (LEED-ND) standards	Community Development Department Town Board & Planning Commission	1
ESR-1.3: Greenways	Preserve and protect key corridors of undeveloped open land	Research, and apply for funding for the acquisition of greenways, such as through regional land trusts	Community Development Department The Conservation Fund Legacy Land Trust Colorado Open Lands Colorado Wildlife Heritage Fund The Nature Conservancy	3
ESR-2.1-2.4: Green Building and Design Practices	Encourage the use of energy and resource efficient design for buildings, lighting, and landscaping	Support and maintain up-to-date building, energy efficiency and plumbing codes Develop guidelines for the installation of alternative energies, including solar, wind and others, as well as the recycling of materials	Community Development Department	1
ESR-3.1-3.3: Waste Reduction	Increase efforts to reduce solid waste	Promote public education through the Town website, newsletters and school curricula	Solid Waste and Recycling Service Provider Public Works Department School District	

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Table 4.2-9. Transportation Implementation Plan

Policy Topic	Purpose	Action	Key Participants	Time Frame
TR-1.3: Street Connectivity	Extend the traditional gridded street pattern or other interconnected street system to connect neighborhoods and destinations	Amend the Land Use Code to require street connectivity in new land development	Community Development Department Town Board & Planning Commission	1
TR-2.1: Transit	Integrate with a transit system connecting Milliken with surrounding communities	Implement the transit route and service recommendations in the Transportation Master Plan	Community Development Department Town Board & Planning Commission RTD	3
TR-2.2: Alternative Modes	Promote the use of alternative transportation modes	Amend the Land Use Code to require electric vehicle, bicycling and pedestrian access within new development	Community Development Department Town Board & Planning Commission	3
TR-2.3: Bicycle Facilities on Roads	Promote safe bicycle use on roadways	Integrate designated bicycle lanes or widened shoulders into arterial roadway designs consistent with the Transportation Master Plan	Public Works Department Town Board & Planning Commission	1
TR-4.8: Truck Routes	Promote truck routes serving industrial and employment areas to collector and arterial streets rather than local roadways Discourage truck through traffic downtown, but allow vehicular traffic to be maintained	Consider the range of traffic calming measures along Broad Street that will improve pedestrian safety and quality of the streetscape. Adopt a formal truck route plan and make the information readily available	CDOT Public Works Department Community Development Department Town Board & Planning Commission	2

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Table 4.2-10. Cultural Resources and Landmarks Implementation Plan

Policy Topic	Purpose	Action	Key Participants	Time Frame
CRL-1.3: Public Art	Provide art in public buildings and spaces	Create an Art in Public Places Program requiring works of art to be integrated into new public projects	Town Board & Planning Commission Centennial Committee	0-Town Square Art 2- other efforts
CRL-2.2: Historic Resource Identification	Identify and survey cultural and historic resources	Seek grants to fund research of historic sites and buildings	State Historic Preservation Office Milliken Historic Society Community Development Department	0
CRL-2.3; CRL-2.5: Historic Preservation Tools and Education	Create tools and educational efforts that address preservation and conservation objectives	Prepare educational materials for each of the historic sites and buildings within Milliken Promote an annual historic homes and buildings tour	State Historic Preservation Office Milliken Historic Society Community Development Department	2

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Table 4.2-11. Community Services and Utilities Implementation Plan

Policy Topic	Purpose	Action	Key Participants	Time Frame
CSU-1.3: Adequate Public Facilities	Ensure that development provides the entire range of public facilities at the time of development or can be made available in a timely and cost effective manner	Amend the Land Use Code to include Adequate Public Facilities standards Approve only development where adequate public facilities are in place	Community Development Department Public Works Department Town Board & Planning Commission	1
CSU-2.1: Service Master Plans	Maintain utility service master plans for water, sewer, and storm drainage	Update Master Plans on a regular basis	Community Development Department Public Works Department Town Board & Planning Commission	0
CSU- 2.3: Public Facilities Infrastructure Fees	Recover costs of development on the Town's infrastructure and services	Regularly assess appropriate level of impact fees on new development Review existing development funding agreements with the intent to balance the cost of services versus development-related fees	Community Development Department Public Works Department Town Board & Planning Commission	0

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4.3 PLAN AMENDMENT PROCESS

The Envision Milliken Plan helps set a direction for future growth and development of the community over the next two decades, but will need to be re-evaluated and updated over time in response to changes in circumstances and community desires. This section addresses how to revise the Plan. Revisions will be carried out in the following three distinct and different processes based on the magnitude of change and need for responsiveness:

1. Changes That May be Considered at Any Time:
 - a. Framework Map amendments related to an Annexation or Rezoning application
 - b. Minor changes to Thematic Maps
 - c. Correction of errors and/or omissions
2. Plan Amendments (Annual):
 - a. Stand alone requests to amend the Framework Map
 - b. Revisions to or adoption of other referenced plans or a specific policy plan (e.g. Transportation Master Plan)
 - c. Minor additions or clarifications to the Principles and Policies section
 - d. Minor Plan text changes
 - e. Major Changes to Thematic Maps
3. Comprehensive Update (Every Five Years):
 - a. Amendments to the Urban Growth Area boundary
 - b. Major changes to the Principles and Policies section
 - c. Any of the changes permitted under (1) and (2) above.

All three types of Plan Amendments are subject to review by the Board of Trustees and Planning Commission. If an amendment is suggested, the Board of Trustees and Planning Commission must determine if the suggested change is in the best interests of the Town and hold a public hearing regarding the amendment. An amendment to the Plan may only be approved through a resolution from the Town Board.

FRAMEWORK MAP AMENDMENTS

The Framework Map is not intended to be a zoning map. It is intended to provide policy direction and definition for future land uses in the Town of Milliken. A Framework Map amendment may be evaluated at any time by the Town Board if it is related to a proposed change in zoning or annexation and meets all of the following criteria:

1. The proposed change is consistent with the policies and overall intent of the Plan.
2. The proposed change would not have significant cross-jurisdictional impacts that may affect residents, properties or facilities outside the Town.
3. The proposed change does not materially affect the adequacy or availability of urban facilities and services to the immediate area or to the Milliken Urban Growth Area.
4. The proposed change would not materially affect the adopted Capital Improvements Program.

Stand-alone requests to amend the Framework Map can only be made through the Annual Plan Amendments Process or during a 5-Year Update.

NOTIFICATION OF AMENDMENTS

Any property owner whose property would be affected by a proposed change in the Framework Map land use designation or by Urban Growth Area expansions, contractions or boundary changes will receive timely written notice that such change or changes will be considered. Community Development staff will exert its best efforts to provide such notice within 30 days of receiving a request that is to be considered. However, no hearing to approve or deny any such proposal will be held unless the affected property owner was provided with this written notice at least 30 days prior to the date set for the hearing on the proposed change.