Influencing our behaviors, from making healthy food choices to how we commute to criminal activity, is an underlying challenge driving many community issues. Understanding motivation—why someone makes a certain choice—is often considered the key to large-scale social change. Humans are complex, as Joseph Grenny, the social scientist known for his bestselling book *Influencer: The New Science of Leading Change*, reminded 165 business and civic leaders who traveled to Salt Lake City for the Denver Metro Chamber Leadership Foundation’s Leadership Exchange (LEX) in September. Real change requires leaders to understand the many factors influencing human behavior and design systems change that addresses both motivation and ability. Effective leadership is teaching and creating a conducive space for people to practice change, Grenny told us. It’s a provocative idea.

But Grenny didn’t just share his theory of change. He introduced our delegation to Dave Durocher, a long-time prison inmate and addict. Durocher is a graduate of Delancey Street, a residential program in California that allowed him to develop the skills he needed to turn around his life. Today, he serves as managing director of The Other Side Academy in Salt Lake City, a two-year program for people who have been incarcerated, experienced homelessness or dealt with substance abuse, offering vocational training, education, counseling, mentorship and leadership training—all at no cost.

It’s an approach that inspired a number of delegates, including Denver Mayor Michael B. Hancock, who challenged the delegation to learn more about bringing this model to Denver. Dozens pledged their support to explore the current services in Denver and continue to engage with The Other Side Academy. Since the trip, interested members of the delegation have met with Grenny and his team. A group of participants has stepped up to continue moving this idea forward.

The delegation of the 27th Leadership Exchange also focused on mobility planning, tourism, workforce development, community engagement, housing and homelessness and big, bold events like the Sundance Film Festival and the 2002 Winter Olympics.

For more information or to get involved in the outcomes of LEX: Salt Lake City, please email Kirsten Vermulen at kirsten.vermulen@denverchamber.org.

Best,

Dan Lewis  
Executive Director  
Denver Metro Chamber Leadership Foundation
BY THE NUMBERS

50 SPEAKERS

165 DELEGATES

4 ELECTED OFFICIALS

26 INDUSTRY SECTORS REPRESENTED

10 EXPERIENCES SHOWCASING EVERYTHING FROM TOURISM AND THE ARTS TO WORKFORCE DEVELOPMENT AND MOBILITY PLANNING

2 STUDENTS ATTENDED

12 SCHOLARSHIPS AWARDED
NETWORKING SPONSORS

Anadarko Petroleum Corporation  |  Comcast
Craig Hospital  |  Deloitte  |  EKS&H  |  FirstBank
GE Johnson Construction Company
Hogan Lovells  |  IMA Financial Group  |  MillerCoors
North Highland  |  Pinnacol Assurance
Polsinelli  |  University of Colorado
University of Denver  |  Xcel Energy

COMMUNITY SPONSORS

Core Contractors  |  CRL Associates, Inc.
Denver Urban Renewal Authority  |  Hensel Phelps
Turner Construction
SNAPSHOT OF SPEAKERS

**Mayor Jackie Biskupski**  
Salt Lake City

**Fraser Bullock**  
Managing Director  
Sorenson Capital  
*Former COO*  
2002 Winter Olympics

**Lt. Gov. Spencer Cox**  
State of Utah

**Joseph Grenny**  
*Co-founder*  
VitalSmarts

**Mayor Michael B. Hancock**  
City and County of Denver

**Gov. John W. Hickenlooper**  
State of Colorado

**Mayor Ben McAdams**  
Salt Lake County

**Josh Perkins**  
*Co-founder*  
Bboy Federation

**Pamela Perlich**  
Director of Demographic Research  
Kem C. Gardner Policy Institute
Denver’s civic leadership is thoughtful, progressive and active. Experiences like LEX energize the efforts that exist and need constant work.

— Laura Rinker, marketing director, GE Johnson Construction Company

It’s imperative that public-private partnerships continue to work diligently to tackle challenging issues.

— Mark Isakson, vice president of Insurance Operations, Pinnacol Assurance

Change will occur when we all work together toward a common passion and outcome.

— Jillian Queri, Colorado Leadership Alliance student representative, University of Denver

The Utah Department of Transportation and Colorado Department of Transportation really demonstrated the limitations and obstacles to the Colorado transportation improvements and how we stack up against other agencies.

— Brian Holland, business development executive, Mortenson Construction
SOCIAL MEDIA ENGAGEMENT

Albus Brooks @AlbusBrooksD9 · Sep 23
Our Governor @hickforco @DenChamber speaking on topophelia.... Loving the place where you live. #LEX16

Tami Door @TamiDoor · Sep 22
@DENPartnership @DenLeadership #lex16 wow! Colorado ranks first in the nation for % adults that perform or create art - that is a big fact!

Bill Fulton @bill_fulton · Sep 23
My new hero--Utah demographer Pam Perlich gave a brilliant overview of how to embrace our diversity as a source of creativity #LEX16
SOCIAL MEDIA ENGAGEMENT

Shepard Nevel @ShepardNevel · Sep 23
"Greatest driver of change - people who move long distances. They're willing to take risks & bring innovation" @pam_sp #LEX16 @DenLeadership

Long Run Drivers of Change

- Economy
- Technology
- Demographics

Michael Niyompong @MikeNyio · Sep 23
@josephgrenny on Influence: Deal w/ ABILITY first then MOTIVATION. @DenLeadership #LEX16

Dr. Carrie B. Hauser @CMCPresident · Sep 22
Awesome day @UtahOlympicPark with @DenLeadership @DenChamber #LEX16 delegation. Amazing #FlyingAces ski jumpers!
Utah Olympic Park: A Living Legacy

Guided Tour — Delegates learned about each competition and training site, the athletes who use them, the 2002 Olympic history and future plans for the Utah Olympic Park. They also visited one of the world's fastest sliding tracks and saw an athlete's perspective of the highest Nordic ski jump in the world.

Zip Line — The extreme zip line is one of the steepest zip lines in the world; delegates experienced what it's like to be an Olympian flying off the K120 Nordic ski jump at speeds of world-class ski jumpers.

Leadership Summit: Utah | Colorado

The Leadership Summit served as a platform for Colorado and Utah leaders to connect and collaborate on issues critical to our shared future in the Intermountain West. In an effort to seed lasting partnerships, we convened thought leaders from both states for actionable dialogue on workforce development, air quality, growing our outdoor industries and strategies for addressing homelessness.

Panel: Workforce Development
 Colorado Panelists
 Moderator: Holli Riebel, COO, Denver Metro Chamber of Commerce
 Noel Ginsburg, president & CEO, Intertech Plastics and chair, BEL Commission
 Dr. Stephen Jordan, president, Metropolitan State University of Denver

Utah Panelists
 Ben Hart, managing director of Urban & Rural Business Services, Governor’s Office of Economic Development
 Deneise Lacy, human resources manager, The Boeing Company

Panel: Tackling Community Challenges with Courage and Persistence: Housing and Ending Homelessness
 Moderator: Jamie Van Leeuwen, senior advisor, Office of Gov. Hickenlooper
 Lloyd Pendleton, former director of the State of Utah’s Homeless Task Force

Panel: Air Quality
 Colorado Panelists
 Moderator: Tom Clark, CEO, Metro Denver Economic Development Corporation
 Andy Spielman, chair of the Regional Air Quality Council, and co-partner-in-charge, Denver Office, Wilmer Cutler Pickering Hale & Dorr

Utah Panelists
 Ted Wilson, former Salt Lake City mayor & executive director of UCAIR
Panel: Growing our Outdoor industries
Colorado Panelists
Moderator: Pam Reichert, vice president, Metro Denver Economic Development Corporation
Luis Benitez, director, Office of Outdoor Recreation Industry, State of Colorado

Utah Panelists
Tom Adams, director, Office of Outdoor Recreation, State of Utah

Lassonde Studios: University of Utah Entrepreneur Institute

The Lassonde Entrepreneur Institute and the David Eccles School of Business have developed a new model for entrepreneurial, cross-discipline education: the Lassonde Studios. The studios will house more than 400 unique student residences and 20,000 square feet of “garage” space where any student on campus can build a prototype, attend an event or launch a company. It will be the place where students “Live. Create. Launch.”

A top-25 entrepreneurship program, the school offers a major and minor in entrepreneurship and an interdisciplinary certificate in entrepreneurship to all undergraduate students. The university continues to be among the best schools for prize money available to student entrepreneurs, awarding $536,000 to student projects in 2014-15.

Downtown Rising: Walking Tour

In 2006, much of downtown Salt Lake’s retail storefronts were boarded up. Over the last 10 years, the downtown Salt Lake area has expanded by over 4,000 units. The urban core boasts the $1.5 billion City Creek Center, several new commercial towers, light-rail lines, thousands of new apartments and stores, a growing resident population and major attractions such as the George S. and Dolores Doré Eccles Theater. The original Downtown Rising plan was a guiding vision that blended public and private interests driven by the Salt Lake Chamber in partnership with the Downtown Alliance to shape the future of downtown Salt Lake City. In 2017, the Downtown Alliance will launch Downtown Rising 2.0.

Petzl: North American Headquarters

Outdoor recreation contributes more than $5.8 billion to the Utah economy, employs more than 65,000 people and is the primary driver behind the tourism industry in the state. A recreation, industrial and emergency rescue equipment and training company, Petzl’s roots lie in the desire of its founders to serve one passion: exploration. Petzl continues to invent products and provide solutions that allow sports enthusiasts and professionals to access some of the most inaccessible places, both day and night.

Petzl is one of many companies that have chosen to headquarter their U.S. operations in Utah due to the access to talent, a growing industry hub and, of course, proximity to the great outdoors.

Salt Lake City Off the Grid: Bicycle Tour

Delegates got off the grid with an interactive bicycle tour hosted by a Salt Lake City native, discovering city-close neighborhoods, urban parks and architectural gems. They experienced the renowned bicycle lane infrastructure outside the city’s core and explored a few hidden treasures many tourists miss.
Spy Hop: Youth Media Matters

Spy Hop is a nonprofit youth media arts organization whose mission is to mentor young people in the digital media arts to help them find their voice, tell their stories and be empowered to affect positive change in their lives, their communities and the world. Since its inception in 1999, Spy Hop has provided over 20,000 young people, ages 10-20, with introductory, intermediate and advanced programming in film, audio, music and design while preparing them for a future in the growing digital and creative economy. Each year, students create over 700 works of media that are shared with local, national and international audiences. Spy Hop is considered one of the leading youth media organizations in the country. In 2015, they won the National Arts and Humanities Youth Program Award from the President’s Committee on the Arts and the Humanities and were named one of seven global Adobe Creative Catalysts.

A Tourist Mecca: Temple Square VIP Walking Tour

Salt Lake City is an international tourist destination home to Temple Square – Utah’s No. 1 tourist attraction and headquarters of the Church of Jesus Christ of Latter-day Saints. An estimated five million visitors come each year to see the Salt Lake Temple and the world-renowned Mormon Tabernacle Choir, as well as to learn about the area’s pioneer history.

The Other Side Academy: A Model for Change

The Other Side Academy, modeled after San Francisco’s Delancey Street, is a nonprofit organization where criminals, homeless and substance abusers can change their lives, free of charge. Their comprehensive two-year residential program offers vocational training, education, peer counseling and mentoring, leadership training and transitional services.

They are not a rehab facility in the traditional sense nor are they a residential treatment facility. Their emphasis is not on drugs or alcohol. Rather, they are a peer community for learning life skills. During their stay, the students in the program receive an education, acquire marketable vocational and social skills and earn the self-respect necessary to let go of their past.

Through three student-managed social enterprises and revenue from training programs, the organization is 95 percent financially self-sufficient.

Infrastructure Innovations: Bicycle Tour

Like Denver, Salt Lake City is committed to providing urban mobility through a diversity of transportation choices, including walking, bicycling, transit and driving. The city’s bicycle initiatives have improved safety, enhanced quality of life, provided sustainable and healthy transportation choices and improved air quality in the region. Salt Lake City is creating low-stress, people-friendly streetscapes through protected bike lanes, turn boxes, crosswalk and light sensors and first-last mile transit options.
Lead Change.
On this invitation-only trip, more than 100 business and civic leaders go to the source of innovative community leadership taking place in a U.S. or international city to explore and learn together, then bring back big ideas to improve Colorado.

HOW YOU’LL GROW
Our goal in every Leadership Foundation program is for you to gain the knowledge, network, skills and experience to enhance your impact in the community. How you work matters as much as what you do, which is why our community values—Colorado’s Civic DNA—are part of every program.

IMPACT
- Explore the latest leadership trends and innovations of another community, then launch new ideas in the Denver metro area
- Activate your network and make new connections
- Reach top influencers and decision-makers across all sectors of our community

IS THIS FOR ME?
Although participation in this program is by invitation only, nominations are accepted six months before departure to ensure a diverse delegation with broad experience and relevant expertise.

WHAT YOU NEED TO KNOW
Dates:
Leadership Exchange: Munich
Oct. 17-22, 2017
Accommodations at Sofitel Bayerpost

The Denver Metro Chamber Leadership Foundation educates and inspires people who want to make a difference as leaders in their community. For more than 40 years we’ve worked as an affiliate of the Denver Metro Chamber of Commerce to build strong, diverse community leaders. No matter where you are in your leadership journey, from college to senior executives, we offer a program that will give you the tools you need to make an impact.

Start your journey today at denverleadership.org/leadershipexchange

DenverLeadership.org/LeadershipExchange
/LeadershipFoundation
@DenLeadership
/in/dmclf