

LEADERSHIP FOUNDATION

MUNICH



LEADERSHIP EXCHANGE 2017



DENVER METRO CHAMBER
**LEADERSHIP
FOUNDATION**

FINDING CREATIVE SOLUTIONS IN MUNICH

Our recent Leadership Exchange (LEX) trip to Munich certainly stands out in part because it was our first intercontinental leadership journey. But what strikes us most has nothing to do with the distance in miles that we traveled from home. Rather, it has everything to do with what we heard from Munich business and civic leaders as they exposed their own challenges with housing prices and traffic, which sounded familiar to our delegates; the technology we witnessed at BMW and IBM; how it felt to see refugee housing that people took pride in; and our own ingenuity that was triggered as we walked through one of the largest pedestrian zones in the world.

The value of LEX is in pairing these unique experiences with some of the brightest thinkers and doers in our region. And taking LEX abroad exposed our participants to some of the most creative ideas we've ever seen around public spaces, workforce development and housing. It is when we can bring leaders to the source of innovation with a strong network that we see the sparks that ignite action back in Colorado to strengthen our community.

Because we can't take all 4,000 alumni on our LEX trip annually, we hope you'll follow along in this.

You'll get to know the key issues we focused on – talent and apprenticeships; housing and urban development; and economic development. It's like you were with us – and will know where we're energized to bring these best practices back to our community.

If LEX sounds like a valuable experience to you, consider joining us for Colorado Experience, our hometown version of LEX in May. We'll take more than 100 leaders on the road to Boulder to see innovative thinking, problem solving and industry greats first hand. [Learn more here.](#)

Best,

*"Tell me and I forget.
Teach me and I remember.
Involve me and I learn."*

Benjamin Franklin



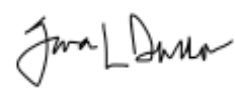
Dan Lewis,

A handwritten signature in black ink that reads "Dan Lewis".

Executive Director of the
Denver Metro Chamber
Leadership Foundation



Tara Dunn,

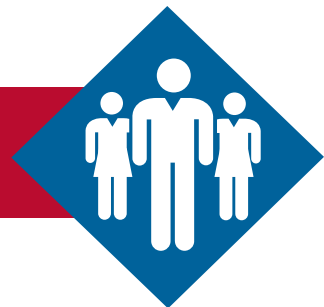
A handwritten signature in black ink that reads "Tara Dunn".

President of HighMark
Law LLC and 2017-18
Board Chair



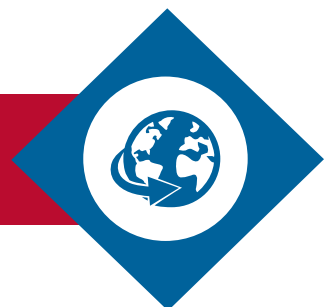
40+ SPEAKERS

133 DELEGATES



19 EXCURSIONS

5,229 MILES TRAVELED



TALENT AND APPRENTICESHIPS

A smart, healthy workforce is Colorado's competitive advantage. By 2020, 74 percent of Colorado jobs will require a post-secondary credential, while only 54 percent of Coloradans currently hold these credentials. Delegates explored Germany's apprenticeship model for opportunities to boost current efforts in Colorado.



“The apprenticeship model, while not new to Europe, has new applicability within the U.S., particularly for growing regions struggling to meet workforce demands. It presents a win-win: a viable way to ensure more high school students explore careers before college while populating organizations with employees they desperately need.”

Carrie Besnette Hauser, President and CEO of Colorado Mountain College.
[Read Hauser's perspective on LEX 2017.](#)

EXCURSION

BMW Plant Tour. Bavaria's automotive sector includes world-renowned premium manufacturers, and 25 percent of cars produced in Germany are manufactured in Bavaria by nearly 200,000 employees in the sector overall. The state's dual education system ensures that the next generation receives excellent training, providing sustainable support for the automotive industry in areas such as production and automotive trading.

The headquarters of BMW Group employs 7,700 employees from over 50 countries, 850 being trainees. The BMW Group Munich Plant builds more than 950 cars and more than 3,000 engines a day.

“There is a shared responsibility in making Colorado a better place, whether it is in academia, access or housing – areas we touched on during LEX.”

Nadeen Ibrahim, Student Delegate and 2017
Colorado Leadership Alliance Student Leader of the Year

[Check out](#) Ibrahim's reflection on her LEX experience.



EXCURSION

TUM Entrepreneurship Research Institute and MakerSpace. Munich has emerged as an international leader in technology research and development, and innovation. Technological know-how, outstanding educational institutions and robust human capital have made it Germany's leading technology city, rated first in Europe for specialist knowledge. The metropolitan area alone produces 10 to 15 percent of Germany's patents. In 2014, Munich ranked as the seventh best performing European city on AT Kearney's human capital benchmark and seventh globally for innovation. Delegates learned how one of the region's most highly regarded institutions for innovation and entrepreneurship is preparing its students to lead the next generation of innovation for the country.



Speakers

Dr. Carl Friedrich Eckhardt, Head of Center of Competence – Urban Mobility for BMW

Jorg Engelmann, Head of Vocational Education for the Chamber of Commerce and Industry for Munich and Upper Bavaria

Mark Tomkins, President and CEO of the German American Chamber of Commerce (Midwest)

Jon Kinning, EVP and COO of RK



“[The key takeaway from LEX] is how an effective dual-track education system can create a competitive advantage by having a qualified workforce for all sectors in a region.”

Tara Dunn, president of HighMark Law and Leadership Foundation 2017-18 Board Chair





HOUSING AND URBAN DEVELOPMENT

Metro Denver's median home price has topped \$415,000, making it the 13th most expensive housing market in the entire country. While rental prices have plateaued, affordable housing continues to be a challenge. In Munich, delegates visited an affordable housing development delivered through creative solutions.

EXCURSION

Making Room for Refugees: Affordable Housing Tour. Population within the city of Munich is set to grow by another 15 percent by 2030, to 1.7 million, but the rate of completion for new residential and commercial constructions already lags nearly 40 percent behind requirements. As a result, house prices have reached unaffordable levels for young professionals and lower-income workers. High prices have pushed some workers outwards, adding to congestion on the road network, making Munich among the more congested global cities.

In addition, around 126,000 asylum seekers arrived in the last 18 months (many have moved on, but thousands also stayed), the city is quickly building 1,000 new units in 2017 and planning another 3,000 short-term and long-term housing units. Utilizing the concept of “overbuilding” the Dantebad apartments are building over the parking lot of the Dantebad Aquatic Centre in the northwestern suburbs; apartments are rented to people on below-average earnings who are squeezed out of Munich's conventional housing market, where the average asking price of a home has topped €1 million.



“A group of LEX delegates traveled to a GEWOFAG affordable housing development for refugees ... the development was completed in a quarter of the time it usually takes to design and build a multi-family housing unit. Using publicly owned parking lots in this manner is certainly an idea worth exploring in our metro area as we continue to face rising housing costs and lack of affordable units.”

Kelly Brough, President and CEO of the
Denver Metro Chamber of Commerce



“Over \$1 billion dedicated to affordable housing and free tuition at TUM. There was a clear understanding that social return on investment is just as important as fiscal returns on investment.”

Eddie Koen, Chief Impact Officer for Mile High United Way

EXCURSION

Parking Lot to Pedestrian Paradise: Europe’s Most Walkable City. Prompted by the limited capacity of public transportation, as well as congestion and pollution from car traffic, Munich is increasing the possibilities for walking around the city by implementing smart urban development. Walking is already popular among Munich’s population, with some 75 percent of journeys under one kilometer and 20 percent of journeys between one and five kilometers accomplished on foot.

The city aims to improve on these statistics by creating a long-term culture of walking in Munich. This will be achieved with the addition of new elements to the pedestrian and cycle networks in combination with public transport, creating better amenities for pedestrians through the reorganization of streets and public spaces and cementing neighborhood mobility as an integrated approach in future planning.



Speakers

Angelika Heimerl, Urban Planning for the City of Munich

Florian Lippmann, Project Manager Project Development for GEWOFAG

Martha Doll, Social Department - Office of Housing and Migration for the City of Munich

Claudia Neeser, Architect for Guiding Architects Munich



“You can have a conversation about transportation and mobility with the head of the Colorado Department of Transportation, but that conversation is completely different when you’ve just heard the engineers at BMW claim that Munich will reduce the number of cars on the road by 50 percent in the next 30 years.”

Savinay Chandrasekhar, Executive Director of Minds Matter of Denver
[Read Chandrasekhar’s reflection on his first LEX experience.](#)





ECONOMIC DEVELOPMENT AND GLOBAL CITIES

Global cities run the global economy, set the global agenda, shape the global culture and the global trends. According to the Brookings Institute, the top indicator of global fluency for a city is the strength of leadership with a worldview. The delegation continued this conversation – first started during LEX: Chicago in 2015 – exploring economy-driving industries and amenities that attract a talented workforce and tourists alike.



“The ability to discuss how other cities are successfully tackling social issues we face in Denver – this fuels innovation and determination.”

Heather Lafferty, Executive Director and CEO, Habitat for Humanity of Metro Denver



"I had the opportunity to visit IBM Watson where research/development and innovation are fueling technology that will forever change the way our cities operate ... My takeaway is to test, learn and repeat and then focus on a couple of creative approaches that have the biggest impact. There is a big opportunity for public-private collaboration in this space."

Cindy Parsons, Vice President of Market Planning and Strategy for Comcast

[Read Parson's reflection](#) on how Munich is fostering innovation.



EXCURSION

Fraunhofer Institute IVV. As Europe's largest application-oriented research organization, their research efforts are geared entirely to people's needs: health, security, communication, energy and the environment. As a result, the work undertaken by their researchers and developers has a significant impact on people's lives. Its research activities are conducted by 69 institutes and research units at locations throughout Germany.

The Fraunhofer-Gesellschaft employs a staff of 24,500 who work with an annual research budget totaling €2.1 billion; €1.9 billion is generated through contract research. More than 70 percent of the Fraunhofer-Gesellschaft's contract research revenue is derived from contracts with industry and from publicly financed research projects. International collaborations with excellent research partners and innovative companies around the world ensure direct access to regions of the greatest importance to present and future scientific progress and economic development.



Speakers

Wolfgang Hubschle, Director of Invest in Bavaria

Rita Roider, Managing Director of the Department of Labor & Economic Development for the City of Munich

Andreas von Puttkamer, SVP Aviation for Munich Airport

Carsten Wilmsen, SVP Real Estate for Munich Airport

Marco Goetz, Head of Hub Planning for Lufthansa



EXCURSIONS

IBM Watson IoT HQ. There are more than 1,000 IBM engineers and designers that work with IBM clients and partners in what IBM Watson calls its “collaboratory” – a newly opened \$200 million, 39-story Internet of Things (IoT) headquarters. From interaction with a Watson IoT system running in the center, the client experience gave participants an overview of cognitive IoT and took them through cross-industry use cases ranging from airline logistics to building energy management.

Munich’s Creative Quarter: Art, Culture and Knowledge. Munich has a strong and growing creative industries sector with 15,321 self-employed persons and companies with a total of 68,035 employees. The sector accounts for 3.8 percent of the city’s total economic output – much more than the national average of 2.4 percent. To leverage collaboration between facets of the sector, the city is collaborating with industry to build a new creative quarter.



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VIEW ALL OF THE
PHOTOS FROM
THE 2017 TRIP TO
MUNICH





LEAD CHANGE

On this invitation-only trip, more than 160 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.

Your 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
- › Become part of an influential network of diverse leaders as a Leadership Foundation alum

Is This for Me?

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

» Start your journey today at denverleadership.org/leadershipexchange

KEY DATES

Leadership Exchange: San Diego

Sept. 27-29, 2018

Accommodations at *The Pendry*

Program fee: TBD

By invitation only



DENVER METRO CHAMBER
**LEADERSHIP
FOUNDATION**

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.