



2016 ANNUAL RETREAT
Saturday, January 9 from 8:15 am – 3:30 pm
AGENDA & NOTES

- 8:15 AM Breakfast & Networking**
- 8:50 AM Welcome by Retreat Sponsor CRL Associates**
- 9:00 AM Introductions**
- 9:10 AM Regionalism Matters - MMC Overview & Peer Perspectives**
- *Mayor Heidi Williams, 2015 MMC Chair*
 - *Randy Pye, Former MMC Chairman & Centennial Mayor*
 - *Don Hunt, Former Executive Director, CDOT*
 - *Tom Clark, CEO of Metro Denver Economic Development Corporation*
- 10:00 AM Mobility Choice Blueprint**
- Tom Clark & Don Hunt
- 10:15 AM Governor John Hickenlooper**
- 11:00 AM BREAK**
- 11:15 AM Balancing Act Demonstration & Discussion**
- Chris Adams, Engaged Public
- 11:50 AM Building A Better Colorado Update & Discussion**
- Reeves Brown
- 12:30 PM Lunch & Denver Hangtag Distribution**
- 1:10 PM Caucus Business**
- Executive Committee Budget Report
 - Report of the Nominating Committee
- 1:20 PM Mayors' Dialogue: State, Regional & Local Priorities for 2016**
- Legislative Priorities
 - TIF
 - Construction Defects
 - Affordable Housing Finance
 - Ongoing Initiative Updates
 - Water
 - Homelessness
 - Transportation
 - Key objectives for ongoing areas of focus?
 - What are the other top issues for the region in 2016?
 - Role of MMC in effort?
 - Key activities or steps related to priorities?
 - Key Partners?
 - What topics would you like to learn more about at 2016 Full Caucus meetings?
- 3:30 PM Adjourn**

SPONSOR REMARKS

Maria Garcia Berry of CRL Associates

MMC OVERVIEW (PPT in Packet)

Heidi Williams, Chair

REGIONALISM MATTERS PANEL

Randy Pye, Tom Clark, Don Hunt

Randy Pye, former MMC Chairman & Centennial Mayor

- Perspective of former mayor and chair of MMC
- People want to know what mayors think, because working together they can move mountains
- Role of mayors as regional stewards
- Committed to long term well-being of places, and addressing the problems that challenge the region and understand connections between issues and cities
- Quote from Regional Stewards by MMC & Civic Results Cofounder John Parr
- Health of individual cities is tied to the health of the region
- We are a national model because of how we collaborate
 - Example of how cities work together to ensure that everyone's needs are met – SE Corridor funding pre-FasTracks – SE mayors committed to support FasTracks despite the buildout completion in the South
 - Many example of working together have created a legacy
 - Regionalism can be challenging

Don Hunt, Former Director, Colorado Department of Transportation

- Comes from Twin Cities – where regionalism also thrives
 - They contribute 40% of property tax to pool and it is then redistributed
- Dismayed by the lack of collaboration in our region when he moved here in 1982
- What are the incentives to cooperate?
 - There are many disincentives/gaming theory
 - Over time arrive at the realization that cooperation delivers greater benefit to all
- What is the greater good in a metro area?
 - In a city it is sales taxes
 - In a successful metropolitan area it is about being able to compete as a region, about efficiencies that enhance productivity
 - Advantages are gained through collaboration and wise investment in assets like mobility, workforce, water, etc.
 - Size alone does not make a region competitive in the global market
- Example of how CDOT funding was diminished by competition among various projects for limited resources in a certain region (not Denver metro) – when that region was able to prioritize and work together they did much better in the allocation structure
- We are on the precipice of a major change driven by technology and information that will require collaboration

Tom Clark, CEO Metro Denver Economic Development Corporation

- In 1983, economic development was very fragmented – 70 different groups working on economic development

- Started with Principles of Agreement to form a network approach
- Greater Denver Network emerged as new nexus for collaboration as a region
- Set principles of agreement on what the job was, ethics – i.e. how the job was done and a process for sanctions and appeals – customs system (not legal – people don't toe the ethical line/mutual respect and more ethical)
- Sell the region first and our individual areas second
- Have had 3 trials on code of ethics in 30 years
 - Tom Clark wrote it and was first convicted under it
- MDEDC does national and international marketing for its 280 partners
 - Site selection & regional process coordination
 - Regional web site
 - Central data base
 - Inventory of sites and buildings
- Regionalism
 - Doubles our success ratio
 - Reduce cognitive dissonance with clients (companies)
 - Only truly regional eco devo in nation
 - Don't do retail
- Focus is clusters
 - Innovation clusters
 - Metro Denver has highest creation of high paying jobs in country
- Metro Denver employment growth 3.1% same as Ft. Collins and higher than US at 2.2 or Colorado Springs 1.7%

MOBILITY CHOICE

Tom Clark and Don Hunt

- Focus on maximizing existing investments
- We have a vacuum in business leadership in transportation
- Transportation system must work for healthy economy
- Rapid advancement of connected and automated mobility technology
- Must leverage technology to travel more efficiently
- Opening of the RTD lines for FasTracks – what is our post-2016 mobility strategy?
- How do we bring large employers in the transportation planning process?
- How can DRCOG, RTD and CDOT align for maximum effectiveness and to emphasize strategic investment that advances our regional competitiveness?
- How do we invest in mobility choices that leverage new technology, avoid stranded investments and insure our continued economic health and quality of life?
- Why are urban planners not ready for driverless cars?
 - Our urban planning must start to adapt
- Mobility Blueprint will create a vision, identify options, develop strategies, achieve better roadway reliability, estimate the cost and hand off implementation
- Don Hunt is the interim ED
- Will have a 11 member board – 7 business persons and 4 former local elected officials
- Complete 2 year process to develop Blueprint - Potential ballot initiative in 2018

Comments, Questions & Answers...

- Need to complete the two corridors that are not served under FasTracks
 - Mobility Blueprint will evaluate mobility options that complete the system – will be looking at all alternatives
 - Example of the technology of electronically connected cars – NREL is already working on this – maximizes existing infrastructure and enhances safety and mobility
- Need to bring in best experts to advise us how region should be planning
- Last mile and first mile connections are critical – role of companies like Lyft that can provide this service and perhaps more efficiently using existing revenues from Call and Ride
- USDOT Smart City – Denver fits requirements for application
 - Opportunities for new collaborations like Rocky Mountain Institute and NREL
- Need to engage with people working on aging/silver tsunami
 - Agreed - also need to enhance mobility of the disabled
 - Centennial’s Bloomberg Grant is focused on aging population and first and last mile connections
 - Low-income focus is needed as well – mobility subsidy – important to make sure we are connection people to jobs
 - Minimized wait times and enhanced service delivery
- Will real-time be included in the effort?
 - Ride Scout is doing this – needs to be more robust and include Uber and Lyft in addition to transit, bike, walk, etc.
 - Need to work out single-pay – paying needs to be less cumbersome and evolve to single-pay from smart phone
- Need to focus on de-carbonization as well and figure out how to move ahead quickly on air quality and carbon emissions
 - Robo-taxis will be electric vehicles – will change large portion of fleet to non-carbon
- Cities with good transportation systems often wind up walking the last mile. There is an education element on why it is a good idea to walk.
 - Challenge is making sure that there are actually housing options within 15 minutes of transit – our current housing prices preclude this

CONVERSATION WITH THE GOVERNOR

Governor John Hickenlooper

- Wants to focus on essential framework that connects us and issues that we are working on together
- Loved being a mayor – very rewarding
- Visible results of our regional collaboration – top of many “best place to...” lists
- This is a result of our collaborative regional framework that includes commissioners, and other elected officials
- Partisan politics increasingly challenges this framework
- There are other regions that are making very substantial investments like Salt Lake City’s massive investment in transportation
- Nashville is another region that is working regionally
- Pledges that at the state level will try to keep approach non-partisan
- Wants to keep lines of communication sincerely and authentically open on both sides
- Education/Workforce preparation – looking at the apprenticeship programs in Switzerland as model
- We are at an important time to figure out how we can work together
- We have opportunity with leadership of Bennet and Gardener to get support from Feds for our key initiatives

- Examples of cyber-security concentration (military) to get a national center for cyber-intelligence and what it could mean for the Front Range – example of why we should work together on behalf of Colorado Springs because it would benefit us all

NOTE: WE RECEIVED A SURPRISE VISIT FROM U.S. SENATOR MICHAEL BENNET AND HE PARTICIPATED IN THE Q&A SESSION

Comments, Questions and Answers...

- Is the Governor scouting for a new Lt. Governor?
 - No decisions have been made yet, hope to find someone who could also run an agency and is not interested in being Governor to keep the field open and fair for next election
- Appreciate the Governor’s leadership on Colorado Climate Action Plan
 - Attorney General will be suing on behalf of people of state to say that the federal requirement of implementation is an overstep
 - Governor believes that this is not an appropriate role of the State AG – believes that the constitution says that the role of the AG is to act when asked by the Governor – need a level of clarity from the Colorado Supreme Court on this
 - AG will not fight on the implementation of plan just on the premise that states must implement it
- Continued frustration on lack of legislative action on construction defects
 - Denver’s ordinance demonstrates that this is not a partisan issue
 - Deal offered in the language did not go as far as the Vallagio decision took it
 - Thinks it was very close to agreement with Speaker until the Hospital Provider Fee issue derailed it
 - We have many areas (of our housing market) we cannot influence – construction defects is the area we can
 - Feels optimistic about Hospital Provider Fee and if a deal can be reached, then construction defects is part of it
- What is the next big idea for Colorado?
 - Doesn’t think it will come from Governor’s office, thinks it will come from locals
 - Believes that big idea may be coming in transportation and that CDOT/Shailen Bhatt will be a partner in that
 - Include capacity, transit and mountain connections
 - CDOT team is currently working on what could be done with SB 228 funds if Hospital Provider Fee could be removed from TABOR cap and then bonded against
 - We need to figure this out if we are going to comprehensively address our transportation future
- Need to be setting up infrastructure for electrical vehicles with charging stations integrated into development & figure out how to incentivize it
 - Challenge is to keep up with the emerging technologies and anticipate what they need to make things viable
 - There could be a role where the state could help minimize risk for private developers to invest in the charging stations
- If every city put in a charging station at city hall (like Brighton) that would be a good first step
- Oil and Gas Taskforce – concerned about some of the items that may wind up on the ballot that could be extremely hard for the industry

- Think that the task force has managed to anger everyone by increasing ability of local governments to engage but also protecting private property of mineral rights holders
 - Downturn in oil prices has slowed expansion – allows industry to figure out how to minimize noise impacts, monitor leaks to make it cleaner for both water and air
 - When these technologies are fully integrated it will diminish many of the issues behind the ballot questions
- Single Payer issue on the ballot is deterring two large healthcare companies from locating here
 - Ease of reaching the ballot is a big impediment to creating a predictable environment for new business
- Internet Sales Tax
 - NGA has a position of support for Marketplace Fairness Act
 - Agreement has been reached with Amazon – proposed that they would collect the state sales tax only – have pushed back and said that they must collect local sales taxes
 - Consistency of sales tax application is a barrier
- Senator Bennet on Marketplace Fairness Act
 - Passed out of Senate on a bi-partisan vote, held up in House
 - Believes though that the question must be, “why should local businesses be put at a disadvantage?”
 - MMC should be telling their legislators to stop penalizing local businesses and to stop listening to think tanks and start listening to their constituents
- Governor’s office could be a convener to help constituents understand how their legislators are voting
 - CML, MMC – Governor will get our legislators there to let them know where we all agree – like MFA
 - Need a sign on every store window saying, “I support MFA”
- Is the new Speaker more amenable on this issue of MFA?
 - Ryan is more amenable than Boehner, but it is a difficult position
- Thanks from Lyons on flood recovery support
- Education Reform and implementation of [Workforce Initiative Act](#)
 - How will you be working to roll these out?
 - WIA – the apprenticeship mentioned earlier is one way to do this – will save money for kids and get trained and skilled people out in the workforce faster
 - This is not a union issue – it is a workforce issue
 - [Every Student Succeeds Act](#) (replaced No Child Left Behind)
 - Makes big steps forward on removing federal micromanagement
 - Bill that was run by Bennet and Rubio that would allow Pell grants to be used for these apprenticeships
 - Will allow people to make quantum leaps in the type of jobs currently unskilled workers could do
- Zoë Baird – [Markle Foundation](#) Initiative on Workforce Development
 - Partnership with LinkedIn and Arizona State
 - Apprenticeships – Wal-Mart is sharing how they do inventory on LinkedIn
 - People who complete the training will get a badge that goes on their resume
 - There will be many examples of this where companies will offer training modules linked to certifications
 - Important that all schools and jurisdictions know about the opportunity
- In last budget bill DOJ is no longer sharing forfeiture funds to help locals fight drug issues

- Creating law enforcement problems particularly on joint task forces
- Bennet was unaware of this and will learn more
- Only transit money in the entire budget is for Lone Tree extension
 - Bennet says entire country is recognizing the work done in the metro area by funding our region's transit projects
 - Our airport is also the newest airport in the country
 - Getting agreement around airport city further cements this

BALANCING ACT DEMONSTRATION & DISCUSSION

Chris Adams, Engaged Public

- Developed the 2007 Balanced Budget software
- Replaced by Balancing Act that can be used at city, special district, county, state and now Federal Level
- Focus is engaging the public on budgets to increase budget literacy
 - Meaningful to public
 - Useful to elected officials
- Goal is to help build trust and provide transparency
- Allow citizens to co-create a shared vision with residents that includes a realistic understanding of how to fund it
- Build political support needed to meet TABOR approval requirement
- Public expectations of communicating and interacting have changed – public sector is challenged to keep up with the standard created by the private sector
- Demo 2015-16
 - Provided with Governor Hickenlooper's OPB data
 - General Fund only
 - Baseline is Governor's proposed budget as of 2014
- CO.ABalancingAct.com
 - Includes expenditures by category and revenues by source
 - Allows users to learn more about expenditures – varying levels of information tailored to interest of user
 - Allows users to modify the budget and see the ramifications (deficit) of that choice
 - Allows users to put in their salary, age and whether they own a car and see their tax receipt – shows them where their tax dollars go

BUILDING A BETTER COLORADO UPDATE

Reeves Brown

- Non-partisan, statewide conversation with public on elections, initiatives and fiscal policy
- 16 honorary co-chairs - 8 from each party
- What is BBC doing
- Teeing up a conversation around the challenges presented by elections, initiatives and fiscal policy and allowing participants to evaluate a range of solutions
- Status quo
 - Increased constitutional amendments
 - Decreased number of people participating in elections
 - Decreasing ability of state to respond to policy challenges

- Maintaining status quo is offered up as option each time
- 33 meetings and online platform along with focus groups and polls
- Belief that Ref C passed with 52% not because people understood the complexities of the issue but because both parties were united in support
- Initiatives
 - One of the easiest state constitutions to amend (top 4) – makes us a national testing ground. More initiatives in Colorado than in any state except OR or CA
 - 150 Amendments to date – many more initiatives
 - Because the constitution is no more difficult to amend than the statutes it is favored because it is exceptionally difficult to undo
- Primaries
 - More than a million voters are independents and cannot vote in primary
 - 67% of new voters are unaffiliated – this is the fastest growing block
 - Only 22% of registered voters participated in 2014 election – most partisan voters participating in primaries disadvantaging more moderate candidates
- Fiscal policy
 - Unsustainable
 - Aging demographic – steep increase in 65+ by 2025 it will have doubled
 - Cost of servicing elderly and disability case load is huge
 - Spending mandates
 - 70% of budget is mandated spending (Federal - HHS & State - K-12)
 - 12% of budget is case-load driven public safety spending
 - Everything else is squeezed to cover mandated items
 - Revenue limitations
 - TABOR – population + inflation
 - Inflation based on CPI – unreliable index for inflation of goods and services that the state must provide which rises faster
 - One foot on the breaks - Entirety of the TABOR refund is driven by the Hospital Provider Fee – but cannot use the HPF to pay it out – must pay it out of the General Fund. Cannot pay it out of the 82% of the budget that is mandate driven.
 - Other foot on the accelerator - A23 requires k12 funding to grow by enrollment and inflation. Supreme Court upheld interpretation that allowed decrease in amount of growth
 - Gallagher 1982 – shifts K12 funding from local government property tax to state government by freezing the value of property tax
 - Problem with all these constitutional amendments – cannot foresee the future.
 - Annual expected growth rates – from legislative commissioned study
 - K-12 6%
 - Medicaid 8%
 - General Fund 5%
 - Even a strong recovery and sustained job growth is not enough to meet spending obligations – only 3 mandated areas will be funded (e.g., no transportation or higher ed)
 - Online platform will close, one more poll
 - Mid-term report online @ <https://betterco.org/about/index>
 - Most consensus is around initiative reform – signatures & super-majority requirement

- Some form of de-Brucing is also very popular
- Less consensus on election reform – nobody is happy with status quo but no clear direction

MMC BUSINESS

- **Award**
 - Thank you to Bob Murphy – presentation of award by Chair Heidi Williams
- **Budget**
 - Note that budget materials are included in package and were sent out mid-year to all members
 - Those with questions are encouraged to reach out to the member of the Executive Committee
- **Executive Committee 2016**
 - Announcement of new members of Executive Committee: Mayors Clint Folsom and Marc Williams
 - Leadership election – Mayor Heidi Williams, Chair
 - Mayors Cathy Noon and Marjorie Sloan, Co-Vice Chairs

LEGISLATIVE UPDATES

- **TIF/Urban Renewal Update from Bob Murphy**
 - Murphy was appointed by Governor to a narrowly focused HB 1348 Task Force focused on 1348 Revisions
 - 1348 passed last day of session
 - Another step in the evolution of Colorado urban renewal law
 - Conversations have been less congenial over past few years
 - Governor convened committee on May 29 to address some of the flaws in the bill – didn't have a meeting until early November
 - Continues to be a thorny topic
 - Speaker Hullinghorst limited conversation to the applicability clause in last paragraph
 - What 1348 did
 - Expanded membership of URA Boards
 - Outlined a detailed process for negotiations with impacted entities
 - Then applied it to any change regardless of whether it necessitated a change in the urban renewal plan
 - Financiers said that they will not lend with this open-ended applicability
 - What has been done by Task Force?
 - Drafted hold-harmless language to send to drafters that protects outstanding bonds as of 12/31/2015
 - New bill says municipalities everywhere – need to just substitute Urban Renewal Authorities to avoid TABOR
 - Applicability Clause has been more troublesome
 - All old mistrust has surfaced
 - Good intentions from all sides
 - Has been more time consuming than originally presumed
 - People have had a hard time delineating between plan, project, authority and municipality

- Example of applicability – if you have a long standing plan and want to do another project within existing bonding authority (e.g., a pedestrian bridge) that would reopen negotiations
- Fire Districts are considering going after a impact fee
- Mayor Cathy Noon is tracking the issue for MMC – reach out to Cathy with questions or concerns
- **TIF/URA Comments:**
 - Puzzled that 1348 it didn't include DDAs
 - Counties will seek in 2016 to overlay the same restrictions on DDAs
 - One key issue DDAs don't have the power to condemn
 - Glendale – taken \$220k of property tax but gave state \$47M in new taxes and \$4.6M to counties
 - Representatives not representing us
 - Are examples of where counties are collecting revenues and making arbitrary decisions on share back – e.g. road and bridge that is being looked into
- **Construction Defects Update from Staff**
 - Unclear what 2016 Legislation will look like
 - Supreme Court has not determined if it will take up Villagio case
 - 2016 legislation may deal only with informed consent and simple majority approval from 177 (i.e., transparency)
 - Homeownership Opportunity Alliance meeting next week to discuss what might be offered in 2016 session
- **Construction Defects Comments & Questions:**
 - Demonstrated loss added to Parker's regulations through new ordinance
 - Should we be aligned with builders?
 - HOA is a broad coalition that also includes affordable housing interests including Housing Colorado and Habitat for Humanity
 - Have cities that have passed ordinances seen new development?
 - Projects take 18-24 months to get off the ground but developers are contacting municipalities that have passed it to say that they want to build there
 - Parker has had two small projects that have converted to for-sale from rental
 - Many builders left the state and we need to have a critical mass to come back to the state and build again
 - Also waiting to see who gets sued
 - Aurora has had two projects come as a result of their ordinance but they are both on a slow track due to other issues
 - Longmont is bringing up issue next week
 - Cherry Hills Village asked builders that live within jurisdiction if they were going to build now and they said no
 - Rental is easier to finance
 - Also need planning and zoning incentives to encourage condos
- **Homelessness Legislation Update from Mayor Hogan**
 - Expect a to be announced package that will include LIHTC, housing trust fund, and construction defects
 - Many of these issues are
 - All legislation is hinging on ability to reach agreement on hospital provider fee
- **SCFD**
 - Several cities have passed a resolution supporting CATZ
 - Will revisit issue in February when legislation is introduced

COMMITTEE UPDATES

- **Water Committee Update by Mayor Heidi Williams**
 - Soliciting new members
 - Colorado Water Plan has been adopted
 - Not much detail in how it is to be implemented
 - Would be wise for MMC to be prepared to inform implementation ideas
 - Could be land use impacts
- **Homelessness and Hunger Committee Update by Steve Hogan**
 - Handout and PPT
 - Formed at request and with permission of the membership
 - Mid-range goals included
 - Coordinated entry program
 - Reduce duplication and improved resource deployment
 - Smarter Cities Grant
 - Landlord Recruitment
 - Point in Time
 - Close to Home 5 YR Campaign
 - Diverse partnership
 - November launch
 - Public Will Building
 - We need mayors to get involved
 - Please fill out your pledge cards
 - Comments:
 - Need to look at how these issues are inter related – workforce development, affordable housing – creating a ladder to succeed
 - Taking care of these people is reinvesting in our own communities
 - Understanding that housing is fundamental to this issue
 - IBM Smarter Cities
 - Need to compile a list of stakeholders from various agencies that need to give input into coordinated point of entry
 - We will receive recommendations from IBM about how a regional system would work and there will be a fiscal note
- **Transportation Update by Jim Gunning and Staff**
 - Trans Bond issue will come up again
 - There are funding discussions underway – possible TREC debt retirement funds or hospital provider fee
 - Concept of de-Brucing from BBC – possible usage for transportation and k-12
 - There is also polling and research being done by some transportation advocates
 - Encouraging findings that voters think dedicated transportation funding might be palatable
 - Questions about timing of a viable transportation funding proposal
 - Comments
 - Fix Colorado Roads is the trans bonding proposal – akin to trying to get a mortgage but not having a job
 - CCI is talking about a VMT tax as an alternative that would happen at the registration

- MPACT64 polling found people disliked VMT and disliked it more when they knew what it was
- Concerns about ballot crowding and multiple tax issues on the ballot – not sure how they will be sorted out
- Statewide need to figure out how to replace the gas tax (e.g., the VMT proposal or the other idea being discussed)
- Also need to figure out front range funding mechanisms to meet needs
- Finally there is the regional focus which mayors can make a big difference on
- Do we de-couple from the state like El Paso has done?
- It is a balancing act between local contribution and regional collaboration
- **Suggestion for New Public Safety Committee**
 - Heroin and opioids are a growing problem
 - NLC had meetings focused on problems in cities and top three were homelessness, mental health and heroin
 - Law Enforcement Against Prohibition
 - Current system of isolation, confiscation and oppression don't work
 - DOJ funding another issue to look at
 - 24/7 drunk driving program example of a good program that people should know more about
 - New committee will be organized under Chairmanship of Mayor Rakowsky

FULL CAUCUS MEETING IDEAS

- Follow up and weigh in on Building A Better Colorado initiatives
- Send another letter on Marketplace Fairness Act
 - All Colorado Delegation Republicans conceded the last time that something should be done
 - Tipton did a good presentation on why it is important to level the playing field
 - Need to understand what is holding up the final action
- Simplification of Sales Tax
 - Need to follow this conversation – holding forums
 - Working group – get Geoff Wilson to do presentation
 - Cities would lose ability to audit businesses under new proposal
 - Cities would lose discretion to tax or exempt various categories of goods
- Ask that DRCOG appointments be made thoughtfully – not short straw
 - Merging representation of Board and MVIC to one person
 - Make sure person coming now is interested in participating in both

ADJOURN

Attendance by Mayors and Staff:

1. Mayor Marc Williams, Arvada
2. Mayor Steve Hogan, Aurora
3. Mayor Charles Bayley, Bennett
4. Mayor Suzanne Jones, Boulder
5. Mayor Rick Pilgrim, Bow Mar
6. Mayor Dick McLean, Brighton

7. Mayor Randy Ahrens, Broomfield
8. Mayor Cathy Noon, Centennial
9. Mayor Laura Christman, Cherry Hills Village
10. Mayor Gale Christy, Columbine Valley
11. Mayor Michael Hancock, Denver
12. Mayor Kris Teegardin, Edgewater
13. Mayor Joe Jefferson, Englewood
14. Mayor Daniel Dick, Federal Heights
15. Mayor Mike Dunafon, Glendale
16. Mayor Marjorie Sloan, Golden
17. Mayor Ron Rakowsky, Greenwood Village
18. Mayor Christine Berg, Lafayette
19. Mayor Adam Paul, Lakewood
20. Mayor Bruce Beckman, Littleton
21. Mayor Jim Gunning, Lone Tree
22. Mayor Dennis Coombs, Longmont
23. Mayor Bob Muckle, Louisville
24. Mayor Pro Tem Connie Sullivan, Lyons
25. Mayor Joe Gierlach, Nederland
26. Mayor Joyce Downing, Northglenn
27. Mayor Mike Waid, Parker
28. Mayor Dallas Hall, Sheridan
29. Mayor Clint Folsom, Superior
30. Mayor Heidi Williams, Thornton
31. Mayor Herb Atchison, Westminster
32. Mayor Joyce Jay, Wheat Ridge
33. Anthony Graves, Denver Staff
34. Peter Kenney, MMC Staff
35. Catherine Marinelli, MMC Staff

Absent:

1. Mayor Jeffrey Huff, Castle Pines
2. Mayor Paul Donahue, Castle Rock
3. Mayor Sean Ford, Commerce City
4. Mayor Joe Baker, Dacono
5. Mayor Tina Harris, Erie
6. Mayor Paul Sorenson, Firestone
7. Mayor Lisa Jones, Foxfield
8. Mayor Tony Carey, Frederick
9. Mayor John O'Brien, Lyons
10. Mayor Sean Forey, Morrison



Metro Denver Economic Development Corporation

How it works

metrodenver.org

How it began

- Oil Shale Crisis of 1983
- A “boom and bust” economy – Coors, Carbon and the Cold War
- Proliferation of economic development groups
- Chasing away companies

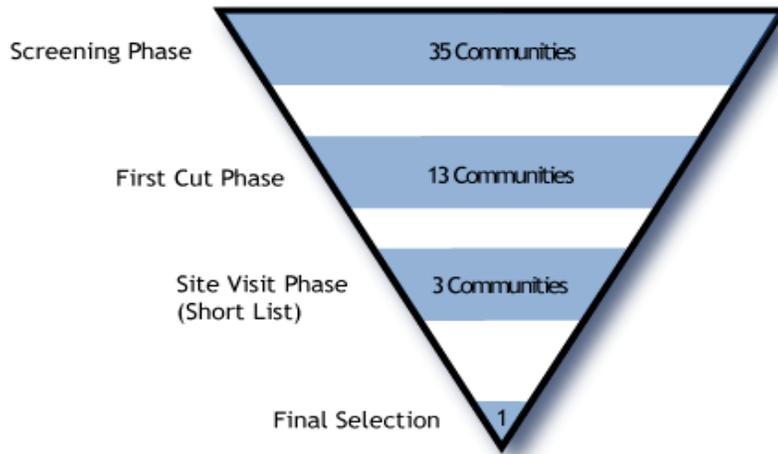
Who?

- Over 70 cities, counties and economic development groups from Castle Rock to the Wyoming border
- Includes affiliate organizations such as Colorado Bioscience Assn. and the Colorado Technology Association
- 280 Investors
 - 94% of funding from private sector
 - 6% from cities and foundations

Governance

- Principles of Agreement
- Code of Ethics
- Sanctions and Appeals

Average client decision making cycle



* Only 40% of engagements lead to deals

Role of the EDC Staff

- National marketing
 - Advertising and public relations
- Regional prospect visit coordination
- Site Selection Conferences
- Central data base
- Regional web site
- Inventory of available sites and buildings
- Special projects and elections

Role of Partners

- Independent prospect development
- Business retention
- Participation in prospect handling looking throughout the region
- Preparation of proposals for regional prospects
- Local government liaison
- Permitting and relocation assistance to clients
- Governance and development of national marketing plan for Metro Denver EDC

Cost to Participate

- No cost to partners, with some exceptions such as fees for trips/conferences where we market the region
- Some partners have elected to provide funding but no funds are ever solicited from partners to financial support Metro Denver EDC

Code of Ethics

- Can't sell against neighboring community
- Sell "Metro Denver first, our communities second"
- Can't advertise in neighboring communities with "negative" sell
- Keep prospects confidential among one another
- No "going around" deals
- Notify "donor city" if a company is looking to move to another city.

What Partners Get from Central Staff

Uniform data and systems for all info
needed to make site selection decisions
– including GIS

More deals

National/international exposure

Political help

Leadership in campaigns that are anti-
economic development

Treated like a "beloved family member"

Outcomes

- Double our success ratio
- Reduced “cognitive dissonance” with clients
- Regarded as the only region in U.S. that operates a truly “regional” economic development program
- “We don’t do retail,” (or windows).

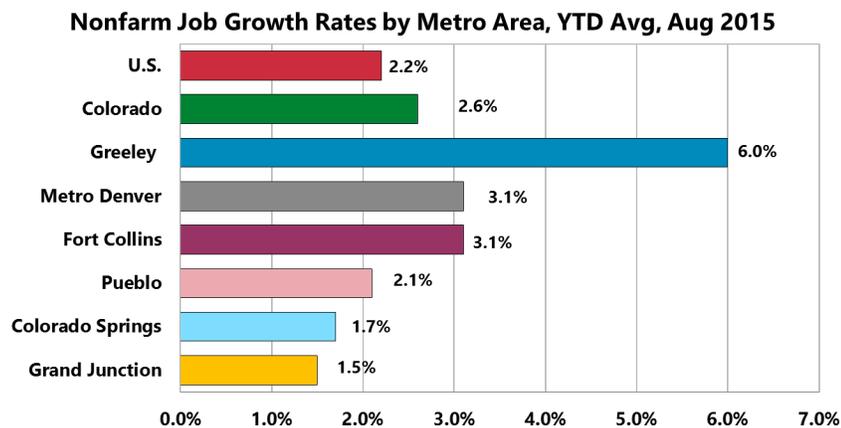
Cluster-driven Job Growth Strategy

- Focus on “innovation clusters” and the support structure to make them prosper
- Willingness to become a “data driven” policy group – letting the data drive choices and strategy
- Measure, measure, measure
- From 30% to 52%
- From 4th to 2nd in aerospace
- Becoming a ‘bio’ state

Clusters (employment concentration) Metro Denver Ranks in Top 30 Metros

- Aerospace
- Aviation
- Beverages
- Bioscience
- Broadcast/Telecom
- Financial Services
- Energy
- Healthcare/Wellness
- IT/Software

Employment growth varies across the state



Source: U.S. Bureau of Labor Statistics.

“First Money In”

- US Patent and Trade Office
- FasTracks
- DIA
- 60, 61, 101 Poison Pills

What We’re Supporting/Opposing

- Amendment 69 – 10% tax to create single provider healthcare system
- Changes in primary system
- Initiative Reform – 55% plurality to approve constitutional amendments
- 10 year de-Bruce of the state for transportation funding and education
- Initiative requirements to collect signatures from each congressional district

Mobility Choice Blueprint

MAXIMIZE EXISTING INVESTMENTS IN OUR TRANSPORTATION SYSTEM
BY LEVERAGING TECHNOLOGY TO PLAN FOR OUR FUTURE WORKFORCE
AND EMPLOYER MOBILITY NEEDS AND INCREASE ECONOMIC
OPPORTUNITIES AND QUALITY OF LIFE.

Mobility Choice: Why?

- 1 In 2016, the RTD will open the US36 Flatiron Flyer, University of Colorado A Line to the airport, Westminster B Line, Wheat Ridge G Line, and Aurora R Line.

What is metro Denver's post-2016 mobility strategy?



Mobility Choice: Why?

- 2 More than ever before, mobility will be the critical element in keeping metro Denver economically healthy.

How do we bring large employers into the transportation planning process? How can DRCOG, RTD and CDOT align for maximum effectiveness?



Mobility Choice: Why?

- 3 Technology is rapidly changing urban mobility. Connected, shared, and automated mobility are changing the ways we travel.

How do we invest in mobility choices to avoid stranded investments and leverage new technology to create continued economic health and quality of life?

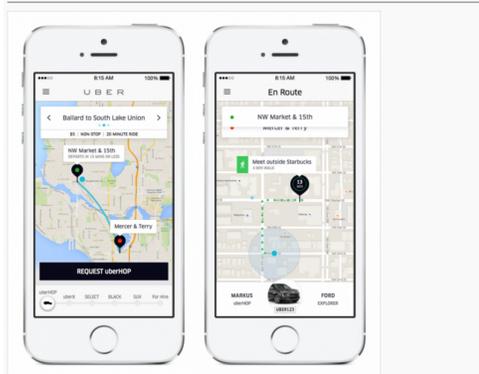


Technology Is Changing How We Travel

Uber's Testing A New Mass Transit Alternative

Posted Dec 8, 2015 by Megan Rose Dickey (@meganrosedickey)

3,376 views



How Are We Getting Ready For This Change?

Why Aren't Urban Planners Ready for Driverless Cars?

"We don't know what the hell to do about it," says one planner. "It's like pondering the imponderable."

ERIC JAFFE | @e_jaffe | Dec 8, 2015 | 120 Comments

533 Shares | Share on Facebook | Tweet | LinkedIn | Email | Print



The Denver Metro Chamber Will Create A Nonprofit That Will:

Create a vision for the future of mobility in metro Denver, including key strategies to attain the goal of increased vehicle occupancy.

Identify options for connected mobility and choice, such as transit, personal vehicles, for-profit mobility services, car sharing, ridesharing, bicycling and walking. This strategic direction will move the region from dominance of person vehicles to Mobility as a Service (MaaS).

Develop strategies to implement more cost-effective solutions for first and last mile access to existing transit. Identifying actions to protect and leverage the investment in the region's rail transit system will be a top priority.

Achieve better roadway reliability by using new technology to support active traffic management, including express toll lanes, signal coordination, ramp metering, variable speed limits and lane control.

Estimate the cost and sources of funding for various projects and programs.

Hand off implementation of the strategies to existing or new agencies.



Leadership

Don Hunt- Executive Director

Board of Directors (11 members)– The board is anticipated to be made up of seven private sector company representatives of large metro Denver employers and four former local government officials. Board recruitment will target the following sectors:

- Finance
- Health
- Higher Education
- Manufacturing, energy, and agriculture
- Media, telecom and technology
- Professional Services
- Real estate development and resorts



Mobility Choice Process

Two year operational budget funded by Chamber companies and the Gates Family Foundation

Mobility Choice Blueprint process funded in partnership with DRCOG, RTD, and CDOT

- Technical and program/project identification by staff and consultant team
- Extensive public engagement effort

Potential metro Denver ballot measure in 2018



What's Next?

Enter into discussions with DRCOG, RTD, CDOT and Mobility Choice to agree to a process for funding and developing the Blueprint.

Complete two-year funding and board formation for the Mobility Choice organization.

Complete the four-way Blueprint agreement and form the strategic planning team.





Building a Better **Colorado**

**Presentation to
Metro Mayors Caucus Annual Retreat
January 9, 2016**



WHO are we?



Who is “Building a Better Colorado”?

3

A non-partisan group of civic leaders statewide who’ve come together with a shared concern for our state’s future.

Hank Brown

frmr U.S. Senator

Gigi Dennis

frmr Secretary of State

Tim Foster

President, Colo Mesa Univ

Michael Hancock

Mayor of Denver

John Hickenlooper

Governor of Colorado

Rebecca Kourlis

frmr Supreme Court Justice

Phyllis Norris

Mayor of Grand Junction

Gale Norton

frmr U.S. Sec of the Interior

Tom Norton

frmr State Senator

Federico Pena

frmr Mayor of Denver

Bill Ritter

frmr Governor of Colorado

Roy Romer

frmr Governor of CO

Ken Salazar

frmr U.S. Sec of the Interior

Gail Schwartz

frmr State Senator

John Suthers

Mayor of Colorado Springs

Wellington Webb

frmr Mayor of Denver

WHAT are we doing?



WHAT are we doing?

5

- **We're teeing up a conversation.**
We're concerned about what we see as a growing disconnect between citizens and their government, as evidenced by:
 - the increasing number of amendments to our constitution
 - the decreasing number of citizens who participate in our election process
 - the decreasing ability of our state government to meet the expectations of it's citizens
- **We're engaging Coloradans in this conversation.**
We believe the pathway to a better Colorado lies in engaging citizens statewide in a constructive conversation about what **THEY** want their state to be.
- **We're taking action.**
We are committed to supporting implementation of consensus policy recommendations.

WHAT are we NOT doing?

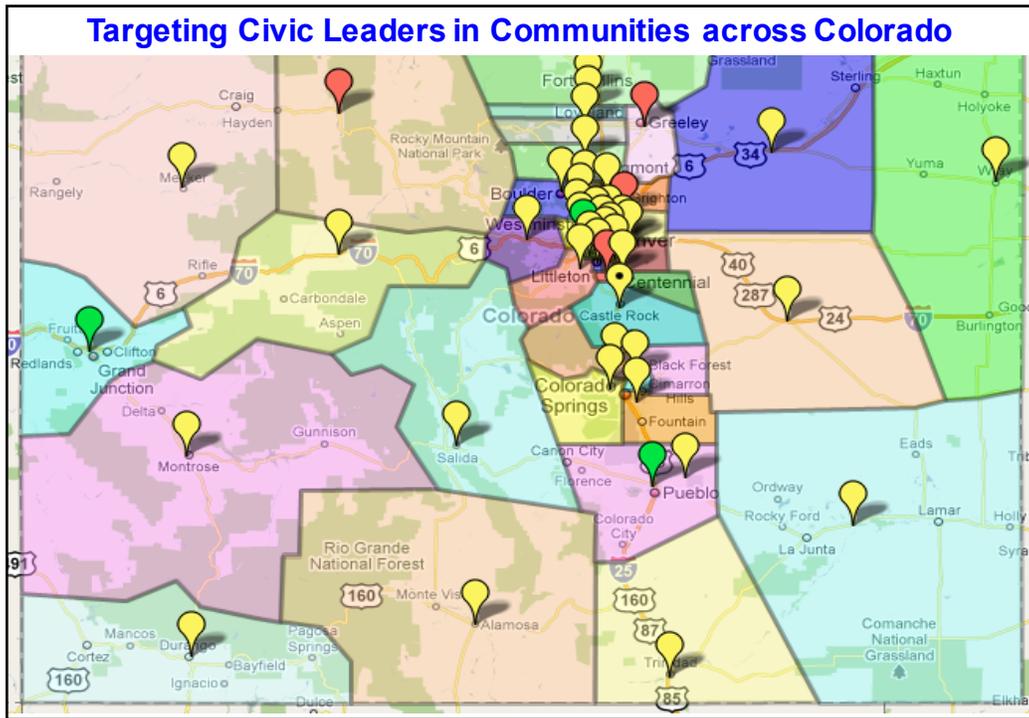
- **We are NOT advocating for any particular policy recommendation. We want to hear YOUR opinion.**

HOW are we going to “engage citizens”?

Engaging Coloradans in 3 Ways

Building A Better Colorado





WHY these three issues?

WHAT is the problem?



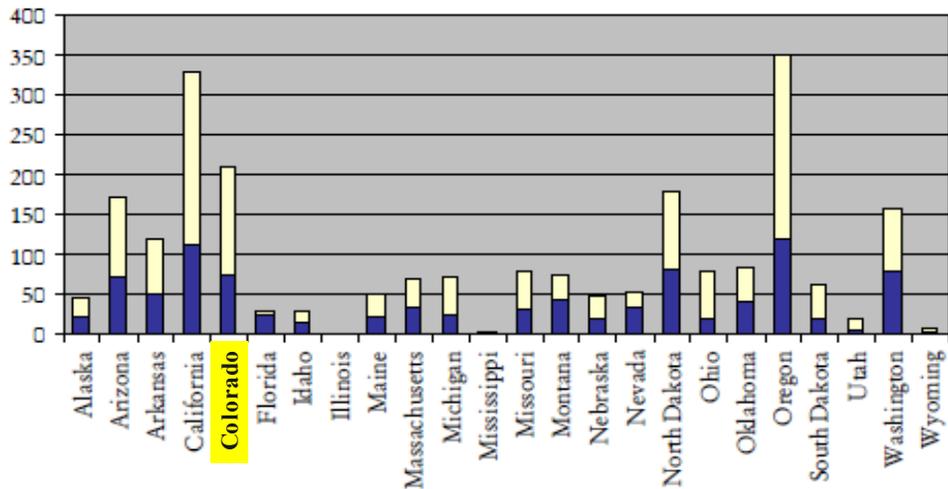
What's the problem with our INITIATIVE PROCESS?

Colorado has one of the most easily-amended state constitutions, and therefore we've seen more citizen initiatives than any state except CA and OR.



Number of Initiatives to Date by State

(Shaded areas of each bar denotes number of measures approved.)

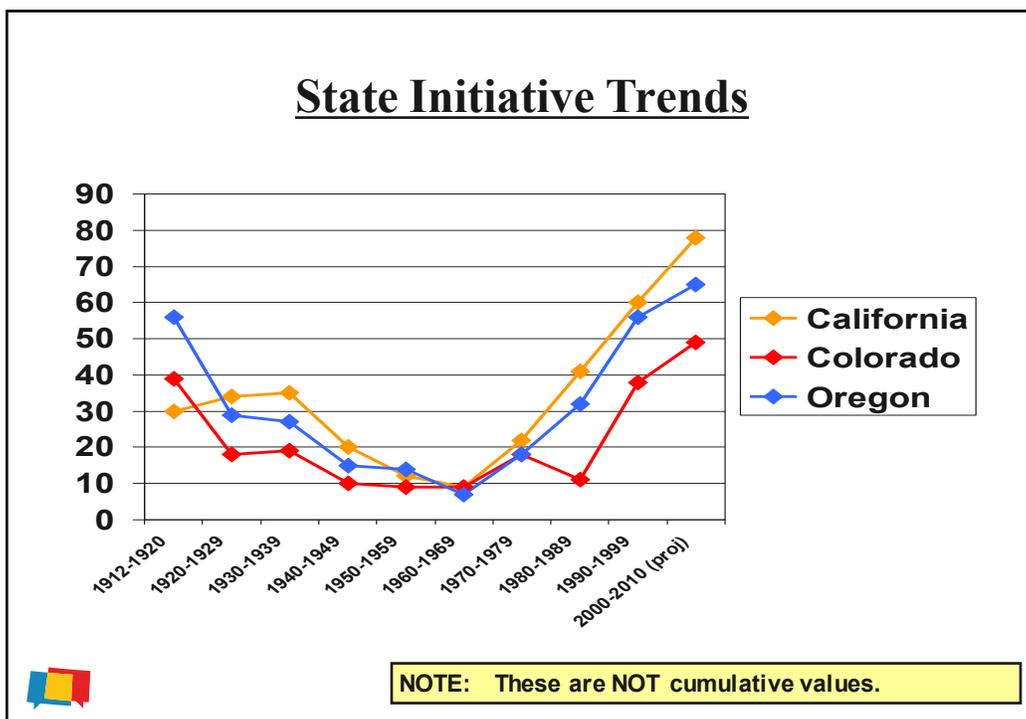


2 3

1



Source: Initiative & Referendum Institute



Easy Initiative Process = Cluttered Constitution

14

Because it's just as easy for citizens to amend our state **CONSTITUTION** as it is to amend state **LAWS**, and

Because amendments to the constitution are much harder to change in the future than are amendments to state law (fixing problems in the constitution requires another vote of the people, whereas our elected legislature can fix problems in state law),

Initiative proponents (many of whom are out-of-state interests) are incentivized to pursue amendments to our **CONSTITUTION** rather than state **LAWS**, and this is creating an increasingly inflexible and conflicted framework for our state.



What's the problem with our ELECTION PROCESS?

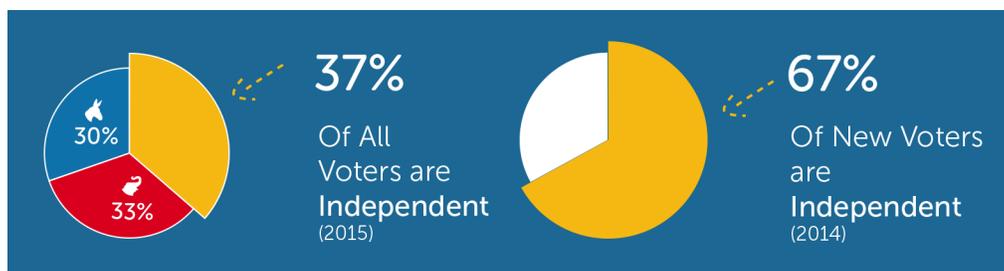
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More than One Million Colorado voters can't vote in our Primary Election unless they join a political party.

Unaffiliated voters:

....are the **LARGEST BLOCK** of voters at **37%** of the Colorado electorate.

.... are the **FASTEST GROWING** block of the Colorado electorate at **67%** of new registrations.



Did you know...

Participation in primary elections is declining.

Only **22%** of registered voters participated in Colorado's primary election in 2014. This was down from only **31%** who participated in 2010.

Partisan influence is increasing.

The decreasing participation in our traditional Caucus/Assembly process results in increasing influence by the most partisan party members, which disadvantages more moderate candidates who may have broader appeal with the electorate.

Colorado has no Presidential Primary.

Colorado no longer has a Presidential Primary in which all voters can participate, and which could contribute significantly to the state economy.



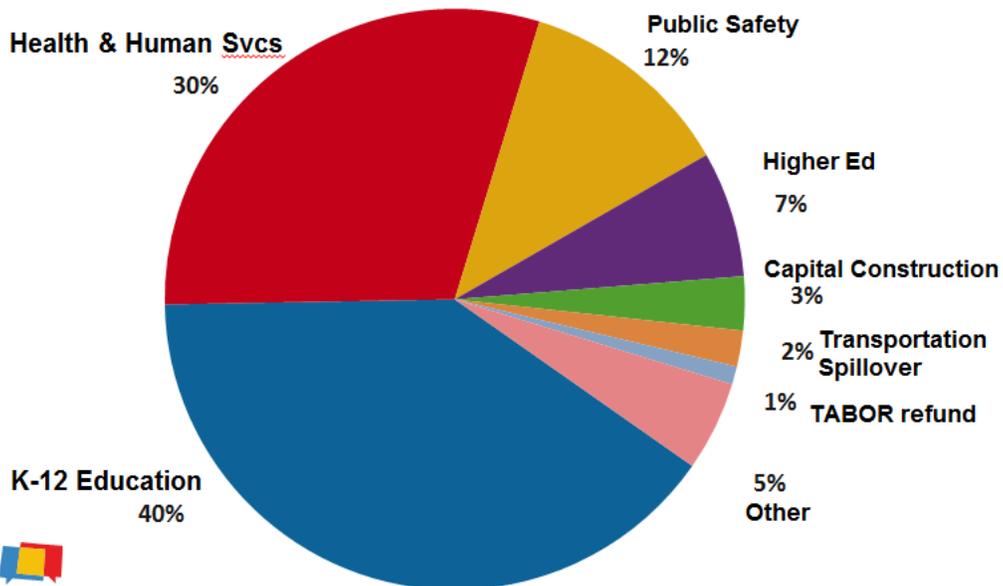
What's the problem with our FISCAL POLICY?

Colorado's fiscal policy is unsustainable because of a combination of constitutional spending mandates and revenue limitations, and health care costs related to our aging population.



Where Do We Spend Our Money?

TOTAL STATE BUDGET = \$11.3 billion



So, what's the problem?

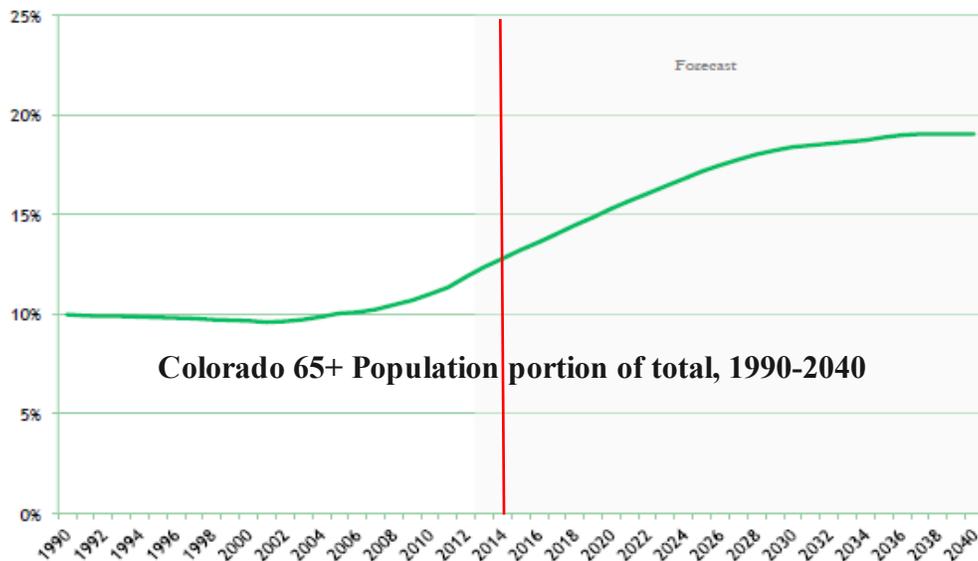
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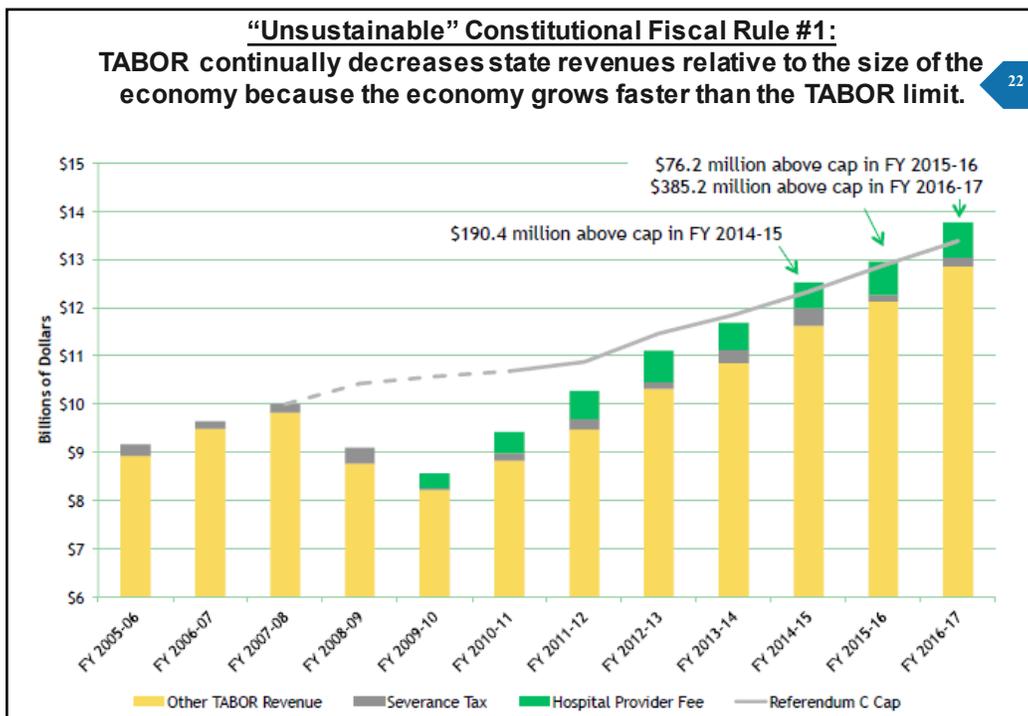
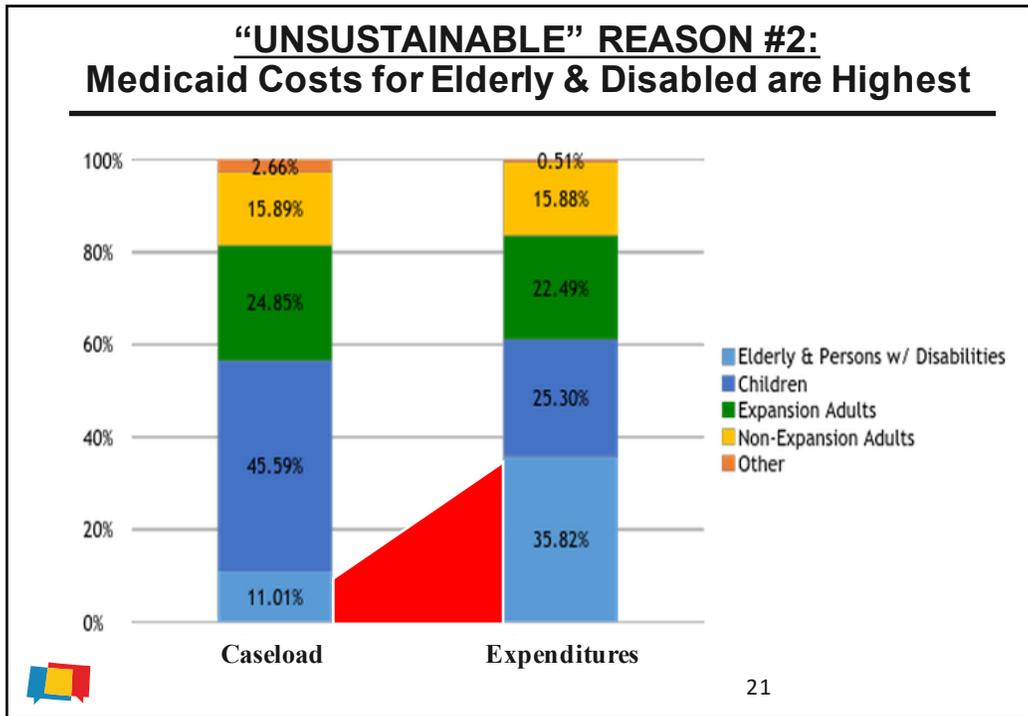
3 Reasons Why Our Fiscal Situation “Unsustainable”

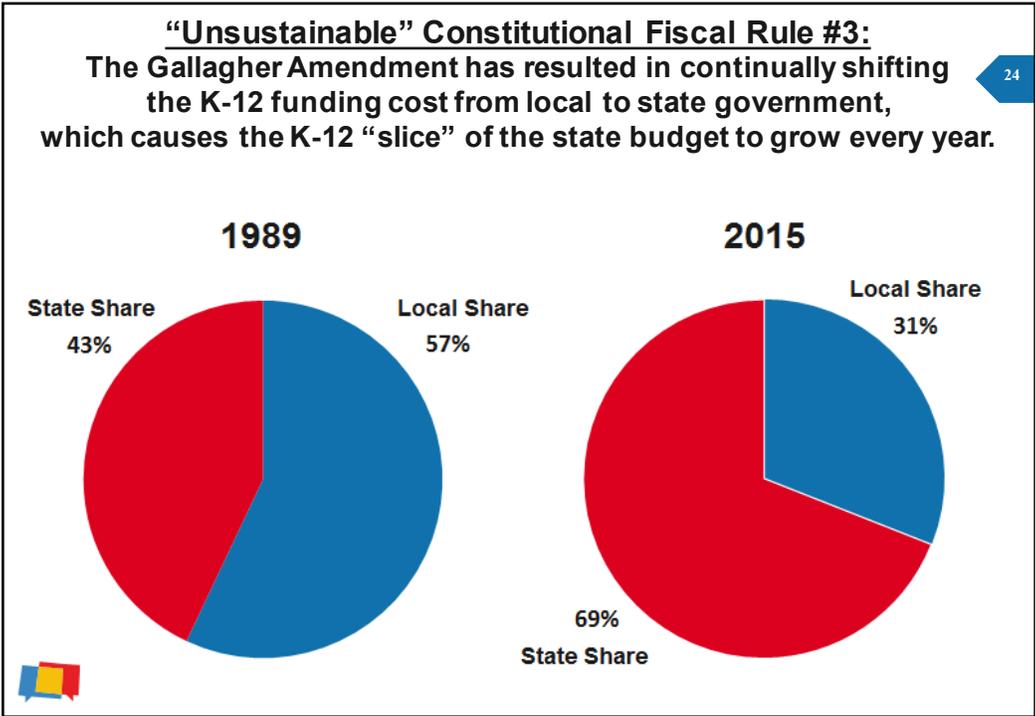
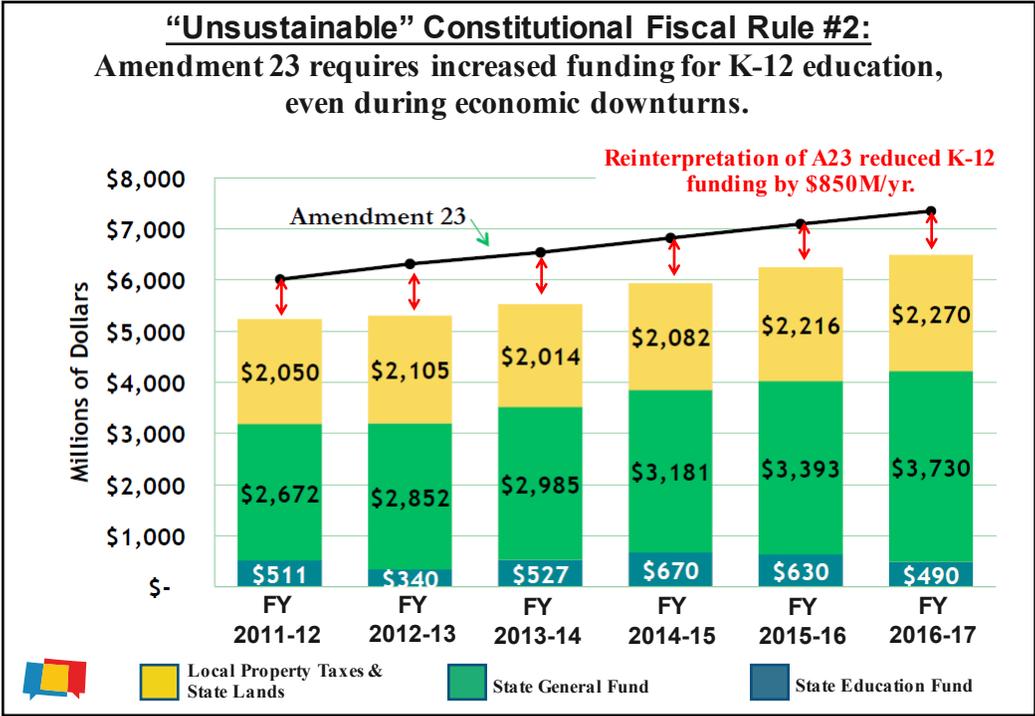
1. Demographics - “Baby Boomers” are now “Seniors”.
2. The increasing costs of providing state services like health care for elderly and other vulnerable populations.
3. Conflicting fiscal rules that we’ve embedded into our constitution.



“UNSUSTAINABLE” REASON #1: Demographics - “Baby Boomers” are now “Seniors”.







Findings from the Legislative-Commissioned DU Study on Colorado's Economic Future, 2011-2024

25

Annual expected growth rates:

- K-12 education expenditures = 6%
- Medicaid expenditures = 8%
- General Fund revenues = 5%

BOTTOM LINE:

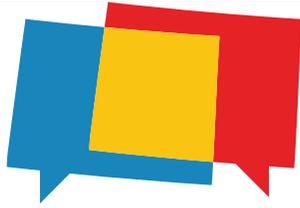
“Even a strong recovery and sustained job growth over the next decade and a half will not produce enough income and sales tax revenue to afford Colorado's share of Medicaid funding and the state's payment for public schools under current constitutional and statutory provisions.”

“By fiscal year 2024 a structural imbalance in the state budget would result in only enough revenue to support Medicaid, K-12 education, and corrections. “



**We believe Colorado can
do better.**





Building a Better **Colorado**

Join us for our upcoming Community Summits!

Register online at www.betterco.org

Weds, Jan 13, 4:00-6:00 PM

Highlands Ranch

Recreation Center at Southridge

4800 McArthur Ranch Rd

Mon, Jan 11, 7:30-9:30 AM

Boulder Valley School Dist Educ Ctr

6500 East Arapahoe Road

Boulder, CO 80303

Reeves Brown, BBCO Project Coordinator

reeves@betterco.org



MMC HOMELESSNESS & HUNGER

Retreat Update
1.9.16

- ▶ Close to Home Campaign
- ▶ Landlord Recruitment
- ▶ Point in Time Count
- ▶ Permanent Housing Bonus Project
- ▶ Coordinated Point of Entry

ONGOING INITIATIVES

- ▶ 5 Year Campaign
- ▶ Diverse Partnership
- ▶ How to support:



- ▶ Take the Pledge
- ▶ Like and Share CLOSETOHOMECO on FB
- ▶ Use the Core Messaging

CLOSE TO HOME CAMPAIGN

▶ Core Messaging

- ▶ We all need a safe place to call home.
- ▶ Losing a home can happen to anyone. Job Loss, high housing costs, family breakup and illness are among the most common causes.
- ▶ Speak up and take actions that make a meaningful difference.
- ▶ By speaking up and showing compassion, we can become a region where everyone has a safe place to call home.

CLOSE TO HOME (CONT.)

- ▶ Launched in August
- ▶ \$57,500 Raised by MMC/16 Cities Contributed
- ▶ \$20,500 from businesses including \$15k from Xcel
- ▶ 69 Landlords participating
- ▶ Home for the Holidays Letter Campaign



LANDLORD RECRUITMENT CAMPAIGN

- ▶ Week of Jan. 25
- ▶ Counties working with faith partners, non-profits and governments to coordinate
- ▶ Volunteer at MDHI.org
- ▶ Incentives needed: socks, hand warmers, etc.

metro denver homeless initiative

POINT IN TIME COUNT

- ▶ 135 housing vouchers + supportive services awarded
- ▶ 80 of 135 are leased
- ▶ 55 in process
- ▶ All 7 counties involved

PERMANENT HOUSING BONUS

- ▶ IBM Smarter Cities Visit
4/18-5/3/2016
- ▶ Grant applications
submitted by MDHI for
\$550k to support
implementation and
tool development



COORDINATED POINT OF ENTRY

MMC HOMELESSNESS & HUNGER

Retreat Update
1.9.16