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*Instructions: Please type your answers in the form below and email the form to 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

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?

Denver's current Inclusionary Housing Ordinance has failed to fulfill many of its goals and objectives, most notably, it has not produced enough affordable housing. Although I support the concept behind IHO, it is time for an alternative affordable housing plan. In particular, the threshold for IHO also discourages density, which is problematic for Downtown and other center city neighborhoods. Affordable housing is a citywide problem and the cost of solving should not be place on a single industry (housing developers) as it is now.

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

Through purposeful public investment, I will drive private-sector economic activity neighborhood-by-neighborhood by way of my targeted neighborhood development initiative. Denver contains a vibrant downtown

as well as distinct neighborhood business districts with their own unique challenges. By partnering with DURA and creating public-private partnerships, we can target the appropriate incentives such as TIF and CDBG funds to commercial and TOD developments and continue to use the Neighborhood Marketplace Initiative for neighborhood business districts such as Morrison Road and Five Points.

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 continue to support Denver's Road Home program while acknowledging that the economic and fiscal situation has changed since the program's inception in 2005. We need to revisit targeted goals, and it will be my duty as Mayor to drive attention and resources to issues and solutions surrounding homelessness. While the City does provide some funding I commend the private sector for stepping up and making substantial financial contributions to sustain Denver's Road Home program. I will continue to foster collaboration with faith-based and philanthropic organizations to provide services.

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

As I stated the night the City Council adopted the new code, it is one of the most significant economic development actions Denver has taken. However, we do need to address zoning for Downtown and Cherry Creek, and we must develop a process to measure and evaluate whether the code is working. Understanding that no policy is perfect, my administration will ensure CPD works with business and community leaders to regularly assess ongoing economic and social impacts resulting from implementation of the code.

City Management + Services

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?

While we have achieved increased efficiencies over the past few years, we must do better, and in my administration we will make additional progress through my Peak Performance initiative. Making the permitting process even more efficient will be a priority of my administration and this will be

done through constant evaluation and assessment to weed out inefficiencies. Once we determine what works, it will be formalized in the permitting process.

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?

Leadership is key in knocking down silos and strengthening links between departments. I will appoint managers who will successfully implement my Peak Performance initiative, which will set clear goals and use direct real-time data to measure outcomes and make government more efficient. In regular meetings with the Mayor's Office, department managers will be held accountable if they do not meet benchmarks and congratulated when they do. Peak Performance will be piloted in Development Services and OED to cut red tape and improve processing times for permits, inspections and other services vital to job creation and economic growth.

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?

Yes, I believe real estate development is the foundation of economic development as illustrated by the detrimental impact of the foreclosure crises on our local economy. I believe purposeful public-sector investments, such as Union Station and FasTracks, drive private-sector growth. I have led implementation of the Better Denver Bond program, which was adopted by voters in 2007. Over the past four years, the program has injected more than \$330 million into the local economy and created and retained more than 7,500 jobs in Denver. I led this citywide effort to improve all of Denver's neighborhoods.

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

Addressing our budget shortfalls will require a mayor with an in-depth understanding of the city's structure, finances and operations. As President of City Council, I worked side-by-side with Mayor John Hickenlooper to cut spending and eliminate more than \$350 million in shortfalls. A comprehensive analysis of city government, which is now getting underway at my request, will provide recommendations to realign the city's departments and services. This will help drive efficiencies, eliminate redundancies and save taxpayer dollars.

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

As Mayor, I will lead a city government that is extremely efficient, fiscally responsible and economically sustainable. I will look first to utilize our well-trained and highly-skilled city employees to deliver services. I also will look to non-profit stewardship agreements, public-private partnerships and metro districts, when appropriate, to maintain essential services that are delivered equitably to all Denver neighborhoods.

Public Realm

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

The person who holds this position must be a forward-thinking 21st-century innovator. As the Councilman who represents Stapleton, one of the most walkable, mixed-use neighborhoods in the city, promoting viable multi-modal areas is a priority for me. I worked with the City and Bike Denver to open a new bike lane on Martin Luther King Boulevard and increased awareness of the benefits of alternative modes of transportation in NE Denver. The Public Works Director will be a strong leader committed to changing the way we utilize our city right-of-ways, in addition to being a responsible fiscal manager with experience in personnel, project and infrastructure management.

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?

To become a more transit-oriented city, our capital spending plans need to reflect our goals. I will direct the City's Department of Public Works and Community Planning and Development to include multi-modal transportation principles in future planning processes. The question of sustainability and multi-modal transportation needs to be integrated into every public works decision to determine the economic and social impact on neighborhoods and Denver's kids.

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

Included as part of the Better Denver Bond project that I led in November 2007 was an increase to the mill levy to raise \$27 million annually to

provide a dedicated funding stream for preventative maintenance and improvements for streets, parks and greenways.

Regional transportation and cooperation

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?

FasTracks has the potential to be one of this region's greatest economic drivers for decades to come. I support and would campaign for the project being finished quickly and comprehensively in a fashion that is acceptable to all of our regional partners. This will allow us to attract new businesses, connect our communities and enhance our overall quality of life. In addition to completing this project quickly, RTD also must complete it in a fiscally responsible and completely transparent fashion, asking voters only for what is absolutely necessary.

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 should it look out for its own interests?

Yes to both questions. Denver is the hub of our region and the Mayor should serve as a regional coalition-builder. At the same time, Denver's Mayor must also look after the interests of the city. However, the two are not mutually exclusive. The Metro Mayors Caucus and DRCOG are both important regional organizations. My administration will recognize the fundamental value of regional cooperation and active participation in these groups.

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

Some of Denver's most challenged neighborhoods will be impacted by any discussion of changes to I-70. We must also consider the benefits to the entire region's economy, including the tourism industry. I will advocate for regional, win-win solutions to I-70 that improve transportation and strengthen our economy while also protecting neighborhoods and preserving communities.

Economic development

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?

Having direct international flights to and from DIA will help Denver's competitiveness in a global economy and attract and retain global corporations. As chairman of the City's Economic Development Committee and the sponsor of a bi-annual economic summit, I know the majority of job growth comes from small and start-up businesses led by innovators and entrepreneurs. My economic action plan focuses on "retain, grow and attract" strategies. I will focus on all seven sectors and avoid determining winners and losers.

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 acknowledge and support the hospitals and medical facilities that have chosen to remain in Denver such as Rose Medical Center and National Jewish Medical Center, two of Denver's largest employers. I will tailor the appropriate economic development tools, using my targeted neighborhood development initiative, to help retain and expand Rose and National Jewish to protect their investments in the area. In particular, we need to focus on the redevelopment of the former Health Sciences campus to leverage the City's existing assets and inventory of available lab sites for attracting start-up bio-medical companies and partner with higher education and existing institutions to establish research and development labs in Denver.

3. The city currently has numerous major sites for redevelopment: Health Science Center at 9th 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?

Unfortunately, the current financial crisis has stalled many of these redevelopment plans. I will ensure the City does not erect undue barriers for private development in our City. I will work with developers to honor approved general development plans that currently exist for these

locations and use my targeted neighborhood development initiative to prioritize purposeful public investment for these areas. By strategically targeting these neighborhoods with City resources, we will drive private-sector activity and get our economy moving again.

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?

Denver has lost sales tax as a result of not having a retail strategy. Through a revitalized Office of Economic Development, my administration will create a retail strategy that will define a trade area based on demographics and include an inventory of physical sites. An economic analysis will determine the potential retail market for Denver. City staff must have flexibility to act quickly to pursue deals. Tools and incentives will include development, finance and district organizational strategies such as vested rights, TIF and PIF. We also will take a regional approach that will utilize revenue-sharing intergovernmental agreements with neighboring entities to minimize adverse competition.

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?

Stapleton, located in my Council District and home to the Denver School of Science and Technology, is a good example of how innovation in schools helps keep families in Denver and helps attract corporations. I have taken a strong leadership role in strengthening the partnership between the City and Denver Public Schools to empower teachers and administrators to innovate and improve student learning. My administration will partner with higher education to ensure the continuance of federal funding for research and development labs responsible for creating start-ups and the Office of Economic Development will concentrate on technology transfer assistance to convert academic research to market ready products.

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

Sustainable land use, such as regional vegetable gardening and use of regionally grown food in our municipal institutions, is a major concept shared by myself and Greenprint Denver's Action Agenda. Sustainable and innovative practices of this ilk will position the city as a regional leader in

the global effort to meet the needs of the present without compromising our children's future. In order to ensure that Denver remains competitive in a changing world and protects the environment for future generations, we must hold ourselves accountable at the local level.

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?

DIA is the single most significant economic engine in the City and the entire state. However, we must remember that "We are all Denver" and we need to balance investment in all our neighborhoods. Several Denver neighborhoods contain thriving shopping, arts and cultural scenes such as the Arts on Santa Fe and the Welton Street Corridor in Five Points, which drive the local economy. Amenities such as a grocery store and a range of housing options will stimulate more infill development downtown.

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

Denver's "Corridor of Opportunity" from DIA to downtown is perfectly positioned to become a magnet for green jobs and clean-tech development. With the location of SMA Solar, a solar inverter manufacturer, in Stapleton, I will actively promote "cluster" development around SMA to attract suppliers and more solar companies to create a solar hub. SMA alone is projected to bring 700 jobs to Denver, and cluster development can bring more. I will partner with SMA and other "green" companies to grow jobs created through suppliers and other companies in the cluster.

Final general question:

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

Our city, state and planet are at a unique moment where demand for energy and natural resources is surging, yet those very resources are being depleted and causing damage to our climate and environment. Diversifying our energy supply with cleaner sources and living more within our natural-resources-means is an important obligation that we all bear. Colorado has been a leader in the New Energy Economy, growing thousands of green jobs even during the economic recession. As Mayor, my legacy will be Denver becoming a more active participant in promoting a clean energy future and sustainable living while creating long-term jobs that cannot be exported.

