



**DENVER**



<b>03</b>	Message from the Chair
<b>04</b>	Regional Cities Comparison
<b>06</b>	Welcome to Colorado!
<b>08</b>	CU Boulder Innovation
<b>10</b>	Boulder: Growing Big Companies
<b>12</b>	Mayor Michael Hancock: Priorities for the Mile High City
<b>14</b>	CDOT: Improving Mobility and Connectivity
<b>16</b>	Leading a World Class Medical School
<b>18</b>	Venues Map & Itinerary
<b>20</b>	Innovation, Research and Community Partnerships
<b>22</b>	Metro Mayors Caucus: Providing a Voice for Regionalism
<b>24</b>	Talent: Innovative Programs Empowering Students
<b>26</b>	Governor John Hickenlooper: Entrepreneur to Mayor to Governor
<b>28</b>	Innovative Solutions to Poverty: Denver's Road Home
<b>30</b>	Leading the Way on a Safe, Vibrant, Healthy Urban Core
<b>32</b>	Mobility Choice: Technology Is Changing How We Travel
<b>34</b>	Denveright: Designing the Future with Intentional Land Use Planning
<b>36</b>	Thank You Sponsors!

# Message from the Chair



Denver and the Austin Texas Region rate high among great places to live, begin a career and open a business. Heads of companies want to grow in great places, and when it's time to choose a place to relocate existing businesses or start new ones, the decision often comes down to Denver or Austin.

A little healthy competition between popular cities and the organizations at the heart of their success can be a good thing, and it can be even better when everyone collaborates with a focus on improving the services we provide. Collaborating with the competition helps open minds to new ideas and fresh perspectives.

Community leaders in great cities understand the value of sharing successful stories and building relationships, and that's what these InterCity Visits are all about. Our host region's representatives don't

have to share their time, lessons learned and best practices with us, but they do. I look forward to learning from leaders of higher education, research, entrepreneurship and the public sector in the Metro Denver area to help us do things even better in Central Texas.

As the 2018 chair of the Greater Austin Chamber of Commerce, I look forward to working with you as we improve job opportunities, prosperity and enhance the quality of life of Central Texas residents. Thank you for supporting the Chamber and participating in this year's InterCity Visit.

Sincerely,

Phil Wilson

A handwritten signature in black ink that reads "Phil Wilson".

*Greater Austin Chamber of Commerce Chair-Elect  
Lower Colorado River Authority General Manager*

# Regional Cities Comparison

	<b>DENVER</b>	<b>AURORA</b>	<b>LAKWOOD</b>	<b>THORNTON</b>	<b>ARVADA</b>
Population 2016	693,060	361,710	154,393	136,703	117,453
Growth 2006-2016	24.5%	19.8%	9.7%	30.0%	13.9%
Median Age	34.1	34.2	37.7	33.1	41
Median Household Income	\$58,003	\$58,445	\$60,984	\$72,697	\$69,596
Families Below Poverty Level	11.0%	9.1%	7.5%	7.5%	6.1%
Median Home Value	\$316,700	\$227,300	\$305,500	\$255,500	\$303,600
Daytime Employee Count	473,169	123,877	94,994	20,976	25,232
	<b>WESTMINSTER</b>	<b>BOULDER</b>	<b>CENTENNIAL</b>	<b>GREELEY</b>	
Population 2016	113,875	108,090	109,932	103,990	
Growth 2006-2016	10.2%	12.3%	10.5%	16.9%	
Median Age	37.8	29	42.4	31	
Median Household Income	\$70,212	\$58,547	\$96,634	\$54,307	
Families Below Poverty Level	4.6%	4.1%	2.4%	10.4%	
Median Home Value	\$275,300	\$583,600	\$369,800	\$194,500	
Daytime Employee Count	48,295	88,963	61,853	45,695	

	<b>AUSTIN</b>	<b>ROUND ROCK</b>	<b>CEDAR PARK</b>	<b>GEORGETOWN</b>	<b>SAN MARCOS</b>
Population 2016	947,890	120,892	68,918	67,140	61,980
Growth 2006-2016	29.8%	44.0%	74.1%	68.7%	51.9%
Median Age	32.7	34.9	34.4	48.6	23.9
Median Household Income	\$62,250	\$75,974	\$90,762	\$70,000	\$35,150
Families Below Poverty Level	9.8%	5.7%	2.1%	2.8%	24.2%
Median Home Value	\$282,700	\$205,100	\$242,400	\$239,900	\$160,800
Daytime Employee Count	617,963	53,201	15,773	20,927	32,364
	<b>PFLUGERVILLE</b>	<b>LEANDER</b>	<b>KYLE</b>	<b>HUTTO</b>	
Population 2016	59,245	42,761	39,060	23,832	
Growth 2006-2016	53.8%	121.0%	102.1%	150.7%	
Median Age	36.8	33.2	30.4	26.5	
Median Household Income	\$83,080	\$86,771	\$75,199	\$63,023	
Families Below Poverty Level	3.1%	NA	NA	8.0%	
Median Home Value	\$202,100	\$196,000	\$166,600	\$153,900	
Daytime Employee Count	12,850	9,683	3,987	1,638	

# Welcome to Colorado!

## Colorado fun facts

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- 1803** Louisiana Purchase brought initial portion of current Colorado into United States
- 1845** Texas annexation brought portion of current Colorado into United States
- 1848** Treaty of Guadalupe Hidalgo brought remainder of current Colorado into United States
- 1861** Colorado Territory designated by Congress
- 1876** State of Colorado admitted to the United States
- 1958** Air Force Academy built near Colorado Springs
- 2006** Colorado T-REX Project (TRansportation EXpansion) completed
- 2012** Colorado Amendment 64 passed outlining a statewide drug policy for cannabis

## Denver fun facts

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- 1858** Denver City founded in Kansas Territory
- 1867** Capital of Colorado Territory relocated to Denver
- 1892** Brown Palace Hotel built
- 1906** US Mint began operations
- 1929** Denver Municipal Airport (later Stapleton) opened
- 1972** Voters rejected bid for 1976 Winter Olympics (later awarded to Innsbruck, Austria)
- 1973** CU Denver established
- 1995** Stapleton closed and Denver International Airport opened

## Aurora fun facts

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- 1891** Town of Fletcher incorporated
- 1907** Town's name changed to Aurora
- 1918** First hospital of the eventual Fitzsimons Army Medical Center dedicated
- 1926** Colfax Ave became US 40, part of the first federal highway system
- 1980** Aurora became 3rd largest city in the state (after Denver and Colorado Springs)
- 1999** Fitzsimons officially closed and deactivated
- 2006** CU Anschutz Medical Campus opened

## Boulder fun facts

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- 1859** Boulder City Town Company formed
- 1871** Town of Boulder incorporated
- 1877** University of Colorado opened classes at Boulder
- 1883** CU School of Medicine opened
- 1924** CU School of Medicine relocated to Denver
- 1959** "Blue Line" approved restricting water service to altitudes below 5,750 feet
- 1977** Downtown Boulder Mall (later Pearl Street Mall) opened

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**The Honorable  
Suzanne Jones**

Suzanne “Zan” Jones has over 24 years of public policy experience at the local, state and federal level. Suzanne was elected to the Boulder City Council in November 2011, and currently serves as Boulder’s mayor. She is Boulder’s representative on the Denver Regional Council of Governments, Colorado Municipal League’s Policy Committee, and Urban Drainage and Flood Control District.

Suzanne’s day job is serving as executive director of Eco-Cycle, a 40-year old community nonprofit dedicated to promoting and implementing recycling, composting and other zero waste efforts across Boulder County, and promoting Zero Waste solutions as a means to address climate change. Prior to that, for 16 years Suzanne worked for The Wilderness Society, where she served as the Central Rockies Regional Director running the Society’s Denver office and leading coalition efforts to collaboratively protect our nation’s public lands and improve their management. Before moving back to Colorado where she spent much of her youth, Suzanne worked in Washington, D.C. as the National Wildlife Federation’s legislative representative on endangered species issues, and as congressional staff for the Fisheries & Wildlife Subcommittee in the U.S. House of Representatives. Suzanne has a M.S. in Resource Policy and Management from the University of Michigan’s School of Natural Resources and a B.S. in Natural Resources from Cornell University.



**John Tayer**

As President and CEO of the Boulder Chamber, John is honored to lead the organization that serves as Boulder’s unified voice for business interests, advances the community’s economic vitality, and provides valuable business support services. Prior to joining the Boulder Chamber, John was Public Affairs and Communications Director for the pharmaceutical manufacturing company, Roche Colorado Corporation, and Policy Development Director in the Boulder City Manager’s Office. John also spent six years as the Boulder area’s elected representative to the Regional Transportation District. A native of Brookline, Massachusetts, John earned his undergraduate degree from the University of Michigan, spent a couple of years working on Capitol Hill in Washington, DC, and moved to Boulder 28 years ago to earn a law degree from the University of Colorado. He now resides in South Boulder with his wife, Molly, and enjoys playing in the outdoors, accessing local cultural attractions and generally loves his community.



# CU Boulder Innovation

## About CU Boulder

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One of 34 U.S. public research institutions belonging to the prestigious Association of American Universities (AAU)—and the only member in the Rocky Mountain region—the goal at CU Boulder is to directly affect Colorado communities through collaborative research, innovation and entrepreneurship

- #2 most innovative tech hub in the U.S. (Forbes, 2015)
- 2,000+ undergraduates are directly involved with faculty research
- 1,276 patents filed and/or issued for CU Boulder inventions since 2006
- 140 license and option agreements granted to businesses in the past five years from CU Boulder discoveries

### Research Institutes

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CU Boulder's 11 research institutes account for more than half of all sponsored research dollars at the university—and they employ some of the most productive researchers in the country. With more than 900 researchers, students and supporting staff, the institutes make a major contribution to the university's research and education missions as well as the local and area economy.

### Research Centers

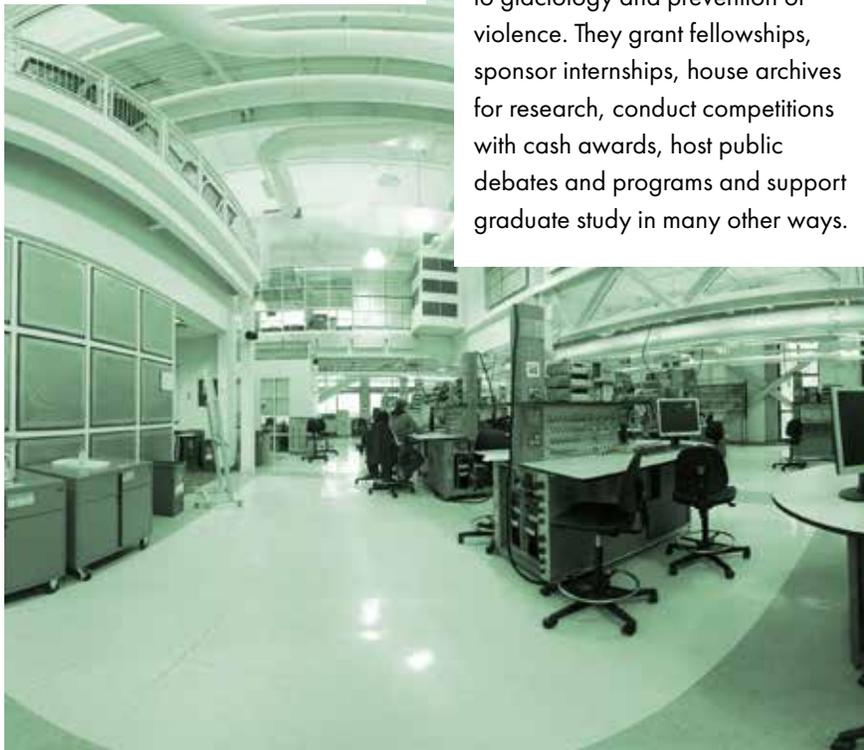
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In addition to the large research institutes, there are nearly 90 research centers housed within academic departments or as subsets of the research institutes themselves. They can be found in all fields of the university, including humanities and the arts, social sciences, natural sciences, engineering, business and law. The centers cover a broad range of topics, from multicultural education and astrophysics to glaciology and prevention of violence. They grant fellowships, sponsor internships, house archives for research, conduct competitions with cash awards, host public debates and programs and support graduate study in many other ways.

### About Silicon Flatirons

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A center for innovation at the University of Colorado Boulder to serve students, entrepreneurs, policymakers, and professionals at the intersection of law, policy, and technology. The center creates productive collisions and sparks tomorrow's thinking with intellectually honest programming and community engagement. Silicon Flatirons' core mission is threefold: to elevate the debate surrounding technology policy issues; support and enable entrepreneurship in the technology community; and inspire, prepare, and place students in these important areas.





### **Brad Bernthal**

*Associate Professor,  
Colorado Law School*

Brad specializes in entrepreneurial law and innovation policy. He teaches in the areas of startup law and venture capital. His research examines investment accelerators. Brad is the Director of the Entrepreneurship Initiative at CU-Boulder's Silicon Flatirons Center. Silicon Flatirons promotes a high velocity of interaction between CU-Boulder and the Front Range's innovation scene. Along with others at the CU-Boulder campus, Brad was a co-founder of the CU New Venture Challenge. His consulting experience includes advising on angel investment deals. Professor Bernthal is a Techstars mentor and tennis enthusiast.



### **Terri Fiez**

*Vice Chancellor for Research  
and Innovation at the University  
of Colorado Boulder*

Prior to arriving in Boulder two years ago, she spent 16 years at Oregon State University as Head of the School of Electrical Engineering and Computer Science. She is passionate about building partnerships with industry, the startup community, and federal labs to build a strong ecosystem for the state and nation. In collaboration with colleagues at the other Colorado research institutions, she hopes to share the impact of world-class research institutions for educating a talented, work-ready workforce, creating new IP and ventures for economic prosperity and seeding the innovation ecosystem. Terri is an Electrical Engineer whose research is in analog integrated circuits. She took a leave of absence in 2008 to co-found a Solar Electronics startup company. She was bitten by the startup bug and hopes to seed entrepreneurial experiences for CU Boulder students and connect them to everything that the vibrant Boulder startup community has to offer.



# Boulder:

## *Growing Big Companies*

### **About BEN Colorado**

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The Blackstone Entrepreneurs Network Colorado (also nicknamed “BEN”) is funded by a \$3 million gift from the Blackstone Charitable Foundation to the University of Colorado’s Silicon Flatirons Center for Law, Technology, and Entrepreneurship. The gift supports resources and staff over the next several years and allows us to focus efforts on building the scale-up ecosystem, which positions Colorado companies at the forefront of growth.

### **About Techstars Boulder**

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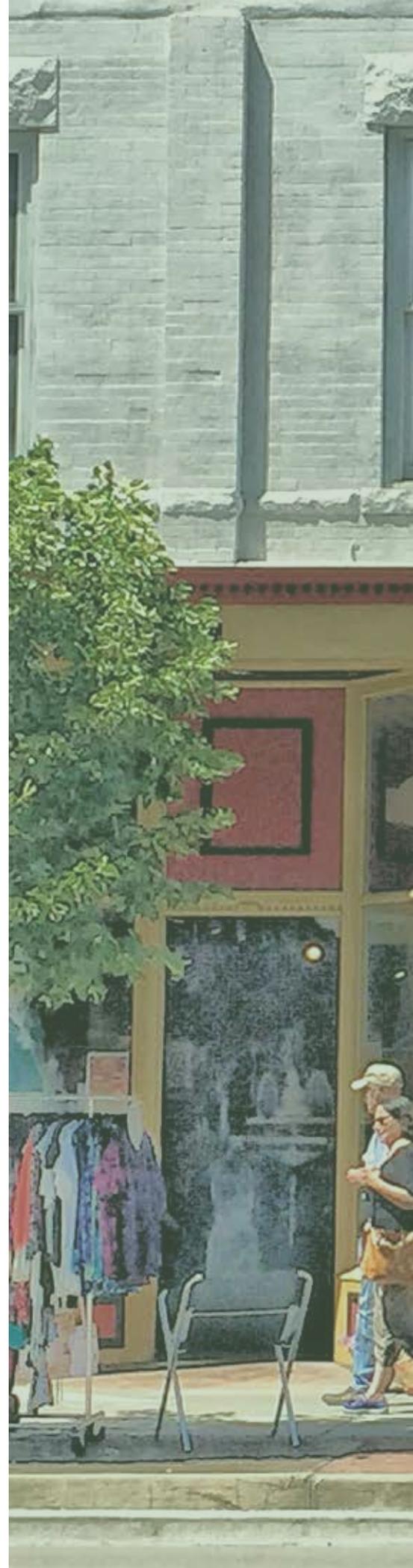
The Techstars Accelerator in Boulder has a history of producing the most exciting startups in the industry. Nestled at the foot of the Rocky Mountains in the heart of Boulder, the program started in 2007 and was the first Techstars accelerator program. Boulder welcomes savvy entrepreneurs and product innovators to join the robust and vibrant startup community in Boulder.

### **About Galvanize**

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Galvanize makes education and growth accessible to anyone – especially underrepresented groups in the tech industry. Whether you’re a founder, student, or just someone who wants to level up their career, Galvanize wants to be a welcoming, inclusive place where you can take the next step in your journey.

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**Daniel Feld**

Daniel is Vice President of Operations for Techstars, leading their scale up and expansion efforts into new geographies. Prior to Techstars, Daniel was Partner / COO of Slice of Lime, an award-winning UX/UI design firm acquired by Pivotal. Before that, he was VP of Delivery at StillSecure where he worked with some of the world's largest public and government organizations to secure their networks. Daniel also launched and ran HOTBANK, a business incubator for Mobius Venture Capital that helped launch and support many of Colorado's tech companies. Daniel received a B.A. in Economics from Emory University and lives in Boulder, Colorado with his wife and family.



**Emilie Kintner**

Emilie is no stranger to education, community and operations. Having been with Galvanize since 2014, Emilie was one of the earliest employees and as is typical with fast growing startups has seen lots of change and scale, including her own journey from campus leadership & launch of one campus (Boulder-Pearl St) to many (Golden Triangle-Platte St, Fort Collins, Boulder-Walnut St) and back again. Emilie is now in the more sustainable role of General Manager for one market, which is also her home, Boulder, CO. As a lifelong learner Emilie is passionate about the work Galvanize is doing to provide opportunities for individuals and small growing web & mobile app companies to achieve their dreams.



**Yoav Lurie**

CEO and Founder of Simple Energy, where he is responsible for the company's overall strategy and direction. Simple Energy is the leading provider of marketplaces, instant rebates, and customer engagement software for electric and gas utilities. Yoav has previously helped build a Washington, DC-based technology services firm, served as a Managing Director for Teach For America, and acted as national president for a network of free residential summer camps for the children of cancer patients. He has been named one of Inc. Magazine's top "30 Under 30" Entrepreneurs and an EY Entrepreneur of the Year finalist. He lives in Boulder, Colorado, with his wife and two adorable children.



**Ally Patterson**

Managing Director of BEN Colorado and the former Director of Market and Partnership Development at Zayo Group, a Boulder-based Bandwidth Infrastructure provider. During her time at Zayo, Ally also served as the Director of Community Development, Investor Relations, and Employee Programs, as well as Chief of Staff - External Relations to the CEO. Prior to Zayo, Ally managed operations, sales and trading for foundations, family investment offices, and institutions at Morgan Stanley Private Wealth Management. She is a member of CU Women's Council and active in the entrepreneurial community. She has a B.A. in Economics from the University of Illinois.

# Mayor Michael Hancock:

## *Priorities for the Mile High City*

### Mayor Hancock Priorities and Accomplishments

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#### Leverage Denver International Airport (DIA) to make the region a major gateway to the world

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- **Fifth-busiest airport in the United States** serving more than 54 million passengers per year
- New, nonstop international flights, including Tokyo, Mexico City, Reykjavik, Paris, Munich, Montreal and Panama City
- Create a bustling Airport City and Aerotropolis
  - **Create** more than **30,000 new jobs** over the next 20 years
  - **New 500-room hotel and transit center** at the airport, which opened in November 2015
  - **20-mile rail line** linking Downtown Denver with DIA, which opened on April 22, 2016

#### Secure a new U.S. Patent and Trademark Office in Downtown Denver

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- Generate nearly **\$440 million in economic benefits** over the next five years
- Establish Denver as a **hub of innovation** in the high-tech and advanced-industry sectors

#### Economic Development

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- Secured the relocation of **Panasonic Enterprise Solutions** to Denver
- Support and grow Denver's diverse, intelligent and forward-leaning businesses in emerging industries such as clean energy, bio-technology, telecommunications, aerospace and healthcare



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## **The Honorable Michael B. Hancock**

Elected as Denver's 45th mayor in July 2011 and re-elected overwhelmingly in May 2015, Mayor Hancock immediately began to transform Denver into a more globally competitive city.

The Mayor believes there is nothing more important than helping every young person in every neighborhood compete and succeed in the 21st Century economy. He is aligning all City departments with nonprofits, businesses and educational organizations to better prepare all children for every stage of life through new initiatives such as the Denver Children's Cabinet and Denver Education Compact.

As Denver and cities across the country emerge from the recession, Mayor Hancock is committed to creating economic opportunity and eliminating inequities and disparities. Top priorities include reducing homelessness, increasing affordable housing options, strengthening workforce training partnerships with community colleges, and finding solutions to chronic mental health and substance abuse challenges in the community.

Mayor Hancock has also brought meaningful reform to the Denver Police and Sheriff Departments by establishing new leadership that has reorganized the department to get highly trained officers out of the office and back onto the streets, as well as provide for the well-being, fair treatment and safety of inmates and the men and women serving this community. These steps together strengthen Denver's unparalleled quality of life.

Prior to becoming Mayor, Michael Hancock served on the Denver City Council for eight years, including two as City Council President. In his early career, he worked for the Denver Housing Authority and National Civic League, and was the youngest President of an Urban League chapter in America.

Mayor Hancock is married to musician and performer Mary Louise Lee, and is the proud father of three children: Alayna, Jordan and Janae.

# CDOT:

## *Improving Mobility and Connectivity*

### CDOT at a Glance

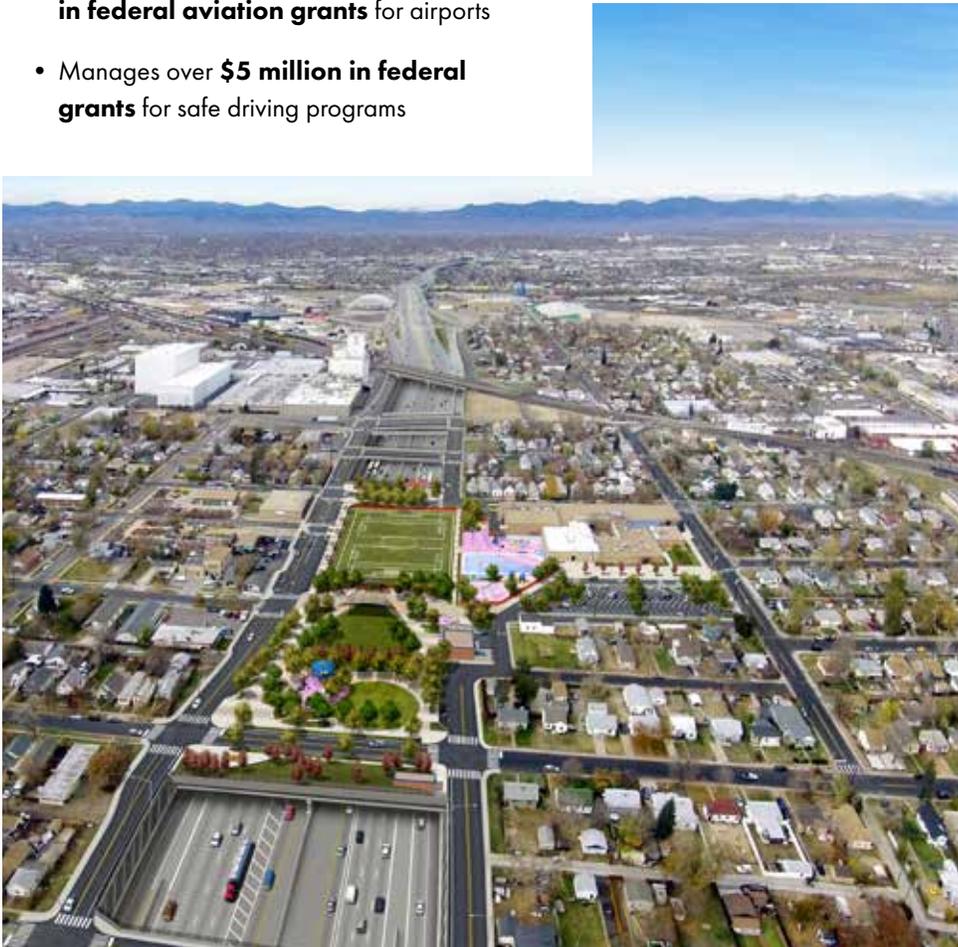
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- Maintains, repairs and plows over **23,000 total lane miles of highway**
- Maintains **3,447 bridges**
- Oversees **28 billion miles** of vehicle travel annually
- Plows about **6 million lane miles** each year
- Spends **\$69 million annually** on snow removal
- Keeps over **35 mountains passes** open year-round
- **Monitors 278 of 522 avalanche paths**
- Administers about **\$11 million in federal grants** for transit operators and **\$41 million in federal aviation grants** for airports
- Manages over **\$5 million in federal grants** for safe driving programs

### About Central 70

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The Central 70 Project will improve safety, mobility and community connections along one of Colorado's most congested interstate corridors. The project includes removing the 50-year old viaduct, lowering a section of I-70 below grade and constructing a 4-acre cover over the interstate. One new Express Lane in each direction will be added between Brighton Blvd and Chambers Road. A Record of Decision (ROD), completing a 14-year study process, was released on Jan. 19, 2017, approving the project to move forward with construction. Construction is anticipated to begin in 2018.



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Delivered.



**Tony DeVito**

Tony previously was the Regional Transportation Director for Region 1 at the Colorado Department of Transportation (CDOT). The region encompasses the counties of Clear Creek, Gilpin, Jefferson, Douglas, Arapahoe, Adams, Broomfield and City and County of Denver along with all of the US 36 Corridor. This Region amasses an amazing team of over 800 professional, general professional and maintenance/labor employees. Tony DeVito served as Region 1 Transportation Director since October 2008 and in May 2015, Tony accepted his current position as the Central 70 Project Director.

As the Central 70 Project Director, Tony is required to engage leadership as CDOT / HPTE guides this \$1.2 billion project through the concessionaire procurement, construction and launch of the new Express Lanes. Tony's expertise in collaborating with stakeholders to drive forward initiatives such as the I-70 Mountain Record of Decision and then implementing and making complex projects such as Twin Tunnels, Peak Period Shoulder Lanes and Fixed Fire Suppression a reality, which will serve this "iconic" project well.

A Professional Engineer with more than 25 years of experience, Tony also participates in CDOT's executive management team, responsible for developing Department policies. Tony began his career with CDOT in 1991, gaining expertise in design, construction and traffic activities statewide.

A native Coloradan, Tony graduated from the Colorado School of Mines with a B.S. in Civil Engineering and he along with his family enjoy the amazing outdoor activities that this great state provides.



**Alan Eckman**

Alan Eckman is a Vice President of transportation for the Rocky Mountain Area in AECOM's Denver office. His career is focused on multimodal transportation solutions including planning, designing, and implementation. In addition to a strong planning and engineering background, Alan has also successfully led projects involving multi-agency perspective with high-profile objectives and outcomes. He has been heavily engaged with our local agency clients in Colorado as well as CDOT RoadX in developing technology pilot projects, and in evaluating and planning for Mobility of the Future.



# Leading a World Class Medical School

## About CU Anschutz

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The University of Colorado Anschutz Medical Campus (CU Anschutz) is the largest academic health center in the Rocky Mountain region. The campus combines interdisciplinary teaching, research and clinical facilities to prepare the region's future health care professionals, provide the best available health care at two nationally recognized hospitals and be a national leader in life sciences research. The Anschutz Medical Campus is home to two of the top hospitals in the nation: University of Colorado Hospital, named as the top hospital in Colorado by U.S. News & World Report, and Children's Hospital Colorado, ranked for more than a decade as one of the best children's hospitals nationally by U.S. News and World Report.

### Quick facts

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- More than **4,000 degree-seeking students** in health professional and graduate schools (Fall 2016)
  - **School of Medicine:** 695 MD students
  - **School of Dental Medicine:** 449 dental students
  - **College of Nursing:** 1,002 nursing students
  - **Skaggs School of Pharmacy and Pharmaceutical Sciences:** 782 pharmacy students
  - **Colorado School of Public Health:** 583 public health students
  - **Graduate School:** 985 master's and PhD students
- **21,500 employees**
- **1.7 million** patient visits annually
- **230 acres of land** for patient care, research and education facilities
- **11.3 million gross square feet** of newly built training facilities for future health professionals
- **\$425 million** in annual research grant awards (2016)
- **1,300 patent applications filed** and **53 new companies** formed since 2002

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## **Donald M. Elliman Jr.**

*Chancellor, University of Colorado  
Anschutz Medical Campus*

A long-time executive in publishing, Don Elliman boasts a successful track record in business and a high-quality reputation in higher education. Elliman worked at Time Warner for 32 years, retiring as an executive vice president of Time Inc. Other positions he has held include publisher of People Magazine and President of Sports Illustrated. He served as president of Ascent Sports then Kroenke Sports Enterprises, with oversight of business activities, including The Pepsi Center, The Denver Nuggets and The Colorado Avalanche.

Elliman next became the director of the Colorado Office of Economic Development and International Trade, overseeing a wide range of economic development activities, including domestic and international business development, small business programs, the Colorado Tourism Office and the Colorado Economic Development Commission.

He then served two years as chief operating officer for Colorado, assisting the governor in the management of all state agencies, and as chair of the Colorado Recovery Accountability Board, with responsibilities for oversight of spending in Colorado.

He was named chancellor by University of Colorado President Bruce Benson in February 2013 and assumed sole responsibility for CU Anschutz in September 2014.



## **John Reilly, MD**

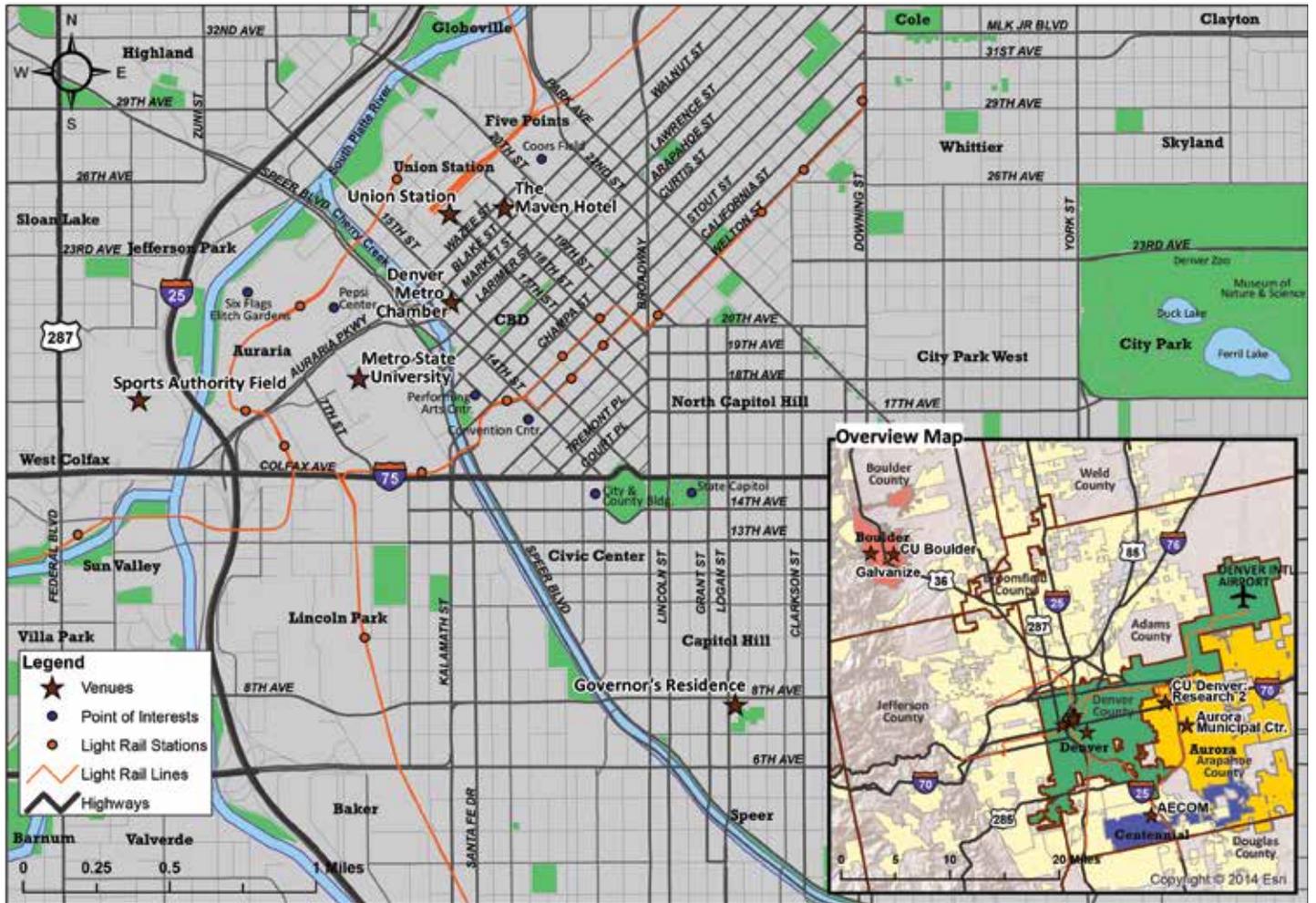
*Dean of the University of Colorado  
School of Medicine and Vice Chancellor  
for Health Affairs for the University of  
Colorado Anschutz Medical Campus*

Prior to joining the University of Colorado, Dr. Reilly was at the University of Pittsburgh School of Medicine. He has an undergraduate degree in Chemistry from Dartmouth and a medical degree from Harvard, with postgraduate work at Brigham and Women's Hospital in Boston and at Intermountain Healthcare in Salt Lake City. His personal research activities are focused on various pulmonary diseases, including emphysema, chronic obstructive pulmonary disease and lung cancer.

Faculty development and mentorship are important components of his leadership. He strives to identify talented individuals, providing them with the strategic vision and the autonomy to carry out their work to solve problems and remove barriers identified in the course of business.

Dr. Reilly is keenly aware of the challenges facing academic medicine today, from the rapidly changing clinical landscape to funding pressures for research and education dollars. He comments on the contributions that the nation's academic medical centers make in our society with regard to patient care, teaching and research and that the "role of leadership is in providing the infrastructure that keeps these three missions together and allows people to do what they do best."

# Venues Map & Itinerary



# Itinerary

## Sunday September 24

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### 12:05 PM

Group Flight Departs Austin

### 1:15 PM

Group Flight Arrives Denver

### 3:00 - 3:30 PM

Welcome to Colorado!

### 3:30 - 4:30 PM

CU Boulder Innovation

### 5:00 - 6:00 PM

Boulder: *Growing Big Companies*

### 6:30 - 8:30 PM

Hospitality Suite Reception

### 6:30 - 11:00 PM

Hospitality Suite Open

## Monday September 25

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### 7:45 AM

Breakfast

### 8:00 - 9:00 AM

Mayor Michael Hancock: *Priorities for the Mile High City*

### 9:30 - 10:30 AM

CDOT: *Improving Mobility and Connectivity*

### 11:00 AM - 12:00 PM

Leading a World Class Medical School

### 12:00 PM

Lunch

### 12:30 - 1:30 PM

Innovation, Research and Community Partnerships

### 2:00 - 3:00 PM

Metro Mayors Caucus: *Providing a Voice for Regionalism*

### 3:30 - 5:00 PM

Talent: *Innovative Programs Empowering Students*

### 4:45 - 5:45 PM

Hospitality Suite

### 6:00 - 7:00 PM

Governor's Reception

### 7:00 - 8:30 PM

Governor John Hickenlooper: *Entrepreneur to Mayor to Governor*

### 8:45 - 11:00 PM

Hospitality Suite

## Tuesday September 26

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### 7:30 AM

Breakfast

### 7:45 - 9:00 AM

Innovative Solutions to Poverty: *Denver's Road Home*

### 9:30 - 11:00 AM

Leading the Way on a Safe, Vibrant, Healthy Urban Core

### 11:30 AM

Lunch

### 11:45 AM - 1:30 PM

Mobility Choice: *Technology Is Changing How We Travel*

### 2:00 - 3:00 PM

Denverright: *Designing the Future with Intentional Land Use Planning*

### 3:00-4:00 PM

Wrap Up: *The Local Side - Austin's Perspective*

### 6:40 PM

Group Flight Departs Denver

### 9:45 PM

Group Arrives Austin

# Innovation, Research and Community Partnerships

## About CU Innovations

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The University of Colorado Innovations Office at Anschutz believes that CU's world-class research should create world-class impact. The office brings together industry partners, entrepreneurs, and investors to help CU researchers solve important problems and improve the quality of life worldwide. With expertise in patents, copyrights and licensing, the office helps translate discovery into impact through transparent, flexible, best practice intellectual property management services, and connect researchers at CU's Anschutz Medical campus with a variety of commercialization programs in the University and the community.

## About Community-Campus Partnership

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The "Community-Campus Partnership (CCP)" for the University of Colorado Anschutz Medical Campus fosters and supports collaborative activities and programs to improve health and economic well-being in partnership with the campus' surrounding underserved communities.

- "Hire Local" aims to help local residents learn about and become prepared for entry- and mid-level jobs on the campus.
- "Learn Local" aims to connect Anschutz Medical Campus to Aurora schools and organizations serving young people, to foster interest in and knowledge about careers in the health sciences. Learn Local also works to connect Anschutz students and young professionals to service opportunities in the Aurora community.

## About Fitzsimons Redevelopment Authority (FRA)

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The FRA was formed in 1998 as a unique partnership between the University of Colorado and the City of Aurora to create a life science innovation district that links discovery and innovation with entrepreneurship. Currently home to 65 companies, the FRA is committed to building a vibrant life sciences community by providing companies with the resources and environment in which to thrive.

Sponsored By:





**Robert McGranaghan**

Robert has developed, implemented, evaluated, and disseminated community and worksite-based health education interventions and community-based participatory research (CBPR) partnership activities for over 30 years and has served as project director on several major interdisciplinary grants sponsored by federal and state agencies and foundations, and involving individuals from multiple disciplines and diverse communities in Denver, Philadelphia, the California Bay Area and Detroit.

He has a particular interest in, and nearly 20 years experience with CBPR and in developing and sustaining community and institutional partnerships to improve health and well-being. Robert has a bachelor's degree from Penn State University and a master's from Temple University.



**Kim Muller**

Kimberly is the Director of CU Innovations at the University of Colorado serving the CU Anschutz Medical Campus. Kimberly joined the University of Colorado in June 2015 with more than 15 years of experience in intellectual property management, licensing, research partnerships with corporations, and the formation of venture capital-financed startup companies. Kimberly was formerly the Deputy Director of the Yale Entrepreneurial Institute (YEI), and the Associate Director of New Ventures at Yale University in the Office of Cooperative Research. Previously, Kimberly managed the intellectual property and licensing for Curagen Corporation and was co-founder of Arbor Fuel, a biofuel company that utilized recombinant microorganisms for the production of ethanol and butanol.



**Steven VanNurden**

Steve is the Executive Director of Biotechnology at the University of Colorado, Anschutz Medical Campus and also serves as President and CEO of the Fitzsimons Redevelopment Authority (FRA) in Aurora, Colorado. Mr. VanNurden works with University faculty and staff to develop a strategic research vision to foster discovery and innovation in order to grow and diversify funding for the research enterprise. Previously, Mr. VanNurden was Chair of Mayo Clinic Ventures and helped commercialize nearly 2,000 Mayo Clinic discoveries, inventions and other Intellectual Property through conventional licensing agreements, collaborations and directly investing in start-up companies through the Technology Based Ventures (TBV) program resulting in the formation of over 50 companies with a positive return on investment back to Mayo Clinic.



# Metro Mayors Caucus:

## *Providing a Voice for Regionalism*

### About Metro Mayors Caucus

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Founded in 1993, the Metro Mayors Caucus is a nationally recognized voluntary and collaborative membership organization for mayors in the Denver region.

The Caucus is a unique forum that fosters personal relationships and uses dialogue to identify common purposes, challenges and solutions that benefit both the region and member municipalities.

#### Core Functions

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- Enhancing personal relationships and building trust among Denver metropolitan area mayors and the people they represent;
- Developing consensus positions on regional issues and advocating their adoption;
- Monitoring policy that affects municipalities and the region;
- Providing a voice for regionalism on issues with multi-jurisdictional or regional impacts;
- Forging relationships and enhancing collaboration among the private, non-profit and public sectors that seek to implement change at the local, regional and state levels;
- Offering a forum for the resolution of differences among the jurisdictions in the metro area.

#### Priorities

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- Transportation Funding & Transit Build-out
- Affordable/Workforce Housing
- Homelessness and Hunger
- Smart/Sustainable Growth
- Energy Efficiency & Conservation
- Water Conservation
- Health & Wellness
- Legislative Relations

Sponsored By:





**The Honorable  
Stephen D. Hogan**

Steve Hogan was elected to his first term as mayor of Aurora in 2011, after serving as an at-large Aurora City Council Member for 24 years in six non-consecutive full terms over thirty years, ending in 2009. Hogan also served one term as a Colorado State Representative from House District 40.

Throughout his time in Aurora, Hogan has focused his efforts on promoting strong economic development, job creation, regional cooperation, and protecting community assets including Buckley Air Force Base and the Anschutz Medical Campus and Fitzsimons Innovation Campus. He has played a leadership role in several significant areas including city budgeting, air quality, water management, transportation, local business interests, and urban renewal. Hogan has devoted his career to making Aurora a better place to live, work and raise a family.

Hogan holds a bachelor's degree in History and Political Science from the University of Denver. Prior to serving as mayor, Hogan was a public transportation executive, working as the Executive Director of the E-470 Public Highway Authority and the Northwest Parkway Authority, and a small business owner. Hogan was a frequent speaker on innovative transportation financing to national and international public and private groups.



**The Honorable  
Cathy Noon**

Cathy Noon has served as the Mayor of Centennial, Colorado since 2010. Centennial, a large suburb of South Denver, is debt-free and operates using a contract model of business, with just 64 employees to serve a population of over 107,000. Starting with the grassroots effort of the largest city incorporation in U.S. history, Mayor Noon has been an instrumental part of Centennial since 2000.

Mayor Noon represents Centennial on many regional policy-making bodies and economic development organizations. She is also the 2017 Chair of the nationally recognized Metro Mayors Caucus, which is composed of mayors from 40 municipalities that collectively represent more than half of Colorado's population. Under her leadership, Centennial has consistently ranked as one of the safest cities in Colorado, been recognized on Money Magazine and USA Today's "Best Places to Live" lists, and in 2015, was one of 12 cities nationwide to receive a grant from Bloomberg Philanthropies for the formation of an innovation team to look at transportation and technology issues.

When she's not serving the citizens of Centennial, Ms. Noon is a district manager for water, sanitation, and metropolitan special districts. She is also co-owner of a packaging company and recycling business.

# Talent:

## *Innovative Programs Empowering Students*

### Educational Attainment (Population Aged 25+), 2015

	<b>AUSTIN MSA</b>	<b>DENVER CSA</b>	<b>DENVER MSA</b>	<b>BOULDER MSA</b>
High School Grad or Higher	89.2%	90.6%	90.5%	94.6%
Bachelor's Deg or Higher	42.6%	42.3%	41.8%	60.6%
Graduate or Professional Deg	14.8%	15.8%	15.3%	26.8%

### About Metropolitan State University of Denver (MSU Denver)



**Average Class Size:**  
19 Students



**67 Bachelor's Degrees**



**5 Master's Degrees**

Professional Accounting, Teacher Education, Social Work, Business Administration and Health Administration



**1,200 Internships**

at 600 Businesses and Organizations

### About Colorado Succeeds

A non-profit, nonpartisan coalition of business leaders focused on improving the state's education system. Colorado Succeeds represents business executives from corporations of all sizes and sectors working to ensure all of Colorado's children are educated to their greatest potential, and all of Colorado's businesses have the talented and innovative homegrown workforce they need to thrive.

Sponsored By:





**Janine Davidson, Ph.D.**

The eighth president of MSU Denver, Janine Davidson, Ph.D., is a compelling leader with extensive experience guiding large and complex organizations. Prior to joining the University, Davidson served as the 32nd undersecretary of the United States Navy, where she managed all Department of the Navy affairs including Navy and Marine Corps integration, acquisition, finance, personnel, legislative affairs, research and development. In that role, she was responsible for the health and well-being of nearly 900,000 sailors, marines, civilians and their families.

Davidson has nearly 30 years of experience in military operations, national security policy and academic research.

As an analyst and academic, Davidson was a senior fellow for defense policy at the Council on Foreign Relations, where she is a lifetime member. She has taught national security policy and political science at Georgetown University, George Mason University and Davidson College.

She holds a master's degree and doctorate from the University of South Carolina and a bachelor's of science degree in architectural engineering from the University of Colorado Boulder. She was a distinguished graduate of the Air Force Squadron Officer School and was the first woman to fly the Air Force's tactical C-130.



**Steve Kreidler**

Steve is the vice president for administration for Metropolitan State University of Denver, having served since 2013. He served as the executive vice president for the University of Central Oklahoma for 12 years and his prior service was in economic development, fund raising and social services. He has executed multiple higher education public private partnerships in health care, student housing, advanced manufacturing, brewing, banking, and others. Steve currently serves on the Board of Governors for the Metro Denver Economic Development Corporation, as a Board member for CityYear Denver, as CFO Advisor to the Colorado Commission for Higher Education, and has participated in Access Denver.



**Scott Laband**

Prior to serving as President of Colorado Succeeds, Scott worked as the Legislative Director for Colorado Senator Mike Johnston, where he oversaw the policy agenda and served as liaison for internal strategy negotiations with other Colorado state legislators and external relations and coalition-building with advocates and interest groups. Scott began his career at HVS International, providing asset valuation and investment consulting for commercial real estate developers. Scott also worked at Qdoba Restaurant Corporation, directing strategic marketing and branding campaigns nationwide. He is a founding board member of Rocky Mountain Prep, a charter management organization with three high-performing public schools in Denver and Aurora.

# Governor John Hickenlooper:

## *Entrepreneur to Mayor to Governor*

### Governor Hickenlooper's Dashboard

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#### Economic & Infrastructure Development

Make Colorado the best place to start and grow a business

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- Goal:** Increase access to reliable, cost-effective broadband internet
- Goal:** Cut the burden of government regulations
- Goal:** Increase travel time reliability in two corridors: I-25 and I-70

#### Quality Government Services

Providing efficient, effective and elegant government services

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- Goal:** Improve the DMV customer experience
- Goal:** Reduce fatal and serious injury highway crashes
- Goal:** House veterans experiencing homelessness
- Goal:** Reduce the recidivism rate

#### Environment & Energy

Drive conservation with a purpose and ensure smart resource management

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- Goal:** Improve air quality
- Goal:** Protect Colorado drinking water and waterways
- Goal:** Enhance land stewardship through increased conservation
- Goal:** Increase recreational usage
- Goal:** Support responsible energy development
- Goal:** Ensure a sustainable water future

#### Workforce Development & Education

Grow the middle class by helping people connect to careers

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- Goal:** Improve access to resources in the workforce system
- Goal:** Increase job placement rate, retention and wage growth in our programs
- Goal:** Reduce the attainment gap
- Goal:** Every student graduates high school ready for college and careers

#### Health

Become the healthiest state in the country

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- Goal:** Support healthy weight of kids and adults
- Goal:** Reduce substance use disorder
- Goal:** Reduce impact on daily life of mental illness
- Goal:** Increase immunization rate
- Goal:** Improve health care coverage
- Goal:** Improve value in health care service delivery

Sponsored By:

**StDavid's**  
HEALTHCARE



## **The Honorable John Hickenlooper**

John Hickenlooper is a lifetime entrepreneur who ran as a “dark horse” to become Mayor of Denver in 2003. He led the campaign to pass FasTracks, the largest regional transportation initiative in U.S. history, and helped convince the 34 metro mayors (2/3 Republican) to unanimously support and pass the 0.4% sales tax increase at the ballot. He recruited top managers to his cabinet from business and wherever he could find them. In eight years he had streamlined the total workforce by 7%, the first such reduction in Denver’s history. In 2005 TIME Magazine named him as one of the five top big-city mayors in America. He recently added “author” to his resume with the publication of his forthcoming memoir, *The Opposite of Woe: My Life in Beer and Politics*.

When he was inaugurated Governor of Colorado in 2011, having run on his history of collaboration for community good, he became the first Denver mayor to be elected governor in 150 years. He also became the first geologist to become a governor in the history of the nation, and the first brewer since Sam Adams in 1792. Again he has recruited talent from all quarters, and is redefining the relationship between a state government and its business and civic communities.

Governor Hickenlooper’s goal is to create the most pro-business state government, but with the highest environmental and ethical standards. His administration has already examined more than 16,000 rules and regulations, and either eliminated or streamlined more than half of them.

They have created the Colorado Innovation Network (COIN) and provided Advanced Manufacturing Grants to accelerate start-ups and early stage technology businesses. They are building an integrated workforce training system, in conjunction with the Markle Foundation and LinkedIn, that will create a single, seamless continuum for education and workforce preparation, from childhood to old age.

Governor Hickenlooper applied his passion to create good government on a national level as well. His 2015 “Chair’s Initiative” at the National Governors Association, focusing on hiring, appropriate creation and implementation of regulations, and continuous improvement, was a bipartisan success. He is a great believer that governors, far more than Congress, can revive American democracy.

# Innovative Solutions to Poverty:

## *Denver's Road Home*

### Economic Indicators

	AUSTIN MSA	DENVER CSA	DENVER MSA	BOULDER MSA
Median Household Income, 2015	\$67,195	\$70,361	\$70,283	\$72,009
Families Below Poverty Level, 2015	7.6%	6.9%	7.0%	5.0%
Median Home Value, 2015	\$241,100	\$314,700	\$314,400	\$416,500
Home Value, 2015				
% Less than \$50,000	3.3%	3.1%	2.6%	4.1%
% \$50,000 to \$99,999	5.4%	2.0%	2.0%	0.6%
% \$100,000 to \$149,999	10.9%	4.5%	4.5%	1.7%
% \$150,000 to \$199,999	17.6%	10.0%	9.6%	5.6%
% \$200,000 to \$299,999	26.5%	27.3%	28.0%	17.1%
% \$300,000 to \$499,999	22.4%	35.0%	36.0%	33.8%
% \$500,000 to \$999,999	11.5%	15.3%	14.5%	29.2%
% \$1,000,000 or more	2.3%	3.0%	2.7%	7.8%

Sponsored By:





**Erik Soliván**

Erik Louís Soliván is the first Executive Director of the Mayor's Office of Housing and Opportunities for People Everywhere (HOPE). The Office of HOPE is leading the City's strategy to leverage public and private partner programs and resources to provide: Jobs through workforce training to help families and people grow their wages and begin to save for their future; Health services, including mental health, addiction and supportive services; and Housing that is affordable across income categories.

Prior to taking the lead at the Office of HOPE, Erik was the Senior Vice President at The Philadelphia Housing Authority. He also previously served as the President of a non-profit affiliate of PHA, PhillySEED Incorporated, and was a special assistant to the Deputy Secretary in the Pennsylvania Department of Community and Economic Development. Erik also worked for private sector firms focused on improving access to housing and community revitalization.

Since taking the lead at the Office of HOPE, Erik has begun the hard work of harnessing city resources and efforts for the benefit of Denver residents. He is currently working with multiple city agencies to implement 30 short-term actions to improve and expand city and partner services by the end of 2017.



**Jamie Van Leeuwen**

Jamie Van Leeuwen currently serves as the Senior Advisor for Governor Hickenlooper after working as Deputy Chief of Staff and Director of Community Partnerships during the first term. Leading up to the Hickenlooper administration, he worked as the Policy Director and served on the transition team for the Hickenlooper for Colorado gubernatorial campaign. He is also the CEO & Founder of the Global Livingston Institute (GLI), a non-governmental organization in East Africa designed to engage students and community leaders to develop innovative solutions to poverty and is a Senior Research Fellow with the Buechner Institute at the University of Colorado Denver School of Public Affairs. He became a Fulbright Scholar in 2013 and a Woodrow Wilson International Fellow in 2017.

Jamie completed his PhD in Public Policy at the Graduate School of Public Affairs at the University of Colorado Denver with an emphasis on affordable housing and homelessness. He has a Masters degree in International Public Health and a Masters degree in Sociology from Tulane University. His career focus is on domestic and international work related to poverty alleviation, specifically targeting homeless and vulnerable youth in developed and developing countries.

## DENVER'S ROAD HOME

**In October 2003, Denver Mayor John Hickenlooper appointed members to the Denver Commission to End Homelessness. The Commission participated in an intensive community planning process with a mandate to create a plan to end homelessness in 10 years. Denver's Road Home is a collaboration among the City and County of Denver, Mile High United Way, homeless service providers, foundations, businesses, faith-based organizations and the greater community. It works by connecting homeless men, women, children and families to affordable housing with wrap-around support services, which enable them to live a life of self-sufficiency.**

# Leading the Way on a Safe, Vibrant, Healthy Urban Core

## Downtown Denver Partnership

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One of the oldest and largest downtown organizations in the country, focusing on downtown Denver’s development, environment, public policy, jobs, transportation and housing initiatives. The organization serves as a primary convener for a wide array of downtown stakeholder groups, including arts organizations, neighborhood groups, human service agencies, police departments, business owners and developers. The Partnership currently has over 700 member businesses.

## Downtown Security Action Plan

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Completed in January 2016, a holistic look at how the private sector can ensure Downtown Denver is a safe place to live, work and visit by supporting safety and security efforts. The Plan includes more than 240 action items ranging from improved lighting and management of alleys to enhancing communication programs among property owners and businesses. The development of the Plan was led by the Downtown Denver Partnership, with consulting support from KPMG and funding from the Downtown Denver Business Improvement District (BID), the City and County of Denver, the Regional Transportation District, and Brookfield Properties.

### The Plan includes five focus areas:

- 1 infrastructure and environment
- 2 communications, education and responsibility
- 3 regulation and enforcement
- 4 information and coordination
- 5 strategy and management

## Downtown Area Plan

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A planning document used to guide citywide decision making and move downtown Denver forward over a period of 20 years. The Downtown Area Plan is a result of an 18-month process with input from over 2,000 individuals, and it has become one of the most important tools in attracting new developers to downtown Denver.



Sponsored By:





## Tami Door

As President and CEO of the Downtown Denver Partnership, Tami works to attract projects and people to downtown Denver in order to create a thriving downtown. By removing barriers between the public and private sectors, Tami helps identify development sites that best fit the needs of a particular project and that add value to downtown Denver as a whole, and works to ensure that projects are completed as planned.

Since she joined the Partnership in 2005, Tami has played an integral role in many significant downtown Denver real estate developments, from working to attract DaVita to move their headquarters here, to creating neighborhood plans such as Arapahoe Square and 14th Street, and working closely with the Denver Union Station development.

In addition to her work with the Partnership, Tami is involved in numerous professional and philanthropic organizations. She currently serves as Chairman of the Auraria Higher Education Center and Co-Chairman of the 2027 Committee. She serves on the Boards of the Colorado Black Chamber of Commerce Foundation, Denver Road Home, VisitDenver, IDA and Citywide Banks. Tami has been recognized for her leadership by the CU-Denver Board of Trustees, as a key partner by the Colorado Black Chamber, 9News Leader of the Year by the Denver Metro Chamber Leadership Foundation, Powerbroker by the Denver Business Journal and one of the 25 Most Influential Women in Denver by the Women's Chamber.

# Mobility Choice:

## *Technology Is Changing How We Travel*

### Commuting to Work (Workers Aged 16+), 2015

	AUSTIN MSA	DENVER CSA	DENVER MSA	BOULDER MSA
Mean Travel Time	26.5	27.2	27.7	23.0
Travel time to work				
% Less than 10 Minutes	10.1%	9.4%	8.5%	14.9%
% 10 to 29 Minutes	50.6%	49.1%	48.4%	56.0%
% 30 to 59 minutes	32.1%	33.8%	35.3%	23.6%
% 60 minutes or more	7.2%	7.7%	7.8%	5.5%
Public Transportation	2.3%	3.7%	4.0%	4.2%

### Mobility Choice Blueprint

Funded in partnership with private firms each contributing \$500,000:



### Technology Is Changing How We Travel

- What is Denver’s mobility strategy?
- How can the Denver Regional Council of Governments (DRCOG), Regional Transportation District (RTD) and Colorado Department of Transportation (CDOT) align for maximum effectiveness?
- How do we invest in mobility choices to avoid stranded investments and leverage new technology to create continued economic health and quality of life?

Sponsored By:





**The Honorable  
Jim Gunning**

Jim Gunning has a proven track record of bringing solutions and leadership to intricate and difficult situations. His years of experience in the armed forces and in leadership positions within the airline industry and the City of Lone Tree as a Council Member and Mayor have honed his ability to be a good communicator who looks for solutions through consensus whenever possible.



**Don Hunt**

Don has built his career developing urban transportation solutions. As the Executive Director of the Colorado DOT, he moved the agency forward in intelligent transportation systems and roadway operations. Don also served on national committees focusing on emerging connected and automated mobility. He is the founder of Mobility Choice, an ongoing public-private effort to ready the Denver region for technology-enabled mobility.



**Doug Rex**

In addition to serving as acting executive director for the Denver Regional Council of Governments, Doug Rex leads the organization's Transportation Planning and Operations division. During Rex's tenure with DRCOG, which began in late 2013, the organization has allocated over \$267 million to projects regionwide through the 2016-2021 Transportation Improvement Program. The division is currently wrapping up the 2040 Metro Vision Regional Transportation Plan, which guides development of the region's multimodal transportation system. DRCOG is commencing development of a regional active transportation plan and a regionwide Vision Zero initiative to reduce fatal crashes.



**Brian Welch**

Mr. Welch has over 34 years of multi-modal transportation planning experience. His career has been characterized by key leadership roles for complex, inter-jurisdictional, high-profile public and private sector work. Public sector accomplishments include authority and responsibility for the completion and implementation of agency-wide transportation planning and programming efforts. Private sector work includes project management and direction for millions of dollars of on-time, on-budget, consulting projects including award-winning efforts in California and Colorado.

# Denverright:

## *Designing the Future with Intentional Land Use Planning*

**Denver expects to grow by an additional 100,000 people by 2035.**

### How is Denver planning for tomorrow, today?

Simply, Denverright is “Four Plans Working Together to Make One City”. Denverright is a two-year planning process that kicked off in early summer 2016.

#### Denverright Vision Elements



Equitable, affordable, and inclusive



Well connected, safe and accessible places



Healthy and active



Strong and authentic neighborhoods



Economically diverse and vibrant



Environmentally resilient



Sponsored By:





**David Gaspers**

David A. Gaspers, AICP, Principal City Planner for the City and County of Denver, Colorado, has focused on transportation planning, transit-oriented development and walkable urbanism for the past nine years. He received his Master's degree in Community and Regional Planning from the University of Nebraska and has managed transportation, transit, and station area plan projects in both Denver and Fort Worth, Texas. David was the project manager for Transit Oriented Denver, the City's TOD Strategic Plan, and has spoken across the country about how Denver is using performance metrics to prioritize and implement TOD in the city. He is currently the project manager for the update to Blueprint Denver, the city's key growth strategy policy document.

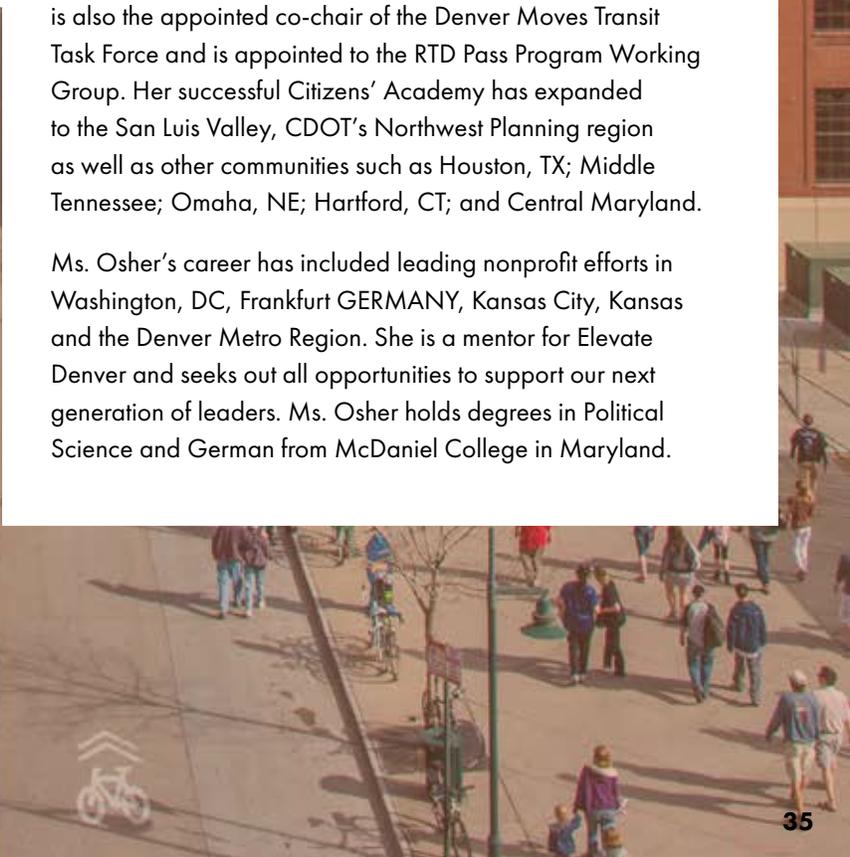


**Kathleen Osher**

Kathleen Osher, Executive Director of the Transit Alliance, has been leading the Alliance since 2005. As a national expert in citizen empowerment and transportation, Ms. Osher leads projects around the state of Colorado and the nation. Ms. Osher has 20 years of experience inspiring citizen leaders to create positive change in their communities, and is the creator of the successful Transit Alliance Citizens' Academy, established in 2007. Each Fall and Spring, Ms. Osher recruits emerging leaders to take action, volunteer, and join area leaders to make the Denver region the best place to live, work, and play. In 2016, Ms. Osher was recognized with the DRCOG Distinguished Service Award for her extensive knowledge and passion for advancing transit, active transportation and more mobility choices in the Denver region.

In addition to her work with the Citizens' Academy, Ms. Osher is also the appointed co-chair of the Denver Moves Transit Task Force and is appointed to the RTD Pass Program Working Group. Her successful Citizens' Academy has expanded to the San Luis Valley, CDOT's Northwest Planning region as well as other communities such as Houston, TX; Middle Tennessee; Omaha, NE; Hartford, CT; and Central Maryland.

Ms. Osher's career has included leading nonprofit efforts in Washington, DC, Frankfurt GERMANY, Kansas City, Kansas and the Denver Metro Region. She is a mentor for Elevate Denver and seeks out all opportunities to support our next generation of leaders. Ms. Osher holds degrees in Political Science and German from McDaniel College in Maryland.



# Thank you to our sponsors



SHARON SCHWEITZER, J.D.

