

# Centennial

## ECONOMIC DEVELOPMENT STRATEGIC PLAN



Centennial



ADOPTED NOVEMBER 3, 2008



# ACKNOWLEDGEMENTS

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## FOUNDATIONS

### PURPOSE OF PLAN

The Economic Development Strategic Plan (EDSP) establishes direction for Centennial's short- and long-term economic development. Specifically, the Plan guides future planning and land use decisions with economic development implications, and outlines strategies to enhance the City's attraction, expansion, and business retention efforts. By leveraging Centennial's existing strengths and taking advantage of key opportunities, the EDSP aims to create a vital, diverse economy in the City.

### FORMAT

The EDSP consists of Goals, Objectives, and Implementation Actions. The Goals describe overarching objectives that the City hopes to achieve through the EDSP. Each Goal has a series of supporting Objectives and specific Implementation Actions to be completed by the City and other parties.

### GUIDING PRINCIPLES & POLICIES

#### Comprehensive Plan

The EDSP is intended to be a complementary extension of the City's Comprehensive Plan, focusing its attention on accomplishing the Goals, Objectives and Actions of the City's Economic Development program.

#### Sub-Area Plans

As the City completes current and contemplates future sub-area plans, specific Goals, Objectives and/or Actions may be revised to incorporate the findings and recommendations of the respective plans.

#### Centennial 2030 Vision Plan

The EDSP is intended to further prioritize and implement the strategies and actions developed as part of the Our Voice. Our Vision. Centennial 2030 plan as adopted by City Council in 2008.

#### Revision Process

The plan shall be revised annually to incorporate relevant issues within the community. At the time of revision, an annual summary shall be attached in the Appendix, with both the Revised Plan and Appendix subject to City Council review and adoption.

# COMMUNITY PROFILE

## FOUNDATIONS OF THE COMMUNITY

Centennial was incorporated from portions of unincorporated Arapahoe County in 2001. Located entirely within Arapahoe County, and forming part of the Denver Metropolitan Area, Centennial was formed February 7, 2001 (the day after its first city officials were elected).

The citizens of the formerly unincorporated portion of Arapahoe County voted to incorporate on September 12, 2000, choosing Centennial as the official name during the vote. Incorporation was approved by seventy-seven percent (77%) of the voters, and the 100,000+ person population of the area made it the largest incorporation in U.S. history as of its creation.

On June 10, 2008 the citizens of Centennial voted to approve a Home Rule Charter. The City's first mail-in ballot election had a thirty-seven percent (37%) response rate, with two-thirds voting "yes" for Home Rule.

## CENTENNIAL 2030 VISION STATEMENT

We are a proud, thriving community committed to excellence and reinforced by a unifying community vision of a dynamic, healthy and safe Centennial.

We honor the integrity and values of our neighborhoods and support a government that is responsive, respectful and accountable to our citizens. We are committed to the conservation of the environmental beauty of our City and promoting a vibrant economy with a sustainable future.

Our City strives to provide outstanding services to all residents and nurture a supportive community that enhances the lives of all our citizens. Our fiscally responsible values integrate sustainable policies and practices into the fabric of our community and emphasize a healthy balance of economic development and quality of life.

As we aspire to establish a community that leads by example, from the top down, we celebrate our past and embrace our future.



## COMMUNITY PROFILE



### LOCATION AND RELATIONSHIP RELATIVE TO THE METRO

The City of Centennial is located in the southern region of the Denver Metropolitan Area. The City shares its boundaries with the cities of Littleton, Greenwood Village, Aurora, Parker, Lone Tree; town of Foxfield; and unincorporated areas of Arapahoe and Douglas counties. The City's current incorporated area is more than 28 square miles located entirely within Arapahoe County.

### DEMOGRAPHICS (2007)

Population	102,522
Households	36,391
Families	26,937
Average Household Size	2.82
Median Age	37.4
Median Household Income	\$96,342
Average Household Income	\$108,847
Labor Force	56,826
Employment	56,077
Labor Force : Jobs Ratio	0.987

# COMMUNITY PROFILE—PSYCHOGRAPHICS

## CHARACTERIZING CENTENNIAL

Like its geography, Centennial's demography makes it a unique place. The City is home to a variety of distinctive neighborhoods which offer diverse housing opportunities. Access to superb schools, recreational amenities and a regional transit system give Centennial a market advantage. Centennial has a desirable labor force to jobs ratio of 0.987, meaning that there is a job for nearly every resident who desires to be active in the labor force. The City is actively facing its challenges of better connectivity, an aging population, and retail leakage through the pursuit of innovative, efficient and effective solutions.

In 2008, the City of Centennial commissioned its first Retail Market Analysis (RMA). The RMA project allowed the City to pursue qualitative data analysis utilizing Experian Business Strategies' MOSAIC USA group and type descriptions. Centennial is comprised dominantly of two groups – Affluent Suburbia & Upscale America – which collectively represent more than ninety-one percent (91%) of the City's population. This qualitative analysis is intended to augment typical quantitative demographic information by offering a well-researched psychographic profile of the City's population.

**Affluent Suburbia:** The wealthiest households in the U.S. living in exclusive suburban neighborhoods enjoying the best of everything that life has to offer. [*Centennial, 51.8% vs. National Average, 11.2%*]

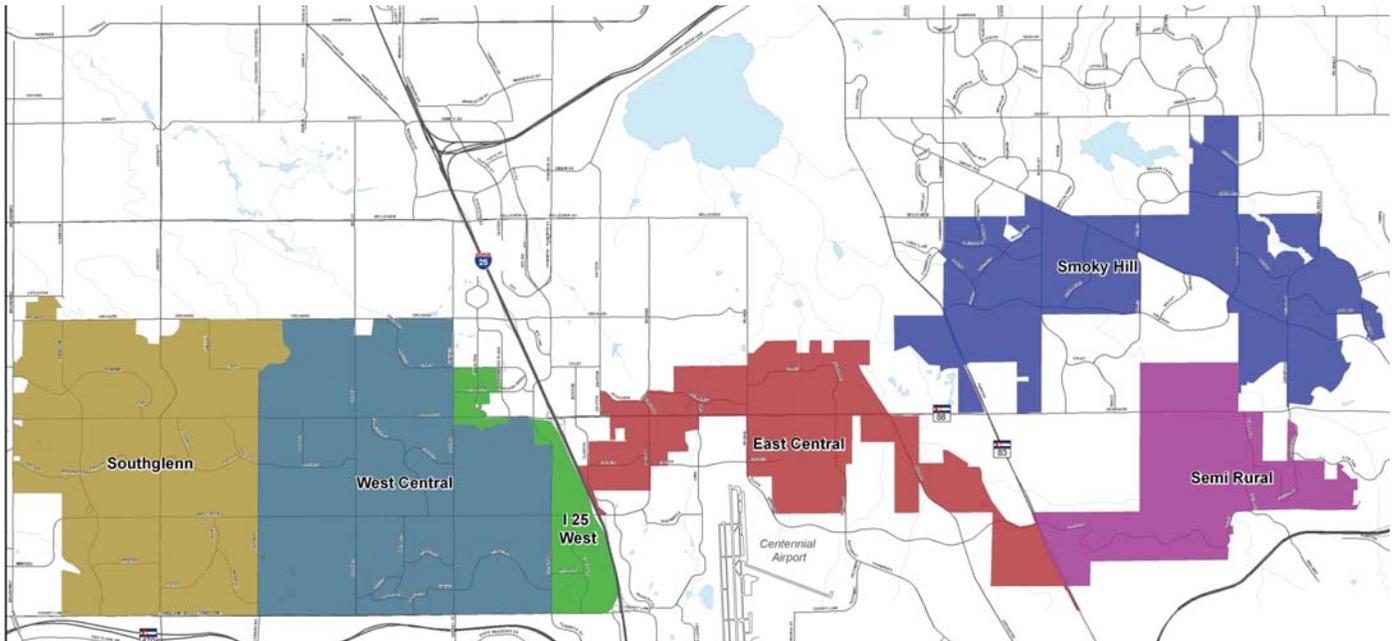
The seven Types in the Affluent Suburbia group comprise the wealthiest households in the nation. These segments outrank all other Mosaic Types in terms of household income, home value and educational achievement. Concentrated in exclusive suburban neighborhoods, these households are predominantly white, college educated

and filled with Baby Boom parents and their children. With their managerial and executive positions paying six-figure-plus incomes, they enjoy the good life in fashionable houses outfitted with the latest technology. These are the Americans who drive luxury cars, belong to country clubs, travel abroad and relax by sailing, golfing or skiing. Many are culture buffs who attend the theater, art shows, dance performances and concerts, all at high rates. Both their purchasing behavior and media choices reflect their interests in money management, travel, computers and gourmet foods.

**Upscale America:** College-educated couples and families living in the metropolitan sprawl earning upscale incomes providing them with large homes and very comfortable and active lifestyles. [*Centennial, 39.8% vs. National Average, 13.2%*]

The six Types in Upscale America are populated with mainly white, college-educated couples and families living in the metropolitan sprawl. Most of the adults work as executives and white-collar professionals, and their upscale incomes provide them with large homes and comfortable lifestyles. They like to spend their leisure time getting exercise—jogging, biking and swimming are popular—or shopping for the latest in-fashion and high-tech electronics. They are active in community affairs as members of business clubs, environmental groups and arts associations. They're selective media fans who prefer magazines and cable TV channels that cover business, fashion and the arts. Their one exception is the Internet. These Americans are omnivorous Web users who go online for everything from banking and trading stocks to downloading music and buying merchandise.

# COMMUNITY PROFILE—DEMOGRAPHY



## SUB-AREA PROFILES (2008)

Through the Retail Market Analysis (RMA) project the City, and its consultant Innovation Economics, established six foundational sub-areas from which to perform detailed demographic analysis. The six sub-areas do not coincide with the established political Districts within the City, however, they are more intuitive geographic boundaries for the comparative analysis necessary to establish baseline community demographics within the RMA.

## Centennial Overall and Sub-Area Demographics

	Centennial	Southglenn	West Central	I-25 West	East Central	Smoky Hill	Semi-Rural
Population	102,522	29,302	34,641	2,323	3,804	24,392	6,815
Households	36,391	11,163	12,814	1,007	1,165	7,328	2,093
Families	26,937	7,902	9,319	552	697	6,300	1,819
Average HH Size	2.82	2.62	2.70	2.31	3.27	3.33	3.26
Median Age	37.4	42.6	40.7	36	31.3	33.6	37.9
Median HHI	\$96,342	\$84,432	\$99,798	\$86,777	\$76,657	\$108,096	\$147,351
Average HHI	\$108,847	\$92,282	\$114,860	\$101,224	\$131,246	\$109,088	\$197,194
Median Disposable Income	n/a	\$66,800	\$77,328	\$68,464	\$61,734	\$84,065	\$115,070
Labor Force	56,826	16,306	20,035	1,482	1,921	13,637	3,445
Daytime Population	56,077	6,710	9,993	12,124	23,187	2,928	1,124
Labor Force : Daytime Pop.	0.987	0.412	0.499	8.181	12.070	0.215	0.326
Average Time to Work (1 Way)	n/a	24.4	23.4	22.2	21.4	31.0	28.0

*Note: Calculations of the 6 sub-areas may not result in the exact number listed for Centennial. A data error of 2-3% is the result of intricacies in GIS software and is considered an acceptable error rate.*

*Key: HH = Household | HHI = Household Income | Pop. = Population*

## COMMUNITY PROFILE—EMPLOYMENT

### MAJOR EMPLOYERS (2006) (ranked by number of employees)

OppenheimerFunds	National Cinemedia	Sears
Citi	Western States Fire Protection	Conmed Electrosurgery
Comcast	Kaiser Permanente	Jones International
United Launch Alliance	Elavon	Big O Tires Corporate
US Foodservice	Ikon Office Solutions	Burt Arapahoe Ford
Shaw Group	Go Toyota	FlightSafety Services
King Soopers	Interstate Highway Construction	Colorado Designscapes
Saunders Construction	Tristar Drywall	Glacier Construction Co.
Safeway Corporate	Grumman Systems Support	Chase Manhattan Mortgage
Raytheon Polar Services	AlloSource	Trust Company of America
Standard & Poor's Compustat	Teksystems	Nolte & Associates
Galileo International	High Noon Productions	Liberty Mutual Insurance
Nordstrom National Credit Bank	Macy's	Jones University
Safeway Retail	Stolle Machinery	Health One - Centennial Medical Plaza
Haselden Construction	Vistar	Tagawa Gardens
Cisco Systems	Seakr Engineering	BMC West Lumber
Sema Construction	Bailey's Moving & Store	Integrated Cleaning Services
UnitedHealthcare	Thyssenkrupp Elevator	Western Stone & Metal (Shane Co.)

### EMPLOYMENT & INDUSTRY COMPOSITION

Centennial's top ten industries represent the vast majority of its employment, with the remaining seven industries accounting for only sixteen percent (16%) of total employment. More than a quarter of the City's employment base is in the Finance/Insurance and Professional/Scientific/Technical Services industries, both of which have been growing local industries in the past three years.

#### Trends

- ➔ Professional, Scientific and Technical Services has shown employment growth in Centennial at twice the state average rate during the period 2004 to 2007 (1,600 jobs added).
- ➔ Educational Services and Construction have created jobs well ahead of the state average (1,000 and 900 jobs respectfully) during the period from 2004 to 2007.
- ➔ Retail Trade employment declined significantly in Centennial (425 jobs lost) from 2004 to 2007; however significant gains will occur with the opening of The Streets at SouthGlenn in 2008/2009.

# COMMUNITY PROFILE—SWOT

Centennial's demography displays diversity throughout age brackets, blending a superior workforce with a new generation educated by high quality schools.

The City's outdoor and recreational amenities encourage an active lifestyle.

The City's strong neighborhoods are influenced by a great family environment, stable foundations and a commitment to community.

Centennial has been recognized as the "Safest City" in Colorado since 2005.\* (CQ Press)

City government is open, accessible and listens.

Diversity of neighborhoods, housing types and price points accommodate residents of all types.

The City is home to an affluent and highly educated consumer base.

Centennial is connected to metropolitan Denver through a vast, modern and multi-modal transportation network.

## STRENGTHS THREATS

Centennial shares its borders with jurisdictions that have significant wealth and the majority share of regional retail development.

Centennial's jurisdictional boundaries and limited growth area impact its ability to expand retail development.

The City's industry composition is highly leveraged in fields that are impacted by globalization and influenced by trends in national policies.

The City's complicated jurisdictional boundaries create logistical and identity challenges.

Reliance on numerous special districts as service providers creates disjointed service delivery and the potential for perceived inequity.

Some of the City's departments suffer from a negative regulatory perception.

The City lacks social, cultural and entertainment amenities for diverse age populations.

The City does not have a higher educational institution located within its boundaries.

The City's infrastructure is aging.

Though portions of the City are decades old and have a rich history, the City as a jurisdiction and community still lacks a cohesive identity.

## WEAKNESSES OPPORTUNITIES

Proximity to Centennial Airport, DTC, Inverness and Meridian provide Centennial with the central location within the southeast metro business corridor.

Centennial is home to a highly educated, highly skilled workforce that can be tapped for industry expansion at the local level.

Commercial Districts in the City can be revitalized to incorporate new development styles and typologies, while demographic and consumer strength may encourage other properties to redevelop.

The City should look at its boundaries and consider annexations when it is fiscally and logistically prudent.

Centennial's incorporation and governing structure make it a unique environment, which should be communicated to the private sector as forward thinking.

*\*Centennial was ranked the highest of any Colorado city in the 14th Annual Safest City Awards and was ranked 20th of all US cities with a population in excess of 75,000.*

# CORE BUSINESS AREAS & GOALS

## ECONOMIC HEALTH VISION STATEMENT

The City of Centennial is a fiscally responsible, business-friendly City that balances business, residential and cultural community interests.

Known throughout the region as a vibrant business community, the City attracts and retains a strong business base, generates healthy revenue and encourages ongoing revitalization through thoughtful and responsible development.

*Our Voice. Our Vision.  
Centennial 2030*



# BUSINESS AREAS

## CORE BUSINESS AREAS

The foundation of Centennial's Economic Development strategy lies in six core business areas. Each core business area is equally important, and collectively they establish the foundation for Centennial's long-term economic vitality.

**Business Attraction** – The City will actively work with the brokerage community, Metro Denver EDC, State Office of Economic Development & International Trade, local economic development organizations, existing industry and industry associations (NAIOP, ULI, CoreNet) to attract new employers in key industry sectors.

**Retail Recruitment** – The City will actively work with developers, brokers and through the International Council of Shopping Centers (ICSC) network to attract new retail opportunities to the City.

**Business Retention & Expansion** – The City shall perform business retention & expansion visits to survey the mind set and wellness of local businesses, establish positive relationships and develop open communication channels.

**Redevelopment & Revitalization** – The City will work collaboratively with commercial property owners and prospective partners to encourage reinvestment, revitalization and redevelopment where appropriate to enhance the commercial fabric of Centennial.

**Small Business Development** – The City will support small business development and encourage local entrepreneurs to utilize resources available through the Small Business Development Center and the Aurora Business Development Center.

**Marketing** – The City will actively market its assets and opportunities through a variety of mediums to further the Centennial brand in the real estate and business communities.

## SECONDARY BUSINESS AREAS

**Information & Research** – The City will conduct ongoing research and provide informational resources to a wide variety of entities on topics relevant to Centennial.

**Community Outreach** – The City will actively work with its stakeholders to enhance communication channels and discuss topical and relevant issues.

**Policy** – The City will pursue relevant economic development policy alternatives to further Centennial's commercial vibrancy and fiscal vitality.

# GOAL I

## CULTIVATE A DIVERSE & BALANCED ECONOMY

A diverse economic base with employment distributed among various business sectors can help Centennial sustain shifts in the national and regional economy. The City should build upon and diversify its current economic base by retaining, expanding, and attracting firms in key business sectors. These sectors include finance and insurance; professional, scientific and technical services; retail and healthcare. The City should also adopt strategies to maintain and support its major employers, such as Oppenheimer Funds, Citi, Comcast and United Launch Alliance; while encouraging growth among small businesses and start-ups.



### [A] BUSINESS DEVELOPMENT & MARKETING

#### [1] Strengthen and Expand Key Industry Sectors

- ↳ Conduct an assessment of existing employers and industries in the City to define strategic employment clusters, key major employers and firms with growth potential.
- ↳ Actively promote the City in targeted business sectors that have growth potential in the market such as aerospace engineering, media and medical technologies.
- ↳ Explore existing business supply chains and encourage suppliers to locate in Centennial.
- ↳ Encourage existing companies to utilize Centennial-based firms for services and supplies.
- ↳ Develop a portfolio of local company profiles.
- ↳ Inventory development ready land and existing buildings for new companies.
- ↳ Ensure preservation of existing land and building opportunities for future commercial and industrial development.
- ↳ Utilize time incentives through the Planning & Development Department to encourage new investment to occur cost effectively and efficiently.
- ↳ Utilize financial incentives to encourage investment from targeted industry firms when appropriate.
- ↳ Begin discussions on potential "shovel ready" sites to meet the immediate demands of prospective companies.

BUSINESS  
DEVELOPMENT &  
MARKETING

BUSINESS  
RETENTION &  
EXPANSION

RETAIL  
GROWTH &  
COMMERCIAL  
INVESTMENT

SUSTAINABLE  
DEVELOPMENT &  
BUSINESS  
PRACTICES



BUSINESS  
DEVELOPMENT &  
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DEVELOPMENT &  
BUSINESS  
PRACTICES

## GOAL 1

### CULTIVATE A DIVERSE & BALANCED ECONOMY

#### [1] Strengthen and Expand Key Industry Sectors, *continued*

- ↳ Gather testimonial letters from existing targeted industry promoting the ease of working with the City, workforce strengths and other benefits of locating in Centennial.
- ↳ Enlist the help of existing industry (e.g. target cluster task forces) to build pipeline of prospective companies

#### [2] Support Small Business Development and Expansion in Centennial

- ↳ Develop a new business welcome guide which includes pertinent contact information for various departments, agencies and partners; answers to frequently asked questions; and information about City licensing and registration programs.
- ↳ Encourage prospective small businesses and entrepreneurs to utilize resources from the South Metro Denver Small Business Development Center (SBDC) and Aurora Business Development Center (ABDC).

#### [3] Promote Commercial Development and Revitalization

- ↳ Develop a strategic marketing plan to promote Centennial's available commercial development, revitalization and redevelopment opportunities.
- ↳ Participate in long-range and sub-area planning efforts to ensure the long-term vitality of the City's existing commercial properties.
- ↳ Compile a list of properties available for commercial development in Centennial.
- ↳ Explore strategic annexations at the City's edge to enhance potential commercial development opportunities.
- ↳ Ensure that revitalization and redevelopment efforts seek to meet the needs of all Centennial residents in terms of accessibility and connectivity.
- ↳ Evaluate building code regulations to better understand how they may inhibit reinvestment in existing facilities.

# GOAL I

## CULTIVATE A DIVERSE & BALANCED ECONOMY

### [3] Promote Commercial Development and Revitalization, *continued*

- ↳ Promote economic development services available through local and state agencies that are available to existing companies.
- ↳ Develop Rapid Response Team of Economic Development Partners to immediately respond to the needs of existing companies who may be expanding or relocating to another community.

### [4] Utilize Partnerships to Enhance Economic Development Opportunities

- ↳ Participate in appropriate Chambers of Commerce and Economic Development Organizations at the local, regional and national level.
- ↳ Participate in relevant real estate and trade organizations.
- ↳ Form Centennial Economic Development Partnership to include workforce development, utilities, telecommunications providers, City and County staff, existing industry, community colleges, Chambers, etc. to assist in implementing strategic plan and to respond quickly to prospect needs.

## [B] BUSINESS RETENTION & EXPANSION

### [1] Enhance Connectivity with Local Businesses

- ↳ Develop formalized communication channels with existing businesses including e-newsletters, mailings and web-based communication.
- ↳ Host quarterly forums with key industry and city leaders.
- ↳ Participate in Business Registration program development and outreach.
- ↳ Host an Annual Business Appreciation Dinner (Best of Centennial).



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BUSINESS  
PRACTICES

## GOAL 1

### CULTIVATE A DIVERSE & BALANCED ECONOMY

#### [1] Enhance Connectivity with Local Businesses, *continued*

- ↳ Recognize local businesses for their industry accomplishments and promote companies in the news through various communication channels.
- ↳ Engage the business community in discussions about current and future transportation planning efforts.

#### [2] Strengthen and Expand Key Industry Sectors

- ↳ Retain, expand, and attract firms in the Finance & Insurance and Professional, Scientific, and Technical sectors.
- ↳ Continue to support the expansion of the Medical Technology and Aerospace sectors.
- ↳ Develop a Centennial business resource guide.
- ↳ Encourage local companies to utilize Centennial-based firms for services and supplies.
- ↳ Utilize time incentives through the Planning & Development department to encourage new investment to occur cost effectively and efficiently.

#### [C] RETAIL GROWTH & COMMERCIAL INVESTMENT

##### [1] Encourage on-going revitalization to improve existing shopping centers in Centennial

- ↳ Encourage property managers and leasing agents to utilize available space on monument signs to promote businesses located in the shopping center.
- ↳ Utilize financial incentives to encourage reinvestment and redevelopment when appropriate.
- ↳ Utilize time incentives through the Planning & Development Department to allow reinvestment and redevelopment to occur cost effectively and efficiently.
- ↳ Consider long range transportation improvements to ensure future ease of accessibility to targeted retail areas.

## GOAL 1

### CULTIVATE A DIVERSE & BALANCED ECONOMY

#### [2] Promote redevelopment of targeted commercial properties and areas

- ↳ Participate in long-range and sub-area planning efforts to ensure the long-term vitality of the City's existing commercial properties.
- ↳ Work with existing shopping center owners to pursue higher and better use scenarios.
- ↳ Utilize financial incentives to encourage reinvestment and redevelopment when appropriate.

#### [3] Attract new retail businesses that will increase the City's sales tax revenue base

- ↳ Participate in International Council of Shopping Centers (ICSC) events and programs to network with real estate developers and potential end users/tenants.
- ↳ Explore recruiting new tenants that are not currently in the metro market.
- ↳ Work with leasing agents to promote available shop space in City marketing materials.
- ↳ Explore adding retailers that are not currently in the City's respective sub-areas utilizing gap analysis data compiled through the Retail Market Analysis project.
- ↳ Pursue destination retail tenants and developments.

#### [4] Encourage residents and employees to shop in Centennial

- ↳ Develop a retail business promotion plan encouraging residents and employees to shop at local retailers and shopping centers.
- ↳ Implement a searchable on-line business directory.
- ↳ Encourage HOA newsletters to incorporate businesses and business events into their communication tools.



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PRACTICES



# GOAL 1

## CULTIVATE A DIVERSE & BALANCED ECONOMY

### [D] SUSTAINABLE DEVELOPMENT & BUSINESS PRACTICES

#### [1] Encourage environmental planning and sustainable land development

- ↳ Increase the amount of area zoned for mixed use.
- ↳ Participate in the Land Development Code Rewrite.
- ↳ Evaluate new developments from a long-term financial and environmental perspective.
- ↳ Encourage new businesses, industries and developments to be environmentally aware and utilize sustainable measures wherever possible.

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PRACTICES

## GOAL II

### ENHANCE CENTENNIAL'S QUALITY OF LIFE

Maintaining Centennial's strong foundations are imperative to its long-term vitality. The City should pursue sustainable measures in its business methods and built form. Centennial should actively collaborate with its partners who provide services to the City's residents. The City should support its educational providers including the Cherry Creek and Littleton School Districts, and work collaboratively with institutions that provide higher education opportunities, to ensure quality educational opportunities for learners at every age level.

Quality of Life Vision Statement (Our Voice. Our Vision. Centennial 2030)  
Centennial, Colorado is a proud, thriving community committed to the conservation of the natural beauty of our City, promoting a vibrant economy with a sustainable future, providing outstanding education opportunities for our citizens, and nurturing a supporting community that enhances the lives of all our citizens: children, families, singles and seniors. We are a community of citizens that feels safe and secure. We honor the integrity and values of our neighborhoods, and support a government that is responsive, respectful and accountable to our citizens. We celebrate our past and look forward to our future.

#### [A] SUSTAINABILITY

##### [1] Utilize sound land use and development principals to promote long-term sustainability at the neighborhood and City-wide level

- ↳ Adopt smart growth policies.
- ↳ Promote the business of environmental concerns through the Centennial Urban Redevelopment Authority (CURA), redevelopment projects and green building efforts.
- ↳ Assess building codes and incorporate sustainable measures.
- ↳ Increase amount of area zoned for mixed use.
- ↳ Aim for a balance between residential, office, retail, and other land uses in Centennial including at the sub-area level.
- ↳ Allow for a variety of housing options to meet the needs of employers and employees to accommodate all income levels.



#### SUSTAINABILITY

WORKFORCE  
DEVELOPMENT

SHOP LOCAL

PROTECT &  
ENHANCE  
PROPERTY  
VALUE



## GOAL II

### ENHANCE CENTENNIAL'S QUALITY OF LIFE

[1] Utilize sound land use and development principals to promote long-term sustainability at the neighborhood and City-wide level, *continued*

- ↳ Consider providing incentives such as density credits or reduced development fees for projects who meet the City's sustainability objectives.

#### [B] WORKFORCE DEVELOPMENT

[1] Promote access to life-long learning opportunities

- ↳ Develop a clearinghouse for available educational resources in or proximate to the City.
- ↳ Encourage the joint use of public facilities to serve as education outlets for community members.
- ↳ Work collaboratively with the Littleton and Cherry Creek School Districts to support access to a high quality public education system.
- ↳ Encourage higher educational institutions to offer coursework and educational opportunities at neighborhood proximate facilities.
- ↳ Work closely with Arapahoe/Douglas WORKS! Workforce Development Center to identify current and future workforce strengths and weaknesses.

[2] Encourage educational institutions and employers to work together and create unique learning opportunities

- ↳ Partner with local businesses and educational institutions to create opportunities for students to learn beyond the classroom (internships, apprenticeships).
- ↳ Encourage community college districts and universities to explore bringing educational opportunities and programs to locations where employers and employees can easily access them.

SUSTAINABILITY

WORKFORCE  
DEVELOPMENT

SHOP LOCAL

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PROPERTY  
VALUE

## GOAL II

### ENHANCE CENTENNIAL'S QUALITY OF LIFE

#### [C] SHOP LOCAL

##### [1] Encourage residents and employees to shop in Centennial

- ↳ Develop a Centennial community business directory that is available in print and online.
- ↳ Develop a service providers guide categorized by sub-area that will encourage residents to utilize local businesses.
- ↳ Develop a retail business promotion plan (ie "Centennial Rewards") encouraging residents and employees to shop at local retailers and shopping centers.

#### [D] PROTECT & ENHANCE PROPERTY VALUE

##### [1] Utilize sound planning and community development principles to protect and enhance the community

- ↳ Include aesthetic and visual design criteria in Planning & Zoning reviews and City projects.
- ↳ Develop a commercial revitalization and redevelopment plan.
- ↳ Actively promote sub-area plan opportunities to real estate and commercial development professionals who could be potential development partners.
- ↳ Work closely with the community when planning major new development projects.
- ↳ Promote, create and implement overlay districts, sub-area and corridor plans that preserve and enhance the community.



SUSTAINABILITY

WORKFORCE  
DEVELOPMENT

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## GOAL III

### PROMOTE THE CITY'S IMAGE IN THE REGION THROUGH CREATION OF DESTINATION ACTIVITIES, MARKETING AND BUSINESS-FRIENDLY CITY SERVICES

The City should actively participate in an open dialogue with its current stakeholders and future partners. It should promote a message of opportunity and partnership. Centennial should utilize traditional communication methods and cutting-edge mediums that will reach diverse audiences. All communication should support and further the brand that is "Centennial." The City should actively monitor the perception of its stakeholders and take actions to correct misperceptions that may exist. Likewise, Centennial should work with its stakeholders to improve partnerships and enhance service delivery and business procedures when possible.

#### [A] MARKETING & COMMUNICATION

##### [1] Actively promote Centennial through various communication mediums and methods

- ↳ Strategically market to targeted business sectors.
- ↳ Develop an E-Newsletter that is distributed quarterly to Centennial-based businesses and other stakeholders.
- ↳ Utilize the City Web site to provide current, relevant information to prospective and existing businesses.
- ↳ Develop an electronic business resource center that includes information including demographics, real estate availability, City development processes, etc.
- ↳ Recognize local businesses for their industry accomplishments and promote their "news" whenever possible.

#### MARKETING & COMMUNICATION

DEVELOP A CENTENNIAL "BRAND"

PARTNERSHIPS

## GOAL III

### PROMOTE THE CITY'S IMAGE IN THE REGION THROUGH CREATION OF DESTINATION ACTIVITIES, MARKETING AND BUSINESS-FRIENDLY CITY SERVICES

#### [B] DEVELOP A CENTENNIAL "BRAND"

[1] Establish Centennial as a great place for business by creating a distinguished brand, developing a unique sense of place and promoting distinct opportunities

- ↳ Create consumer targeted destinations that appeal to specific audience segments or have themes.
- ↳ Support the development of a central "gathering place" for the community.
- ↳ Develop a strategic outreach plan targeted to the commercial real estate community.
- ↳ Promote Centennial through development of marketing materials as an International Community that welcomes and promotes diversity and is tied to the global marketplace.
- ↳ Encourage Centennial residents and businesses to utilize "Centennial" as their address.
- ↳ Develop a community identification and way-finding signage program.
- ↳ Pursue media coverage in local and national publications to create brand awareness to broad audiences.



MARKETING &  
COMMUNICATION

DEVELOP A  
CENTENNIAL  
"BRAND"

PARTNERSHIPS



## GOAL III

PROMOTE THE CITY'S IMAGE IN THE REGION THROUGH CREATION OF DESTINATION ACTIVITIES, MARKETING AND BUSINESS-FRIENDLY CITY SERVICES

### [C] PARTNERSHIPS

[1] Pursue partnership opportunities with other organizations to provide enhanced opportunities and facilities for the City

- ↳ Participate in Regional Partnerships.
- ↳ Explore the viability of developing (or partnering on) cultural facilities.
- ↳ Explore the viability of building professional meeting space and actively seek potential partnerships.
- ↳ Partner with Centennial Airport to drive smart growth and work towards mutual success.
- ↳ Actively participate in relevant professional and real estate organizations.
- ↳ Maintain a strong relationship with area hospitals and healthcare providers to ensure a full-range of healthcare is accessible to the City's residents and businesses.

MARKETING &  
COMMUNICATION

DEVELOP A  
CENTENNIAL  
"BRAND"

PARTNERSHIPS

## GOAL IV

### MAINTAIN & STRENGTHEN THE CITY'S FISCAL VITALITY

Like many local Colorado jurisdictions, Centennial has adopted a conservative approach towards budgeting. While the City has successfully maintained a prudent financial reserve, the current state of the national economy will directly impact Centennial and its business community. Given these economic challenges, the Economic Development Strategic Plan (EDSP) presents strategies to strengthen the City's fiscal position, and allow continued provision of high quality municipal services.

#### [A] CONNECTIVITY

##### [1] Increase connectivity with the business community through creative methods and frequent, open communication

- ↳ Develop formalized communication channels with existing businesses.
- ↳ Encourage open communication with and between residents and businesses.
- ↳ Develop a business-to-business resource guide to encourage local businesses to support each other.
- ↳ Utilize the City Web site to provide updates to Centennial residents about companies in the news and the status of development projects.
- ↳ Host quarterly forums with key industry and city leaders.
- ↳ Host an Annual Business Appreciation Dinner (Best of Centennial).



CONNECTIVITY

BUSINESS-FRIENDLY  
ENVIRONMENT

POLICY

PLANNING &  
DEVELOPMENT



## GOAL IV

### MAINTAIN & STRENGTHEN THE CITY'S FISCAL VITALITY

#### [B] BUSINESS-FRIENDLY ENVIRONMENT

[1] Develop and implement policies and procedures that make doing business in Centennial an easy, efficient and consistent experience

- ↳ Develop a business guide / resource center that local businesses and entrepreneurs can utilize.
- ↳ Develop an easy to understand development process chart for businesses and developers.
- ↳ Work with City Management and the Planning & Development Department to review and streamline City business policies and processes where applicable.
- ↳ Enhance the City's business-friendly environment at the staff level and through an efficient and predictable permitting process.
- ↳ Conduct semi-annual forums with commercial real estate professionals and existing industry to assess their experience with the City's development process and solicit input for ways to improve processes.
- ↳ Compare the City's development practices and policies with that of our neighboring jurisdictions to assess levels of efficiency and effectiveness; suggest where improvements can be made.
- ↳ Conduct an analysis of surrounding jurisdictions fees and taxes. Utilize data and policies to ensure that competitively position Centennial in relation to surrounding communities.

CONNECTIVITY

BUSINESS-FRIENDLY  
ENVIRONMENT

POLICY

PLANNING &  
DEVELOPMENT

# GOAL IV

## MAINTAIN & STRENGTHEN THE CITY'S FISCAL VITALITY

### [C] POLICY

- [1] Develop and implement policies and procedures that make doing business in Centennial an easy, efficient and consistent experience
- ↳ Review and streamline City business policies and processes that impact the business community.
  - ↳ Analyze the impact of sales and property tax with relationship to levels and methods of City services.
  - ↳ Evaluate new business from a long-term fiscal and environmental perspective.
  - ↳ Explore a Business Registration program and how it can be used to create value for the business community.
  - ↳ Work with special districts to ensure that the business community has a positive experience with their respective service providers.
  - ↳ Utilize available incentive tools when appropriate.

### [D] PLANNING & DEVELOPMENT

- [1] Utilize innovative planning strategies and methodologies to enhance Centennial's sense of place
- ↳ Develop a commercial revitalization and redevelopment plan.
  - ↳ Assess building codes and incorporate sustainable measures.
  - ↳ Implement environmental planning & sustainable business development practices.
  - ↳ Continue to pursue reuse and redevelopment opportunities at infill commercial sites throughout the City.



CONNECTIVITY

BUSINESS-FRIENDLY  
ENVIRONMENT

POLICY

PLANNING &  
DEVELOPMENT

# STRATEGIC RELATIONSHIPS



Metro Denver Economic Development Corporation (MDEDC)

Colorado Office of Economic Development and International Trade (OEDIT)

Arapahoe/Douglas WORKS!

South Metro Denver Chamber (SMDC)  
SMDC Economic Development Group  
SMDC Small Business Development Center

Aurora Chamber of Commerce

Southeast Business Partnership (SEBP)

International Economic Development Council (IEDC)

Economic Development Council of Colorado (EDCC)

International Council of Shopping Centers (ICSC)

Urban Land Institute (ULI)

National Association of Industrial and Office Properties (NAIOP)

# STRATEGIC RELATIONSHIPS

## ECONOMIC DEVELOPMENT ORGANIZATIONS & AFFILIATIONS

### METRO DENVER ECONOMIC DEVELOPMENT CORPORATION

(METRO DENVER EDC)

<http://www.metrodenver.org/>

In their words: "The Metro Denver Economic Development Corporation, a public-private not-for-profit economic development organization, is an affiliate of the Denver Metro Chamber of Commerce. As the nation's first and only truly regional economic development entity, the Metro Denver EDC is comprised of over 60 cities, counties, and economic development agencies. Primary funding comes from private-sector investors, plus participating cities and counties in Metro Denver. Initiatives are developed among member organizations with final decision-making authority resting with an investor board of directors."

*Participation Supports Goal IA Strategies 1 & 4 and IIIC Strategy 1*

*Fiscal Impact (FY09): \$0*

*Resource Impact: EDM participation in various meetings and events*

### COLORADO OFFICE OF ECONOMIC DEVELOPMENT AND INTERNATIONAL TRADE (OEDIT)

<http://www.advancecolorado.com/>

In their words: "The Office of Economic Development and International Trade (OEDIT) fosters a positive business climate that encourages quality economic development through financial and technical assistance provided in support of local and regional economic development activities throughout the State of Colorado. OEDIT offers a host of programs and services tailored to support Business Development at every level. They include business retention and relocation services, a bioscience and emerging industries program, Business Finance programs, the Colorado Tourism Office, the Colorado Council on the Arts, the Colorado International Trade Office, the Colorado Small Business Development Centers, Minority and Women-owned business services and economic research."

*Participation Supports Goal IA Strategies 1 & 4 and IIIC Strategy 1*

*Fiscal Impact (FY09): \$0*

*Resource Impact: EDM participation in various meetings and events*

## STRATEGIC RELATIONSHIPS

### ECONOMIC DEVELOPMENT ORGANIZATIONS & AFFILIATIONS

#### ARAPAHOE/DOUGLAS WORKS!

<http://www.adworks.org/>

In their words: "Arapahoe/Douglas Works! is a public/private partnership; we pride ourselves on our ability to work with a variety of organizations, including business and community groups. In addition, we have a Workforce Board made up of individuals who provide guidance and assistance to our mission of improving the quality of life in Arapahoe and Douglas counties. Arapahoe/Douglas Works! maintains a main resource centers in the Denver Tech Center, and a satellite office in Castle Rock which are available to all registered job seekers."

*Participation Supports Goal IA Strategy 4 and Goal IIB Strategy 1*

*Fiscal Impact (FY09): \$0*

*Resource Impact: EDM participation in various meetings and events*

#### SOUTH METRO DENVER CHAMBER (SMDC)

<http://www.bestchamber.com/>

In their words: "The South Metro Denver Chamber is one of the most influential forces in local government and regional economic development. With more than 1,600 members incorporating over 85,000 employees, the Chamber is actively involved in public policy and providing valuable resources to its members. The organization believes that individuals working together are a true force to be reckoned with."

*Participation Supports Goal IA Strategies 1 & 4 and IB Strategy 1*

*Fiscal Impact (FY09): \$5,000 (EDM will review sponsorship commitment annually)*

*Resource Impact: EDM participation in various events*

#### SMDC: ECONOMIC DEVELOPMENT GROUP (EDG)

<http://www.bestchamber.com/groups-committees/economic-development-group.html>

In their words: "The Economic Development Group is a separately funded regional organization of dedicated business and community leaders working together to enhance the economic climate of South Metro Denver. As a separate group, it has its own volunteer base, board of directors and a dedicated staff. All of the Group's investors are members of the Chamber."

*Participation Supports Goal IA Strategy 4*

*Fiscal Impact (FY09): \$2,000 (EDM will review sponsorship commitment annually)*

*Resource Impact: EDM participation in monthly EDG meeting*

# STRATEGIC RELATIONSHIPS

## ECONOMIC DEVELOPMENT ORGANIZATIONS & AFFILIATIONS

### SMDC: SMALL BUSINESS PARTNERSHIP (SBDC)

<http://www.smallbusinessdenver.com/>

In their words: "The South Metro Denver Small Business Development Center is a co-operative venture between the U.S. Small Business Administration and the State of Colorado. The SBDC provides education and free consulting to small and medium sized businesses in Arapahoe, Douglas and South Jefferson counties. It is one of 17 centers statewide. The South Metro Denver SBDC is hosted by the South Metro Denver Chamber of Commerce and is located in the city of Centennial, Colorado."

*Participation Supports Goal IA Strategy 2*

*Fiscal Impact (FY09): \$0 (EDM will review sponsorship commitment annually)*

*Resource Impact: EDM shall work with SBDC Director to determine level of participation as required*

### AURORA CHAMBER OF COMMERCE (THE CHAMBER)

<http://www.aurorachamber.org/>

In their words: "The Chamber is a non-profit, action-oriented membership organization that serves as the leading business "voice" and representative of the businesses in the east metro area. As a voluntary organization, the Chamber unites businesses, professionals and firms into a central agency that works to improve the business climate and building a better community. The Chamber is the business liaison with officials for the City of Aurora, Arapahoe and Adams Counties, and state government. In addition, the Chamber is involved in Quality-of-life issues such as education, taxes, health and community growth."

Participation Supports Goal IA Strategies 1 & 4 and IB Strategy 1

Fiscal Impact (FY09): \$5,000 (EDM will review sponsorship commitment annually)

Resource Impact: EDM participation in various events

## STRATEGIC RELATIONSHIPS

### ECONOMIC DEVELOPMENT ORGANIZATIONS & AFFILIATIONS

#### SOUTHEAST BUSINESS PARTNERSHIP (SEBP)

<http://www.sebp.org/>

In their words: "The Southeast Business Partnership is the Economic Development leader in South Metro Denver. We have it all - an elite group of members; both public and private, great relationships with local brokers, and ambitious knowledgeable employees. The Southeast Business Partnership promotes economic sustainability by formulating new and more effective economic strategies, tools, and policies. We offer a comprehensive approach to diversification and growth by working with our local jurisdictions and creating partnerships. With the guidance of SEBP, the South Metro region has served as the pivotal link to transportation infrastructure, business relocation, business expansion and business friendly public policy."

*Participation Supports Goal IA Strategy 4, IB Strategy 1 and IIIC Strategy 1*

*Fiscal Impact (FY09): \$10,000 (EDM will review sponsorship commitment annually)*

*Resource Impact: EDM participation in monthly Board of Governors meeting & attendance at various SEBP sponsored events*

#### INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL (IEDC)

<http://www.iedconline.org/>

In their words: "The International Economic Development Council is a non-profit membership organization dedicated to helping economic developers do their job more effectively and raising the profile of the profession. When we succeed, our members create more high-quality jobs, develop more vibrant communities, and generally improve the quality of life in their regions."

IEDC is the world's largest membership organization serving the economic development profession. From public to private, rural to urban, and local to international, our members represent the entire range of economic development experience. Building strong, sustainable communities is an endeavor requiring innovative strategies, tools, and techniques. Our programs and services have been developed accordingly: they provide educational opportunities, analyze and disseminate information, and improve decision-makers' responsiveness to economic development needs."

*Participation Supports Goal IA Strategy 4 & IIIC Strategy 1*

*Fiscal Impact (annual): \$475 membership + cost of events/conferences*

*Resource Impact: varies dependant upon participation level*

## STRATEGIC RELATIONSHIPS

### ECONOMIC DEVELOPMENT ORGANIZATIONS & AFFILIATIONS

#### ECONOMIC DEVELOPMENT COUNCIL OF COLORADO (EDCC)

<http://www.edcconline.org/>

In their words: "The Economic Development Council of Colorado (EDCC) is a nonprofit association of economic development professionals established to further the economic development of the State of Colorado and to achieve a closer working relationship among professionals in the field. Through the efforts of EDCC members, both individually and collectively, it is hoped that Colorado will maintain a stable trend of economic growth, high environmental quality, and a sound business system conducive to the expansion of employment creating industry in the state.

The members of EDCC are diverse in make-up, but identical in mission; to ensure Colorado and its communities, counties and regions succeed in the core business of economic development... quality job creation. Our members are rural and urban, public and private, for profit and not-for-profit, individual communities, counties and regional groups. They are economic development professionals, community volunteers, business leaders, and politicians."

*Participation Supports Goal IA Strategy 4 & IIIC Strategy 1*

*Fiscal Impact (annual): \$275 membership + cost of events/conferences*

*Resource Impact: EDM participation in 2 conferences*

### PROFESSIONAL ORGANIZATIONS & AFFILIATIONS

#### INTERNATIONAL COUNCIL OF SHOPPING CENTERS (ICSC)

<http://www.icsc.org/>

In their words: "Founded in 1957, the International Council of Shopping Centers is the global trade association of the shopping center industry. Its 65,000 members in the U.S., Canada and more than 80 other countries include shopping center owners, developers, managers, marketing specialists, investors, lenders, retailers and other professionals as well as academics and public officials. As the global industry trade association, ICSC links with more than 25 national and regional shopping center councils throughout the world.

*Participation Supports Goal IA Strategy 4, IC Strategy 3 and IIIC Strategy 1*

*Fiscal Impact (annual): \$100 membership + cost of events*

*Resource Impact: EDM participation in events*

# STRATEGIC RELATIONSHIPS

## PROFESSIONAL ORGANIZATIONS & AFFILIATIONS

### URBAN LAND INSTITUTE (ULI)

<http://www.uli.org/>

In their words: "Founded in 1936, the institute now has more than 34,000 members worldwide representing the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service. As the preeminent, multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information and experience among local, national and international industry leaders and policy makers dedicated to creating better places. The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide."

*Participation Supports Goal IA Strategy 4 and IIIC Strategy 1*

*Fiscal Impact (annual): \$175 membership + cost of events*

*Resource Impact: EDM participation in events*

### NATIONAL ASSOCIATION OF OFFICE & INDUSTRIAL PROPERTIES

(NAIOP)

<http://www.naiop.org/>

In their words: "The National Association of Industrial and Office Properties is the nation's leading trade association for developers, owners, investors, asset managers and other professionals in industrial, office and mixed-use commercial real estate. Founded in 1967, NAIOP comprises 14,500+ members in 53 North American chapters. It provides networking opportunities, educational programs, research on trends and innovations and strong legislative representation. NAIOP provides communication, networking and business opportunities for all real estate related professionals; provides a forum for continuing education; and promotes effective public policy, through its grassroots network, to create, protect and enhance property values."

*Participation Supports Goal IA Strategy 4 and IIIC Strategy 1*

*Fiscal Impact (annual): \$155 membership + cost of events*

*Resource Impact: EDM participation in events*

*Note: The cost of membership and participation with relationship to perceived and real benefits shall be evaluated for each entity annually during the budget process.*

## INCENTIVES POLICY

The City of Centennial believes that a great City provides a strong and positive foundation for its business community. We've opted for a "green tape" approach to community development, and strive to work collaboratively with our business community to ensure long-term positive outcomes for all parties. To that end, Centennial will only consider offering incentives for projects that are extraordinary, significantly enhance the community, and meet the goals and objectives of the City.

### PROCEDURAL REQUIREMENTS

To be considered for an incentive agreement, the requesting party shall submit all available project specifications including a narrative describing the proposed project, a well-developed conceptual site plan including renderings if available, and a comprehensive financial pro-forma to the Economic Development Division. At that time, the Economic Development Manager will analyze the request, perform the economic impact analysis and provide a formal recommendation to City Management.

The City Manager retains the right to determine whether or not the project and proposed incentive agreement will be presented to City Council for consideration. The City of Centennial City Council is the legislative decision-making authority and considers all incentive requests on a case-by-case basis. City Council reserves the right to approve or reject any incentive agreement.

The Economic Development Division in conjunction with City Management and City Council will consider all requests on a case-by-case basis and no project approval or rejection by City Management or City Council shall be considered precedent for future recommendations or decisions.





## INCENTIVES POLICY

### PROJECT TYPES

The City of Centennial may consider negotiating an incentive agreement for the following project types:

#### Major Retail Development

A major retail development may be considered for an incentive agreement if the proposed project:

- (1) Represents significant private-sector financial investment
- (2) Promotes a higher and better use of the property
- (3) Provides a positive fiscal and economic impact to the City
- (4) Adds new and unique tenants to the market and/or trade area
- (5) Mitigates any perceived or potential negative impacts to the surrounding area
- (6) Minimizes the impacts of consumer expenditure cannibalization from existing projects in the City

#### Major Primary Employment

A commercial development which includes a substantial primary employment component may be considered for an incentive agreement if the proposed project:

- (1) Represents significant private-sector financial investment
- (2) Provides quality employment opportunities for Centennial's citizens and the region  
Minimum of 50 NEW jobs at a pay rate equal to sixty-six percent (66%) (not including benefits) of the City's Median Household Income
- (3) Demonstrates a positive direct and/or indirect fiscal and economic impact to the City
- (4) Mitigates any perceived or potential negative impacts to the surrounding area
- (5) Demonstrates a long-term commitment to the City

# INCENTIVES POLICY

## Commercial / Mixed-Use Annexation

The City may provide incentives to enable the annexation of fully developed, partially developed or vacant land that is commercial or mixed-use in nature if the project/property:

- (1) Demonstrates reasonable potential for positive fiscal and economic benefits to the City
- (2) Is a geographically logical addition to the City
- (3) Is reasonably served by the City and its service/infrastructure providers
- (4) Mitigates any perceived or potential negative impacts to the surrounding area

## Redevelopment / Revitalization

A redevelopment and/or revitalization project may be considered for an incentive agreement if the proposed project:

- (1) Meets and exceeds the goals and objectives of the Comprehensive Plan and amendments thereto
- (2) Represents new and significant financial investment
- (3) Provides a positive fiscal and economic impact to the City
- (4) Promotes a higher and better use of the property OR improves the financial performance and viability of the existing property
- (5) Is consistent with the community's vision
- (6) Mitigates any perceived or potential negative impacts to the surrounding area and is respectful of existing adjacent property types

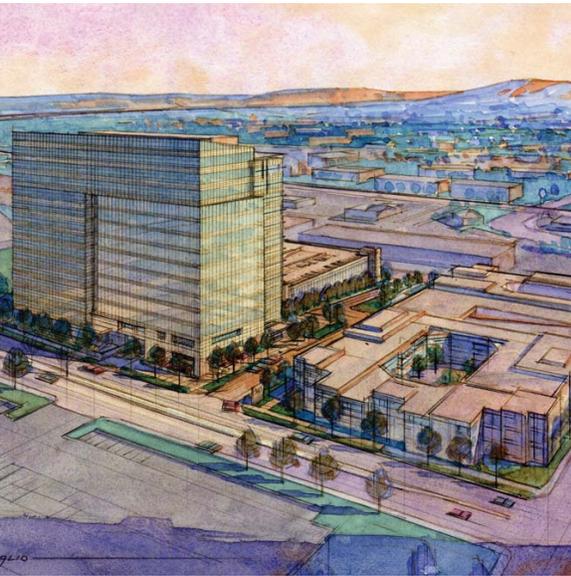
## Exceeding Quality Design Standards

The City may consider an incentive agreement if the proposed project represents superior quality and design aesthetics that substantially and significantly exceed the City's current design standards.

## Sustainable & Environmentally Conscious Development

To promote long-term viability and sustainability in Centennial's urban form, the City may consider providing incentives for projects that are developed in a sustainable and environmentally conscious manner.





# INCENTIVES POLICY

## INCENTIVE TYPES

### Planning & Development Processing Commitments

The Planning & Development Department is committed to providing exceptional customer service and ensuring that its applicants experience a quality development process.

All projects are subject to a formal in-person Pre-Submittal Meeting in which the reviewing parties provide comments, suggestions, and recommendations prior to formal submittal to ensure an efficient and effective process.

At the request of the Economic Development Division, and subject to approval from the Planning & Development Director or his/her designee, a project may be afforded an Expedited Review process. The process, commitments, and timelines for all parties will be determined and agreed upon in writing prior to any expedited review being granted.

### Sales Tax Reimbursements

The City may consider a share-back or partial reimbursement of the City collected portion of retail sales tax generated from the project. All proceeds of a sales tax reimbursement must be utilized for a public or public-related purpose which advances the public health, safety, and general welfare of the community.

Every proposed agreement will be considered individually, based solely upon the merits of the project as defined at that time. No previous proposal or agreement should be considered as a precedent for which other projects will be considered upon.

### Construction Use Tax Reimbursements

The City may consider a full or partial reimbursement of the construction use tax generated by the construction of a project. All proceeds of the use tax reimbursement must be utilized for a public or public-related purpose which advances the public health, safety and general welfare of the community.

## INCENTIVES POLICY

### Tax Increment Financing

The City may consider utilizing Tax Increment Financing (TIF) through the Centennial Urban Redevelopment Authority (CURA) only after an urban renewal area has been established. The City will only consider utilizing TIF for projects that are unique, significant in magnitude, and have considerable regional benefit. All proceeds from the TIF must be utilized for public or public-related infrastructure which may include: streets, utilities, street lighting, storm water drainage structures, surface parking, parking garages, fire protection improvements, and other public-related needs.

All private improvements in the redevelopment project area (i.e., buildings, project design and planning expenses) must be solely financed by the project developer.

### Reduction in Fees

The City may consider offsetting all or a portion of the development review fees for commercial projects that exceed the goals and objectives of the Comprehensive Plan and Sub-Area Plan (if applicable), and provide a unique and quality project in terms of product type, tenant mix, and overall physical environment.



## BUDGET

	2006	2007	2008	2009 (Proposed)
Contracted Services	\$0	\$150,000	\$140,000	\$100,000
Professional Services	\$0	\$0	\$0	\$1,500
Printing & Publishing Services	\$0	\$0	\$0	\$10,000
Marketing & Business Dvlpmt.	\$0	\$0	\$15,000	\$43,500
<b>Dues &amp; Memberships</b>				
Metro Denver EDC <sup>1</sup>	\$0	\$0	\$0	\$0
SM Chamber	\$2,000	\$2,000	\$5,000	\$5,000
SM EcDev Group	\$9,000	\$14,000	\$2,000	\$2,000
SM Small Business Development <sup>2</sup>	\$5,000	\$0	\$0	\$0
Aurora Chamber	\$4,000	\$5,000	\$5,000	\$5,000
Southeast Business Partnership	\$10,000	\$10,000	\$10,000	\$10,000
<b>Total</b>	<b>\$30,000</b>	<b>\$181,000</b>	<b>\$177,000</b>	<b>\$177,000</b>

### Notes

- (1) The City is an active participant with the Metro Denver EDC, however does not have to budget sponsorship/ membership fees associated with its participation.
- (2) SMC staff has notified the City that the minimum sponsorship level available for the Small Business Development Center is \$10,000.

## YEAR IN REVIEW

# 2007

### BUSINESS ATTRACTION

Lifetime Fitness  
The Gun Club at Centennial  
Cochlear North America  
NetSuite  
Peakview Heights

### RETAIL DEVELOPMENTS & RECRUITMENT

The Streets at SouthGlenn  
Lifetime Fitness  
Centennial Plaza  
Arapahoe Shoppes  
Shops at Fox Hill  
Ethan Allen  
Centennial Promenade, Lot 1, Block 1

### BUSINESS RETENTION & EXPANSION

United Launch Alliance  
AlloSource  
Big O Tires Corporate  
Verizon Wireless  
LABS Inc.  
Seakr Engineering

### REDEVELOPMENT & REVITALIZATION

The Streets at SouthGlenn  
Southglenn Promenade  
4800 E. Dry Creek (Lifetime Fitness)

### MARKETING

Project Fact Sheets  
Web site  
Marketing Collateral

### INFORMATION & RESEARCH

Property Database  
Employer Database  
Fiscal Impact Model  
Retail Market Analysis RFP

### POLICY

Incentives Policy  
EDO/Partnerships Evaluation  
Sign Ordinance Update

### MEETINGS & INQUIRIES

Prospects/General Info  
3Q - 5 | 4Q - 28

Active Projects  
3Q - 6 | 4Q - 14

Partnerships  
3Q - 11 | 4Q - 16

Community Outreach/Business Retention & Expansion  
3Q - 7 | 4Q - 8

# 2008

## YEAR IN REVIEW

### KEY DATES & EVENTS

February 20 – Eastern Metro Forecast Breakfast  
 April 30 – DEA Project Ground Breaking  
 May 23 – Shops at Fox Hill Grand Opening  
 June 6 – Cochlear Move-In  
 June 19 – LABS Inc. Grand Opening  
 July 17 – Best Buy Grand Opening  
 July 18 – TeamLogic IT Ribbon Cutting  
 September 10 – IKEA Announcement  
 October 1 – Staples Ribbon Shredding  
 October 15 – The Best of Centennial  
 November 8 – The Goddard School Grand Opening  
 November 13 – Ridge at Centennial Ground Breaking

### BUSINESS ATTRACTION

The Gun Club at Centennial  
 Cochlear North America  
 NetSuite  
 Sierra Nevada Corporation  
 Altitude Sports & Entertainment

### RETAIL DEVELOPMENTS & RECRUITMENT

The Streets at SouthGlenn  
 IKEA (Centennial Promenade, Lot 1, Block 1)  
 Centennial Plaza  
 Arapahoe Shoppes  
 Shops at Fox Hill  
 Village at Centennial  
 Lazy Hills Commons

### BUSINESS RETENTION & EXPANSION

United Launch Alliance  
 AlloSource  
 LABS Inc.  
 Seakr Engineering  
 Comcast Data Center  
 Belgian Electronic Sorting Technology (BEST)

### REDEVELOPMENT & REVITALIZATION

4800 E. Dry Creek (Lifetime Fitness)

### MARKETING

Project Fact Sheets  
 Web site  
 Marketing Collateral  
 Sub-Area Quick Reference Guides

### INFORMATION & RESEARCH

Employer Database  
 Retail Market Analysis

### COMMUNITY OUTREACH / PRESENTATIONS

Aurora Chamber - Eastern Metro Forecast Breakfast  
 Southlands Business Leaders  
 Algonquin Acres HOA

### POLICY

Economic Development Strategic Plan  
 Sign Ordinance Update  
 1% Fund Policy

### MEETINGS & INQUIRIES

Prospects/General Info  
 1Q - 46 | 2Q - 50 | 3Q - 36 | 4Q - 26

Active Projects  
 1Q - 11 | 2Q - 17 | 3Q - 19 | 4Q - 19

Partnerships  
 1Q - 25 | 2Q - 17 | 3Q - 27 | 4Q - 24

Community Outreach/Business Retention & Expansion  
 1Q - 20 | 2Q - 17 | 3Q - 30 | 4Q - 19

# APPENDIX

Arapahoe Urban Center Sub Area Plan Summary

Central Centennial Boundary Plan Summary

