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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?

I support the IHO. The diversity of housing stock provides for a diverse population, which is what makes our neighborhoods great. The challenge the IHO faces is encouraging developers to not opt out of providing low income housing. Whether it is through greater incentives or making the units available to more individuals, we need to address the IHO as we move into the future. I will explore the IHO and determine what incentives are necessary to improve the diversity of our housing stock and determine what types of other housing the IHO could be used for.

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

The tools you mention are some of the key ways we can direct investment into neighborhoods. I support the use of Tax Increment Financing, Community Development Block Grants (CDBG) and special districts like Business Improvement

Districts to help improve neighborhoods. BIDs like the West Colfax BID are doing a great job of bringing investment into neglected areas.

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

I fully support Denver's Road Home, and the Road Home and its partners have much to be proud of. Denver's Road Home helps organizations throughout Denver combine resources and combat homelessness. The partnership with the Mile High United Way and various other organizations are key to the continued success of the initiative. I can assure you that I will be on the front lines helping to raise awareness and money for the initiative.

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?

As Mayor I will continue to evaluate and adjust the new zoning code as we study its implementation over the next few years. We need to look to Blueprint Denver to measure the success of the code for developing those areas of change and preserving the areas of stability. The areas left out of the zoning code like Downtown and Cherry Creek have zoning codes that account for their specific area. We will continue to evaluate those codes and be responsive to the needs of those areas.

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?

Denver has made some progress but not enough. I will reevaluate the Planning Department to come up with quicker methods for businesses to get plans reviewed. We simply cannot take six months to approve the expansion of a business when other Metro cities can accomplish the same task in one month. I will make sure Denver can compete with other municipalities for small businesses by streamlining the review and approval 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?

As Mayor I will be evaluating every department from the ground up. I will create efficiencies and install leadership that supports sustainable growth in Denver and helps the City achieve its vision for the future.

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 to both. Good jobs and strong businesses attract workforces that want to live in Denver. When Denver creates jobs it creates a demand for housing. At the same time, good road maintenance and infrastructure encourages developers to build.

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

In the first 180 days it will be my duty to lead this city out of the budgetary crisis. This provides us with an opportunity to reinvent ourselves as a city. My previous experience as the Executive Director of an \$18.5 million agency that operated efficiently will help me take a hard look at every agency to chart an efficient, new course. I will also use my experience as a District Attorney and Magistrate Judge to make tough decisions about the Department of Safety, which comprises close to 50% of the general fund budget.

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

We must be careful when considering privatization. While cost may be decreased through privatization, often the level of service given to residents is also decreased. I support public-private partnerships and I believe that for facilities like rec centers we should look to partnerships with nonprofit groups to help run our programs and classes.

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?

I will look for a candidate that has exceptional management skills, whose vision includes moving Denver towards a more pedestrian friendly, multi-modal city and can work efficiently on a limited budget.

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?

I will work with the Planning Department to help set standards that make sure we are moving away from an automobile based society and continue to move towards being pedestrian friendly. We need to maintain our roads but also need to make the transition towards multi-modal transportation.

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

Greenprint Denver is important to Denver. I will work to implement the plan and make Denver a model for sustainability. I will use my executive experience to create efficiencies in the budget and help fund projects that usher Denver into a new era.

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?

I support the 0.4% FasTracks tax increase that has been proposed by the Metro Mayor's Task Force and believe that it should be on the ballot in November 2011. By completing FasTracks and moving towards a pedestrian friendly city we can create a green, sustainable Denver. I will actively support a campaign to pass the tax increase.

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 will form a regional approach to the way we do business in Denver. I will work with the Metro Mayors Caucus and DRCOG to enhance the metro's regions presence on the national stage. Economic development in other municipalities helps Denver because most consumers work, live, and spend money throughout the entire metro region.

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

As Mayor I will provide leadership for discussions involving the redevelopment of I-70 through Denver's Globeville neighborhood. I will work to minimize the impact in those

neighborhoods while effectively moving traffic through the city. I will also be at the table for discussions involving the redevelopment of I-70 from Denver to Vail.

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?

I have a plan to not only attract major corporations to Denver but to give Denver a small business identity. I will continue to develop international flights at DIA, FasTracks, and our education system to lure companies to Denver. I will also be the chief salesperson for Denver and actively recruit corporations to Denver. At the same time, small business is a powerful economic generator. By working with small business leaders throughout Denver, I have developed a small business platform that involves reinventing the Office of Economic Development to better provide services, education, and guidance.

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 must stop the exodus of medical facilities from Denver. I will personally work with the medical centers to find space in Denver to expand. Denver hasn't done enough in the past to keep medical centers within our walls, and I will change the way we do business with these facilities.

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?

I will work with DURA and developers to encourage development in these areas through TIF reimbursement and TIF bonds that benefit both the developers and the city. The major hurdle in a site like Gates Rubber has been the developer's lack of financing to begin the project. We need to work with developers to help them take advantage of CDGB funding, New Market Tax Credits, and other HUD financing to get these projects off the ground.

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?

Our retail sales tax base has been in decline due to a shift towards services. We need to take the example of the North Cherry Creek BID, which showed an increase in retail sales over the last year, and work to create greater retail locations. At the same time we need to promote locally owned retail by creating a sense of identity on a local level for Denver. Like the "Keep Austin Weird" small business campaign, if we create an identity for small business in Denver, money that is spent in Denver will stay in Denver.

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 will actively partner with the DPS School Board and Superintendent to increase graduation rates, decrease truancy rates, increase the college readiness of our students and ensure that *all* of our kids have access to good schools. I support higher education, partnerships between DPS and local colleges, and support the use of internships within the city to help develop our college students and prepare them for the workforce. I also think we should support DPS to increase the educational opportunities for high school students who attend college classes.

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

I will be leading Denver into a new era of sustainability. Denver need to be a model for other cities not only in transportation but in small business and the way we use our land. Greenprint Denver provides the outline for how to make Denver greener and more sustainable. I will build off the Greenprint and make sure that new city buildings aim for LEED certification and we conserve water while maintaining a beautiful Denver.

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

In my administration DIA will be a top priority. We need DIA to continue expanding and add more international flights. The growth of DIA will be key to the growth of Denver as a major business hub. Within Downtown, I believe that the renovation of Union Station and the completion of FasTracks will make Downtown a transportation mecca and bring development, jobs and residents.

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

Minneapolis recently passed an initiative to promote green industry that creates a demand for green manufacturing and promotes the green industry. I will explore creating a similar initiative in Denver that creates a demand and supply chain for green manufacturing.

Final general question:

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

My vision for Denver includes creating an environment that has good, sustainable jobs, has housing that is affordable and sustainable, has good schools that create a strong workforce, has pedestrian friendly, multi-modal transportation, and invests in its neighborhoods.

I would like my legacy to have been changing the way that the city does business. Denver’s government has changed very little, except to grow, for the last 100 years. I will evaluate every agency, consolidate programs, increase technology, and implement new training policies to make city business more efficient and decrease costs. The budget crisis has given us the perfect opportunity to reinvent ourselves and create a sustainable city.