



Strategic Planning and Performance



STRATEGIC PLANNING

Vision, Mission, Core Values and Strategic Plan Description

VISION

The City of Centennial is a connected community where neighborhoods matter, education is embraced, businesses are valued, and innovation absolute.

MISSION

Driven to provide exceptional service to the Centennial community.

CORE VALUES

Collaborative
Intentional
Service Oriented
Innovative

GOALS & STRATEGIES



ECONOMIC VITALITY

Centennial's access to an educated workforce, superior infrastructure, and predictable policies provide an environment where businesses flourish.



FISCAL SUSTAINABILITY

Through prudent budgeting and investment practices, Centennial demonstrates fiscal responsibility and is resilient to economic change.



FUTURE READY CITY GOVERNMENT

Our City government is attentive to the community's current needs while anticipating change. Centennial is innovative and prepared to leverage technology and resources to benefit our community.



PUBLIC SAFETY & HEALTH

Centennial strives to be the safest City in Colorado and partners with other agencies to ensure access to public safety and health services that meet the needs of the community.



SIGNATURE CENTENNIAL

Through intentional planning and community investment, Centennial is a desirable, inclusive community with a lasting built environment, memorable places, and experiences that bring people together.



TRANSPORTATION & MOBILITY

Centennial's transportation network provides alternatives for the safe, efficient, and reliable movement of people, goods, and services.

KEY PERFORMANCE AREAS

Economic Vitality

Strategic planning works to align the budget with Council priorities and community needs. Six Key Performance Areas were identified during the strategic planning sessions with each initiative having multiple objectives. Working toward implementation or achievement of these objectives was the basis for staff budget proposals and funding recommendations.



ECONOMIC VITALITY

Centennial's access to an educated workforce, superior infrastructure, and predictable policies provide an environment where businesses flourish. Economic vitality is essential to the City's success. Centennial strives to provide a range of employment, retail, service, and recreational opportunities for its residents. The City enjoys a positive business climate that supports innovation and attracts sustainable development while placing a high priority on retaining existing businesses.

PERFORMANCE MEASURES

NUMBER OF NEW BUSINESS ESTABLISHMENTS

Measure Definition: This measure shows the number of new businesses that applied for a sales tax license with the City of Centennial annually. Sales tax licenses are issued to businesses physically located in the City of Centennial and businesses outside the City making sales within the City.

COMMERCIAL VACANCY RATES

This is a new performance measure that is being tracked for the first time in 2021. Data will be added to the 2023 budget book.

Measure Definition: This measure reports the percentage of vacant, leasable commercial space within the City. Commercial space includes industrial, office, and retail uses. The category with the lowest vacancy rate is displayed and that is the value compared to our target.

CITY'S UNEMPLOYMENT RATE

This is a new performance measure that is being tracked for the first time in 2021. Data will be added to the 2023 budget book.

Measure Definition: The local unemployment rate is the percentage of the total labor force that is unemployed but actively seeking employment and willing to work. This includes persons actively looking for work in the prior four weeks by contacting an employer directly, having a job interview, sending out resumes or filling out applications.

AREA MEDIAN HOUSEHOLD INCOME

Measure Definition: The data for this measure comes from the US Census Bureau – American Community Survey's one-year estimate of median household income for the City of Centennial. Area median household income refers to the income level earned by a given household where half of the households in Centennial earn more and half earn less.

EDUCATIONAL ATTAINMENT

Measure Definition: Educational attainment refers to the highest level of education that an individual has completed. The table shows the percentage of Centennial residents who have attained at least a 4-year college degree.

Key Performance Measure	2018	2019	2020	2021
New Business Establishments	629	1082	700	727
Median Household Income (\$)	\$ 110,443	\$ 111,257	TBD	TBD
Educational Attainment (%)	61%	57%	TBD	TBD

KEY PERFORMANCE AREAS

Economic Vitality

2021 ACCOMPLISHMENTS

- Implemented University Corridor and City-wide Land Development Code amendments to further the City's retail strategy of improving the City's retail centers, revenues, and quality of life
- Completed the 2021 program year for Spark Centennial, a business experience accelerator program, with an inaugural cohort of businesses working toward transformation of their experiential offerings
- Continued support of The District-Centennial (formerly the Jones District) mixed-use development with multiple residential projects under construction and multiple office sites beginning the formal site plan process
- Supported redevelopment efforts for The Streets at SouthGlenn including major amendments to the Master Development Plan to support increased diversity of uses within the regional, mixed-use project
- Continued efforts to finalize a Regulating Plan and supporting development tools for the Arapahoe and Yosemite (AUC-4) area

PROJECTS ONGOING & CONTINUED

- Proactive Code Compliance
- Implementing Council's Economic Development policies
- Consider efforts to revitalize neighborhood shopping centers
- Pursue strategic annexations to further the City's initiatives.
- Study and assess retail corridors
- Dove Valley visioning study
- Focus on opportunity sites
- The Streets at SouthGlenn and The District-Centennial
- Spark Centennial
- Implement retail reinvestment strategy

2022 STRATEGIC INITIATIVES

- Accelerate and expand the City's retail strategy development and implementation to address changes in the retail industry
- Retool and expand Spark Centennial with condensed business experience accelerator programming, increased number of business, increased visibility of programming, and continued support of 2021 alumni businesses
- Continue to support development of The District-Centennial including attracting primary employers, informing plaza design, and evaluating next-generation infrastructure projects
- Seek approval of the AUC-4 Regulating Plan with additional community outreach and evaluation of tools for infrastructure and development
- Rebuild the City's business retention and expansion function with a focus on increased interactions with Centennial's business community and business resource partners
- Increase business attraction efforts including marketing Centennial's commercial and mixed-use development opportunities
- Conduct a housing study to explore housing cost and availability in the City to advance the understanding of the spectrum of housing issues in Centennial, define various needs for housing and identify priorities to inform future policy



KEY PERFORMANCE AREAS

Fiscal Sustainability



FISCAL SUSTAINABILITY

Through prudent budgeting and investment practices, Centennial demonstrates fiscal responsibility and is resilient to economic change. The City endeavors to be adaptable to changing fiscal situations to ensure adequate resources for maintaining current financial, capital, and service obligations into the future. Centennial's fiscal sustainability efforts focus on both the revenues needed to meet these service needs as well as potential future changes to expenditure patterns. The City currently carries no debt or pension liabilities and taxes residents at one of the lowest rates in the Denver Metro Area.

PERFORMANCE MEASURES

ACCURACY OF BUDGETED TO ACTUAL REVENUES

Measure Definition: This metric covers differences from anticipated (budgeted) and actual revenue in the General Fund. Revenue includes taxes, fees, grants, fines, interest earnings, etc. Centennial's revenues typically come from taxes, grants, and fees. A positive percentage means actual revenues were over the amount listed in the budget document; a negative percentage means actual revenues were under the amount listed in the budget.

ACCURACY OF BUDGETED TO ACTUAL EXPENDITURES

Measure Definition: This measure covers the accuracy and precision of planned (budgeted) and actual expenditures. Expenditures include operating costs, such as personnel, insurance, consulting services, and supplies within the General Fund. The City's other funds are not included due to the costs of large capital projects that occur over several years. Centennial's expenditures are for those activities that are primarily supported by taxes, grants and fees. A positive percentage means actual expenditures were over the amount listed in the budget document; a negative percentage means actual expenditures were under the amount listed in the budget.

PERCENT CHANGE IN SALES TAX REVENUE

Measure Definition: This measure shows the annual percent change in sales tax revenue. Retail sales tax is levied on sales, purchases, and leases of personal property and taxable services in the city. Examples of businesses that pay this tax include grocery stores, restaurants, and retail stores.

COST OF GOVERNMENT

Measure Definition: This measure shows how much the City of Centennial's services cost each resident. It's calculated by dividing the City's General Fund expenses by the estimated population. The full cost of services encompasses all salaries, wages, and benefits of employees, as well as materials and supplies, and other associated operating costs such as utilities and rent, training and travel, legal, finance, human resources, facilities, maintenance, and technology.

Key Performance Measure	2018	2019	2020	2021
Accuracy of Budgeted to Actual Revenues (%)	5.1%	4.4%	-3.3%	TBD
Accuracy of Budgeted to Actual Expenditures (%)	-8.5%	-7.9%	-7.9%	TBD
Change in Sales Tax Revenue (%)	4.6%	-0.03%	-6.6%	TBD
Cost of Government (\$)	N/A	\$ 551	\$ 526	TBD

KEY PERFORMANCE AREAS

Fiscal Sustainability

2021 ACCOMPLISHMENTS

- Studied and considered impacts and implications of potential revenue changes
- Managed ARPA funding requirements and reports
- Received the Government Finance Officers' Association of the U.S. and Canada's Awards of Excellence for the 2021 Adopted Budget and 2020 Comprehensive Annual Financial Report
- Adopted standardized sales tax definitions relating to Marketplace Facilitators and Economic Nexus and joined State of Colorado single portal for remittance of sales taxes
- Revised sales tax code to remove exemptions to be more standardized with other municipalities
- Executed new Governmental Accounting Standards Board Statement 84 related to Fiduciary Funds

2022 STRATEGIC INITIATIVES

- Continue to optimize the City's new financial software for additional functionality like electronic vendor payments and user dashboards
- Work with new investment advisors to maintain the City's investments prudently and strategically
- With the City Council, consider implementation for biennial budgeting
- Provide additional long-range financial forecasting to the City Council as part of the City's Strategic Planning
- Implement new Governmental Accounting Standards Board Statement 87

PROJECTS ONGOING & CONTINUED

- Maintain the City's investments prudently and strategically
- Economic Development activities



KEY PERFORMANCE AREAS

Future Ready City Government



FUTURE READY CITY GOVERNMENT

Our city government is attentive to the community's current needs while anticipating change. Centennial is innovative and prepared to leverage technology and resources to benefit our community. The City Council is committed to navigating future challenges and pressing issues by implementing effective policies and building a digital infrastructure that eliminates silos and effectively reaches, serves, and engages all stakeholders.

PERFORMANCE MEASURES

ESTIMATED VALUE OF SAVED TIME FROM INTELLIGENT TRANSPORTATION SYSTEM

This is a new performance measure that is being tracked for the first time in 2021. Data will be added to the 2023 budget book.

Measure Definition: This measure shows the estimated value in dollars of drivers' saved time from the City's intelligent transportation system.

CUSTOMER SATISFACTION RATINGS

Measure Definition: The Customer Satisfaction Rating is the percentage of survey respondents that rate City services as excellent or good. It's calculated using the total number of positive survey responses over the total number of negative responses.

Key Performance Measure	Q1	Q2	Q3	Q4
Consumer Satisfaction Rating (2021)	83%	85%	83%	TBD



KEY PERFORMANCE AREAS

Future Ready City Government

2021 ACCOMPLISHMENTS

- American Public Works Association reaccreditation
- Continued support for the implementation of the Intelligent Transportation System
- Continued to build and deploy new and innovative GIS and analytical capabilities
- Worked on multiple “Smart Cities” initiatives, supporting the overall goals of the City
- Continued the Xcel Partners in Energy program in partnership with community members and organizations
- Continued implementing employee engagement activities, resulting in the City being named a “Gallup Great Workplace” by the Gallup organization
- Continued making improvements to the City’s performance management program
- Tracked and monitored legislation and rulemaking that may affect the City
- Municipal Court software upgrade
- Council chambers A/V system upgraded
- Improved virtual meeting capability at the Civic Center
- Continued OnBase content conversion process
- Held successful 2021 municipal elections with assistance from Arapahoe County

PROJECTS

ONGOING & CONTINUED

- Internet of Things Pilot Project
- Continue to implement City Council’s policy direction
- Through the strategic planning and budgeting process, support transparency in municipal operations
- Consider opportunities to improve transparency through technology
- Consider opportunities and options related to the City’s streetlight system
- Continue the implementation of the Fiber Master Plan and operations of FiberWorks; assess current operations and new opportunities, including potential revisions to the Fiber Master Plan
- Continue the implementation of various information technology systems to improve delivery of services
- Track legislation
- Continue Innovation Program
- Software upgrades
- Youth Commission projects

2022 STRATEGIC INITIATIVES

- City website and video ADA accessibility improvements
- Next-generation infrastructure pilot program
- Continue to focus on cybersecurity and other technology needs
- FiberWorks public-private partnerships
- Aerial imagery for 3D modeling
- Electric vehicle charging stations for City fleet
- Purchase of electric vehicles



KEY PERFORMANCE AREAS

Public Safety and Health



PUBLIC SAFETY AND HEALTH

Centennial strives to be the safest city in Colorado and partners with other agencies to ensure access to public safety and health services that meet the needs of the community. The City Council continually keeps community health, safety, and welfare at the forefront of their decision-making, working to address structural, systematic issues to make real and long-lasting change. Residents' perception of safety impacts their health and well-being by influencing their level of engagement in physical and social activities. Research shows that residents who don't feel safe in their communities are less likely to be involved, increasing their risk of isolation, obesity, diabetes, and high blood pressure.

PERFORMANCE MEASURES

BURGLARY RATE

Measure Definition: FBI-reported burglary rate data for Centennial and comparable Colorado cities. Rate is the number of occurrences per 100,000 population. Eight City Average includes the eight cities on the Front Range with a population between 75,000 and 125,000: Arvada, Boulder, Centennial, Greeley, Longmont, Pueblo, Thornton, and Westminster. State and local crime data is typically available in March of the following year, while the national crime data is not released until September of the following year.

LARCENY/THEFT RATE

Measure Definition: FBI-reported larceny/theft data for Centennial and comparable Colorado cities. Rate is the number of occurrences per 100,000 population.

MOTOR VEHICLE THEFT RATE

Measure Definition: FBI-reported motor vehicle theft rate data for Centennial and comparable Colorado cities. Rate is the number of occurrences per 100,000 population.

VIOLENT CRIME RATE

Measure Definition: FBI-reported violent crime rate data for Centennial and comparable Colorado cities. Violent crime includes: murder, manslaughter, forcible rape, robbery, and aggravated assaults. Rate is the number of occurrences per 100,000 population.



KEY PERFORMANCE AREAS

Public Safety and Health

PRIORITY 1 CALL RESPONSE TIMES UNDER 5 MINUTES (%) – ACSO

Measure Definition: Percentage of total Priority 1 calls responded to in 5 minutes or less. The total time is measured from when the call is received to when the officer arrives on-scene. Priority 1 calls are emergency calls involving an immediate threat to life, a felony-in-progress call, or a call where a weapon is being used.

NUMBER OF AGGRESSIVE ANIMAL INCIDENTS, INCLUDING BITES

Measure Definition: Measures the total number of aggressive animal incidents and animal bites. Aggressive Animal Incidents are considered any response by Animal Services to a domestic animal displaying threatening behaviors, making aggressive physical contact, or causing bodily injury.

NUMBER OF TRAFFIC ACCIDENTS INVOLVING PEDESTRIANS OR BICYCLISTS

Measure Definition: This measure shows the number of traffic accidents on Centennial streets that involved pedestrians and/or bicyclists.

Key Performance Measure	2018	2019	2020	2021
Burglary Rate	254	243	266	TBD
<i>Metro-Denver area average</i>	<i>439</i>	<i>370</i>	<i>428</i>	<i>TBD</i>
Larceny/Theft Rate	1493	1406	1509	TBD
<i>Metro-Denver area average</i>	<i>2425</i>	<i>2247</i>	<i>2288</i>	<i>TBD</i>
Motor Vehicle Theft Rate	213	169	295	TBD
<i>Metro-Denver area average</i>	<i>460</i>	<i>384</i>	<i>539</i>	<i>TBD</i>
Violent Crime Rate	203	175	144	TBD
<i>Metro-Denver area average</i>	<i>444</i>	<i>414</i>	<i>436</i>	<i>TBD</i>
Priority 1 Call Response (Under 5 Minutes, %)	82%	63%	63%	73%
Traffic Accidents Involving Pedestrians or Bicyclists	39	40	26	TBD
Aggressive Animal Incidents, Including Bites	38	77	92	TBD



KEY PERFORMANCE AREAS

Public Safety and Health

2021 ACCOMPLISHMENTS

- ACSO continued enforcement of state law and city-adopted municipal, criminal, and traffic codes
- ACSO continued to increase community policing and engagement efforts
- The Municipal Court continued to provide fair and efficient adjudication of court cases within its jurisdiction
- Continued security and safety enhancements at City facilities
- Continued supporting interagency health and safety efforts through strong partnerships with SMFRD, Southeast Metro Stormwater Authority, Tri-County Health Department, and Building Services/Code Compliance

PROJECTS

ONGOING & CONTINUED

- Continue to coordinate public health and safety efforts across agencies to support the needs of the community
- Increase community policing and engagement efforts
- Assess implementation of updates to the Model Traffic Code
- Reduce or maintain traffic crash levels
- Develop Centennial Center Park Emergency Operations Plan
- Crisis Communications Plan
- Continued program to install traffic signals at intersections currently lacking signals

2022 STRATEGIC INITIATIVES

- Co-Responder Program - an alternative public safety program to address mental illness
- Conduct traffic safety analysis and implement recommendations
- Pursue additional grant funding opportunities
- Continue coordinating COVID-19 pandemic response through the Office of Emergency Management
- Pedestrian crossing safety improvements at Colorado Blvd and Links Pkwy



KEY PERFORMANCE AREAS

Signature Centennial



SIGNATURE CENTENNIAL

Through intentional planning and community investment, Centennial is a desirable, inclusive community with a lasting built environment, memorable places, and experiences that bring people together. The City intends to stay resilient and sustainable over time by adapting its development to meet the unique needs of our residents. The City Council encourages healthy development patterns and limits land uses that may have negative impacts on the community. The City of Centennial also offers a variety of no-cost, family-friendly events for the community and its residents throughout the year. An assortment of parks, trails and open spaces within the City provide plenty of opportunity for friends and families to play, walk, bike, and relax. These natural spaces also preserve the quality of the environment and promote high standards of living for all to enjoy.

PERFORMANCE MEASURES

PERCENTAGE OF RESIDENTS LIVING WITHIN 1/4 AND 1/2 MILE OF A PARK OR TRAIL

Measure Definition: This metric measures resident access to parks and trails in Centennial. A half-mile distance represents about a 10- to 15-minute walk. This is calculated annually using City Geographic Information System (GIS) data on park locations and housing units.

VOLUNTARY CODE COMPLIANCE PERCENTAGE

Measure Definition: Measures the percentage of violations closed after receiving a courtesy notice or after initial contact from Code Compliance.

HOUSING-COST BURDEN

Measure Definition: The Housing-Cost Burden measure is the percentage of Centennial households that spend more than 30% of their income on housing.

HOUSE-PRICE-TO-INCOME RATIO

Measure Definition: The House-Price-to-Income ratio is calculated by dividing the annual median home sales price in Centennial by the area median household income for Centennial residents. The data on median housing values is sourced from Zillow and median income (for households and individuals) from the U.S. Census Bureau's American Community Survey. The City's calculations reflect the years of income it would take to pay for the purchase price of a home only. They do not account for the added expense of mortgage interest, which would drive the cost considerably higher. Historically, a house is considered affordable if its price is equivalent to roughly 2.6 years of household income. That ratio is based on historical nationwide averages under healthy economic conditions.

Key Performance Measure	2018	2019	2020	2021
Residents In Proximity of a Park or Trail (%)				
<i>Within 1/4 Mile</i>	-	-	-	72%
<i>Within 1/2 Mile</i>	-	-	-	93%
Voluntary Code Compliance (%)	100%	99%	100%	100%
Housing Cost Burden (%)	21%	23%	TBD	TBD
Housing Price:Income Ratio	3.9	4.0	TBD	TBD

KEY PERFORMANCE AREAS

Signature Centennial

2021 ACCOMPLISHMENTS

- Orchard Rd Trail
- Continued administration and enforcement of building, nuisance, and land use codes
- Explored opportunities for improving the economic strengths of the City, including strategies for retail redevelopment and enhancement
- Continue to work with community partners to support quality parks, open space, and recreation services
- Provided support for special events and other memorable experiences
- Assessed the undergrounding of overhead power lines
- Revised and implemented budget policies for the Open Space and Conservation Trust Funds
- Managed and administered the Parker Jordan Centennial Open Space and Centennial Center Park
- Center Park infrastructure improvements

PROJECTS

ONGOING & CONTINUED

- Proactive code compliance services on commercial properties
- Community Grant Program
- Revitalize neighborhood shopping centers
- Senior and Youth Commission programming
- Lifelong Centennial program and Universal design guides
- Strategic annexations to further the City's initiatives
- Roadside improvement projects
- City tree planting program
- City special events and memorable experiences
- Quality trails, open space and recreation services
- Centennial Center Park and Parker Jordan Centennial Open Space
- Centennial NEXT comprehensive plan implementation
- Community Development Block Grants program
- Eagle Street and Civic Center landscaping
- Evaluate current development trends and identify opportunities in the Land Development Code
- Implement Trails, Recreation, and Parks Master Plan
- Centennial 101

2022 STRATEGIC INITIATIVES

- Neighborhood Services trailer
- Arapahoe Rd Bridge over Dry Creek Trail
- Center Park expansion
- Traffic box signage program
- Housing analysis



KEY PERFORMANCE AREAS

Transportation and Mobility



TRANSPORTATION AND MOBILITY

Centennial's transportation network provides alternatives for the safe, efficient, and reliable movement of people, goods, and services. The City is dedicated to building a people-first transportation system where everyone of all mobility levels can get where they need to go safely and efficiently. Centennial strives to create a transportation system that is sustainable and reduces negative impacts on the City's natural environment, whether that's through electrifying our vehicle fleet, supporting walkable neighborhoods or building multimodal infrastructure that makes it easy and convenient to choose non-vehicular modes of travel.

PERFORMANCE MEASURES

AVERAGE COMMUTE TIME ON CITY ARTERIAL STREETS

This is a new performance measure that is being tracked for the first time in 2021. Data will be added to the 2023 budget book.

Measure Definition: This measure reports the traffic volume using weighted-average commute times (in minutes/mile) on City arterial streets including Arapahoe Rd, County Line Rd, Dry Creek Rd, Smoky Hill Rd, University Blvd, and Colorado Blvd during the evening peak period on weekdays.

AVERAGE PAVEMENT CONDITION INDEX RATING ACROSS THE ARTERIAL ROADWAY SYSTEM

Measure Definition: The Pavement Condition Index (PCI) is an overall rating of road conditions of Centennial's arterial streets on a scale from 0-100, with zero being a pothole-riddled crumbling street and 100 being a newly surfaced roadway. The PCI metric is used by many cities and counties in Colorado.

PERCENTAGE OF STREETS WITH SIDEWALKS

This is a new performance measure that is being tracked for the first time in 2021. Data will be added to the 2023 budget book.

Measure Definition: This measure shows the percentage of total City streets that have a sidewalk on at least one side of the street.

LINEAR FOOTAGE OF NEW TRAILS COMPLETED

This is a new performance measure that is being tracked for the first time in 2021. Data will be added to the 2023 budget book.

Measure Definition: This measure shows the amount of square feet of new trails added to the City of Centennial's trail network.

POTHOLE REPAIR RESPONSE TIME

This is a new performance measure that is being tracked for the first time in 2021. Data will be added to the 2023 budget book.

Measure Definition: This measure displays the average time it takes Public Works to fulfill pothole service requests. The process begins when Public Works receives a service request from the Citizen Response Center. A response usually requires two steps: 1) inspection, and 2) asphalt repair by field crews. Once potholes are filled, the service request is recorded as complete.

Key Performance Measure	2015	2018	2021	2024
Average Pavement Condition Index Rating	67	72	TBD	TBD

KEY PERFORMANCE AREAS

Transportation and Mobility

2021 ACCOMPLISHMENTS

- Continued the deployment and expansion of the City's Intelligent Transportation System (ITS), including substantial completion of the traffic fiber backbone and progress toward the implementation of adaptive traffic signal control in selected corridors; completed the implementation of adaptive traffic signal control on one cross-jurisdictional corridor
- Continued to explore methods for improving transportation and mobility within Centennial
 - Completed the Colorado Boulevard (Orchard Road to County Line Road) Multimodal Corridor Study, defining the vision and mobility plan for the corridor
- Constructed new sidewalks and improved pedestrian access at:
 - Dorado Avenue (Telluride Street to Truckee Court)
 - Easter Ave. and Costilla Avenue (west of Franklin St)
 - Arapahoe Rd (south side) (Broadway to Clarkson St)
 - Peoria Street (6900 South Peoria Street to Briarwood Avenue – East Side)
- Continued regional partnerships to improve transportation and mobility within the South Denver Metro region including Dry Creek Road Improvements at I-25 with Arapahoe County, and using federal funds
- Continued the administration of the Neighborhood Traffic Management Program, improving safety by constructing traffic mitigation measures within three City neighborhoods
- Continued providing snow plowing services on streets and sidewalks throughout the City
- Completed annual street rehabilitation program in addition to ongoing maintenance, ensuring appropriate maintenance of the City's street network
- Conducted traffic safety analyses on various projects and construction activities and implemented recommendations
- Completed construction of the CDOT-funded southbound right turn lane on Quebec Street at County Line Road
- Facilitated design and construction of Open Space trail projects
- Completed the reaccreditation program through the American Public Works Association
- Completed the design and easement acquisition for the Arapahoe Road Bridge Project over Big Dry Creek
- Completed the construction of the new traffic signals at the following intersections:
 - Colorado Boulevard and Nobles Road/ Easter Avenue
 - Himalaya Street and Gibraltar Way
- Finalized the construction of the fence for the Foxridge GID
- Completed the roadside improvement program on both sides of Chenango Drive (Dunkirk Way to Himalaya Street)
- Performed system development for Cityworks to replace Cartegraph in 2022



KEY PERFORMANCE AREAS

Transportation and Mobility

PROJECTS

ONGOING & CONTINUED

- Engage with regional partners to implement solutions to increased traffic congestion
- Partner with neighboring cities to create regional solutions to traffic congestion that benefit the entire Denver South region
- Explore options for completing pedestrian and bike corridors to improve connections to community nodes (parks, schools, community centers, and access to goods and services)
- Implement the updated 10-Year Capital Improvement Program
- Continue the implementation of the Intelligent Traffic System Master Plan and consider other opportunities related to ITS
- Implement the Trails, Recreation, and Parks Master Plan
- Continue to fund the CIP to maintain the City's road network at a Pavement condition Index of greater than 75; evaluate methods for maintaining markings in good to excellent condition
- Evaluate potential solutions to the first and last mile problem, including ridesharing, transportation solutions, and bike and pedestrian corridors
- Street rehabilitation and maintenance
- Sidewalk infill projects
- Complete pedestrian and bike corridors
- NTMP
- Snowplowing and sidewalk clearing

2022 STRATEGIC INITIATIVES

- Lone Tree Creek Trail construction
- Replacement of the Arapahoe Road bridge over Big Dry Creek
- Construct new sidewalks and improve pedestrian access at:
 - Alton Way (Yosemite Street to Easter Place)
 - Holly Street (south of East Easter Avenue), in coordination with pedestrian hybrid beacon system (Safer Main Street Grant)
- Installation of a new Traffic Management Center
- Orchard Road widening
- County Line Road widening
- Regional Transportation Operations & Technology System2System Grant
- Complete the design and construct a new traffic signal at the following intersections:
 - Arapahoe Road and Clarkson Street (Safer Main Street Grant)
 - Chester Street and Mineral Circle/Panorama Circle
 - Easter Avenue and Kenton Street
- Finalize Transportation Master Plan

