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What do you see as the vital components to the future of Boulder's economic vitality and what specific strategies would you support as a City Councilmember to maintain a vibrant economy?

It is a privilege every day to live and work in Boulder. Smart growth and development mutually support our community's values, and I want to ensure that we are creating an enabling environment for our innovation economy. And underpinning this is the startup and tech companies that provide a source of new energy and vitality.

We must work together to ensure that Boulder remains the international hub for innovation. Boulder's companies create rewarding job opportunities and a strong tax base that covers the cost of high quality city services, including important human service needs, transportation initiatives, climate resilience, and other vital services, and we must work in partnership on these strategies.

But with this growth comes challenges related to housing, transportation, and displacement, and we need to work together to determine how we can best meet our objectives for a strong economy while maintaining our high quality of life.

What do you believe are the most pressing human service needs in the City of Boulder and why?

As a Council member, I will focus on the distinct needs of our aging population, and to understand what is required for our community to age in place with dignity and affordably. This includes distinct services unique to our elders, including transportation, recreation facilities, and housing.

A second pressing need is to defend against the assault on the Affordable Care Act, and ensuring that we remain active advocates for improving and sustaining the ACA, but also preparing to help the most vulnerable populations in the event that dramatic actions are taken to reverse the ACA. We cannot go backwards.

Finally, Boulder County has one of the highest homeless populations in Colorado, with many of these families and veterans. Helping those in need with compassion and essential services is critical to breaking the homelessness cycle.

What do you believe is the appropriate role for the City of Boulder in addressing human service needs (e.g. housing, food, health care) for low income/marginalized people in our community?

Despite our relative wealth, Boulder encounters many challenges that other cities face, including homelessness, addiction, and mental illness. Council should ensure that City Staff are empowered with resources and support to address these needs, and I believe it can facilitate critical public-private partnerships.

Boulder has been a leader in providing and funding human services since the 1960s. We have a long history of making these services available for at-risk populations, and we need to continue this.

The City should continue to partner with subject-matter experts on homelessness, health, and aging to provide a stable source of funding. These experts are best suited to provide recommendations and are best educated on best practices. And, I believe the City of Boulder can play a valuable role in facilitating efficient service delivery, and can bring nonprofits together with the goal of streamlining services.

The City has spent a considerable amount of money on buying the Boulder Community Hospital site. The site currently sits vacant and debt service accrues. Should this project be accelerated and how should it be developed?

The BCH site represents a strategic opportunity to create a new, vibrant community center for Boulder. And at the same time, we have an opportunity to carefully balance local neighborhood interests and broader community goals.

The BCH site can help us address goals associated with affordable housing through sustainable redevelopment and infill. To that end, I am convinced that a significant portion of this site should accommodate the housing needs across diverse income levels and needs.

As a resident of the Uptown Broadway neighborhood, I believe that 15-Minute neighborhoods are an important part of our community because they offer density, great restaurants and shopping, and convenient access to mass transportation. I believe that BCH should have a mix of uses to create a livable, walkable environment that reduces the need for car travel and takes advantage of accessible mass transit options.

Do you support the Transportation Master Plan's goal of increasing the mode share of bicycles from 10% to 30% by 2035 to achieve the community's environmental and livability goals? If so, what concrete steps do you propose to achieve this and how do you anticipate doing that while maintaining safety for cyclists and motorists alike?

Yes, and We need to do everything we can to achieve our bike mode-share goals through practices that make cycling convenient, safer, and more accessible. And we must also recognize that people are more inclined to bike when it is safe and convenient to do so.

As the Chairman of the Transportation Advisory Board for the last two years, I have worked closely with neighborhood associations, community groups and advocacy organizations, and business and civic leaders to advance a safety agenda that benefits all users. I support bike lockers at transit stations, bike parking and infrastructure investments in new developments, and on-street bike paths.

I think the City can and should do more to engage and enlist the local tech community to assist in the creation of more user-friendly information systems and platforms in order to meet the TMP.

What strategies do you support regarding land use, housing and transportation policies and programs to address the impacts of our in-commuting workforce?

This is especially important to me. I live in the Uptown Broadway neighborhood, and if elected, would be the only renter on Council. I can empathize with people who would love to live in our community but cannot afford it.

First, we need to provide sufficient diversity of housing, and more housing, so that our talented workforce can live and work here if they choose. Second, we need to create more regional transportation solutions that are affordable, convenient, and efficient for those workers who choose to commute.

There are also a number of regional solutions that we need to explore, including the Regional Housing Plan and broadband, which would enable more workers to telecommute. In fact, we have made dramatic strides in reducing the number of SOVs in the last decade, largely through more people telecommuting. We should continue to advance this.

Tell us your vision for open space moving forward, including specifically the challenges regarding the success of huge visitation. Would you prioritize either protection or recreation on a hypothetical new property?

John Muir, the founder of the Sierra Club, said that “of all the paths you take in life, make sure a few of them are dirt.” I use our Open Spaces nearly every day, and am an avid hiker, mountain biker, and trail runner.

We need to balance the benefits of Open Space. There are many natural values of our Open Space lands that we must preserve, including protection of rare animal and plant species which demand wide protective land areas. I don’t believe it is inconsistent with our preservation goals to provide access for a wide array of recreational pursuits. In fact, I have seen firsthand how facilitating more public interaction encourages greater preservation.

I support identifying opportunities to purchase more Open Space, while thoughtfully identifying opportunities in existing Open Space that can safely and responsibly meet the diverse recreational needs and interests of our citizens.

Do you support Boulder’s drive to municipalize its electric utility? If so, what are the limits on taxpayer dollars and time you are prepared to spend to achieve that goal and, if not, how do you propose to achieve Boulder’s renewable energy goals?

I moved to Boulder to work for Al Gore, because I believe that we have a moral imperative to act on climate change. And I previously served on the senior leadership team at the Rockefeller Foundation that now funds Boulder’s Resilient Cities Initiative. I am absolutely committed to achieving Boulder’s goal of 100% renewable power by 2030.

After seven years and at least \$12 million, I believe we face an inconvenient truth of our own: too many Boulder residents have lingering questions about the Muni’s total cost, timetables, and litigation scenarios. While I fully support the goals, I think we must consider whether to re-focus our efforts and tax dollars on market-based solutions that will help us achieve our targets.

I will closely scrutinize the forthcoming PUC decision, and encourage everyone to do so, so that we can openly and constructively discuss the best way forward.

What transportation solutions would you suggest to ease congestion, especially resulting from 49,000 in-commuters, specifically those that drive alone? Would you favor solutions to improve roads and parking; bus or other transportation; cycling and walking, or some combination thereof? How would you fund transportation improvements? Do you favor higher parking costs and other disincentives to driving?

When I moved to Boulder, it was the first time in 20 years that I had owned a car. While I would much rather take the bus or bike if I can, I understand that this isn’t always practical for families or our elderly, and I will prioritize the creation of more transportation options, with wider accessibility, to reduce traffic congestion and carbon emissions.

I favor investments that expand multi-modal transportation options, such as community-wide EcoPass-type programs, additional bus-rapid-transit corridors, electric vehicles and charging stations, and first- and final-mile connections to incentivize mass transit that facilitate biking and pedestrian travel without creating additional pain for drivers.

And just a word about RTD: I have seen firsthand through my role as TAB Chair how difficult it is to work with them to improve our transportation services. I am very interested in partnering with other towns in the region on commuting solutions.

Despite Boulder's reputation as a "green" community, our per-capita carbon footprint is pretty high. How can we shape our built environment and transportation systems for lower impact?

One of the reasons I love Boulder so much is because we can draw upon both the expertise of our business and tech communities and some of the leading climate scientist in the world. Strategically engaging Boulder's business and scientific communities presents an awesome and unique opportunity to create smart technologies that help encourage greater use of renewables and track energy consumption that can be then replicated and improved upon nationwide.

The affordability and accessibility of renewable power has to be a priority. This includes reviewing and bolstering programs that provide grants and rebates on solar and wind power for homeowners. Finally, I think it will be important to explore whether individual homeowners and users of solar energy in Boulder will be allowed to generate and keep their own power, versus buying it from the grid.

Do you support Boulder's inclusionary housing ordinance requirements to produce permanently affordable housing? Should the requirements include permanently affordable middle income housing? And, what do you think is the appropriate mix of permanently affordable rental versus ownership units?

I believe our middle-income professionals are at great risk on housing issues because they exceed the income requirements for affordable housing, and yet cannot afford to buy in Boulder. I myself am part of this group, and I acutely understand the pressures facing middle-income professionals and families.

Our priority must be the creation of housing options for a broad spectrum of incomes. An inclusionary approach helps retain our sense of community, creates an environment to nurture, and welcome a workforce that can contribute to our sense of community.

On Council, I will embrace a sensible housing policy—one that includes the direct city purchase of affordable rental units, as well as incentives for housing development in commercial zones—to create a stronger sense of belonging and community. And I believe there are other benefits to this approach, including economically, environmentally, and quality of life (including reduced traffic congestion).

Accessory dwelling units – otherwise known as "granny flats" – have been considered as one option for expanding affordable housing options in established neighborhoods. Please explain your position on whether or not ADUs are an appropriate affordable housing tool for our community?

I support ADUs as one of a range of options for expanding the range of housing affordability options. They also have the benefit of supporting our environmental sustainability goals in the promotion of more efficient building designs. At the same time, we need to be sensitive to neighborhood concerns about higher

density uses. It is a balance that considers the amount of available parking in certain residential zones and other impacts associated with higher occupancy rates.

ADUs provide another element of affordable housing in our community, especially as they can make home ownership more affordable through the creation of opportunities for cost-sharing. And, I think ADUs are a potential option to ensure that our elderly can age in place affordably.

What's your vision for Boulders growth and development over the next 20 years?

Smart, attractive, and vibrant.

We need to have development that meets our environmental, affordable housing, and livability goals.

We need to promote architecture that encourages creativity and attractive design.

And, we need to have a mix of uses that are active and lively and meet the needs and cultural and entertainment goals of our community.

What are your specific strategies for promoting civil public discourse around growth and development? Please indicate what level of commitment you would have in regards to collaboration, consensus building and joint problem solving to address this issue?

Through my various public service and volunteer roles, I have seen firsthand the importance of proactive civic engagement, openness and transparency, and a willingness to listen.

As the Chair of TAB, I have proactively forged close relationships with neighborhood associations, advocacy groups, the business community, and climate experts to promote transparency, accountability, and innovation in our transportation policies that promote safer streets.

Most recently, as an important step forward in our commitment to transportation safety, TAB recommended reinstatement of the Neighborhood Speed Mitigation Program. The goal of NSMP is to make neighborhood streets safer by reducing automobile traffic speeds and creating improved passage for bicyclists and pedestrians, while balancing the need to maintain emergency response times.

The public process surrounding the NSMP was critical: we held numerous Town Halls throughout town, and actively solicited more than 1000 in-person and online comments that helped guide our work.