



Strategic Planning

2023-2024



Strategic Framework

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

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 RATE

This was a new performance measure tracked for the first time in 2021. Data from prior years is currently unavailable.

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 highest vacancy rate is displayed and that is the value compared to our target.

CITY'S UNEMPLOYMENT RATE

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 U.S. 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 Measures	2019	2020	2021	2022
New Business Establishments	1082	700	725	906
Commercial Vacancy Rate	-	-	14.3%	TBD
Unemployment Rate	2.5%	5.8%	5.3%	TBD
Median Household Income (\$)	111,257	109,767	108,531	TBD
Educational Attainment	56.9%	58.9%	60.4%	TBD

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

Economic Vitality

2023 STRATEGIC INITIATIVES

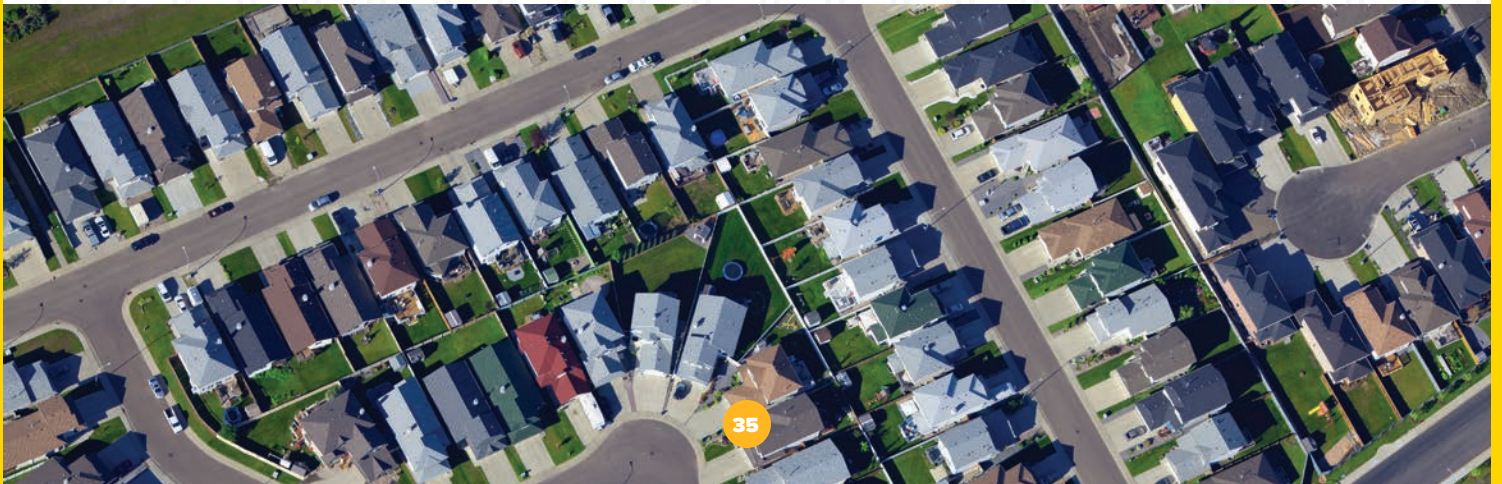
- Continued development of retail center strategies and projects for City retail corridors including University Boulevard, Smoky Hill Road, County Line Road, I-25 and Arapahoe Road
- Continued development of retail center strategies for Centennial Promenade
- Continue to formalize and expand business outreach tools and programs
- Implement mobile pet registration option through Animal Services
- Implement proactive code compliance efforts on retail centers and commercial properties
- Evaluate annexation opportunities

ONGOING & CONTINUED PROJECTS

- 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
- Spark Centennial
- Implement retail reinvestment strategy

2022 ACCOMPLISHMENTS

- Continued development of retail center strategies for University Blvd Corridor
- Began development of retail center strategies for the Smoky Hill Road Corridor
- Began development of retail center strategies for Centennial Promenade
- Council adopted a Sales Tax Reimbursement Agreement for a grocery tenant in Quebec Village Center
- Council adopted a Sales Tax Reimbursement Agreement for a restaurant tenant in Cherrywood Square
- Completed the largest annexation in Centennial's history with annexation of Dove Valley Regional Park, Cherry Creek Innovation Campus and adjacent vacant land
- Retooled and expanded Spark Centennial with condensed business experience accelerator programming, increased number of business, increased visibility of programming and continued support of alumni businesses
- Implemented Land Development Code amendments to further the City's retail strategy of improving the City's retail centers, revenues and quality of life
- Continued support of The District (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



Key Performance Areas



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 the 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 Measures	2019	2020	2021	2022
Accuracy of Budgeted-to-Actual Revenues	-7.9%	-7.9%	-7.3%	TBD
Accuracy of Budgeted-to-Actual Expenditures	4.4%	-3.3%	24.6%	TBD
Change in Sales Tax Revenue	-0.3%	-6.6%	23.4%	TBD
Cost of Government (\$)	561.1	551.1	526.3	591.9

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

Fiscal Sustainability

2023 STRATEGIC INITIATIVES

- Continue to optimize the City's new financial software for additional functionality such as user dashboards and electronic signatures
- Review and provide long-range financial forecasting to the City Council as part of the City's Strategic Planning
- Issue Request for Proposal for Audit Services
- Review City banking options and consider a Request for Proposal for Banking Services
- Work with investment advisors to review the City's investments and determine areas to consolidate holdings
- Implement new Governmental Accounting Standards Board Statement 87

2022 ACCOMPLISHMENTS

- Managed ARPA funding requirements and reports
- Completed in-depth long-range financial forecast for expenditures and revenues
- Received the Government Finance Officers' Association of the U.S. and Canada's Awards of Excellence for the 2022 Adopted Budget and 2021 Comprehensive Annual Financial Report
- Implemented biennial budgeting
- Worked with investment advisors to maintain the City's investments prudently and strategically
- Issued 22 formal Requests for Proposal and processed 133 contracts and 224 purchase orders for City procurement

ONGOING & CONTINUED PROJECTS

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



Key Performance Areas



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 will be tracked for the first time in 2023. Data from prior years is currently unavailable.

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

CUSTOMER SATISFACTION RATING

This was a new performance measure tracked for the first time in 2021. Data from prior years is currently unavailable.

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 Measures	2019	2020	2021	2022
Estimated Value of Saved Time from ITS	-	-	-	-
Customer Satisfaction Rating	-	-	84.0	84.8



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.

Future-Ready Government

2023 STRATEGIC INITIATIVES

- City website and video ADA accessibility improvements
- Next Generation infrastructure pilot program
- Renew focus on cybersecurity and other technology needs
- FiberWorks public-private partnerships
- Electric vehicle charging stations for City fleet

ONGOING & CONTINUED PROJECTS

- 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

2022 ACCOMPLISHMENTS

- Reorganized and added services under a combined Community and Economic Development Department including Building Services, Economic Development, Neighborhood Services, Planning, Code Compliance and Animal Services
- Created a new City division by transitioning Building Services from a contracted to in-house service
- Purchase of electric vehicles for City fleet
- Aerial imagery for 3D modeling
- 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
- Conducted Centennial 101, the City's citizen academy
- Improved virtual meeting capability at the Civic Center
- Continued OnBase content conversion process
- Held successful 2022 elections with assistance from Arapahoe County



Key Performance Areas



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 the structural, systematic issues to make real and long-lasting change. Residents' perception of safety impacts their health and wellbeing 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 including 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.

PRIORITY 1 CALL RESPONSE TIMES UNDER 5 MINUTES (%)

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 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.

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.



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.

Public Safety and Health

2023 STRATEGIC INITIATIVES

- Pursue additional grant funding opportunities
- Pedestrian crossing safety improvements

ONGOING & CONTINUED PROJECTS

- Co-Responder Program - an alternative public safety program to address mental illness
- 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 ACCOMPLISHMENTS

- Conduct traffic safety analysis and implement recommendations
- Arapahoe County Sheriff's Office continued enforcement of state law and city-adopted municipal, criminal and traffic codes
- Arapahoe County Sheriff's Office 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 implementation and expansion of the Centennial Teen Court
- 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

Key Performance Measures	2019	2020	2021	2022
Burglary Rate	243	266	235	TBD
Metro-Denver Area Average	370	428	437	TBD
Larceny/Theft Rate	1406	1509	1543	TBD
Metro-Denver Area Average	2247	2288	2472	TBD
Motor Vehicle Theft Rate	169	295	431	TBD
Metro-Denver Area Average	384	539	736	TBD
Violent Crime Rate	175	144	181	TBD
Metro-Denver Area Average	414	436	524	TBD
Priority 1 Call Response (Under 5 Minutes)	65.5%	66.5%	71.8%	66.0%
Traffic Accidents Involving Pedestrians or Bicyclists	40	26	25	27
Aggressive Animal Incidents	77	92	52	69

Key Performance Areas



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

This was a new performance measure tracked for the first time in 2021. Data from prior years is currently unavailable.

Measure Definition: This metric measures resident access to parks and trails in Centennial. A half-mile distance represents an approximately 10- to 15-minute walk. This is calculated annually using City Geographic Information System, or 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 homes 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 Measures	2019	2020	2021	2022
Residents in Proximity of a Park or Trail				
Within 1/4 Mile	-	-	72.4%	86.9%
Within 1/2 Mile	-	-	92.6%	97.3%
Voluntary Code Compliance	99%	100%	100%	100%
Housing-Cost Burden	23%	23%	27%	TBD
House-Price-to-Income Ratio	4.0	4.3	4.7	TBD

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.

Signature Centennial

2023 STRATEGIC INITIATIVES

- Continued funding of open space projects through regional partnerships with Arapahoe Park and Recreation District, South Suburban Parks and Recreation District and other recreation districts
- Continued design and construction of Lone Tree Creek Trail segments including an underpass of East Arapahoe Road
- Highline Canal crossing at Orchard Road construction
- East Fremont Trail construction
- Continuation of the Arapahoe Road Bridge Trail construction
- Continued Comprehensive Plan (Centennial NEXT) implementation
- Continued Trails and Recreation Plan implementation
- Assess Centennial NEXT and the Trails and Recreation Plan
- Complete annual update to City's Three-Mile Plan
- Continue to facilitate and guide development of The District-Centennial
- Continue offering free Centennial Movie Nights program for residents and neighborhoods
- Continue providing grants for neighborhood improvements and engagement events
- Develop a Neighborhood Services Mediation Referral Program
- Implement a Neighborhood Signage program associated with the Safe Streets Initiative in conjunction with Public Works

ONGOING & CONTINUED PROJECTS

- Proactive code compliance services on commercial properties
- Neighborhood Grant Program
- Revitalize neighborhood shopping centers
- 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 ACCOMPLISHMENTS

- Traffic box signage program
- Completed several Land Development Code updates and amendments including Live-Work land use regulations, fiberoptic infrastructure standards, protective care minor expansion standards and Dove Valley Residential Overlay
- Began developing potential standards for water conservation and electric vehicle infrastructure
- Complete first update of Centennial NEXT with amendments to Spotlight Areas and the Future Land Use Map associated with Dove Valley and various annexations
- Rezoned City-owned property at South Potomac Street and East Fremont Ave
- Centennial Center Park expansion/construction project substantially complete
- Lone Tree Creek Trail design and construction of multiple phases
- Centennial Link Trail construction
- Arapahoe Road Bridge Trail construction
- Continued funding of open space projects through regional partnerships with Arapahoe Park and Recreation District, South Suburban Parks and Recreation District and other recreation districts
- Began offering free Centennial Movie Nights program for residents and neighborhoods
- Provided more than \$100,000 in grants for neighborhood improvements and engagement events
- Introduced Retail Center Transformation Funding policy
- Began developing business outreach tools and strategies
- Continued Comprehensive Plan (Centennial NEXT) implementation
- Continued Trails and Recreation Plan implementation
- Completed annual update to the City's Three Mile Plan
- Animal Services implemented a license expiration notification process to notify residents of upcoming expiration of pet licenses
- Animal Services partnered with Arapahoe County Sheriffs Office to improve communication between ACSO and Animal Services for more efficient responses when animals are involved in-service calls

Key Performance Areas



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 2023. Data will be added to the 2024 budget book.

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

AVERAGE PAVEMENT CONDITION INDEX RATING ACROSS THE ARTERIAL ROADWAY SYSTEM

Measure Definition: The Pavement Condition Index 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. The City conducts a pavement condition survey every 3-4 years to establish a new rating.

PERCENTAGE OF STREETS WITH SIDEWALKS

This is a new performance measure that is being tracked for the first time in 2023. Data will be added to the 2024 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 was a new performance measure tracked for the first time in 2021. Data from prior years is currently unavailable.

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 was a new performance measure tracked for the first time in 2021. Data from prior years is currently unavailable.

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 Measures	2019	2020	2021	2022
Average Pavement Condition Index Rating	72	-	-	68
Linear Footage of New Trails Completed	-	-	5,515	TBD

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

Transportation and Mobility

2023 STRATEGIC INITIATIVES

- Begin construction for the Orchard Road Widening Project.
- Finish construction for the Arapahoe Road Bridge Replacement at Big Dry Creek Project
- Examine City structures and facilitate maintenance and repairs, including long-term rehabilitation or replacement, where appropriate
- Implement crosswalk safety improvements at identified intersections/crossings
- Explore options for completing pedestrian and bike corridors to improve connections to community nodes (parks, schools, community centers and access to goods and services).
- Replace end-of-life spanwire traffic signals with traffic mast arm poles
- Conduct traffic safety analyses and implement recommendations as identified
- Continue with upgrades and repairs to the Civic Center and Eagle Street facilities
- Continue to engage and cooperate with regional partners to improve transportation in the south metro region, e.g. County Line Road Widening, University - Broadway
- Pursue intergovernmental agreements with DRCOG/CDOT and neighboring jurisdictions to facilitate federal funds

ONGOING & CONTINUED PROJECTS

- 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 55; 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 ACCOMPLISHMENTS

- Completed the deployment and expansion of the City's Intelligent Transportation System, including the completion of the traffic fiber backbone
- Completed the incorporation of adaptive traffic signal control in selected corridors including Arapahoe Road, Dry Creek Road, Jordan Road, Himalaya Street and Smoky Hill Road
- Completed the roadside improvement program at the Himalaya Street and Chenango Drive intersection and on the north and south side of Dry Creek Road between University and Clarkson Street
- Completed the Smoky Hill Road Transportation Study that stretched from Buckley Road to Versailles Parkway, defining the vision and mobility plan for the corridor
- Continued to explore methods for improving transportation and mobility within Centennial
- Constructed new sidewalks and improved pedestrian access
- Continued regional partnerships to improve transportation and mobility within the South Denver Metro region
- 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
- Facilitated design and construction of Open Space trail projects including the Lone Tree Creek Trail between Broncos Parkway and Arapahoe Road
- Commenced with the construction of the Arapahoe Road Bridge Project over Big Dry Creek
- Completed the construction of the Centennial Center Park Expansion
- Integrated Cityworks to replace Cartegraph for an asset management software
- Applied for and secured grants from the Denver Regional Council of Governments Transportation Improvement Program for several City projects
- Complete design, easement acquisition and utilities coordination for the Orchard Road Widening Project
- Complete the design and easement acquisition for the County Line Road Widening Project between University Boulevard and Broadway