

TOWN OF LIMON, CO

COMPREHENSIVE PLAN

RPI Consulting LLC
Durango, Colorado

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ACKNOWLEDGMENTS

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In partnership with Agnew::Beck



CHAPTER 1 COMPREHENSIVE PLAN SUMMARY

This Plan Summary is a narrative overview of the comprehensive plan. The summary does not contain all of the details and policies in this comprehensive plan and is meant as a starting point to direct the reader to the chapters. In order to gain a full understanding of the policy direction contained in this plan, it is necessary to read the main body of the plan.

PURPOSE OF THE COMPREHENSIVE PLAN

The Comprehensive Plan is a policy document that provides a vision for the future and sets out specific goals, policies, and land use planning that specify how to achieve this vision. The plan provides direction for decisions about economic development, land use and development, and core infrastructure such as water, recreation, public facilities and emergency services, and it aligns partnerships with other organizations to implement this plan.

The citizens of Limon provided the policy direction articulated in the Comprehensive Plan through an extensive and broad-based public process and regular meetings with town staff and leadership. This is the community's document and it can be used to protect the unique qualities that continue to attract new residents and visitors to Limon while articulating strategies that will make it an even better place to live, work and visit. The Comprehensive Plan will also serve as a guide to property owners and developers to help them understand the vision of the community, set the general guidance for desired development patterns and to make informed land use decisions.

The Comprehensive Plan is not regulatory and does not change existing regulations, nor does it create new regulations. It is an advisory strategic planning document that recommends and provides general guidance for economic development, infrastructure and asset development, and charts a direction for changes to the Land Use and Development Code as a component of this strategic plan. The Comprehensive Plan is written to provide general policy direction while also providing enough detail to set priorities and guide decision-making.

The main body of the Comprehensive Plan charts goals and strategies and gives guidance for future land use that aligns these key planning elements. The main body of the plan includes:

- Chapter 1 Plan Summary
- Chapter 2 Economic Development
- Chapter 3 In Town Future Land Use
- Chapter 4 Housing



- Chapter 5 Infrastructure and Core Services
- Chapter 6 Tourism and the Visitor Economy
- Chapter 7 Community Services

ECONOMIC DEVELOPMENT

Achieving a sustainable future requires simultaneous and ongoing planning with implementation that aligns economic-growth strategies with infrastructure/asset planning and with future land use. It demands a coordinated strategy for expanding and diversifying the economic base and creating jobs locally that will attract new residents and retain the people who live in Limon today. The town is working hard to overcome the challenges it faces and take full advantage of its assets. The town has made efforts to address these challenges, and this document outlines the next steps moving toward a more successful Limon.

Diversifying and expanding the base of businesses and organizations that generate wealth and local employment is critically important for Limon's future sustainability. Growing the local economy and ensuring the economic sustainability of Limon will require leadership and the capacity generated by forming partnerships and working together.

The goals in the Comprehensive Plan seek to build more local employment, attract new primary industries to Limon, improve the quality of life and entice more interchange visitors to explore Limon.

EXPAND LIMON'S ROLE AS A REGIONAL CENTER.

Limon is an established regional center with no other full service town for more than 70 miles. The population in Limon accounts for a third of the total population in Lincoln County, yet 75% of retail sales in Lincoln County originate in Limon. Limon currently provides groceries, health services, auto services, restaurants and some specialty retail. During the Vision Event residents identified primary jobs and retail businesses serving day to day needs as the two areas in need of improvement in the town. Residents are traveling or using the internet to purchase clothing, personal care goods, general merchandise, and electronics. The retail demand that is being met by businesses outside of Limon could be an opportunity to expand retail markets in Limon to serve more day to day needs of the Limon regional residents. By marketing Limon as a regional center, working with building owners to get vacant buildings occupied, investing in infrastructure, and developing commercial land with highway access and water and sewer infrastructure, the town can increase the services it offers as a regional center. The success of Limon as a regional center will bring in more revenues and provide more local jobs and increase Limon's economic sustainability.



ATTRACT NEW PRIMARY INDUSTRIES TO LIMON.

Building the local economy is of key importance to the residents of Limon. By growing the economy Limon ensures its future as a successful, sustainable town. Primary industries such as agriculture, manufacturing and energy sell goods and services outside of local boundaries, injecting money into the local economy ensuring that non-primary economic activity like retail can occur. In recent years Limon has made a strong effort to increase its appeal as a location for primary industries. The town partnered with the Ports-to-Plains Alliance which advocates a four-lane alternative trade route from Mexico to Canada. The town also received Foreign Trade Zone status which offers deferral, reduction or elimination of customs tariffs on imported goods depending on whether the goods are sold to the U.S. market, combined with U.S. products or exported outside the U.S. after import. These efforts along with Limon's location at the intersection of an interstate, four major highways and its proximity to the Front Range economy mean that Limon is also well positioned for interstate and international commerce.

Attracting new primary industries to Limon is highly supported by town residents. All participants at the vision workshop supported development of new industry in Limon and industrial expansion on the periphery of town. 19% of respondents indicated some support for new base industry development while 81% strongly supported base industry development in the town. 15% could live with industrial development on the outskirts of town while 85% supported increased industrial activity on the edges of town.

The previous efforts by the town have established the base for attracting primary industries. This Comprehensive Plan outlines the next steps for successfully bringing new industries to the town.

ENTICE INTERCHANGE VISITORS AND LODGING GUESTS TO EXPLORE LIMON.

Limon has a wealth of potential customers at the east and west I-70 interchanges that can bring additional business to Limon. There were over 80,000 overnight stays in Limon in 2014. Though the customers are there, the town has struggled to get interchange visitors and lodging guests to explore beyond the interchanges and venture in and around town. Limon has an opportunity to market its assets to interchange visitors and lodging guests. Participants at the Vision Event identified a need for consistency, better signage, and visual clues from the interchanges to downtown and attractions throughout town such as the golf course. Additionally there is a need for marketing the assets Limon's Downtown has to offer to interchange visitors.

PROMOTE COMMUNITY ASSETS.

Limon has a strong set of community assets and the community works hard to provide residents with a high quality of life. Limon has a number of strengths which can help attract new businesses and new residents. The town has a brand new K-12 school building and excellent graduation rates higher than both neighboring counties and the state



average. The town also offers competitive tax rates. The town needs to take advantage of these assets and market them to potential businesses looking to locate in Limon. To successfully attract a new business or industry to Limon there needs to be more than just a market for the business, there also needs to be a high quality of life that entices a business's owner and employees to want to live in the town.

IN TOWN FUTURE LAND USE

The Future Land Use Plan is a geographic and thematic representation of the direction for physical planning. This critical component of the Comprehensive Plan is a tool to help the community arrive at a future of its own making. The Future Land Use Plan is advisory in nature, laying the foundation for making changes to zoning in the future, but it is neither zoning nor a zoning map. The Future Land Use Plan does not restrict existing or vested uses.

Future Land Use Plan designations set the general direction for the development of land in the future. Together, the Future Land Use Plan designations and map provide an additional layer of detail and clarity to guide implementation of the goals and strategies contained in Chapters 2, 4, 5, 6, and 7. The following approach guided the development of the Future Land Use Plan:

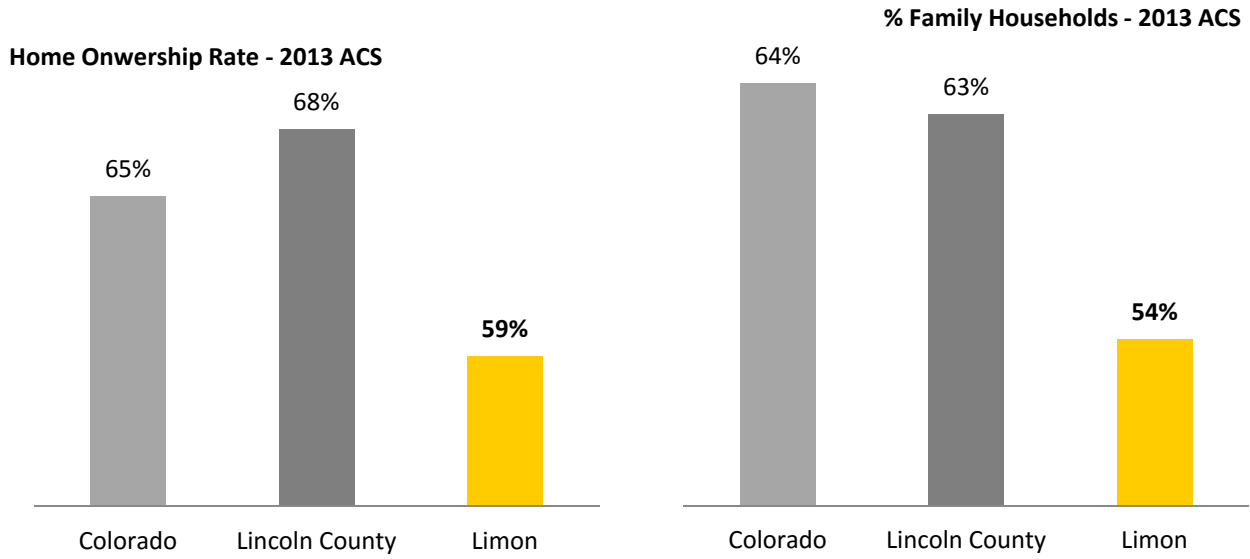
- Enhancing downtown Limon as the historic center of commerce, civic life, and celebrations and maintaining its historic character during redevelopment and future development.
- Maintaining the historic, developed neighborhoods with no significant changes to the already established patterns.
- Encouraging infill in areas with established development patterns with both residential and commercial development.
- Increasing flexibility to allow mixed residential and commercial use in areas that can accommodate multiple uses, such as dwelling units that are accessory to a commercial use and low impact home-based businesses.
- Focusing commercial development where there is easy highway and pedestrian and bike access.
- Promoting recreation in Limon through the use and development of lands suitable to recreation opportunities.

Chapter 3 – Future Land Use Plan combines these elements into a map with property-specific designations that synthesize all of these elements.



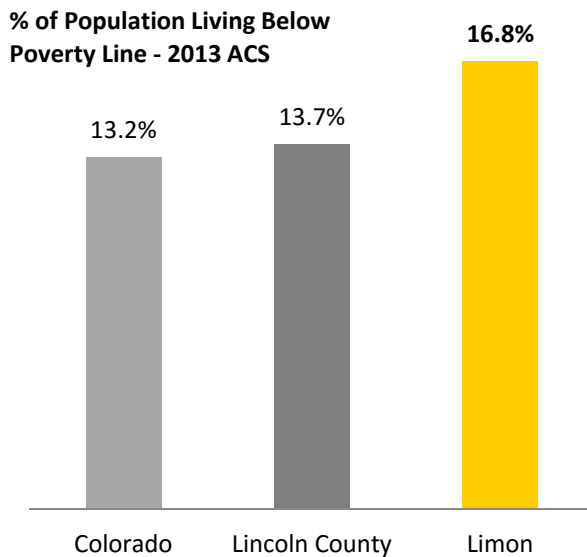
HOUSING

The current housing options in Limon pose a challenge for growing the economy. The economy and housing are closely linked. Anyone considering locating their business or expanding their business in Limon evaluates the availability, affordability, and quality of housing. Through analysis of census data and town input at the Community Vision Event it is clear that there is demand for a wider variety of housing options.



Home ownership in Limon is low compared to Lincoln County and the state. A lack of quality housing on the market is a major factor deterring potential buyers. Limon also has a lower percentage of family households (households containing two or more related people) than the county or the state with 54% of households family households. This presents an almost even split between family and non-family households. Limon’s low rate of family households contributes to a low average household size of 2.05. These conditions require a variety of housing types appropriate for families, single individuals, and retirees.

16.8% of the population in Limon live below the poverty line, 3% higher than the county and state. Additionally 30% of the population are cost-burdened by monthly housing payments. In other words, 30% of households in Limon are paying 30% or more of their monthly income on housing costs including rent or mortgages. The high rate of cost-burdened households and nearly 17% of the population living below



the poverty line signal a need for more affordable housing options.

The combined demand for more affordable, varied, and quality housing options requires a strategic approach to growing the housing opportunities in Limon. This includes renovating and improving existing housing and building new housing of varied density and type. Efforts to accomplish this will require tax incentives; possible zoning and code adjustments; infrastructure cost sharing between the town and developers, working with regional, state and federal housing entities; and working with developers, mortgage lenders, and non-profits.

INFRASTRUCTURE AND CORE SERVICES

Investing in infrastructure and core services will result in a positive economic impact in two ways, by providing the resources necessary to support commerce and by offering amenities which improve the quality of life of those living in Limon. Maintaining the fiscal soundness of the town in current and future economic cycles is of utmost importance for achieving community goals and maintaining health and quality of life. Infrastructure investments need to be planned out, funded, and implemented according to priority. Basic infrastructure components such as recreational amenities, trails, sidewalks, and emergency medical services (EMS) are fundamental components of day-to-day health and quality of life.

PARKS AND RECREATION

Limon offers a number of recreation assets including two softball fields, one baseball field, an outdoor swimming pool, four community parks, the golf course, and a natural area and trail. The town recreation program offers classes, youth and adult league sports, youth and senior trips, and open gym nights at the high school gym.

Maintaining and enhancing existing recreation assets and building new assets will increase the recreational appeal of Limon. Top priorities identified by residents are improving the existing parks and sports fields; building an indoor recreation center; renovating the pool; and developing trails and pathways around and throughout town linking schools, neighborhoods, the east and west interchanges, the golf course and downtown. The continued development of town recreation assets appeals to locals who want more recreation opportunities and to entrepreneurs who take quality of life into consideration when deciding where to locate their business.

ECONOMIC INVESTMENTS

Limon has taken steps to enhance its status as a desirable place to locate a business through a partnership with the Ports-to-Plains Alliance, Foreign Trade Zone designation, and providing tax incentives. By continuing to make additional investments aimed at creating primary jobs the town is investing in the future of Limon. Investments in high



speed internet and cell phone infrastructure, streetscapes, signage, and contributions to the Lincoln County Economic Development Corporation (LCEDC) will all boost Limon's identity as a business friendly town.

WATER AND SEWER

Limon provides water and sewer services to local residents and businesses. In order to continue to provide these services, make capital improvements, and adhere to regulations, the town must maintain fiscally sound water and sewer funds and anticipate future needs such as providing water and sewer to future developments. To do this it is necessary for the town to stay up to date on regulations and laws, maintain a well trained staff, and charge appropriate monthly fees.

EMS/FIRE

Limon Ambulance Service, a department of the town, covers a large area and still manages to have an average response time of 8 minutes and 7 seconds, lower than the target 9 minutes. This service is an integral part of ensuring a safe community. The continued support and funding of the Limon Ambulance Service and continued coordination of the ambulance service with hospitals, clinics and the Limon Area Fire Protection District are essential for the safety and health of the region. By presenting up to date, efficient emergency services, Limon shows its residents they have chosen the right community.

TOURISM AND THE VISITOR ECONOMY

The visitor economy is critical and deserves its own chapter. Limon has a huge opportunity when it comes to the visitor economy. Limon hotels and motels accommodated an estimated 80,000 overnight visitors in 2014 yet only a fraction of those who stay the night venture downtown. In addition to the overnight visitors, Interstate 70 between the east and west interchanges has 11,000 annual average daily trips. With the customers readily available the town needs to take the next step and entice them to go downtown to eat, shop, and explore. The largest challenges to accomplishing this are the lack of visual clues linking the interchanges to downtown and interchange visitor's general lack of knowledge about the great opportunities and assets just down the road. Visual clues, signage, marketing, kiosks and improved access to downtown from the interchanges to downtown will entice more visitors to explore Limon.

COMMUNITY SERVICES

Limon has a wealth of local organizations and non-profits working to build a better Limon. These groups are an asset to the town, and can be utilized to accomplish the goals and vision set forth in this Comprehensive Plan. As part of the Comprehensive Plan a special workshop was held with these local groups to identify needs, desires and common



challenges. One of the key observations made by participants was that a lack of open communication is limiting the effectiveness of groups. Many non-profits and organizations are independently working on overlapping issues and could seriously improve success through cooperation. These challenges signal a need for an improved system of communication between local groups and between local groups and the town. Community service organizations and non-profits want better communication, additional funding, and more working together to accomplish community goals. Local non-profits and organizations strive for more public engagement and volunteerism-especially from the youth, who are the future of the community.



CHAPTER 2 ECONOMIC DEVELOPMENT



VISION

The purpose of the economic development plan element is to articulate a set of unified and focused strategies to expand livelihoods and to provide a path towards sustainable economic growth. As the only full service town within 70 miles in any direction, Limon is the rural regional center. Groceries, auto services, health care products and other supplies are offered by local merchants. Government and non-profit organizations located in Limon serve a large area with public services, schools, fire protection, ambulances, recreation, and infrastructure. Sustaining and growing Limon as a regional center is central to its long term sustainability and identity.

Limon is a long established outpost for travelers and the freight industry, with an estimated 80,000 visitor nights at Limon hotels in 2014. Limon is at the intersection of Interstate 70, and Highways 24, 40, 71, and 287, and is also located on two active rail lines through town. Limon is a two hour or less drive from the most populated areas on the Front Range. Entrepreneurs have recognized Limon as a transportation hub with opportunities for many decades. The travel services industry along U.S. interstates has evolved into a one-stop experience that is almost identical at any interchange. Leisure travelers crave more authentic experiences along the way and many want ‘getting there’ to be part of the vacation experience. Limon is a real town and even a small percentage of the estimated 80,000 visitor nights would liven up the downtown significantly. Coordinated and deliberate strategies and capital investments are needed to encourage overnight visitors to explore Downtown Limon and the recreation and historic attractions that Limon offers.

Limon’s location at the intersection of an interstate, four major highways and its proximity to the Front Range economy mean that Limon is also well positioned for international commerce. The town has been granted Foreign Trade Zone (FTZ) status, which offers deferral, reduction or elimination of customs tariffs on imported goods depending on whether the goods are sold to the U.S. market, combined with U.S. products or exported outside the U.S. after import. The town has also established a partnership with the Ports-to-Plains Alliance, which advocates for a four-lane alternative north to south commercial trade route from Mexico to Canada. Road expansion and improvements are underway in other states and Limon is in the center of this designated route. The transportation network centering on Limon is a core asset to be further built upon to broaden economic options for the community.

Limon has an outstanding group of community leaders who care deeply about the people who call Limon ‘home’ and good schools with high graduation rates. These less tangible qualities are also assets. Limon needs a brand to convey these more intangible assets and its advantageous location on the international trade and travel transportation network.



Growing the economy will require coordination and hard work among private businesses, non-profits, and local, state, and federal government. This plan element is centered around these goals:

Goal ED.1 - Expand Limon's role as regional center.

Goal ED.2 - Attract new primary industries to Limon.

Goal ED.3 - Entice interchange visitors and lodging guests to explore Limon.

Goal ED.4 - Promote community assets.

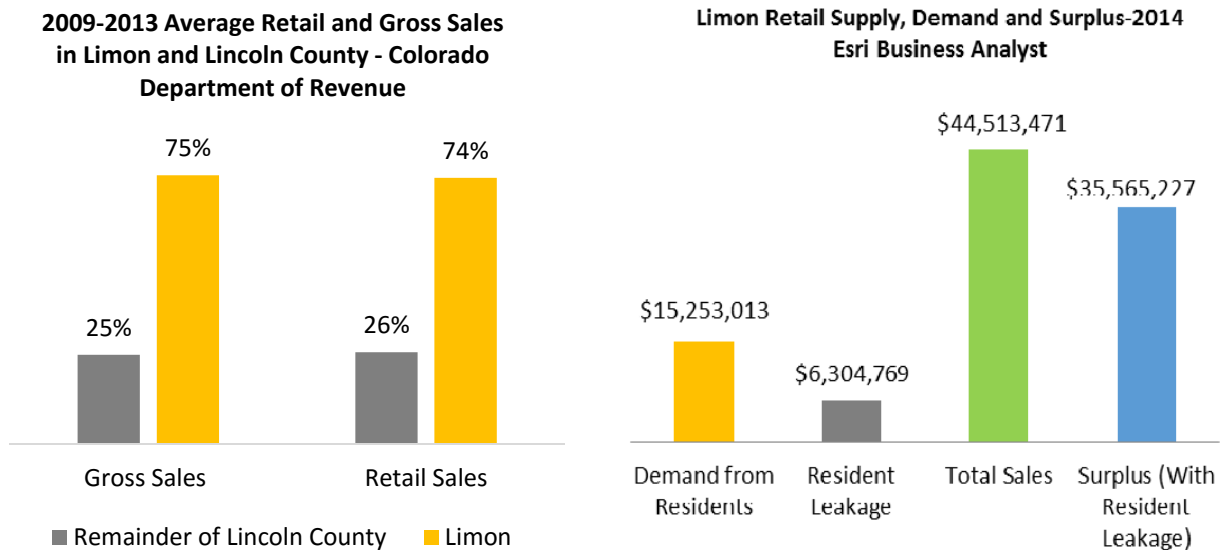
Goal ED.5 - Diversify and expand housing (See Chapter 4, Housing).



GOAL ED.1 - EXPAND LIMON’S ROLE AS REGIONAL CENTER.

BACKGROUND INFORMATION

Limon acts as the primary regional center for residents of Limon, residents of nearby municipalities and rural residents in Lincoln County and neighboring counties. Sales tax collection data from the Colorado Department of Revenue and a retail leakage analysis show that sales in Limon are proportionally larger than the demand generated by the population in Limon. Limon’s population only accounts for a third of the population in Lincoln County, but 75% of gross sales and 74% of state-tracked retail sales occur in Limon. The demand for retail sales, including food/beverage, originating from residents of Limon is \$15.2 million per year. Local residents still travel outside the county to purchase some goods. Over \$6 million (more than a third of local demand) in local spending is spent outside the community. Another way to state this is that \$6 million annually “leaks” out of the local economy. Yet the town generates over \$44.5 million in annual sales: a retail surplus of over \$29.2 million in annual sales coming from regional residents and travel.



A 2012 Colorado State University (CSU) retail study and survey found that 46% of residents shop in the Denver Metro Area and 36% shop in Colorado Springs at least once a month. The survey found that residents would spend more money locally with more local options for clothing, household goods and other necessities, like those found in mid or large format department stores. The CSU retail survey found that only 10% of survey respondents were happy with current shopping opportunities in Limon. Most recently, the grocery store on Main Street has been purchased and renovated by a new owner and locals are grateful for the positive change. This recent success shows how one store that meets a local need can make a big difference and signals an approach to help existing businesses succeed.

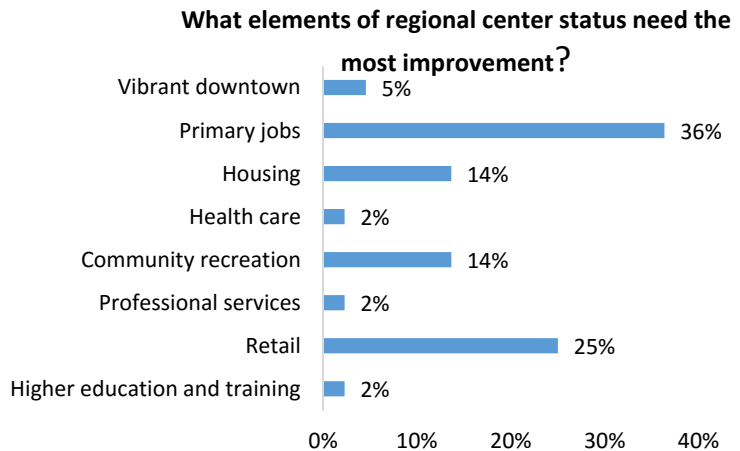


Leakage signals an opportunity for development and strengthening the local retail base in Limon. Currently, Limon acts as a regional retail center for vehicles, food/beverage, and groceries. However, residents are traveling or using the internet to purchase clothing, personal care goods, general merchandise, and electronics. These are a retail market that could work locally.

Sectors Providing Regional Retail (Surplus Sectors)	Opportunities for Expanded Service (Leakage Sectors)
Auto Dealers	Clothing/Accessories
Food Services (Restaurants)	Direct Selling
Miscellaneous Retailers	Health and Personal Care
Vehicle Parts	Electronics
Grocery	General Merchandise
Auto Accessories	Non-store Retailers
Used Merchandise	Sports/Hobby/Music/Books

Community Insights

Primary jobs, community recreation, housing and retail development were identified at the Vision Event as the elements most in need of improvement. Only 6% of respondents chose healthcare, professional services or higher education as high priority areas for development.



STRATEGIES

Strategy A - Identify regional center market opportunities using market research companies and other methods such as regional consumer surveys.

Strategy B - Market the retail opportunities to owners of vacant or underutilized commercial buildings and to retail, entertainment and restaurant entrepreneurs who have been successful in the region, and to national retail companies to facilitate the occupancy of vacant retail space in Limon.

Strategy C - Create an inventory and structural assessment of vacant retail spaces in Limon.



Strategy D - Consider zoning code changes that allow mixed commercial and residential use in downtown commercial buildings and on downtown lots.

Strategy E - Ensure that low impact home occupations are allowed and are compatible with residential neighborhoods.

Strategy F - Identify vacant land near the east and west I-70 interchanges that is suitable for medium and large format retail establishments that can be cost effectively served with water and sewer infrastructure and which possess safe and convenient street or highway access.

Strategy G - Make investments, adjust existing incentives, explore new incentives and take a leadership role in expanding business opportunities in Limon (see Chapter 5 Infrastructure and Core Services for more details).

Strategy H - Improve and expand high speed internet service and cellular phone service (see Chapter 5 Infrastructure and Core Services for more details).

GOAL ED.2 - ATTRACT NEW PRIMARY INDUSTRIES TO LIMON.

Background Information

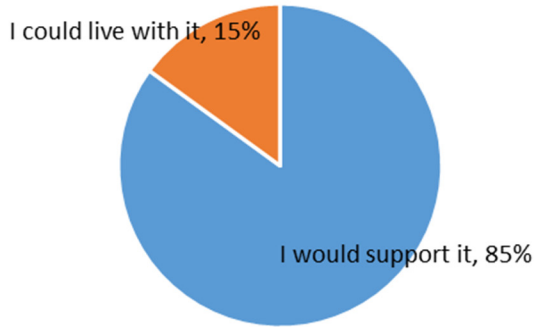
A primary job is employment that results from sale of goods and services to customers outside of the local area which brings outside money into a local economy. Primary jobs are important because as money flows around and out of the local economy, primary jobs replenish the local pool of money. Businesses such as restaurants, banks, service companies, doctors, and lawyers, as well as government services, are often consumptive and rely on a flow of outside money while providing services within the local economy. Primary industries such as agriculture, manufacturing and energy sell goods and services outside of local boundaries, injecting money into the local economy ensuring that non-primary economic activity like retail can occur.

Interstate stops and overnight visitation also act as a primary industry by making sales to customers outside of the region. The hospitality industry is an important component of Limon's economy and has growth potential. However, this industry is competitive and price sensitive. The managerial/ownership positions in hotels and restaurants pay good salaries but many of the positions at hotels and restaurants are hourly and on the lower end of local wages.

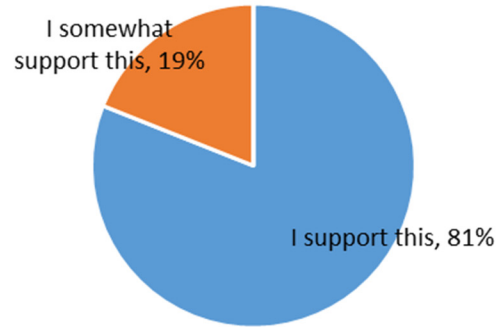
All participants at the vision workshop supported development of new industry in Limon and industrial expansion on the periphery of town. 19% of respondents indicated some support for new base industry development while 81% strongly supported base industry development in the town. 15% could live with industrial development on the outskirts of town while 85% support increased industrial activity on the edges of town.



Would it be okay to have industrial development in Limon's periphery?

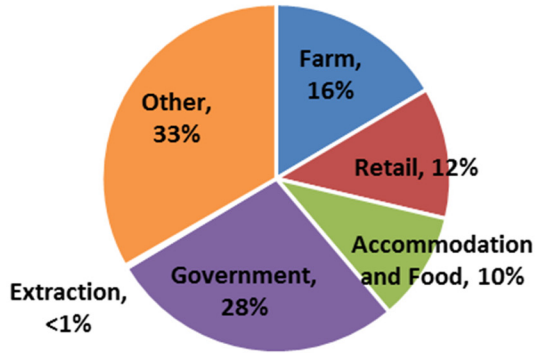


Do you support the efforts to create new industry in Limon?

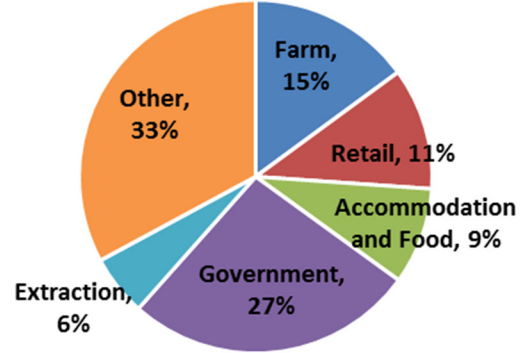


Participants at the vision workshop thought that supporting existing businesses and diversifying the base economy were the best options for improving the local economy.

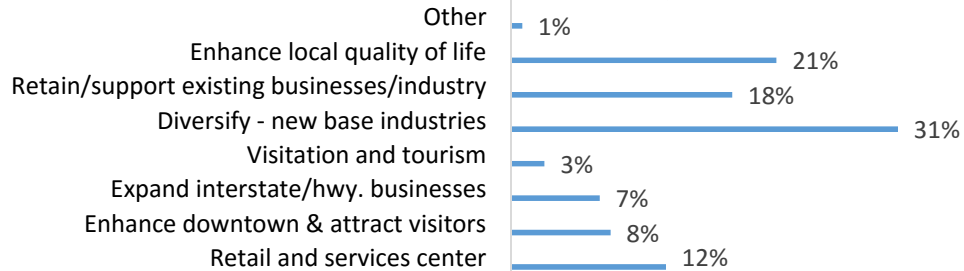
2003 Lincoln County Employment by Industry - Bureau of Economic Analysis



2013 Lincoln County Employment by Industry - Bureau of Economic Analysis



Which of the following are the best options for improving the local economy?



TRANSPORTATION AND THE PORTS-TO-PLAINS ALLIANCE

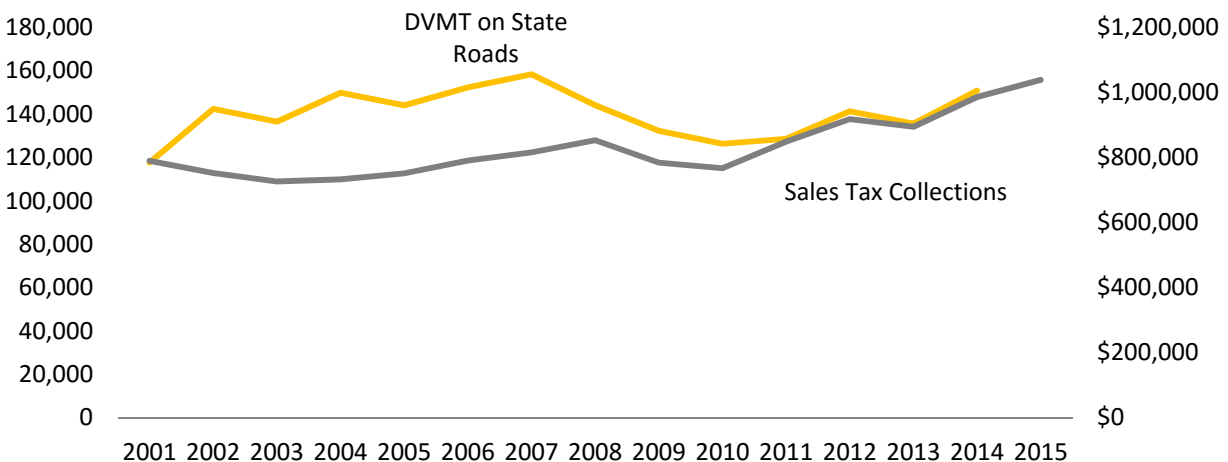
The Ports-to-Plains Alliance advocates for four lane divided highways along a growing trade corridor stretching from Canada to Mexico. This international infrastructure investment effort will greatly benefit Limon because of its ‘hub’ position on the international north-south trade route. Significant investment has already occurred in Texas and New Mexico but much work remains through Oklahoma, Colorado and to the north in order to complete this important transportation corridor. At present, 50% of roadways in the Ports-to-Plains corridor are four lane or better.

The Ports-to-Plains corridor region includes:

- Seven of the top ten oil producing states
- Five of the top eight natural gas producing states
- 48.9% of total wind generation in the U.S.
- 24.78% of total U.S. Trade and 14.9% of the U.S. GDP
- 28.22% of total U.S. agricultural products

Sales tax collections in Lincoln County and the traffic on major highways appear to be directly related and tend to rise and fall together. If increased highway traffic occurs as a result of Ports-to-Plains efforts, it is likely that sales tax collections in Lincoln County will increase as well.

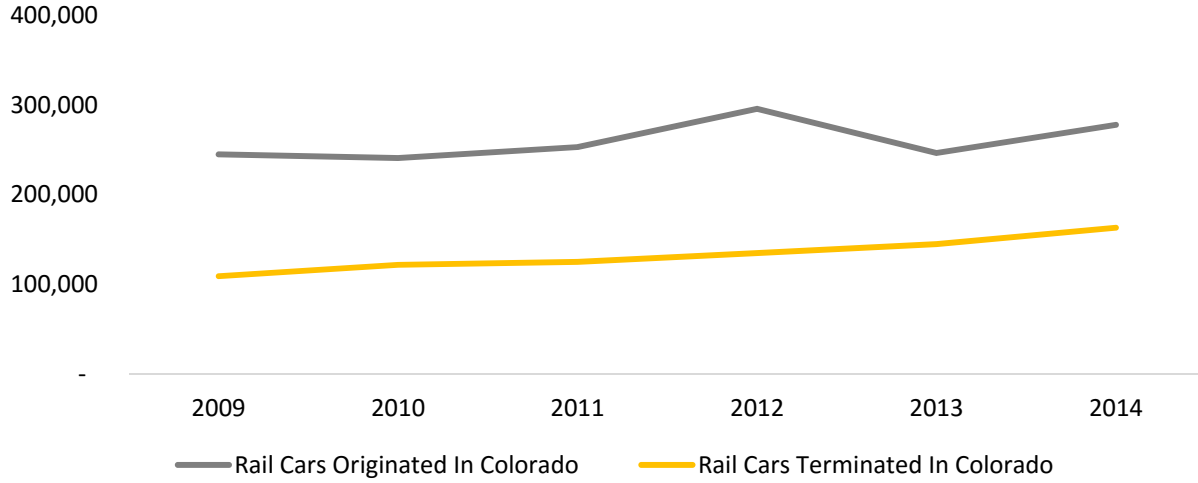
Lincoln County DVMT and Sales Tax Collections - Colorado Department of Transportation and Revenue



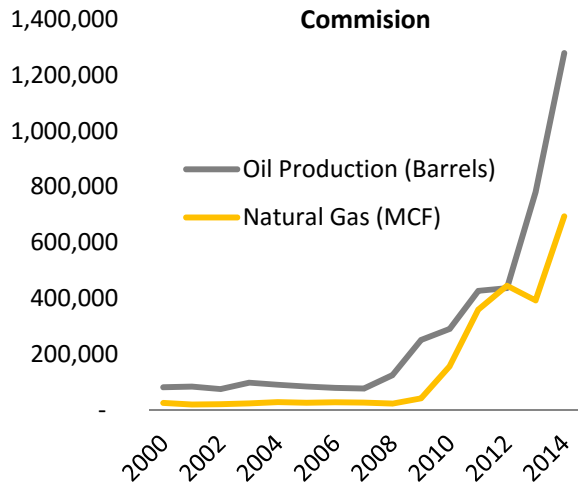
Rail car traffic data from Union Pacific shows a general upward trend in both cars originating in Colorado (i.e. exports), and cars terminated in Colorado (i.e. imports). As the state’s economy recovers and continues to grow, it is likely that the distribution of goods by rail will continue to be an important aspect of economic activity in the state. It should be noted that the regulatory environment surrounding the coal industry could result in a decrease in rail shipments, which account for a significant proportion of rail cargo in the state.



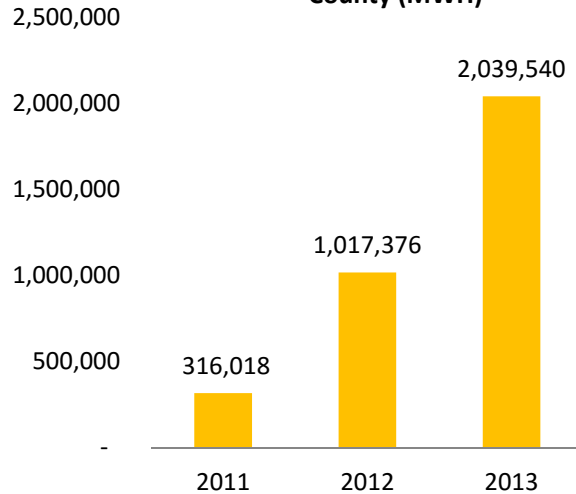
Union Pacific Rail Car Traffic In Colorado



Oil & Natural Gas Production in Lincoln County - Colorado Oil and Gas Commission



Net Generation Wind Power Lincoln County (MWH)



ENERGY INDUSTRY

Currently, there is a multi-source energy boom occurring in Lincoln County. Recent development in the energy industry in the county has led to a diversification in the employment base. Since 2008, oil production in Lincoln County increased from 76,000 barrels to over 1.2 million annually, while natural gas production increased from 25,000 MCF to nearly 700,000 MCF annually. Additionally, significant development of wind turbines has increased electric generation to over 2 million MWH annually. While oil and gas development is prone to fluctuation, it is likely that the benefits and growth associated with wind generation will remain. Employment spikes occur while windfarms are



developed, but once they are running, the operations crews are relatively small. At the county scale, wind energy brings ongoing revenues to windfarm property owners and to the county government. All Lincoln County residents stand to benefit from sustaining and expanding wind energy in the long term.

The increased energy activity has led to the diversification of the local economic base. Since 2003 employment from farm, retail, government and accommodation have experienced proportional decreases as a percentage of total employment, while energy jobs have increased from below 1% to 6%.

STRATEGIES

Strategy A – Establish web based and print media that market Limon’s Foreign Trade Zone designation and advertise this unique opportunity to target businesses. Target businesses include: light manufacturing, training centers, transportation/shipping, warehousing and logistics.

Strategy B – Create and map a full inventory of town-owned land. Identify land that could be developed for economic development purposes, prioritize the best sites and master plan these sites. Partner with state and federal economic development agencies to develop infrastructure, building shells, and other assets that would attract business and investment. The town-owned airport property, the Tamarack Golf Club and the Big Sandy parcel are a few examples of town properties that could be utilized for economic development.

Strategy C – Complete and implement the Airport Master Plan and build from the aviation infrastructure to establish low water use businesses on the town-owned airport property.

Strategy D – Continue to partner with the Ports-to-Plains Alliance to procure funding and implement a four lane highway along the growing trade corridor stretching from Canada to Mexico and connecting through Limon.

Strategy E – Work with the Colorado Department of Transportation to encourage participation and statewide implementation of the Ports-to-Plains Corridor and to plan for local improvements that will facilitate the upgrade of this important trade route.

Strategy F – Work with economic development partners and regional colleges to establish education and training programs that align with opportunities for primary job industries:

- Transportation
- Commercial truck driving
- Wind energy
- Oil and gas
- Agriculture
- Food processing and distribution

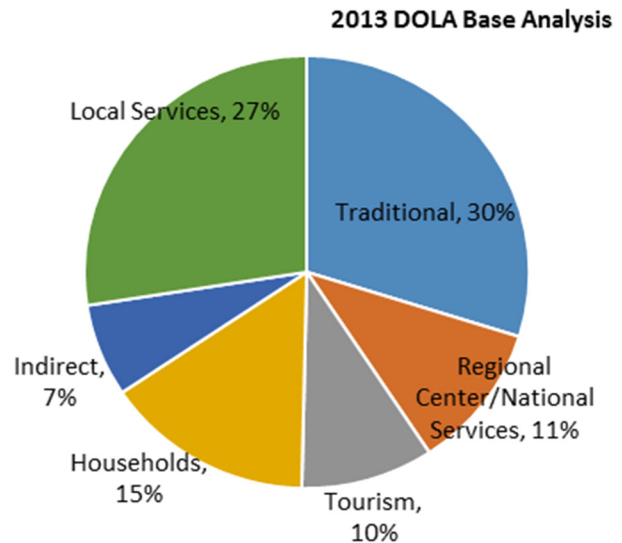
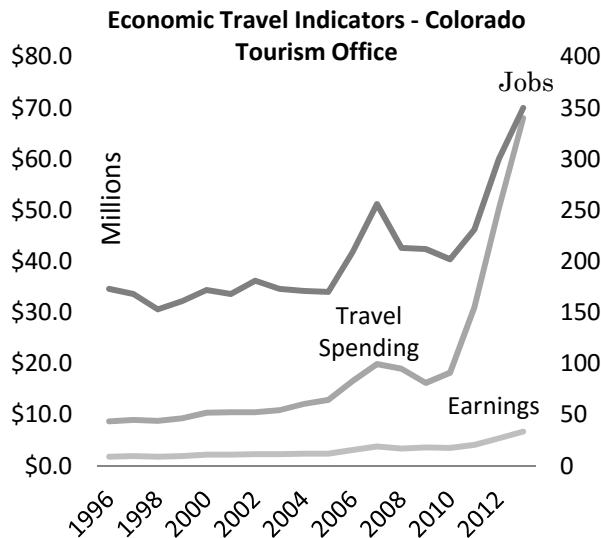
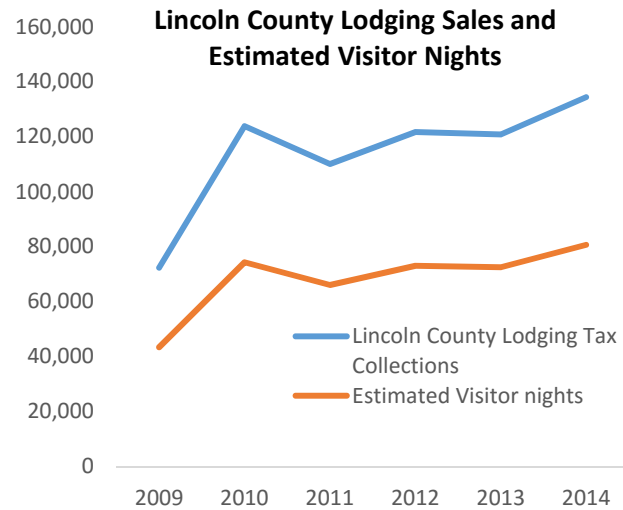


GOAL ED.3 ENTICE INTERCHANGE VISITORS AND LODGING GUESTS TO EXPLORE LIMON.

Background Information

Travel activity has significantly increased over the past 10 years and travel/tourism now accounts for 10% of the employment base in Lincoln County. By attracting a larger portion of highway traffic towards downtown, Limon could capture more spending and activity downtown and at attractions such as the railroad museum.

Lodging tax revenue in Lincoln County has increased from \$72,000 in 2009 to over \$134,000 in 2014. Assuming 1.5 people per hotel room and a \$125 per night hotel cost, Lincoln County had over 80,000 overnight visitors in 2014.

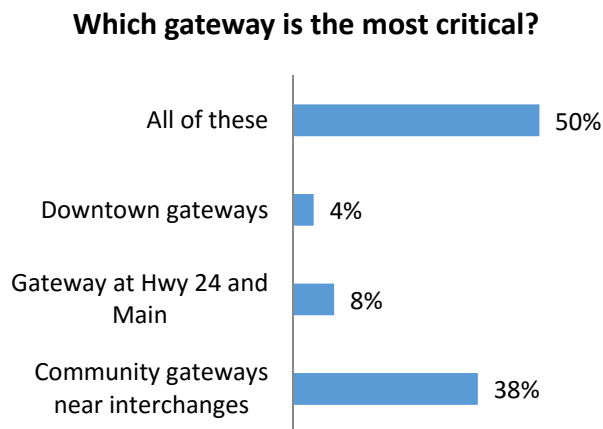
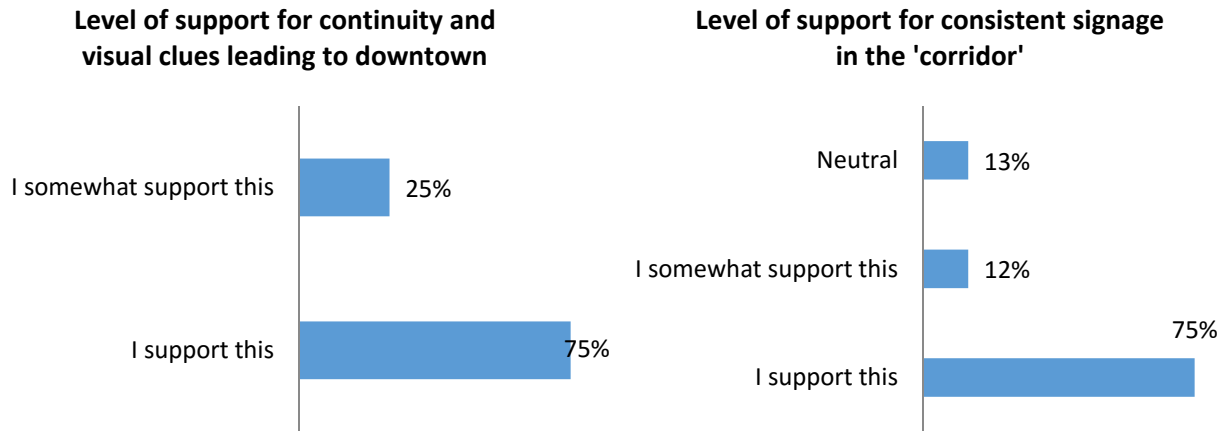


If the town encourages interstate based visitors to travel downtown for food or entertainment even a fraction of these visitors could substantially increase economic activity in Limon’s non-interstate commercial areas.

At the Growth Summit Workshop, participants were asked three questions about connecting the highway to commercial development within the rest of the town. Overall, participants strongly favored linking the interstate corridor with other commercial development in the town through the use of signage and visual continuity, and sidewalks



and pedestrian trails. Participants thought that all gateways were important but the community gateways related to interstate interchanges were the most critical.



STRATEGIES

Strategy A - Establish a consistent streetscape with visual clues that encourage motorists to leave the interstate and lead motorists and pedestrians from the west and east I-70 interchange commercial areas to downtown including: consistent plantings and pedestrian walkways/pathways, consistent lighting, banners, directional signage and other visual clues to direct and entice more people to Limon’s town core.

Strategy B - Improve gateway signage at the west and east interchanges and develop tourist-oriented and way-finding directional signage towards downtown Limon, historic sites, parks, recreation facilities, open space and cultural resources.

Strategy C - Work with the Chamber of Commerce, and other local organizations, to organize materials and talking points for lodging front desk managers and restaurant clerks to inform visitors about Downtown Limon and the historic sites, parks and recreation facilities, open space and cultural resources offered in Limon.



Strategy D – Work with local economic development organizations to create a targeted tourism marketing plan to entice visitors staying at interchange area hotels to explore Downtown Limon and its historic sites, parks and recreation facilities, open space, trail connections and cultural resources.

GOAL ED.4 - PROMOTE COMMUNITY ASSETS.

Background Information

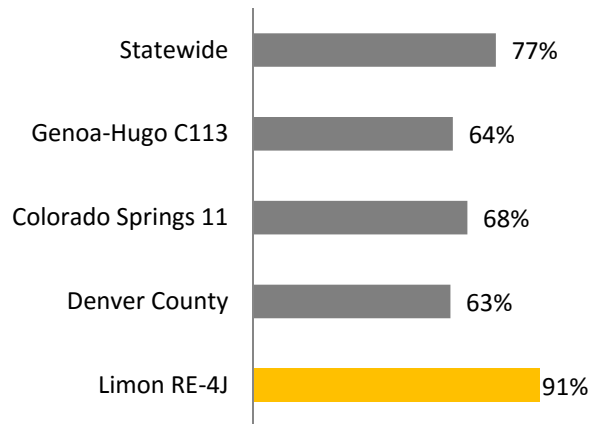
Limon has a number of marketable qualities making it an ideal place to locate or expand a business.

In 2015 the Limon school district built a new \$22.5 million dollar K-12 school that can accommodate up to 600 students. The high school graduation rate is 91%, which is 14% higher than the state average and between 40% and 23% higher than neighboring school districts.

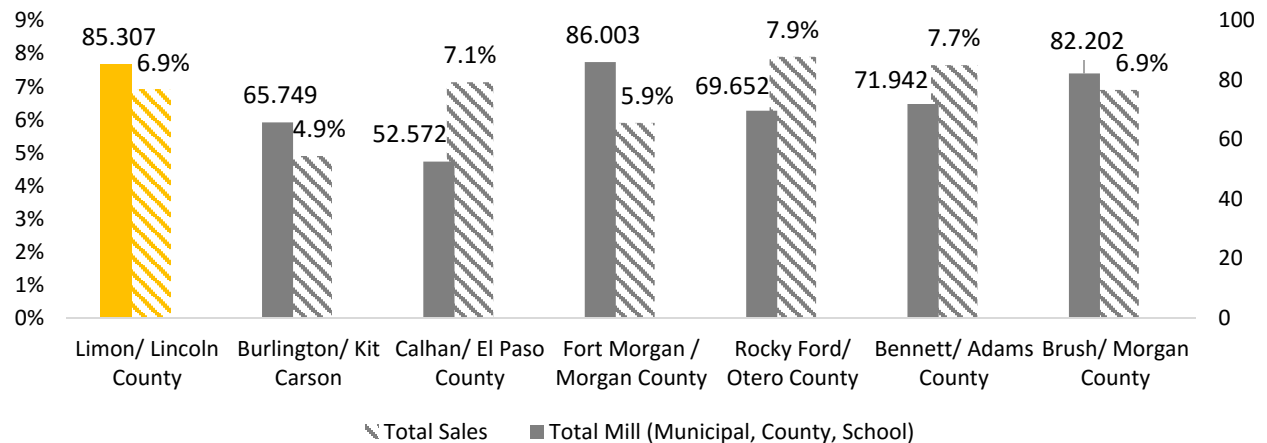
These impressive school statistics reflect caring leadership and a long established sense of community ethics and responsibility to move the community forward and expand livelihoods.

The town also boasts competitive tax rates that are in line with or lower than neighboring counties and municipalities, ensuring that taxes are not a disincentive.

2014 High School Graduation Rates - Colorado Department of Education



Combined Municipal and County Property Tax (January 1, 2015) and Sales Tax Rates 2015



STRATEGY

Strategy A - Create a slogan, messages, logos, designs and imagery to articulate Limon's brand, to solidify its identity and attract the interest of prospective businesses and residents. The Limon brand needs to play to its strengths:

- Family-oriented community with strong schools
- Small-town lifestyle, positive and helpful community
- Center of events and celebrations
- Business friendly (land, buildings, infrastructure, incentives)
- Regional rural center; Limon is the full service town within 70 miles
- Affordable property/cost of living/moderate taxes
- Transportation infrastructure and location
- Short drive to Front Range/Denver and Colorado Springs
- Health care in town



CHAPTER 3 FUTURE LAND USE PLAN



An existing residential neighborhood in Limon



VISION

The Future Land Use Plan Designations and Map articulate a physical planning strategy to implement the goals and strategies of this plan. It is not regulatory like zoning, but it does articulate desired future conditions and provides support for willing property owners to rezone and develop their properties as described in the Future Land Use Plan. Together, the Future Land Use Designations and the Future Land Use Map provide an additional layer of physical specificity to guide implementation of the goals and strategies contained in the other plan elements.

The land base within the current town boundaries can accommodate demand for residential, commercial and primary job development for many years to come. The future land use plan designations and map balances future residential neighborhoods, mixed use areas, highway commercial corridors, light industrial areas, and open space for outdoor recreation. The plan also reflects the reality that some neighborhoods are almost entirely built out and are unlikely to change much in the foreseeable future. The land use designations and map follow.

- **Infill Areas** - These are areas where there is already a development pattern connected to the street network, but where there are vacant lots, larger lots that could be further subdivided, and opportunities for further incremental development within the neighborhood. Infill areas can be commercial, residential, or both and represent opportunities for interested property owners.
- **Opportunity Areas** - These are largely vacant properties that have been annexed into the town and offer opportunities for economic development, housing, and in some cases, portions of these properties are ideally suited for community open space and trails.
- **Developed Neighborhoods** - This designation includes the mostly built-out platted subdivisions and areas of the historic town grid that are unlikely to change significantly in coming decades. This designation encourages the maintenance and replacement of existing residential uses, but does not point towards a desired future that is in any way different from what is in place today.
- **Highway Commercial** - This designation emphasizes convenient automobile access and parking lots in front of the buildings complete with landscaped islands and landscaped areas along the street frontage. Auto access is balanced with obvious and convenient access for pedestrians and bikes.
- **Downtown** - Downtown is the historic center of commerce, celebrations, competitions and civic life. The most important priority for the future of downtown is to maintain and enhance the characteristics that have proven successful in the past. The intent is to stay true to the character of the historic downtown and yet, encourage future development and redevelopment that will strengthen and expand the core of the community.
- **Community Recreation** - These are places that currently provide or could provide recreation, exercise and events and activities that enhance day-to-day quality of life and make Limon a wonderful place to live.



- **Town Periphery and Three Mile Area** - The area around the Town of Limon that is under county jurisdiction is an important component of this plan. This component of the future land use plan focuses on intergovernmental coordination around key topics.



INFILL AREAS

DOWNTOWN RESIDENTIAL GENTLE INFILL

This neighborhood is currently zoned R-2 and allows for duplexes and single family homes. While the lots have long been occupied with dwellings, there is an opportunity for additional dwelling units in the form of attached and detached accessory dwelling units. This is will require a change to the zoning regulations.

These units are typically smaller than the main residence and are often rented to provide additional income for the owners. Accessory dwellings require some level of review for basic standards such as off street parking, size/scale and access to basic utilities. Detached accessory dwellings would require separate water and sewer service.

SOUTH LIMON

This area is already partially developed in a lower density grid pattern extending eastward from SH 71. The properties adjacent to SH 71 are zoned CH-2, which allows commercial, retail and service commercial, as well as mixed residential and commercial land uses. Some commercial businesses exist along the highway, but the majority of developed properties along the highway are currently residential. From one block east of the highway to the municipal boundary, the property is zoned R-4 which allows for high density residential use. The predominant use today is single family dwelling units, but many vacant or underutilized lots exist today. The South Limon Park has been renovated and will better serve the neighborhood and the entire community for many years to come.



**South Limon Residential
Neighborhood Street**

HIGHWAY 71 NORTH RESIDENTIAL INFILL

This area, just south of I-70 and east of SH 71, has a few large lot single family dwellings and is zoned Estate Residential accordingly. There is a lot more land available to continue this development pattern.

OPPORTUNITY AREAS

These are largely vacant properties that have been annexed into the town and therefore, are great opportunities for economic development and housing.



NW INTERCHANGE AREA

The following are the most desirable uses in this opportunity area: “Welcome to Limon!” kiosk & signage, general commercial, transportation, warehousing and docking. A residential neighborhood would fit well on the north end of this opportunity area.



Looking North to the NW Interchange Opportunity Area

AIRPORT AREA

This property is currently owned by the town and is a magnet site identified in the foreign trade zone. It has limited water service and no central sewer infrastructure. This site is an ideal site for commercial uses that are not water intensive such as light industrial, storage and aviation businesses.

BIG SANDY OPPORTUNITY AREA

This property is currently owned by the town and is a magnet site identified in the foreign trade zone (FTZ). Because of its proximity to the developed areas in the town it has the potential to be a master planned property that integrates several types of land use. Most of this property is located in the floodplain and is best suited for open space and trail corridors/greenways. The portions of the property that are not in the floodplain would be suitable for industrial, storage and warehousing in keeping with its designation as a foreign trade zone magnet site. The developable areas of the property could include an appropriate mix of residential unit types. The developable areas of Big Sandy could include live-work format development, which includes both living quarters and low impact commercial workspace in the same building. Water and sewer is readily accessible in Big Sandy.



View of Big Sandy



View of the Vacant Residential Property from I-70

NORTHWEST RESIDENTIAL OPPORTUNITY AREA

This area is annexed into the town and mostly vacant with current zoning of R-3, which allows



single family and multifamily development, and of R-2 which allows single family and duplexes. This is an opportunity to allow for mixed density planned residential communities and an opportunity to develop a new neighborhood in Limon. Uses would include mixed density residential, community recreation features and trail(s) from interchange to downtown. It will be critical to connect future development to the existing street network.

HIGHWAY 71 NORTH OPPORTUNITY AREA

While this area does not have direct access to I-70, it is located in a visible area and is easily accessible along Highway 71. Uses would be highway commercial and other commercial uses that need highway frontage to be successful.

NE INTERSTATE OPPORTUNITY AREA

This property spans across the interstate, with the area south of the interstate having the best development potential. It is currently zoned R-3 which allows single family and multifamily development. Because it is right below the interstate, this area would be better utilized as an extension of the commercial area along Highway 24 near the east I-70 interchange. This area could be an opportunity for more semi-rural development that allows lower investment infrastructure such as gravel streets, on-site storm water management and lowers the cost of development. The portion of this opportunity area on the east side of the interstate is in the planning area for developing an alternate connection from I-70 to Highway 71 to divert eventual Ports-to-Plains corridor commercial traffic around Limon.



Looking West from Near I-70

GOLF COURSE AND SHOOTING RANGE OPPORTUNITY AREA

This is currently zoned open space, but there is enough land area between the shooting range and the golf course for a residential neighborhood on the golf course. One of the goals of this area is to connect the golf course to downtown Limon with a trail or sidewalk. A perimeter trail around the golf course would also expand the use of the golf course property. It will be essential to maintain a safe buffer between the golf course and shooting range.

DEVELOPED NEIGHBORHOODS

This designation includes partially or completely built-out platted subdivisions and areas of the historic town grid that are unlikely to change significantly in coming decades. This



designation encourages the maintenance and replacement of existing residential uses, but does not point towards a desired future that is in any way different from what is in place today. Maintenance of sidewalks, safe street crossings and street surfaces will be an important component of the long term upkeep of Limon's core residential neighborhoods.

HIGHWAY COMMERCIAL

This designation emphasizes convenient automobile access and parking lots in front of the buildings complete with landscaped islands and landscaped areas along the street frontage. Auto access is balanced with obvious and convenient access for pedestrians and bikes. Priority public improvements will include sidewalks and landscaping connecting the west interchange to downtown and signage and an information kiosk leading motorists and pedestrians Downtown.

Encourage developers to integrate interesting and varied façades and encourage a mountain/rustic architectural style that fits the small-town setting and reflects the agriculture and railroad heritage. This designation allows for a flexible mix of retail, restaurants, service commercial, offices and other uses aimed at attracting and accommodating customers on-site.



Highway 24 Looking North

Encourage developers to integrate interesting and varied façades and encourage a mountain/rustic architectural style that fits the small-town setting and reflects the agriculture and railroad heritage. This designation allows for a flexible mix of retail, restaurants, service commercial, offices and other uses aimed at attracting and accommodating customers on-site.

DOWNTOWN

Downtown is the historic center of commerce, celebrations, competitions and civic life. The most important priority for the future of downtown is to maintain and enhance the characteristics that have proven successful in the past. The intent is to stay true to the character of the historic downtown and yet, encourage future development and redevelopment that will strengthen and expand the core of the community. A primary component of this will be to preserve and build support and resources to ensure the preservation and maintenance of historic structures and landmarks in the downtown core and to respect and relate to this historic character.

Increasing the number of residents living in or adjacent to downtown has proven to add vitality and increase the daily customer base all over the country. One strategy for building in downtown residents would be to encourage conversion of hotels in/near downtown to rental apartments.



Looking East on Main Street



Maintaining and improving the pedestrian-friendliness of downtown is a top priority. One of the characteristics that makes Limon's historic district so distinctive is the direct connection between the buildings and the sidewalk, and the obvious orientation towards pedestrians. Future development should site buildings at the edge of the sidewalks and existing gaps in the block faces should be filled in, except for plazas, pocket parks and other gathering places. This designation encourages the revitalization of the historic commercial buildings.

Land uses need to evolve to promote the best use of the land with the possibility of allowing accessory residential units associated with the primary commercial use. Consolidating parking in multi-use collector lots and making the best use of alley parking would help meet peak-season and day-to-day on-site parking needs.

COMMUNITY RECREATION

These are places that currently provide or could provide recreation, exercise and enhance day-to-day quality of life to make Limon a wonderful place to live.

TOWN PARKS AND COMMUNITY SPORTS FACILITIES

Limon is a regional center and it needs to continue to assert its role by maintaining and investing in parks and indoor/outdoor recreation facilities.

RIVER AND CREEK CORRIDORS

Limon is at a confluence of waterways with the Big Sandy Creek just south of Main Street and Downtown and a series of intermittent creeks coming from north to south through town, converging southeast of town. This brings nature right into the daily lives of all who live here and provides cherished discovery of the natural world in Limon.



Creek Corridor Trail near the Cemetery

GOLF COURSE & GOLF COMMUNITY

The golf course offers a wonderful outing for family and friends and attracts regional golfers. With careful planning the golf course could someday include a limited number of course side homes. The golf course will require careful planning and marketing to ensure that it is fiscally sustainable in the future.



CENTERS & CONNECTIONS / PEDESTRIAN SYSTEMS

The walkability and pedestrian systems in Limon could integrate bike routes, pathways, trails and sidewalk throughout town and connecting to parks, open space and other destinations.

TOWN PERIPHERY AND THREE MILE PLAN

The Town Periphery and Three Mile Plan integrates land use planning on the periphery of Limon and intergovernmental cooperation. For the Town of Limon to be its best it must coordinate with the counties surrounding it, Lincoln and Elbert, as well as the Colorado Department of Transportation and the public land management agencies. The topics detailed below are areas where intergovernmental cooperation will be mutually beneficial.

INTERGOVERNMENTAL AGREEMENTS (IGAs) WITH LINCOLN AND ELBERT COUNTIES

The IGAs list the protocol for the communications between the Town of Limon and each county regarding development applications and other activities reviewed under county jurisdiction in the three mile coordinated planning and referral area. County applications within the three mile coordinated planning and referral area are to be referred to the town at least 21 days in advance of a the first public hearing on the land use request. Responses from the Town of Limon will be integrated into the public record regarding the development application. Also the county will encourage land use applications for properties that are currently unincorporated but are contiguous to the town’s municipal boundary to apply for the project under the town’s jurisdiction in a development and annexation application with the town. If the applicant requesting the land use and the Town of Limon cannot reach an agreement for development within Limon, then the county would invite the town to participate in joint review process to inform the county’s final decision.

Additionally the town needs to coordinate with state and county government to ensure the protection of municipal water supply through the wells and to ensure access and the ability to perform maintenance and upgrades to the wells.

REGIONAL OUTDOOR RECREATION

There is a void of outdoor recreation opportunities in the region surrounding Limon. There are no state or national parks nor are there any other major outdoor recreational attractions nearby. This void presents an opportunity to establish a set of regional recreation attractions with Limon at the center and extending out into Lincoln and Elbert Counties.

- Regional trails system extending Limon trails along waterways and linking ponds and public lands.
- Explore possibilities for utilizing state lands for regional recreation.



TRANSPORTATION

Transportation is by nature intergovernmental as roads, train tracks, and flight paths cross through multiple jurisdictional boundaries. It is an especially important topic for Limon, the “Hub City” which is at the intersection of Interstate 70, and Highways 24, 40, 71, and 287, and is also located on two active rail lines through town. The key transportation concerns requiring intergovernmental cooperation are:

- Trains parked on the highway crossings can impede traffic and EMS response to and from South Limon. Continue efforts to find an emergency route in the event of an emergency while a train is obstructing the Highway 71 track crossing.
- The Ports-to-Plains Corridor (Mexico to Canada four lane trade route) will eventually require the construction of a relief route from Interstate 70 to Highway 71 north of Limon to minimize truck traffic on Highway 71 through town.
- Attractive signage that is visible to interstate travelers advertising Limon’s businesses and attractions.
- The airport safety zones extend across jurisdictional lines and enforcement or changes to these zones will require intergovernmental cooperation.

REGIONAL ECONOMIC DEVELOPMENT

Economic development that would require regulation and/or approval by other jurisdictions.

- Many economic development efforts will span jurisdictional boundaries. For example, aviation research and development companies would require review under multiple jurisdictions and agencies and the use of the municipal airport.
- Limon is the regional center, so it is crucial to maintain the geographic identity of Limon with a clear transition from rural and agricultural to in-town Limon.
- Enhancing communications infrastructure and service requires regional cooperation to get companies committed to expanding and improving communications infrastructure.
- Keeping agricultural lands in-tact is a regional effort covering everything from local government land use regulations to state water law.
- Encourage the development of sand and gravel resources near Limon.

ENVIRONMENTAL PROTECTION

Protecting the natural environment in and around Limon is essential to maintaining its character and appeal and to maintaining a clean and reliable water supply.

- Prevent and mitigate flood hazard and erosion.
- Maintain and improve ground water quality.
- Preserve and enhance critical wildlife habitat
- The skyline is an important part of day to day life. Quality of life and livability in this regional center are an important component of regional economic sustainability and the skyline contributes to quality of life. Preserving the skyline and avoiding

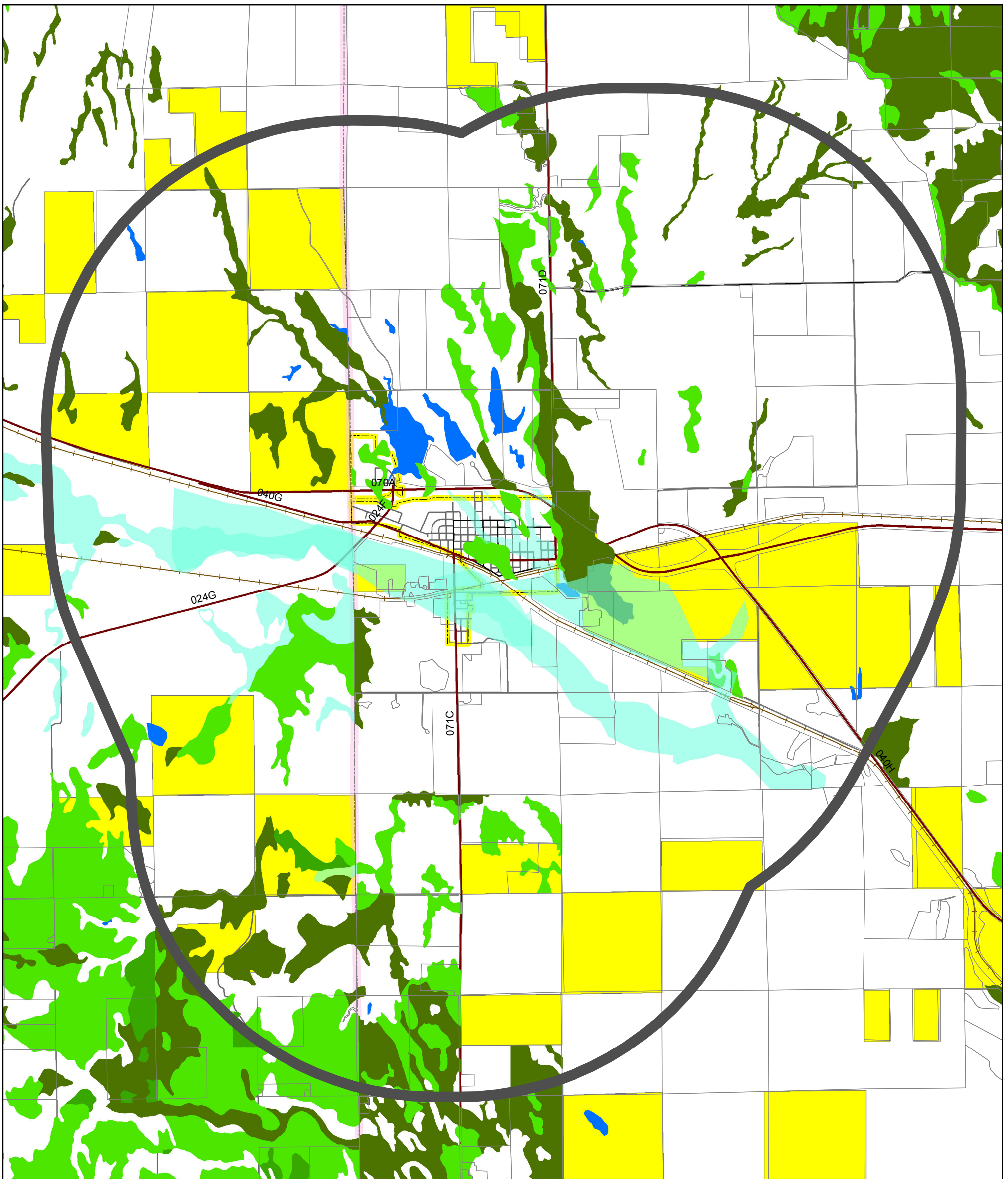


large scale impacts on the views from Limon are an important component of future planning in the three mile planning area.

FIRE PROTECTION, EMS AND LAW ENFORCEMENT

Public safety agencies already work together to cover the needs of the Limon area and future coordination is essential on many fronts including: recruiting and training volunteers and staff, addressing regional EMS needs, and investments in communications technology, equipment upgrades and replacement, and management systems that make the best use of local resources.





Atlas of Natural and Cultural Features

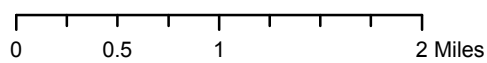
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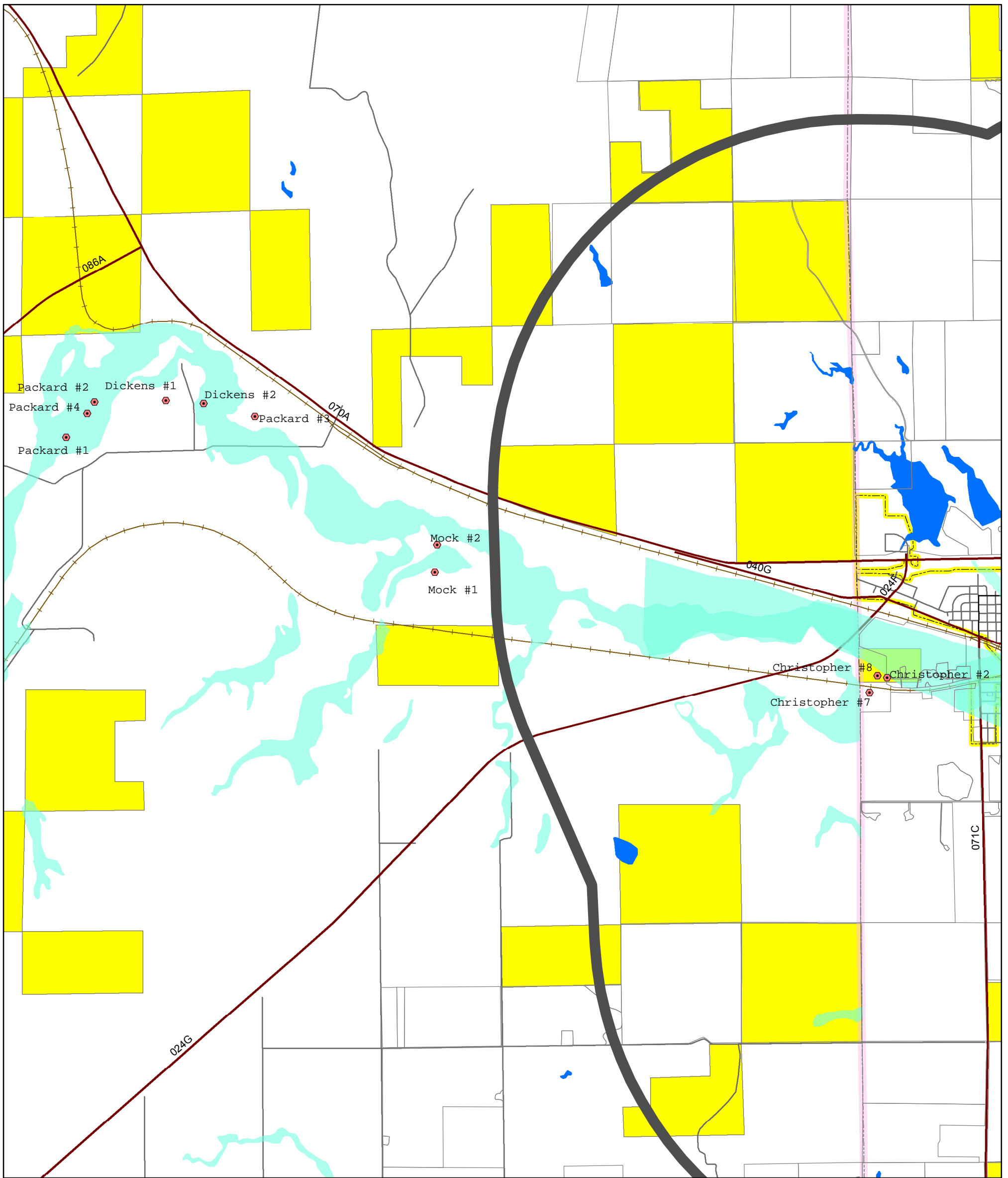
- Highways
- Major Roads
- Local Roads
- Railroads
- Streams
- City Limits
- Section Lines
- Lakes

Legend

- Frequently Flooded
- Farmland of Statewide Importance
- Prime Farmland if Irrigated
- Colorado Land
- Three Mile Buffer

Limon
Three Mile
Plan





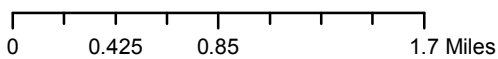
Atlas of Natural and Cultural Features
Legend



- Highways
- Major Roads
- Local Roads
- Railroads
- Streams
- City Limits
- Section Lines
- Lakes

Legend

- Town Wells
- Frequently Flooded
- Colorado Land
- Three Mile Buffer



Limon Three Mile Plan

Limon Water Wells

CHAPTER 4 HOUSING



Limon Housing Authority Affordable Housing



VISION

Throughout the process to create this comprehensive plan, the community consistently voiced the need for more options in for-sale and for-rent housing markets. Housing and economic development are linked because prospective businesses will evaluate the housing market, along with other considerations when selecting a new location or expanding. Businesses need employees to operate and prosper. A diverse housing market with quality properties for sale and units for rent is a necessity for any business who wants to open a new location, retain existing employees and recruit new ones.

Earnings from the travel industry at convenience stores, truck stops and hotels are an important component of the economy and are steady jobs, but lower wages make it difficult to earn a living in this industry. There are also seniors, veterans, disabled people and others in Limon who also have difficulty bridging the gap between the cost of living and their incomes. Housing and utility costs constitute a large portion of this gap.

Affordable/attainable housing is a key component for Limon's long term sustainability, but garnering the resources to get this housing built and occupied will require a surge of community effort and cooperation. The housing authority is not in a position to be able to expand their services. The housing authority manages 44 income restricted units today, which is an incredible resource for Limon, but the waiting list is long and there is much more demand for affordable units than there is supply.

This plan element is centered around a set of goals that cover the range of housing needs in Limon today and in the future.

Goal H.1 – Promote the development of diverse housing types for residents with varied economic circumstances and housing needs.

Goal H.2 – Increase the supply of quality housing options in Limon.

Goal H.3 – Encourage the development of affordable housing for Limon's lower income and special populations.

Goal H.4 – Increase the role and collaboration of Limon's non-profits and volunteers to provide affordable housing.



GOAL H.1 - PROMOTE THE DEVELOPMENT OF DIVERSE HOUSING TYPES FOR RESIDENTS WITH VARIED ECONOMIC CIRCUMSTANCES AND HOUSING NEEDS.

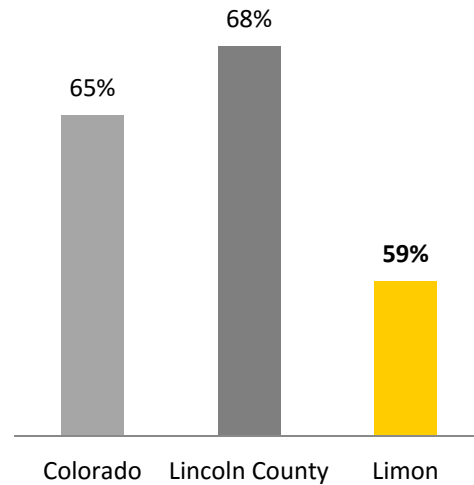
BACKGROUND INFORMATION

59% of Limon’s residents own their own homes, showing a higher percentage of renter households compared to the county and state. The low rate of home ownership is related to relatively low income levels and a lack of quality housing for potential buyers.

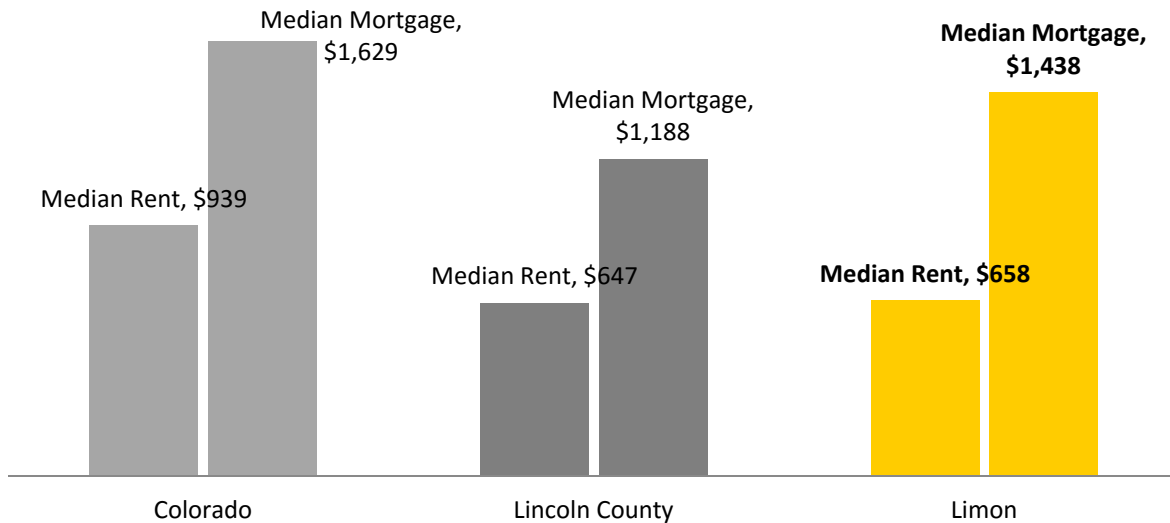
Median ownership costs (insurance and taxes included) are higher in Limon than countywide, but lower than statewide costs. Per month median housing costs with a mortgage in Limon are \$1,438 compared to \$1,188 in the County and \$1,629 statewide.

The median rental housing cost statewide of \$939/month is higher than both Lincoln County and Limon. Rental costs in Limon are nearly \$300/month less than the state median.

Home Ownership Rate - 2013 ACS



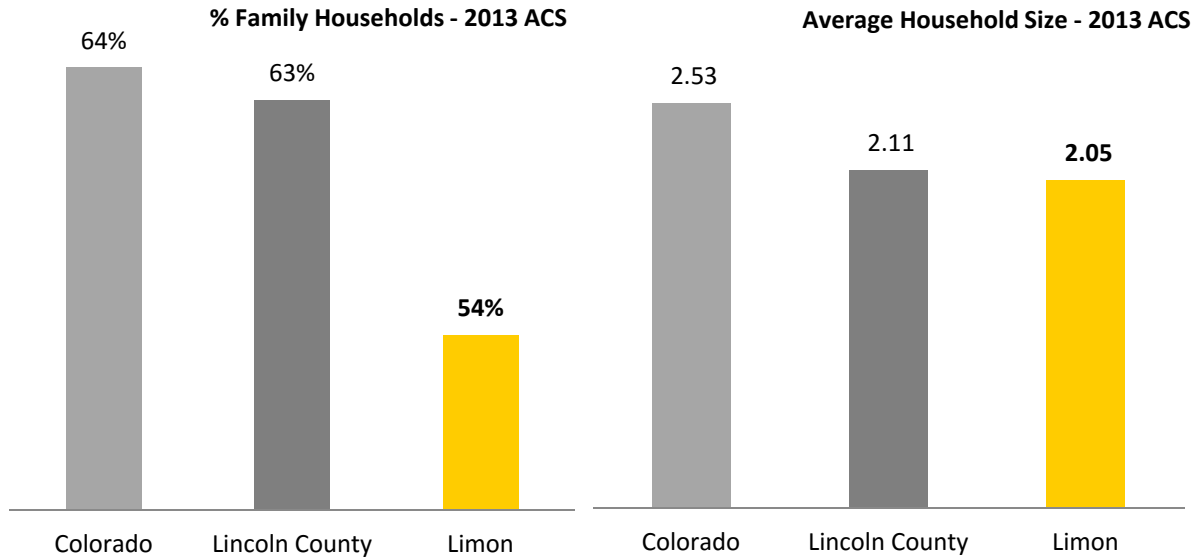
Median Housing Costs - 2013 ACS



Limon has a lower rate of family households and household size when compared with the county and the state. 54% of households in Limon are family households (one or more people related to each other) compared with 63% in the county and 64% in the state. The lower rate of family homes translates to smaller average household size, 2.05 in Limon compared with 2.11 in Lincoln County, and 2.53 in the state.



Limon’s population contains an almost even split between family and non-family households. Limon needs a diverse housing stock to ensure that working families, single individuals and retirees have appropriate housings options.



STRATEGIES

Strategy A – Review the town zoning districts and Schedule of Requirements to ensure that current and future zoning districts allow a variety of housing types and densities which result in lower per-unit land and development costs and make new housing more affordable. Allowing low impact home occupations in neighborhoods that can accommodate them can save money for small businesses and allows for modest income tax write-offs, effectively making homes more affordable for small business owners and/or telecommuters.

Strategy B – Consider changing development policies that requires developers to pay all development costs, and consider housing construction incentive programs.

Strategy C – Encourage mixed-use development with direct connections from housing to commercial and employment areas.

Strategy D – Encourage housing where appropriate downtown, for example upper stories, alley accessed, or separate entrance.

Strategy E – Explore lower cost housing designs such as tiny houses.



Tiny Houses in Buena Vista, CO

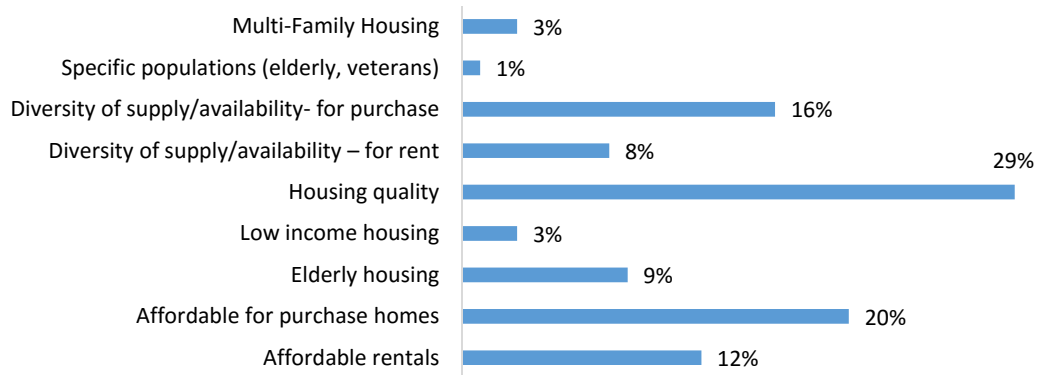


GOAL H.2 – INCREASE THE SUPPLY OF QUALITY HOUSING OPTIONS IN LIMON.

BACKGROUND INFORMATION

Quality housing is necessary to retain and attract a thriving workforce. 29% of participants at the Community Vision Event identified quality housing as one of the most important housing issues in Limon. Quality housing was also identified as an area for change at the non-profit and volunteer work session and the youth visioning event.

Which are most important for housing in Limon?



STRATEGIES

Strategy A – Consider incentives for housing developers including tax reduction and cost sharing for infrastructure improvements.

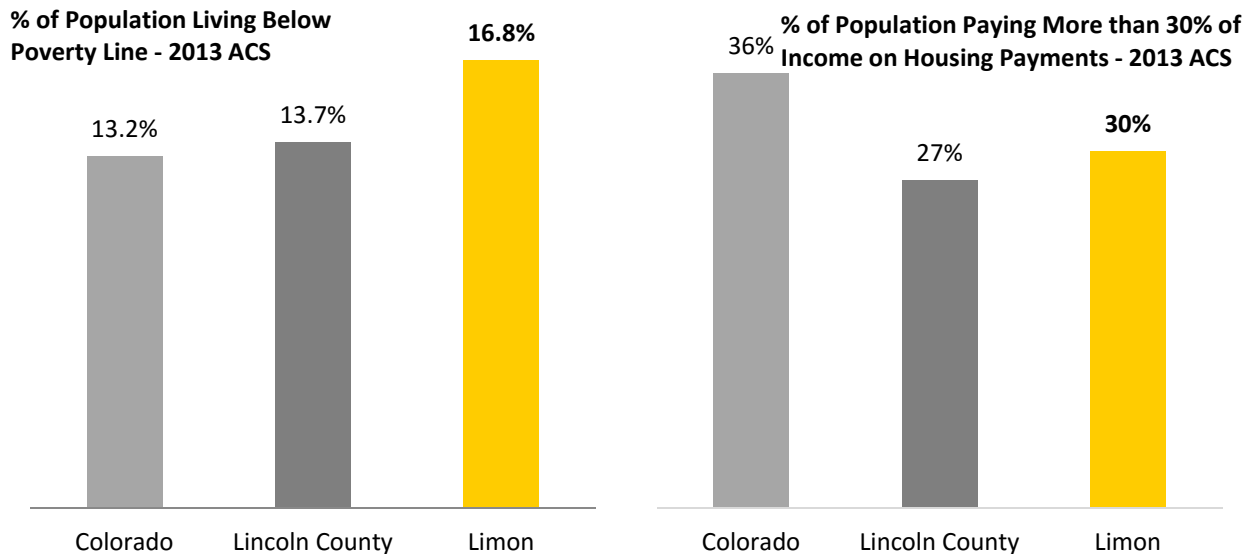
Strategy B – Work with mortgage lenders, and other local housing agencies to identify additional strategies that could increase the supply of quality housing in Limon.



GOAL H.3 – ENCOURAGE THE DEVELOPMENT OF AFFORDABLE HOUSING FOR LIMON’S LOWER INCOME AND SPECIAL POPULATIONS.

BACKGROUND INFORMATION

Households spending more than 30% of monthly income on housing payments are defined as cost burdened by HUD. According to the Census American Community Survey (ACS), despite relatively low prices in Limon, 30% of households in Limon are cost burdened. This rate is lower than the state rate of 36% but higher than the county rate of 27%. The high rate of cost burdened households despite relatively low housing prices is probably related to relatively low income levels, and a higher percentage of the population living below the poverty line. Nearly 17% of Limon’s population lives below the poverty line, a rate 3% higher than the county or state.



STRATEGIES

Strategy A – Work with regional, state and federal housing entities and developers to prepare for an aging population with a housing supply serving age cohorts ranging from recent retirees to the elderly.

Strategy B – Work with regional, state and federal housing entities and developers to expand the inventory of affordable rental housing in Limon.

Strategy C – Work with local, regional, state and federal housing organizations to establish a supply of housing for special-needs populations: veterans, disabled individuals, single mothers, and the elderly.

Strategy D - Work with the Limon Housing Authority to expand the use of Section 8 Housing Vouchers in Limon.



Strategy E - Explore housing finance and grant programs.

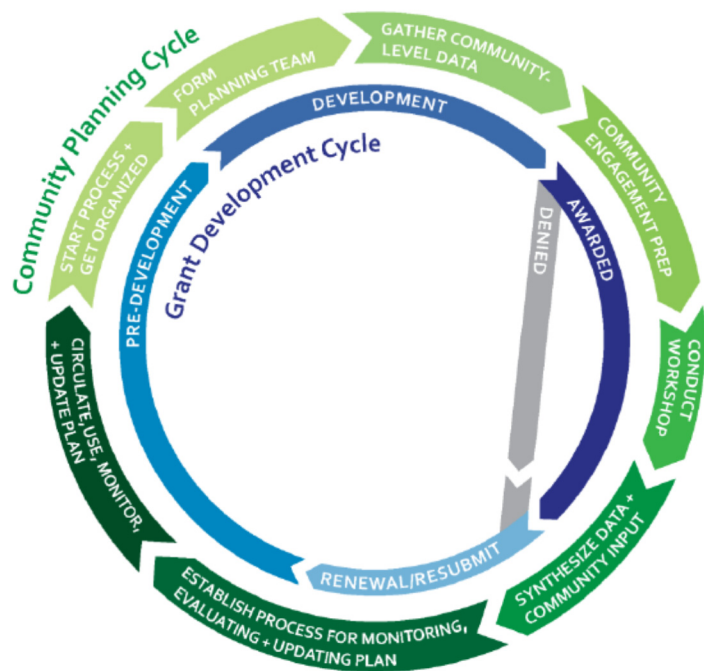
- The Colorado Housing Investment Fund (managed by the Department of Local Affairs) –This program has a revolving loan fund for foreclosure prevention and rental housing
- Housing Development Grants - To preserve or expand the supply of affordable housing and to finance foreclosure prevention
- Housing Development Loan Fund - Finance redevelopment or rehabilitation of low- or moderate-income housing
- Private Activity Bonds - Tax exempt bonds that can be used for affordable housing and for low interest mortgage financing to qualified buyers
- Community Development Block Grants - For housing development and rehabilitation
- HOME Investment Partnerships Program - To fund efforts to build, buy, and/or rehabilitate affordable housing for rent or ownership and to provide low income rental assistance
- Low Income Tax Credits - Awarded to developers of housing for qualified low income housing

GOAL H.4 – INCREASE THE ROLE AND COLLABORATION OF LIMON’S NON-PROFITS AND VOLUNTEERS TO IMPROVE HOUSING AFFORDABILITY AND QUALITY.

BACKGROUND INFORMATION

The quality, affordability and availability of housing was identified as a one of the main areas for change at the non-profit and volunteer work session. Non-profits can have significant influence and impact on a local housing market. Non-profits have the unique ability to consider initiatives, collaborate, attract funding and advocate for more housing choices in Limon.

Funding often determines the success of non-profit groups and specific projects, it is important that non-profits and volunteers understand the relationship between project planning



and funding. The planning and grant development cycle begins with an entity getting organized to form a team, the team gathers data and engages the community. Data and community input become a plan, which is monitored, updated, and submitted for grant funds. If the project is not awarded in the current round the plan will be ready for following rounds of funding. The two cycles work in tandem and continue as federal and state monies are allocated throughout the fiscal year.

It is important that housing non-profits pursue numerous types of funding including: foundation grants (independent, corporate, or family); donations, state, federal and local government grants, and ongoing funding.

A thorough process will result in sustainable projects and funding.

STRATEGIES

Strategy A – Encourage community organizations to broaden agency focuses to include housing efforts and attract and emphasize funding.

Strategy B – Encourage area non-profits to capitalize on housing related funding opportunities.

Strategy C – Develop public-private partnerships to get housing built.



CHAPTER 5 INFRASTRUCTURE AND CORE SERVICES



C7 Well House



VISION

Investments in infrastructure that improve quality of life and support commerce will have a significant economic impact by making it possible for existing businesses to expand and by increasing the overall appeal of Limon to employers. The town will work to provide financially sustainable infrastructure and core services that serve the needs of the community.

Basic infrastructure components such as recreational amenities, trails, sidewalks, and EMS services are fundamental components of day-to-day health and quality of life.

Enhancements to bike and pedestrian facilities will increase transportation and recreation options and entice tourists to get out of their cars and explore. Maintaining the fiscal soundness of the town in current and future economic cycles is of utmost importance for achieving community goals and maintaining health and quality of life. This plan element is centered around these goals:

Goal ICS.1 – Improve existing parks and recreation facilities.

Goal ICS.2 – Expand outdoor recreation.

Goal ICS.3 – Develop an indoor recreation facility that is suited to the level of use expected in Limon and is feasible given the fiscal realities of the town.

Goal ICS.4 – Integrate auto and pedestrian/bike transportation throughout town.

Goal ICS.5 – Pursue economic development investments.

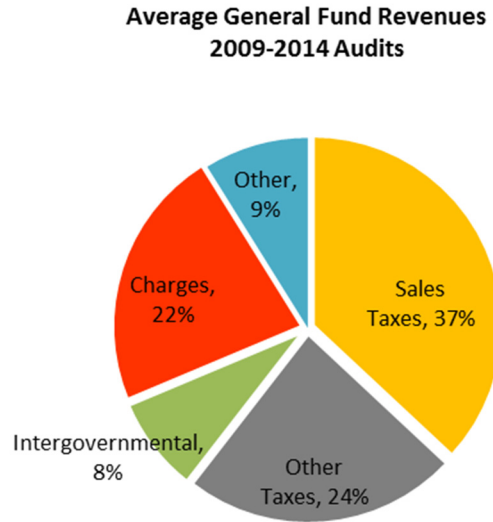
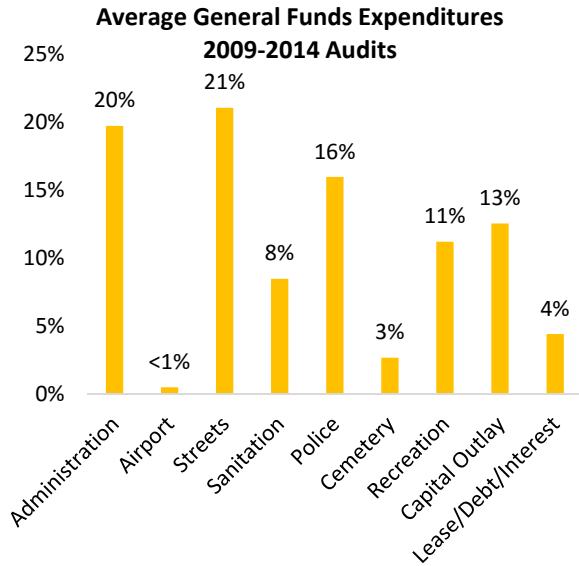
Goal ICS.6 - Ensure that water and wastewater facilities remain compliant with state and federal regulations and that the water and wastewater funds are fiscally sound.

Goal ICS.7 – Maintain the level of service and performance of the Limon Ambulance Service.

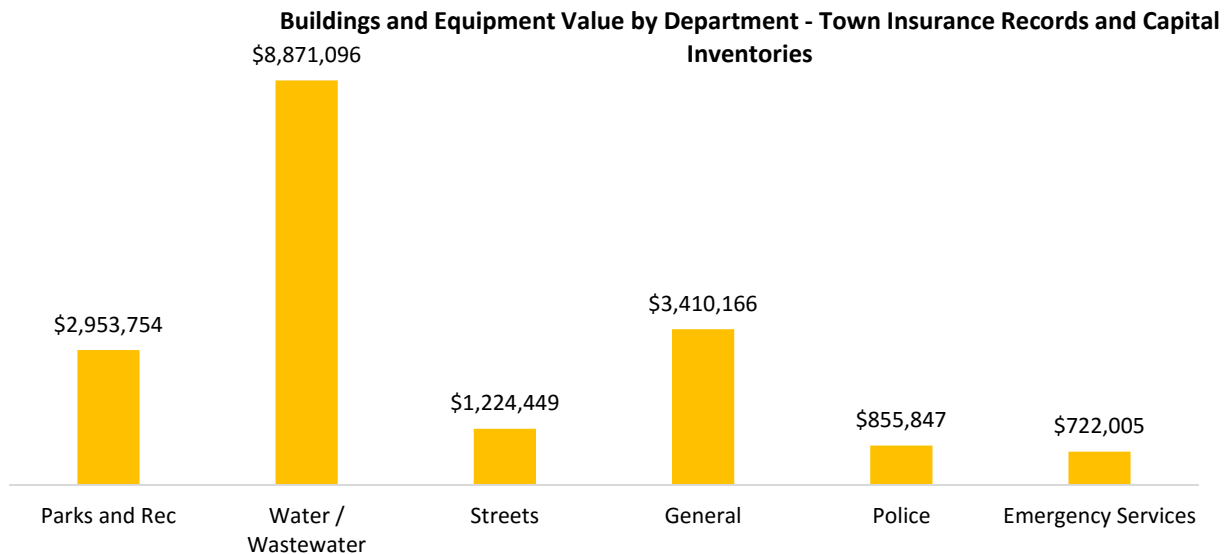
FISCAL BACKGROUND

Most of the town's general fund revenues originate from taxes. On average, tax collections account for 61% of total revenues. Between 2009 and 2014, the administrative, streets, and police departments accounted for an average of 57% of total town expenditures. These are the only departments that individually account for more than 15% of the total budget. Lease, debt, interest payments, the cemetery and the airport combined account for less than 10% of general fund spending.





Limon uses over \$18 million worth of buildings and equipment to provide services to residents. The buildings and equipment used by the water and wastewater departments account for nearly half of the total value, with the water treatment plant accounting for 19% of town owned buildings and equipment. Administrative/General Departments account for \$3.4 million or 19% of town capital facilities, and the parks and recreation department accounts for \$2.9 million in capital or 16% of town capital facilities. The emergency services, streets, and police departments manage the remaining 16% of capital facilities.



PARKS AND RECREATION

Limon has a number of existing recreation assets including two softball fields, one baseball field, Limon Municipal Pool, four community parks, a skate park, the golf course, Kissel fishing pond and wetlands. Currently the town offers the following youth sports: baseball, softball, junior golf, basketball, football, soccer, volleyball and gymnastics (in Elizabeth, 51 miles from Limon), with a total of 691 youth participants in 2014. The town offers adult softball, volleyball, open gym and men’s, women’s, and senior golf leagues. In 2014 there were 264 adult softball and volleyball participants and 211 open gym users. The town also offers a small number of youth and senior trips each year.

The majority of Limon residents at the Community Vision Event and the Growth Summit were supportive of improving current assets and increasing the recreation opportunities in Limon. Top priorities for outdoor recreation are improved parks and facilities, and more trails and pathways. The top priority for indoor recreation is a recreation center. Increasing recreation opportunities in Limon will benefit not just the residents of Limon, but will also appeal to visitors and potential businesses.

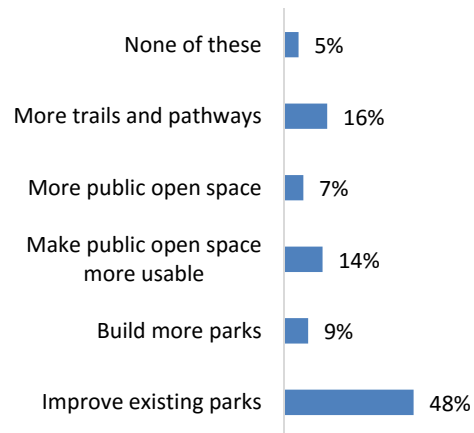
GOAL ICS.1 – IMPROVE EXISTING PARKS AND RECREATION FACILITIES.

Background Information

At the Community Vision Event participants were asked what the highest priority is for Parks and Recreation. 48% of participant identified improving existing parks and facilities as the most important priority for parks and recreation.

Limon has a number of parks and recreation facilities: Limon Softball Complex, Bob Smith Baseball field, Tamarack Golf Course, a community building, a pool/bathhouse, four community parks, a skate park, a fishing pond and wetlands for wildlife viewing, as well as four currently vacant areas that may be suitable for parks and recreation development.

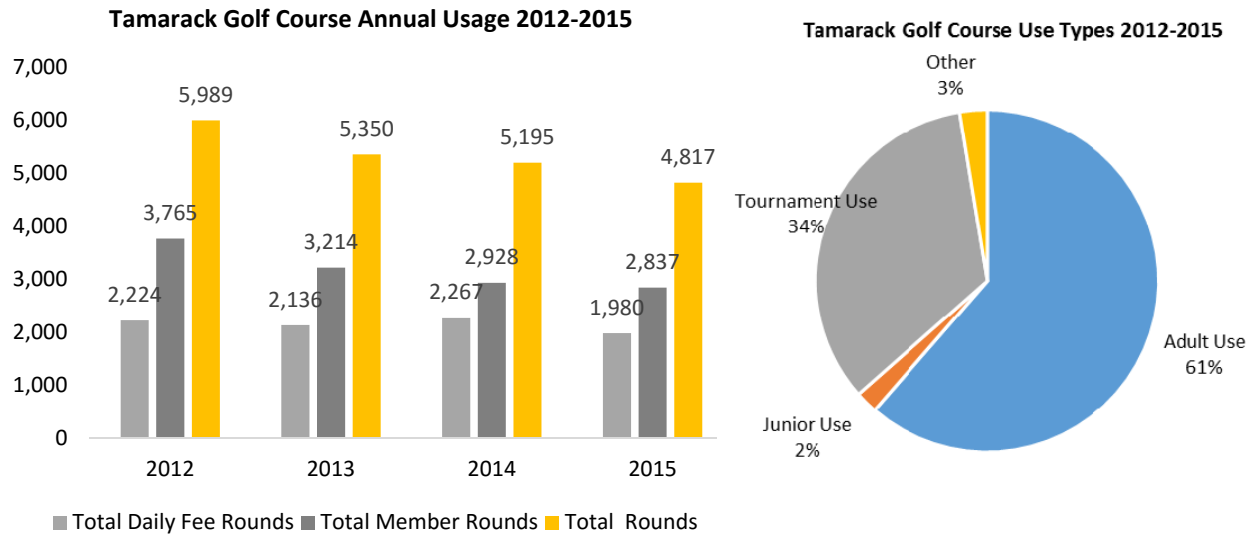
Which is the highest priority for parks and recreation?



The Tamarack Golf Course is south of Limon on Highway 71. The town owns and operates the golf course which has nine holes and a driving range as well as a pro shop and banquet hall. Since 2012 the total rounds of golf played at the course has steadily decreased. In 2012 there were 5,989 rounds of golf played, in 2015 there were 4,817 rounds, a decrease of 1,172 rounds in a total of four years. In 2015 Tamarack members accounted for an average of 60% of total rounds while nonmembers accounted for an average of 40% of total rounds.



Between 2012 and 2015 adults accounted for 63% of total use of the course and tournaments accounted for 34% of total use, junior use made up 2% and the remaining 3% was other use.



Limon Recreation Assets

Tamarack Golf Course	9 Holes, Driving Range, Pro Shop, Banquet Room
Limon Municipal Pool	Pool, Restrooms, Picnic Facilities, Bathhouse, Turf Play Area/Park
Railroad Park	Playground, Pavilion, Heritage Facilities, Outdoor Stage, Pedestrian Trail, Two Sets of Horseshoe Pits-Recently Purchased A Lot Across Street
Skate Park	Skate Park, Basketball Court
Community Building Park	Community Building, Picnic Facilities, Playground, Basketball Court, Turf Play Area, Lighted Tennis Courts (Unused)
South Limon Park	Phase 1 of Upgrade Completed 2015: Playground, Basketball Court, Picnic Table, Shelter; Additional Planned Upgrades Include: Sod, Sprinkler System and Sidewalks
Bob Smith Baseball Park	1 Field, Concessions, Restrooms, Batting Cage
Limon Softball Complex	2 Softball Fields, Batting Cage, Concessions, Restrooms, Turf Play Area, Enclosed Sandbox
Other	Kissel Fishing Pond, Wetlands, Pedestrian Trail
Gun Club	Target Range and Trap Shooting Range



Potential funding sources for park improvements:

- Great Outdoors Colorado
<http://www.goco.org/grant-programs/local-government/applications-forms>
- DOLA Energy and Mineral Impact Assistance Program
<http://www.colorado.gov/cs/Satellite/DOLA-Main/CBON/1251594715231>
- DOLA Conservation Trust Fund (CTF)
<http://www.colorado.gov/cs/Satellite/DOLA-Main/CBON/1251591547558>
- Colorado State Parks Land and Water Conservation Fund
<http://parks.state.co.us/Trails/LWCF/Pages/LWCFHome.aspx>
- KaBoom (for playgrounds)
http://kaboom.org/about_kaboom/programs/grants
- Tony Hawk Foundation
<http://www.tonyhawkfoundation.org/skatepark-grants/apply/>

STRATEGIES

Strategy A – Improve the Limon Community Building with a west side addition, kitchen improvements and increased parking.

Strategy B – Build a new outdoor pool and associated improvements or renovate the existing outdoor pool and associated facilities.

Strategy C – Renovate Railroad Park by the addition of landscaping, restrooms, ADA sidewalks and a parking lot. Prepare the park for events such as “Music in the Park”.

Strategy D – Improve the ball fields.

- Complete 2016 budgeted improvements to Bob Smith Baseball Park: new bleacher shade and one set of bleachers.
- Install bleacher pads at the softball complex, dugout for south field (2-4 years) and lights for the north field (6-10 years).
- Upgrade water systems for softball and baseball fields including sprinkler timers and drainage improvements in Bob Smith Baseball Park.

Strategy E – Ensure the fiscal viability of the golf course and continue to promote it as a recreation asset for the region and for visitors.



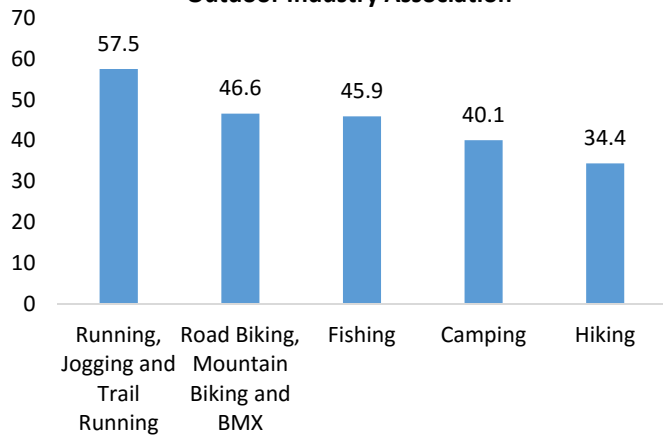
GOAL ICS.2 – EXPAND OUTDOOR RECREATION.

Background Information

There is strong support for increasing outdoor recreation in Limon, 67% of Growth Summit respondents favored expansion of the trail system. In the region surrounding Limon there is a real lack of outdoor recreation opportunities. There is a void of state parks and public lands near Limon, creating an opportunity for Limon to become the center for outdoor recreation in the area.

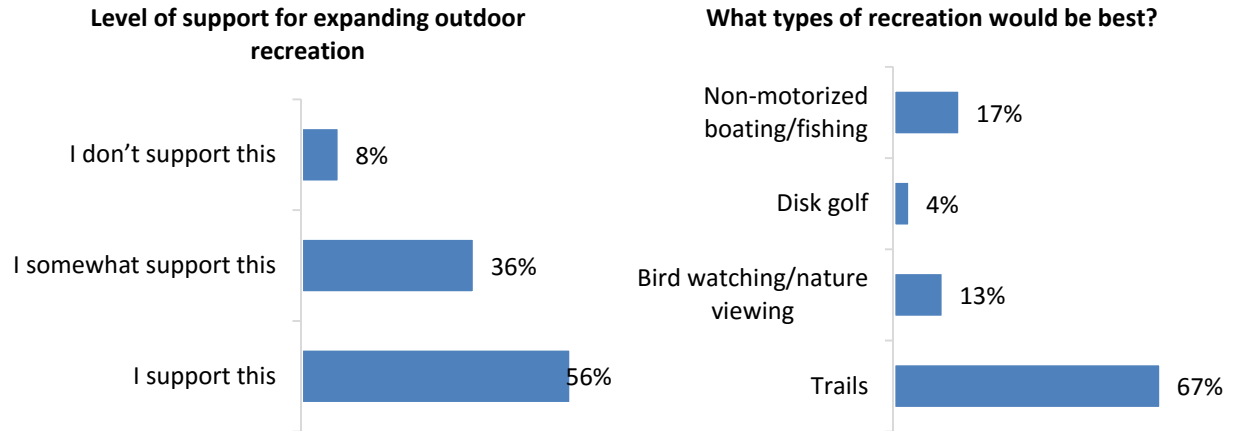
Of Americans age 6 and up, 20% or 57.5 million people participated in running, jogging, and trail running in 2014, making it the most popular outdoor activity in America. 16% or 46.6 million people participated in road biking, mountain biking and BMX, and 12% or 34.4 million people participated in hiking. 24% of outdoor recreation participants in America enjoyed an outdoor activity at least twice a week. In the Four Corners and Northern Rockies States 52% of the population participate in outdoor recreation activities according to the Outdoor Participation Report 2014 by Outdoor Industry Association.

National Outdoor Recreation Participants (Millions)-Outdoor Participation Report 2014, Outdoor Industry Association



There are three main opportunity areas for expanded outdoor recreation in Limon: Big Sandy, along the creeks in town, and around the golf course. A large portion of the Big Sandy property is located on the floodplain making it ideal for trails and open space. The area around and including the golf course is zoned open space and provides an opportunity for a trail around the golf course as well as a trail or sidewalk linking the golf course to downtown Limon. There are also opportunities for expanding the existing trails along the creeks running through town and along Big Sandy Creek (see Trails Map below). Creating a user friendly, accessible trail system throughout Limon will provide recreation opportunities for residents of Limon, the surrounding area, and the 80,000 annual overnight visitors to Limon.





Several funding sources are available for outdoor recreation and trails. Some of these sources include:

- Colorado State Trails Program
<http://parks.state.co.us/Trails/Grants/>
- Great Outdoors Colorado
<http://www.goco.org/grant-programs/local-government/applications-forms>
- Federal Highway Trust Fund
<http://www.fhwa.dot.gov/environment/rectrails/>
- Great Outdoors Colorado may be a potential funding source for a public campground.
<http://www.goco.org/grant-programs/local-government/applications-forms>

STRATEGIES

Strategy A – Develop a Trail Network along the Big Sandy Creek.

Strategy B – Improve existing trailheads and trail amenities.

Strategy C– Improve existing trail surfaces.

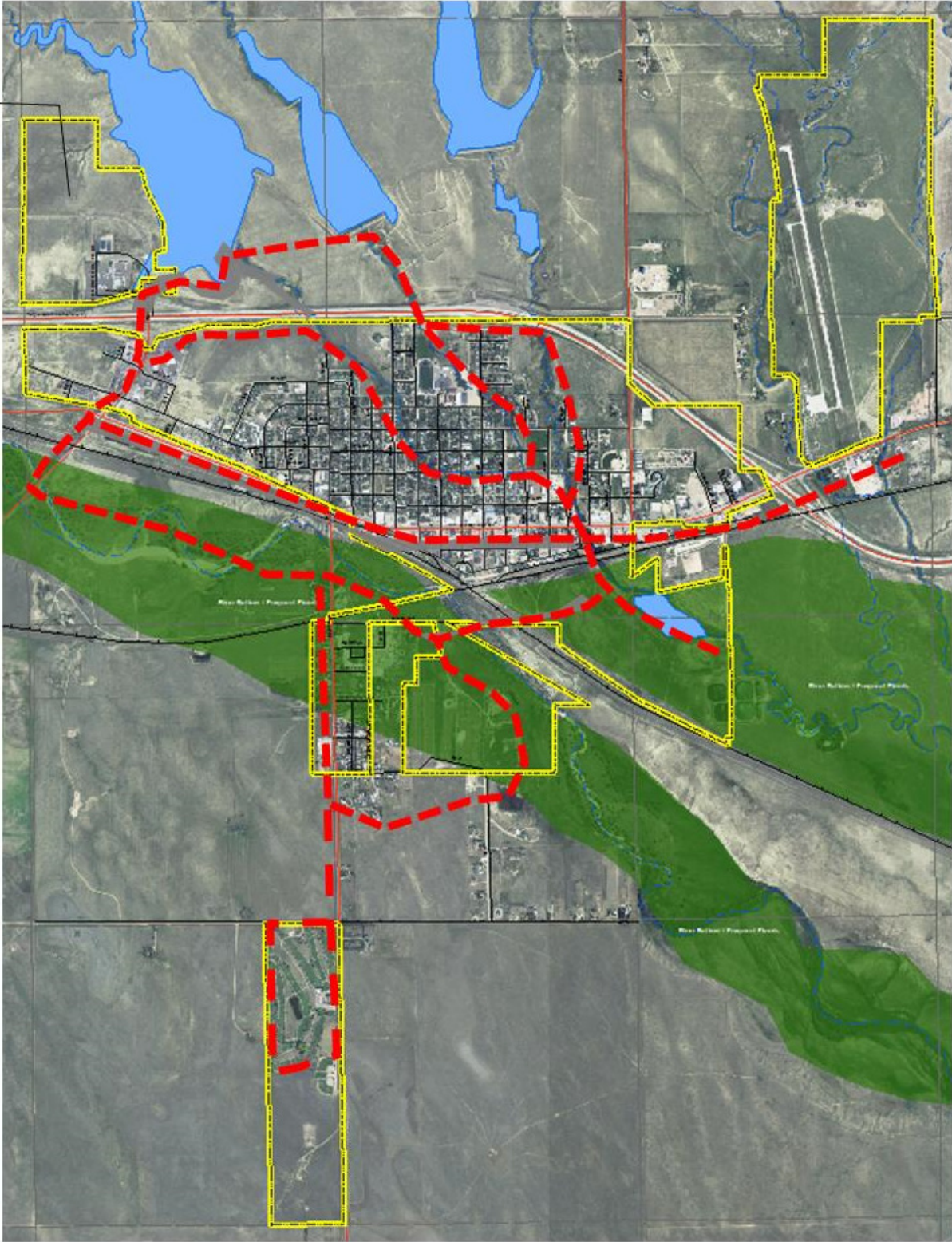
Strategy D – Develop a trail to connect South Limon to the golf course.

Strategy E – Expand trails in town along the drainage ways.

Strategy F – Extend trails to the north of I-70 in the reservoir area.



Conceptual Trails Plan

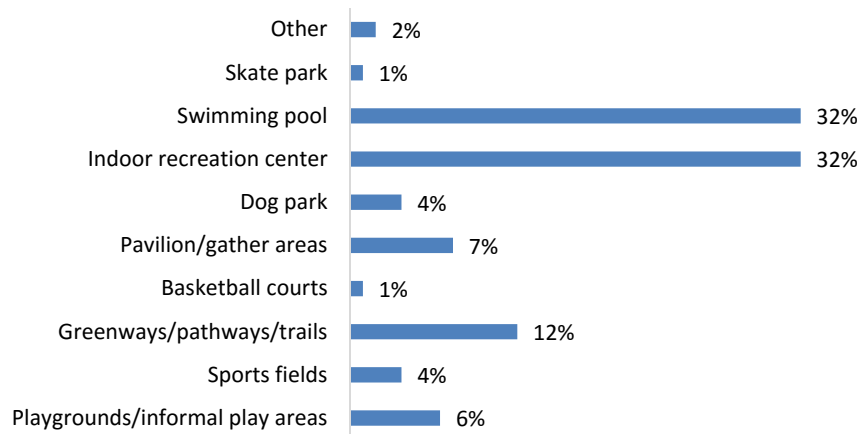


GOAL ICS.3 – INDOOR RECREATION FACILITY.

Background Information

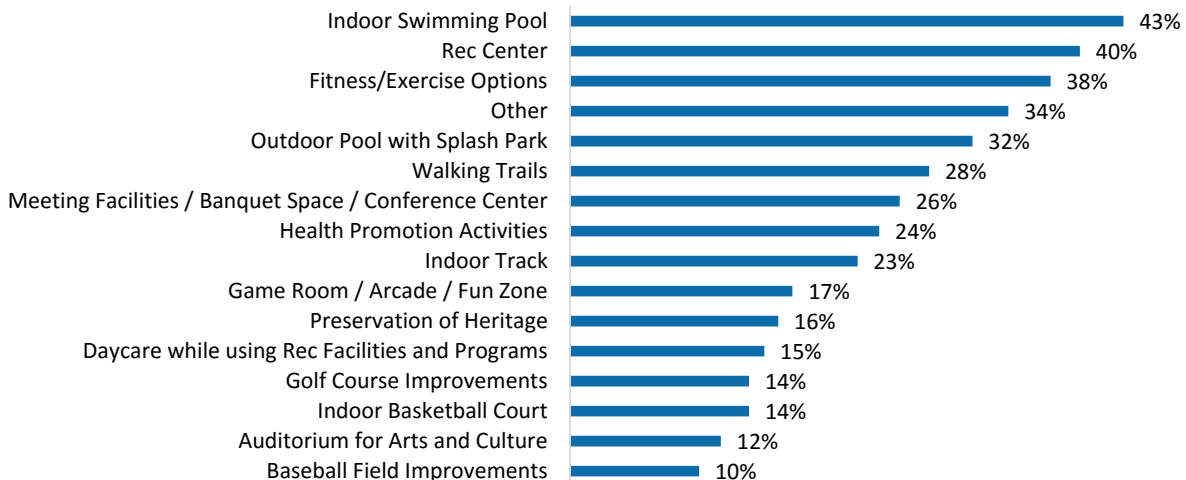
Improving existing parks, expanding the trail system, and making open space more useable are the highest priority improvements. The most favored specific improvements from participants at the Vision Event include a swimming pool, an indoor recreation center, and trails. Building a skate park, basketball courts, dog park, and new sports fields were the least popular improvements receiving less than 5% of the vote. Currently the town uses the school gymnasiums for some of their recreation programs such as open gym and youth and adult basketball and volleyball. Sharing the school gymnasiums requires the town to schedule activities around school events.

What types of parks improvements are most important to you?

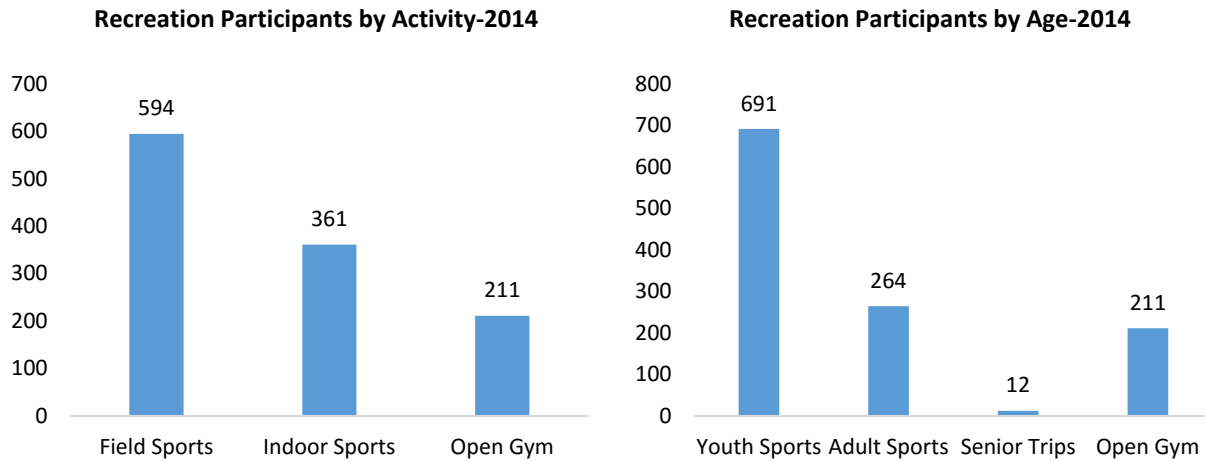


The recreation center and swimming pool were top priorities for Limon residents in a previous survey as well. 43% of respondents to the 2011 Recreation and Cultural Priorities Survey said the town should consider an indoor swimming pool in the future, while 40% said the town should consider a recreation center.

What other facilities would you like us to consider in the future?-2011 Recreation and Cultural Priorities Survey



In 2014, the town’s recreation programs, excluding golf and swimming pool programs, had almost 1,200 participants, 59% of participants played in a youth sports league, 22% of participants played in an adult sports league, 19% were open gym participants and less than 1% were senior trip participants. Half of the recreation participants participated in field/outdoor sports, the remaining half participated in indoor sports and open gym.



Funding sources for a Rec Center

- USDA Rural Development Community Facility Grant http://www.rurdev.usda.gov/had-cf_grants.html
- HUD Community Development Block Grants (administered by DOLA) <http://www.colorado.gov/cs/Satellite/DOLA-Main/CBON/1251592177272>
- Great Outdoors Colorado – (Outdoor Projects)
- <http://www.goco.org/grant-programs/local-government/applications-forms>
- DOLA Energy and Mineral Impact Assistance program <http://www.colorado.gov/cs/Satellite/DOLA-Main/CBON/1251594715231>

STRATEGIES

Strategy A – Establish a “Friends of the Recreation Center” citizens group to support the effort from the grass roots.

Strategy B – Collect public input on the specifics of the recreation center and identify the priority features.

Strategy C – Explore funding sources for the planning/design of the recreation center

Strategy D – Plan, design and get costs for initial construction and annual operations and maintenance.

Strategy E – “Friends of the Recreation Center” launch an outreach program to educate and inform citizens about the plans for a recreation center.

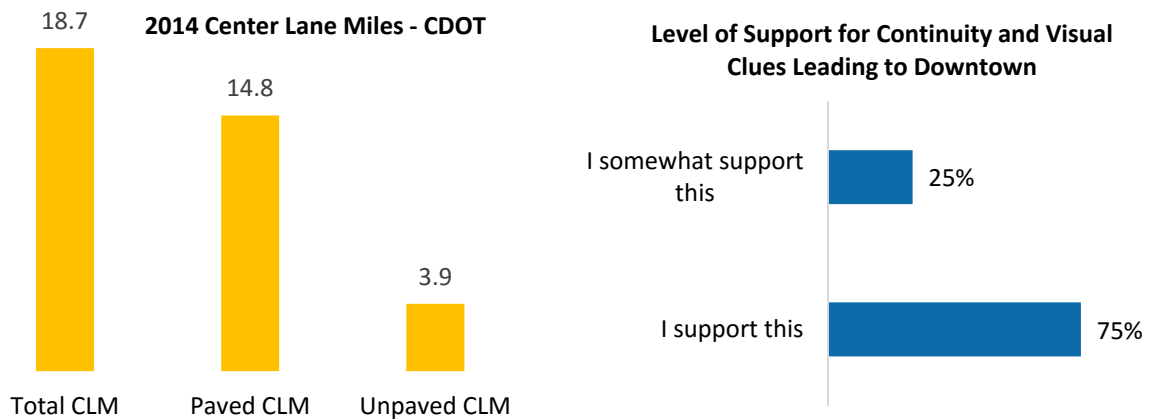


Strategy F – Once the level of public support is sufficiently established, place a sales tax dedicated to building and maintaining the recreation center on the ballot for the voters. This future sales tax could be structured to fund other public facilities and capital investments as well.

GOAL ICS.4 – INTEGRATED AUTO AND PEDESTRIAN/BIKE TRANSPORTATION.

Background Information

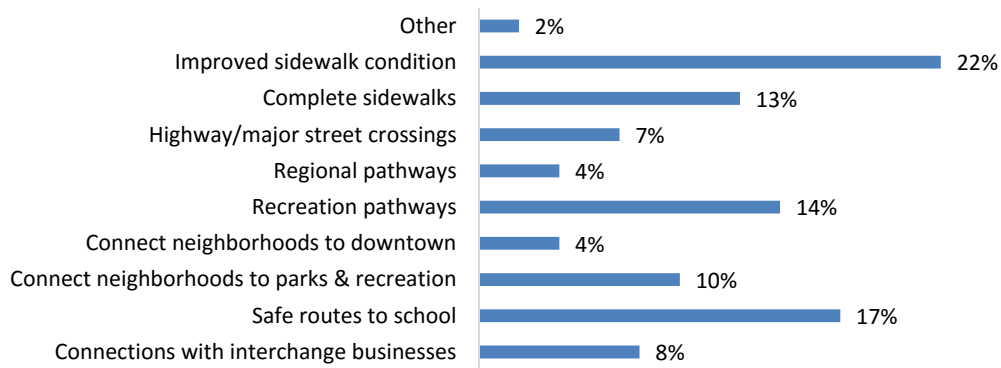
Limon has 18.7 center lane miles of roads, 14.8 miles or 79% are paved, and 3.9 miles are unpaved dirt roads. The Vision Event polling exercise identified improving sidewalk conditions, ensuring safe routes to school, completing sidewalks and creating recreation pathways as top priorities for the town when considering issues related to bikers and pedestrians. All respondents at the Growth Summit supported using visual clues to connect the highways with downtown.



Limon’s historic Downtown already has a distinct orientation towards pedestrians with sidewalks adjacent to buildings, but there is room to expand beyond the historic district. Linking downtown to surrounding neighborhoods, the east and west interchanges, parks, open space and trail networks through continuous sidewalks, bike routes, street crossings, and signage will increase Limon’s pedestrian and bike friendliness. Maintaining the road surfaces and improving signage at the east and west interchanges will make it simpler and more enticing for interchange users to visit downtown.



Which of the following is the top priority for bikes/pedestrians?



STRATEGIES

Strategy A – Make sidewalks continuous and improve the signage from interchanges to Downtown Limon.

Strategy B – Maintain quality driving surfaces and drainage.

Strategy C – Rehabilitate the older and substandard sidewalks.

Strategy D – Create additional safe pedestrian railroad crossings.

Strategy E – If the Ports-to-Plains Alliance is successful in achieving its goal of an alternate north/south four-lane route through Limon, work with CDOT to construct a relief route from I-70 to Highway 71 north of town.

Strategy F – Complete and implement the airport master plan.

GOAL ICS. 5 – CONTINUE TO MAKE TARGETED INVESTMENTS AIMED AT CREATING AND SUSTAINING PRIMARY JOBS

Background Information

Limon is working to expand the livelihoods of its residents and create a diverse and sustainable economy. Limon’s location at the intersection of Interstate 70, and Highways 24, 40, 71 and 287 and its location directly on active rail lines make it a prime location for commerce and the travel and freight industries. The town has made efforts to attract primary industries with Foreign Trade Zone status and partnering with the Ports-to-Plains Alliance. The town owns assets that could be utilized to attract businesses that would diversify the economy or build on the existing economic strengths. The town can also lead community efforts such as marketing Limon’s great assets.

STRATEGIES

Strategy A – Create a brand for strategic marketing of the Town of Limon.

Strategy B – Support new development through town contributions to infrastructure costs.



Strategy C – Lease town land at a discount for new development.

Strategy D – Improved streetscapes and signage from interchanges to Downtown.

Strategy E – Annual contributions to Lincoln County Economic Development Corporation (LCEDC).

Strategy F – Improve and expand internet and cellular phone service.

Strategy G – Improve the look of the east interchange by developing a park area.

Strategy H – Continue to monitor the effectiveness and adapt the tax incentives offered by the Town of Limon.

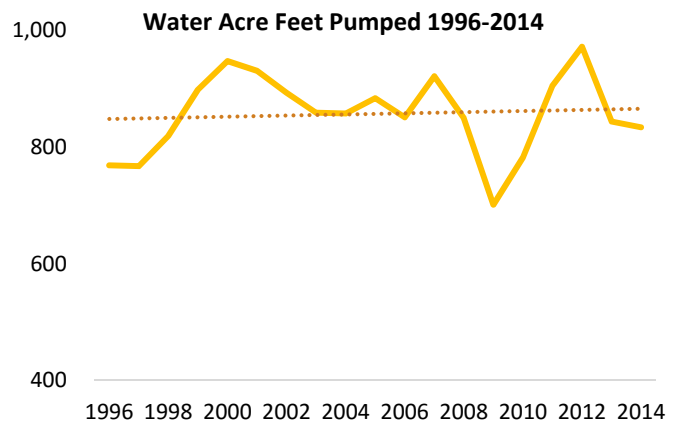
WATER AND SEWER

GOAL ICS.6 - ENSURE THAT WATER AND WASTEWATER FACILITIES REMAIN COMPLIANT WITH STATE AND FEDERAL REGULATIONS AND THAT THE WATER AND WASTEWATER FUNDS ARE FISCALLY SOUND.

Background Information

Since 1996, acre feet of water pumped has remained relatively stable ranging between 701 to 971 acre feet. The town has pumped an average of 856 acre feet per year of water which is only 26% of the total available water rights held by the town. The town has 2,664 acre feet of water available for municipal use, 1,887 of which supply the water system and the remainder of which are reserved for municipal uses not currently connected to the water treatment plant, mainly irrigation. In addition, the town has 558-acre feet for irrigation 268 acre feet of which are reserved for the golf course.

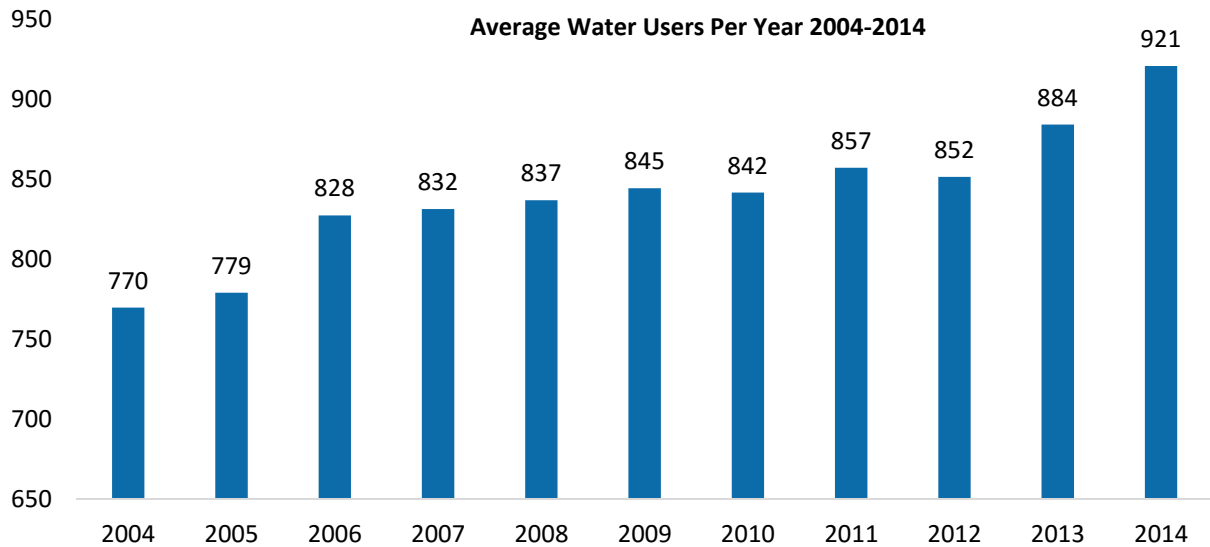
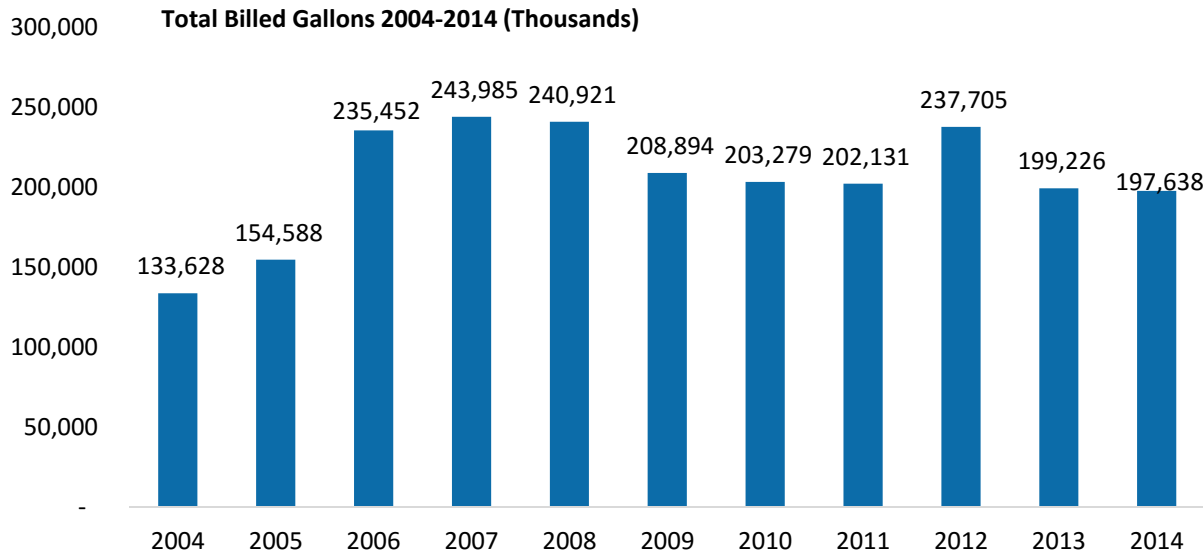
Between 2004 and 2014 the town billed between 133 million and 244 million gallons annually. Unlike total billed gallons which rose and fell between 2004 and 2014, average users have steadily increased since 2004. In 2004 the town provided water service to 770 customers, in 2014 the town provided services to 921 total customers, a 19% increase over 10 years. In order to continue to provide water and sewer for town and resident needs, the town must



	Available Water rights (Acre Feet)
Connected to Water Treatment Plant	1,887
Municipal appropriation	2,664
Irrigation (includes 268 acre feet for golf course irrigation)	558
Total	3,222



maintain fiscally sound water and wastewater funds, prepare for future improvements and continue to ensure that water and sewer monthly rate charges and tap fees are fair and appropriate.



Water and Sewer Funding Sources

- DOLA Energy and Mineral Impact Assistance program
<http://www.colorado.gov/cs/Satellite/DOLA-Main/CBON/1251594715231>
- DOLA administrative grants for planning & design
- <http://www.colorado.gov/cs/Satellite/DOLA-Main/CBON/1251594715231>
- HUD Community Development Block Grants (administered by DOLA)



- <http://www.colorado.gov/cs/Satellite/DOLA-Main/CBON/1251592177272>
- Colorado Water Resources and Power Development Authority State Revolving Loan Funds
<http://www.cwrpda.com/programs/state-revolving-funds>
- Colorado Water Resources and Power Development Planning Grants
<http://www.cwrpda.com/programs/state-revolving-funds>
- Colorado Water Conservation Board loans
<http://www.colorado.gov/cs/Satellite/DOLA-Main/CBON/1251592177272>
- USDA Rural Development grants
<http://www.rurdev.usda.gov/ProgramsAndOpportunities.html>

STRATEGIES

Strategy A - Keep up to date on changes and anticipated changes to state and federal laws regarding municipal water and wastewater facilities and prepare for the necessary improvements to comply.

Strategy B - Review water and sewer use rate charges and tap fees to ensure that customers are paying for the true cost of the service including operations costs, capital depreciation/replacement costs and upgrades needed to comply with regulations.

Strategy C – Maintain staff with sufficient licensure and training to operate the systems effectively and efficiently.

Strategy D – Monitor alluvial well measurements to assure the sole source of the Big Sandy remains viable and adequate for growth.

EMS/FIRE

GOAL ICS.7 – MAINTAIN THE LEVEL OF SERVICE AND PERFORMANCE OF THE LIMON AMBULANCE SERVICE.

Background Information

Between 2013 and 2014 95% of calls to Limon Ambulance Service originated from within Lincoln County and 5% were a result of incidents in neighboring service areas. Limon Ambulance Service is the only Advanced Life Support provider in the region that includes Lincoln, Cheyenne, Kit Carson, Washington and Elbert Counties. This signals the need for a regional ambulance service that can extend a higher level of service to this large area.

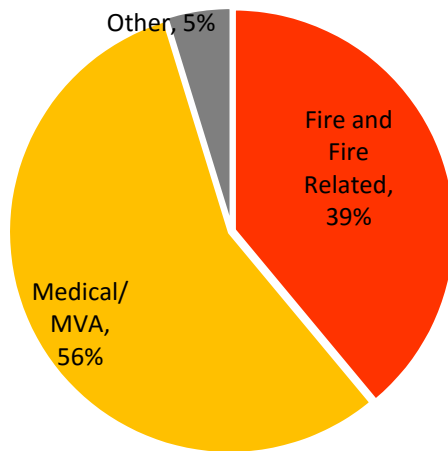
The well maintained fleet is aging ranging from 65,000 miles to 165,000 miles. Several ambulances need to be refurbished in coming years, as do recent purchases. These upgrades are underway but remain on a frequent replacement schedule to maintain reliability.



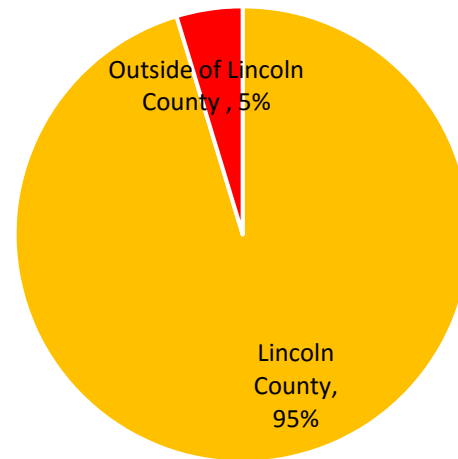
The Limon Ambulance Service conducts detailed analysis of their response records, including response times. The response time for an ambulance is 8 minutes, 13 seconds on average and the target response time is 9 minutes, so they are exceeding standards given the size of the service area.

The Limon Area Fire Protection District covers 397 square miles in and around Limon. The majority of fire district calls between 2012 and 2013 (56%) were auto accidents or medical calls and 39% were fire related. The volume of traffic flowing through Limon increases the demand for motor vehicle accident rescue and support.

Fire District Calls by Type 2012-2013



Ambulance Calls By Location 2013-2014



STRATEGIES

Strategy A – Refurbish the ambulance fleet incrementally starting with one re-chassis and one refurbishment planned for 2016 and additional upgrades in 2017, 2018, and 2020.

Strategy B –Identify grant funding and leverage local funds as cash matches on the grants to refurbish the ambulance fleet and support equipment.

Strategy C – Consider the establishment of a regional EMS service to increase the ambulance level of service for the region.



CHAPTER 6 TOURISM AND THE VISITOR ECONOMY



VISION

Limon’s location at the intersection of Interstate 70, and Highways 24, 40, 71, and 287, provides steady traveler traffic with an estimated 80,000 overnight visitors to Limon in 2014. Yet many lodging guests spend the night in their hotel room and fail to venture into downtown Limon to explore. Strategic marketing and investments that increase the number of visitors who go downtown will benefit Limon’s economy by bringing outside money into the town and increasing revenues for local businesses and the town. Successful growth will require coordinated efforts among tourist businesses, the Town of Limon, Limon Chamber of Commerce, Lincoln County Tourism Board and Lincoln County Economic Development Corporation. This plan element is centered around this goal:

Goal ED.3 - Entice interchange visitors and lodging guests to explore Limon.

GOAL ED.3 - ENTICE INTERCHANGE VISITORS AND LODGING GUESTS TO EXPLORE LIMON.

Background Information

Limon has 12 hotels/motels, two RV parks and the Limon KOA which offers cabin rentals, RV and ground camping, providing lodging options for all types of travelers. They also have 16 restaurants offering a variety of dining options and a recently upgraded grocery store. The town has a number of recreation and heritage assets for visitors including Tamarack Golf Course, Railroad Park, the Limon Pool, Lincoln Theatre, Lincoln Lanes, and the Limon Heritage Museum & Railroad Depot.

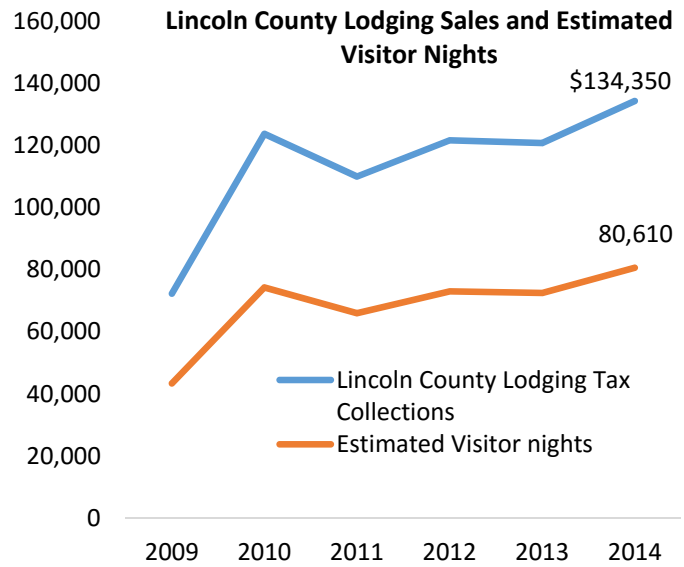
Limon has two interchanges with Interstate 70, one on the east side of town and one on the west side. There are 11,000 Average Annual Daily Trips (AADT) on Interstate 70 in Limon according the Colorado Department of Transportation. There are 3,200 more daily trips on Highway 24 near the west I-70 interchange than on Highway 24 than near the east I-70 interchange indicating that more people are entering and exiting Limon at the west interchange.

Highway	Average Annual Daily Trips 2014
Hwy 24 Near East Interchange	4,400
Hwy 24 Near West Interchange	7,600
Hwy 24 South	2,500
71 South	2,700
71 North	1,500 - 1,900
I 70 West	11,000
Main Street Downtown	7,000

The west interchange is well designed for visitors and pass through traffic. Businesses are visible from the interstate and easily accessible. There are hotels, gas stations and restaurants clustered just off the west interchange. The east interchange is not as orderly or user friendly as the west interchange. Businesses off the east interchange are not clearly visible from the interstate and the area has less visual appeal than the west interchange.



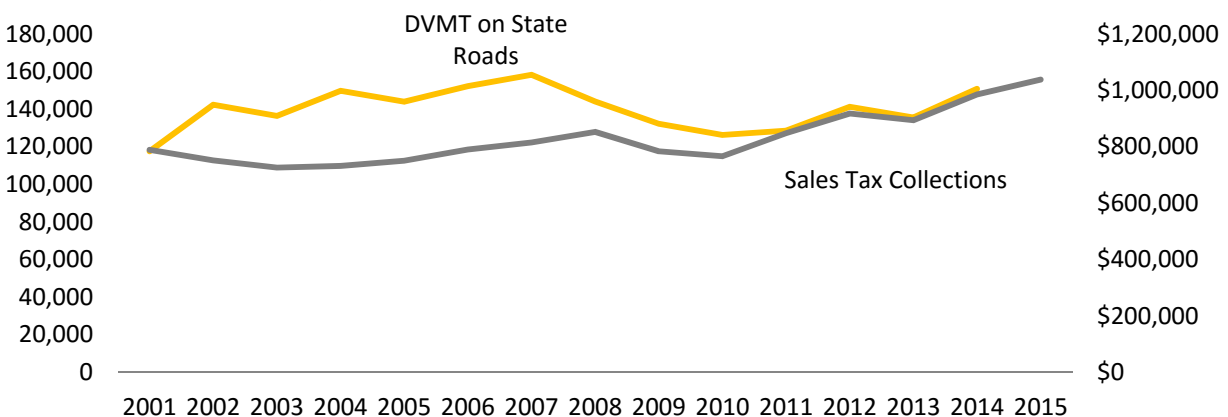
There are a number of attractions for both visitors and pass through traffic in the downtown area including lodging, restaurants, the grocery store, the movie theater and local retail stores, but downtown is not getting the visitors it could. Main Street near downtown has 7,000 AADT. This seems like a lot but in reality many of the trips are from locals not visitors. Visitors to the interchanges have no visual clues to inform them of what downtown has to offer nor how to get downtown. Most visitors to the interchanges get back on the I-70 and the highways and never realize that there is a historic downtown in Limon and other recreational amenities and heritage attractions.



By using Lincoln County lodging tax collections data from 2014 analysts calculated an estimated 80,000 overnight visitors in Limon in 2014. Lodging tax revenues have increased since 2009 showing an increase in overnight visitors to Limon.

Sales tax collections in Lincoln County and the traffic on major highways appear to be directly related and tend to rise and fall together. If the town increases its efforts to get highway traffic to stop and visit Limon, then local businesses and the Town of Limon will see increased revenues as well.

Lincoln County DVMT and Sales Tax Collections - Colorado Department of Transportation and Revenue



With 14 accommodation and 16 dining options and a number of recreation and entertainment assets for visitors to Limon there is an opportunity for the Town of Limon to coordinate with the Chamber of Commerce and local business owners to market the



restaurants, recreation opportunities, and local retail businesses to overnight visitors. During the Visitor Economy Workshop local restaurant and accommodations business owners and managers were supportive of working together to better promote Downtown Limon. Workshop attendees identified providing accommodation businesses with tear-out maps of Limon with attractions and businesses labelled, and offering incentives for personal referrals as two affordable ways to encourage overnight visitors to explore downtown.

Accommodations in Limon	Dining Options in Limon	Visitor Recreation and Entertainment Assets
Midwest Country Inn Quality Inn and Suites Limon Motel Super 8 Motel Tyme Square Inn & Suites Limon Mobile Home & RV Park 1 st Inn Gold Comfort Inn Econolodge Holiday Inn & Suites Express K&S Motel and RV Park Coyote East Limon KOA Safari Motel	Arby's Country Pride Denny's Flying J –Take Out Pizza Golden China IHop @ Flying J Travel Plaza Jenny's Mexican Restaurant Limon Stop and Shop (Deli and Grocery Store) Loaf N Jug –Takeout Pizza McDonalds Oscar's Bar & Grill Pizza Hut Ruby's Subway Southside Wendy's	Lincoln Theatre Lincoln Lanes Limon Heritage Museum & Railroad Depot Tamarack Golf Course Limon Municipal Pool Railroad Park Skate Park Ballfields South Limon Park Gun Club Kissel Fishing Pond Wetlands Pedestrian Trail

STRATEGIES

Strategy A - Establish a consistent streetscape with visual clues that encourage motorists to leave the interstate and lead motorists and pedestrians from the west and east I-70 interchange commercial areas to downtown including: consistent plantings and pedestrian walkways/pathways, consistent lighting, banners, directional signage and other visual clues to direct and entice more people to Limon's town core.

Strategy B - Improve gateway signage at the west and east interchanges and develop tourist-oriented and way-finding directional signage towards downtown Limon, historic sites, parks, recreation facilities, open space and cultural resources.

Strategy C - Work with the Chamber of Commerce, and other local organizations, to organize materials and talking points for lodging front desk managers and restaurant clerks to inform visitors about Downtown Limon and the historic sites, parks and recreation facilities, open space and cultural resources offered in Limon.



Strategy D – Work with local economic development organizations to create a targeted tourism marketing plan to entice visitors staying at interchange area hotels to explore Downtown Limon and its historic sites, parks and recreation facilities, open space, trail connections and cultural resources.

Strategy E – Develop a strategic marketing plan and implement it through web and print materials, and coordinated outreach by taking the following steps:

1. Identify target markets
2. Develop a brand and message that speak to the target market
3. Create and compile marketing materials, including web and print materials
4. Develop an outreach plan



CHAPTER 7 COMMUNITY SERVICES



VISION

The Town of Limon benefits from investments by local and statewide non-profit organizations, a strong volunteer base and general civic-mindedness. Non-profits, donors and volunteers provide a range of services, including:

- social services, focused primarily on support to families, food access, public health
- cultural, entertainment and historical amenities
- youth education and enrichment activities
- economic development activities, including tourism, support to businesses and downtown vitalization
- emergency services

A special strategy session with locally-based organizations identified important issues and desired services that are and can be provided through non-governmental means, and through civic engagement. The strategy session also focused on examining strategies to increase the effectiveness of non-profit and volunteer community efforts in Limon and increase community capacity overall.

As a corollary activity, two classes of sixth graders from Limon Elementary engaged in a visioning exercise to identify what they would like to see for the future. The results from these conversations helped inject the perspective of Limon's youth into the process – in particular by identifying the kinds of activities and services the youth would like to see, and be engaged in creating in their community.

This plan element is intended to provide a path toward sustainable non-profit, volunteer and community collaboration that increases Limon's local capacity to provide needed and desired community-based amenities and services. This plan element is centered around the following goals:

Goal C1 - Increase volunteer engagement, with a special focus on youth participation.

Goal C2 - Increase, diversify funding for non-profit organizations and programs.

Goal C3 - Encourage more coordination and communication among organizations.

Goal C4 - Match programs and services to identified community priorities.



GOAL C1 - INCREASE VOLUNTEER ENGAGEMENT WITH A SPECIAL FOCUS ON YOUTH PARTICIPATION.

Background Information

Volunteerism in Limon is high, with a number of very active organizations. Through volunteerism, donors and non-profits' work, Limon has created an extensive and not-to-be-missed historic museum, preserved and re-purposed a historic theater, served meals to people in need and helped youth develop in healthy, happy and career-oriented ways. Limon would like to bring up a “next generation” of volunteers, and people who are invested in the future of the community. Many non-profits in particular noted their desire to engage youth. On their side, many of the sixth graders queried during the process were interested in volunteering, but weren't sure how to engage, or what the needs are. Bridging the communication gap between different aged groups, as well as providing higher visibility of volunteer opportunities throughout the year will help keep volunteerism and civic engagement strong in Limon.



Youth Visioning Participants

STRATEGIES

Strategy A – Promote volunteerism opportunities at the schools/in the classrooms, e.g., coordinate “non-profits day” at schools where organizations can introduce themselves to students and teachers.

Strategy B – Focus non-profit activities on types of events and opportunities youth are interested in – in particular developing play spaces, developed recreational areas and natural places to explore; extracurricular activities and clubs; downtown vitalization; improving housing quality; and career development.

Strategy C – Promote community-wide volunteerism through volunteer recruitment and thank you events as well as “Limon Volunteers!” Day of Service event. Include opportunities for families to volunteer together. Work to develop employer-based volunteering incentives or programs. Consider including volunteer information in an online “welcome packet” for people moving to Limon.

Strategy D – Seeing that their contributions have an effect provides one of the strongest motivations people have to volunteer. As a community, issue documentation – such as a “Limon Volunteers! Annual Report – demonstrating the impact of volunteerism and



donations. Consider a “Volunteer of the Month” and “Youth Volunteer of the Month” coordinated recognition program.

Strategy E – Develop a web-based “Limon Volunteers!” form online where people can submit requests to volunteer and be matched with a local organization in need of help. Allow this online form to feed information to a volunteer database that can be shared among organizations. Consider housing this within the town’s website, and identifying a stewardship or volunteer coordinator who can maintain the database and help align requests with town departments and programs or with community non-profit organizations. Build this into a web-based presence and/or e-newsletter sharing information about upcoming events and volunteer opportunities. As an alternative to web-based platforms, share information through a community board (sign) outside the post office or Town Hall or printed newsletter. Use social media, as appropriate to share information.

Strategy F – Develop a “Limon Volunteers!” brand that can be utilized throughout the community and by non-profit organizations to promote the concept of volunteerism. Use this to brand a “Limon Volunteers!” initiative, using strategies identified in this section of the plan, which broadly engage the community.

GOAL C2 - INCREASE, DIVERSIFY FUNDING FOR NON-PROFIT ORGANIZATIONS AND PROGRAMS.

BACKGROUND INFORMATION

Colorado boasts a number of foundations and organizations that align with Limon’s non-profits, such as the Rural Assistance Center, ColoradoGrants.org, The Gates Family Foundation, The Chinook Fund and Startup Colorado Community Fund. There are also many local donors who contribute to Limon’s non-profits. Many local organizations are also skilled at bringing in additional funds through grants and fees for service.

Non-profits in Limon should work toward developing a funding mix that will sustain their organizations, through:

- Foundation grants – independent, corporate, family
- Individual donor drives, including online crowdsourcing
- Major gifts, planned giving
- State, federal and local governments grants
- Fundraising events
- Social enterprise, revenue-generating activities

STRATEGIES

Strategy A - Share funding resources – such as a grants guide or major donor list – among organizations.



Strategy B - Consider developing a coordinated community donor drive, such as an annual day of giving (“Limon Gives!”) or pick-click-give initiatives (such as those often coordinated by United Way) to allow people to easily give while shopping online, at local outlets or at a centralized donation site.

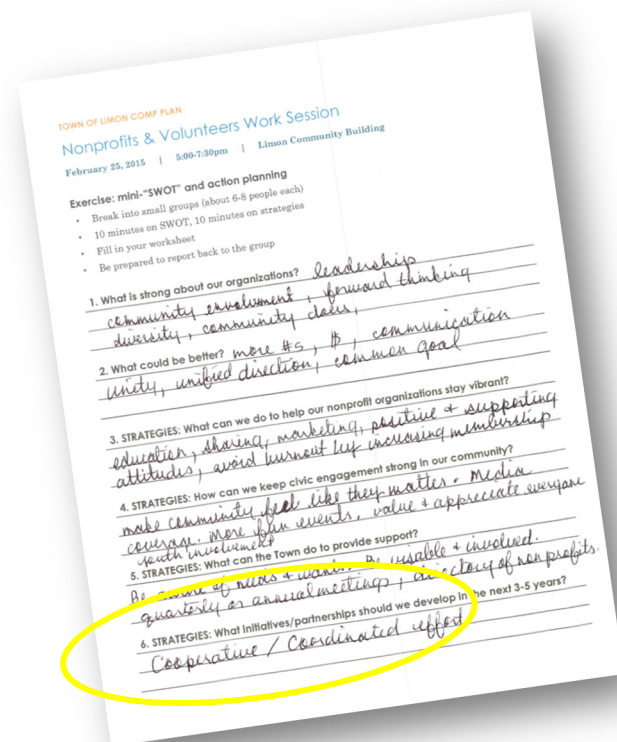
Strategy C - Conduct feasibility analysis or funding searches for priority community projects or events, to develop clear fundraising targets.

Strategy D - Make high-quality trainings about fundraising, grant management and bookkeeping geared toward non-profit organizations available at no or low-cost on an ongoing basis to promote fiscal responsibility. Include trainings on how to monetize non-profit services and programs and engage in social enterprise in order to develop additional funding streams.

GOAL C3 - ENCOURAGE MORE COORDINATION AND COMMUNICATION AMONG ORGANIZATIONS.

BACKGROUND INFORMATION

One of the most common themes of the non-profits work session was the desire for increased coordination and communication. In particular, participants saw a benefit in coming together and exchanging ideas more regularly, in sharing resources, and in identifying common goals. This approach is often understood as “collective impact” – an approach predicated on the idea that government, non-profits, and other organizations are most effective in addressing complex community issues when they work on a shared agenda, in a coordinated manner. For more on the collective impact model, see a variety of online resources such as http://ssir.org/articles/entry/collective_impact and <http://www.collaborationforimpact.com/collective-impact/>.



STRATEGIES

Strategy A – Create a forum or partnership allowing all locally-acting non-profits to come together to discuss current conditions within the community and shared goals,



such as a “Limon Community Non-profits Collaborative.” Hold regular (e.g., quarterly) meetings of this group. Identify one organization (e.g., the Town of Limon) who will be responsible for convening the collaborative and sharing communications regularly.

Strategy B – Identify a process for the collaborative to (1) discuss and clearly identify its purpose, motivation for meeting and shared goals, and (2) identify activities to achieve the shared goals and which of the various organizations can help implement these activities. Include in this discussion particular community issues that the group would like to work to address (e.g., improving the downtown, improving services to youth, etc.) and what the measures of success will be. Document the conclusions from these initial discussions and identify agreed upon next steps.

GOAL C4 - MATCH PROGRAMS AND SERVICES TO IDENTIFIED COMMUNITY PRIORITIES.

BACKGROUND INFORMATION

The strategic planning work session held with non-profits in early 2015 identified some community priorities, which are illustrated in the word cloud below. Several work session participants mentioned that they had not thought about the relationship between their organization’s mission and community-wide vision and needs, but would like to strengthen that correlation.



Additional community priorities have been identified in this Comprehensive Plan. Non-profit organizations should examine the Comprehensive Plan goals and strategies to identify ways they can support each of them. The Comprehensive Plan is a powerful tool for helping non-profits ensure that the work they are carrying out matches the most important community desires and needs.

STRATEGIES

Strategy A – Use priorities identified through the Comprehensive Planning process to shape non-profit organization programs and activities. Develop a coordinated plan for how non-profits can best support community priorities.

Strategy B – Find ways to pilot and test low-cost or one-time programs and events to gauge interest and demand for certain types of services or activities. For example, use “pop-up” community booth approach.

Strategy C – Work with the Town of Limon to create a community health or livability “dashboard” that tracks key community indicators and provides non-profits with ready access to data about the community.

Strategy D – Build evaluation criteria into programs and events whenever feasible. Evaluations can include a follow-up short email satisfaction survey of participants, tracking the impact of the volunteer investment (e.g., miles of trail built, number of meals served, amount of money raised/donated), or counting the number of new participants.



LIMON COMPREHENSIVE PLAN

IMPLEMENTATION MATRIX

This plan component goes into more detail about how to implement each strategy and rates the priority of each strategy based on the priority rankings collected during the public involvement process.

Priority Scale

Each strategy is prioritized on a scale of 1 through 3:

Priority 1 - These strategies will generate the biggest result from early efforts. These are also the strategies that lay the groundwork for following efforts such as building citizen groups to maintain the momentum needed to implement projects that require a strategic and sustained effort. These strategies also received the highest level of support during the public involvement process.

Priority 2 - These strategies are important and received strong support during the public involvement process, but these are longer term projects and/or rely on implementation of priority 1 strategies to position them for successful implementation.

Priority 3 – These are important priorities and are in the plan because they are integral to accomplishing the vision, but they are the longest term projects and/or were rated as lower priorities during the public involvement process.

Economic Development

Goal ED.1 - Emphasize Limon's role as a rural regional center.		
Strategies	Implementation Measures	Priority
Strategy A - Identify regional center market opportunities using market research companies and other methods such as regional consumer surveys.	-Subscribe to proprietary market data services detailing market gaps and opportunities. -Monitor sales tax trends by sector. -Provide data to prospective companies.	1
Strategy B - Market the retail opportunities to owners of vacant or underutilized commercial buildings and to retail, entertainment and restaurant entrepreneurs who have been successful in the region, and to national retail companies to facilitate the occupancy of vacant retail space in Limon.	-Work in partnership with economic development partners and real estate brokers to actively market vacant commercial space. Utilizing the MLS is the most obvious platform to market commercial property. The State of Colorado OEDIT In-Site platform could also be an effective marketing tool for vacant commercial real estate.	2
Strategy C - Create an inventory and structural assessment of vacant retail spaces in Limon.	-Obtain county assessor data and tie it to specific parcels. -Track vacancies in partnership with local commercial realtors. -Ensure that vacant properties are	1



	marketed via the MLS by local brokers and economic development partners.	
Strategy D - Consider zoning code changes that allow mixed commercial and residential use in downtown commercial buildings and on downtown lots.	LDC - Allow attached or detached accessory dwelling units downtown in the CBD and CBD-R zoning districts subject to basic criteria such as lot size, access and off street parking.	2
Strategy E - Ensure that low impact home occupations are allowed and are compatible with residential neighborhoods.	LDC - Set thresholds for permitting home occupations as a use allowed by administrative review in the R-1, R-2 and R-3 zone districts. Qualifications for administrative review could include home offices, limits on number of employees, limits on customer vehicle trips, minimum off-street parking and other low impact thresholds.	1
Strategy F - Identify vacant land near the east and west I-70 interchanges that is suitable for medium and large format retail establishments that can be cost effectively served with water and sewer infrastructure and which possess safe and convenient street or highway access.	- Identify highway access opportunities and constraints, environmental constraints and ownership of properties. -Estimate feasibility and cost of extending water and sewer infrastructure to prime sites.	2
Strategy G - Make investments, adjust existing incentives, explore new incentives and take a leadership role in expanding business opportunities in Limon (see Chapter 5 Infrastructure and Core Services for more details).	-Continue to adjust and monitor the requirements of the town's tax incentives to broaden range of business activities.	1
Strategy H - Improve and expand high speed internet service and cellular phone service (see Chapter 5 Infrastructure and Core Services for more details).	-Work with county and state economic development and infrastructure partners on the regional and local scale to improve telecommunications infrastructure. Identify gaps in service and find providers who can economically fill the gaps.	1

Goal ED.2 - Attract new primary industries to Limon.		
Strategies	Implementation Measures	Priority
Strategy A – Establish web based and print media that market Limon's Foreign Trade Zone designation and advertise this unique opportunity to target businesses. Target businesses include: light manufacturing, training centers, transportation/shipping, warehousing and logistics.	-Identify target businesses -Branding: logo and tagline -Website -Printed collateral -Promotional campaign	2
Strategy B – Create and map a full inventory of town-owned land. Identify land that could be developed for economic development purposes, prioritize the best sites and master plan these	-Complete the GIS database by connecting parcels to assessor data about each. -Conduct site utilization and	2



<p>sites. Partner with state and federal economic development agencies to develop infrastructure, building shells, and other assets that would attract business and investment. The town-owned airport property land, the Tamarack Golf Club and the Big Sandy parcel are a few example of town properties that could be utilized for economic development.</p>	<p>development feasibility studies for prime parcels. -Include results in the town’s promotional materials. -Utilize the State of Colorado OEDIT “In-Site” tool to market prime properties.</p>	
<p>Strategy C – Complete and implement the Airport Master Plan and build from the aviation infrastructure to establish low water use businesses on the town-owned airport property.</p>	<p>-Conduct site utilization and development feasibility studies for the airport property. -Include results in the town’s promotional materials. -Utilize the State of Colorado OEDIT “In-Site” tool to market prime properties.</p>	2
<p>Strategy D – Continue to partner with the Ports-to-Plains Alliance to procure funding and implement a four lane highway along the growing trade corridor stretching from Canada to Mexico and connecting through Limon.</p>	<p>- Maintain membership and participation with the alliance.</p>	1
<p>Strategy E – Work with Colorado Department of Transportation to encourage participation and statewide implementation of the Ports-to-Plains Corridor and to plan for local improvements that will facilitate the upgrade of this important trade route.</p>	<p>- Actively advocate for regional and statewide transportation improvements.</p>	1
<p>Strategy F – Work with economic development partners and regional colleges to establish education and training programs that align with opportunities for primary job industries:</p> <ul style="list-style-type: none"> • Transportation • Commercial truck driving • Wind energy • Oil and gas • Agriculture • Food processing and distribution 	<p>- Meet with regional colleges regarding their ability and willingness to develop training programs in Limon. -Help regional colleges identify sites and buildings for training programs in Limon.</p>	2

Goal ED.3 - Entice interchange visitors and lodging guests to explore Limon.		
Strategies	Implementation Measures	Priority
<p>Strategy A - Establish a consistent streetscape with visual clues that encourage motorists to leave the interstate and lead motorists and pedestrians from the west and east I-70 interchange commercial areas to downtown including: consistent plantings and pedestrian walkways/pathways, consistent lighting, banners, directional signage and other visual clues to direct and entice more people to Limon’s town core.</p>	<p>- Develop conceptual design alternatives. - Work with town leadership to identify the preferred design. - Package the preferred design into a grant application for preliminary engineering. - Seek funding and/or financing for construction of improvements.</p>	1



<p>Strategy B - Improve gateway signage at the west and east interchanges and develop tourist-oriented and way-finding directional signage towards downtown Limon, historic sites, parks, recreation facilities, open space and cultural resources.</p>	<ul style="list-style-type: none"> - Develop conceptual design alternatives. - Work with town leadership to identify the preferred design. - Package the preferred design into a grant application for preliminary engineering. - Seek funding and/or financing for construction of improvements. 	1
<p>Strategy C - Work with the Chamber of Commerce, and other local organizations, to organize materials and talking points for lodging front desk managers and restaurant clerks to inform visitors about Downtown Limon and the historic sites, parks and recreation facilities, open space and cultural resources offered in Limon.</p>	<ul style="list-style-type: none"> - Establish collateral materials for distribution at hotel front desks and in rooms. - Establish an incentive system for hotel employees to refer customers to downtown and other businesses and attractions. 	1
<p>Strategy D – Work with local economic development organizations to create a targeted tourism marketing plan to entice visitors staying at interchange area hotels to explore Downtown Limon and its historic sites, parks and recreation facilities, open space, trail connections and cultural resources.</p>	<ul style="list-style-type: none"> -Branding: logo and tagline -Website -Printed collateral -Promotional campaign 	2

Goal ED.4 - Promote community assets.		
Strategies	Implementation Measures	Priority
<p>Strategy A - Create a slogan, messages, logos, designs and imagery to articulate Limon’s brand to solidify its identity and attract the interest of prospective businesses and residents. The Limon brand needs to play to its strengths:</p> <ul style="list-style-type: none"> • Family-oriented community with strong schools • Small-town lifestyle, positive and helpful community • Center of events and celebrations • Business friendly (land, buildings, infrastructure, incentives) • Regional rural center; Limon is <u>the</u> full service town within 70 miles • Affordable property/cost of living/moderate taxes • Transportation infrastructure and location • Short drive to Front Range/Denver and Colorado Springs • Health care in town 	<ul style="list-style-type: none"> -Identify target markets -Branding: logo and tagline -Website -Printed collateral -Promotional campaign 	1



Housing

Goal H.1 – Promote the development of diverse housing types for residents with varied economic circumstances and housing needs.		
Strategies	Implementation Measures	Priority
Strategy A – Review the town zoning districts, and Schedule of Requirements to ensure that current and future zoning districts allow a variety of housing types and densities which result in lower per-unit land and development costs and make new housing more affordable. Allowing low impact home occupations in neighborhoods that can accommodate them can save money for small businesses and allows for modest income tax write-offs, effectively making homes more affordable for small business owners and/or telecommuters.	LDC - Encourage rezoning of the NW Residential Opportunity Zone (see Chapter 3 Future Land Use Plan) to a more flexible district allowing more flexibility throughout the site as opposed to the blocky pattern of R-2 and R-3 zoning in place today. LDC - Consider allowing accessory dwelling units in the residential zone districts subject to basic criteria such as lot size, access and off street parking. LDC - Allow attached or detached accessory dwelling units downtown in the CBD and CBD-R zoning districts subject to basic criteria such as lot size, access and off street parking. LDC - Facilitate the redevelopment of antiquated hotels and lodges into affordable apartments in the Central Business and Highway Commercial zoning districts.	1
Strategy B – Consider changing development policies that requires developers to pay all development costs, and consider housing construction incentive programs.	LDC - Establish clear project qualification criteria for receiving town funding for on-site infrastructure.	1
Strategy C – Encourage mixed-use development with direct connections from housing to commercial and employment areas.	LDC - Allow attached or detached accessory dwelling units downtown in the CBD and CBD-R zoning districts subject to basic criteria such as lot size, access and off street parking. LDC - Facilitate the redevelopment of antiquated hotels and lodges into affordable apartments in the Central Business and Highway Commercial zoning districts.	1
Strategy D – Encourage housing where appropriate downtown, for example upper stories, alley accessed, or separate entrance.	LDC - Allow attached or detached accessory dwelling units downtown in the CBD and CBD-R zoning districts	1
Strategy E – Explore lower cost housing designs such as tiny homes.	LDC - Allow “tiny home” or “cottage” formats in the R-3 Zone or as part of Planned Unit Developments.	2

Goal H.2 – Increase the supply of quality housing options in Limon		
Strategies	Implementation Measures	Priority
Strategy A – Consider incentives for housing developers including tax reduction and cost	-Re-examine the tax incentive policies and establish qualifications criteria for	1



sharing for infrastructure improvements.	housing tax incentives. -Establish clear project qualification criteria for receiving town funding for on-site infrastructure.	
Strategy B – Work with mortgage lenders, and other local housing agencies to identify additional strategies that could increase the supply of quality housing in Limon.	- Establish a housing advocacy group consisting of the companies, non-profits and agencies that can help get housing built and occupied. - Develop and implement a strategic housing plan. -Use the strategic plan to attract investors and funding.	2

Goal H.3 – Encourage the development of affordable housing for Limon’s lower income and special populations		
Strategies	Implementation Measures	Priority
Strategy A – Work with regional, state and federal housing entities and developers to prepare for an aging population with a housing supply serving age cohorts ranging from recent retirees to the elderly.	- Support the continued viability of existing senior housing options in Limon. - Include senior housing as a critical element in a comprehensive strategic housing plan.	2
Strategy B – Work with regional, state and federal housing entities and developers to expand the inventory of affordable rental housing in Limon	- Establish a housing advocacy group consisting of the companies, non-profits and agencies that can help get housing built and occupied. - Develop and implement a strategic housing plan. -Use the strategic plan to attract investors and funding.	1
Strategy C – Work with local, regional, state and federal housing organizations to establish a supply of housing for special-needs populations: veterans, disabled individuals, single mothers, and the elderly.	Same as above.	2
Strategy D - Work with the Limon Housing Authority to expand the use of Section 8 Housing Vouchers in Limon.	- Work with the Limon Housing Authority and HUD to adjust the fair market housing rate upwards to reflect the limited supply in Limon.	3
Strategy E - Explore housing finance and grant programs. <ul style="list-style-type: none"> • The Colorado Housing Investment Fund (managed by the Department of Local Affairs) –This program has a revolving loan fund for foreclosure prevention and rental housing • Housing Development Grants - To preserve or expand the supply of affordable housing and to finance foreclosure prevention • Housing Development Loan Fund - 	- Establish a housing advocacy group consisting of the companies, non-profits and agencies that can help get housing built and occupied. - Develop and implement a strategic housing plan. -Use the strategic plan to attract investors and funding.	1



<p>Finance redevelopment or rehabilitation of low- or moderate-income housing.</p> <ul style="list-style-type: none"> • Private Activity Bonds - Tax exempt bonds that can be used for affordable housing and for low interest mortgage financing to qualified buyers • Community Development Block Grants - For housing development and rehabilitation • HOME Investment Partnerships Program - To fund efforts to build, buy, and/or rehabilitate affordable housing for rent or ownership and to provide low income rental assistance • Low Income Tax Credits - Awarded to developers of housing for qualified low income housing. 		
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Goal H.4 – Increase the role and collaboration of Limon’s non-profits and volunteers to provide affordable housing.		
Strategies	Implementation Measures	Priority
Strategy A – Encourage community organizations to broaden agency focuses to include housing efforts and attract and emphasize funding.	<ul style="list-style-type: none"> - Establish a housing advocacy group consisting of the companies, non-profits and agencies that can help get housing built and occupied. - Develop and implement a strategic housing plan. -Use the strategic plan to attract investors and funding. 	2
Strategy B – Encourage area non-profits to capitalize on housing related funding opportunities.	Same as above	2
Strategy C – Develop public-private partnerships to get housing built.	Same as above	2

Infrastructure and Core Services

Goal ICS.1 – Improve existing parks and recreation facilities.		
Strategies	Implementation Measures	Priority
Strategy A – Improve the Limon Community Building with a west side addition, kitchen improvements and increased parking.	<ul style="list-style-type: none"> - Develop conceptual design alternatives. - Work with town leadership to identify the preferred design. - Package the preferred design into a grant application for preliminary engineering. - Seek funding and/or financing for construction of improvements. 	1
Strategy B – Build a new outdoor pool and associated improvements or renovate the	Same as above	1



existing outdoor pool and associated facilities.		
Strategy C – Renovate Railroad Park by the addition of landscaping, restrooms, ADA sidewalks and a parking lot. Prepare the park for events such as “Music in the Park”.	Same as above	2
Strategy D – Improve the ball fields. <ul style="list-style-type: none"> • Complete 2016 budgeted improvements to Bob Smith Baseball Park: new bleacher shade and one set of bleachers. • Install bleacher pads at the softball complex, dugout for south field (2-4 years), and lights for the north field (6-10 years). • Upgrade water systems for softball and baseball fields including sprinkler timers and drainage improvements in Bob Smith Baseball Park. 	Implementation is underway. -Seek grant funding sources	2
Strategy E – Ensure the fiscal viability of the golf course and continue to promote it as a recreation asset for the region and for visitors.	-Make cost saving investments such as automated irrigation -Promote the golf course to regional residents and to visitors to increase play and user fee revenues -Explore alternate funding and management strategies -Monitor and adjust user fees	2

Goal ICS.2 – Expand outdoor recreation.		
Strategies	Implementation Measures	Priority
Strategy A – Develop a Trail Network along the Big Sandy Creek.	-Contact property owners along the conceptual alignment and negotiate easements, leases, land trades or purchase of the corridor. -Design the trail through the corridor. -Construct the trail as easements and land become available, beginning on town owned land.	2
Strategy B – Improve existing trailheads and trail amenities.	-Improve trailheads concurrently with significant reaches of trail.	1
Strategy C – Improve existing trail surfaces.	- Explore the use of crush-refined gravel surfaces and other affordable trail surfaces. - Plan for and pave higher use sections of trail.	1
Strategy D – Develop a trail to connect South Limon to the golf course.	-Contact property owners along the conceptual alignment and negotiate easement purchases, land trades or purchase of the corridor. -Design the trail through the corridor. -Construct the trail as easements become available, beginning on town owned land.	2



Strategy E – Expand trails in town along the drainage ways.	Same as above.	2
Strategy F – Extend trails to the north of I-70 in the reservoir area.	Same as above.	3

Goal ICS.3 – Develop an indoor recreation facility that is suited to the level of use expected in Limon and is feasible given the fiscal realities of the town.		
Strategies	Implementation Measures	Priority
Strategy A – Establish a “Friends of the Recreation Center” citizens group to support the effort from the grass roots.	-Support community-based efforts to form a recreation center advocacy group.	1
Strategy B – Collect public input on the specifics of the recreation center and identify the priority features.	-Support the efforts of the Friends of the Recreation Center to collect input.	1
Strategy C – Explore funding sources for the planning/design of the recreation center.	-Assist the citizens group to identify and apply for funding.	1
Strategy D – Plan, design and get costs for initial construction and annual operations and maintenance.	-Assist with the funding and administration of the plan and design phase.	1
Strategy E – “Friends of the Recreation Center” launch an outreach program to educate and inform citizens about the plans for a recreation center.	-Provide educational material to the citizen’s group and encourage them to complete the outreach program.	2
Strategy F – Once the level of public support is sufficiently established, place a sales tax dedicated to building and maintaining the recreation center on the ballot for the voters. This future sales tax could be structured to fund other public facilities and capital investments as well.	-Determine the type and amount of tax funding needed and place the necessary question(s) on the ballot for a public vote.	2

Goal ICS.4 – Integrate auto and pedestrian/bike transportation throughout town.		
Strategies	Implementation Measures	Priority
Strategy A – Make continuous sidewalks and improve the signage from interchanges to Downtown Limon.	-Work with state and federal funding partners to secure funding for connecting sidewalks from the interchanges to Downtown.	1
Strategy B – Maintain quality driving surfaces and drainage.	-Continue to fund and implement pavement management strategies. -Address drainage issues. -When rebuilding streets, assess water and sewer lines and replace concurrently.	1
Strategy C – Rehabilitate the older and substandard sidewalks.	-Continue to fund sidewalk rehabilitation on an annual basis. -Explore options such as special assessments or local improvement districts to cost share with neighborhoods to upgrade sidewalks on a voluntary or voter approved basis.	1



Strategy D – Create additional safe pedestrian railroad crossings.	Explore options for gated crossing and underpasses with railroad officials.	3
Strategy E – If the Ports-to-Plains Alliance is successful in achieving its goal of an alternate north/south four-lane route through Limon, work with CDOT to construct a relief route from I-70 to Highway 71 north of town.	-As the Ports-to-Plains corridor is improved, contact CDOT and state elected officials to place the needed improvements on the long-range highway improvements plan.	3
Strategy F – Complete and implement the airport master plan.	Same as strategy.	2

Goal ICS.5 – Pursue economic development investments.		
Strategies	Implementation Measures	Priority
Strategy A – Create a brand for strategic marketing of the Town of Limon.	-Identify target markets -Branding: logo and tagline -Website -Printed collateral -Promotional campaign	1
Strategy B – Support new development through town contributions to infrastructure costs.	-Establish clear project qualification criteria for receiving town funding for on-site infrastructure.	2
Strategy C – Lease town land at a discount for new development.	-Establish clear project qualification criteria for economic development projects to receive discounted lease prices.	3
Strategy D – Improved streetscapes and signage from interchanges to Downtown.	-Develop conceptual design alternatives. -Work with town leadership to identify the preferred design. -Package the preferred design into a grant application for preliminary engineering. -Seek funding and/or financing for construction of improvements.	1
Strategy E – Annual contributions to LCEDC.	-Continue the partnership with the LCEDC.	1
Strategy F – Improve and expand broadband and cellular phone service.	-Work with county and state economic development and infrastructure partners on the regional and local scale to improve telecommunications infrastructure. Identify gaps in service and find providers to economically fill the gaps.	1
Strategy G – Improve the look of the east interchange by developing a park area.	- Contact property owners in the east interchange area. - Develop conceptual design alternatives. - Work with town leadership to identify the preferred design. -Work with CDOT to implement a maintenance agreement to install right of way landscaping	2



	<ul style="list-style-type: none"> - Package the preferred design into a grant application for preliminary engineering. - Seek funding and/or financing for construction of improvements. 	
Strategy H – Continue to monitor the effectiveness and adapt the tax incentives offered by Town of Limon.	Continue to adjust and monitor the requirements of the town’s tax incentives to broaden range of business activities and housing development.	3

Goal ICS.6 - Ensure that water and wastewater facilities remain compliant with state and federal regulations and that the water and wastewater funds are fiscally sound.		
Strategies	Implementation Measures	Priority
Strategy A - Keep up to date on changes and anticipated changes to state and federal laws regarding municipal water and wastewater facilities and prepare for the necessary improvements to comply.	Same as strategy	1
Strategy B - Review water and sewer use rate charges and tap fees to ensure that customers are paying for the true cost of the service including operations costs, capital depreciation/replacement costs and upgrades needed to comply with regulations.	-Periodically conduct an analysis of the water and wastewater enterprise funds’ costs, revenues and usage trends to ensure that they are fiscally viable.	2
Strategy C – Maintain staff with sufficient licensure and training to operate the systems effectively and efficiently.	<ul style="list-style-type: none"> -Establish a recruitment program for water and wastewater professionals in the high school and at regional community colleges. -Budget for staff to attend trainings and stay current with licensure requirements. 	1
Strategy D – Monitor alluvial well measurements to assure the sole source of the Big Sandy remains viable and adequate for growth.	Same as strategy	1

Goal ICS.7 – Maintain the level of service and performance of the Limon Ambulance Service.		
Strategies	Implementation Measures	Priority
Strategy A – Refurbish the ambulance fleet incrementally starting with one re-chassis and one refurbishment planned for 2016 and additional upgrades in 2017, 2018, and 2020.	Same as strategy.	1
Strategy B –Identify grant funding and leverage local funds as cash matches on the grants to refurbish the ambulance fleet and support equipment.	Same as strategy.	1
Strategy C – Consider the establishment of a regional EMS service to increase the ambulance	Same as strategy.	3



level of service for the region.		
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Tourism and the Visitor Economy

Goal ED.3 - Entice interchange visitors and lodging guests to explore Limon.		
Strategies	Implementation Measures	Priority
Strategy A - Establish a consistent streetscape with visual clues that encourage motorists to leave the interstate and lead motorists and pedestrians from the west and east I-70 interchange commercial areas to downtown including: consistent plantings and pedestrian walkways/pathways, consistent lighting, banners, directional signage and other visual clues to direct and entice more people to Limon’s town core.	<ul style="list-style-type: none"> - Develop conceptual design alternatives. - Work with town leadership to identify the preferred design. - Package the preferred design into a grant application for preliminary engineering. - Seek funding and/or financing for construction of improvements. 	1
Strategy B - Improve gateway signage at the west and east interchanges and develop tourist-oriented directional signage towards downtown Limon, historic sites, parks, recreation facilities, open space and cultural resources.	<ul style="list-style-type: none"> -Develop conceptual design alternatives. -Work with town leadership to identify the preferred design. -Package the preferred design into a grant application for preliminary engineering. -Seek funding and/or financing for construction of improvements. 	1
Strategy C - Work with the Chamber of Commerce, and other local organizations, to organize materials and talking points for lodging front desk managers and restaurant clerks to inform visitors about Downtown Limon and the historic sites, parks and recreation facilities, open space and cultural resources offered in Limon.	<ul style="list-style-type: none"> -Establish collateral materials for distribution at hotel front desks and in rooms. -Establish an incentive system for hotel employees to refer customers to downtown and other businesses and attractions. 	1
Strategy D – Work with local economic development organizations to create a targeted tourism marketing plan to entice visitors staying at interchange area hotels to explore Downtown Limon and its historic sites, parks and recreation facilities, open space, trail connections and cultural resources.	<ul style="list-style-type: none"> -Branding: logo and tagline -Website -Printed collateral -Promotional campaign 	2
Strategy E – Develop a strategic marketing plan and implement it through web and print materials, and coordinated outreach by taking the following steps: <ul style="list-style-type: none"> • Identify target markets • Develop a brand and message that speak to the target market • Create and compile marketing materials, including web and print materials • Develop an outreach plan 	Same as strategy.	2



Community Services

Goal C.1 - Increase volunteer engagement, with a special focus on youth participation.		
Strategies	Implementation Measures	Priority
Strategy A – Promote volunteerism opportunities at the schools/in the classrooms, e.g., coordinate “non-profits day” at schools where organizations can introduce themselves to students and teachers.	Same as strategy	3
Strategy B – Focus non-profit activities on types of events and opportunities youth are interested in – in particular developing play spaces, developed recreational areas and natural places to explore; extracurricular activities and clubs; downtown vitalization; improving housing quality; and career development.	Same as strategy	2
Strategy C – Promote community-wide volunteerism through volunteer recruitment and thank you events as well as “Limon Volunteers!” Day of Service event. Include opportunities for families to volunteer together. Work to develop employer-based volunteering incentives or programs. Consider including volunteer information in an online “welcome packet” for people moving to Limon.	Same as strategy	1
Strategy D – Seeing that their contributions have an effect provides one of the strongest motivations people have to volunteer. As a community, issue documentation – such as a “Limon Volunteers! Annual Report – demonstrating the impact of volunteerism and donations. Consider a “Volunteer of the Month” and “Youth Volunteer of the Month” coordinated recognition program.	Same as strategy	2
Strategy E – Develop a web-based “Limon Volunteers!” form online where people can submit requests to volunteer and be matched with a local organization in need of help. Allow this online form to feed information to a volunteer database that can be shared among organizations. Consider housing this within the Town’s website, and identifying a stewardship or volunteer coordinator who can maintain the database and help align requests with Town departments and programs or with community non-profit organizations. Build this into a web-based presence and/or e-newsletter sharing information about upcoming events and volunteer opportunities. As an alternative to web-based platforms, share information	Same as strategy	1



through a community board (sign) outside the post office or Town Hall or printed newsletter. Use social media, as appropriate to share information.		
Strategy F – Develop a “Limon Volunteers!” brand that can be utilized throughout the community and by non-profit organizations to promote the concept of volunteerism. Use this to brand a “Limon Volunteers!” initiative, using strategies identified in this section of the plan, which broadly engage the community.	-Branding: logo and tagline -Website -Printed collateral -Promotional campaign	3

Goal C.2 - Increase, diversify funding for non-profit organizations and programs.		
Strategies	Implementation Measures	Priority
Strategy A - Share funding resources – such as a grants guide or major donor list – among organizations.	Same as strategy.	1
Strategy B - Consider developing a coordinated community donor drive, such as an annual day of giving (“Limon Gives!”) or pick-click-give initiatives (such as those often coordinated by United Way) to allow people to easily give while shopping online, at local outlets or at a centralized donation site.	Same as strategy.	2
Strategy C - Conduct feasibility analysis or funding searches for priority community projects or events, to develop clear fundraising targets.	Same as strategy.	3
Strategy D – Make high-quality trainings about fundraising, grant management and bookkeeping geared toward non-profit organizations available at no or low-cost on an ongoing basis to promote fiscal responsibility. Include trainings on how to monetize non-profit services and programs and engage in social enterprise in order to develop additional funding streams.	Same as strategy.	1

Goal C.3 - Encourage more coordination and communication among organizations.		
Strategies	Implementation Measures	Priority
Strategy A – Create a forum or partnership allowing all locally-acting non-profits to come together to discuss current conditions within the community and shared goals, such as a “Limon Community Non-profits Collaborative.” Hold regular (e.g., quarterly) meetings of this group. Identify one organization (e.g., the Town of Limon) who will be responsible for convening the collaborative and sharing communications	Same as strategy.	1



regularly.		
Strategy B – Identify a process for the collaborative to (1) discuss and clearly identify its purpose, motivation for meeting and shared goals, and (2) identify activities to achieve the shared goals and which of the various organizations can help implement these activities. Include in this discussion particular community issues that the group would like to work to address (e.g., improving the downtown, improving services to youth, etc.) and what the measures of success will be. Document the conclusions from these initial discussions and identify agreed upon next steps.	Same as strategy.	1

Goal C.4 - Match programs and services to identified community priorities.		
Strategies	Implementation Measures	Priority
Strategy A - Use priorities identified through the Comprehensive Planning process to shape non-profit organization programs and activities. Develop a coordinated plan for how non-profits can best support community priorities.	Same as strategy.	2
Strategy B – Find ways to pilot and test low-cost or one-time programs and events to gauge interest and demand for certain types of services or activities. For example, use “pop-up” community booth approach.	Same as strategy.	2
Strategy C – Work with the Town of Limon to create a community health or livability “dashboard” that tracks key community indicators and provides non-profits with ready access to data about the community.	Same as strategy.	2
Strategy D – Build evaluation criteria into programs and events whenever feasible. Evaluations can include a follow-up short email satisfaction survey of participants, tracking the impact of the volunteer investment (e.g., miles of trail built, number of meals served, amount of money raised/donated), or counting the number of new participants.	Same as strategy.	3

