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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?

The future of Boulder's economic vitality will depend of how well we continue to build on our strengths (what attracted businesses here to begin with), and how effectively we address our challenges (the reasons businesses find it challenging to stay). Building on strengths means: Continuing to protect & maintain open space; Continuing to partner with CU, the academic engine of our economy; Continuing to incentivize primary employers; Continually striving towards an open, inclusive community that values collaboration, innovation, and public discourse. Addressing our challenges means: Providing more accessible workforce housing; Improving transportation systems & more effectively embracing all modes of transportation; Extending incentives & regulatory relief to small businesses, retailers, & restaurants; Helping to ensure that high quality space (office, retail, etc.) is available & accessible. We must continue to recognize that economic vitality is not one-dimensional: it's an eco-system. In addition to the bullet points above, I believe that embracing all of the ideas (and more!) that I write about below will ultimately enhance economic vitality.

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

While Boulder has many pressing human service needs, the root of many of them is lack of affordable & accessible housing. Over 40% of Boulder residents spend more than 50% of their income on housing. Studies show that we shouldn't spend more than 30% of our income on housing and when we go beyond that number, key necessities take a back seat. Food insecurity, homelessness, and lack of quality health care are directly related to housing prices. It is well established that the health of a city is connected to how effectively it supports its most vulnerable community members, and stable and accessible housing is the most impactful way to provide support. In addition to housing & issues arising from lack of affordability, mental health services & elderly care services + facilities are pressing human service needs.

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?

The City of Boulder should seek to understand human service needs and address them - not only because it is the right thing to do, but because it is in the City's best interest. When 40% of residents are spending 50% of their income on housing, that means they are not spending money in other areas of our economy - restaurants, retails, entrepreneurship, etc. Furthermore, every homeless individual that we leave on the streets & every person who relies on the ER for health care costs our taxpayers thousands. In addition to helping incentivize accessible housing

(which I outline below), the City's role in addressing human service issues is broad: We can help through land use & regulatory relief - such as in allowing Attention Homes to build their facility (a recent study showed that for every homeless youth that becomes financially self-sufficient, taxpayers save ~\$250,000 in avoided social service costs). The City can also help through allocating additional funding for human services, strengthening public private partnerships, & creating zoning overlays designed to encourage elderly care housing & facilities.

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?

Yes, this project should be accelerated. While public input & discourse is important, at a certain point there are diminishing returns & lost opportunity cost. The City recently adopted a vision plan for this site, which can be seen here: https://www-static.bouldercolorado.gov/docs/Final_Vision_Plan-1-201706091514.pdf I support much of this plan and would like it implemented as efficiently as possible. As outlined in the plan, I support lower density residential along 9th Street and near North Boulder Park; I support medium density residential between 10th and 11th; I support commercial & retail along Broadway. In the medium density zone, we should emphasize middle income housing. I think that the bike lanes are important & the continuous green space connecting all of these areas will be beautiful & useful. I would like to see the commercial space used for private businesses rather than City offices & I would like to see retail shops & restaurants on the lowest level.

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?

I do support the TMP's goal of increasing mode share. As a City we have embraced cars for decades and I believe it is time to begin to embrace all modes of transportation without apology. I support continuing to "right size" streets, however I would like to be more sensitive about the locations we start with, the timing at which we implement it, and the communication to the public. I see 13th Street as a perfect location (and north/south direction) to begin to work towards a true, continuous cycleway. Additionally, I would continue to study roads that we think may be ripe for "right-sizing" in the future. On those roads, we can begin to ease drivers into the coming changes by first adopting different stoplight patterns, adding stop signs and lights, etc. In our messaging around this, I think it is important to not go so head to head with cars. This is not a fight against the car - it is an embracing of all modes.

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

There are many strategies that we can use to increase housing options and therefore help lessen in-commuting and the related impacts. 1. Incentivize affordable housing through expedited review processes, reduced development fees, and staff level approval for select "by right" variances for affordable units. 2. Relax regulations on RL-1 neighborhoods to allow homeowners to have more options on their own land. (ie. Allow homeowners more opportunity to build OAU's & ADU's; duplexes & triplexes & tiny homes on larger lots; etc. 3. Seek opportunities for zoning overlays in industrial & commercial areas so as to allow housing units on top of existing spaces without a net loss of the industrial or commercial space. (A perfect location for a pilot project for this is at Wilderness Place. This commercial/industrial is already home to fabulous businesses, breweries, and art studios, plus is located near major bike and car transit ways. Most of the buildings are one story so we could easily build housing above them.) ** There are many more opportunities (this is a passion of mine!) but these would be a great start.

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?

Our open space program is one the most special and unique aspects of Boulder and a huge driver of our economic success. I am grateful to those who came before me for their vision and courage to protect space around us. I think it is always important to emphasize conservation first. In the locations that biologists deem appropriate for recreation, I do believe that we have the knowledge and ability to build trails that are appropriate for various user groups (hikers, bikers, children) and that through thoughtful trail design, we can minimize conflict between these groups. Given the success of our open space program - and particularly the heavy

use by people throughout the entire region - I think it important that where environmental possible (least impactful) we provide additional trail options for users in order to spread the use and the related impacts. Moving forward, it is also important that we emphasize maintenance of our trails.

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 do support Boulder's effort to municipalize our electric utility. While our current provider is making strides towards increasing renewables, the data still shows that being in control of our energy future provides the best opportunity to meet our climate energy goals. Being in control of our energy future will provide an excellent opportunity for the business community to form partnerships with the City as we incentivize rooftops solar, microgrids, battery storage, more efficient monitoring and distribution technologies, and as we move towards electrification of our homes and cars. The future of energy will require more nimbleness and flexibility than we have with our current provider. I do support the occupation tax extension being placed on the ballot in order to move forward towards condemnation court to know the true costs of municipalization. I would not support pulling from the general fund to move forward. Once we know the costs, we'll be able to make a more informed decision. I will not support moving forward if rates are going to increase beyond our current provider's normal yearly increases.

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?

In a dream world we would have a community-wide Eco-Pass (citywide or ideally countywide to address in-commuting), with the possible funding mechanism being a head tax. This may not be a viable solution, however. I believe that we can improve city-wide transportation by embracing mode share and possibly even the creation of an RTA, however, this will not ease pressure on in-commuting. Nearly 50,000 in-commuters has been a problem for Boulder for decades. The most viable solution that I see to chip away at the in-commuting pressure is to increase housing options for in-commuters. I do favor higher parking costs to disincentivize driving.

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?

The three most impactful ways to reduce our carbon footprint are: 1. Move to 100% renewable energy as quickly as possible (particularly rooftop solar); 2. Move towards electrification of our homes and commercial spaces; 3. Move towards other modes of transportation and 100% electric vehicles. As stated above, I believe that municipalization is our best path towards renewable energy, but we have an opportunity to do all of these things in parallel to that effort, or if we stay with our current provider. I would focus on achieving these goals through an increased carbon tax and use funds from that to incentivize all three points above. Embracing transportation modes has been discussed in 5 and 9.

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?

Yes, I do support Boulder's inclusionary housing ordinance to produce permanently affordable housing - and yes, it should include permanently affordable middle income units - however, I do not support increasing the requirements for on-site or cash-in-lieu. I believe that putting all of our emphasis on our IH program in order to solve our affordability problems is short-sighted at best. Our IH program needs some structural & functional changes. Currently, the financial requirements to qualify for this program do not scale with age. The program is not always approachable for users either. Finally, the program incentivizes building fewer larger, more expensive homes, rather than many smaller homes. Rather than focusing all of our attention on our IH program, we should be working with the methods I outlined in #6. We should also work with alternative opportunities to create affordability, such as Community Land Trusts.

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 do believe that granny flats are an appropriate tool to increase affordable housing options. Relaxing regulations around granny flats will have two positive effects: 1. It will increase our rental inventory (and theoretically many of these new rentals will be more affordable than in large new complexes) and it will put downward pressure on our rental market. 2. It will make homeownership more affordable (and even possible to new buyers) if a portion of the home can be used for additional income. We can do all of this with a simple regulatory change - and it has the added benefit of not significantly impacting neighborhood character.

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

My vision for Boulder's growth and development is that we continue to be the creative, visionary, collaborative City we have always been and find solutions to problems in places where they may not be obvious. Let's continue to treat our economy as the eco-system that it is. On housing, I take a forward-thinking approach: Let's look at opportunities to integrate housing and commercial such as I outlined in 6.3. Let's work together to create affordable housing solutions. Let's be honest when something isn't working and fix it. On development, let's encourage innovation and beautiful design. Let's encourage innovative green building. Let's continue to be a thriving hub of innovation & entrepreneurship and let's further embrace the arts, cultural diversity, and all incomes.

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?

I am strongly committed to honest, open public discourse. If I could accomplish one thing around public discourse regarding growth and development, it would be better presentation of the facts to the public and the by-right opportunities that exist on parcels. I have talked with more than 100 community members in preparation for this election and many think that they are choosing between open space or parks on parcels, not between the by-right opportunity and the proposal. It is critical that we have well-informed public discourse.