



Our Voice. Our Vision.  
Centennial 2030

12503 E. Euclid Dr., Ste. 200, Centennial, CO 80111



# Our Voice. Our Vision. Centennial 2030

## Community Visioning Process Final Report

A project of the City of Centennial, Colorado



April 2008

Dear Citizens,

Many of you may have heard me speak of creating an “intentional” city. A city where we have control over our destiny, where we anticipate the needs of our citizens and create a path that unites citizens and their government around a common vision.

Last year, the Council and I asked citizens to step up to the task of creating a vision for the next 20 years that would continue our efforts to make that intention real. The result is “Our Voice. Our Vision. Centennial 2030.”

This citizen-led visioning process has proven to be inspiring, involving hundreds of citizens participating in phone surveys, Web site surveys, online feedback and topic-specific committees. The level of enthusiasm and dedication by these citizens is testimony to the continuation and growth of the spirit this City was founded upon and promises a bright future.

When we first embarked on creating this City in 1998, our vision to incorporate as an independent, lean city was clear. It was a truly successful experiment in democracy, and we stood together to chart our own future and define our own path.

With our City firmly established, Centennial moves into a new chapter. By 2030, we expect our population to swell by 19 percent and employment to jump by 28 percent. Many of our citizens will age in place, putting stronger demands on senior services, housing and amenities. The environment is a universal issue that will have a huge impact on how we conduct ourselves and become stewards of our natural resources.

The expectations of our citizens and leaders are already beginning to evolve since the City’s inception, and will continue to change as new challenges and opportunities present themselves for Centennial’s future.

This visioning report not only reflects the future direction of our City, but also represents the height of Centennial’s dynamic growth and maturity since our inception. As I looked through these pages and reviewed the issues that our own citizens deemed important, I am thrilled that even when focused on such divergent topics, members of our community share in common goals and values that will continue to make Centennial a place we are proud to call home.

I am personally grateful to all the citizens who contributed their time, insight, passion and intelligence to creating a vision that will serve as the framework within which to build our future. This vision report will be a Reference Document to Centennial’s Comprehensive Plan, and thus will give direction to every decision citizens and leaders make as we use intention to bring our vision and dreams to life.

Sincerely,  
Mayor Randy Pye

“I believe the way we create our future is to tap our community’s energy and ideas to chart an intentional future that is far superior than a future left to chance.”

MAYOR RANDY PYE  
STATE OF THE CITY ADDRESS, 2007



# Visioning Process



**Step 1:** ▶▶▶▶▶

## ENGAGING OUR COMMUNITY

Visioning process leaders educated and engaged other community members about the visioning process and involvement needed.

- Media and advertising announcements
- Special Centennial Connection edition
- Launching visioning Website
- Information at local businesses and faith-based communities

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**Step 2:** ▶▶▶▶▶

## MAKING OUR VOICES HEARD

Community members shared ideas and visions for Centennial's future.

- Formal telephone survey of 400 residents
- Four Ward meetings
- Faith-based leader breakfast with Mayor
- 3,100 visits to Centennial2030.com
- 175 citizens took Web survey or submitted comments online, at recreation centers, libraries or by mail
- Engagement of Centennial Youth Commission

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Step 3:



### CRAFTING OUR VISION

Committees comprising 40 citizen volunteers synthesized input to create the vision and action plans. Topics included:

- Economic Health
- Environment
- Community Quality of Life/ Citizen Engagement
- City Services

Step 4:



### SHARING OUR PLAN FOR THE FUTURE

Committees created a written report for Centennial's citizens outlining the vision and action plans.

Step 5:



### TURNING VISION INTO ACTION

City leaders and engaged citizens implement the action plan, with ongoing citizen dialogue guiding direction.

3

4

5



## Why a Visioning Process?

The vision of Centennial actually began nearly 10 years ago, when its founders launched an initiative to incorporate as a city. The citizens of Centennial made history in 2001 with the successful culmination of their efforts—the largest city incorporation in U.S. history. The City was formed on a platform of self direction, lean government and fierce independence, and citizens prided themselves on the opportunity to create a fresh government that incorporated new ideas.

After six years of incorporation, the need for a more formalized, long range and citizen-led vision became apparent. First, the City had “grown up” during that time, establishing a strong working government but facing changing demographics and economic strains. With the start-up phase of the City behind them, citizens started asking new questions about what their City should provide and how it should operate.

Second, most of the original City founders had completed their terms in City Council and the Mayor, a key leader in the founding of Centennial, was in his last term. A clear visioning process would attempt to capture the historical perspective while inviting in new ideas to help guide future City leaders.

Lastly, Centennial’s leadership expressed a strong desire to become a home rule city which would provide the City the flexibility needed to define its own future path without current statutory confinements. A vision plan would lend guidance to the newly elected Charter Commission and provide a voice for more citizens in the process.

Thus in 2007, Mayor Randy Pye and City Council were inspired to develop a visioning process that would not only capture the voice of the current citizenship, but would also inspire direction for Centennial’s future population for the next 20 years. Facing challenging geography and an unclear role in a long-established metropolitan region, the goal was to chart the course for an “intentional city”—a city that knows what it wants to achieve, the role it will play in the region and how to capitalize on Centennial’s inherent strengths to succeed.



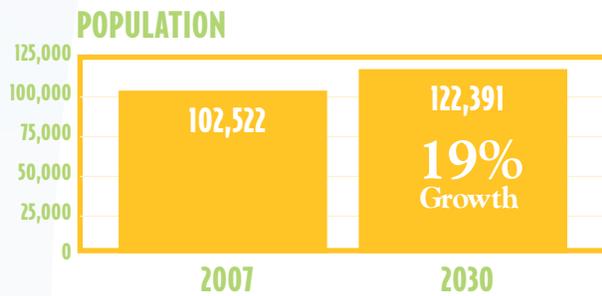
# Building on Centennial's Strengths, Facing its Challenges

After six years of incorporation, Centennial is a vibrant community with a strong foundation on which to grow. The City maintains a high quality of life for its residents on many levels. As Centennial looks to the future, there are as many strengths to leverage in creating a great city as there are challenging realities that must be thought through and addressed. Highlights of these considerations include:

- **Strong neighborhoods**—Citizens speak proudly of “their” neighborhoods, and many participate in the strong neighborhood associations that connect them to each other and the greater community. Vacancy rates are low at 2.3 percent, yet with little developable land available, only 40 new housing units were built in 2005-2006.
- **Challenging geography**—With 28 square miles of land located in an east-west “barbell” configuration along Arapahoe Road, the City has no natural geographical center that creates a sense of community. It has limited opportunities to acquire additional land: 83 percent of its land is already developed with only 10 percent land use growth expected by 2030.
- **Safety leader**—Centennial was ranked the safest city in Colorado and in the top 25 safest cities in the U.S. in 2006 and 2007.
- **Healthy economy**—Home to many of the region’s most successful corporations, the City’s employment rate is expected to grow 28 percent by 2030. The City recently hired an economic development manager to encourage business growth, but limited room for physical growth will provide a challenge.
- **Efficient city services**—Centennial partners with Arapahoe County and other outside organizations to provide effective, cost-efficient services such as police, fire protection, school districts and libraries. Citizens have been increasing demands for services, requiring evaluation of the current arrangement.
- **Improving open space**—The City recently completed a master plan for its open space, trails, parks and recreation to enhance Centennial’s natural resources. However, there is little opportunity to acquire additional open space within City limits.
- **Growing population**—Centennial will need to accommodate its growing population, which is expected to grow 19 percent by 2030. Additionally, the senior population in Arapahoe County is expected to increase 65 percent from 2000 to 2012. One third of the population will soon be over the age of 75 and will require additional senior services.

# Centennial at a Glance

## DEMOGRAPHICS\*



MEDIAN HOUSEHOLD INCOME (IN 1999) **\$76,824**

POVERTY RATE **2%**

AVERAGE ANNUAL WAGE **\$48,397**

HOME OWNERSHIP RATE **88%**

AVERAGE HOUSEHOLD SIZE **2.76**

PERCENT HISPANIC **5%**

MEDIAN AGE **37**

PERCENT OVER 25 W/ BACHELORS DEGREE OR HIGHER **53%**

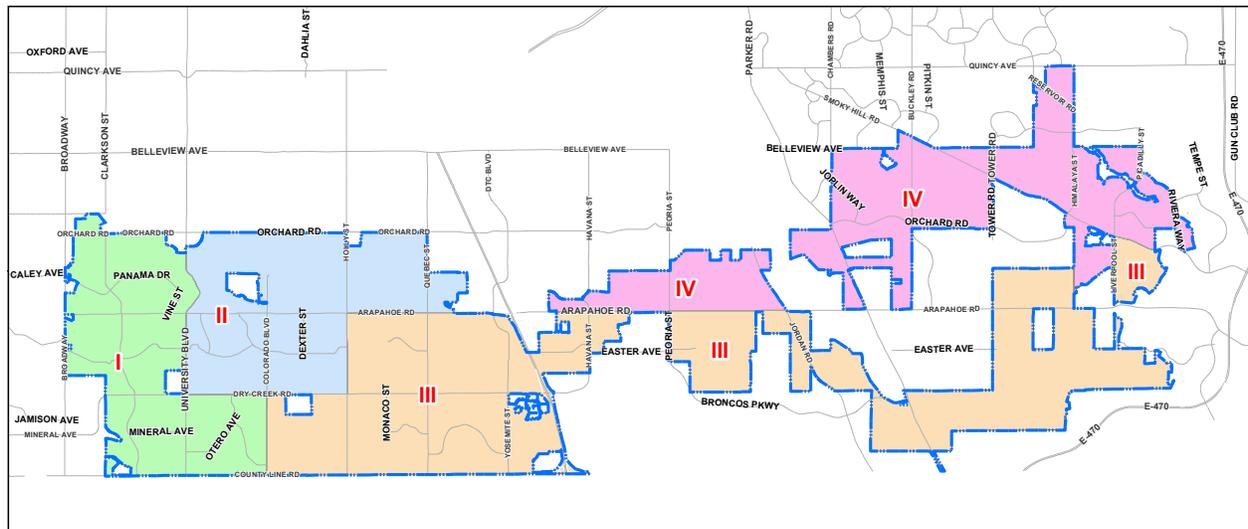
PERCENT OVER AGE 55 **8%**

DISABILITY RATE **9%**

\*Compiled from DRCOG and 2000 Census

# Centennial's Wards

The City is organized by four Wards/Districts, each with about 25,000 residents. Ward I is on the west side of the City and contains a good deal of Centennial's new, mixed-use development. The Streets at SouthGlenn development is located in Ward I. Ward II is also on the west side of City and has strong existing neighborhoods. Centrally located, Ward III has larger property lots and some equestrian properties. Ward IV comprises the easternmost part of Centennial, with the newest housing developments and is home to many young families. (See appendix for full Ward descriptions)



**LEGEND**

- Centennial Boundary
- Ward Boundaries
- I
- II
- III
- IV

  
**CITY OF CENTENNIAL**  
 Ward Boundaries

  
 0 0.25 0.5 1 1.5 2  
 Miles

10/13/2015  
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## Centennial 2030 Vision and Values

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.



## Voices of Centennial The Citizen-Led Committee Process

All citizens were invited to participate in any of the four, topic-specific, Centennial 2030 vision committees, and were encouraged to choose a committee that appealed to them personally. Citizens were appointed to serve as committee chairs and lead their committee's meetings. Committee topics were determined by areas of focus that strongly affect Centennial's future. These include:

- City Services
- Community Quality of Life / Citizen Engagement
- Economic Health
- Environment

The committees met over 20 times during a three month period. Each group was tasked with developing a vision statement for their area of focus and an action plan including goals and strategies to achieve that vision by 2030. Participants analyzed research and a variety of current and future trend information. Each committee heard from members of City staff, City contractors and county and regional organizations in order to facilitate the creation of a vision that represented Centennial's citizenry and the relevant challenges they face.





## Common Themes

### Connecting the Community

While each committee concentrated on a specific area of focus, there were several common themes that pervaded the discussions about Centennial's future. One overriding theme was the notion of connectivity. The committee volunteers expressed a strong desire to bring their community together in a variety of ways.

They explored their connection with area businesses, specifically, how they could support and engage them to ensure lasting economic vitality. The committees envisioned a physically connected Centennial, through open space trails, transportation innovations and road improvements. Each committee's vision included a passionate aspiration to stay connected to each other and the local government, through community events, information sharing and facilitation of open communication.

This aspiration for connectivity was influenced by the research and the spirit of all Centennial citizens. The Centennial Youth Commission's views were especially powerful, as they represent the future of the City and those who would be living the vision created today. The Youth Commission expressed a strong desire to improve transportation, diversify housing offerings, connect open spaces and uphold Centennial's overall high quality of life.

### A Safe and Secure City

Centennial citizens are proud of their status as the safest city in Colorado and national recognition around the country. Even more importantly, they value safety as an asset that ensures their high quality of life within their community. Representative action items surrounding safety included implementing programs such as Neighborhood Watch, the Emergency Operations Plan (EOP) and increasing citizen engagement in safety efforts.

### City Signature Events

Regardless of committee area of focus, it was clear that the committees felt strongly about creating City-wide efforts to bring people together as a community. Ideas included a variety of events that would enable a community celebration of art, culture, sport and family activities.

### Transportation

With the advent of FasTracks bringing light rail to the City, citizens were better able to envision the transportation options the future could hold. A heavy emphasis was placed on planning for future transportation needs, especially looking at alternative forms and partnerships with other entities. While future needs included transit options to connect the City within the region, there was even more focus placed on creating safe and convenient intra-City transportation suitable for youth, seniors and shoppers.

### Infrastructure Support / City Services

Compared to other municipalities in the region, Centennial has a newer physical and governmental infrastructure. However, the committees also recognized and anticipated the projected growth that will affect the City in years to come. The committees wanted to take a proactive approach to maintaining Centennial's physical infrastructure, helping to avoid costly problems in the future and plan for growth. They also wanted to determine the need and timing of moving city services from a rural or suburban level to an urban level of service.

### Open Space

Even with a committee dedicated solely to the environment, open space was a consistent theme in many aspects of the visioning process. Protecting and enhancing parks and open space was also seen as part of maintaining a high quality of life and an area of focus for city services through the recently developed Open Space, Parks, Recreation and Trails Master Plan.



# Voices of Centennial

## Government Accountability and Transparency

With the City founded on the principals of lean government, the committees expressed the desire to expand that notion to ensure open access to the City's financial strategy, records and decision-making processes. The focus was on fiscal responsibility, competitively priced City services and citizen access to the City's financial decisions.

## Partnerships

The strength of Centennial's current, lean government relies on successful relationships with Arapahoe County and special districts to provide many city services. The committees highlighted the need to expand partnerships with other municipalities, transportation organizations, city service providers and educational institutions to meet the growing demands on the City and enhance services and overall quality of life.

## Open Communication Between Government and Citizens

As part of the connectivity theme heard throughout the visioning process, the committees stressed the importance of staying engaged in a two-way dialogue with their government. They developed a wide range of recommendations, such as creating ample opportunities for citizens to stay current with City happenings and a forum to provide feedback to government leaders and participate on citizen advisory committees. They strongly encouraged formalizing volunteer opportunities with the City government to follow-up and support initiatives.

## Economic Vitality

At the cornerstone of many recommendations was a strong economic future for Centennial. While committees wanted the economy to thrive and create a strong tax base, they also expressed concern for ensuring a balance of diverse business types. Overall, the committees set a goal of Centennial earning a reputation as a business friendly city that strikes a balance between business, neighborhoods and the environment.

## Challenges to Balancing Initiatives

As with any process, there were a few issues that may present unique challenges in the future. These include:

### Economic Growth vs. Open Space Protection

Taking into consideration the landlocked geography that limits the use of land within Centennial, there will likely be the common struggle to balance economic development and protection of open space. However, each committee valued open space and wanted it increased and preserved.

### Expanding Level of City Services

Centennial has prided itself on lean government, efficient city services and partnering with Arapahoe County and other entities to provide service to its citizens. Already citizens are making more demands on the City to provide additional and more robust services, and this will likely continue to increase as the City grows. The desire for more "urban" city services will need to be balanced with Centennial's spirit of right-sized, fiscally responsible government.

# City Services Committee



## VISION

We are a well-planned city which strikes a balance between the citizens' desire for efficient and effective government while acknowledging the realistic needs of our community. We believe in strong attention to infrastructure and have an expectation that the City government will ensure the quality of such development and maintenance such that the safety of our citizens and the value of our beautiful neighborhoods are sustained. We are committed to equality, ease of access to services and superior service from the City to its citizens. We value government transparency; for example, our citizens know where their tax money is spent and who is delivering city services. We are further committed to 1) developing and maintaining strong partnerships with other governmental and private entities when it benefits the citizens of Centennial and 2) implementing the City's Comprehensive Plan.



## COMMITTEE MEMBERS

Dennie Bourbeau (Chair)

Bonnie Straight (Co-Chair)

Margo Allen

Conrad Ladd

Eric Marburger

Earl Meeks

Bennett Rutledge

Jane Smith

Rick Zinn



This committee examined the governmental structure that would best serve the growing needs of the community. Specifically, they explored the need for managing city services and infrastructure needs differently than the current “outsourced” arrangement. Safety, transportation and government communications were also under this committee’s purview.

During their series of meetings, the City Services committee heard from Sgt. Randy Council, of the Arapahoe Sheriff’s Office, to discuss the Emergency Operations Plan (EOP). Centennial Communications Director Sherry Patten reviewed public works and Susie Ellis of Community Preservation Specialists (CPS), discussed code enforcement services. They also reviewed the City’s Comprehensive Plan for the future.

<i>City Key Vision Element</i>	<b>WELL-PLANNED CITY</b>				
<i>Strategy 1</i>	<b>USE BEST PRACTICES PLANNING TECHNIQUES AND ENSURE PLANS ARE REGULARLY UPDATED TO KEEP THE CITY PLANNING PROCESS CURRENT.</b>	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			1-5 Yrs	6-10 Yrs	11+ Yrs
<i>Action 1.1</i>	<b>EMPHASIZE SUSTAINABLE LAND USE IN ALL PLANNING.<sup>1</sup></b>		x	x	x
<i>Action 1.2</i>	<b>FOLLOW THROUGH ON CITY COMPREHENSIVE PLAN 2004 STANDARDS AND CODES.</b>		x		
<i>Action 1.3</i>	<b>RETAIN SPECIALIZED CONSULTANTS FOR OVERSIGHT FORESIGHT AND REVIEW.</b>		x	x	x
<i>Action 1.4</i>	<b>ADOPT “SMART GROWTH” POLICIES, so that development projects can be adapted to meet needs over a long period of time as growth occurs.<sup>2</sup></b>		x	x	x
<i>Action 1.5</i>	<b>CREATE PEDESTRIAN-FRIENDLY SPACES.</b>			x	x
<p>Footnote # 1: Sustainable land management combines technologies, policies and activities aimed at integrating socio-economic principles with environmental concerns so as to simultaneously satisfy the needs of productivity, security, protection, viability and acceptability.</p> <p>Footnote # 2: “Smart growth,” as used by the committee means long-term, comprehensive growth plans that take citizen preferences into account along with other goals dictated by the factors of housing affordability, open space, infrastructure and the environment.</p>					



Vision, Strategy, Action	CITY SERVICES COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

City Key Vision Element	WELL-PLANNED CITY (continued)				
Action 1.6	<b>WORK TO IMPROVE LIGHTING AND SIGNAGE</b> , with consideration of environmental impact (low light reflection, for example) and reasonable budget parameters.		x		
Action 1.7	<b>USE PLANNING AND ZONING COMMISSION AND CITIZENS' COMMITTEES WHEN UPDATING THE COMPREHENSIVE PLAN.</b>		x	x	X
Strategy 2	<b>DEVELOP A COMPREHENSIVE TRANSPORTATION PLAN THAT TAKES INTO ACCOUNT A VARIETY OF ALTERNATIVES.</b>				
Action 2.1	<b>INITIATE A STUDY OF CURRENT USES OF TRANSPORTATION</b> (with specific attention to elderly and youth) and to the pedestrian friendliness of the city.	RTD	x		
Action 2.2	<b>CONSIDER CREATIVE TRANSPORTATION SOLUTIONS</b> (such as "link" buses and increased bike lanes).		x	x	x



Vision, Strategy, Action	CITY SERVICES COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

City Key Vision Element	EFFICIENT AND EFFECTIVE GOVERNMENT				
Strategy 3	<b>ENSURE ACCOUNTABILITY IN THE MANAGEMENT AND DELIVERY OF CITY SERVICES. RESPECT THE ORIGINAL VISION WHILE EVOLVING IN AREAS WHERE NEEDS ARE CHANGING.</b>				
Action 3.1	<b>DEVELOP AND IMPLEMENT THE CENTENNIAL CHARTER</b> so that it is consistent with the City's original vision and how Centennial operates today, including limits on creation and expansion of bureaucracy.		x	x	x
Action 3.2	<b>CONTRACT FOR CITY SERVICES AT ALL LEVELS</b> unless there is a provable advantage to doing otherwise.		x	x	x
Action 3.3	<b>CONTINUE ANALYSIS OF THE IMPACT ON SALES AND PROPERTY TAX</b> on different levels and methods of delivery of city services.		x	x	



Vision, Strategy, Action	CITY SERVICES COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

City Key Vision Element	EFFICIENT AND EFFECTIVE GOVERNMENT (continued)				
Action 3.4	<b>EVALUATE THE EFFECTIVENESS OF USING SPECIAL DISTRICTS IN CENTENNIAL</b> ; determine whether consolidation may be possible and more efficient.		x		
Action 3.5	<b>REMAIN CREATIVE IN FINDING WAYS TO KEEP IN TOUCH WITH CITIZENS AS GROWTH CONTINUES</b> ; for example, find places around the city where information about city government actions can be accessed by citizens.	Schools, parks, libraries, recreation centers	x	x	x
Action 3.6	<b>CONTINUE TO MONITOR CITIZENS' EXPECTATIONS</b> and communicate to citizens the feasibility of fulfilling those expectations.		x	x	x



<i>Vision, Strategy, Action</i>	<b>CITY SERVICES COMMITTEE</b>	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>City Key Vision Element</i>	<b>ATTENTION TO INFRASTRUCTURE</b>				
<i>Strategy 4</i>	<b>ENSURE AN ADEQUATE LEVEL OF IMPROVEMENT TO INFRASTRUCTURE TO SUSTAIN THE CITY THROUGH 2030.</b>				
<i>Action 4.1</i>	<b>PURSUE AGGRESSIVE ROAD MAINTENANCE PLANS</b> such as snow removal, pothole repair and widening of roads.		X	X	X
<i>Action 4.2</i>	<b>REVIEW SE METRO STORM WATER AUTHORITY ASSESSMENTS AND MISSION.</b>		X		
<i>Action 4.3</i>	<b>IMPLEMENT STORM DRAINAGE IMPROVEMENTS.</b>		X	X	X
<i>Action 4.4</i>	<b>USE “LIFE CYCLE DESIGN” CRITERIA FOR ENGINEERING PROJECTS.</b> <sup>3</sup>		X	X	X

Footnote 3: “Life Cycle Design,” as used by the committee means taking into account the complete product life cycle, from initial product concept, through its operational period, and into replacement with newer equipment.



Vision, Strategy, Action	CITY SERVICES COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>City Key Vision Element</i>	<b>SAFETY OF CITIZENS</b>				
<i>Strategy 5</i>	<b>EMPHASIZE CITIZEN SAFETY AS ONE OF THE CITY'S TOP PRIORITIES.</b>				
<i>Action 5.1</i>	<b>DEVELOP AN ADDENDUM TO THE EMERGENCY OPERATIONS PLAN (EOP) THAT ADDRESSES SPECIFIC ITEMS THAT ARE NOT CURRENTLY ADDRESSED</b> (or are not cited in the plan), such as the order of succession of city leadership and the establishment of alternative city offices.			X	
<i>Action 5.2</i>	<b>PROMOTE PUBLIC AWARENESS OF THE EOP.</b>		X	X	X
<i>Action 5.3</i>	<b>WORK WITH NEIGHBORHOODS TO IDENTIFY AND SOLVE UNIQUE TRAFFIC SAFETY ISSUES</b> , including school zone identification.		X	X	X



<i>Vision, Strategy, Action</i>	<b>CITY SERVICES COMMITTEE</b>	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>City Key Vision Element</i>	<b>ENHANCE THE VALUE OF OUR BEAUTIFUL NEIGHBORHOODS</b>				
<i>Strategy 6</i>	<b>MAINTAIN THE CITY IN SUCH A WAY THAT PROPERTY VALUES ARE PROTECTED.</b>				
<i>Action 6.1</i>	<b>REVIEW THE IMPACT OF CONVERTING THE LEVEL OF CITY SERVICES FROM RURAL TO URBAN</b> and change level of service to urban as needed and economically feasible.		2008		
<i>Action 6.2</i>	<b>CONTINUE TO REVIEW AND UPDATE CITY CODES</b> as deemed necessary by the city and the citizens (for example, codes involving air, noise, signs, visual, parking, structures, weeds, animals, insect control, etc).		x	x	x
<i>Action 6.3</i>	<b>INCLUDE AESTHETIC AND VISUAL DESIGN CRITERIA IN PLANNING AND ZONING REVIEWS AND CITY PROJECTS.</b>		x	x	x
<i>Action 6.4</i>	<b>CONSIDER STREET SWEEPING PART OF STORM WATER POLLUTION CONTROL.</b>		x	x	x



<i>Vision, Strategy, Action</i>	<b>CITY SERVICES COMMITTEE</b>	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>City Key Vision Element</i>	<b>EQUALITY AND EASE OF ACCESS TO SERVICES</b>				
<i>Strategy 7</i>	<b>ENSURE THAT ALL CITIZENS HAVE ACCESS TO CITY SERVICES AND THOSE SERVICES ARE ADEQUATELY COMMUNICATED TO CITIZENS.</b>				
<i>Action 7.1</i>	<b>PROMOTE A VARIETY OF COMMUNICATION MODES FOR CITIZENS TO UNDERSTAND THE CITY'S ORGANIZATION AND TO ACCESS CITY SERVICES.</b>		x	x	x
<i>Action 7.2</i>	<b>REVIEW PUBLIC AND PRIVATE ROAD RECONCILIATION POLICIES.</b>		x		



Vision, Strategy, Action	CITY SERVICES COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

City Key Vision Element	CITY GOVERNMENT TRANSPARENCY				
Strategy 8	<b>ENSURE THAT ALL CITIZENS UNDERSTAND THEIR CITY GOVERNMENT AND HAVE AN OPPORTUNITY TO PARTICIPATE.</b>				
Action 8.1	<b>IMPROVE CITY ELECTION SYSTEMS</b> to include the possibility of write-in votes on all ballots.		x		
Action 8.2	<b>ENCOURAGE CITIZEN VOLUNTEER SERVICE AND PROVIDE TRAINING.</b>		x	x	x
Action 8.3	<b>ENCOURAGE CITIZEN PARTICIPATION AND INPUT ON ISSUES.</b>		x	x	x
Action 8.4	<b>CONTINUE WITH CURRENT STANDARD OF HOLDING WARD MEETINGS A MINIMUM OF 4 TIMES A YEAR AND PUBLISH THE SCHEDULE.</b>		x		



Vision, Strategy, Action	CITY SERVICES COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

City Key Vision Element	STRONG PARTNERSHIPS				
Strategy 9	<b>FOSTER STRONG PARTNERSHIPS WITH ARAPAHOE COUNTY</b> (for example, on public works and sheriff's department services) <b>AND WITH OTHER GOVERNMENTAL ENTITIES AND WITH THE BUSINESS COMMUNITY WITHIN CENTENNIAL.</b>				
Action 9.1	<b>CONTINUE TO WORK WITH THE ENTITIES LISTED AND WITH ANY OTHER ENTITIES THAT ARE FORMED DURING THE TIMEFRAME OF THIS PLAN.</b>	DRCOG, CDOT, Arapahoe County, adjoining cities, school districts, sheriff's dept, fire districts, Urban Drainage and Flood Control Dist., South Suburban Dist., Centennial Council of Neighborhoods (CENCON), Centennial Airport, RTD, State: Health Dept., Water Quality, Legislature, Library Dist.	x	x	x



# Community Quality of Life/ Citizen Engagement Committee



## VISION

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 educational opportunities for our citizens, and nurturing a supportive 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 the future.



## COMMITTEE MEMBERS

Susan Pye (Chair)

Peter Cooney

Lynn Goering

Tamara Hunter-Maurer

Bill Koerner

Heather Kreider

Shari Lawson

Alex Muggenthaler

Thom Reed



The Community Quality of Life / Citizen Engagement committee focused on the tangible community assets that enrich overall quality of life in Centennial. Members also focused on how the City could create an environment that would encourage a more participatory community in government and civic activities. Topics included education, outdoor recreation, city events, safety and maintaining strong neighborhoods.

The group heard from Linda Haley, Senior Resources Division Director for Arapahoe County, who discussed the expected needs and services for the area's growing aging population; Centennial Youth Commission members Ashley Lambert, Amy Barber, Karen Bobkowski and Jeff Nadel lent perspective on tomorrow's Centennial residents; and Centennial Communications Director Sherry Patten reviewed DRCOG data on future demographics.

<i>Comm. Quality Vision Element</i>	<b>EDUCATIONAL OPPORTUNITY.</b> Everyone will have the opportunity to challenge themselves intellectually through all stages of life. This includes pre-school, K-12 public education, higher education, learning new trades or skills, or any type of experience that stimulates the intellectual and creative process for our citizens.				
<i>Strategy 1</i>	<b>FOSTER STRONG PUBLIC AND PRIVATE SCHOOLS</b> (Pre-school through grade 12).	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs
<i>Action 1.1</i>	<b>CREATE OPPORTUNITIES FOR STUDENT LEARNING BEYOND THE CLASSROOM.</b> Programs could facilitate students interacting with the City, businesses, citizens, cultural facilities and others to gain real-life learning opportunities.	Cherry Creek School Dist., Littleton Public Schools, private schools, home schooling	x		
<i>Action 1.2</i>	<b>DEVELOP A CITIZEN-LED VOLUNTEER CORP THAT SUPPORTS SCHOOLS</b> in their fundraising efforts, programs and other needed areas.	Cherry Creek School Dist, Littleton School Dist.	x		
<i>Action 1.3</i>	<b>CREATE A RECOGNITION PROGRAM FOR OUTSTANDING SCHOLASTIC ACHIEVEMENT, TEACHERS AND ADMINISTRATORS</b> for schools within Centennial.	Cherry Creek School Dist, Littleton School Dist., private schools, home schooling	x		



<i>Vision, Strategy, Action</i>	<b>COMMUNITY QUALITY OF LIFE/ CITIZEN ENGAGEMENT COMMITTEE</b>	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>Comm. Quality Vision Element</i>	<b>EDUCATIONAL OPPORTUNITY (continued)</b>				
<i>Strategy 2</i>	<b>FOSTER STRONG LIFE-LONG LEARNING OPPORTUNITIES FOR CENTENNIAL CITIZENS THAT PROMOTE CRITICAL AND CREATIVE THINKING, INCLUDING JOB RE-TRAINING, CULTURAL ACTIVITIES, AND OTHER AREAS OF STUDY.</b>				
<i>Action 2.1</i>	<b>CREATE A CLEARING HOUSE FOR ALL EDUCATIONAL RESOURCES</b> so citizens and businesses can access all the educational opportunities that exist in and around the City.	Public school systems, Arapahoe Community College, Aurora Community College, Colorado Department of Wildlife, cross-county arts and science programs and events, and association and society events such as the Denver Astronomical Society	x		



<i>Vision, Strategy, Action</i>	<b>COMMUNITY QUALITY OF LIFE/ CITIZEN ENGAGEMENT COMMITTEE</b>	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>Comm. Quality Vision Element</i>	<b>EDUCATIONAL OPPORTUNITY (continued)</b>				
<i>Action 2.2</i>	<b>DEVELOP STRONG PARTNERSHIPS WITH EDUCATIONAL ORGANIZATIONS</b> to make opportunities available that are convenient for in-person or online learning.	Public school systems, Arapahoe Community College, Aurora Community College, Colorado Department of Wildlife, cross-county arts and science programs and events, and association and society events such as the Denver Astronomical Society	x		



Vision, Strategy, Action	COMMUNITY QUALITY OF LIFE/ CITIZEN ENGAGEMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>Comm. Quality Vision Element</i>	<b>NATURAL BEAUTY.</b> Centennial represents citizens' value of fresh air, water, sunshine, natural surroundings, exercise (fitness, strength, energy and health) and quality time with friends and family. There are abundant opportunities for healthy, fun, green ways to spend time.				
<i>Strategy 3</i>	<b>OUTDOOR RECREATION OPPORTUNITIES.</b> Parks, open spaces, lakes, bike trails, recreational facilities and playgrounds provide places to relax, play and enjoy family.				
<i>Action 3.1</i>	<b>ACQUIRE AS MUCH OPEN SPACE AS POSSIBLE</b> to provide more recreational space for citizens – connectivity, sports fields, on-street biking for commuters and parks.	City Council, Open Space Committee	x	x	x
<i>Action 3.2</i>	<b>IMPLEMENT THE OPEN SPACE PLAN,</b> giving citizens free and beautiful resources to hike and bike within the City limits and improving accessibility of services.	Parks & Recreation Special Districts, Open Space Committee	x	x	x
<i>Action 3.3</i>	<b>MAINTAIN TRAILS</b> so that natural beauty and usefulness are preserved.	Parks & Recreation Special Districts	x		
<i>Action 3.4</i>	<b>DEVELOP A CULTURAL CENTER</b> with indoor and outdoor activities that ties into the park system (Example: Hudson Gardens, Arvada Center).			x	



<i>Vision, Strategy, Action</i>	<b>COMMUNITY QUALITY OF LIFE/ CITIZEN ENGAGEMENT COMMITTEE</b>	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>Comm. Quality Vision Element</i>	<b>NATURAL BEAUTY (continued)</b>				
<i>Action 3.5</i>	<b>DEVELOP A CENTRAL CLEARINGHOUSE SYSTEM TO ACCESS PARKS AND RECREATION ACTIVITIES AND RESOURCES</b> with real-time availability, ability to make reservations, etc. This should also have the capability of connecting people with similar interests.	South Suburban, Arapahoe and other parks and recreation districts and facilities	x		
<i>Strategy 4</i>	<b>CLEAN AND WELL MAINTAINED ROADS, CITY PROPERTIES AND NEIGHBORHOODS. CITIZENS AND CITY WORKING TOGETHER TO SHOW RESPECT OF PUBLIC AND PRIVATE PROPERTY IN VARIOUS EFFORTS.</b>				
<i>Action 4.1</i>	<b>CREATE AN ADOPT A STREET PROGRAM</b> in which the City partners with Arapahoe County to help keep the streets clean and free of clutter.	Arapahoe County, Centennial businesses, Centennial service organizations	x		



Vision, Strategy, Action	COMMUNITY QUALITY OF LIFE/ CITIZEN ENGAGEMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>Comm. Quality Vision Element</i>	<b>NATURAL BEAUTY (continued)</b>				
<i>Action 4.2</i>	<b>CREATE AN ADOPT A TRAIL PROGRAM</b> in which the City partners with Parks and Recreation districts so volunteers can be a part of developing and maintaining the trail system.	South Suburban, Arapahoe and other parks and recreation districts, Centennial businesses, Centennial service organizations	x		
<i>Strategy 5</i>	<b>RECREATIONAL OPPORTUNITIES FOR SENIORS. RECREATION PROGRAMS AND A SYSTEM OF PARKS THAT SUPPORT DIVERSITY IN ACTIVE AND PASSIVE RECREATION OPPORTUNITIES.</b>				
<i>Action 5.1</i>	<b>FORM A SENIOR COMMISSION</b> to create partnerships with existing entities to provide more education and health programs aimed toward seniors.	South Suburban Parks & Rec, Malley Senior Center, Kaiser, Centura, Exempla, HealthOne, other appropriate partners.		x	



<i>Vision, Strategy, Action</i>	<b>COMMUNITY QUALITY OF LIFE/ CITIZEN ENGAGEMENT COMMITTEE</b>	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>Comm. Quality Vision Element</i>	<b>NATURAL BEAUTY (continued)</b>				
<i>Action 5.2</i>	<b>RECRUIT PRIVATE HEALTH CLUBS THAT CATER TO SENIORS</b> to locate in Centennial.	Economic Development Dept.,			x
<i>Action 5.3</i>	<b>CREATE FAMILY OUTDOOR ACTIVITIES AND EVENTS TO PROMOTE HEALTH</b> such as 5k runs, parades, cycling events etc.	School districts, Rotary Club, cycling clubs, running stores/clubs	x		
<i>Action 5.4</i>	<b>CREATE SIGNATURE EVENTS</b> such as art events, celebrations, book fairs, etc.	Libraries, retail stores, Centennial businesses	x		



Vision, Strategy, Action	COMMUNITY QUALITY OF LIFE/ CITIZEN ENGAGEMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>Comm. Quality Vision Element</i>	<b>NEIGHBORHOODS THAT ARE SUPPORTED BY A RESPONSIVE CITY GOVERNMENT AND RESPECTED FOR THEIR CONTRIBUTION TO THE CITY.</b>				
<i>Strategy 6</i>	<b>ENCOURAGE AND NURTURE STRONG, ACTIVE NEIGHBORHOODS.</b>				
<i>Action 6.1</i>	<b>SUPPORT NEIGHBORHOOD ACTIVITIES</b> that are determined by the residents (for example, street closures for block parties)	City and neighborhood associations, Planning and Zoning	x	x	x
<i>Action 6.2</i>	<b>ENCOURAGE FUTURE PLANNING COMMISSIONS TO TAKE INTO ACCOUNT NATURAL BEAUTY ELEMENTS AND THE QUALITY OF LIFE APPRECIATED AND VALUED IN OUR OPEN SPACES AND EXISTING NEIGHORHOODS</b> when considering new redevelopment activities.	City and neighborhood associations, Planning and Zoning	x	x	x
<i>Action 6.3</i>	<b>PROVIDE PLACES FOR CITIZENS TO CONGREGATE</b> to share similar activities (parks, libraries, cultural centers, etc.)		x	x	x



Vision, Strategy, Action	COMMUNITY QUALITY OF LIFE/ CITIZEN ENGAGEMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

Comm. Quality Vision Element	NEIGHBORHOODS THAT ARE SUPPORTED BY A RESPONSIVE CITY GOVERNMENT AND RESPECTED FOR THEIR CONTRIBUTION TO THE CITY. (continued)				
Action 6.4	<b>CONTINUE TO OFFER OPPORTUNITIES FOR CITIZENS</b> to be part of as well as learn about the City's operations and future plans. This information is to be provided through Ward meetings, meetings with the Mayor, or training.		X	X	X
Action 6.5	<b>TRAIN CITY EMPLOYEES AND CITY SUB-CONTRACTORS</b> in customer service skills.		X	X	X



Vision, Strategy, Action	COMMUNITY QUALITY OF LIFE/ CITIZEN ENGAGEMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>Comm. Quality Vision Element</i>	<b>SAFETY.</b> Citizens must feel safe in their homes and on the streets of Centennial. They must also feel secure that their air and water are clean, safe and in adequate supply.				
<i>Strategy 7</i>	<b>STRONG, EFFECTIVE MEDICAL, POLICE AND EMERGENCY SERVICES.</b> Citizens feel safe walking the streets, playing in the parks and allowing their children to travel and play throughout the city. Citizens feel secure knowing that fire personnel, EMT's and hospital personnel will professionally and competently handle emergency situations.				
<i>Action 7.1</i>	<b>MAINTAIN A STRONG RELATIONSHIP WITH THE CITY'S LAW ENFORCEMENT PROVIDER</b> to provide exceptional security emergency services to city.	City Council, Arapahoe County Sheriff, telecommunications providers	x		
<i>Action 7.2</i>	<b>CREATE A CITIZEN-LED COMMISSION TO DEVELOP A LONG-TERM PLAN FOR POLICE PROTECTION.</b>	City Council, Residents, Arapahoe County Sheriff		x	



Vision, Strategy, Action	COMMUNITY QUALITY OF LIFE/ CITIZEN ENGAGEMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

Comm. Quality Vision Element	SAFETY (continued)				
Action 7.3	<b>DEVELOP A SAFETY CLEARINGHOUSE</b> that provides citizens information and tips on safety, and alerts them to the existence of such programs as Neighborhood Watch.	Arapahoe County Sheriff	x		
Action 7.4	<b>MAINTAIN A STRONG RELATIONSHIP WITH FIRE AND EMERGENCY DISTRICTS</b> to continue to provide exceptional services to the city.	Fire Districts	x		
Action 7.5	<b>CREATE A CITIZEN-LED COMMISSION TO DEVELOP A LONG-TERM PLAN FOR FIRE AND EMERGENCY PROTECTION.</b>	Residents, Fire Districts	x		
Action 7.6	<b>MAINTAIN A STRONG RELATIONSHIP WITH WATER AUTHORITIES</b> to ensure they are meeting safety regulations and keeping citizens apprised of water quality, planning for sufficient water for the future, including developing a conservation ethic among citizens.	Arapahoe County Water and Wastewater Authority, South Metro Wastewater Authority (others tbd)	x		



<i>Vision, Strategy, Action</i>	<b>COMMUNITY QUALITY OF LIFE/ CITIZEN ENGAGEMENT COMMITTEE</b>	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>Comm. Quality Vision Element</i>	<b>SAFETY (continued)</b>				
<i>Action 7.7</i>	<b>MAINTAIN A STRONG RELATIONSHIP WITH HOSPITAL AND HEALTH CARE PROVIDERS</b> to continue to provide exceptional services to the city.	Hospital and Health Care Providers	x		
<i>Action 7.8</i>	<b>MAINTAIN A STRONG RELATIONSHIP WITH AIR QUALITY REGULATORS</b> so that clean air is preserved.	Air quality control groups	x		



Vision, Strategy, Action	COMMUNITY QUALITY OF LIFE/ CITIZEN ENGAGEMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>Comm. Quality Vision Element</i>	<b>ECONOMY.</b> The city will be a vibrant place to live only if the economy is strong, the businesses support employment and shopping needs of citizens, the citizens support the businesses by buying from them and the city has a tax base sufficient to meet the service desires of the citizens. A healthy economy will produce a vibrant, exciting, well-kept, fun living environment.				
<i>Strategy 8</i>	<b>A BALANCE OF COMMERCIAL DEVELOPMENT.</b> Citizens are able to shop for their needs within the city. This will attract companies that resonate with the vision of the city, and offer employment for citizens. Tax revenues will increase to support other city initiatives.				
<i>Action 8.1</i>	<b>DEVELOP A CLEARINGHOUSE FOR BUSINESS ISSUES,</b> so businesses and citizens can access information about Centennial businesses, products and services (e.g. Develop a Centennial Chamber of Commerce.)	Chambers of Commerce	x		
<i>Action 8.2</i>	<b>DEVELOP AND IMPLEMENT ECONOMIC DEVELOPMENT PLAN</b> that allows citizens to increasingly find their suppliers and customers locally.	City Council, Economic Health Committee, Developers	x		

Vision, Strategy, Action	COMMUNITY QUALITY OF LIFE/ CITIZEN ENGAGEMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

Comm. Quality Vision Element	ECONOMY (continued)				
Action 8.3	<b>CREATE A CITIZEN-LED COMMISSION TO DEVELOP A LONG-TERM PLAN FOR REVITALIZING AND REDEVELOPING AREAS</b> by encouraging businesses that are part of the community. The revitalization and redevelopment plans should conform to the identity of the city and should encourage a wide range of housing prices.	City Services, Businesses	x		
Action 8.4	<b>ENSURE THAT ALL NEW BUSINESSES ARE CLEAN</b> businesses that protect air and water quality, that they provide more employment, that they increase the tax base and that there is special attention paid to making sure there is adequate retail opportunity for citizens.		x	x	x
Action 8.5	<b>ENCOURAGE CITIZENS TO SUPPORT</b> local businesses. (For example, develop a promotional campaign like “Always Buy Colorado.” Also, see Clearinghouse Action 8.1 and Transportation Action 9.1).		x	x	x



Vision, Strategy, Action	COMMUNITY QUALITY OF LIFE/ CITIZEN ENGAGEMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>Strategy</i> 9	<b>ALTERNATIVE TRANSPORTATION THAT IS WELL-LIT, SAFE, CONVENIENT AND AFFORDABLE AND CUTS DOWN ON TRAFFIC, POLLUTION AND CONGESTION.</b>				
<i>Action</i> 9.1	<b>PROPOSE A SPECIALIZED CENTENNIAL BUS SYSTEM</b> that encourages people to use City facilities and visit businesses.	RTD		x	
<i>Action</i> 9.2	<b>DEVELOP A LONG-TERM PLAN TO ACCOMMODATE FUTURE TRANSPORTATION OPTIONS</b> to prepare for growth and address traffic issues on Arapahoe Road. Includes acquiring or designating land now for future use as well as developing the feasibility study for a transportation hub that links various modes of transportation and retail in the city.	RTD, CDOT	x		



Vision, Strategy, Action	COMMUNITY QUALITY OF LIFE/ CITIZEN ENGAGEMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>Comm. Quality Vision Element</i>	<b>CITIZEN ENGAGEMENT.</b> The city will facilitate ways for citizens to increase their connections to one another, promote a supportive environment for all citizen groups, and provide a means for citizens to contribute their talents and energies. Citizens will feel supported, connected and valuable within the community.				
<i>Strategy 10</i>	<b>USE A TIERED SYSTEM OF RECRUITING AND COORDINATING VOLUNTEERS FOR VARIOUS ACTIVITIES.</b>				
<i>Action 10.1</i>	<b>RECRUIT A HIGH-LEVEL GROUP OF “AMBASSADORS”</b> who will be nominated and go through a review process and who will serve as lead volunteers, recruiting and coordinating others for specific purposes.	Chambers of Commerce, civic organizations, Communities of Faith, HOA boards, other neighborhood groups	x		
<i>Action 10.2</i>	<b>ESTABLISH APPROPRIATE MINIMUM REQUIREMENTS AND PROVIDE TRAINING FOR VOLUNTEERS AS NEEDED.</b>	City contractors, special districts, DRCOG	x	x	x
<i>Action 10.3</i>	<b>TASK THE “AMBASSADORS” THAT ARE WORKING WITH CITY OUTREACH STAFF, WITH COORDINATING AND MANAGING THE CREATION OF ALL INFORMATION CLEARINGHOUSES RECOMMENDED IN THIS ACTION PLAN.</b>	All entities having pertinent information that citizens need to access easily and regularly	x	x	x



Vision, Strategy, Action	COMMUNITY QUALITY OF LIFE/ CITIZEN ENGAGEMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

Comm. Quality Vision Element	CITIZEN ENGAGEMENT (continued)				
Action 10.4	<b>USE “AMBASSADORS” AS A THINK TANK FOR NEIGHBORHOODS</b> to use in brainstorming activities and to help deploy volunteers in support of neighborhood and citywide programs.		x	x	x
Action 10.5	<b>USE VOLUNTEERS</b> to stretch the paid resources providing city services.		x	x	x
Action 10.6	<b>CREATE A CLEARINGHOUSE FOR VOLUNTEERS</b> (ex: EHarmony)		x		
Action 10.7	<b>RECOGNIZE AND REWARD VOLUNTEERS</b> (tax rebate, free bus pass, lunches, certificates, celebrations, etc.)	Centennial businesses, service providers, special districts	x		





# Economic Health Committee



## VISION

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.



## COMMITTEE MEMBERS

Jim Kirchheimer (Chair)

Judy French

Linda Gawlik

Karen Hamilton

Robb Luinstra

Cyndee Lutz

J. Robert Parker

Darrin Robertson

Pam O'Mara

Jim Stahler



The Economic Health committee considered opportunities to develop a stronger tax base through building business with the challenging reality of Centennial's landlocked geography. The committee members also wanted to balance that growth with respect to residential neighborhoods and a creative mix of business options. In addition to focusing on economic development activities to increase retail and capture more of the citizens' tax dollars, the committee stressed government financial responsibility and transparency as well.

City of Centennial Economic Development Manager Corri Spiegel, Director of Planning and Development Wayne Reed and City Finance Director Charles Montoya, made presentations to the Economic Health committee about current City activities that support future growth. Mike Fronapfel, Manager of Planning and Development for Centennial Airport, also presented several issues related to Centennial's economic relationship with the airport.

<i>Econ. Health Vision Element</i>	<b>FISCAL RESPONSIBILITY.</b> The City runs a lean, transparent, fiscally responsible government that operates in a sustainable fashion and takes into account the long-term financial needs of the citizens and businesses. It is an influential City in the region.				
<i>Strategy 1</i>	<b>FISCAL RESPONSIBILITY. THE CITY TAKES A DISCIPLINED APPROACH TO FINANCIAL RESPONSIBILITY AND A LONG-TERM VIEW OF DEVELOPMENT OPPORTUNITIES.</b>	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs
<i>Action 1.1</i>	<b>CREATE AN ONLINE, EASILY ACCESSIBLE AND UNDERSTANDABLE CITY BUDGET</b> to facilitate transparency and accountability with the citizens.	Finance Dept., City Council, Mayor	x		
<i>Action 1.2</i>	<b>PROVIDE COMPETITIVELY PRICED SERVICES FOR THE CITY</b> , outsourcing when appropriate, and with ongoing evaluation as needed to ensure high quality and low price.	Finance Dept., City Govt.	x	x	x
<i>Strategy 2</i>	<b>DEVELOP INNOVATIVE, DIVERSE REVENUE GENERATION SOURCES, BOTH INSIDE AND OUTSIDE CENTENNIAL.</b>				
<i>Action 2.1</i>	<b>IDENTIFY AND PRIORITIZE REVENUE SOURCES FOR THE CITY</b> , including outside channels such as federal and state sources, grants and private partnerships.	Finance Dept., City Govt. & Econ Development	x	x	X

<i>Vision, Strategy, Action</i>	<b>ECONOMIC HEALTH COMMITTEE</b>	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>Econ. Health Vision Element</i>	<b>FISCAL RESPONSIBILITY (continued)</b>				
<i>Action 2.2</i>	<b>EXPLORE ANNEXTATION OPPORTUNITIES FOR FUTURE BUSINESS DEVELOPMENT.</b>	Finance Dept., City Govt. & Econ Development	x		

<i>Econ. Health Vision Element</i>	<b>CENTENNIAL IS A BUSINESS-FRIENDLY CITY.</b> Centennial is a City where companies are attracted to do business because of its large, educated workforce and supportive government. Centennial makes it easy to do business in the City and with the City.				
<i>Strategy 3</i>	<b>BUSINESS-FRIENDLY GOVERNMENT</b> Centennial streamlines processes that meet business' relocation and growth needs. The City helps promote business in Centennial.				



Vision, Strategy, Action	ECONOMIC HEALTH COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

Econ. Health Vision Element	CENTENNIAL IS A BUSINESS-FRIENDLY CITY (continued)				
Action 3.1	<p><b>CONDUCT RESEARCH TO FIND WAYS TO IMPROVE BUSINESS RELATIONSHIPS.</b> Hold focus groups with developers of existing and potential businesses to get their input on what works and what needs improvement. Research what other neighboring communities are doing so Centennial can develop competitive practices. Research what other successful, similar municipalities around the country are doing and learn from their best practices.</p>	Econ Development	x		
Action 3.2	<p><b>REVIEW AND STREAMLINE CITY BUSINESS POLICIES AND PROCESSES</b> so documentation and interaction with the City is as simple, efficient and as responsive as possible.</p>	City Planning Committee & Econ Development	x		



Vision, Strategy, Action	ECONOMIC HEALTH COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

Econ. Health Vision Element	CENTENNIAL IS A BUSINESS-FRIENDLY CITY (continued)				
Action 3.3	<b>CREATE A RESOURCE CENTER FOR BUSINESSES</b> that can help attract and nurture business within the City. The center would contain resources such as information for small businesses, demographics, real estate direction, permit information, etc., and knowledgeable, responsive staff.	Econ Development, City Planning & Finance Dept.	x	x	

Econ. Health Vision Element	<b>RETAIL GROWTH.</b> Centennial has a strong retail base providing strong tax revenues for the City. There is a good mix of large and small chain and independent retail establishments. Citizens are loyal to local retailers so business is good, and local retail dollars and taxes are kept within the City. Residents from outside Centennial are drawn to the City to shop.				
Strategy 4	<b>RETAIL GROWTH.</b> Attract and promote compatible local retailers of all sizes, including independent stores. Encourage citizens to support Centennial retailers.				



Vision, Strategy, Action	ECONOMIC HEALTH COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

Econ. Health Vision Element	RETAIL GROWTH (continued)				
Action 4.1	<b>DEVELOP A CENTENNIAL RETAIL BUSINESS PROMOTION PLAN</b> that encourages Centennial citizens to shop in the City; identifies City businesses and eventually markets businesses outside the City.	Econ Development in lieu of no Marketing Dept. City Govt. & Business Leaders	x		
Action 4.2	<b>CREATE CONSUMER TARGETED “DESTINATIONS” THAT APPEAL TO SPECIFIC AUDIENCE SEGMENTS OR HAVE DIFFERENT THEMES.</b> These destinations could be focused on families, culture and events, seniors, youth, “green” products/services, etc. They could feature a mix of small, independent shops, strong national stores and other attractions such as art and culture, play areas, nightlife, event venues, etc.	City Planning Committee, Econ Development, City Govt.		x	
Action 4.3	<b>EXPLORE OPPORTUNITIES TO BRING DESTINATION RETAIL STORES TO CENTENNIAL</b> such as Ikea, which would draw destination shoppers from around the region.	City Planning Committee, Econ Development, City Govt.		x	x



Vision, Strategy, Action	ECONOMIC HEALTH COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>Econ. Health Vision Element</i>	<b>BUSINESS RECRUITMENT AND RETENTION.</b> Centennial is a hub of white-collar businesses, with local and national company headquarters located within the City employing residents.				
<i>Strategy 5</i>	<b>BUSINESS RECRUITMENT AND RETENTION</b> Recruit and retain strong businesses by creating a built environment, convenient transportation and technological resources that address demands of future businesses.				
<i>Action 5.1</i>	<b>EXPLORE THE ECONOMIC VIABILITY OF BUILDING A PROFESSIONAL MEETING SPACE</b> so businesses can hold large and small professional meetings and business-related social events within the City and keep hotel, lodging and food revenues in the City.	Econ Development, Local Chambers, SBA, Current Businesses		x	
<i>Action 5.2</i>	<b>PARTNER WITH CENTENNIAL AIRPORT TO DRIVE SMART GROWTH AND WORK FOR OUR MUTUAL SUCCESS.</b> Explore complimentary business offerings and development.	Centennial Airport, Arapahoe County	x	x	



Vision, Strategy, Action	ECONOMIC HEALTH COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

Econ. Health Vision Element	BUSINESS RECRUITMENT AND RETENTION (continued)				
Action 5.3	<b>CONDUCT AN ASSESSMENT OF INDUSTRY STRENGTHS</b> to determine if there are specific industries that Centennial could focus on recruiting or retaining.	SBA, Better Business Bureau, etc. Area colleges for conducting research and/or case studies	x		
Action 5.4	<b>DEVELOP FORMALIZED COMMUNICATION CHANNELS WITH EXISTING BUSINESSES</b> to find out their intentions for the future and if they have any major issues that can be managed.	Econ Development, City Council, Business Leaders	x	x	x
Action 5.5	<b>ACTIVELY PROMOTE THE CITY IN TARGETED BUSINESS SECTORS</b> regionally, nationally and possibly internationally to draw new business. Promotion could include public relations, economic development missions and other activities that raise awareness of Centennial and Centennial's visibility.	City Finance Dept., Greater Denver Econ Development Committees	x	x	x



<i>Vision, Strategy, Action</i>	<b>ECONOMIC HEALTH COMMITTEE</b>	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>Econ. Health Vision Element</i>	<b>BUSINESS RECRUITMENT AND RETENTION (continued)</b>				
<i>Action 5.6</i>	<b>CREATE REGIONAL PARTNERSHIPS TO ATTRACT TOP BUSINESSES</b> by looking at regional strengths, transportation and resources that could benefit Centennial and neighboring municipalities.	Centennial Airport, Arapahoe County, Surrounding Municipalities		x	
<i>Action 5.7</i>	<b>HOST AND JOIN REGULAR REGIONAL ROUNDTABLES ON IMPORTANT INITIATIVES</b> with RTD, DRCOG, other municipalities and the state on projects that affect traffic, large development projects and other issues that affect the City's citizens, businesses and cultural life, such as South Metro Arts Center (SMARTS).	RTD DRCOG Local Chambers Surrounding City leaders	x	x	x
<i>Action 5.8</i>	<b>EVALUATE NEW BUSINESS OPPORTUNITIES FROM A LONG-TERM PERSPECTIVE</b> , considering those whose long-term benefits would far outweigh any short-term investment by the city.	Econ Development Finance Dept.	x	x	x



<i>Vision, Strategy, Action</i>	<b>ECONOMIC HEALTH COMMITTEE</b>	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>Econ. Health Vision Element</i>	<b>BUSINESS RECRUITMENT AND RETENTION (continued)</b>				
<i>Strategy</i> 6	<b>MAINTAIN A LEVEL OF SPENDING THAT KEEPS TAXES AND FEES LOWER THAN THOSE OF SURROUNDING MUNICIPALITIES TO RETAIN AND ATTRACT CUSTOMERS AND BUSINESS.</b>				
<i>Action</i> 6.1	<b>CONDUCT AN ANNUAL ANALYSIS OF SURROUNDING MUNICIPALITIES' TAXES AND FEES</b> so that Centennial can position itself competitively to retain and attract customers and businesses.	Econ Development, Metro EDC	x		



Vision, Strategy, Action	ECONOMIC HEALTH COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>Econ. Health Vision Element</i>	<b>ONGOING REVITALIZATION.</b> Centennial is a progressive City that stays ahead of trends and growth to balance the needs of its citizens, businesses and cultural communities.				
<i>Strategy 7</i>	<b>ONGOING REVITALIZATION.</b> The City actively encourages revitalization of all areas of the City, anticipating citizens' needs, infrastructure maintenance, retail and business trends, growth and cultural interests.				
<i>Action 7.1</i>	<b>CREATE CRITERIA TO EVALUATE RETAIL AND COMMERCIAL AREAS IN NEED OF REVITALIZATION.</b>	Econ Development, NAIOP, Retail industry	x		
<i>Action 7.2</i>	<b>BRING TOGETHER RESOURCES FOR NEIGHBORHOOD REVITALIZATION</b> to keep property values high. This could include partnerships with the real estate community, builders, home improvement stores, lenders, etc.	Centennial Council of Neighborhoods (CENCON), Real estate industry Banks, Home improvement stores, HOA's	x		



Vision, Strategy, Action	ECONOMIC HEALTH COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

Econ. Health Vision Element	ONGOING REVITALIZATION (continued)				
Action 7.3	<b>CREATE A PRIORITIZED INVENTORY OF ALL INFRASTRUCTURE NEEDS</b> and make a long-term plan to finance and address them before problems become unmanageable and more expensive.	City Finance Dept., Arapahoe County	x		
Action 7.4	<b>CREATE A TRANSPORTATION NEEDS ASSESSMENT</b> that looks to accommodate future growth, retail access and business friendliness to enhance the City's business opportunities.	RTD, City Council	x		
Action 7.5	<b>MAINTAIN A COMMUNICATION FRAMEWORK WITH NEIGHBORHOODS</b> to work with them on development projects that impact them.	CENCON, HOA's	x		



# Environment Committee



## VISION

We have a long-term vision that is mindful of Centennial's impact on the global ecosystem and determined to advance programs that reduce our environmental footprint. Centennial is a city that establishes and continues to integrate environmentally sustainable policies into the fabric of our community and successfully balances the challenges of economic development and quality of life. We aspire to establish a community that leads by example, from the top down, with an overarching and ecologically aware constitution that supports balanced practices and principles.



## COMMITTEE MEMBERS

Pat Bedford (Chair)

Mark Schulz (Co-Chair)

Kristen Beatty

Regina Foley

Tracey Griffith

Justin Herrera

Laura Hoepfner

Donna Jesenovec

Eric Ness



The Environment committee examined how to protect and conserve Centennial’s natural assets, while simultaneously serving as stewards of the global ecosystem. Specifically, they explored the City’s role in incorporating sustainable practices in government activities and promoting citizen participation in “green” initiatives. They also took a strong role in assessing the vision for Centennial’s open space and how it lends itself to the City’s future quality of life.

They heard from Centennial Communications Director Sherry Patten who walked through the recently completed Open Space Master Plan. Sherry articulated the differences between citizen groups that are officially recognized by City government, such as advisory boards, task forces, quasi judicial boards and those groups that are not recognized, such as citizen committees and coalitions. She also discussed the City’s current operations and potential for creating environmentally sustainable activities in the future.

<i>Env. Vision Element</i>	<b>ESTABLISH AND CHAMPION ENVIRONMENTALLY CONSCIENTIOUS POLICIES AND PRO-ACTIVE PRACTICES.</b> The City of Centennial will strive to lead by example, beginning with an overarching, accountable and ecologically aware municipal leadership that respects initiates and implements “green governance.”				
<i>Strategy 1</i>	<b>EMPOWER CITIZENS OF CENTENNIAL WITH AN ACTIVE ROLE IN DEVELOPMENT AND IMPLEMENTATION OF ENVIRONMENTALLY SUSTAINABLE POLICIES.</b>	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs
<i>Action 1.1</i>	<b>CREATE AN ENVIRONMENTAL ADVISORY BOARD.</b> Establish a standing Environmental Advisory Board to act as an official voice of Centennial citizens and work with the City to implement environmentally friendly ordinances, policies and practices.	Task Forces (Actions 3.1, 4.1, 5.1, 6.1), Environmental Business Advisory Committee (Action 7.1)	x		
<i>Action 1.2</i>	<b>PROTECT NATURAL HABITAT AREAS AND OPEN SPACE.</b> The Environmental Advisory Board should constantly collaborate with Centennial Open Space Advisory Board to ensure environmental concerns are being addressed.	Centennial Open Space Advisory Board, South Suburban Parks and Rec, Arapahoe Parks and Rec, Southeast Metro Stormwater Authority (SEMSWA)	x		

Vision, Strategy, Action	ENVIRONMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

Env. Vision Element	ESTABLISH AND CHAMPION ENVIRONMENTALLY CONSCIENTIOUS POLICIES AND PRO-ACTIVE PRACTICES (continued)				
Action 1.3	<b>ANALYZE/DEVELOP CURRENT AND FUTURE CITY ORDINANCES.</b> Ensure commitment by analyzing and implementing environmentally sound city ordinances addressing water management, fueling stations, lighting, erosion control, building and landscaping codes.		x		
Strategy 2	<b>SET AN EXAMPLE WITH GREEN CITY GOVERNMENT.</b> Implement sound, environmentally friendly policies to show the citizens of Centennial, and society at large, that minimizing environmental impacts can be integrated into everything the City does.				
Action 2.1	<b>ESTABLISH A PLAN DEFINING GUIDELINES AND TARGETS FOR CITY AND CITY-CONTRACTED VEHICLES.</b> To determine and require minimum mileage per gallon, maximum emissions, engine type and alternative fuel guidelines.		x		



Vision, Strategy, Action	ENVIRONMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

Env. Vision Element	ESTABLISH AND CHAMPION ENVIRONMENTALLY CONSCIENTIOUS POLICIES AND PRO-ACTIVE PRACTICES (continued)				
Action 2.2	<b>UPDATE/UPGRADE CITY VEHICLES.</b> Require all City and City-contracted vehicles to be in compliance with guidelines and scheduled to meet targets established in plan referenced in Action 2.2.			x	
Action 2.3	<b>CONSERVE ENERGY AND WATER CONSUMPTION IN CITY BUILDINGS.</b> Implement and monitor conservation policies and practices to promote minimal use of energy and water for City-run and contracted facilities and properties.		x		
Action 2.4	<b>IMPLEMENT A SPECIAL RECYCLING AND REUSE PROGRAM SPECIFIC TO THE CITY.</b> Adopt a City policy to require recycling at City-run and contracted facilities and properties. To ensure a comprehensive recycling strategy, the purchase and use of materials made from recyclables, such as paper and other products will be an equally important component of the City specific recycling program.		x		

Vision, Strategy, Action	ENVIRONMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

Env. Vision Element	ESTABLISH AND CHAMPION ENVIRONMENTALLY CONSCIENTIOUS POLICIES AND PRO-ACTIVE PRACTICES (continued)				
Action 2.5	<b>DEVELOP CITIZEN AND GOVERNMENT EDUCATION PROGRAMS.</b> Partner with local schools and community organizations to create special days that educate, celebrate and promote environmental preservation and sustainability.	City Council, Local School Districts, HOA's, Youth Organizations	x		
Action 2.6	<b>ENVIRONMENTAL PROTECTION AND MANAGEMENT THROUGH EXISTING PROGRAMS.</b> Analysis of vehicle wash water reclamation standards, environmental protection acts for automobile fueling stations, management of SEMSWA programs, and others, to promote sustainable practices consistent with State and Federal guidelines.	City Council, General Improvement Districts	x		
Action 2.7	<b>ASSESSMENT OF BUILDING CODES FOR COMMERCIAL AND PUBLIC BUILDINGS.</b> Incorporate LEED certification requirements, performance contracting, financial incentives, and renewables for schools, new construction and existing buildings.	General Improvement Districts	x		



Vision, Strategy, Action	ENVIRONMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>Env. Vision Element</i>	<b>COMMITMENT TO STRATEGIC, ENVIRONMENTALLY RESPONSIBLE STEWARDSHIP. THE CITY OF CENTENNIAL ASPIRES TO FOSTER A POSITIVE AND COHESIVE COMMUNITY IDENTITY TODAY BY DOING WHAT IS RIGHT FOR TOMORROW.</b>				
<i>Strategy 3</i>	<b>RECYCLING AND REUSE SUPPORTED BY STRONG PROGRAMS AND POLICIES.</b> Promote City-wide recycling programs through community involvement, subcontract collaboration, City programs and assessment of the City's ability to transition and take control of the program.				
<i>Action 3.1</i>	<b>FORM A RECYCLING TASK FORCE.</b> The task force will research and make recommendations about approaches to ensure residential recycling and reuse.	Environmental Advisory Board (Action 1.1), Other Task Forces (Actions 4.1, 5.1, 6.1), Environmental Business Advisory Committee (Action 7.1)	x		
<i>Action 3.2</i>	<b>DEVELOP REUSE PROGRAMS.</b> Develop programs to reuse water, grass clippings, trimmed tree material, etc. for mulch and other materials to be recycled into the community with a goal of 100% reuse by the year 2030.		x	x	x



Vision, Strategy, Action	ENVIRONMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

Env. Vision Element	COMMITMENT TO STRATEGIC, ENVIRONMENTALLY RESPONSIBLE STEWARDSHIP (continued)				
Action 3.3	<b>CREATE PROGRAM TO IMPROVE HAZARDOUS WASTE RECYCLING AND DISPOSAL.</b> Coordinate with subcontractors and/or provide facilities and programs for hazardous waste disposal and/or reuse to ensure proper disposal and compliance with government regulations at no cost to residents.		x		
Action 3.4	<b>CONSOLIDATE TRASH/RECYCLING CONTRACTORS.</b> Provide incentives or mandates to HOA's in Centennial communities to consolidate trash/recycling vendors and only allow trash service companies that provide recycling services to operate in Centennial.		x		
Action 3.5	<b>EXPAND CITY EFFORT TO EDUCATE AND PROMOTE RECYCLING AND REUSE IN CENTENNIAL.</b> Add recycling education section to the city website, including, among other things, a list identifying hazardous waste materials commonly found in the home and details on how and where disposal should be handled.		x		



Vision, Strategy, Action	ENVIRONMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

Env. Vision Element	COMMITMENT TO STRATEGIC, ENVIRONMENTALLY RESPONSIBLE STEWARDSHIP (continued)				
Strategy 4	<b>PROMOTE ENERGY CONSERVATION.</b> Increase citizen awareness regarding energy conservation by implementing policies that promote the use of less energy, minimal emissions, etc.				
Action 4.1	<b>FORM AN ENERGY CONSERVATION TASK FORCE.</b> The task force will research and make recommendations about ways to conserve energy in our community and assess the use and promotion of alternative energy.	City Council, Environmental Advisory Board (Action 1.1), Other Task Forces (Actions 3.1, 5.1, 6.1)	x		
Action 4.2	<b>CREATE ALLIANCES.</b> Collaborate with RTD, Xcel Energy and IREA to promote energy conservation and transit programs in Centennial.	Xcel Energy, IREA, RTD	x		
Action 4.3	<b>DEVELOP ENVIRONMENTALLY SOUND TRAFFIC POLICIES.</b> Evaluate and implement energy saving mechanisms, such as traffic signal timing, roundabouts, City and sub-contractor vehicle idling.	CDOT, RTD		x	



Vision, Strategy, Action	ENVIRONMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

Env. Vision Element	COMMITMENT TO STRATEGIC, ENVIRONMENTALLY RESPONSIBLE STEWARDSHIP (continued)				
Action 4.4	<b>PROMOTE THE USE OF ALTERNATIVE ENERGY.</b> Promote alternative energy through wind, passive/active solar collectors and new technologies as they become available.	City Council, Xcel Energy	x		
Strategy 5	<b>PROMOTE WATER CONSERVATION.</b> Increase citizen awareness by implementing policies that promote less water consumption and optimize city infrastructure.				
Action 5.1	<b>FORM A WATER QUALITY AND CONSERVATION TASK FORCE.</b> The task force will research and make recommendations to the Centennial City Council regarding commercial, government and residential water conservation.	South Metro Water Supply Authority, Southeast Metro Stormwater Authority (SEMSWA), Denver Water, Aurora Water	x	x	x
Action 5.2	<b>CONDUCT WATER AND SANITARY DISTRICT ASSESSMENT.</b> Collaborate with water and sanitation districts to determine common programs, goals and objectives on how the City of Centennial can protect and conserve its water.	South Metro Water Supply Authority, Southeast Metro Stormwater Authority (SEMSWA), Denver Water, Aurora Water	x		



Vision, Strategy, Action	ENVIRONMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

Env. Vision Element	COMMITMENT TO STRATEGIC, ENVIRONMENTALLY RESPONSIBLE STEWARDSHIP (continued)				
Action 5.3	<b>DEVELOP INCENTIVES TO PROMOTE WATER CONSERVATION.</b> Reward commercial, government and residential landscaping, irrigation, etc. that protects and conserves City water. Promote Denver Water's existing incentive programs, such as xeriscape refunds, appliance rebates, tiered rate structure, etc.	Denver Water		x	
Action 5.4	<b>DEVELOP NEW CODES AND RE-EVALUATE EXISTING CODES TO PROMOTE WATER CONSERVATION.</b> Create regulations for commercial, government and residential landscaping standards, irrigation restrictions, etc.			x	
Action 5.5	<b>IDENTIFY METRICS FOR CONSERVATION INCENTIVES AND CODES,</b> such as a 10% reduction in residential usage in 10 years, 20% reduction in commercial usage in 20 years.	City Council, Denver Water	x	x	x



<i>Vision, Strategy, Action</i>	<b>ENVIRONMENT COMMITTEE</b>	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

<i>Env. Vision Element</i>	<b>COMMITMENT TO STRATEGIC, ENVIRONMENTALLY RESPONSIBLE STEWARDSHIP (continued)</b>				
<i>Action 5.6</i>	<b>RECLAIM WATER FROM AIR CONDITIONING SYSTEMS</b> to be reused for other purposes, such as aesthetic uses for public fountains, irrigation, etc.		x		

<i>Env. Vision Element</i>	<b>BALANCE ENVIRONMENTAL VALUES AND STANDARDS WITH COMMUNITY PLANNING.</b> The City of Centennial recognizes that it is essential to successfully balance economic health, quality of life and city services with environmental sustainability to maintain an enduring and healthy presence for generations to come.				
<i>Strategy 6</i>	<b>IMPROVE “CONNECTIVITY” AND NON-MOTORIZED TRANSPORTATION OPTIONS.</b> Achieve a reduction in fossil fuel consumption and emissions through an increase in alternative transportation options and efficiency.				



Vision, Strategy, Action	ENVIRONMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

Env. Vision Element	BALANCE ENVIRONMENTAL VALUES AND STANDARDS WITH COMMUNITY PLANNING (continued)				
Action 6.1	<b>CREATE A “CONNECTIVITY” TASK FORCE.</b> This Task Force will collaborate with the Open Space Advisory Board to research and make recommendations regarding connecting existing trails, creating new trails and maps, signage to connect neighborhoods and evaluate and report on sidewalks and bike routes.	Open Space Advisory Board, Environmental Advisory Board (Action 1.1), Other Task Forces (Actions 3.1, 4.1, 5.1)	x		
Action 6.2	<b>INCREASE SAFE AND ACCESSIBLE PEDESTRIAN RIGHT OF WAYS THROUGHOUT CENTENNIAL.</b> Address citizen desire for increased pedestrian and bicycle trails to increase access to residential, commercial and open space areas, minimizing fossil fuel consumption and emissions.		x	x	x
Action 6.3	<b>INCREASE AMOUNT OF AREA ZONED FOR MIXED USE.</b> Incorporate increased transit options and commuting patterns into new developments to reduce automobile dependence.		x		



Vision, Strategy, Action	ENVIRONMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

Env. Vision Element	BALANCE ENVIRONMENTAL VALUES AND STANDARDS WITH COMMUNITY PLANNING (continued)				
Strategy 7	<b>BALANCE ENVIRONMENTAL INITIATIVES WITH SUSTAINABLE BUSINESS PRACTICES.</b> Harmonizing environmental stewardship and economic interests can reduce negative impacts to the eco-system and simultaneously improve efficiency and reduce costs.				
Action 7.1	<b>IMPLEMENT ENVIRONMENTAL PLANNING AND SUSTAINABLE BUSINESS DEVELOPMENT PRACTICES.</b> Attract businesses to Centennial that have “green” business plans aligned with the environmental vision.	South Metro Denver Chamber of Commerce	x		
Action 7.2	<b>PROMOTE THE BUSINESS OF ENVIRONMENTAL CONCERNS.</b> Use redevelopment authorities to attract businesses to Centennial that help make our City a Green City (i.e. alternative energy, green building, alternative fuels, recycling and water conservation).	City Council, CURA (Centennial Urban Redevelopment Authority)		x	

Vision, Strategy, Action	ENVIRONMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

Env. Vision Element	BALANCE UNCOMPROMISING ENVIRONMENTAL VALUES WITH COMMUNITY PLANNING (continued)				
Action 7.3	<b>LEVERAGE EXTERNAL ORGANIZATIONS TO FACILITATE ACHIEVEMENT OF CITY GOALS.</b> Join ICLEI -- Local Governments for Sustainability. Use ICLEI member services to help develop performance-based, results-oriented campaigns and programs to raise awareness of what the City is doing to meet its environmental vision.	ICLEI – Local Governments for Sustainability	x		
Action 7.4	<b>PERFORM AN ENERGY ASSESSMENT OF CITY-RUN AND CONTRACTED FACILITIES.</b> The energy assessment is a comprehensive analysis identifying areas where energy savings and operational savings can be realized. A follow-up energy audit can be performed based on the results of the assessment.	iCAST (a local non-profit sustainability company)	x		



Vision, Strategy, Action	ENVIRONMENT COMMITTEE	Suggested Supporting Partners (Partner lists are examples, not exhaustive)	Timeline		
			0-5 Yrs	6-10 Yrs	11+ Yrs

Env. Vision Element	BALANCE ENVIRONMENTAL VALUES AND STANDARDS WITH COMMUNITY PLANNING (continued)				
Action 7.5	<b>LEVERAGE CONTRACTS WITH SERVICE PROVIDERS.</b> Use existing and potential contracts with service providers as incentive for them to conduct energy assessments, audits and implementation of the identified improvements.	Xcel Energy, IREA, Denver Water, Arapahoe County, Waste Collection Agencies, etc.	x		
Action 7.6	<b>FORMATION OF AN ENVIRONMENTAL BUSINESS ADVISORY COMMITTEE.</b> The goal of the committee will be to create partnerships, conduct research and make recommendations aimed at balancing environmental and economic interests to mitigate the environmental impacts of commerce.	South Metro Chamber of Commerce, Environmental Advisory Board (Action 1.1), Task Forces (Actions 3.1, 4.1, 5.1, 6.1)	x		





**“The only thing worse than being  
blind is having sight but no vision.”**

HELEN KELLER