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*Instructions: Please type your answers in the form below and email the form to [Colorado@uli.org](mailto:Colorado@uli.org) by close of business on Friday, March 4. **Please note: Your questionnaire must be submitted to participate in our public forum on Thursday, March 10.** Limit responses to 100 words or less and adjust the size of the answer space to fit your response if necessary.*

### **Housing + Neighborhoods**

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1. Denver's Inclusionary Housing Ordinance has not generated as much affordable housing as hoped. Do you support the IHO? If so, how can it be revised to work better with more incentives for the private sector? Can the IHO be used to support rental as well as for-sale housing?

**We need to ensure the IHO properly aligns with the current weakened state of Denver's real estate market. The IHO must achieve an effective balance between providing affordable, safe housing and ensuring economic growth in Denver and should be held to that standard. To most effectively develop affordable housing in Denver, we must use public-private partnerships and other programs that incentivize, rather than mandate, development.**

2. How would you guide investment into neighborhoods that need it? What tools (CDBC, special districts, tax incentives) might you use?

**Through the effective use of BIDs, GIDs and appropriate tax incentives we can effectively invest in the areas of Denver that need it most. We must streamline the process to get these job-creating, development-driving districts approved more quickly and not be afraid to utilize tax incentives with a known return on investment.**

3. Do you plan to continue Denver's Road Home? How would you fund the program and the achievement of its goals?

**As mayor, I will fully support Denver's Road Home (DRH) and commit the resources necessary to ensure its vision is completed. With five years left in the 10-year plan, much work remains to be done. DRH has provided for the homeless thousands of new housing units, streamlined services and helped connect them with over 5,000 jobs, but hundreds of chronic homeless men and women live in Denver and 47% of homeless families include children. We must expect more of city government, nonprofits, religious institutions and business to coordinate their efforts and limited resources to ensure that DRH completes its critical mission.**

4. Denver adopted a new zoning code in June 2010. How will you measure and verify the success of New Code? What about areas within the city's domain like Cherry Creek and B5 that were left out of the Zoning Code?

**The new Denver zoning code, that moves to form-based zoning from use-based zoning, allows for greater flexibility while still maintaining the unique character of Denver's neighborhoods. As new developments and redevelopments come to fruition under the new zoning code, we'll be able to measure the code's effectiveness by the speed and fairness of the permitting process, the balance it achieves between community interests and developers' needs, and the preservation of the character of our communities. We will be able to measure development and redevelopment in areas left out of the zoning code by similar metrics and compare their successes or challenges to areas within the code, thus even better evaluating the new code's effectiveness.**

#### **City Management + Services**

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1. Denver has made progress making the development review process more efficient through use of an ombudsman to help guide the private sector. How would you institutionalize and formalize these improvements within Development Services and Community Planning and Development?

**Continuing the Development Services division is critical to ensuring that the development review reform initiated by Mayor Hickenlooper is seen through to completion. We must ensure that inspection, permitting and regulatory processes are streamlined and, most importantly, predictable for businesses. The city must use technology to both audit our current system to find efficiencies and better coordinate**

**city departments, city enterprises, services and processes. Finally, I will ensure that key staff in Development Services has private sector experience.**

2. What are the roles of the Office of Economic Development, Community Planning and Development and Public Works? How could the link among these three organizations be strengthened to support the types of positive growth envisioned in documents like Blueprint Denver and the New Code? How could they be better linked?

**The focus of my administration will be on job creation and economic development. We need to look at efficiencies and effectiveness throughout city government and I will refocus OED and CPD to be more friendly to business and job-creating special districts like BIDs and GIDs.**

3. Do you agree there is a link between economic development + real estate development? How would you strengthen this link? And do you agree there is a link between public works spending + seeding development?

**Real estate development can help drive economic development, which is why I spent 25 years in business working on infrastructure finance throughout the western United States. Projects like the Denver Union Station redevelopment, where I served as a financial consultant, are examples of economic development driven by real estate development. I will use a full toolbox for development and we must look at each neighborhood's needs individually.**

**We must be smarter about investing public dollars with positive return on investment, rather than simply spending taxpayer money.**

4. What is your assessment of the budget? How would you cut costs and raise more revenue?

**We have a stark \$100 million budget deficit, of which \$50 million appears to be structural, so we must have the conversations we need to have about city government, rather than just telling people what they want to hear. There are significant efficiencies that could be achieved in the city and I recently sent a series of initial questions about the way we run city government to the Structural Financial Task Force and Mayor Vidal. These questions, that could put a significant dent in the structural deficit, included: A) looking into cost savings that could be realized through coordinating services between the City's Department of Health and the Denver Health and Hospital Authority; B) analyzing if there equally effective but**

**lower cost public safety management options than the current Manager of Safety structure; and C) the historic rationale for Denver Water not making payments in lieu of taxes (PILT), like many other municipalities do without affecting water rates.**

**I'm looking forward to the Task Force's conclusions on these and other important questions they consider. Additionally, Denver must have a retail sales tax strategy to increase and sustain sales tax revenues, through smart targeting and incentives. We need to look at appropriate, targeted incentives to draw more companies in to Denver, especially retailers capable of notably growing the sales tax base.**

5. Do you support privatization of city services such as libraries, trash collection, and rec centers?

**I do not intend to privatize city services, like recreation centers and libraries. City government must do more with less, and use public-private partnerships to effectively and efficiently deliver services.**

## **Public Realm**

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1. For Public Works Director, what skillset do you envision the ideal candidate possessing? Would you appoint an experienced advocate for multi-modal transportation?

**I believe we need to have more transportation options and yes, my Public Works Director must be an advocate for multimodal transportation. Any candidate for the job must have a combination of engineering, planning and management skills to balance the numerous challenges of running the department.**

2. Denver has a goal of becoming a more walkable, bike-friendly and transit-friendly city. Yet most citizens still drive. How will you prioritize Public Works maintenance and new spending for roads, bike paths, sidewalks and other pedestrian enhancements like sidewalks, bulb outs, street trees, etc?

**Alternative modes of transportation like walking and biking are critical to a modern city and attracting tourist and retail dollars is a competitive endeavor, especially in the current economy. Walkability must be an important component of our long term development plans, as well as safe, usable biking options in the City of Denver. When evaluating new downtown development projects, we must ensure that pedestrian**

**use is a significant consideration, both to foster tourism and minimize long term infrastructure and maintainance costs.**

3. How would you fund improvements to the public realm, including streets, parks and greenways?

**For 25 years, I worked with cities on public-private partnerships to finance infrastructure improvements so I know what it takes to fund these important investments. We must use a combination of special districts, Business Improvement Districts and GO bonds to make these investments.**

### **Regional transportation and cooperation**

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1. Do you support a tax increase to fully fund FasTracks? How much? Should this go to ballot in November 2011? Will you campaign for or against?

**We must honor the commitment we made to completing FasTracks. I will work with the business community to determine the appropriate sales tax rate that is electorally viable and effective in supporting long term economic development in the metro area - I'll be a lead advocate for this eventual proposal. Much of the responsibility of passing this initiative will rest on the shoulders of the business community, both through their financial support and leadership. I hope the RTD Board has an extensive dialogue with the business community about this subject and I look forward to their recommendations on March 8<sup>th</sup>.**

2. Mayor Hickenlooper was active and effective in Metro Mayors Caucus. As Denver Mayor how will you participate in organizations like the Caucus and DRCOG? Should Denver have a role as mediator and coalition-builder or being looking out for its own interests?

**I've met with over 20 metro mayors and understand the importance of regional cooperation for the metro area. I will work with DRCOG and the Metro Mayors Caucus to advance the interests of the entire metro area.**

3. What will be your administration's role be in the I-70 (DIA to Vail) discussion?

**I've been an active participant in the conversation about improving I-70 and know its importance to the economic future of Denver. As mayor, I will be an advocate for Denver's significant interests in I-70, but the conversation must be led by state leaders.**

### **Economic development**

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1. What is your vision of making Denver more competitive? For example, jobs are an issue everywhere but particularly in Denver as it loses corporate jobs through the relocation of Molson Coors, ProLogis and Qwest. What is your strategy for job growth through small business incubation and support? Corporate retention and recruitment? Which of the seven employment sectors identified by the Denver Metro Chamber will you focus on?

**We must expect more from City Hall to partner with businesses to create jobs and make Denver more competitive, including:**

- ***Cut red tape to promote businesses growth and jobs*** by expecting our government to be more responsive to current and potential employers. My first priority will be a top-to-bottom review of all city regulations and move quickly to eliminate burdensome or unnecessary rules that cost jobs. Next, to foster investment in Denver, we'll create an online, one-stop website for all permit, regulatory and licensing filings, eliminating duplicative review processes and unnecessary paperwork and delays.
- ***Encourage innovation*** by establishing an advanced technology business incubator in Denver that partners with local colleges to utilize their laboratories and technological facilities for business start-ups. Providing low cost office space combined with access to cutting edge technology can spur new companies and help them bring their products and services to market.
- ***Actively recruit new companies and good jobs to Denver*** by engaging our city's business leaders to attract new companies and make Denver more business-friendly, including offering appropriate incentives. Chris will actively target logical industries to recruit for headquarters or major corporate offices in Denver, like renewable energy, natural resources, and biotechnology.
- ***Put education and training to work*** by creating programs in which our administration will link up local businesses with our community colleges and vocational programs to ensure that we're creating good jobs and providing the our companies with the skilled workers they need to grow.

2. Our region has strong growth in healthcare + research--yet Denver has lost its share of these jobs as hospitals and medical facilities move to suburbs. How will your administration protect and enhance medical-related jobs, especially at landlocked campuses?

**We need to do what's necessary to advance the hospitals still in Denver and ensure they stay here. Rose, National Jewish, Denver Health and St. Joseph, to name a few, are critical city assets and we must protect the jobs they provide and services they offer to Denverites. We must support their expansion and ensure they're not left in isolation, which could encourage their departure.**

3. The city currently has numerous major sites for redevelopment: Health Science Center at 9<sup>th</sup> and Colorado, Gates, the Stock Show site, Stapleton, DIA, Central Platte Valley, and numerous FasTracks station areas. How do you prioritize investment to make development happen in these areas?

**Each of these sites has its own challenges and benefits. We must come equipped with a complete toolbox for each and employ the right economic and development tools necessary complete their redevelopment. We must be realistic that we can't develop all at once, and our prioritization should be for public-private partnerships. The City of Denver can be instrumental in incentivizing these partnerships to spur redevelopment in these areas.**

4. Denver needs a central retail strategy. How would you protect and enhance the retail sales tax base? Incentivize more retail in neighborhoods that lack basic retail services?

**We need to properly incentivize retailers to not only move to Denver, but encourage them to move into our strongest districts. In particular, Denver needs to offer targeted incentives like waivers on the most onerous business taxes to retailers relocating into our central business district. Although budgets are currently tight, we need to look at these decisions as investments that earn long term benefits for the city and its residents.**

5. A well-educated workforce is a vital component to any healthy city. How will your administration address and support the continued reform of DPS? How will you support and leverage our higher education system, both for workforce training and spinoffs to create homegrown companies?

**I've spent 22 years raising the expectations and achievement of DPS students, teachers and schools. I challenged the status quo and helped develop a public-private partnership that connected the Community College of Denver with a local employer to create the training program the company needed and the skills students wanted. We need to replicate that kind of successful relationship between our higher education institutions and our business community throughout Denver.**

6. What is your view of sustainable land use and how does Greenprint Denver fit in?

**Denver can and should be a leader in sustainability, especially sustainable land use. The city should encourage sustainable land use with public-private partnerships, appropriate incentives, and support Denver's Sustainable Development Initiative initiated by Mayor Hickenlooper. We must increase the energy efficiency of all city buildings, encourage density around transportation corridors, increase the number of alternative fuel city vehicles and meet Greenprint Denver's 2012 goals.**

7. Within the last 20 years, DIA and downtown have been the top priority for previous administrations, do you think this is changing? Within Downtown, how would you stimulate more jobs, residences, and infill development?

**As hubs of economic development for the whole metro area, DIA and downtown Denver must be a priority for any mayor. I will ensure that the South Terminal project at DIA is finished as a smart, long term investment and Downtown Denver continues to be a high quality area for business leaders, tourists and residents alike.**

**We must have a place-based economic development strategy that helps create jobs and grow development in all of Denver's neighborhoods. We need to offer smart, appropriate incentives for companies to bring good jobs and quality housing downtown.**

8. How would you support an industrial development strategy that creates "green jobs" and research and development as a result?

**In the state legislature I worked to create thousands of green jobs across Colorado and will be a strong advocate for a smart industrial development strategy for Denver, particularly including light manufacturing and renewable energy. We must make City hall more friendly to the innovative small businesses that drive our new energy economy by streamlining the permitting process and getting archaic regulations out of the way of new business models.**

**Final general question:**

What is your vision for a sustainable urban Denver? What would you like your legacy to be?

**Urban Denver must be economically and environmentally sustainable for our future and our children's future. I will expect more from City Hall, our nonprofits and our business community to focus on sustainable development in Denver, for our budgets, our economy, our environment and our future. We should aim to make Arapahoe Square and parts of Downtown into something special like Portland's Pearl District, with high density, transportation-based development that attracts cutting edge companies and entrepreneurs from across the country.**

**As mayor, I will first and foremost recruit and retain good jobs, especially in renewable energy, to keep Denver moving forward. I want to make Denver a destination for creative, entrepreneurial people and companies that are leaders in sustainable industries.**