



CITY OF CENTENNIAL
STRATEGIC PLANNING
2025-2026





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 performance measure was implemented 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	2021	2022	2023	2024
New Business Establishments	725	906	1,296	TBD
Commercial Vacancy Rate	14.3%	12.7%	12.2%	TBD
Unemployment Rate	5.3%	2.6%	2.9%	TBD
Median Household Income (\$)	108,531	126,224	121,531	TBD
Educational Attainment	60.4%	66.2%	62.5%	TBD

*2024 full-year-end data is not yet available



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

Economic Vitality

2025 STRATEGIC INITIATIVES

- Evaluate future development trends and identify opportunities to facilitate reinvestment in Midtown Centennial that is consistent with the City's Strategic Plan and Centennial NEXT.
- Explore various tools to support redevelopment of strategic areas within Centennial.
- Evaluate Land Development Amendments including:
 - Desired Site Redevelopment and Reuse (Sliding Scale)
 - Site development and reuse standards
 - Regulations for water efficient landscape and design.
 - AIA Amendments
 - State Legislation (Transit Oriented Communities, ADUs, Parking, Turf, Residential Occupancy Requirements)
 - Group/Congregate Care Use Audit
 - LDC Audit
 - Various technical amendments

ONGOING & CONTINUED PROJECTS

- Implement electronic recording of land use cases.
- Continue Spark Centennial small business support program.
- Continued multi-year retail strategy development to revitalize retail centers within Centennial Continued conversations with key partners for the continued redevelopment of The Streets at SouthGlenn, continued development in The District and Midtown Centennial.
- Kicked off Sub-Area Planning for Midtown Centennial.
- Continued Retail Shopping Center Code Enforcement in partnership Code Compliance.
- Continued multi-year retail strategy development to revitalize retail centers within Centennial.

2024 ACCOMPLISHMENTS

- Completed Land Development Code amendments including:
 - Accessory Dwelling Units (ADUs)
 - Residential Uses and Development Standards within the Activity Center (AC) Zone District
 - Sign Code
 - Sign Design Program Process and Standards
 - Development Approval Procedures and Community Meeting Requirements
 - Employment Center Zone Districts
 - Residential Neighborhood Infill Zone Districts
 - Various Technical Amendments
- Adopted to the updated 2023 National Electrical Code.
- Completed Development and Permit map in partnership with GIS division.
- Reallocated Private Activity Bonds for a regional affordable housing project.
- Participated in Centennial Airport Part 150 Noise Study discussions.
- Completed Building Code Effectiveness Grading Schedule (BCEGS®)
- EPL Permit/Plan Migration to OnBase.
- Submitted several conference and tour session proposals for the 2024 American Planning Association Colorado State Conference (Loveland, CO) and the 2025 American Planning Association National Conference (Denver, CO).
- Reformed Centennial Urban Redevelopment Authority (CURA) Board to comply with State Urban Renewal Law requirements.





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	2021	2022	2023	2024
Accuracy of Budgeted-to-Actual Revenues	24.6%	15.36%	20.3%	TBD
Accuracy of Budgeted-to-Actual Expenditures	-7.3%	-10.4%	-11.47%	TBD
Change in Sales Tax Revenue	21.8%	12.9%	0.6%	TBD
Cost of Government (\$)	502.8	538.4	503.3	TBD

*2024 full-year-end data is not yet available



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

Fiscal Sustainability

2025 STRATEGIC INITIATIVES

- Review strategic budget items during off-cycle of biennial budget.
- Prepare and submit the Annual Comprehensive Financial Report in compliance with government accounting standards.
- Complete a regional roadway impact fee study.
- Work with investment advisors to review the City's investment strategies and determine areas to consolidate holdings.

2024 ACCOMPLISHMENTS

- Completed and submitted the City's 2023 annual audit to the State in a timely manner.
- Received the Award of Excellence from the Government Finance Officers' Association of the U.S. and Canada (GFOA) for the 2024 Adopted Budget and 2023 Annual Financial Report.
- Provided long-term financial forecasting for City Council to assist strategic planning and future programming.
- Conducted a comprehensive fee analysis study.

ONGOING & CONTINUED PROJECTS

- Continue to optimize the City's financial software for additional functionality, including user dashboards and e-signatures.
- Review City banking options and consider RFP for new banking services.
- Issue RFP for new audit services.
- Monitor cash flow to ensure sufficient liquidity for operations and planned capital projects.
- Increase vendor payments through electronic funds transfer (EFT)
- Implement new GASB Statement 96.





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. 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

CUSTOMER SATISFACTION RATING

This performance measure was implemented 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	2021	2022	2023	2024
Customer Satisfaction Rating	84.0	84.8	85.0	TBD

*2024 full-year-end data is not yet available





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

2025 STRATEGIC INITIATIVES

- Digital Accessibility
- Application Enhancements & Integrations with EERP, EPL, Cityworks, OnBase
- IT Steering Committee Enhancements

ONGOING & CONTINUED PROJECTS

- Continued automation for reporting
- Council Chamber Technology Refresh
- Replace RecTrac
- Move Dropbox over to OneDrive
- Optimization of OnBase
- Join Jacobs to City's O365
- Integrations from moving to SaaS for Tyler Apps
- Upgrading Fiber Management services
- 3D models get a standardized workflow
- Upgrading ESRI to 11.X to be compatible with all apps
- Migrate Anti-virus from CrowdStrike to SentinelOne
- Replace Centurylink internet connection with Aerux

2024 ACCOMPLISHMENTS

- Added all external City websites to route through HA Proxy. This allows our SSL to auto renew every 3 months without having to manually do this every year. Added a failover server as well if HA Proxy fails.
- Added BGP failover to our internet circuits. If one fails it will cut over to the secondary.
- Ran a Pen test and was able to remediate 57 vulnerabilities.
- Created SQL alerts for payment processing to make sure payments are moving through the system correctly.
- Mapped the Wi-Fi signal strength on all of our wireless infrastructure. We were able to remediate the guess wireless issue in Council Chambers and allow the signal to jump as people move through the building.
- Automated reports for Community Development through SSRS to save hours of work each week.
- Created data pipeline from EPL to ESRI to map plans and permits by council district.
- Created 3D map of the City with proposed developments for future and existing.
- Migrated off all Windows 2012 machines in our environment.
- Upgraded our ESRI and FME environments and patched with updated security.
- Added Phishing button to outlook for reporting phishing emails.
- Improved Addressing workflow between GIS and CD.





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

2025 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
- Reduce or maintain traffic crash levels
- Crisis communications plan
- Continued program to install traffic signals at intersections currently lacking signals

2024 ACCOMPLISHMENTS

- Arapahoe County Sheriffs Office continued enforcement of state law and city-adopted municipal, criminal, and traffic codes.
- Arapahoe County Sheriff's Office continue to increase community policing and engagement efforts
- The municipal Court continues 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 partnership with SMFRD, Southeast Metro Stormwater Authority, Tri-County Health Department and Building Services/Code Compliance

Key Performance Measures	2021	2022	2023	2024
Burglary Rate	235	350	253	TBD
Metro-Denver Area Average	437	468	375	TBD
Larceny/Theft Rate	1543	1468	1330	TBD
Metro-Denver Area Average	2472	2384	2122	TBD
Motor Vehicle Theft Rate	431	474	365	TBD
Metro-Denver Area Average	736	826	667	TBD
Violent Crime Rate	526	715	863	TBD
Metro-Denver Area Average	1173	1306	1277	TBD
Priority 1 Call Response (Under 5 Minutes)	71.8%	66.0%	-	TBD
Traffic Accidents Involving Pedestrians or Bicyclists	25	27	-	TBD
Aggressive Animal Incidents	52	69	-	TBD

*2024 full-year-end data is not yet available, update will come EOY 2025



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 performance measure was implemented 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	2021	2022	2023	2024
Residents in Proximity of a Park or Trail				
Within 1/4 Mile	72.4%	86.9%	80.9%	TBD
Within 1/2 Mile	92.6%	97.3%	89.4%	TBD
Voluntary Code Compliance	100%	100%	100%	TBD
Housing-Cost Burden	27%	25%	28.3%	TBD
House-Price-to-Income Ratio	4.7	5.0	5.4	TBD

*2024 full-year-end data is not yet available



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

2025 STRATEGIC INITIATIVES

- Continue providing grants for neighborhood improvements and engagement events.
- Continue offering free Centennial Movie Nights program for residents and neighborhoods.

ONGOING & CONTINUED PROJECTS

- Continued Trails and Recreation Plan implementation
- Continued design of future segments of Lone Tree Creek Trail
- Continued funding of open space projects through regional partnerships with Trails Park and Recreation District, South Suburban Parks and Recreation District and other recreation districts.
- Construction of Segment 5 and 14 of the Centennial Link Trail

2024 ACCOMPLISHMENTS

- Partnership with Dove Valley Metro District on the East Fremont Trail construction.
- Offered free Centennial Movie Nights program for residents and neighborhoods.
- Supported creation of Festival Commons and Vermilion Creek Metropolitan Districts to support reinvestment in key areas of Centennial.
- Provided \$150,000 in grants for neighborhood improvements and engagement events with an estimated 15,000 attendees.
- Provided \$898,504 of funding to open space projects through regional partnerships with Trails Park and Recreation District, South Suburban Parks and Recreation District, and other recreation districts and Metro Districts.





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 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 performance measure was implemented in 2023.

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

Key Performance Measures	2021	2022	2023	2024
Average Pavement Condition Index Rating	70	68	68	TBD
Percent Streets with Sidewalks	-	-	90.8%	TBD

*2024 full-year-end data is not yet available





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

Transportation and Mobility

2025 STRATEGIC INITIATIVES

- Examine City structures and facilitate maintenance and repairs, including long-term rehabilitation or replacement, where appropriate.
- Conduct traffic safety analyses and implement recommendations as identified.
- Engage with Douglas County, as they are the lead agency, to assist with construction specifically for improvements constructed within the City of Centennial limits.
- Continue to engage and cooperate with regional partners to improve transportation in the south metro region, e.g. Broadway Corridor Improvements.
- Pursue intergovernmental agreements with DRCOG/CDOT and neighboring jurisdictions to facilitate federal funds.

ONGOING & CONTINUED PROJECTS

- Examine City structures and facilitate maintenance and repairs, including long-term rehabilitation or replacement, where appropriate.
- Conduct traffic safety analyses and implement recommendations as identified.
- Engage with Douglas County, as they are the lead agency, to assist with construction specifically for improvements constructed within the City of Centennial limits.
- Continue to engage and cooperate with regional partners to improve transportation in the south metro region, e.g. Broadway Corridor Improvements.
- Pursue intergovernmental agreements with DRCOG/CDOT and neighboring jurisdictions to facilitate federal funds.



2024 ACCOMPLISHMENTS

- Construction completed:
 - Arapahoe Road Bridge replacement and widening
 - Orchard Road Widening, Ogden Ct. to High Line Canal
 - Alton Way Sidewalks and Street Lighting, Alton Court to Yosemite St.
 - Holly St. Trail, Arapahoe Rd north to Little Dry Creek Trail
 - Holly St. Pedestrian Hybrid Beacon south of Easter Ave.
 - Traffic Signal at Easter Avenue and South Kenton Street intersection
 - City Entryway Sign on Yosemite Street
- Construction began:
 - County Line Road Widening Project between University and Broadway
 - Traffic signals at Arapahoe Rd and Clarkson Signal
- Commenced design of DRCOG TIP/CDOT local agency projects including:
 - Havana and Easter intersection operational improvements
 - Colorado Blvd multimodal improvements, Arapahoe Rd to Dry Creek Rd
- Arapahoe Road sidepaths, I-25 to Jordan Road
- Commence with the construction of the Lone Tree Creek Trail at Arapahoe Road Underpass.
- Continued the design of the Lone Tree Creek Trail at Arapahoe Road Underpass, which is a DRCOG TIP/CDOT local agency project.
- Continue with the completion of the Safety Action Plan for the City. The finalization and adoption of the Plan will be completed in 2025.
- 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.