



# City of Centennial

## Southglenn Area Plan



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# Acknowledgements

The members of the City's Land Use Committee and Southglenn Area Plan Steering Committee Members played a crucial role in the planning process and special acknowledgement is extended in recognition of their hard work and creativity reflected in this document. In addition, the following people are recognized for their support and input into the document.

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# Executive Summary

## **Purpose of Plan**

The primary purpose of this plan is to promote neighborhood preservation and encourage the revitalization and redevelopment of commercial activity centers in the Southglenn study area. The study area includes a significant portion of the City, encompassing the entire seven square miles of the City west of Colorado Boulevard, centered on University Boulevard.

The City of Centennial has adopted a sub-area planning approach to supplement its Comprehensive Plan and address areas of special interest. The Southglenn Area was identified as a planning priority because of current and potential commercial redevelopment activity and a desire to ensure that the area's mature residential neighborhoods remain vital and desirable over time.

This plan will be used to guide policy decisions of the City and to help formulate programs, budgets, and priorities for a multitude of programs. It will also serve as a guide for the private sector by communicating the City's vision and giving residents and commercial landowners more confidence and certainty in the City's commitment to the area to support and encourage private reinvestment.

## **Neighborhoods**

Residents have expressed their satisfaction and desire to maintain the stability and character of their neighborhoods. Neighborhood strengths include good

schools, large lots, an established regional trail and open space system, mature landscaping and good access to regional employment centers. Southglenn neighborhoods continue to be very vital and attractive. However, much of the housing stock was developed over 30 years ago and the population of the area is maturing, with a corresponding reduction in household size and total population.

One of the primary purposes of this Plan is to promote neighborhood preservation. Policies in the plan focus on enhancing existing neighborhood assets and ensuring that future changes in the area are compatible with and serve to enhance existing neighborhood character. The plan includes strategies to ensure that neighborhoods remain stable, while providing allowances for homes to expand and improve. Updates to the City's Land Development Code, proactive code enforcement, ensuring that neighborhood schools remain community assets, and enhancement of open space networks and collector road system will be used to accomplish this goal.

## **Commercial Centers**

Most of the commercial centers in this area developed during the 1970s and 1980s and are beginning to enter a stage where they are no longer competitive with current market demands. These centers will need to undergo a process of revitalization and redevelopment over the next decade to remain competitive to

attract businesses that serve the surrounding local resident population and to continue to provide a source of revenue to support City services. One example of this is the redevelopment of Southglenn Mall into The Streets at Southglenn.

Existing commercial centers within the study area are well positioned for revitalization or redevelopment. Challenges that confront efforts to revitalize Southglenn area commercial centers include obsolete site layouts, increasing vacancies, loss of anchor tenants, fragmented ownership, more stringent storm water standards to protect adjacent streams, and site constraints, such as topography and access. Strengths include very strong trade area demographics, a good base of local, independent businesses and sites with good re-use or retro-fit potential.

Following the framework provided by the City's Comprehensive Plan, each center is envisioned to have a distinct purpose and function. This Plan includes conceptual plans for these areas guided by results from the City's Retail Market Analysis and opportunities to fill gaps in market demand and supply. The purpose of the conceptual plans and supporting strategies is to illustrate the potential of each site and explore alternatives for revitalization, not to indicate a specific expected outcome. Concepts recommend enhancing internal pedestrian circulation and connectivity to neighborhoods and the regional open space network. Decisions about the scale, location and types of future land uses were made with sensitivity to possible concerns of surrounding neighborhoods.

Overall, conceptual plans call for moderate intensities, focusing on a higher quality mix of land uses to foster a unique identity, better viability and a stronger competitive advantage over time. A mixture of uses, including employment, residential, and retail, is seen as a way of increasing the daytime customer base and providing employment opportunity to attract new residents into the area.

Strategies vary from retaining the existing center format and retro-fitting underutilized areas with infill development to complete redevelopment. Center locations, land ownership patterns and other factors will influence which

strategies ultimately work best in each location. Urban design standards are provided to guide redevelopment and achieve the long-term vision for these areas.

### **Corridors and Gateways**

Public perception of Centennial is largely formed from the view of major roadways. The area's established transportation network is an asset; however, this system was developed during a time when contemporary standards for circulation, access and aesthetics were not in place. Proposed gateway and corridor enhancements are intended to establish a positive identity for the City and a unique character for the area. Gateway and corridor enhancement concepts will support strategies to revitalize commercial centers and could be integrated with perimeter fencing for neighborhoods.

### **Implementation**

No plan is worthwhile without active implementation. Implementation measures are recommended with a realistic view of City resources. Implementation measures include:

- Active pursuit of partnership opportunities with land owners, developers and local businesses to implement enhancements and revitalization or redevelopment;
- Working to sustain high levels of service through existing programs, such as code enforcement, planning and development services;
- Improvements to existing regulations; and
- Use of special districts to provide a revenue source for public improvements and business incentives.
- Creation of low-cost programs that can serve to promote reinvestment in neighborhoods such as home renovation seminars, home tours, and improvement district formation education.

# Table of Contents

Introduction	1	Framework Plan	28
Purpose of the Plan	1	Stable Neighborhoods	28
Organization of the Plan	2	Commercial Activity Centers	32
Study Area	2	Southglenn Regional Activity Center	34
Demographics	3	Dry Creek Neighborhood Activity Center	37
Relationship to other Plans	6	County Line Community Activity Center	39
Plan Process	7	Broadway Neighborhood Activity Center	41
		Design Goals, Policies, and Strategies	43
Existing Conditions	11	Gateways and Corridors	49
Land Use	11	Implementation Plan	56
Zoning	13		
Housing Characteristics	16		
Housing Type and Age	16		
Household Size	17		
Household Income, Value, and Ownership	17		
Architecture	18		
Transportation and Transit	22		
Commercial Activity Centers	23		
Southglenn Regional Activity Center	23		
County Line Community Activity Center	25		
Dry Creek Neighborhood Activity Center	26		
Broadway Neighborhood Activity Center	27		

# Introduction

## Purpose of Plan

With adoption of the City of Centennial Comprehensive Plan in 2004, the City established a general framework for growth and policy. The Comprehensive Plan was to be supplemented with corridor plans, sub-area plans, and other planning tools to define in greater detail how to achieve the City's vision for the future. In keeping with this guidance, subsequent planning efforts have focused on smaller geographic areas. This plan addresses the Southglenn area, which represents seven square miles of the City west of Colorado Boulevard and centered on University Boulevard.

The long term planning of this area is essential to its continued viability and relevance. Failure to keep our neighborhoods relevant to current and future market conditions over time can lead to a decline in property values and overall attractiveness of the area for future residents and businesses. The Southglenn Area Plan is meant to serve as a blueprint on how to keep this area, which is blessed with great schools, open space, neighborhoods, proximity to major employment centers, and a diverse, relatively affordable housing stock, viable for current and future residents and businesses of the area.

Currently underway, the one-million square foot Streets at SouthGlenn redevelopment project will greatly increase the attractiveness of the Southglenn area for redevelopment and reinvestment. It is hoped that this redevelopment

project will serve as a catalyst to spur the revitalization and redevelopment of existing commercial sites along the University Boulevard corridor.

Redevelopment will be supported by very strong regional trade area demographics. Other assets of the study area include an established transportation system and access to regional open space, trails and parks.

Neighborhoods in the surrounding area are in generally good condition; however, there are a number of challenges to be addressed by this plan, including:

- Aging community shopping centers and underutilized commercial properties in the vicinity of the SouthGlenn redevelopment site;
- Competing development in the region that draws potential retail sales and tax revenue away from the City;
- Pockets of aging residential development in surrounding neighborhoods that are experiencing limited redevelopment; and
- Conditions along public roads that do not provide a good pedestrian environment or convey a strong identity and a positive image for the area.

## Organization of Plan

The plan is organized into four chapters plus appendices: Introduction, Existing Conditions, Framework Plan and Implementation. The introduction outlines the purpose of the plan and how the plan relates to other planning efforts in the City. It also provides an overview of the area, and a discussion of the public process followed to formulate the plan.

The existing conditions chapter discusses the current land use, zoning, neighborhood and commercial activity center conditions which have an impact on the goals and policies of the framework plan.

The framework plan contains overall goals, policies and strategies for the residential neighborhoods, activity centers, corridors and gateways. It includes various concept plans for the four activity centers and detailed gateway and corridor plans.

And finally, the implementation section will discuss overall items and a schedule that need to be accomplished to implement the plan. There are also appendices provided which contain additional detailed information.

## Study Area

The Southglenn study area is the western quarter of the City. The area is approximately seven square miles bounded by Broadway on the west, Orchard Road on the north, Colorado Boulevard on the east and County Line Road on the south.

The study area:

- Encompasses the entire area of the City west of Colorado Boulevard,
- Includes a land area of approximately seven square miles that is about ¼ of the City's total land area and 1/3 of the City's population;

- Has an estimated population of 31,000, a decrease from the 2000 census population of 31,965.
- Has approximately 6,710 jobs, which represents about 12% of the City's total employment.

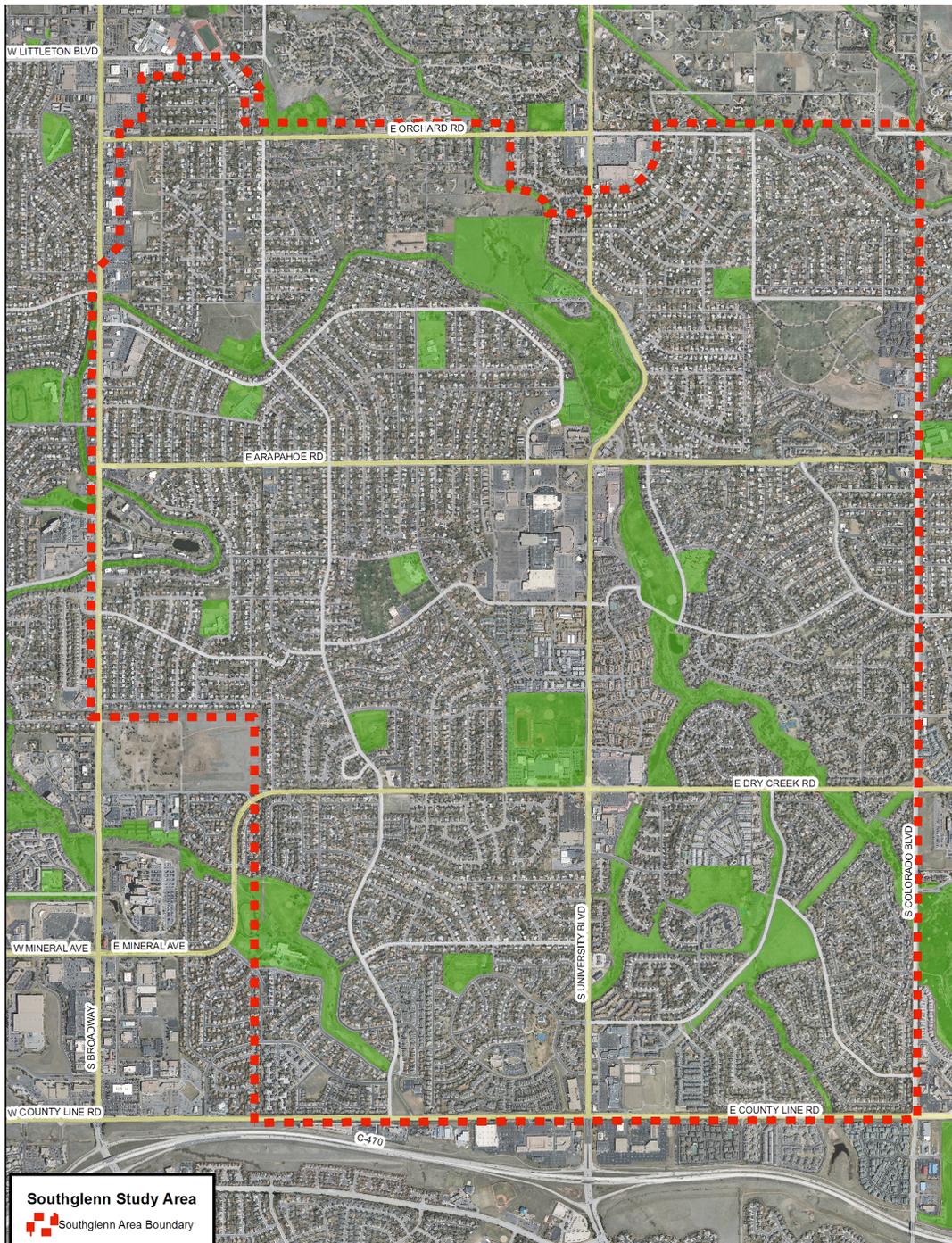
Much of the Southglenn study area is part of what is referred to as “inner-ring” suburbs. These were the first suburbs to be developed outside of the region's central city, Denver. For the Denver region, this suburban expansion occurred primarily during the 60s and 70s, later than the suburban expansion in the eastern U.S., which occurred just after WWII.

For a number of reasons, inner-ring suburbs are experiencing a resurgence of interest as a location for families and businesses. Commercial centers within such areas have reached the end of their economic life. Because of their desirable location and the existence of an established trade area, inner-ring suburbs are undergoing redevelopment and revitalization. The redevelopment of the Southglenn Mall is a sign of that resurgence.

Inner-ring suburbs also possess a unique combination of attributes that make them desirable for redevelopment, especially during a time of rising fuel costs. These suburbs have proximity to both central city culture and employment and to outer suburban job centers that developed during the late 80s and 90s, such as the Denver Tech Center. The convenient location and good access to transit makes inner-ring suburbs very desirable places to live, especially as transportation costs increase.

Other advantages of inner-ring suburbs include:

- Existing infrastructure that can make redevelopment a better alternative to “greenfield” development, where roads and utilities must be installed;
- Larger residential lot sizes compared to both outer-ring suburbs and central urban neighborhoods; and



- Mature landscaping and access to an established high-quality system of parks, open spaces and trails.

Because of these attributes, the study area can be expected to undergo change and redevelopment in the next 15-20 years. This change will be focused within commercial centers and will also be realized in established neighborhoods as residents expand or demolish homes and develop new houses to meet contemporary needs. During this time of change, care must be taken to ensure that revitalized and redeveloped properties are compatible with the surrounding neighborhood.

### Demographics

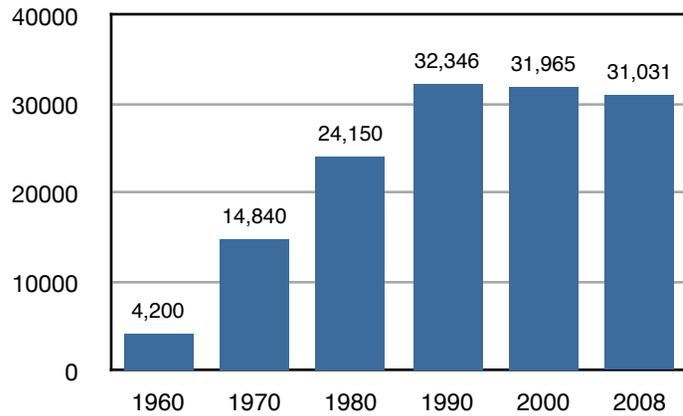
The Southglenn study area includes the City's oldest neighborhoods and an aging population, which present unique challenges. Many of its commercial centers are reaching the end of their economic life cycle and are not competitive with new retail centers in the region. Understanding the demographics of the area provides important clues on the challenges and opportunities of the area.

Data was obtained from various sources including the U.S. Census Bureau, the Arapahoe County Assessor's Office and Sites USA, a demographics and retail analysis company.

### Population and Growth

Historic data for the study area is difficult to report because of the 2001 incorporation of the City and lack of comparable Census Tract data predating 1990. For population estimates prior to 1990, housing build dates and household size were utilized to estimate the study area population (Figure 1).

**Southglenn Population (Figure 1)**



Until 1950, approximately 50 people were living in the northeastern corner of the study area in a neighborhood historically known as “Pickletown” now known as the Sherwood neighborhood. Growth exploded from 1960 through the 1990’s as the greater Denver metropolitan area expanded. Overall, this study area represents approximately 30% of the City’s population.

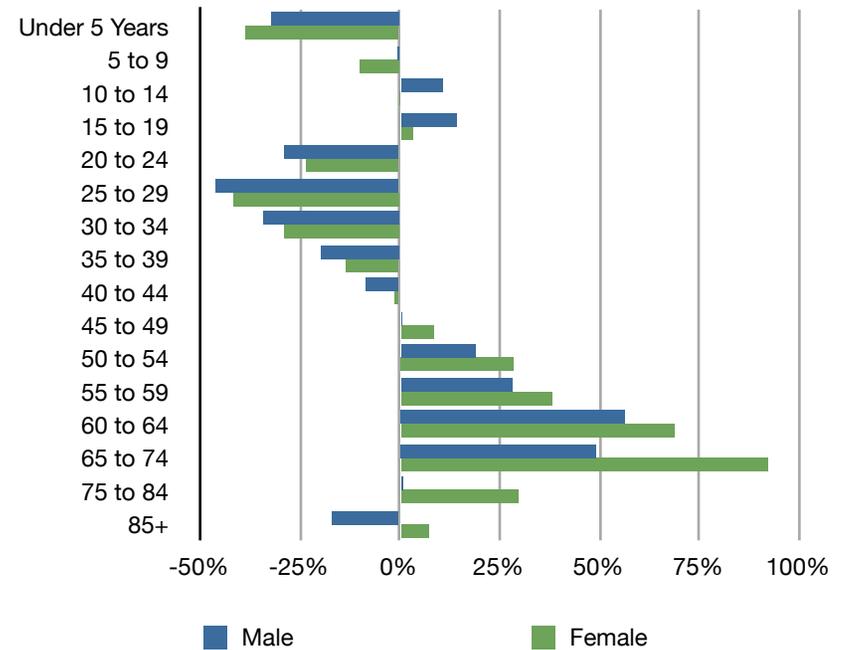
Population within the study area has been slowly declining since the 1990s. This is due, in part, to the aging population, children leaving the home and a larger national trend of declining household size due to smaller families. The declining population trend reflects the need to keep neighborhoods viable for families. This includes maintaining high quality schools, parks, and quality of life amenities such as convenient shopping and proximity to employment.

*Sex & Age of Population*

The comparison of the composition of Southglenn’s population by sex and age relative to the Denver region (Figure 2) demonstrates that the study area is home to a larger percentage of an older population (age 50 and above) than the entire metropolitan area. This underscores the need to have more basic goods and

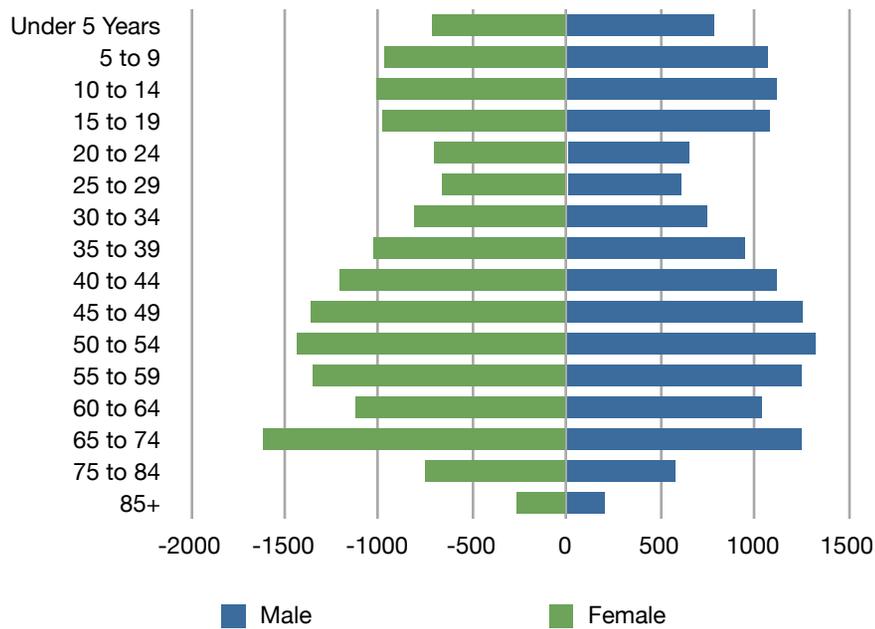
services nearby, good access to healthcare and the need to keep neighborhoods attractive for newer generations.

**Sex and Age of Population (Relative to Denver Region) (Figure 2)**

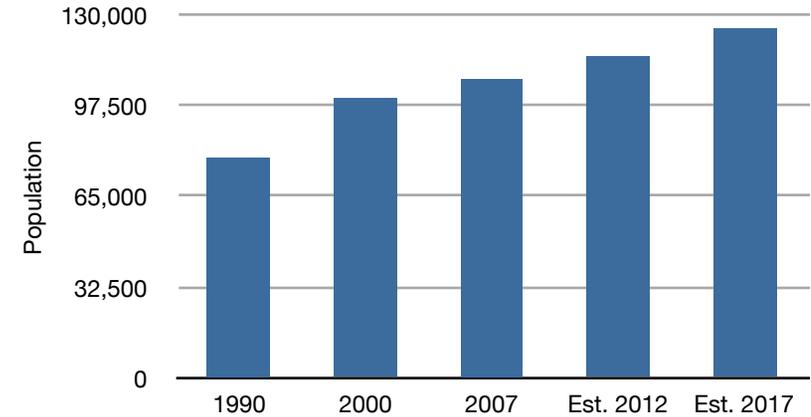


Actual population distribution in the study area (Figure 3) shows that the majority of school age children will graduate within the next 5 years and that many of them will choose not to stay within the neighborhood or return after college. The current age distribution also clearly demonstrates that the number of newborns is declining. If this trend continues, maintaining the number of neighborhood schools in the area will be difficult.

**2008 Southglenn Age Distribution (Figure 3)**



**Three Mile Trade Area Population (Figure 4)**



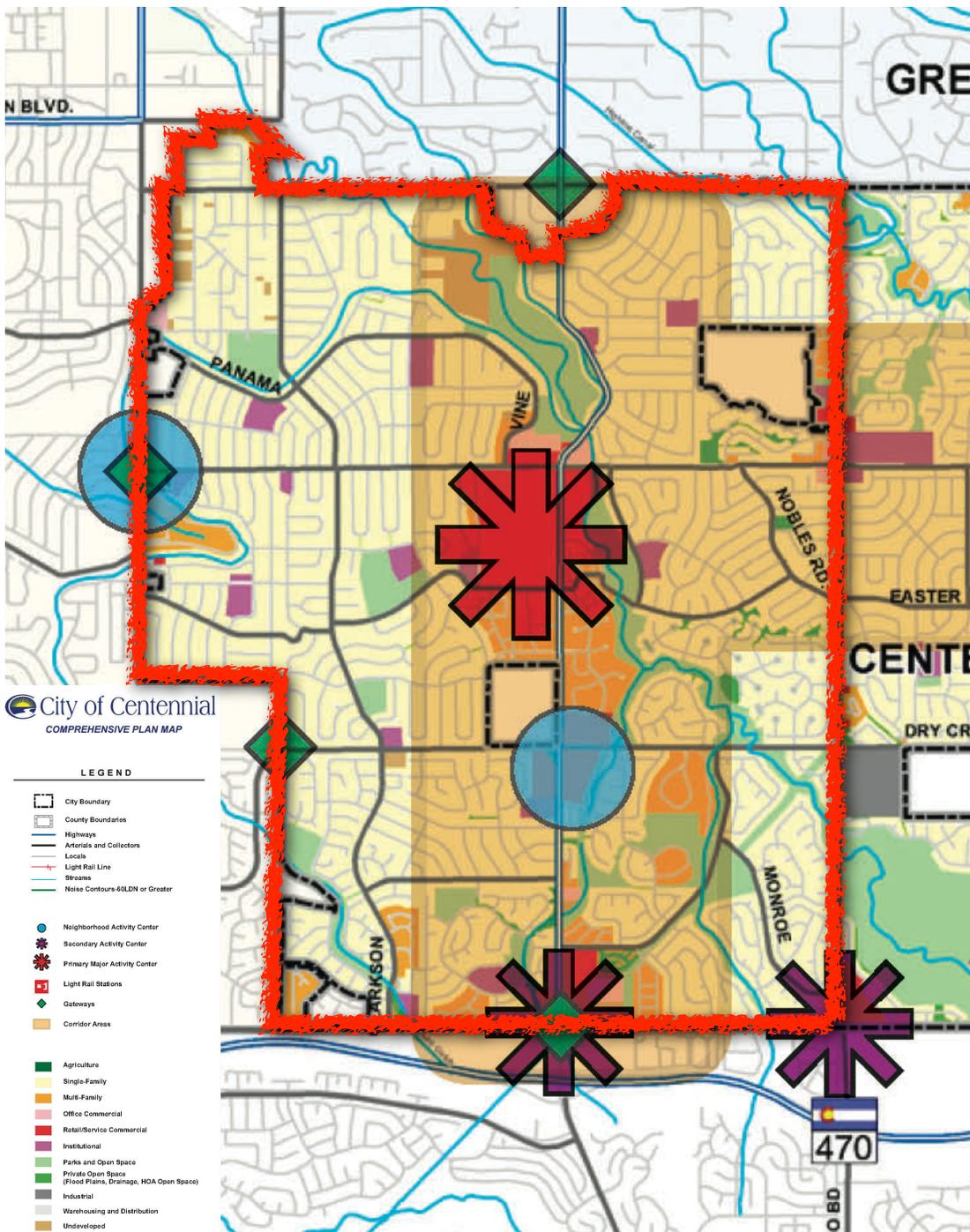
*Economic Data & Employment*

Trade area data present a contrast, in some respects, when compared to the demographic characteristics of the study area. The trade area is the region where area businesses expect to draw customers. Trade areas can vary significantly, but for purposes of this profile, a three-mile trade area has been shown. The trade area population (Figure 4) within three miles is younger, growing and even more affluent than that of the study area. These characteristics support efforts to attract more business activity to the area and revitalize Southglenn’s commercial centers.

With 6,710 jobs, the Southglenn area cannot be considered a major employment center, as most of the City’s employment is concentrated in the central part of the City. However, because of its location and existence of a number of established commercial centers, the study area has potential to develop a stronger retail, employment and economic base for Centennial.

Additional information regarding the area’s businesses and employment is summarized below:

- There are 850 business establishments.
- 85 percent of businesses have nine or fewer employees.
- Employment is heavily concentrated in the retail trade sector (41.8 percent) and services (40 percent).
- Employees are concentrated in the following occupations
  - Administrative support workers (18.5 percent)
  - Sales people and Clerks (15 percent)
  - Other services: Site based (13.6 percent)
  - Managers and Administrators (11.5 percent)



- Most Southglenn residents (69.2 percent) travel outside of the area for employment

### Relationship to Other Plans

The Comprehensive Plan is the guiding document for the Southglenn Area Plan and sets forth the ideas of Activity Centers and Gateways. The Comprehensive Plan only provides a high-level description of Activity Centers and Gateways. While these concepts are not fully developed, the Comprehensive Plan envisions various sub-area planning efforts to establish the details and objectives of these broader concepts.

To guide sub-area planning efforts, the Comprehensive Plan provides several important goals and policies that are important in informing this planning effort, some of the major goals include:

- Promoting excellence in site planning, architecture, landscape design, lighting and signage.
- Building and maintaining attractive and landscaped thoroughfares.
- Creating opportunities for gateway features and land uses at major intersections and entrances to the City.
- Promoting cultural opportunities and public art.
- Increasing and stabilizing an adequate revenue base.
- Encouraging revitalization and reinvestment.
- Preserving existing housing stock and protecting stable residential areas.
- Encouraging a mix of housing types and costs around activity centers.
- Embracing citizen participation.

The City adopted a Parks, Open Space, Trails and Recreation Master Plan in 2008. The Master Plan provided policy and physical planning guidance for the development of the City's open space network. Many of the open space and trail improvements discussed in this plan follow guidance provided by the Open Space Plan, such as the need for better linkages between neighborhoods, activity centers and the open space network.

Future plans, such as the Comprehensive Transportation Plan, should take into account the concepts and goals specified in this planning effort. This will allow comprehensive and congruent planning to take place across the City.

### **Plan Process**

Because the study area is comprised of many established neighborhoods, public outreach was heavily emphasized as part of the planning process. Adequate public outreach was considered essential to the success of this planning effort. Consequently, the public outreach effort was multifaceted. The strategy to reach community members included the following:

- Direct mailings: Mailing lists of Homeowners Associations (HOA), Centennial Council of Neighborhoods (CenCON), landowners and other stakeholders were prepared. A postcard publicizing events was mailed to these major stakeholders.
- Posters and flyers: Information posters and flyers were distributed and posted at libraries, community centers, and other places throughout the study area.
- Press releases: A press release was prepared for each event.
- Web site: A web page on the City's web site was created to post documents and summaries of meeting results. The web site provided opportunities for members of the public to access draft and proposed materials, to see the project schedule, and to send in comments.

- E-Mail and networking: E-mail distribution lists of major stakeholders were used to distribute information and stakeholders were encouraged to distribute meeting notices to their contact lists to broaden the reach of information.
- Steering Committee meetings: Throughout the process, Steering Committee meetings were held monthly to serve as a sounding board for presentation material, data and analysis prepared as part of the planning process. The Steering Committee included representation by City Council, the Planning and Zoning Commission and other boards. Additionally, two business representatives and one CenCON representative were selected to broaden input during the planning process.
- Other: Staff attended several HOA, District, and CenCON meetings to inform citizens. These included:
  - CenCON - March 24, 2008
  - District 1 meeting May 29, 2008
  - Cherry Knolls HOA meeting June 25, 2008
  - Southglenn Civic Association meeting October 16, 2008
  - District 1 meeting - February 23, 2009
  - CenCON meeting February 23, 2009

Connecting with Stakeholders: During the initial stage of the planning process in April 2008, two outreach events were held. The first was an open house at the Southeast Metro Denver Chamber of Commerce office located in the Southglenn area. The second was a neighborhood workshop held at Newton Middle School on April 30, 2008.

During the April 30th event, staff led participants through several exercises aimed at gaining their insight regarding issues facing the area and their opinion on the potential character of future redevelopment.



A visual preference survey allowed participants to rate various images of roads, residential and commercial development. This exercise provided direction in evaluating the character and appearance of preferred development types that might occur as the area redevelops over the next 20 years. Results from this survey were varied; however, residents seemed to favor images that reflected a traditional neighborhood character and neighborhood friendly commercial development.

Staff then led participants through a strengths, weaknesses, opportunities and threats (SWOT) analysis. Members were divided into groups representing major sub-areas within the study area and given the opportunity to list ideas under each topic.

Strengths	Weaknesses/Threats
Large lots Low density Good transportation Pride in homes Parks and open space Close to schools/good schools Safe	Older population Housing does not compete Need more diversity of restaurants/retail Lack of identity Lack of strong tax base Weed control Public landscaping



Residents at Newton Jr. High and business leaders at the South Metro Chamber participate in discussions and planning exercises, such as the visual preference survey, to provide input for the plan.

At the end of the exercise, members were given three dots to place on those future opportunities they felt were most important in planning for the future of the Southglenn area.

Items that received the most votes included:

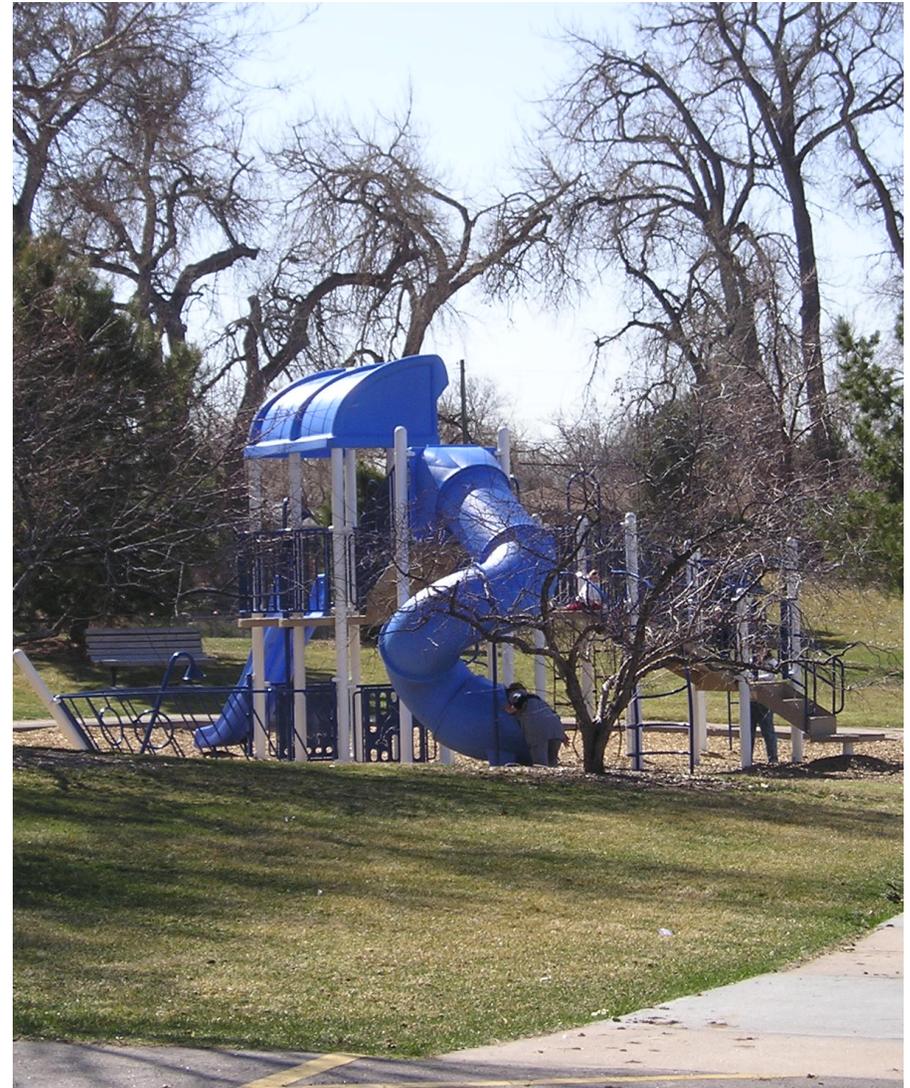
- Better code enforcement;
- Attracting more diverse age groups;
- Landscaping of roads and neighborhoods; and
- Local circulator bus service.

Real estate forum: Alternative concepts for revitalization and/or redevelopment of commercial centers were presented to a South Denver realtor's discussion group to obtain input regarding preferences and potential market receptiveness of the various ideas. Feedback from this group was tabulated and considered in selecting the preferred alternatives.

February open house: On February 12, 2009, an open house was held to give a preview of the design concepts for the three major activity centers. Overall the concepts were well received. Comments obtained at the workshop served to provide guidance for changes that were incorporated into the concepts. Reaction to the original concept architecture was that the architecture was too modern. The architecture presented at the workshops was meant to serve as bulk and massing illustrations rather than ideal design.

City Council and Planning and Zoning Commission updates: Throughout the process, staff provided several updates to the Planning and Zoning Commission and City Council to seek their input and guidance. Updates were provided during the initial stages of the project to establish project objectives and refine the scope of the project and also during the final stages to seek comments and guidance on final conclusions and recommendations.

Landowner and business outreach: Individual invitations were sent to commercial property owners in the study area to attend the final outreach event and to meet individually to receive comments, discuss concerns and share data collected as part of the City's retail market analysis. The project team met individually with several land owners to discuss concepts for the revitalization and/or redevelopment of centers and shorter term challenges in leasing vacant spaces and keeping centers vital.





# Visual Preference Survey

Commercial development and multi-family structures that lean towards traditional architecture and design ranked highest in the visual preference survey. Participants also found streets with significant landscaping and minimal traffic very desirable.

# Existing Conditions

Before goals, policies, and development concepts for the area can be formulated, it is important to identify and establish the factors, existing conditions and character of the area which may influence the plan. This section contains information on the existing conditions of the study area including land use, zoning, housing characteristics, transportation, and commercial/activity areas.

## Land Use

The City has conducted an inventory of existing land uses within the study area. Land use can be defined in the six land use categories described below. The primary land use within the study area is single-family residential. Overall, the study area contains one of the most diverse land use mixes of any area within the City, particularly within the residential land uses. This is reflective of the development preferences of the period and the mixing of single and multi-family uses. There are also neighborhood scale churches dispersed throughout the area that are rare amenities in newer developments which tend to see the development of mega-churches located on major arterial roadways.

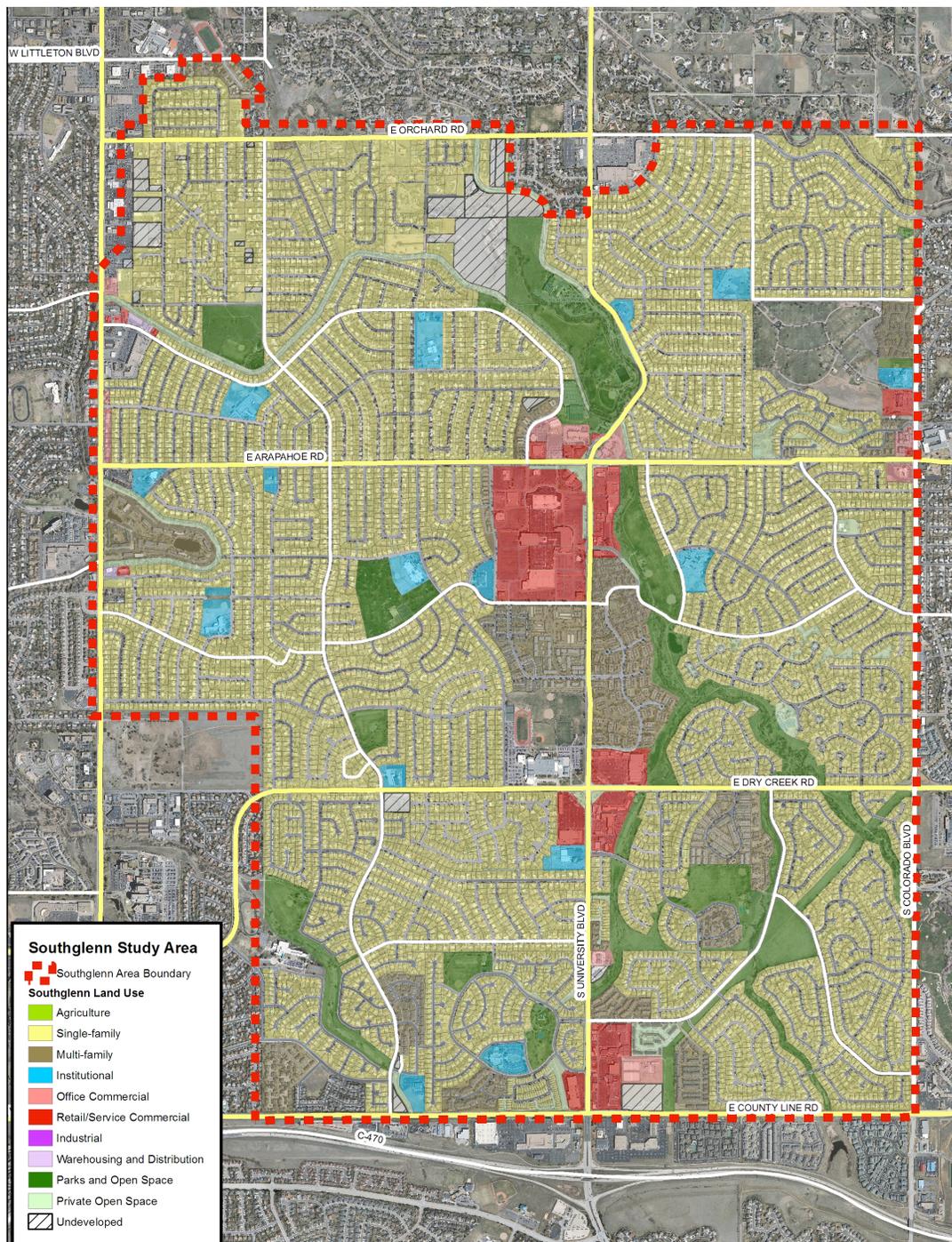
The following are the predominant land uses found within the study area.

*Single-Family Residential:* Single-family residential areas contain characteristics consistent with development of its age. Most neighborhoods have attached sidewalks of varying width, wide streets, large lots with ample, informally

designed landscaping. Housing size depends on the period in which the house was built. Continued reinvestment in the area is evident by well maintained homes in most areas. Redevelopment of housing in the northern portion of the study area is indicative of the attractiveness of the neighborhoods and adjacency to Greenwood Village.

*Multi-Family Residential:* This category includes structures with two or more units within a building. Multi-family development is varied and disbursed throughout the area. The scale of development can range from individual isolated buildings adjacent to the Streets at SouthGlenn development and north of Orchard Road, to large master planned communities located along the University and Broadway corridors. The majority of multi-family development is owner occupied condominium and townhome developments. There are very few large apartment complexes, most apartments are in smaller isolated buildings. The majority of multi-family development can be found south of Arapahoe Road with significant open space that allows them to blend into surrounding single-family neighborhoods.

*Retail/Service Commercial:* Retail/Service Commercial uses include retail, restaurants, repair and service related businesses. The majority of this land use is contained in strip commercial developments located at the major intersections along South University Boulevard. There are transitional businesses located along South Broadway, particularly north of Arapahoe Road; these businesses



have converted residential houses for a commercial and office use. The Streets at SouthGlenn redevelopment will introduce vertically mixed-use development with retail on the street level and office and residential located on upper floors.

*Office:* Pure office uses are confined to isolated locations at the intersection of Colorado Boulevard and Arapahoe Road, and in larger concentrations at the northwestern corner of the University/ Arapahoe Intersection. There are also smaller buildings located along Broadway, particularly at intersections with collector streets such as East Panama and East Costilla Avenue.

*Institutional:* These uses include schools, hospitals, and churches. The neighborhoods are blessed with six neighborhood elementary schools located throughout the study area. Arapahoe High School is also located within the study area and two junior high schools are located adjacent to the study area at Colorado and Arapahoe Road and East Mineral Road and South Pennsylvania Street in Littleton. The high-quality schools are seen by many as the area's biggest assets. The Littleton School District studied the possibility of closing many of the elementary schools in the area due to declining population, but has recently decided not to pursue closure of these schools within the study area. Another asset to the area, particularly to the aging population in the area, is the location of Littleton Adventist Hospital adjacent to the study area on South Broadway in Littleton. The neighborhoods also contain approximately 13 neighborhood scale churches. These institutional uses, particularly schools and churches, are integrated into the neighborhoods and are within walking distance of many residents. This eliminates the need for large parking lots and increased traffic usually associated with these uses.

*Open Space:* The Southglenn area is home to excellent open space and recreational amenities. There are over 366 acres of open space and approximately 10 miles of trail. A major north/south open space corridor is also



located within the study area. Another significant feature is the Highline Canal and Trail, which meanders throughout the northern portion of the study area. Additionally, the area has five neighborhood parks, one regional park, a golf course and a large recreation center. There are also several additional parks located adjacent to the study area in Littleton and Greenwood Village in addition to private parks, pools, and recreation centers operated by various entities including neighborhood associations.

## **Zoning**

The majority of the study area is zoned through standard zoning districts, as opposed to Planned Unit Developments (PUD) where the zoning can deviate from the standard zoning districts. The majority of multi-family developments are

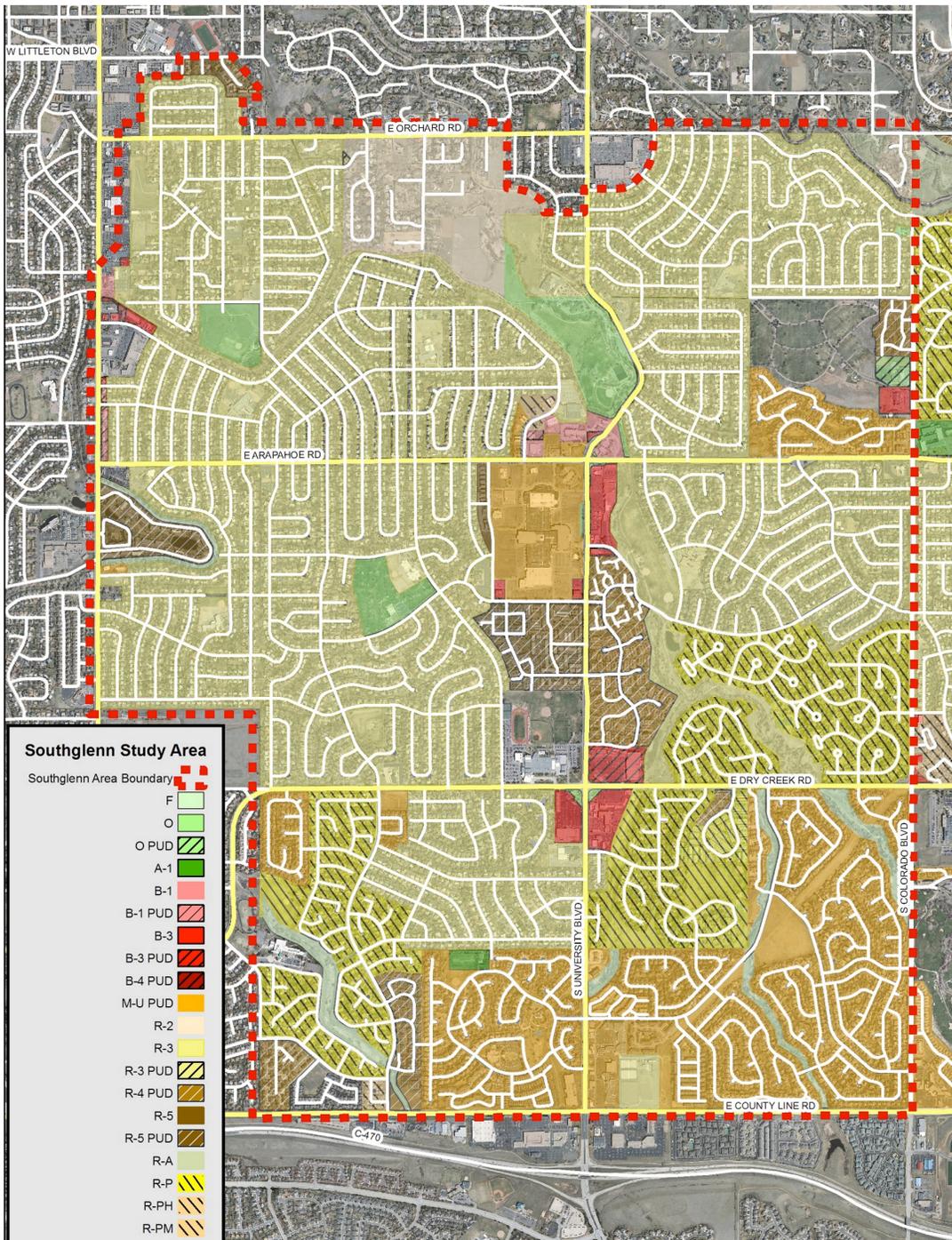
PUDs based upon standard zoning. The following is a summary of the existing zoning districts represented in the planning area. (ZONING MAP)

*A-1 Agricultural.* This district's main purpose is to foster agricultural and farming production. The district allows single-dwellings on very large lots plus other agricultural type uses and quasi-public uses under special review. There is only one lot zoned A-1 in the study area located adjacent to Otero Circle, which is a park.

*R-P Residential Planned.* This district provides for a variety of residential uses in a PUD. Because of the planned nature of the district, setbacks and housing types are determined at the time of Preliminary Development Plan approval. There is a maximum housing density of 3.5 units/acre and maximum building height of 35 feet. This district is primarily found within the southern portion of the study area.

*R-2 Residential.* This district provides for single-family detached dwelling units on lots 20,000 square feet or greater. There is a maximum building height of 25 feet permitted and a minimum lot width of 75 feet. This district is only found north of the Highline Canal west of University Boulevard.

*R-3 Residential.* The R-3 district provides for single-family detached dwelling units on lots 12,500 square feet or greater. There is a maximum building height of 25 feet and minimum lot widths of 75 feet. This is the primary zoning district found within the study area. It is estimated that the majority of the lots within the district are non-conforming. This means that either by lot size or building setbacks, the majority of development within this zone district does not comply with the zoning regulations. It is believed that this is a result of zoning being placed on the lots after they were initially platted and developed. Because of the non-conforming nature of the lots, many homeowners must seek variances to improve and expand their houses. This is seen as a major issue within the study area.



*R-4 Residential.* This district provides for single and multi-family development at a density not to exceed 11 units/acre. The primary use of this district is to support multi-family development. Any development in the district requires 20% open space. This district can be found within townhome developments throughout the study area and occurs within PUDs.

*R-5 Residential.* This district provides for multi-family, nursing and other group homes at a density not to exceed 22 units/acre. The maximum building height is 50 feet and a minimum of 20% open space is required. This district is primarily used in condominium and apartment developments in both standard and PUD form.

*R-PH Residential PUD High Density.* This district provides for high density residential development with a minimum density of 11 dwelling units/acre. The district is meant to provide for a variety of residential use types (single, multi-family); however, in its current application, is only applied to small multi-family buildings along Vine Street north of the Streets at SouthGlenn. The minimum open space requirement is 35%, which can make it extremely difficult to develop.

*B-1 Administrative and Professional Offices.* This district is provided for areas which encourage office employment opportunities in proximity to residential areas within Centennial. The maximum building height is 35 feet and a minimum 25% open space is required. The B-1 District is primarily found north of Arapahoe Road at the University Boulevard intersection and along transition commercial areas on Broadway.

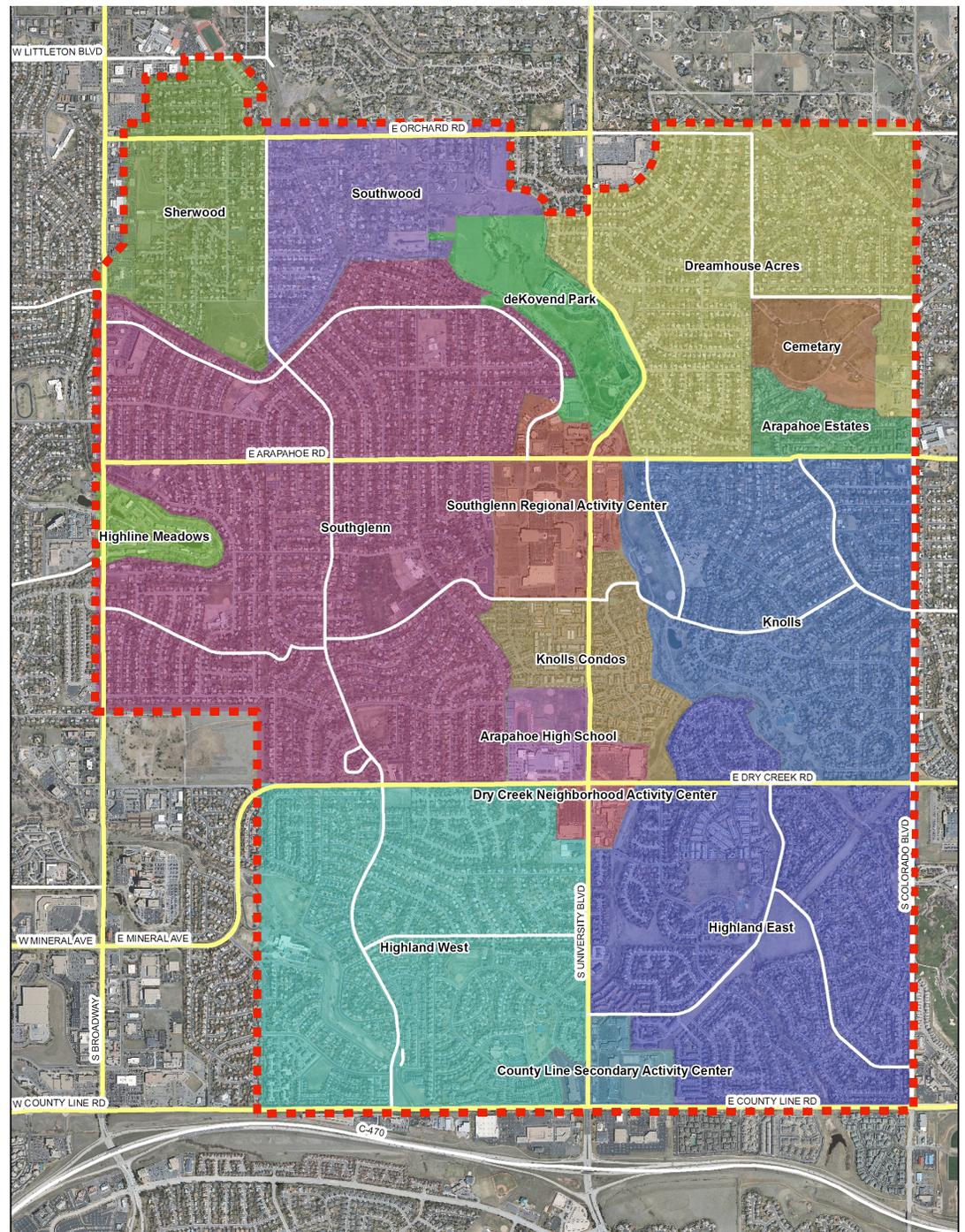
*B-3 Community Business.* This district is provided for the location of service establishments that primarily serve the residents of nearby neighborhoods. This includes retail, restaurants, service, and lodging. Maximum building height is 50 feet and minimum of 20% open

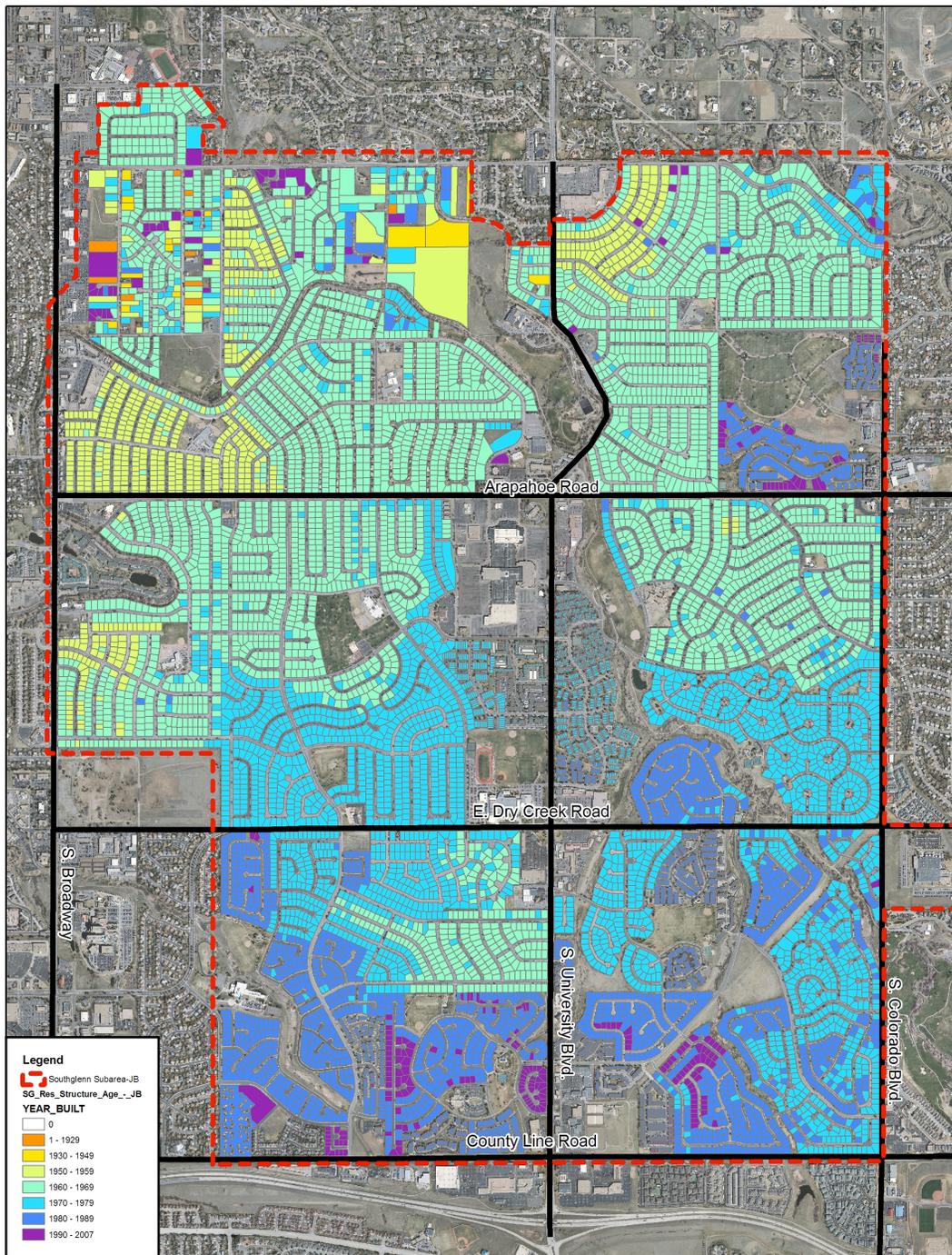
space is required. This district is utilized in the majority of commercial centers in the study area.

*M-U PUD Mixed-Use Planned Unit Development.* This district is the “jack of all trades.” Its primary purpose is to provide for mixed-use projects that include any combination of uses. With some exceptions, the MU-PUD District has been utilized to provide for flexible standards for single-use developments. In the study area, this includes primarily single-family developments as well as the Streets at SouthGlenn. All development standards within this district are negotiated through the PUD process.

*O Open.* This district provides for areas intended to be used primarily for outdoor recreation activities and to provide open space buffers to residential areas and/or dwellings. Within the study area, most parks are zoned O.

*F Floodplain.* This district is designed for delineated floodplain within the City. No habitable structures are permitted within this zone. This district can be found along riparian areas within the southern portion of the study area.





## Housing Characteristics

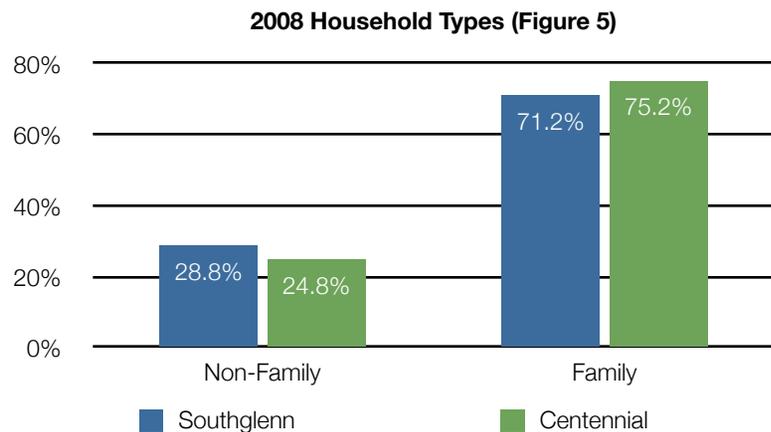
Because much of the area consists of established neighborhoods, it is important to understand the existing character of the neighborhoods. This helps establish the character of the area, as well as any potential problems in occupancy and housing values. This section will provide details on the existing housing stock within the study area.

### *Housing Type and Age*

The Southglenn area has ten uniquely identified neighborhoods with their own distinct character, strengths, and challenges. The area contains some of the most diverse housing stock in the city with approximately 11,950 dwelling units and a population around 30,000. The area has a diverse mix of mid to late 20th century housing types with approximately 8,500 single-family dwelling units, 1,800 townhomes, 1,100 condominiums, and 460 apartments.

The area generally developed from north to south with the earliest development occurring in “Pickle Town,” a farming area settled in the early 1900’s around S. Pennsylvania Street and Orchard Road. The majority of development occurred after 1960, although isolated areas exist, primarily consisting of modest ranch and mid-century modern homes of the 1950s. The northern half of the area developed in the 1960s while the middle and southern third primarily built out in the 1970s and 1980s. Isolated areas of development post 1990 are found within the Highland East and Highland West neighborhoods (see map on page 15). More recently, scrape-off redevelopment of lots within with Dreamhouse Acres, Southwood and Sherwood neighborhoods is occurring, signaling the next phase of growth for the area.

Residents predominately live in family households, yet this is slightly below average for Centennial as a whole. Approximately 71 percent of Southglenn households live in family households, compared to over 75 percent of Centennial (Figure 5). The concentration of older adults may account for the difference.

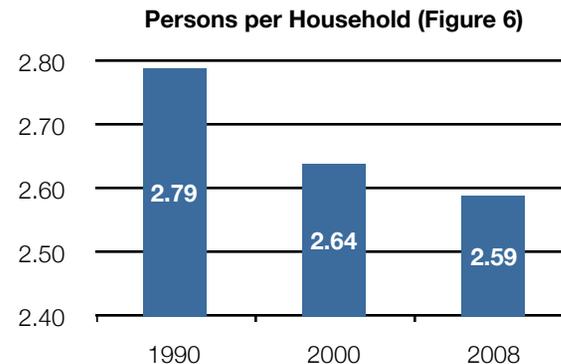


#### Household Size

Household size has gradually been declining over the past 20 years. This reflects a national trend occurring over the same period as a result of an aging population. The household size within the study area reflects this trend (Figure 6).

The current household size of the study area is 2.59 persons per household. This is below the City average of 2.69 persons per household. This is reflective of the older population present in this area.

While in recent years there has been an explosion of births in the United States, this trend is not likely to reverse the declining household size in the very near future. Over the long term, this increase in births might benefit the study area through repopulation of schools and increase in homeowner rates, especially if regional sprawl is discouraged.



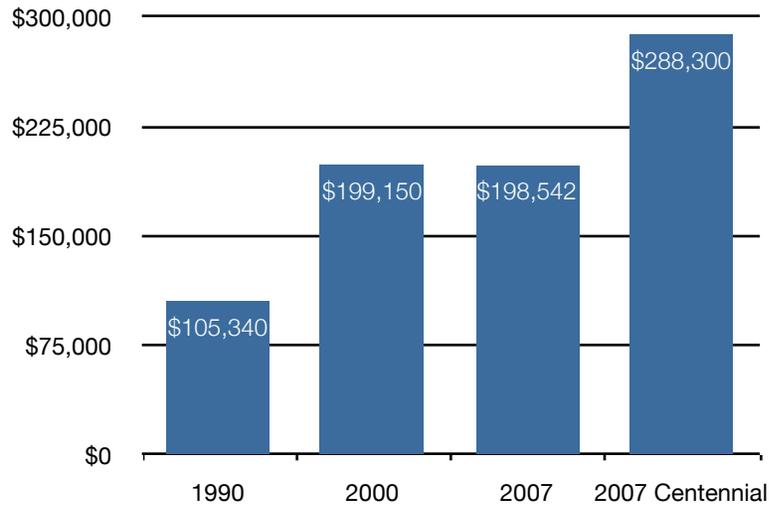
#### Household Income, Value, and Ownership

Household income has significantly grown over the past 20 years. In 1990, the median household income was \$50,125, in 2000 this increased to \$69,845, and in 2008 it is estimated at \$91,366. This is an increase of 82 percent and compares favorably to the 2007 City estimate of \$82,485.

The median home value for owner occupied houses has also been increasing over the same period with a slight decrease from 2000 to 2007, reflecting nationwide trends in housing values (Figure 7). The 2008 estimate of the median household value for the study area is \$198,542. This is less than the City median value of \$288,300. This is reflective of the smaller and older houses found in the study area. Median rents for the area are \$907, lower than the City median rent of \$1,150.

Approximately 78 percent of all homes within the study area are owner occupied in 2008. This is significantly down from 89 percent in 2000 and less than the City estimate of 84.6 percent. This number will need to be followed closely as it indicates a larger influx of renters into the area and could be influenced by the current economic conditions and foreclosures occurring throughout nation. If this number continues to decline, it could represent significant future problems.

Study Area Median Owner Occupied Housing Value (Figure 7)



## Architecture

Residential architecture in the Southglenn study area generally mimics the popular styles of suburban housing occurring since the housing boom after World War II. In terms of architecture, while a great deal of variety can be found in the materials and ornamentation and detailing of the houses in the study area, four basic styles are prevalent based upon the period of construction.

### *Vernacular Folk (1900 – 1920s)*

Several turn of the century houses (pictured below) exist in “Pickle Town.” They are typical of the vernacular folk style houses of the period found throughout Colorado during that time because of the ease to manufacture components that were shipped out on the railroad. Most folk houses are very simple in their architecture, with front or side single-gabled roofs. Some houses incorporate decorative ornamentation that could easily be added over time to dress up the



appearance of the structure. All of these types of houses are found within the Sherwood Neighborhood.

### *Mid-Century Modern (1950 -1960)*

This style emphasized creating structures with ample windows and open floor-plans with the intention of opening up interior spaces and bringing the outdoors in. Many mid-century homes (pictured below) utilized groundbreaking post and beam architectural design that eliminated bulky support walls in favor of walls seemingly made of glass. Function was as important as form in mid-century designs with an emphasis placed specifically on targeting the needs of the average American family.

- A rejection of historical styles as a source of architectural form (historicism)
- An adoption of the principle that the materials and functional requirements determine the result

- An adoption of the machine aesthetic where form follows function
- A rejection of ornamentation
- A simplification of form and elimination of "unnecessary detail"
- An adoption of expressed structure

The majority of mid-century modern structures are found within the Dreamhouse Acres subdivision. They are fairly simple in their design featuring a relatively flat asymmetrical gable-roof often ending over a car port, with an expanse of glass located just underneath the roofline. Some structures have filled in the carport with a garage. This style of house is arguably the most unique within the Southglenn study area.



*Ranch, Split-level, and Raised Ranch (1950 – 1980)*

After World War II, when the majority of the area was developed, variations on the modern style became the prominent form of building for suburban neighborhoods. Large tracts of standardized middle-class housing was developed throughout the U.S. between 1950 and 1980. This occurred in conjunction with the modern architectural movement. Most houses built included the ranch, raised ranch and split-level (pictured below) after the 1950s. Similar to international style, these houses really don't include much "style" at all - they are designed to look to the future, not to the past - for their inspiration.

The three variations of the ranch are the most prevalent style of home within the Southglenn Area. While they vary in the materials used and ornamentation, the basic design is the same. Some of the larger two-story raised ranches are also referred to loosely as Colonials. Ranch Style houses have many of these features:

- Single story
- Low pitched gable roof
- Deep-set eaves
- Horizontal, rambling layout: Long, narrow, and low to the ground
- Rectangular, L-shaped, or U-shaped design
- Large windows: double-hung, sliding, and picture
- Sliding glass doors leading out to patio
- Attached garage
- Simple floor plans
- Emphasis on openness (few interior walls) and efficient use of space
- Built from natural materials: Oak floors, wood or brick exterior
- Lack decorative detailing, aside from decorative shutters



Although ranch style homes are traditionally one-story, raised ranch and split-level ranch homes have several levels of living space. Contemporary ranch style homes are often accented with details borrowed from various historic styles.

#### *Post-Modern (1970 – Present)*

Postmodern architecture is generally characterized by an unrelated and exaggerated use of historical styles or imitated reproductions of older buildings. In the 1970s, residential architecture slowly started to evolve away from the modern styles which dominated the middle part of the twentieth century to include elements that reflected historic styles. Some experts attribute this to the nation's bicentennial celebrations that highlighted the Country's heritage.

In the mid-1970s, post-modernism was expressed by adding small architectural details to ranch style homes, such as differing rooflines over entryways and use of colonial style columns for porch posts and railings. By the 1980s and 1990s, houses got bigger and more elaborate in newer suburbs, often with more room for cars. These houses tended to incorporate multi-

historic elements with little regard to overall style. In the 1990s and 2000s, with renewed interest in historic preservation and neotraditional urban design, the replication of historic styles was more explicit. These trends can be seen in some of the redevelopment that is occurring in the Sherwood, Southwood and Dreamhouse Acres neighborhoods (see pictures below). Other examples of post-modern architecture can be found in the Arapahoe Estates neighborhood, as well as newer enclaves in the Highlands, such as the Polo Run subdivision.

Post-modern houses reflect the following elements:

- Constructed in the 1970s or later
- Historic styles imitated using modern materials like vinyl or imitation stone
- Details from several historic styles combined
- Details from several cultures combined



## Transportation and Transit

The Southglenn area is served by an established transportation network, including a well developed system of arterial roads, collector streets and transit routes. Following is a summary description of this network, its assets and challenges in meeting current needs and goals to enhance the image, character and functionality of the system.

*Arterial Roads:* Arterial roads are multi-lane thoroughfares that connect to the regional transportation network. Major arterial roads in the Southglenn area include Arapahoe Road, University Boulevard, Dry Creek Road, Broadway and County Line Road. Arterial roads form the framework for the location of commercial land uses and thus their role in economic development is significant.

The appearance and character of these roads directly influence the image of the City and attractiveness of the area for commerce. Arterial roads in the Southglenn area were developed when standards for traffic movement, access and appearance were not in place as they are now in newly developing areas of the Front Range. Challenges in retrofitting these roads with enhancements such as landscaping, gateway and identification signage and adequate sidewalks include limited right-of-way, excessive curb cuts and a land use pattern that contributes to traffic congestion. Additionally, many neighborhoods were developed with stock wood fences along their perimeters bordering arterial roads which have declined in appearance over time and, in many places, are not maintained in a consistent manner by a central homeowners association. A major emphasis of this plan is to improve the character, appearance and functionality of these roads and to permit a land use pattern that will limit traffic demands on this congested network.

*Collector Streets:* The Southglenn area is also served by a good network of collector streets that serve to link neighborhoods with the arterial road system. Because of the important role collector streets play, preserving their connectivity between neighborhoods and arterial roads is essential. This goal, however, must

be balanced with concerns regarding inappropriate “cut through” traffic that can be disruptive. Many of Southglenn’s collectors were developed when engineering standards called for excessively wide rights-of-way and pavement widths that detract from their character and encourage unsafe travel speeds. Many collector streets also lack adequate sidewalks and tree lawns to provide shade and separate pedestrians from traffic. Because of their width, such streets can be more easily retrofitted with enhancement measures such as traffic calming, landscaping and lanes for alternative travel modes such as bicycle lanes.

*Local Streets:* Local streets function to provide access directly to homes. The mature landscaping of Southglenn neighborhoods contributes to an attractive local street character, although many local streets also have narrow sidewalks and lack tree lawns.

*Transit:* Transit service is limited to bus routes operated by the Regional Transportation District (RTD) that pass along major arterial roads, including Arapahoe Road, Dry Creek Road, Broadway and University Boulevard. Several of these routes circle the Streets at SouthGlenn redevelopment and converge at a minor transfer stop located on Race Street. Preserving and enhancing this existing transit network is essential and will be increasingly difficult as near-term budgetary problems plague the RTD system. While the area is not within the influence of any RTD Light Rail stops, the area does have direct access via bus routes to both the southwest and southeast light rail corridors. Existing RTD Call-n-Ride service is not provided in this area. Future provision of Call-n-Ride service would be helpful in meeting the mobility needs of the area’s growing senior population and existing and future employment centers along University Boulevard.

## Commercial Activity Centers

The Southglenn planning area includes several Activity Centers, as identified by the City's Comprehensive Plan (see map on page 6), that have significant potential for redevelopment and revitalization in the future, as summarized below:

- *Southglenn Regional Activity Center:* This area includes the Streets at SouthGlenn regional shopping center and nearby commercial areas along University Boulevard and Arapahoe Road. This area also includes a distinctive sub-center along Vine Street, north of the Streets at SouthGlenn, that is not regionally oriented but that will be influenced by adjacent regional development.
- *County Line Secondary Activity Center:* Because of its location and frontage on County Line Road near C-470, this center has a greater potential for community-wide and regionally oriented uses.
- *Dry Creek Neighborhood Activity Center:* This area includes a cluster of several shopping centers that are oriented to serving surrounding neighborhoods with grocery and convenience services.
- *Broadway Neighborhood Activity Center:* This area includes a number of small properties that front along Broadway Boulevard. A portion of this area is designated a Neighborhood Activity Center by the Comprehensive Plan.

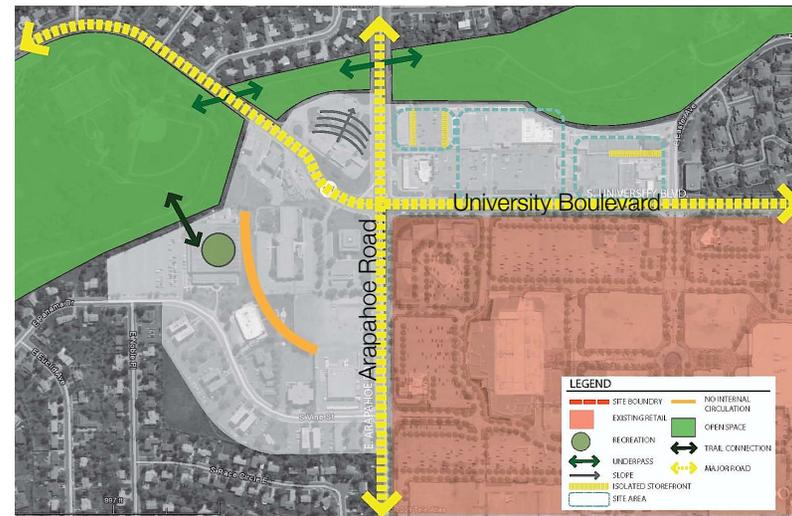
The following is the existing land use mix for the three major activity centers. This data does not include the estimated 1.1 million square feet of retail and office and 200 dwellings units included in the Streets at Southglenn Project.

Land Use (sq. ft. or dwelling units)	Sub-Area Total
Retail	760,722
Office	207,089
Residential (DU)	154
Open Space	0
Cultural	0
Parking	1,275,050

This section includes a profile of existing conditions and an analysis of factors that will influence the potential use and character of future development and redevelopment in these areas.

### Southglenn Regional Activity Center

Existing Uses: Existing uses within this Activity Center vary significantly. Uses include the Streets at SouthGlenn regional shopping center, a community shopping center, small format office and service uses and



multifamily development. The redeveloped Southglenn Mall site will include a number of new retail uses that will spur reinvestment in surrounding properties. Most of the surrounding properties were developed during the 1970s and 1980s and are typical of aging commercial development found in the Southglenn study area. These areas are entering a stage where significant revitalization or redevelopment is needed to respond to a highly competitive retail market and changing consumer demands.

Zoning: Zoning in this area varies widely and reflects an inconsistent pattern that has evolved over the last 30 to 40 years. Major issues associated with zoning in this area are summarized below. The issues identified typify issues related to zoning that exist throughout the Southglenn area.

- Several properties north of Arapahoe Road are zoned B-1 Administrative and Professional Offices. This zoning does not permit retail of any type. The location of these properties with access to University Boulevard and Arapahoe Road would support retail use, provide needed services for the neighborhood and generate a more positive revenue base for the City.
- R-PH Residential PUD - High Density zoning of several parcels along Vine Street, north of Arapahoe Road permits multi-family use and does not permit any type of office or limited retail use. Such uses could be incorporated in a vertically mixed-use format to provide a more diverse and balanced neighborhood center in this area. The R-PH district also carries a 35% open space requirement. Such requirements, when combined with setbacks, greatly restrict redevelopment options and preclude development with a strong pedestrian orientation and neighborhood character.
- B-3 Community - Business zoning of the commercial center at the southeast corner of Arapahoe Road and University Boulevard permits general commercial uses appropriate for this area. As with other

districts, minimum open space and setback requirements may preclude redevelopment with a stronger pedestrian orientation.

While the City's general architectural standards would apply in this area, there are no design standards specific to this area that would distinguish it as a unique and desirable place. This is a common finding that applies to all activity centers in the Southglenn study area.

The following represents the current mix of tenants and includes the anticipated tenant mix within the Streets at SouthGlenn:

- 39% General Services
- 20% Services
- 12% Grocer
- 12% Specialty Merchandise
- 8% Restaurant
- 8% Entertainment

Economic Analysis: New patronage drawn from the surrounding region by the Streets at SouthGlenn to this area will create significant potential for redevelopment of the surrounding area. According to the City's recently completed Retail Market Analysis, "The District of Southglenn.....represents key opportunities for locating higher density mixes of office and retail close to residential development, as these can act as mutually reinforcing." This finding underscores the strategic importance of the Southglenn area and this specific Activity Center in accomplishing the goal of capturing a greater share of the area's retail sales potential. Accomplishing this goal is essential to strengthen the local economy and provide a more balanced and stronger revenue base to support City services.

The layout of the shopping center at the southeast corner of Arapahoe Road and University Boulevard is not optimal in terms of providing good visibility and access for in-line commercial space at the south end of the center.

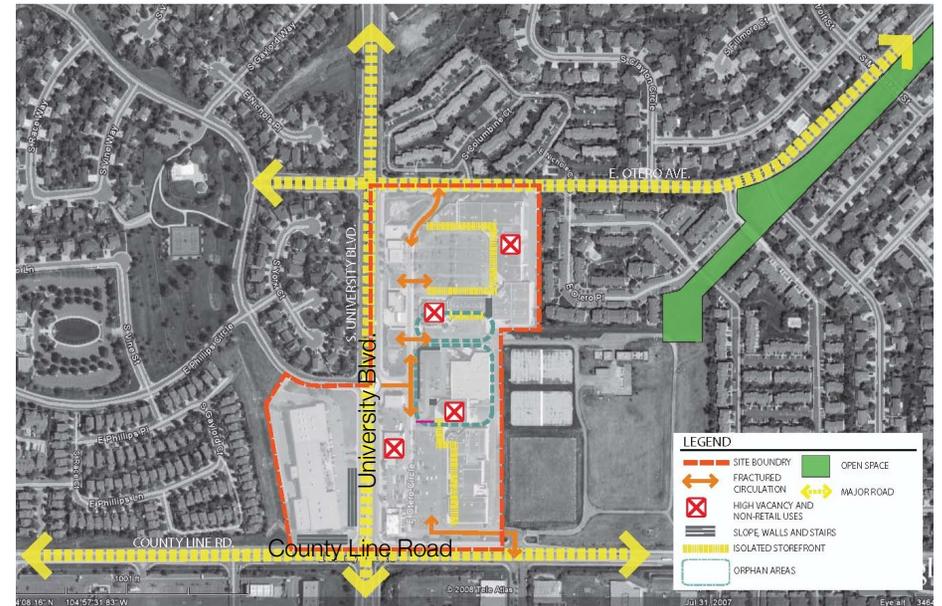
Other: Parks and open spaces along the Big Dry Creek provide natural buffers between commercial uses and the surrounding neighborhood and a potential view amenity for future redevelopment within the Activity Center. Additionally, better pedestrian connections between this Activity Center and adjacent open space and neighborhoods are needed. Such connections will be increasingly important in the future as fuel costs continue to rise and local residents look to alternative means of transportation. This is a common finding for Activity Centers addressed in this section.



*Shopping centers and office buildings are reaching the end of their economic lifespan as noted by increasing vacancies, such as the Safeway in the Cherry Knolls Shopping Center*



County Line Secondary Activity Center



Existing Uses: This area includes a mix of retail uses including businesses oriented to the neighborhood and several home furnishing businesses that have a regional trade area. The commercial center on the east side of University Boulevard is segmented into several clusters of buildings that are not well coordinated or cohesive. Like other areas included in this evaluation, commercial centers in this area are aging and in need of major revitalization or redevelopment.

Zoning: This area is zoned MU-PUD to permit general business uses appropriate for this location. As with other districts, modification to setback, open space and parking requirements of the zoning will permit greater redevelopment options and a more pedestrian oriented format and vertically mixed use, such as offices above ground floor retail.

The current mix of tenants is as follows:

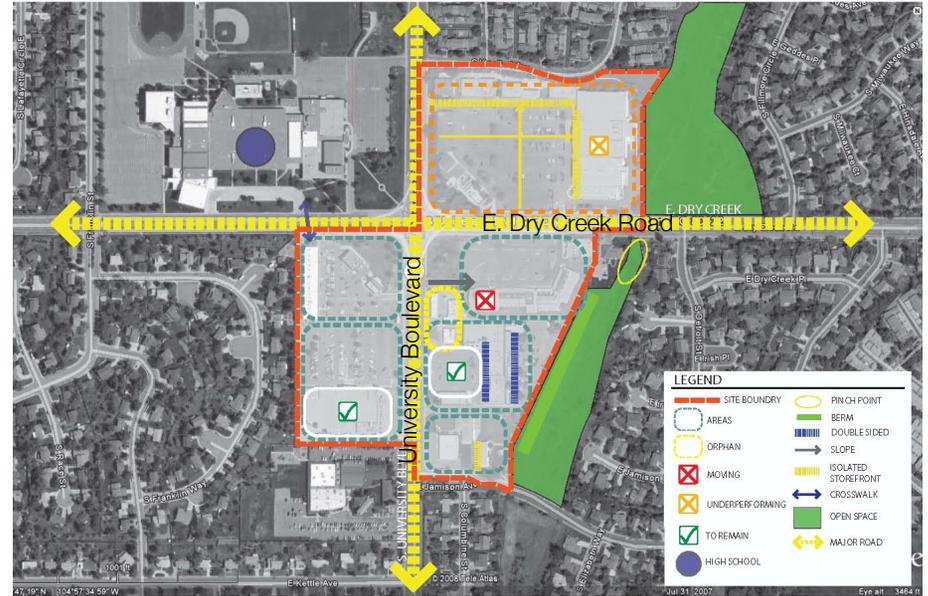
- 60% General Merchandise
- 10% Entertainment
- 9% Grocer
- 6% Restaurant
- 5% Services
- 4% Specialty Merchandise

Economic Analysis: The accessibility of this area to County Line Road and C-470 indicates the potential for regional and/or community-wide serving businesses. The strong trade area of this site increases its potential future redevelopment and capture of retail sales from the surrounding area. This center may also have potential for vertically integrated office space oriented to serve local small businesses that might be attracted to this location. Such small businesses will strengthen the economy of the area and provide a “built-in” market for retail stores and service businesses.



*The Festival Center, located in the County Line Secondary Activity Center, has a disjunct layout and several vacancies that suggest redevelopment as an option to revitalize this activity center.*

### Dry Creek Neighborhood Activity Center



Existing Uses: This area includes two grocery-store-anchored retail centers oriented to serving the convenience shopping and service needs of neighborhoods within one to two miles. As with other commercial areas in the Southglenn study area, these shopping centers were developed during the 1970s and early 1980s and are entering a stage where major revitalization or redevelopment is needed.

Zoning Design Standards: The B-3 Community Business zoning of this area permits general commercial uses appropriate for this location. Other standards, such as minimum open space, parking requirements and height restrictions will limit redevelopment options.

The current mix of tenants is as follows:

- 37% Grocer
- 20% Services
- 15% Restaurant
- 13% General Merchandise
- 4% Specialty Merchandise
- 2% Entertainment

**Economic Analysis:** This crossroad does not have a prominent location with regional access and visibility. It will likely continue to provide commercial services oriented to neighborhoods in the immediate area. Two centers in this area lack a strong anchor which would greatly improve performance. Reformatting and/or redevelopment of these centers will be needed to attract anchor and financially strong in-line tenants.

**Other:** The adjacent Big Dry Creek open space provides a natural buffer between commercial uses and the surrounding neighborhoods. This open space is also a potential view amenity for future redevelopment, and better pedestrian connections are needed to improve neighborhood access.



*The shopping center at Dry Creek and University recently received a face-lift; however, it must contend with the Southglenn Library relocation to the Streets at SouthGlenn*

### Broadway Neighborhood Activity Center

**Existing Uses:** This area includes a number of small, shallow commercial and residential parcels fronting on Broadway. Uses vary from single and multifamily residential to residential structures that have converted to commercial use and a number of small commercial buildings.

**Zoning:** A variety of zoning districts are found in this area, including B-1 Administrative and Professional, B-3 Community Business, R-3 Single Family Residential and R-5 Multifamily. The B-1 zoning district only permits office use. Some limited retail use in this area would be feasible and desirable as an incentive for revitalization and/or redevelopment. The B-1 District requires a 25 foot front yard and 50 foot separation from residential use. These requirements make existing structures in the B-1 district non-conforming and effectively prohibit redevelopment of these parcels because of their shallow depth.

**Economic Analysis:** This area is located on a very high volume regional transportation route providing good potential for commercial use. The small parcel size and fractured ownership are the greatest limitation to redevelopment. Uses will likely continue to be small format office and specialized retail services.



*Residential structures along Broadway have been converted into businesses. Current zoning precludes redevelopment because of required setbacks.*

# Framework Plan

The framework plan sets the overall vision for the various components of the plan. The plan accomplishes this by articulating a vision and establishing goals, policies and strategies to serve as guidance to elected officials and City Staff. This Chapter is divided into three components: Stable Neighborhoods, Commercial Activity Centers and Gateways and Corridor Enhancements. Each component has a series of goals, supported by policies, and strategies. The goals set the vision of the area, the policies will help guide future decisions made by the City as related to the goals, and strategies function as implementation steps to achieve the goals. If there are no strategies associated with a policy, that policy is meant to stand alone and guide the City when making decisions regarding future projects, activities or capital improvements within the study area. The development concepts for the Commercial Activity Centers are meant to illustrate the concepts presented in the framework plan and found within the Goals and Policies section. These concepts are only one version of how the activity centers can be revitalized or redeveloped over time and are not intended to serve as actual development proposals.

## **Stable Neighborhoods**

Within the neighborhoods of the study area, character preservation and reinvestment is the key goal. Existing neighborhoods comprise the largest geographical area within the planning study. For the most part, the neighborhoods are stable and only see minor modifications to existing

structures. However, some neighborhoods along Orchard Road have benefited from reinvestment in the housing stock in the form of scrape redevelopment. The predominant land use is single-family residential, however, large multi-family developments can be found throughout the area.

Even though development has occurred over a period of 50 years, the neighborhoods share many of the same character traits.

- A mature and uniform tree canopy and landscaping.
- High quality elementary schools located within the neighborhoods that are easily accessible by foot or bike.
- Well defined open space and riparian corridors.
- Ample neighborhood parks and private amenities such as pools.
- Trail connections along major open space and the Highline Canal.
- Large building lots.
- Wide local streets.
- Well maintained and relatively affordable housing that does not cover the entire lot.
- A variety of housing styles and price points.

While some of the recent redevelopment of homes within the Sherwood, Southwind and Dreamhouse Acres neighborhoods are significantly larger than existing homes in the neighborhood, they tend to blend into the fabric of the

neighborhood because they maintain many of the character traits of surrounding homes in building height, setback, roof pitch, materials and landscaping. Additionally, many of the new homes have been incorporating traditional architecture and design elements such as front porches and high quality detailing. Changes to zoning and design guidelines supporting the desired elements of new development are important to ensure that new houses do not overwhelm their smaller and more modest neighbors.

Because the large majority of homes within the planning area do not conform to the R-3 zoning, the zoning needs to be modified to allow for expansions, particularly in the front and rear yards, without variances. The zoning also needs to allow for encroachments of porches and decks into the front and rear yard setbacks. On the other end of the spectrum, bulk and lot coverage standards need to be modified to foster predictable development with simple, easy to understand regulations.

In the interface between existing neighborhoods and commercial activity centers, the zoning needs to allow for adequate tools to transition from higher intensity uses to the residential neighborhoods. Also tools for buffering and other mitigation should be included.

Because many of these neighborhoods do not have homeowners associations, it is important that a high level of quality code enforcement activity be maintained by the City. It is also important that the City work with neighborhood groups to educate and collaborate in activities that encourage maintenance and upkeep of properties.

Neighborhoods will benefit from continued investment in the upkeep of infrastructure, particularly roadways. Retrofitting oversized residential collectors, many of which have up to 50 feet of pavement, the equivalent to a four-lane cross section of Interstate 25, to encourage the pedestrian and bicycle travel options throughout the City is important. While this would occur over significant timeframes and take large financial resources to accomplish, it will be easier for

residents to access adjacent parks, schools, and businesses in a safe and efficient manner. This would also increase the attractiveness of the neighborhoods and help with traffic calming and cut-through issues.

Southglenn neighborhoods are served by “walk-to” elementary schools planned and developed when these communities were first occupied primarily by families with children. As neighborhoods have aged, so too have their populations. In recent years, the number of elementary and middle school aged children has declined, reducing enrollments significantly in certain schools. In response to declining enrollment and facing budget deficits, Littleton Public Schools formed a task force to evaluate school enrollment and options to consolidate elementary and middle school operations. Initially, a number of elementary schools in the Southglenn area were considered for closure. After further evaluation, final recommendations of the School Board did not schedule any Southglenn area schools for closure, and only one Centennial school (Ames Elementary School) was on the closure list. However, current demographic trends indicate a declining population and a concentration of age groups that could result in continued pressure to consolidate neighborhood schools in the future, despite the negative impact such closures can have on neighborhoods. These impacts could result from the appearance of vacant buildings and potential reuse or redevelopment of these sites that could create land use conflicts. Additionally, the loss of community schools and the recreation uses they provide could make Southglenn neighborhoods less attractive to new families.

Walk-to schools are an important component of Southglenn area's neighborhood fabric. They provide a center not just for education, but also a social gathering place, neighborhood identity, an important place for recreation and an asset that can attract new families to the area. The intent of this plan is to encourage the preservation of neighborhood schools and ensure that any reuse and/or repurposing of these facilities is compatible with the neighborhoods and contributes to their preservation. Desirable reuses include those that will continue to serve the social, recreational and educational needs of the

surrounding neighborhoods. Such reuse could include neighborhood parks and recreation, pre-school programs and senior service programs and facilities. Longer term, it is hoped that the qualities of the area's neighborhoods and efforts of the City to preserve and revitalize the area will attract younger families and reverse trends that threaten the loss of neighborhood schools. The goal is that these facilities will be retained in the school district's inventory and maintained in a manner such that they could eventually return to their original purpose as younger families move in to the area.

### **Neighborhood Goals, Policies, and Strategies.**

#### **Goal NH1 - Ensure that housing additions and new construction protect and enhance the character and value of our stable neighborhoods.**

Policy NH1.1 - Expansion of housing should focus on compatible additions and modifications to existing structures rather than redevelopment.

Strategy NH1.1.1 - Rewrite zoning codes to allow easier expansion of houses, without obtaining variances. Focus should be on relaxing front and rear setback standards and allow for encroachment of porches and decks.

Policy NH1.2 - Housing additions should be subordinate to the original structure in size and location. Housing should utilize complementary materials as the primary structure. Common materials include brick, wood, lap siding, and stucco.

Strategy NH1.2.1 - Create a user friendly guide for housing additions to help assist property owners in their expansion and remodeling projects.

Policy NH1.3 - Pop-top expansions should not overwhelm neighboring properties or be out of scale with building heights in the neighborhood.

Strategy NH1.3.1 - Ensure the zoning code allows maximum building heights consistent with the character of the neighborhood. Current zoning allows 25 to 30 foot heights.

Policy NH1.4 - Where new housing is constructed, it should be complimentary in materials, heights, roof forms and landscaping to the existing structures while introducing new styles that do not overwhelm the character of the neighborhood.

Strategy NH1.4.1 - Ensure the zoning code contains provisions that reinforce the character of the neighborhood while allowing larger, newer structures to be built. Zoning should address bulk, massing, materials, landscaping and roof pitch.

Strategy NH1.4.2 - Develop user friendly guidelines for new residential development in established neighborhoods.

#### **Goal NH2 - Maintain and protect mature landscaping within the neighborhoods.**

Policy NH2.1 - City projects should minimize impacts to mature landscaping in the area.

Strategy NH2.1 - Require the City and their contract divisions to replace or relocate trees that are damaged or torn down during capital improvement projects.

Policy NH2.2 - Trees should be preserved or replaced when expansions of housing are planned.

Strategy NH2.2 - Consider tree protection and replacement provisions within the zoning code.

Strategy NH2.3 - Partner with schools and park districts on increasing the amount of trees on publicly owned land.

Strategy NH2.4 - Promote planting and maintenance of existing landscape through Arbor Day activities.

Strategy NH2.5- Collaborate with neighborhood associations to improve the streetscape on residential collector streets in conjunction with rehabilitation and reconstruction projects.

Policy NH2.3 - Streetscapes should utilize native landscaping materials and follow xeriscaping principles.

**Goal NH3 - Maintain high quality housing stock and the appearance of neighborhoods.**

Strategy NH3.1 - Work with other agencies to provide financing and support for continued upkeep and maintenance of existing housing.

Strategy NH3.2 - Continue to work with housing authorities on financing improvements for low and middle-income residents.

Strategy NH3.3 - Identify incentives, such as reduced or waived permit fees, to encourage home improvement projects in neighborhoods.

Strategy NH3.4 - Identify and encourage participation with other organizations, such as local banks, to provide low cost loans to improve or expand existing homes.

Strategy NH3.5 - Continue providing a high level of proactive municipal code enforcement within neighborhoods.

Strategy NH3.6 - Collaborate with HOAs and neighborhood associations to promote neighborhood maintenance and upkeep. Examples could be neighborhood wide clean up days where large trash receptacles are placed throughout the neighborhood for landscaping and other waste.

Strategy NH3.7 - Create low-cost programs that can serve to promote reinvestment in the neighborhoods. Examples include home renovation seminars, remodeled home tours, and improvement district formation education.

**Goal NH4 - Enhance the appearance and multi-modal nature of residential collector streets.**

Policy NH4.1 - The City's Capital Improvement Program (CIP) should explore re-striping or reconstruction of residential collectors to utilize right-of-way widths more effectively to promote multi-modal activities. This includes construction of multi-use paths and striping for bike lanes where possible.

Strategy NH4.1.1 - Leverage different funding sources, such as open space, Community Development Block Grants (CDBG), stormwater, and other local, state and national funds to reconstruct large residential collectors throughout the planning area in conjunction with other improvement projects.

**Goal NH5 - Ensure compatibility of new development immediately adjacent to stable residential areas.**

Policy NH5.1 - Zoning regulations should have adequate buffering and transitional regulations in place to mitigate the impact of redevelopment activities where a direct interface occurs between existing neighborhoods and redevelopment/new non-residential development.

Strategy NH5.1.1 - Include increased buffer requirements in the zoning code.

Strategy NH5.1.2 - Different uses such as office, townhomes or other residential development, can help transition to existing neighborhoods.

Strategy NH5.1.3 - Commercial development should transition via height and architectural character to adjacent established neighborhoods.

**Goal NH6 – Preserve neighborhood schools and ensure that any reuse or repurposing is compatible with the surrounding neighborhood and contributes to neighborhood preservation and enhancement.**

Policy NH6.1 Encourage preservation of the educational function of neighborhood school properties.

Strategy 6.1.1 Convey to the School District the desire of the City to see that neighborhood schools retain educational and recreational functions and to cooperate with the District in measures to achieve goals for the area.

Strategy 6.1.2 Monitor School District studies regarding enrollment and consolidation and assist the District with demographic trend data and evidence to support the retention of existing schools.

Policy NH6.2 Ensure any reuse or repurposing of neighborhood schools is consistent with the goals of this plan.

Strategy NH6.2.1 Evaluate zoning district provisions in updates to the Land Development Code to ensure that the zoning of schools sites permits appropriate uses and limits redevelopment or reuse of these sites with uses that could cause impacts to neighborhoods such as increased traffic, noise and inconsistent scale or character. Any changes to the current zoning of school sites should include consultation with the school district.

Strategy NH6.2.2 Assist the School District in the identification of community needs for appropriate educational, recreational and social programs that could occupy existing school facilities and sites.

## **Commercial Activity Centers**

There are four activity centers identified in the study area by the Comprehensive Plan. Each activity center is identified at different scales: Primary or regional, secondary or community, and neighborhood. The regional activity center is focused at the intersection of Arapahoe Road and University Boulevard. The community activity center is located at County Line Road and University Boulevard and the neighborhood activity center is focused at Dry Creek Road and University Boulevard. Another neighborhood activity center is located at Arapahoe Road and Broadway and is a linear district of the first tier of lots directly adjacent to Broadway, north of Arapahoe Road.

While each activity center has a different identification, the overall urban design goal remains the same for each of these activity centers: creation of mixed-use, pedestrian friendly environments with a sense of place. Reinventing the way the activity centers develop will have the following benefits:

- The introduction of office and residential uses into some of these activity centers will expand the customer base for the businesses and shops located within the study area.
- Additional employment opportunities will contribute to the attractiveness of surrounding neighborhoods providing employment opportunities within a short distance of home. This is an amenity that will become more important over time with rising transportation costs.
- Creating a pedestrian friendly environment by breaking up the sites into blocks and bringing the buildings up to the internal streets will ensure a more enjoyable shopping experience and better integrate the activity centers within the neighborhoods. It will also allow shoppers to park once and walk from shop to shop.

- Improving the pedestrian experience along the major arterial roadways and intersections will provide for increased walkability from surrounding neighborhoods.

Conceptual plans are intended to illustrate the concepts within the Goals and Policies and to provide guidance to revitalization efforts. The purpose of the conceptual plans is to illustrate the potential of each site and explore alternatives for revitalization, not to indicate a specific expected outcome. Overall, conceptual plans call for moderate intensities, focusing on a high quality mix of land uses to foster a unique identity, better viability and create a stronger competitive advantage over time. A mixture of uses, including employment and residential uses in addition to retail, is seen as a way of increasing the daytime customer base and providing employment opportunities to attract new residents into the area.

Strategies vary from retaining the existing center format and retrofitting underutilized areas with infill development to complete demolition and redevelopment. Center locations, land ownership patterns and other factors will influence which strategies ultimately work best in each location. Conceptual plans were guided by results from the City’s Retail Market Analysis and opportunities to fill gaps in market demand and supply.

The proposed scenarios of redevelopment and revitalization result in a greater mix of land uses. The following chart compares the existing and redevelopment square footage and land use breakdown. This chart does not included the estimated 1.1 million square feet of development within the Streets at SouthGlenn project.

Land Use (sq. ft. or dwelling units)	Existing Sub-Area Total	Concept Plan Totals
Retail	760,722	760,000 - 800,000*
Office	207,089	200,000 - 400,000*
Residential (DU)	154	154 - 245*
Open Space	0	242,400*
Cultural	0	32,400*
Parking	1,275,050	1,011,100*

*\* The areas included in this chart are not representative of a anticipated actual development and are only meant to illustrate the quantitative aspects of the concept plans. Because of this, future totals are likely to be different than those stated in the chart.*

Concept plans represent a greater mix of office and residential. The greater mix of office and residential, along with the targeted recruitment of under-served specialties, should result in a higher amount of sales per square foot, without substantially changing the amount of retail square footage. The expansion of retail sales would be accomplished by expanding the customer base, providing more desirable uses and creating more attractive shopping environments.

This section will provide an overall vision and concept plan for each activity center. Following the concept plans are overall goals and policies for all of the activity centers as they share the same fundamental urban design and economic development principles. It is important to note that the site layouts and architecture shown for each activity center are only concepts as they can be redeveloped in many different configurations that will still meet the overall urban design objectives.

### **Regional Activity Center - Arapahoe Road and University Boulevard**

The conceptual plan for this area was influenced by potential uses that would be drawn to the area by the Streets at SouthGlenn redevelopment and that would complement and support this project. Proposed land uses call for a continued commercial/retail focus. Because of the regional draw, the conceptual plan illustrates how structured parking could be incorporated into a potential redevelopment of the Cherry Knolls Shopping Center.

In the area north of Arapahoe Road along Vine Street, a mixed-use “village” approach is shown with continued residential and office uses. A potential future connection to University Boulevard is shown to improve the access and visibility of this area. Future office uses and a potential cultural center are envisioned to provide opportunities for employment and activity to support new retail businesses in the area.

#### Overall Goals:

- The closure of Safeway in the Cherry Knolls Shopping Center creates a significant anchor vacuum on the site. It is suggested that a total redevelopment of the site occurs rather than revitalization.
- Introduce additional uses that do not compete, but rather complement and reinforce the Streets at SouthGlenn development. Retail space provided should be in different formats and lease rates.
- Provide additional uses, such as office and residential, that support retail and dining opportunities in the area.
- Build on existing adjacent park/open space amenities and the future theater at the Streets at SouthGlenn to create an activity/entertainment node. This can be accomplished by connecting internal amenities to adjacent amenities through open space connections and plazas. It

should be possible to bike/walk from open space areas and adjacent neighborhoods to retail centers.

- Add additional entertainment attractions which complement the Streets at SouthGlenn, such as a bowling alley or family entertainment venue.
- Provide flexible community meeting spaces and a small-scale arts/cultural facility.
- Provide new housing options (for downsizing from general Centennial housing stock) that take advantage of the vitality/activity of the Streets at SouthGlenn. In the process, ensure preservation of affordable housing opportunities in the area.
- Increase visual and physical access, enable greater development density, and promote a pedestrian-scale by adding logical internal roadways within the northwest (NW) quadrant.

#### Urban Design Concepts:

##### *NW quadrant of the University Boulevard/Arapahoe Road Intersection*

The northwest quadrant of this activity center is focused on creating a highly walkable, mixed use area focusing on office, mixed-use retail, residential, and a cultural center. This includes subdividing the street network by introducing a new north/south street from Arapahoe Road to Panama Drive. Vine Street would remain the primary street in this area.

Within the southwestern block of the NW Quadrant, a collection of mixed use buildings and a cultural center fronting along Arapahoe Road and Vine Street are envisioned. These buildings would contain ground floor retail/dining and upper story office. Dining uses would complement the cultural center and office uses while offering opportunities for more upscale non-franchise businesses. Internal to the block would be a plaza and walk ways that could double as outdoor

performance space for the cultural center. Parking would be provided by limited on-street spaces and a shared parking structure. A relocation of the Post Office would be necessary to achieve this configuration; however the customer service portion of the post office could be included in a mixed use building at ground floor. The cultural center would make an excellent iconic building located on the curve of Vine Street. The cultural center could also be utilized as community meeting space.

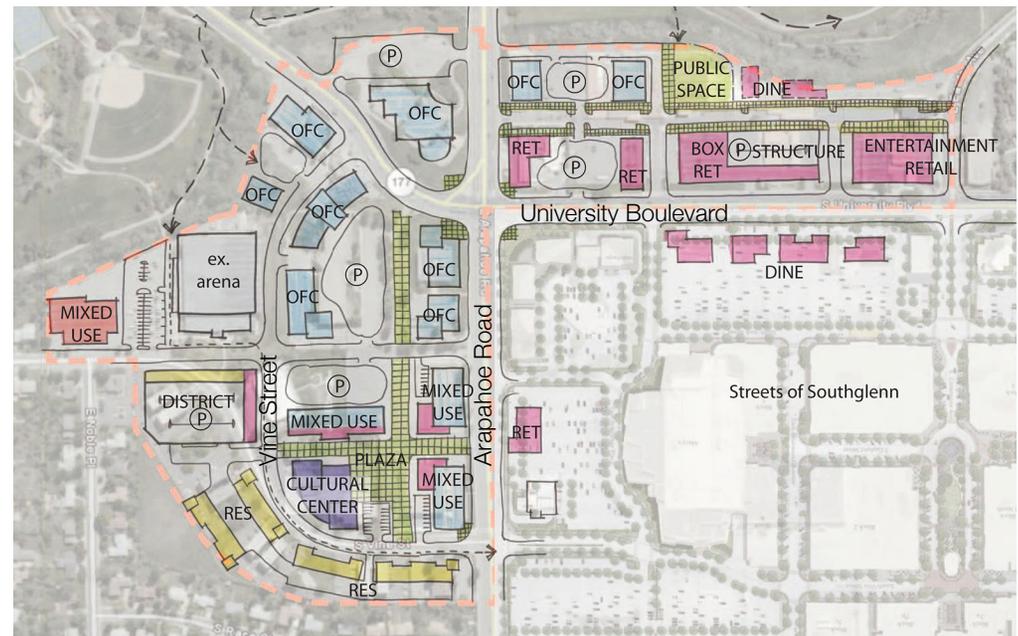
The parking structure would be utilized to serve attached residential, adjacent mixed use, and the existing ice arena, which would remain and could be owned and operated by a quasi-public entity. The structure could be wrapped with residential or ground floor retail with residential above.

The southeastern portion of the NW Quadrant consists of an office node with internalized parking. Parking is combined so that all office uses could share a single lot.

Residential would be maintained and intensified along the western side of Vine Street in the form of stacked flats or townhomes. The housing could utilize tuck-under parking to increase efficiency and serve as a transition to the single-family neighborhood to the west. Residential uses would also serve to buffer some of the noise and light. Building heights for this area would be two to three stories.

*Northeastern quadrant of University Boulevard and Arapahoe Road*

This area is a very difficult to use parcel. The concept for this corner would be to create an iconic building that can utilize the odd-shape parcel and address 100 percent of the corner. This use would also be low-turnover that can ease access and congestion to and from the parcel. The topography of the site would also be able to accommodate tuck-under parking, which increases the efficiency of the lot and can accommodate a multi-story building.





*These graphics illustrate possible development at the northwest corner of University Boulevard and Arapahoe Road of additional office space, a cultural center, and townhomes. Increasing the amount of residential and office uses creates additional daytime customers for the various retail establishments in the area. Office also creates jobs in proximity to the established neighborhoods, which is important as energy prices rise and people look to live closer to work. The architecture is conceptual for bulk, height, and massing illustrations only.*

### *Southeastern Quadrant of University Boulevard and Arapahoe Road*

The depth of this parcel limits potential layouts. As such, the concept plan is focused around a central internal road. The road is designed as a pedestrian friendly promenade, shared with vehicles. This, combined with east/west access streets to University, will divide the site into distinct building blocks. The spine street is designed with full streetscape, wide sidewalks and on-street parking to provide traffic calming and pedestrian buffers.

The less visible rear property edge is proposed to have office space and a public park. Additionally, dining areas can be oriented to the open space with appropriate transition to the parks below as well as take advantage of the adjacent retail. The park, retail and dining create a multi-age activity node that complements the adjacent open space, park and Streets at SouthGlenn theater. The central parking structure frees up additional land for the increased development intensities. The parking garage should be wrapped by retail and offices on the University facade and mid-box retail on the northern end. Care should be taken in this area to ensure that uses and buildings are compatible with the existing neighborhood adjacent to the Dry Creek Open Space to the east. Any buildings and uses should carefully follow Policies UD 5.1-3.

### *Streets at SouthGlenn*

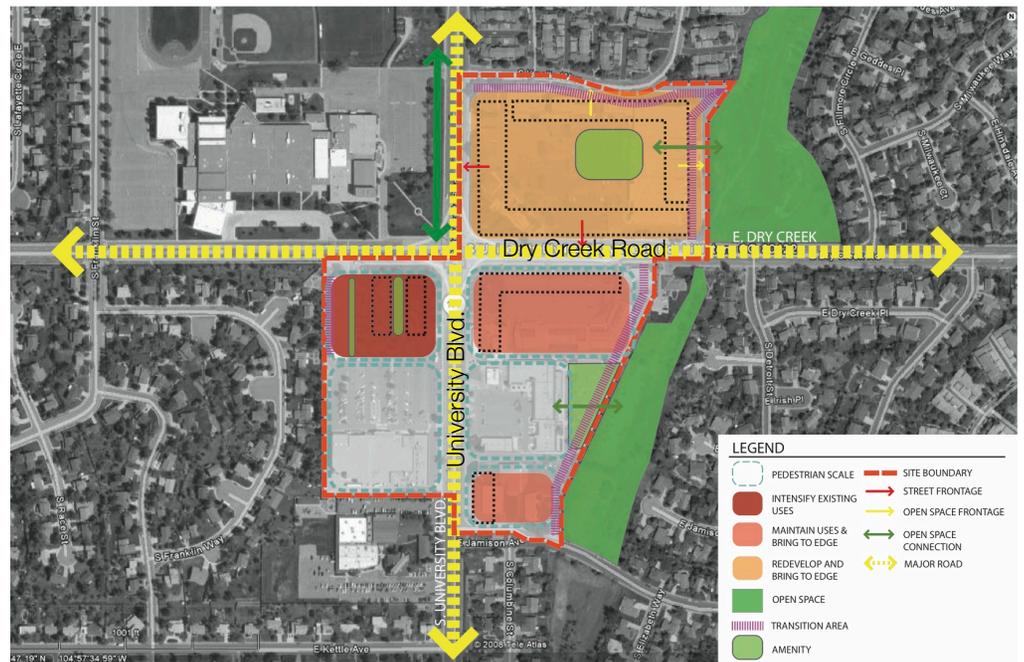
Over time, the outlying edges of the parking lots adjacent to Arapahoe Road and University could be infilled with additional pad retail. This would reduce the large over-parked parking lots associated with the Streets at SouthGlenn and create street enclosure along University Boulevard.

## **Neighborhood Activity Center - Dry Creek Road and University Boulevard**

Because of its location, this activity center is envisioned to continue its function to primarily serve surrounding neighborhoods. Options range from retrofitting individual shopping centers with infill development in underutilized areas, to a potential mixed-use village concept with retail, office and residential uses. Some additional housing in this area could offer additional housing choices for the area's growing senior population and younger families that may be attracted to the area.

### Overall Goals:

- Buildings should be constructed to the street edge, with parking behind, to create street enclosure along University and Dry Creek Road. This also promotes pedestrian scale development and serves as an opportunity to provide for street activities, such as outdoor seating and better pedestrian connectivity to the neighborhoods with an enhanced streetscape/sidewalk design.
- On all corners, reconstructed buildings should be sited closer to the intersection to decrease the pedestrian perception of intersection size and crossing distance.
- Because of the shape and size of the parcel at the northeast corner of the University/Dry Creek intersection and the under performance of the existing grocery store, this parcel should be targeted for complete redevelopment.
- The middle portion of the southeastern quadrant of the intersection offers attractive architecture and would be appropriate for specialty retail. A combination of redevelopment and revitalization would be adequate in this area.





*These graphics illustrate possible re-development at the northeast corner of University Boulevard and Dry Creek Road. Buildings set towards the edge of the street, with appropriately designed pedestrian areas and streetscape help achieve a pedestrian friendly environment. Usable open space can also break up and provide amenities for area residents and businesses. Prominent buildings at major street corners can act as gateway elements to the City.*

- Safe pedestrian connections between quadrants and within neighborhoods should be reinforced. While this goal is important at all commercial centers, it is particularly important at this location due to the presence of a high school, typical behavior patterns of that demographic and the ‘pulse’ nature of pedestrians generated by this anchor.
- The SW quadrant of the intersection is performing extremely well as is, in large part due to its relationship to the high school. This center should build on this relationship with the high school and offer infill opportunities for additional retail/dining that appeals to this demographic.

#### Urban Design Concepts:

##### *Northwestern Quadrant/Arapahoe High School*

The pedestrian experience from the intersection northward should be improved. This can be achieved by widening the existing attached sidewalk to include an amenity zone with associated streetscape elements. These include trees in grates and pedestrian lighting. This treatment will be extended on both sides of University and Dry Creek, as part of the corridor treatment strategy discussed later in this plan. The crosswalk between the high school and retail in the southwest quadrant should be maintained.

##### *Northeastern Quadrant*

Because of the size and depth of this parcel, it should be broken up into two distinct parcels. In its existing configuration, the parcel is too deep in the east/west configuration to create productive retail for the entire street frontage, breaking the parcel down helps solve this problem. All retail should be focused on the parcel closest to the interaction. This helps create street enclosure along

Dry Creek and University. The corner building could be up to two stories to add mass and interest to the corner of the intersection. The retail portion should create dining opportunities, including outdoor patio areas and safe pedestrian connections to the high school along with adjacent park space.

The second parcel, located farther east, provides opportunity for additional residential with an internal street orientation. This includes additional townhomes or stacked flats on Knolls Way. Parking can be provided on street and through tuck-under parking with alley access between buildings. The housing acts as a transition to adjacent open space and residential. A large central park open space would provide additional formal recreation space for existing and future residents.

#### *Southeastern Quadrant*

The overall strategy of this parcel is a combination of revitalization and redevelopment. Uses should be focused on unique specialty retail with more upscale, non-franchise dining opportunities. The middle, higher quality portion of the existing development should be maintained. This building would need to be modified to create a pedestrian connection to the restaurants located in the back, adjacent to the open space.

The northern and southern portions of the site should be reconstructed so that retail is adjacent to the street with parking located behind the buildings. The southern retail area could also accommodate office use depending on the demand and absorption rates. The three areas should be connected by intuitive pedestrian connections.

#### *Southwestern Quadrant*

Because this center is successful, a strategy of infill is appropriate. It is suggested that the existing franchise pad dining be reconstructed to include a central, shared outdoor dining patio and additional restaurants. The parking of

the site can be reconfigured to create a more regular parking pattern by moving the northern parking access point on University south, to allow for regular rows and eliminate the existing triangular parking area.

#### ***Community Activity Center - County Line Road and University***

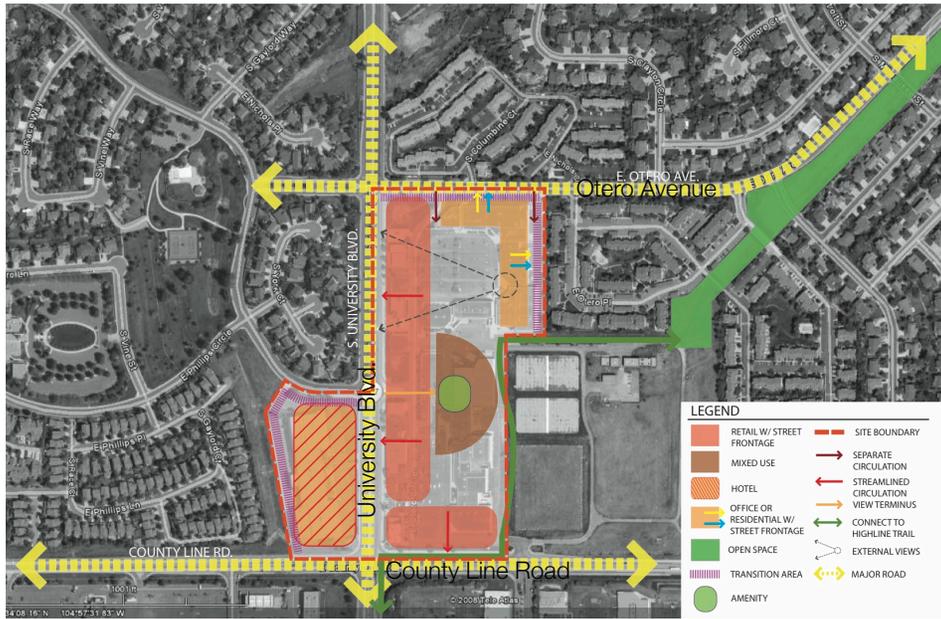
The access of this activity center to the regional road network was the strongest influence in considering potential uses. The current high vacancy rate, regional access and challenging layout of the existing shopping centers suggest the potential for redevelopment and a new large format retail use. The potential mix of uses includes office to support future retail uses.

Overall Goals:

- Complete redevelopment of the northeastern quadrant of the intersection due to dated, inefficient architecture combined with confusing site layout.
- Take advantage of the site's high visibility to both County Line Road and C-470.
- Provide connections to the regional open space and trail system.
- Take advantage of the depressed site elevation, compared to surrounding residential, to increase building height to access western views on site.

#### *Northeastern Quadrant*

Alternate uses need to be explored that take advantage of highway visibility and access. Potential uses include retail or commercial. Consideration should be given to densities that would allow for structured parking on the site. Parking should be located behind the buildings, which should be pushed up to the street to contribute to the gateway of the City. To the greatest extent possible, the site

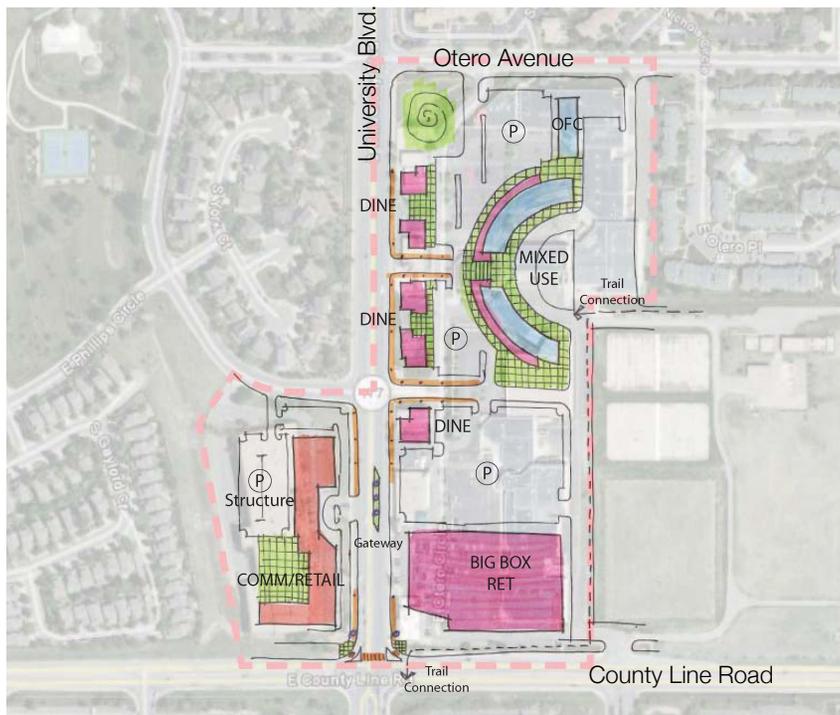


should be graded so that it is level with University. This could be achieved with a split level building as well.

### Northwestern Quadrant

The site's best retail visibility is at the County Line intersection. Additionally, residential uses on three corners of Otero and University Boulevard suggest that the northern portion of the site will not be a major retail node. These two reasons, combined with the east/west depth of the site, suggest dividing the site into northern and southern halves.

The southern half should be regional, highway-focused retail, while the northern half should concentrate on mixed-use, town-center like development. There exists a potential for office or educational uses on the upper floors with retail on the ground floor. This is critical to create amenable transitions to the adjacent residential uses. Access points to University Boulevard should be maintained on the southern portion of the property to provide access to the highway retail, whereas the northern access point should be moved further south to align visually with the office/retail building. Streetscape and gateway elements should be integrated into the site along University Boulevard and trail connections should be provided on the eastern side of the development. Pad sites with shared outdoor spaces should be provided along University Boulevard.



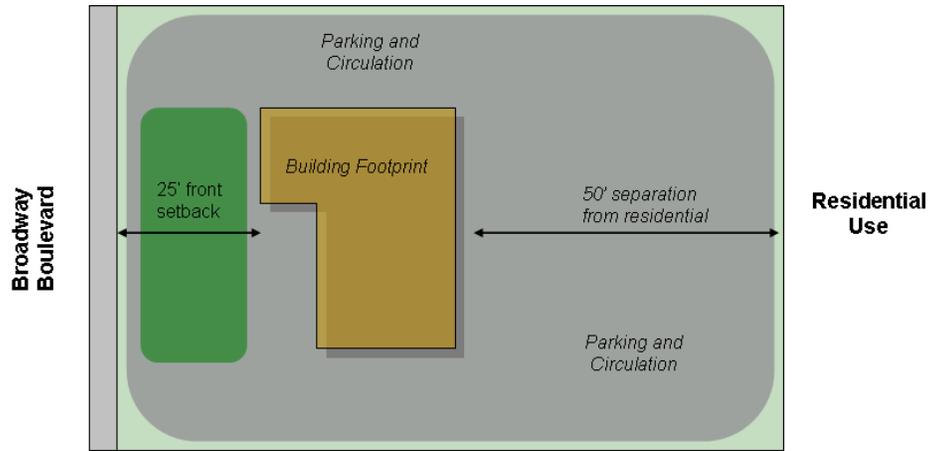
## **Broadway Neighborhood Center**

Over time, houses directly fronting Broadway have been converted to office and business uses, especially north of Arapahoe Road. This is a result of the major arterial nature of Broadway. There are also some vacant and small office sites at the intersection of Broadway and collector streets that may be coming to the end of their economic lifespan. Because setback and separation requirements of the B-3 zoning district severely limits redevelopment potential of these sites, a completely new regulatory structure is recommended.

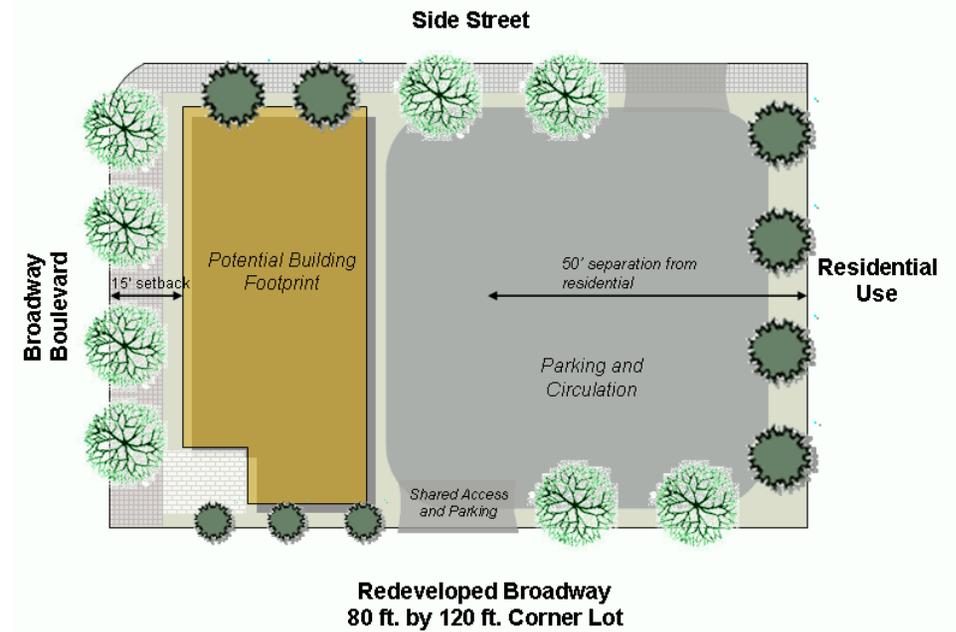
The idea for these sites is to create neighborhood scale redevelopment of office and retail uses in a main street character. The depth of the lots, existing parking in the rear, and permitted parking along Broadway would support this goal. Zoning should allow buildings to be placed at the front property line and require parking to occur behind the structures. The pedestrian experience along Broadway needs to be enhanced by wide sidewalks, street trees and pedestrian oriented amenities. Building heights should be limited to two stories. Given the small lot size and location of this commercial center, this approach is considered the best method to attract higher-quality, specialized, neighborhood oriented retail and commercial services. Reduction in front building setbacks will allow greater overall flexibility in building placement and create some incentive to assemble lots to create larger building sites that may attract higher quality commercial redevelopment. Street and sidewalk enhancements, positioning buildings closer to Broadway and limits on building height will also serve to ensure compatibility with nearby and adjacent residential neighborhoods.



*Overtime, residential structures that have been converted to office and commercial along Broadway can be redeveloped as neighborhood serving retail and office buildings using traditional mainstreet design. By reducing the front and side setbacks, new buildings can be pushed to the front of the lots. Existing parking behind the structures should be maintained. Properly designed pedestrian areas, and modest scale two-story buildings, such as shown in the photographs would be compatible with adjacent residential scale and heights. On street parking along Broadway will also contribute to pedestrian activity.*



**Typical Existing  
80 ft. by 120 ft. Broadway Lot**



The above site diagrams illustrate existing conditions (upper left) on many of the residential lots that have been converted to businesses within the residential structures. Existing zoning does not allow redevelopment of the site because of required front and rear setbacks. The upper right diagram details how these lots could be redeveloped while maintaining the existing parking fields in the rear yards and increasing the residential setbacks. The redevelopment scenario promotes mixed-use, pedestrian scale buildings and streetscape. The buildings could allow neighborhood retail uses on the ground and office uses on the second story. The photograph on the left illustrates the ideal pedestrian zone which is at least 15 feet from the back of curb and includes a 5-foot amenity zone for street trees and lighting and a 10-foot sidewalk. Street trees would be maintained by adjacent land owners.

## Goals and Policies

The following design goals, policies, and strategies are meant to be comprehensive for all of the activity centers. While each activity center is meant to have its own identity and purpose, the following policies seek to establish a development framework that should be followed on each site. As an overall strategy, the zoning regulations need to be updated to promote these policies.

### *Urban Design*

#### **Goal UD1: Establish cohesive, sustainable, distinctive and interconnected activity centers with a vital mix of land uses.**

##### Site Layout Policies:

Policy UD1.1 - Encourage a distinctive layout, use mix, and format that will differentiate centers from surrounding areas, create a unique sense of place and strengthen their competitive advantage. This policy underscores the importance of authentic, integrated features that contribute to sense of place. These elements should be an integral part of the design, not 'add-on' decorative features or afterthought efforts and will encourage an urban form that can sustain a variety of land uses over time as market conditions and consumer demand change.

Strategy UD 1.1.1 - As centers redevelop, site layout should be organized into smaller, functionally identifiable blocks to improve circulation, visibility, and break-up large parking fields (Illust. 1).

Strategy UD 1.1.2 - Allow "infill" development within centers that have excessive parking fields or underutilized spaces when such development contributes to land use, design and economic development objectives. (Illustration 2A and 2B)



Illustration 1 - Site is organized into blocks as shown outlined in pink.

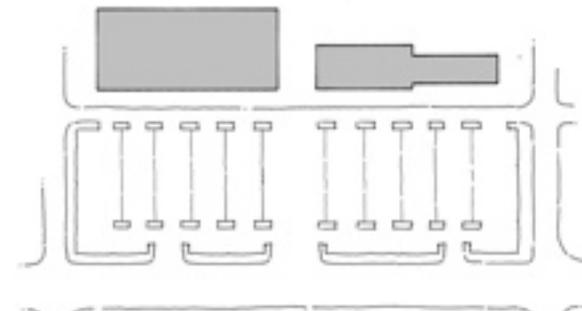


Illustration 2A (above) - Site has large underutilized parking fields that can accommodate infill development as shown in Illustration 2B (below)



Strategy UD 1.1.3 - Public gathering spaces (e.g., courtyards, plazas, squares, cafes, wider sidewalks, etc.) should be provided at important and prominent locations to facilitate congregation and a sense of community for adjacent neighborhoods. (Illustration 3)



Common space should be provided at important locations between buildings.

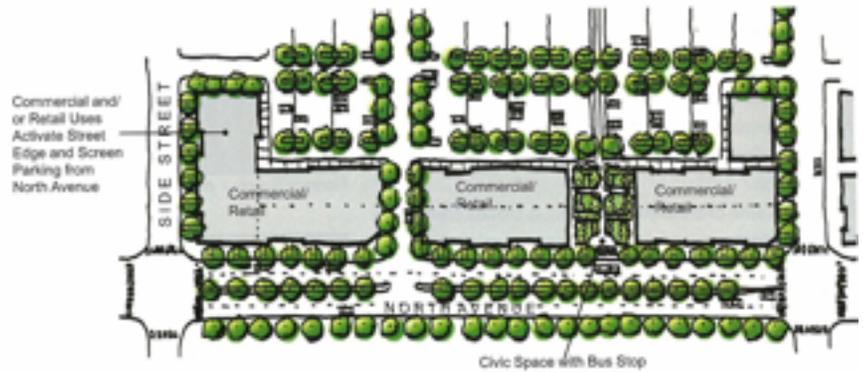


Illustration 3 - Common space is provided in between buildings at important locations.

Connectivity Policies:

Policy UD 2.1 - Centers should be connected to neighborhoods through a clear, safe, pleasant and easily navigated network of sidewalks and pathways.

Policy UD 2.2 - Locate vehicular access to the site along secondary streets to the greatest extent possible, in order to maintain the integrity of the University corridor (Illustration 4).

Policy UD 2.3 - Consolidate and minimize the number and width of curb cuts to the public right-of-way by creating internal links between parking lots (Illustration 4).

Policy UD 2.4 - A walkable network of streets, lanes, and pathways that are pedestrian scaled and interconnected with surrounding land uses should



Illustration 4 - Curb cuts onto major arterials should be consolidated to maintain integrity of traffic flow (middle). If possible, curb cuts should be loaded on secondary roads (lower).

be developed. Internal drive aisles should include pedestrian amenities to allow both vehicular and pedestrian circulation.

Policy UD 2.5 - Encourage centers to orient and connect to regional open spaces to take advantage of these view and recreation amenities.

Policy UD 2.6 - Provide continuous, direct, convenient, and safe pedestrian pathways to, across and between buildings and streets through comprehensive streetscapes and sidewalks.

Policy UD 2.7 - Develop bike lanes that connect to regional trail and open space systems. Bike trails should be separate and buffered from major thoroughfares, when possible.

#### *Architecture and Building Placement:*

Policy UD 3.1 Building placement and orientation should be close to major roads and primary internal drives to enhance the pedestrian environment, frame streets, and screen large parking fields.

Policy UD 3.2 Design consistency on all elevations should be maintained. Articulation and window and/or door openings on all elevations is required.

Policy UD 3.3 - Orient entries toward the street, primary entries should be located on street frontage to promote walkability. Street facing facades to be at the same grade as the adjacent pedestrian zone, where possible.

Policy UD 3.4 – Signs should not dominate the streetscape. They should contribute to the character of the area, while providing adequate identification and promotion of businesses (Illustration 5).

Policy UD 3.5 - A minimum of 60% on the first floor, and 40% on upper stories of buildings for all sides that front a street should contain window

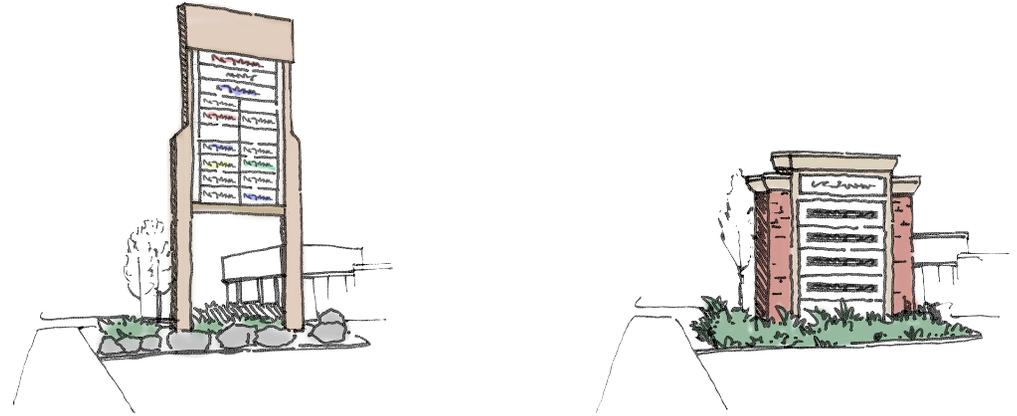


Illustration 5 - The large sign on the left dominates the corridor and is not pedestrian oriented. There is no relation to the architecture of the associated buildings.

The sign on the right has features that match the primary finishes and materials of the building it serves.

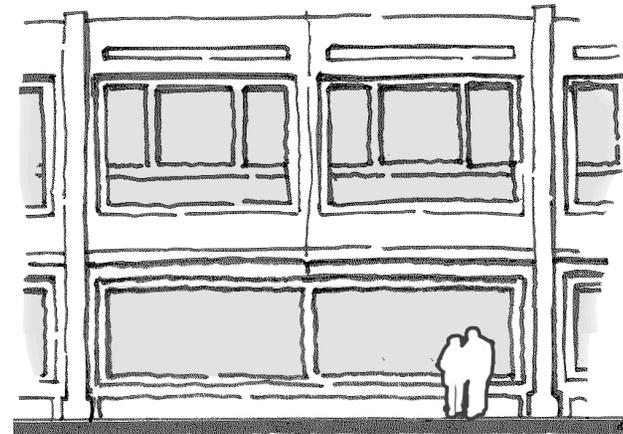


Illustration 6 - Minimum transparency requirements on facades facing streets should be maintained.

openings, both external and internal, to create eyes on the street and enable a safe pedestrian environment. Windows should have a minimum of 60% light transmittance factor and a maximum reflectance factor of 0.20. Mirrored and darkly tinted glass is prohibited (Illustration 6).

Policy UD 3.6 - Sustainable building certification, such as Leadership in Energy Efficient Design (LEED) certified buildings and development are encouraged.

Strategy UD 3.6.1 – Consider offering density bonuses or reduced building fees to encourage sustainable buildings and sites, such as LEED certification.

Policy UD 3.7 - Buildings should utilize a variety of building materials that convey a sense of integrity, permanence and durability. First floors buildings should be constructed out of primarily durable materials suitable to human touch such as stone, brick, masonry, architectural concrete, and glass.

Policy UD 3.8 – Buildings should have a defined base, middle, and top. A variety of materials should be utilized to define elements such as building base, body, parapets, bays, arcades and structural elements (Illustration 7).

Policy UD 3.9 - Accentuate buildings through prominent architectural features and vertical elements at corners.

Policy UD 3.10 - The use of major architectural elements, streetscape or gateway features should be utilized to terminate major vistas within centers and at the viewpoint terminus of major streets and circulation aisles.

*Parking:*

Policy UD 4.1 - Minimize the view of large parking fields from the public right-of-way through the use of landscaping, screening walls, building placement and other appropriate measures.

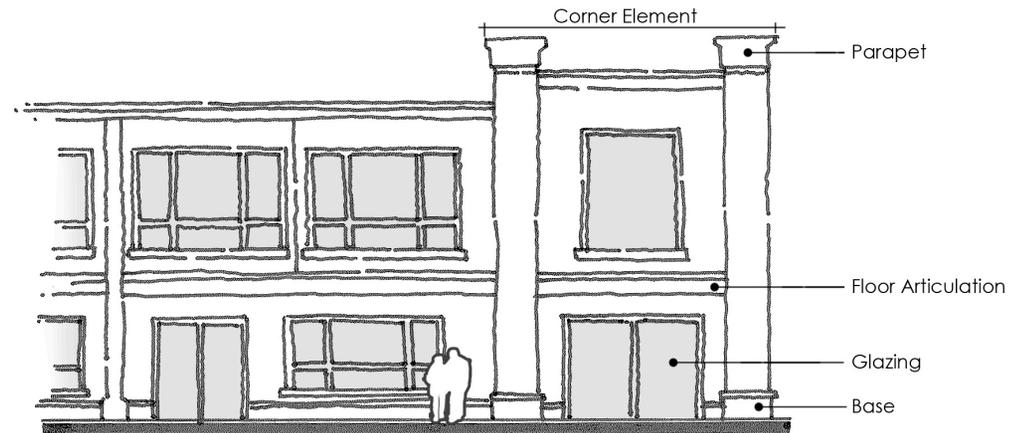


Illustration 7 - A property designed building is broken up into various structural elements to define a base, middle and top.

Policy UD 4.2 - Utilize planting islands within large fields of surface parking to provide shade and define pedestrian and vehicular circulation patterns (Illustration 8).

Policy UD 4.3 – All facades of parking garages should provide “liner shops” at the street level and/or architectural elements and materials that are comparable to surrounding buildings to sustain commercial and pedestrian vitality.

Policy UD 4.4 - Shared parking between land uses with different periods of peak parking demand to reduce overall parking requirements shall be allowed.

Policy UD 4.5 - On-street parking should occur where practical. This parking should be credited toward parking requirements.

Policy UD 4.6 - No on site parking should be allowed between buildings and the street.

Policy UD 4.7 - Parking should be located perpendicular to streets and adjacent to buildings, in order to minimize the street frontage of such parking.

Policy UD 4.8 - Provide vehicle and pedestrian connections through property lines when landowner approval is granted.

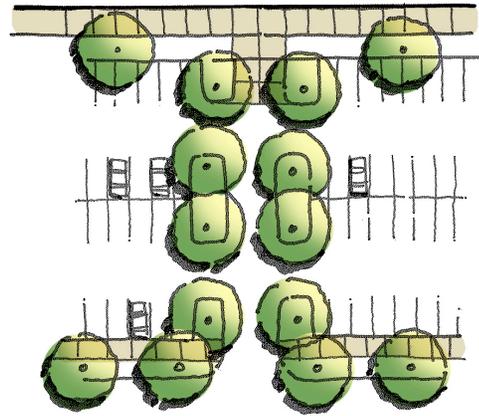


Illustration 8 - Landscaping visually breaks up the parking lot and provides definition of drive-isles and pedestrian paths



*Well designed pedestrian connections can improve circulation across large parking fields and connectivity to the adjacent street system.*



*Liner shops should camouflage parking structures at street level. This is a good way of utilizing space and maintaining pedestrian activity along the street.*

*Neighborhood Compatibility:*

Policy UD 5.1 - Building heights should be lower when located adjacent to neighborhoods.

Strategy UD 5.1.1 - Establish standards for building height, mass and scale that ensure centers are compatible with surrounding neighborhoods.

Policy UD 5.2 - Separate and screen service areas from adjacent and nearby neighborhoods through building placement, orientation and other screening measures. Any fences provided need to be constructed with materials similar to the main building. The use of wood is prohibited.

Policy UD 5.3 - Where buildings back to residential areas, architectural details that improve the appearance of the building and that are more cohesive with adjacent residential uses are required.

*Economic Development*

**Goal: Encourage the revitalization and redevelopment of activity centers and enhance the City's revenue base**

Strategy ED 1.1 - Actively pursue revitalization and redevelopment opportunities that will result in higher sales tax revenues.

Strategy ED 1.2 - Improve the competitive position of centers through branding, targeted business attraction, marketing and promotional efforts undertaken in partnership with businesses.

Strategy ED 1.3 - Encourage the formation of a "University Corridor" merchant association to develop and implement a unified marketing and promotional program.

Strategy ED 1.4 - Support business attraction and incentive measures that target gaps in the provision of goods and services and niche markets.

Strategy ED 1.5 - Foster specialty and/or independent retailers by continuing to provide locations for such businesses and technical assistance.

Strategy ED 1.6 - Encourage office, residential, civic, educational and cultural uses, where appropriate, to provide activity that supports retail trade.

Strategy ED 1.7 - Consider the use of special district financing when revitalization or redevelopment projects are consistent within the City's vision and when eligible and supported by landowners.

Strategy ED 1.8 - Encourage and continue a "convenience orientation" of activity centers to provide services for surrounding neighborhoods.

Strategy ED 1.9 - Establish zoning standards and that enable the revitalization and redevelopment of activity centers, urban design goals and redevelopment policies of this plan.

Strategy ED 1.10 - Support businesses through the provision of urban services and timely processing of development proposals through the City's review process.

Strategy ED 1.11 - Encourage and support cultural and special events that draw people to the area.

Strategy ED 1.12 - Work with regional organizations to develop a potential multi-purpose facility for cultural, educational, community and business events.

## Gateways and Corridors

The image of a community is primarily formed via views from the public realm. The appearance of streetscapes and community gateways is a very important aspect of the City's image. The streetscape and its various elements of landscaping, sidewalks, lighting, and street furniture also begin to define the walkability of an area. It also sets the environment for whether an area is strictly auto oriented, or whether it seeks to accommodate the pedestrian in an enjoyable, safe environment. The design of the streetscape and the interface with adjacent buildings also contribute to the vitality of the area. If there is no direct interface between the pedestrian environment and its buildings, and there is no activity at the ground floor, there is little incentive for people to walk.

In the Southglenn planning area, gateway and streetscape elements are not considered separate urban design features. It is a goal to integrate signage and streetscape elements at key locations focused on activity centers to promote the overall image and identity of the city and to provide a more enjoyable, active pedestrian experience. The objective is to provide for an overall experience rather than creating monumental entry features that are not only high maintenance but serve a singular purpose, identification of municipal boundaries.

The overall strategy for the City's Gateways and Corridors are as follows:

- Provide a family of urban design elements that creates a comprehensive and cohesive streetscape. These elements will include lighting, landscaping, sidewalks, and street furniture at transit stops and within activity centers. Landscaping is intended to be low maintenance, xeric designs and all improvements are meant to fit within the existing right-of-way, or in limited instances, on adjacent commercial property.
- The highest concentration for placement of these elements will occur adjacent to activity centers. At gateway locations, additional elements,

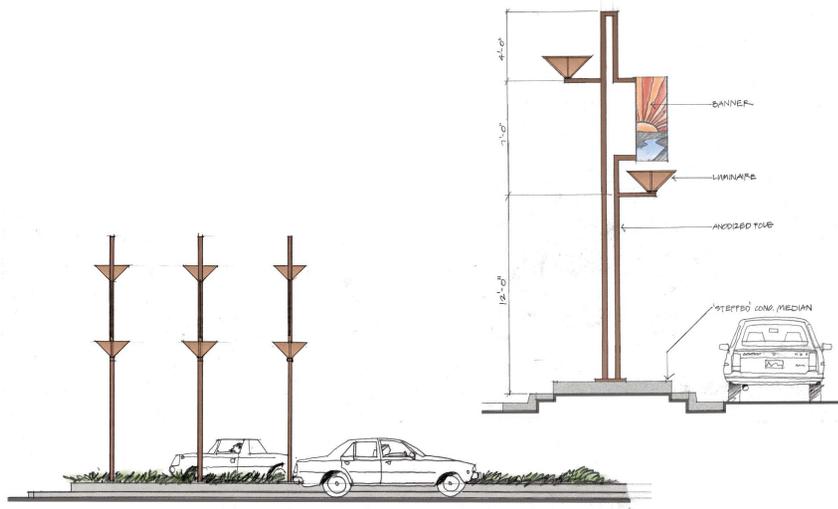
such as signage and median treatments, small design pillars, and public art will be provided.

- In between activity centers, key urban design elements of landscaping and lighting should be provided at greater intervals.
- Streetscape design and elements are intended to be integrated into adjacent site development at activity centers. They can either be requirements of zoning or public investment meant to coincide and spur further redevelopment.
- Over time, sidewalks need to be constructed in areas where sidewalks do not exist, especially between activity centers. This could occur as stand-alone projects are integrated with other capital improvement activities.
- Implementation of streetscape projects is meant to occur over a long period of time as funding warrants. Projects can also be constructed as part of a regional improvement district combined with activity center redevelopment.

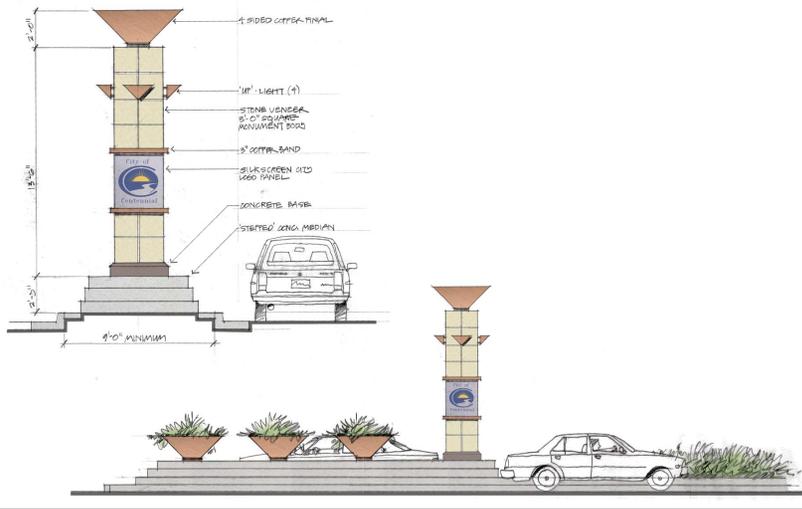
## Gateways

This plan identified two types of gateways: City Gateways and Civic/Commercial Gateways. City Gateways mark entrances to the City, and are slated for high-traffic, major entries to the City. In most, but not all, cases these gateways will occur at major signalized intersections. The primary purpose of these gateways is to welcome visitors and residents to the City and to set the character of the area.

Due to the amount of competing visual input for both pedestrians and motorists at these intersections, City Gateways will occur 'after' the intersection, in a median. This location reduces the visual clutter in the intersection and allows motorists to note the gateway after their traffic movements are completed. The



CIVIC/COMMERCIAL GATEWAY



CITY GATEWAY

median location will offer more ‘bang for the buck’ by allowing a single marker to be visible to both directions of travel, in addition to offering traffic calming benefits by utilizing a raised island.

A raised median treatment is the preferred location for gateway enhancements. Each gateway will have a vertical gateway monument, raised planters, and xeric, low-maintenance plantings. These elements should remain consistent at all gateways, in order to establish the “look” of the City Gateways. Some gateways may include additional gateway elements behind the curb. These elements would include secondary, scaled-down versions of the central monument, additional plantings, and sometimes low walls. These additional enhancements depend on the available right-of-way, as well as the relative importance of the gateway, in relation to other City Gateways. The standard elements can be modified, however, to reflect the particular scale and character of the area in which it is located. While the form of the central monument should remain unchanged, the height of the monument, the cladding material, and the logo can change. The logo can also be eliminated entirely, if appropriate.

Depending upon available right-of-way and relative importance of the gateway, the major gateway may also include complementary monuments behind the curb, one on each side, low walls, and special plantings. The cost of a median-only major gateway is approximately \$65,000; the addition of complementary treatments behind the curb would raise the cost to approximately \$125,000 per gateway.

Due to the right-of-way location and the orientation of City Gateways to address city or large area identity, it is anticipated that the bulk of the cost associated with their installation could be borne by the City if it decides to proceed with installation. In some cases, it may be possible to share costs with an area-specific organization, such as a business improvement district, or fund improvements with tools specific to the area, such as a tax increment financing

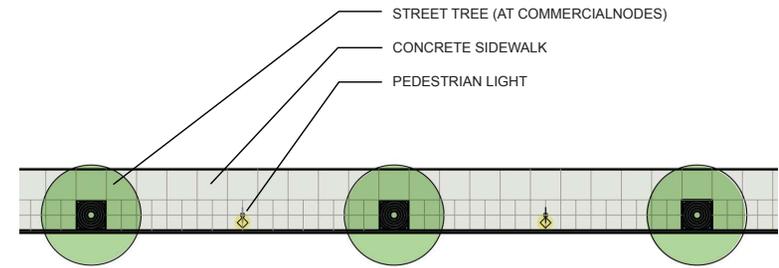
(TIF) district. Likewise, maintenance and overall upkeep would be the responsibility of the City or area-interest organization, rather than an individual (adjacent) property owner. Regardless of funding source, it is anticipated that City participation in coordinating enhancement will be required, in order to facilitate approvals from appropriate jurisdictions whether state or local. Gateways may be constructed as stand-alone projects, or as part of related roadway improvements or district enhancement plans.

### Civic/Commercial Gateways

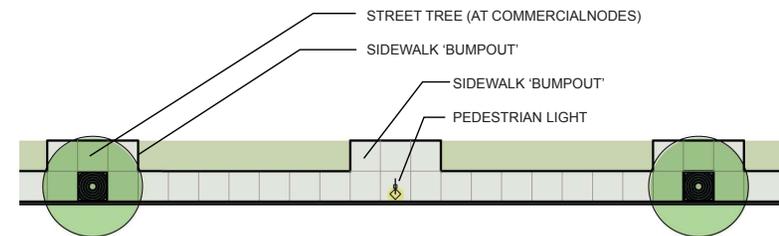
Civic/Commercial Gateways mark significant nodes of public activity, such as commercial centers or areas, schools, parks or other civic buildings. The gateways may occur at intersections or as entries from the public right-of-way to the property being marked. The goals of these gateways are to further the character of the area and to assist in wayfinding.

Civic/Commercial Gateways will generally consist of light poles with banners. Current design shows three poles on both sides of the street leading up to an intersection, a total of 24 poles, as well as poles in a raised median. There are a total of four medians. The cost for this intersection treatment, excluding other intersection improvements, would be approximately \$500,000. Gateways marking parcels (schools, civic buildings) instead of intersections would generally use just three poles at each entrance, and would be significantly less expensive.

The exact design of Civic/Commercial Gateways (custom and stock elements, specifications, spacing) should be determined and maintained by the City as a standard. It would then be expected that the Civic/Commercial Gateway treatment would be implemented as part of redevelopment proposals (such as redevelopment of large aggregated commercial centers, or corridor or streetscape initiatives), as they are submitted to the City. Costs of the Civic/Commercial Gateways could be

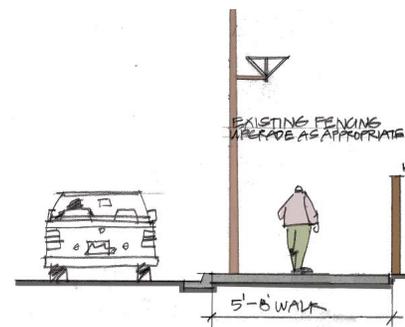


URBAN CORRIDOR: NEW CONSTRUCTION  
(at commercial node)



URBAN CORRIDOR: RETROFIT  
(standard condition, with or without trees)

## URBAN ARTERIAL: University Boulevard



URBAN CORRIDOR: STANDARD



URBAN CORRIDOR: COMMERCIAL NODE



An aerial view of possible gateway improvements at University Boulevard and County Line Road.

the responsibility of adjacent development, a business improvement district or similar entity, the City, or a combination of these sources.

### Corridors

This document examines two corridors, University Boulevard and Arapahoe Road. Of these, University offers a mixed commercial and residential character, and has been identified by the City as an Urban Arterial. Arapahoe Road, in the study area, offers a more residential character, and has been identified as a Suburban Arterial. The goal for both of these corridors is to create consistency; ensure a consistent, unbroken pedestrian sidewalk, and project a consistent character representative of the City and area.

### *Attached vs. Detached Sidewalk*

An attached sidewalk refers to one where the entire sidewalk and ‘amenity area’ (which includes lights and street trees) is paved. This cross-section projects a more urban image, and generally provides greater walking area for a larger volume of users. If street trees are present, they will be in grates; the ‘amenity zone’ may also have a different color of concrete or a scoring pattern, in order to add pedestrian-scale detail and interest. Attached sidewalks as shown in this plan, including street trees but excluding fencing upgrades, average \$115 - \$130 / lineal foot.

A detached sidewalk has an unpaved ‘amenity area’ between the pedestrian sidewalk and the curb. This amenity area may be planted with grass, trees or other plants, or simply covered with a consistent, weed-detering ground cover, such as mulch or compacted granite. The width of the amenity zone can vary, though a width less than three feet would suggest that an attached sidewalk be used. Much of Centennial’s streetscape utilizes detached sidewalk; the issue is in the unmaintained and inconsistent treatment of the amenity zone, often a home for weeds.

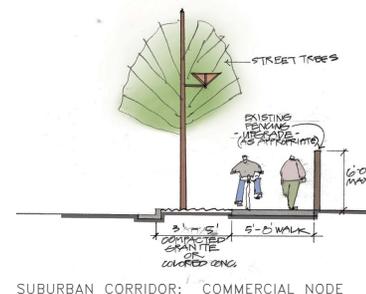
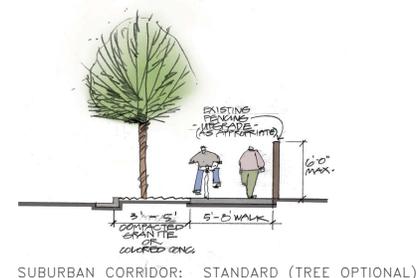
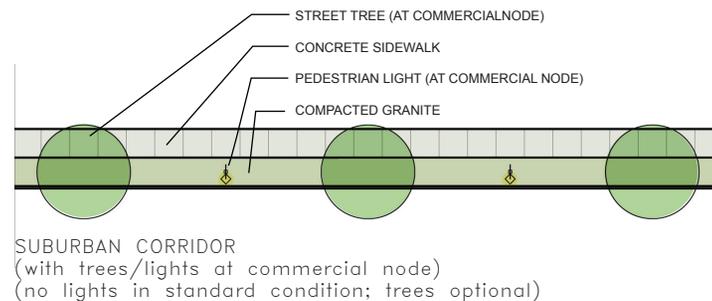
Detached sidewalks, as shown in this plan, including street trees but excluding fencing upgrades, average \$130 - \$145 / lineal foot.

Raised, planted medians are included as part of both classes of corridor enhancements. In order to promote healthy plantings, medians should be a minimum of six feet wide. Although costs can vary greatly depending on the width of the median, an average cost including xeric plantings and irrigation is approximately \$75-\$100 / lineal foot.

*Urban Arterial: University Boulevard*

The urban arterial has an attached sidewalk along its entire length. Pedestrian lights and banners will be used along the entire length; recommended spacing is 60 feet on-center, with a maximum of 120 feet on center. Street trees in grates will alternate with the pedestrian lights near the commercial nodes at the Arapahoe Road and Dry Creek Road intersections; trees should be included on both sides of the street in all four directions, for a distance of approximately 400 from each intersection (distance can be adjusted based on curb cuts and site conditions.) The trees should use the same spacing as the lights (60 feet recommended, 120 feet maximum).

This plan recommends working with existing sidewalk conditions, rather than complete reconstruction. The first priority is to provide sidewalk where none currently exists. With existing attached sidewalk, trees and lights can be 'inserted' into existing sidewalk conditions by removing a single segment of sidewalk (for example, a 5' by 5' square, if that is the existing scoring pattern), and installing the tree and grate or light. In order to maintain a minimum sidewalk width of five feet, the sidewalk will be extended behind the tree or light.





Where the opportunity exists to upgrade adjacent privacy fencing, unit-type systems (such a block or brick) or cast systems (such as cast concrete) should be encouraged over the more residential cedar fencing.

*Suburban Arterial: Arapahoe Road*

The suburban arterial has detached sidewalk along its length. Street trees and pedestrian lights and banners will be included on both sides of the street in all four directions, within approximately 400 feet of the commercial node at the University Boulevard intersection only. The amenity zone will consist of weed-barrier fabric, topped with decomposed (crushed) granite as a ground cover. Beyond the University intersection, street trees or other plantings in this zone are permissible, but should be installed and maintained by the adjacent property owner or homeowners association.



As with the urban arterial, the intent of this plan is to provide sidewalk where none exists, and to minimize reconstruction of existing walkway. Some sections of attached sidewalk currently exist, and these sections should be maintained until such time as a detached sidewalk can be introduced as part of a larger project. Existing detached sidewalk, or amenity zones behind the sidewalk, should receive upgrades of weed-barrier fabric and decomposed granite, in order to introduce a tidy, maintained and consistent look along the corridor.

While the suburban arterial does front a majority of residential uses, the high traffic counts on the roadway do indicate that this corridor functions as a sort of “front door” for the community. As such, more durable, “finished” fencing should be encouraged. As with the urban corridor, where the opportunity exists to upgrade adjacent privacy fencing, unit-type systems (such a block or brick) or cast systems (such as cast concrete) should be encouraged.

*The above sketches illustrate corridor and potential bus shelters along Arapahoe Road and University Boulevard.*

## Goals and Policies

### Gateways and Corridors

#### **Goal GC1: Develop a positive and consistent identity for the City of Centennial with attractive gateways and corridors**

Policy GC 1.1 - Establish a program to implement gateway concepts identified in this plan.

Policy GC 1.2 - Establish a consistent identity for Centennial and the Southglenn Area through the use of a consistent family of design elements as part of gateway and corridor improvements.

Policy GC 1.3 - Gateway and corridor improvements should use lower maintenance cost elements with low water landscaping.

Policy GC 1.4 - Establish interconnected consistent street standards that are pedestrian friendly and walkable.

Policy GC 1.5 - Work with neighborhood associations and residential property owners to upgrade perimeter fencing using more durable, decorative masonry walls, or cast concrete units.

#### **Goal GC 2: Develop thoroughfares that are attractive, landscaped and pedestrian oriented**

Policy GC 2.1 - As centers redevelop, include corridor and gateway improvements as part of an overall improvement program.

Policy GC 2.2 - Consider the use of special district revenue to implement corridor and gateway improvements.

Goal GC 3: Develop a safe and efficient transportation network that accommodates pedestrians, vehicles, transit and bicycles

Policy GC 3.1 - Design roadway intersections to facilitate safe pedestrian, bicycle and vehicular movements.

Policy GC 3.2 - Encourage a local transit system that connects homes with major destinations and the major transit network.

Policy GC 3.3 - Encourage alternative modes of travel by incorporating a network of alternative circulation features, such as pedestrian sidewalks, trails, bicycle lanes, and transit facilities.

Policy GC 3.4 - Retro-fit residential collector streets to incorporate multi-use paths, bike lanes and traffic calming.



*Potential gateway median enhancements on University Boulevard just north of Arapahoe Road. Locating enhancements in the median allows improvements to occur without acquiring additional right-of-way and provides a two-way view of the improvements to both directions of traffic.*

# Implementation Plan

The table below provides a summary of recommended implementation measures associated with the Southgeln Area Plan and follows policy and strategy recommendations included in Chapter 4 of this Plan. This schedule is intended to be used as a general guideline in making budget decisions, developing departmental work programs and pursuing partnerships with other agencies and organizations. This schedule is not intended to serve as a commitment by the City to undertake any of the programs or policies identified in the plan. The City's annual budget is evaluated and adopted each year at the discretion of City Council. Individual departmental work programs are developed and implemented by those departments under the direction of the City Manager.

Another important purpose of this schedule is to identify methods of leveraging existing budgets and work programs with potential external sources of funding

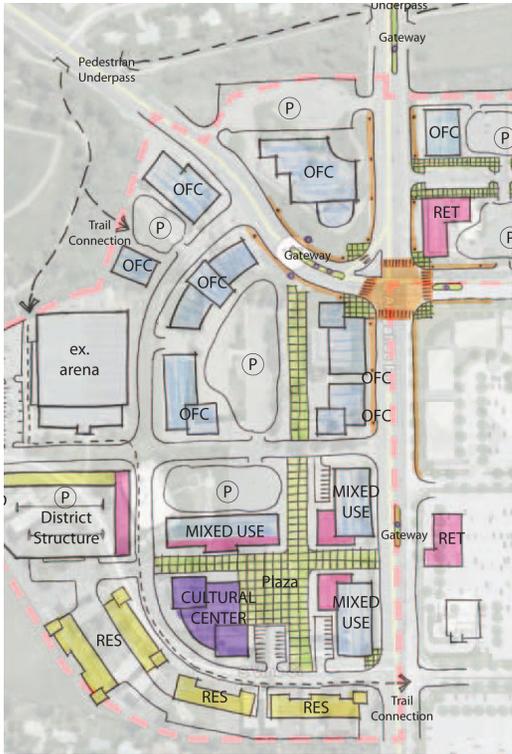
and partnerships with outside agencies. In many cases, policies or recommended action items can be implemented as part of current or on-going City departmental work programs and/or projects with simple adjustments to reflect policies of this plan. For example, several recommended actions can be incorporated as part of the on-going rewrite of the Land Development Code and on-going programs such as code enforcement. Additionally, partnerships with external groups and organizations can provide an important source of revenue and can be used to leverage existing City resources. Special districts, such as Urban Renewal and Business Improvement Districts can be used to generate revenue as commercial centers begin to revitalize and redevelop. As the City moves forward with the implementation of this plan, leveraging existing City resources through such partnerships, grants and special revenue sources is strongly recommended.

Action	Lead/Support	Timeframe	Funding Source
<b>Neighborhoods</b>			
Proactive Code Enforcement	Code Enforcement Division/Planning and Development Department	On-going	Annual City Budget
Land Development Code Amendments - Neighborhood Conservation	Current Planning Division/Long Range Planning Division	To be complete 2009	City General Fund, As Budgeted 2008
Neighborhood Open Space Improvements	Long Range Planning/Other Partners (e.g. Arapahoe County, State)	On-going - Open Space Capital Improvement Program	City Open Space Funds and County and State grants

Action	Lead/Support	Timeframe	Funding Source
Partnership with Neighborhood Assns. – Arterial Screening Walls	Planning and Development Department/Multiple City Departments	Long Term	Provide Technical Assistance to associations - Need to identify funding strategy
Residential Collector Enhancements	Public Works Department/Planning and Development Department/Other Partners	Long Term	Coordinate with road improvements as budgeted - identify future funding strategy - possible special district revenues
Guidelines for Compatible Home Expansions	Long Range Planning Division/Planning and Development Department	On-going	Use existing staff resources
Housing Rehab Incentives	Long Range Planning Division/Littleton Housing Authority	On-going	Federal HOME funds, other funds as identified
Partner HOAs Neighborhood Programs e.g. clean-up	Planning and Development, Communications, Public Works	2010-11 Work Program and on-going	Use existing staff resources
Neighborhood Schools – preserve/repurpose with compatible uses	Long Range Planning/Current Planning	2010-11 work program and on-going	Use existing staff resources
<b>Commercial Centers, Gateways and Corridors</b>			
Land Development Code Amendments - Commercial Centers	Current Planning Division/Long Range Planning Division	On-going	City General Fund, As Budgeted 2008
Revitalization/Redevelopment Partnerships	Planning and Development Department/ Economic Development Division	On-going	Evaluate funding needs/benefits of each proposed partnership
Business Marketing, e.g. branding, joint marketing, etc.	Economic Development Division/Long Range Planning/Chamber of Commerce	2010-11 work program and on-going	Use existing staff resources
Formation of Special Districts	Planning and Development Department/Economic Development Division	Evaluate timing as proposals submitted	Evaluate funding needs as proposals submitted
Formation of University Business Association	Long Range Planning Division/ Economic Development Division	2010-11 work program	Use existing staff resources
Coordinate Special Events	Communications Department/Long Range Planning Division/District Partners	On-going	Current City Department budgets, potential supplement with event revenues

Action	Lead/Support	Timeframe	Funding Source
Business Assistance and Attraction	Economic Development Division/Long Range Planning Division	On-going	Use existing staff resources
Local Transit Enhancement	Long Range Planning Division/Regional Transportation District	Medium term	Partnership with Regional Transportation District for funding
Multipurpose Cultural Center	Multiple Departments/partners	Long term	Need to identify funding strategy - possible cultural district funding and other partnerships
Gateways and Corridor Improvements	Planning and Development Department/Public Works Department	Medium to long-term depending on availability of funds	Coordinate with road improvements as budgeted - identify future funding strategy - possible special district revenues

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## City of Centennial

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