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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 key elements to Boulder's future economic vitality are the things that made Boulder what it is today:

- Citizens who are creative, thoughtful, passionate, and committed.
- Open Space and recreation opportunities
- Shared community values supporting our environmental goals, community arts, and development that provides ongoing community benefit.

While at times it may seem we are divided, I have seen that for the most part the people of Boulder do share a deep care for their city. We tend to all love many of the same attributes of our town.

To maintain the economic vitality we must provide greater flexibility in housing options, more support for transportation options that leave the car behind, and foster a culture that is willing to try new solutions to our problems.

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

Housing: Many issues that we confront have a root cause in a lack of housing. In-commuting traffic is caused by a lack of affordable housing for everyone from CU instructors to Google workers, to our fire, police, healthcare workers and our teachers. For some of our homeless population (those not just travelers) Housing First has proved to be a model that can get them off the street and help them become a productive and healthy part of our community again.

Health Care: More specifically, mental health care. While providing housing for a person that has mental health issues is key, getting treatment must follow. I support our efforts with the new "integrated receiving" model for those in need of housing and health-care.

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's role is vital to having a healthy community. Support from the city for hardworking organizations like Bridge House, Community Food Share, Attention Homes, etc. is essential and must be continued. Many times these partner organizations can multiply their city funding with matching funds from donor sources and money from federal, state, and county grants.

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 site should be developed with great creativity. It should not be architectural design by committee. A team of designers, both competitive and collaborative, should design the site so that in 100 years, the citizens look back on it the way we now view NCAR and Chautauqua. We need to stretch and reach so that this becomes a second center of our community. It also needs to embody our environmental goals by making it people centric – not car centric.

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, I support the goal, but I think we may be able to reach it much earlier and possibly exceed it. We must look to other cities like Portland and NYC, that are more aggressively and successfully building cycling infrastructure. We should also look to cities like Amsterdam, as they have been at it much longer than us and we have much to learn from them. Two concrete steps that must be made are: increased bike/pedestrian paths that are fully separated from auto traffic and bike paths that are fully integrated with the street, but protected by bollards, curbs, etc. We can't let one failed experiment on one short section of Folsom doom a program of complete and safe streets. We need to learn from that and carry on, or we will never reach our goals.

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

RTD has proven to not be our friend in solving our daily transportation problems of in/out commuting. A partnership between the city and major employers should be explored to create new commuting routes and bus systems separate from RTD. Businesses need to contribute. We do not need Google busses running unless they are available to all. I will work for:

- EcoPasses for all of Boulder
- A transit system that is responsive to our needs vs. the RTD agenda
- A convenient and frequent system that accommodates in/out commuters to major employment centers
- Working with businesses on all of the above

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?

I reject the idea that we must prioritize recreation over conservation or vice versa. This is a false dichotomy. Well-constructed trails that are fun and challenging, take visitors where they want, and connect to other trails are not a conservation detriment, they are a benefit.

We have a deferred maintenance backlog of millions of dollars and it is growing. Many parts of the system are still waiting for flood repairs— now four years out. The department is understaffed in people that know how to construct a trail for sustainability.

Any new acquisitions must be part of a plan to connect parcels that are currently unconnected and do not allow visitor access or aren't large enough to accommodate access in their own right.

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?

In all things regarding the muni, I promise to clearly evaluate how proceeding, or not, will move us forward in our carbon reduction goals. To municipalize is not a goal in itself; carbon reduction and environmental benefits are the key outcomes. These are the questions that must be answered:

- Does this help us reach our carbon goals in a cost-effective manner?
- Can we do more with less money somewhere else?
- If we decide to move forward or away from the muni how do we maximize our leverage with Xcel to help us achieve our goals?

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?

Please see my answers above to questions 5 and 6 as they address these issues.

I favor frequent busses for in-commuters with real improvements for cycling, walking, and sharing rides for the "last mile" between the bus and a destination. We don't need more parking... we need fewer cars. Our planning and development process have been driven by autos and parking for too long. We need to start planning for a future that is less car centric and more about finding better solutions for getting people where they need to go.

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?

Our high per capita carbon output is due to our affluence and continued reliance on coal for electricity generation. We can do more with or without Xcel to promote more distributed solar installations. We can and should do more with our solar and conservation programs for lower to middle level incomes. The affluent can already afford solar and have embraced it. We need to drive down into our mobile home, rental and other lower income communities with incentives to improve efficiency. These sorts of improvements mean greater resiliency in these communities and our community as a whole.

See above for transportation discussion.

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 support the inclusionary housing ordinance. Yes, I would support steps to broaden that into middle income level housing (depending on how that is defined).

The mix of permanently affordable rental/ownership units is somewhat a moot point until the "Telluride" law is adjusted to allow for rent controlled rental units.

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?

Yes, ADUs are an appropriate tool that allows homeowners in a variety of circumstances the ability to make their homes more affordable, bring different generations together, and provide more support and resilience for the community as a whole. Just like distributed solar has benefits for the community, distributed, private, affordable housing can have great community benefit. If neighborhoods are concerned about more cars and traffic then there may need to be parking/auto restrictions that fairly span the neighborhood.

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

My vision for Boulder is to be a beautiful and compact city that is highly walkable, easy to navigate in all-weather by bike, with a diversity of people enjoying our well-maintained Open Space. I envision a city that is architecturally stimulating with great public art. I like to think that Boulder will be essentially de-carbonized for electrical power and most transport needs. I want Boulder to be a city that has met its goals for emissions, housing affordability, and transportation options by boldly acting on those goals in creative and innovative ways.

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 support the findings of the city's working group on public process. In Boulder, growth and development are contentious and there is no level of public process that can get us to 100% consensus. I am deeply committed to the core values of public participation and input, combined with real leadership in a democratic process. But we have to remember that just because things might not go our way, it does not mean our voice was not heard, or that we have been disrespected. It may mean that we as citizens need to engage earlier, be more thoughtful, and contemplate what we can say yes to versus simply saying no. The best way to counter fear of change is to lead with vision and clear community goals.