



V. PLAN IMPLEMENTATION

A. *Implementation of Projects*

The recommended transportation improvement projects in the Milliken planning area have been identified through this planning process, and **Table 6** divides the projects into short term, mid term, and long term time periods based on the projected travel demand. These projects and their recommended time periods are also illustrated on **Figure 32**. The projects are listed in terms of general time frames and are not prioritized within each time frame. Milliken's portion to the total transportation related improvements are expected to cost a total of approximately \$8.2 million. This cost is significantly more than can be covered by the Town's general fund. It will be critical to the implementation of this Transportation Plan that the Town pursue other funding sources, as discussed in the following section.

Although funding sources for these projects will vary, opinions of probable costs for construction of each project are also presented in **Table 6**. These cost opinions include only items which are considered construction-related and are based on 2008 unit costs (refer to **Appendix E**). No right-of-way costs have been included since these can be highly variable, depending on the current use and zoning of the adjacent property. Much of the needed right of way will be obtained from adjacent future development. The need for certain projects, such as the paving of county roads, will probably be created by specific developments, and these developers should be held responsible for funding such projects. Additionally, developers should be made responsible for improving the arterial roadway(s) adjacent to their development to the Town's standard cross-sections. The transportation improvement projects listed in **Table 6** and shown on **Figure 32** represent those improvements that are needed based on the forecasted growth by 2035. Improvements needed to accommodate buildout of the Milliken planning area are above and beyond those listed herein.



Table 6. Transportation Improvement Projects - Opinions of Probable Construction Costs

Facility	Proposed Improvement	Milliken Portion	Milliken Cost
Short Term Projects (2009-2015)			
Two Rivers Parkway new alignment from SH 60 to CR 378	New segment 2 lane Major Arterial	0%	\$0
CR 21 from CR 44 to CR 46	Pave to Milliken standards	30%	\$1,295,400
CR 25 from Broad to Ash (element of Diagonal Connection)	New segment 2 lane Major Arterial	50%	\$539,750
Sidewalk Improvement Program (annual - 7 years)	Fill gaps and maintain network	100%	\$109,845
Short-Term Subtotal			\$1,944,995
Mid Term Projects (2016 - 2025)			
CR 46 from Alice Avenue to SH 60	Pave to Milliken standards	25%	\$2,159,000
CR 25 from CR 46 to SH 60	Pave to Milliken standards	50%	\$1,619,250
CR 25 from Ash Street to CR 54	Pave to Milliken standards	0%	\$0
CR 42 from CR 19 to CR 21	Pave to Milliken standards	0%	\$0
CR 44 from CR 17 1/2 alignment to CR 23	Pave to Milliken standards	0%	\$0
CR 46 from CR 19 to CR 21	Pave to Milliken standards	0%	\$0
SH 60 from CR 19 to SH 257	Widen to 3 lanes (per SH 60 EOS)	0%	\$0
Ash Street from Alice Ave to Frontier Court (element of Diagonal Conn)	Pave to Milliken standards	0%	\$0
Alice Avenue from SH 60 to Ash Street	Pave to Milliken standards	50%	\$539,750
CR 52 from Two Rivers Pkwy to 65th Avenue	Pave to Milliken standards	0%	\$0
CR 54 from CR 19 alignment to Two Rivers Pkwy	Widen to 4 lane Major Arterial	0%	\$0
CR 21 from CR 42 to CR 44	Pave to Milliken standards	0%	\$0
CR 23 from CR 44 to south of CR 46	Pave to Milliken standards	0%	\$0
CR 23 from SH 60 to Ash Street	Pave to Milliken standards	50%	\$539,750
SH 60/Alice Avenue	Signalize intersection	75%	\$187,500
SH 60/CR 25	Signalize intersection	100%	\$250,000
CR 54/Two Rivers Parkway	Signalize intersection	0%	\$0
CR 54/SH 257	Signalize intersection	0%	\$0
SH 60/CR 19	Signalize intersection	0%	\$0
Sidewalk Improvement Program (annual - 10 years)	Fill gaps and maintain network	100%	\$178,175
Mid-Term Subtotal			\$5,473,425



Facility	Proposed Improvement	Milliken Portion	Milliken Cost
Long Term Projects (2026 - 2035)			
CR 42 from CR 17 to CR 19	Pave to Milliken standards	0%	\$0
CR 48 1/2 from CR 19 alignment to SH 257	Pave to Milliken standards	0%	\$0
CR 396 from Two Rivers Pkwy to 65th Ave alignment	Pave to Milliken standards	0%	\$0
Ash Street from Alice Ave to Ethel Ave (element of Diagonal Connection)	New segment 2 lane Major Arterial	0%	\$0
Diagonal Connection SH 257 to Ash Street @ Ethel Ave	New segment 2 lane Major Arterial	0%	\$0
Northern Connection from Two Rivers Pkwy to SH 257	New segment 2 lane Major Arterial	0%	\$0
CR 52 from SH 257 to CR 25	Pave to Milliken standards	0%	\$0
CR 52 from CR 27 to Two Rivers Pkwy	Pave to Milliken standards	0%	\$0
SH 257 from SH 60 to CR 54	Widen to 4 lanes	0%	\$0
CR 27 from CR 52 to CR 54	Pave to Milliken standards	0%	\$0
Ash Street and Alice Avenue (Diagonal Connection)	Signalize intersection	50%	\$125,000
CR 46/Quentine Avenue (CR 21)	Signalize intersection	50%	\$125,000
CR 46/Alice Avenue (CR 23)	Signalize intersection	50%	\$125,000
SH 257/Diagonal Connection	Signalize intersection	50%	\$125,000
SH 257/Northern Connection	Signalize intersection	25%	\$62,500
CR 54/CR 25	Signalize intersection	0%	\$0
Sidewalk Improvement Program (annual - 10 years)	Fill gaps and maintain network	100%	\$206,780
Long-Term Subtotal			\$769,280
TOTAL			\$8,187,700



B. Funding

Along with other municipalities along Colorado's Front Range, Milliken is facing a challenge of how to fund street and bridge improvements in the face of rapid growth and development within its borders. Not only are future needs significant in monetary terms, but the Town must consider resident concerns that new development pay for the transportation infrastructure demands it imposes on the community. New development in the Town generates new vehicle trips and associated new demands on the Town's road system. The impacts of different developments vary from a small number of trips for a single new home to a large number of trips for a major residential subdivision or commercial development. Major developments should submit a traffic impact study, estimating the number of trips expected to be generated, the expected distribution of those trips onto the surrounding road network, and identifying major road improvements needed to accommodate the traffic. In general, new development has the following responsibilities for roadway improvements:

- ▶ **Local Roads** - Construction of local streets accessing single development is generally the responsibility of private developers who create the need for those streets and driveways.
- ▶ **Major Roads Adjacent to New Developments** - New developments are generally required to construct or improve arterial and collector roads that are adjacent to the development. Roads would be constructed to the applicable road classification type and typical cross-section documented in this plan.
- ▶ **Other Major Road System Improvements** - Since new development does not necessarily occur contiguous to existing development, development-provided improvements often leave gaps in the road system. There are several different approaches that can be considered by counties or municipalities to fund new roads or improvements to the major road system that are not immediately adjacent to a particular development.

Following is a summary of financing options that can be considered, individually or in combination, by the Town of Milliken to fund these improvements to the major road system to address existing deficiencies or needs created by new development.

- ▶ **Milliken Capital Improvement Program** – Much of the funding for improvements to existing roads is currently funded using general Town funds through a capital improvement program. These funds are limited by the size of the anticipated Town revenues through the annual budgeting process.
- ▶ **Sales Taxes** – A portion of the Town's sales tax receipts can be designated for maintaining, repairing, and improving the existing street system. This street tax (possibly 0.25% to 0.5%) would be in addition to the current sales tax. It would need to be approved by voters as required by State law. The amount collected would depend on retail activity in the community which is one of many reasons to encourage economic development.
- ▶ **Street Impact Fees** – Milliken enacted various impact fees in the late 1990's, including a street impact fee. Impact fees are development exactions that are a common device used by many local governments to impose charges on new development to generate revenues for funding of off-site road expansion necessitated by new development.



These fees allow developer contributions to be pooled so that road improvements can be implemented on a community-wide basis. Impact fees are typically pro-rated based upon the estimated traffic that would be generated by a new development. These fees cannot legally be applied to existing deficiencies or to improvements that would be a result of traffic passing through Milliken. Milliken should review the current fee schedule (which was last updated in 2003) in relation to the improvement program included in this plan and in relation to the impact fees charged by other communities in the North Front Range to make sure that the fees are adequate and reasonable.

- ▶ **Federal/State Funding** - State highways are the primary responsibility of CDOT, in coordination with the NFRMPO. The decision to improve these facilities will be based on state and region-wide funding consideration. Milliken should monitor this process closely and may need to be prepared to provide local matching funds in order to leverage money on regionally significant corridors. It should be noted that the availability of federal and state funding for transportation projects in the NFRMPO is currently very limited.
- ▶ **Bond Programs** – Milliken can use long-term financing programs to allow capital improvements to proceed sooner than would be possible with a “pay-as-you-go” approach. This approach is most common for capital improvements in entities with an expanding tax base. Again, voter approval will be required.
- ▶ **Motor Vehicle Registration Fees** - At a time when local governments struggle to raise revenues to fund highway infrastructure, there is widespread public support for linking public sector revenues more closely to the sources of demand. One offshoot of this trend is a locally levied motor vehicle registration surcharge. Revenues raised from the fee are dedicated to road and bridge maintenance and improvements. One example of such a surcharge is in portions of the Denver metro area where motorists pay such a charge to support development of E-470. Because local motor vehicle registration fees are a relatively recent addition to municipal financing, there is no well-established norm regarding the fee structure.
- ▶ **Special Service Districts** - Special districts are another option to link specific transportation improvements to funding generated from the development associated with the demand for, or benefitting from, the improvements. Under Colorado law, there are several forms of special service districts. One form, a tax increment district, functions by creating a taxing boundary overlay on top of the general municipal boundaries. Once established, a base value of real estate or current retail sales generated in the district is established. As the growth and development trigger increases in value above the base, the incremental tax revenues generated by the increases are either dedicated to fund public costs to serve the area or to rebate developer-incurred costs expended on public improvements for the project.