



## **MEMORANDUM**

**TO:** Council  
**FROM:** Heidi Leatherwood, Assistant City Clerk  
**DATE:** March 2, 2016  
**SUBJECT:** Additional applications for consideration from newly closed boards and updated and verified applications (addresses updated).

Thank you. Please let me know if you have any questions.

Heidi Leatherwood  
303-441-3019

# BOULDER HOUSING AUTHORITY



Annual Application - 2016

## Date

02/05/16

The Boulder Housing Authority consists of nine members, one of whom is a City Council Member and one of whom is elected by residents directly assisted by HUD. All members are appointed by the Mayor and serve for five years. The Authority was established by Colorado State Statute. The Authority develops, acquires, subsidizes and manages affordable housing units for families and elderly persons and provides resident support services.

Liaison: Betsey Martens (720)564-4610

Meetings are usually held the second Monday of the month at 2:30 PM at Boulder Housing Partners office.

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**The Boulder City Charter requires representation of both genders on City Boards and Commissions.**

**First Name \***

Nikki

**Last Name \***

McCord

**Home Address (Not available to the public unless you are appointed.) \***

Street Address

Address Line 2

City

Boulder

State / Province / Region

Colorado

Postal / Zip Code

80302

Country

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**Mobile Phone (?)**

**Work Phone (?)**

720-443-0894

**E-mail Address \***

nmccord@alumni.nd.edu

**Occupation**

**Place of Employment/Retired**

**Do you reside within the city limits? \***

Yes  No

**When did you become a resident of Boulder? \***

1/10/2010

## ANSWER ALL OF THE FOLLOWING QUESTIONS

**1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? \***

I have served on this Board for two years and am currently seeking a reappointment to the Board. I am very familiar with Boulder Housing Partners. Additionally, I have a Bachelor's Degree in Political Science from the University of Notre Dame and a Masters Degree in Public Policy. I feel I am qualified to continue serving on this Board as I have engaged in affordable housing issues for the past two years and I have a greater understanding of the issue and its relationship to this City in the past two years.

**2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. \***

I am a current member of the Board. I am interested in continuing my membership on this Board as I feel that affordable housing is a critical issue in this City and, as a quasi-governmental entity, our job is to provide affordable housing for members of our community. My experience on this Board has been excellent. I have gained insight into the different opinions of my fellow board members as well as the opinions of community members regarding affordable housing in the City.

**3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? \***

Recently, the BHP Board had a disagreement about the conflict of interest policy. I appreciate the other members of the BHP Board because we allow ourselves to disagree in a constructive and respectful way that strives for consensus. This means that Board members very rarely 'die on their sword' and instead try to find a way to incorporate all views while also advancing the agenda. I believe that consensus building is the most effective way to resolve disagreement. I believe the other commissioners also embody this technique to resolve disagreement.

**4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. \***

I do not have any conflicts of interest. Conflicts of interest should be handled by the Board by first consulting the policy and ensuring the policy is in line with other conflict of interest policies. The Board should then be led by the policy and should adhere to the policy.

**5. Given the BHP mission statement, what does it mean to you and what two or three specific things do you want to accomplish during your term to fulfill this mission? \***

BHP's mission to me, means that BHP is not only providing housing, but changing lives as they work with different populations including the homeless and children. I also believe the mission means that BHP should ensure those at 30% AMI and below have access to housing in the City as well.

During this term I would like to fulfill two things:

See the completion of the Palo Park property; When I came onto the BHP Board, I was able to attend the opening of High Mar and 1175 Broadway. I believe other Board members had a better sense of accomplishment at these openings as they had engaged in the process from the beginning. As I have now been a part of the Palo Park property development, I would like to continue on the Board to see the completion of the project and the transformation of 44 families.

During this term, I also want to continue to be a vocal advocate for those who need affordable housing and live at or below 30% AMI. As Boulder's housing crisis continues to deepen, I anticipate that there will be a lot of innovative and creative changes. As we explore and ultimately implement some of these changes, I always want to make sure that those who live at or below 30% AMI will not be left out of these conversations.

**6. Given the demand for affordable housing in the City of Boulder, who do you think are the most underserved housing populations in Boulder and what is the most pressing part of Boulder's affordability challenge and why? \***

I always believe that those living at or below 30% AMI are the most underserved housing population in Boulder. The most pressing challenge to Boulder's affordability is that our neighbors are resistant to locating affordable housing in \*their\* neighborhood, opting instead to locate affordable housing \*over there\*. Our neighbors may not realize that, if Boulder locates all of their affordable housing \*over there\* you create ghettos, which is something this community does not want. I am eager to continue as a commissioner because I want to be a part of the thought process and roll out of messaging that demonstrates the benefits to all community members when affordable housing is integrated with the rest of the housing stock.

**7. In your opinion, what do you think BHP does best, and what could they do better in their affordable housing efforts? \***

BHP does a fantastic job of building beautiful properties and maintaining them well. I feel a sense of pride when friends tell me they did not know a particular property was affordable because of the great way it was designed and maintained. I am also proud of the national recognition BHP receives, like being the nation's first large-scale solar garden dedicated 100% to affordable housing providers. BHP is doing great work locally and nationally.

BHP can be better in communicating to the community not only the crisis, but being a leader in providing solutions. And, while I say that this is something that could be done better, I also know that this is a priority for BHP and an initiative in which they are currently engaged. I hope to continue as a commissioner to assist in providing this voice.

**8. The Boulder Housing Partners Board is the governing body for the City of Boulder Housing Authority. As such, it deals with complex real estate transactions, Housing and Urban Development procedures and regulations, Colorado Housing and Finance Authority tax credit applications, resident services matters, and many more specialized issues relating to the development, operation and financing of affordable housing. What specific skills, professional education, training and/or experiences would you bring to support the work of this Board? \***

I bring an extensive amount of experience to the Board as being a current Board member. Over the past two years, I have immersed myself in housing policy in order to become a more informed Board member. I have attended the NAHRO conference, I attend meetings on my own time to learn more about affordable housing as well as understand the concerns of the community. Additionally, I have worked with Community Development Financial Institutions (CDFIs) which provide funding for affordable housing projects. I have taken on affordable housing issues and have a much better understanding since being on the Board.

**9. Have you read BHP's conflict of interest policy and can you affirm that you can comply with the provisions? \***

I can comply with the provisions of the BHP conflict of interest policy.

Questions Regarding Applications:  
Boulder City Council  
Attention: City Council Support  
[cityclerkstaff@bouldercolorado.gov](mailto:cityclerkstaff@bouldercolorado.gov)  
303-441-3019

# BOULDER JUNCTION ADVISORY – PARKING COMMISSION



Annual Application - 2016

**Date**

02/25/16

For the time being, both the Boulder Junction Access District Parking Commission and the Boulder Junction Access District Travel Demand Management (TDM) Commission meet at the same time and location, and are treated as a joint commission. In the future, after Boulder Junction is complete, the two commissions will act independently.

Staff Liaison: Molly Winter (303)413-7317

Both commissions meet on the Third Thursday of the month in the 1777 West Conference Room from 4-6 pm, in the Municipal Building, 1777 Broadway.

**The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.**

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**First Name \***

Eric

**Last Name \***

Stonebraker

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Street Address

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City

Boulder

State / Province / Region

CO

Postal / Zip Code

80305

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USA

**Best phone number where you can be reached**

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**Work Phone (?)**

303-525-1959

**E-mail Address \***

estonebr\_LST@hotmail.com

**Occupation**

Multi-modal transportation researcher / planner

**Place of Employment/Retired**

Part time stay at home dad; looking for employment

**Do you reside within the city limits? \***

Yes  No

**When did you become a resident of Boulder? \***

12/31/2002

**ANSWER ALL OF THE FOLLOWING QUESTIONS**

**1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? \***

My educational background comprises master's degrees in urban planning and in transportation systems engineering. For the past 5 years I have been a graduate researcher in travel behavior looking specifically at the role of the built environment on influencing travel behavior. I have published in academic journals related to integration of bicycle and transit operations, the role of neighborhood access and travel behavior in Boulder, CO, and survey reliability design for measuring active travel.

More practically, I worked for the Boulder County Transportation Department as an adjunct planner and witnessed how an increase in free parking increased the number of SOV drivers of staff. When the department moved from a transit-rich and parking limited location to one that was 1/3 mile north with a substantial hill between the locations and abundant parking, the commute mode share shifted notably to SOV mode.

**2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. \***

While I have not had direct experience with this Board, I have been actively engaged in parking related issues in Boulder through a variety of outlets. While interning with GO Boulder, I investigated best practices for TDM and in particular, the impacts of parking management on trip reductions and mode shift. Also, I lobbied Boulder city council on behalf of the effectiveness of TDM plans when the Baseline Zero developer sought steep reductions in parking. In compliance with the demands of the city, the developer had asked for large reductions in parking standards for the proposed project but received pushback from some neighborhood opposition. I argued in favor of reductions with the incorporation of a variety of known TDM tools – secure bicycle parking, showers, paid parking, transit passes and a neighborhood parking permit program to limit spillover parking.

**3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? \***

I have seen the use of mediation and alternative dispute resolutions in various group conflicts although have not been directly involved with them. In the Baseline Zero neighborhood working group that was disproportionately represented by older, long-term owners, I sought to increase the representation of all residents and the needs of all.

**4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. \***

None that I know of.

**5. How do you see the Access District Boards supporting the transit oriented development focus of Boulder Junction? \***

Travel behavior and the need for parking at Boulder Junction may shift in time as that area of town redevelops. We can imagine that the walkscore will increase over time as the area is complete. The Access District Boards might support these goals by adjusting parking management over time as needs change and the ability to walk / bike to a greater variety and number of amenities increases.

**6. What is the relationship between the parking and travel demand management programs in making Boulder Junction a model of reducing SOV trips? \***

Parking provision and parking management are some of the strongest tools in TDM and are key to reducing SOV trips. Historically, we over provide parking in most situations even in TODs. We know there is a strong correlation between abundant free parking and SOV trips based on numerous studies dating back to the 1990s (Professors Ewing, Cervero, Shoup and others have led numerous studies confirming this). Therefore, by more appropriately providing parking, charging for parking, and in the case of residential areas, unbundling parking, demand for parking and SOV trips in general, can be tempered in relatively higher density, mixed use areas. The mixed use nature of Boulder Junction already is already supportive of SOV- trip reduction, while parking amount and parking management (pricing and time limits) can further reduce the number and distance of trips. (I recently analysed 10 years of the city of Boulder travel diaries confirming what was suspected that residents living in areas with higher access scores make fewer and shorter SOV trips in Boulder).

**7. What are the challenges that you foresee in the development of Boulder Junction and what roles can the Boulder Junction Parking Commission and the Boulder Junction Travel Demand Management (TDM) Commission play in overcoming these? \***

I could see that despite the mixed use nature of the area, some residents and commercial tenants might resist some of the more progressive tools in TDM – ie charging commuters to park or simply charging on-street parking as well. The Boulder Junction Parking Commission might be helpful in providing supporting materials that TDM efforts do work and that full benefits of these efforts may not be realized until full buildout of Boulder Junction, etc.

**8. As there will be limited revenues, development and property taxes in the early years of the Access Districts, do you have any creative ideas about public/private partnerships that can play a role in supporting a successful district? \***

I am not super familiar with the use of public/private partnerships to support parking districts. There might be some limited ability to have companies finance efforts similar to how companies sponsor bike share stations.

Questions Regarding Applications:  
Boulder City Council  
Attention: City Council Support  
[cityclerkstaff@bouldercolorado.gov](mailto:cityclerkstaff@bouldercolorado.gov)  
303-441-3019

# BOULDER JUNCTION ADVISORY – PARKING COMMISSION



Annual Application - 2016

**Date**

02/22/16

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Staff Liaison: Molly Winter (303)413-7317

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**First Name \***

Susan

**Last Name \***

Prant

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City

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State / Province / Region

CO

Postal / Zip Code

80301

Country

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**Best phone number where you can be reached**

**Home Phone (?)**

**Mobile Phone (?)**

**Work Phone (?)**

303-564-9681

**E-mail Address \***

sueprant@gmail.com

**Occupation**

Executive Director

**Place of Employment/Retired**

Community Cycles

**Do you reside within the city limits? \***

Yes  No

**When did you become a resident of Boulder? \***

1/1/2006

**ANSWER ALL OF THE FOLLOWING QUESTIONS**

**1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? \***

I have been working in transportation for over 20 years- all of it in TDM related fields (bike, ped, transit, carpooling). I have been the Executive Director of 2 bicycle advocacy nonprofits, worked for 2 transportation consulting firms on bike/ ped and transit issues, and worked for a short time for GO Boulder. I also worked for a group called Tri-State Transportation Campaign out of NYC that worked solely on promoting regional TDM solutions. I am also on the board of SkiCarpool and have served on many nonprofit boards for groups that do TDM work. I have also coordinated many events of all sizes.

I have completed most of the graduate level course for a master in planning at Temple University in Philadelphia, but did not complete it because I ran out of money and was already working in the field.

**2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. \***

I have not had direct experience with this board, but I am very interested in seeing TDM programs at Boulder Junction succeed because I feel TDM is important to the overall success of Boulder Junction. I am excited about the Boulder Junction and know that with the right planning and promotion, it can be a wonderful new neighborhood that we are all proud of.

**3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? \***

Working on bike issues for over 20 years, I have always had to work on compromise. Many of my constituents' (people who ride bikes) and the activists I work with would love to see car-free cities. This is not possible in the real world and this is not what government is inclined to do. So I must work to find a middle ground that government finds do-able that doesn't alienate the activists who want much more. Everyone involved needs wins. Wins is what keeps people going. So you need to find the smaller, obtainable wins for both sides and get those things done so when the bigger compromises need to happen, everyone is already invested and has known some success. They you have to work with each side to get them to feel good about what they have won and understand how much the other side has given in.

**4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. \***

Community Cycles will be, hopefully, occupying a building in the BJ as part of the S\*Park development. I'd be happy to recuse myself around any discussions of either S\*Park and/or our building in particular- whatever the committee decides I should do, I'm happy with. I think that S\*Park has a pretty great TDM plan, so I don't feel I have much to add on that matter anyway. We also will be promoting the Bus then Bike shelter whenever that comes about. Again, I would defer to the committee, which I think is what other committee members should do as well.

I think my conflicts actually help in this position more than hurt, because I do feel invested in the BJ vision in many ways and will work hard, both during work and as a volunteer, to make sure the BJ is a great place.

**5. How do you see the Access District Boards supporting the transit oriented development focus of Boulder Junction? \***

I think the boards should:

Monitor and regulate auto parking (price, amount, policy)

Ensure there is enough bike parking and consult on where it should go

Help find innovative ways to accommodate car share and bike share into the mix at the BJ

Promote biking, car share and transit to the residents and businesses in the BJ

Connect BJ businesses with Boulder Transportation Options and others to help them implement TDM plans

Work with new businesses and city staff to create robust TDM plans

Promote TDM measures to BJ businesses and residents

As the BJ gets more built out, work with RTD to increase bus service to the BJ

Promote the BJ as a great new neighborhood and a place for people to come to shop, dine, take transit, live, work, play and just enjoy.

Keep the vision of the BJ going throughout this long build-out phase.

**6. What is the relationship between the parking and travel demand management programs in making Boulder Junction a model of reducing SOV trips? \***

Quite frankly, if we can make BJ residents and businesses actually pay more of the cost of parking, it will make other modes more viable. This has to be the case, because we can't take up valuable BJ space storing private automobiles (and the BJ is being built with limited parking). Parking must be priced appropriately. Once all modes can compete on a level playing field, walking, biking and transit become much more viable and desirable- especially if the built environment accommodates those modes safely and delightfully. And that is the vision of the BJ. We just need to make sure we stick to that vision. Great TDM plans, that are implemented, will also help achieve that vision. If the BJ is a success, no one will want to use a private automobile daily in this space. Instead, it will be a human-scaled, human-centered neighborhood.

All TDM programs seek to achieve this on what level or another. The boards can help by assisting the businesses and the city in deciding which programs will work best in the BJ and how they will be effectively carried out.

**7. What are the challenges that you foresee in the development of Boulder Junction and what roles can the Boulder Junction Parking Commission and the Boulder Junction Travel Demand Management (TDM) Commission play in overcoming these? \***

2 biggest challenges, some we are seeing already.

Parking- the parking needs to remain bundled and not subsidized. I believe this is already an issue. If the parking is made too cheap, we will never be able to build enough of it and the whole BJ idea will collapse. We must find the right formula to price parking. As you know, Donald Shoup and other have written extensively on this. There are many examples we can use from other cities and academics to get this right.

Losing the vision of BJ- It is hard to keep the vision of a place that is mostly a construction zone. We have to be able to see beyond the immediate and stick to the vision of the BJ. It is a great vision, but it will take time to get there. We MUST keep to the principals of creating a neighborhood that prioritizes bikes peds and transit. We cannot abandon that vision mid-way or we will get just another busy, unlovable place that creates a lot of private automobile traffic.

**8. As there will be limited revenues, development and property taxes in the early years of the Access Districts, do you have any creative ideas about public/private partnerships that can play a role in supporting a successful district? \***

I think projects are always more successful if they don't just come from government and are part of a partnership. Working with all our nonprofit transportation partners will certainly be needed. I think there are a lot of good ideas out there to leverage funds and I'd love to for the boards to look at what has been done elsewhere.

Given limited funds, I'd like to see the 1st priority be programs that directly support the retail businesses- coupons to get people to visit (that the district would reimburse the businesses for). 29th street Mall has had great success with putting on programming right on 29th street and closing the street. The BJ should start doing that- make the BJ a place to be even during all this construction. I think the best way the money can be spent right now is just getting people to come to the BJ. They need to know it is a place you can come to and that great things are happening there.

Questions Regarding Applications:  
Boulder City Council  
Attention: City Council Support  
[cityclerkstaff@bouldercolorado.gov](mailto:cityclerkstaff@bouldercolorado.gov)  
303-441-3019



## Boulder Junction Access District

Travel Demand Management Commission  
Annual Application - 2016

### Date

02/06/16

For the time being, both the Boulder Junction Access District Parking Commission and the Boulder Junction Access District Travel Demand Management (TDM) Commission meet at the same time and location, and are treated as a joint commission. In the future, after Boulder Junction is complete, the two commissions will act independently.

Staff Liaison: MollyWinter (303)413-7317

Both commissions meet on the first Wednesday of the month in the Council Chambers in the Municipal Building.

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**First Name \***

Catherine

**Last Name \***

Hunziker

**Home Address (Not available to the public unless you are appointed.) \***

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Boulder

State / Province / Region

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80301

Country

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**Best phone number where you can be reached**

**Home Phone (?)**

**Mobile Phone (?)**

**Work Phone (?)**

720-629-3049

**E-mail Address \***

catherine@wishgardenherbs.com

**Occupation**

herbal supplements manufacturer

**Place of Employment/Retired**

WishGarden Herbs, Inc.

**Do you reside within the city limits? \***

Yes  No

**When did you become a resident of Boulder? \***

2/15/1981

**ANSWER ALL OF THE FOLLOWING QUESTIONS**

**1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? \***

I am currently president of the Steelyards HOA Board, and have been chair of the parking committee since it's inception several years ago.

**2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. \***

Living and working in a neighboring development has led to much interest in Boulder Junction. I have also been involved in finding parking solutions for the Steelyards which is quite connected to what will be going on with parking at BJAD. I am interested in finding the best solutions for that newly developing section of town, in a coordinated fashion.

**3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? \***

As an employer I deal with conflict between employees and people quite frequently, and am often called to play a mediators role. I encourage the art of active listening to uncover what people are feeling and why. If I can see a way out, I seek commitments from both parties to make changes to behaviors or actions that will work towards resolving the conflict. I also do my best to do those practices myself if I find myself on one side or the other of a disagreement.

**4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. \***

As president of the Steelyards HOA board, I have a responsibility towards the interests and welfare of the Steelyards. However I would expect those interests to be mostly in alignment with those of the Boulder Junction districts, as both developments would want the area to work well on all levels.

**5. How can the Boulder Junction Parking Commission and the Boulder Junction TDM Commission promote transit oriented development within Boulder Junction? \***

By providing the best possible alternative transportation modes that people will want to use. The key word here is 'want' to use. They would need to find them preferable to driving both in time, and cost, and fit to their movement patterns. Ease and flow of access is also important so as not to discourage patronage of the transportation modes, and so the retail and commercial establishments that will bring life to the endeavor can thrive. This may require being realistic about providing adequate parking for the remaining car traffic to local residents, businesses and services that cannot be replaced by alternative modes anytime soon.

**6. How can the parking and travel demand management programs reduce SOV trips to and from Boulder Junction? \***

Number one would be direct and frequent commuter lines in and out of Boulder Junction for incoming and outgoing employees with quick transfer to feeder lines to areas of business in Denver and elsewhere (ie. not the Civic Center). Second would be something of value to area residents of which there are a fast growing number. Of value to residents would be direct and easy quick routes to DIA from BJAD, as well as weekend service to Denver for sporting and entertainment events.

**7. What are the challenges that you foresee in the development of Boulder Junction and what roles should the Boulder Junction Parking Commission and the Boulder Junction TDM Commission play in overcoming these? \***

Based on the information I obtained at the RTD new service presentation last fall, the primary challenge I see is getting RTD to adequately and properly service BJAD in order to provide the kind of alternative mode service that people would actually want to use, to make a difference, and make a viable vibrant reduced car urban village, as described above.

The other challenge I see is to provide adequate parking for the remaining car traffic in and out of the district. It seems that in an effort to promote alternative modes, unusually low parking quotas are being required of new office and commercial development in BJAD. Although understandable, one of the challenges could be keeping this all from back-firing and ending up with a congested mess if the requisite alternative mode service, such as compellingly usable bus or rail service, doesn't manifest.

I think the main role the commissions can play is to look beyond what is desired to what is, and think big picture. Continue to work towards the vision and goals, while staying grounded in a practical and realistic way. With 3 more new hotels going up within walking distance, a large new Google complex with 1300 employees, and a lot of new residential with S'PARK and the Transit Village, surely RTD can be compelled to provide the kind of service that will actually make it work.

**8. As there will be limited revenues, development and property taxes in the early years of the Access Districts, do you have any creative ideas about public/private partnerships that can play a role in supporting a successful district? \***

This would be a new area of understanding for me. But I am a quick study, and a pretty good thinker.

Questions Regarding Applications:  
Boulder City Council  
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303-441-3019

# BOULDER URBAN RENEWAL AUTHORITY (BURA)



Annual Application - 2016

## Date

02/26/16

The Boulder Urban Renewal Authority (BURA) consists of five members who serve five year terms. By Colorado State Statute, members of the Authority are appointed by the Mayor and approved by the City Council. BURA is responsible for encouraging the redevelopment of property within City Council-established redevelopment districts. BURA members provide input regarding redevelopment issues and programs to the City Manager. BURA meets as warranted, rather than on a regular, monthly basis. Any applicant owning property within the 9th and Canyon and/or the Boulder Valley Regional Center redevelopment districts must fully disclose the extent of holdings.

Staff Liaison: Liz Hanson(303)441-3287

Meetings are held as required.

**The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.**

**The Boulder City Charter requires representation of both genders on City Boards and Commissions.**

**First Name \***

Pete

**Last Name \***

Baston

**Home Address (Not available to the public unless you are appointed.) \***

Street Address

Address Line 2

City

Boulder

State / Province / Region

Co

Postal / Zip Code

80301

Country

USA

**Best phone number where you can be reached:**

**Home Phone (?)**

303-578-0886

**Mobile Phone (?)**

303-579-6531

**Work Phone (?)**

**E-mail Address \***

pete@ideapete.com

**Occupation**

CEO

**Place of Employment**

Boulder

**Do you reside within the city limits? \***

Yes  No

**When did you become a resident of Boulder? \***

2/2/2010

## ANSWER ALL OF THE FOLLOWING QUESTIONS

**1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? \***

<http://www.ideapete.com/about.html> Also on Municipality Reliability Safety

**2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. \***

No

**3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? \***

Frequent in my business which is working with companies in trouble and acting as the focal point for resolution by illustrating mutual advantages for everyone which in Excellence identification is not hard

**4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. \***

none

**5. What are your views regarding the role that redevelopment of commercial properties can or should play to sustain Boulder's economy? \***

Boulder has a unique character and its not only economic but how to preserve the quality of life for all its inhabitants which means looking through multiple mirrors of understanding

**6. Perhaps the City should study redevelopment options for the commercial district on the Hill. What do you think are the key issues and priorities related to redevelopment of this site? \***

Understanding what is there both character past present and how that could affect the future. making decisions and possibilities transparent for all parties to understand . Does the current infrastructure support what is proposed and if not how when can that be achieved . Look at the project through such windows as Brands timelines and similar. Does the current P& Z city technology help or hinder and what are the alternatives . Can P&Z get help from P3.

**7. Many Colorado cities provide financial incentives to encourage redevelopment of aging properties. Boulder has done so in the past. Do you believe such activities are appropriate? If so, under what circumstances? \***

Yes , but we need to understand what the master goals are doing this are and how will succes and failure be tracked.

**8. Do you believe that incorporation of a mixture of uses (such as housing) into traditionally commercial districts in Boulder is a good idea? \***

Yes , but we need to understand what the master goals are doing this are and how will succes and failure be tracked.

Questions Regarding Applications:  
Boulder City Council  
Attention: City Council Support  
[cityclerkstaff@bouldercolorado.gov](mailto:cityclerkstaff@bouldercolorado.gov)  
303-441-3019

# BOULDER URBAN RENEWAL AUTHORITY (BURA)



Annual Application - 2016

## Date

02/23/16

The Boulder Urban Renewal Authority (BURA) consists of five members who serve five year terms. By Colorado State Statute, members of the Authority are appointed by the Mayor and approved by the City Council. BURA is responsible for encouraging the redevelopment of property within City Council-established redevelopment districts. BURA members provide input regarding redevelopment issues and programs to the City Manager. BURA meets as warranted, rather than on a regular, monthly basis. Any applicant owning property within the 9th and Canyon and/or the Boulder Valley Regional Center redevelopment districts must fully disclose the extent of holdings.

Staff Liaison: Liz Hanson(303)441-3287

Meetings are held as required.

**The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.**

**The Boulder City Charter requires representation of both genders on City Boards and Commissions.**

**First Name \***

Dietrich

**Last Name \***

Hoefner

**Home Address (Not available to the public unless you are appointed.) \***

Street Address

Address Line 2

City

Boulder

State / Province / Region

Colorado

Postal / Zip Code

80305

Country

United States

**Best phone number where you can be reached:**

**Home Phone (?)**

240-393-9314

**Mobile Phone (?)**

**Work Phone (?)**

**E-mail Address \***

dietrich.hoefner@gmail.com

**Occupation**

Attorney

**Place of Employment**

Lewis Roca Rothgerber Christie LLP

**Do you reside within the city limits? \***

Yes  No

**When did you become a resident of Boulder? \***

6/15/2010

## ANSWER ALL OF THE FOLLOWING QUESTIONS

**1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? \***

I am an attorney with experience before state and federal regulatory agencies. While I am not typically involved with local government matters, my experience with government decision making more generally may be relevant to this position.

**2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. \***

No

**3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? \***

Many of the situations I deal with professionally involve the resolution of conflicts within groups and between groups. I believe the most important technique for addressing conflict situations is to ensure that all sides get an opportunity to be heard early on in the process (before beginning to "problem solve" the situation). By seeking first to have a conversation focused on understanding each party's interests and beliefs, it can be possible, once it comes time to problem-solve, to achieve solutions that satisfy more people than might have otherwise been possible.

**4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. \***

While unlikely, to the extent I or another attorney at my firm became involved in the representation of a client who was also involved in an active matter BURA, there could be a potential for a conflict of interest. I believe BURA members should handle such conflicts by abstaining from participation in such matters.

**5. What are your views regarding the role that redevelopment of commercial properties can or should play to sustain Boulder's economy? \***

Pearl street is the most coveted location many business in Boulder and is a hub of economic activity for the city. Startups and other professional firms seem to locate there to be close to one another as well as the many public and private amenities in the downtown area. The resulting synergies create a vibrant hotspot of commercial activity for Boulder. While, obviously, not all of Boulder can be (or should be) like the Downtown/Peal Street area, I believe it serves as a model of what can be possible with thoughtful planning and community input coupled with the business and investment communities.

Working to thoughtfully to open and improve other commercial zones to include a mix of businesses can create similar opportunities for Boulder. Transit, walkability, and accessibility to residential areas are of great value to many in Boulder, and should continue to be a key component of planning for commercial redevelopment. Similarly, mixed-use spaces thrive in Boulder and a multitude of uses, depending on location, should usually be considered in redevelopment projects.

**6. Perhaps the City should study redevelopment options for the commercial district on the Hill. What do you think are the key issues and priorities related to redevelopment of this site? \***

University Hill stakeholders are diverse and include non-student residents, student-residents, other students, other members of the public, businesses, and the University, and property managers, to name a few. A successful redevelopment project on the Hill would have to engage these various stakeholders and their interests, and would have to examine how the Hill might better serve each group. Much like in my above answer regarding redevelopment more generally, I believe that consideration of the Hill's current and future mixed uses, as well as transit, walkability, and parking options are very important in any potential redevelopment project.

**7. Many Colorado cities provide financial incentives to encourage redevelopment of aging properties. Boulder has done so in the past. Do you believe such activities are appropriate? If so, under what circumstances? \***

In general, I believe that government financial incentives for redevelopment should be strictly limited to projects providing a clear public benefit. While incentive programs have the potential to waste taxpayer dollars, they can sometimes be effective at achieving results (for example, restoration of historic buildings) that might not otherwise be possible. Where they are used, incentive programs should require beneficiaries to have financial "skin in the game," and should be otherwise consistent with Boulder's goals. While it is not redevelopment-focused, Boulder's Flexible Rebate Program is a good example of how incentives can be used to create public benefits.

**8. Do you believe that incorporation of a mixture of uses (such as housing) into traditionally commercial districts in Boulder is a good idea? \***

Yes, but in appropriate locations and at an appropriate scale and pace. The idea of "gentle infill" is gaining popularity in other cities for good reason and can be a model for Boulder. Using additional housing to supplement and enhance commercial areas can be good for residents and businesses alike, and can happen in a way that is consistent with Boulder's atmosphere as a larger community.

Questions Regarding Applications:  
Boulder City Council  
Attention: City Council Support  
[cityclerkstaff@bouldercolorado.gov](mailto:cityclerkstaff@bouldercolorado.gov)  
303-441-3019

# BOULDER URBAN RENEWAL AUTHORITY (BURA)



Annual Application - 2016

## Date

01/25/16

The Boulder Urban Renewal Authority (BURA) consists of five members who serve five year terms. By Colorado State Statute, members of the Authority are appointed by the Mayor and approved by the City Council. BURA is responsible for encouraging the redevelopment of property within City Council-established redevelopment districts. BURA members provide input regarding redevelopment issues and programs to the City Manager. BURA meets as warranted, rather than on a regular, monthly basis. Any applicant owning property within the 9th and Canyon and/or the Boulder Valley Regional Center redevelopment districts must fully disclose the extent of holdings.

Staff Liaison: Liz Hanson(303)441-3287

Meetings are held as required.

**The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.**

**The Boulder City Charter requires representation of both genders on City Boards and Commissions.**

**First Name \***

Jerry

**Last Name \***

Shapins

**Home Address (Not available to the public unless you are appointed.) \***

Street Address

Address Line 2

City

Boulder

State / Province / Region

CO

Postal / Zip Code

80304

Country

USA

**Best phone number where you can be reached:**

**Home Phone (?)**

**Mobile Phone (?)**

**Work Phone (?)**

720-839-6280

**E-mail Address \***

jshapins1@gmail.com

**Occupation**

artist/designer/community volunteer

**Place of Employment**

retired

**Do you reside within the city limits? \***

Yes  No

**When did you become a resident of Boulder? \***

2/3/1982

**ANSWER ALL OF THE FOLLOWING QUESTIONS**

**1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? \***

Master of Landscape Arch University of Pennsylvania under Ian McHarg/author of Design with Nature 1974; Assistant Professor 1980-1986 Univ of Colo School of Arch and Planning; Principal and lead planner/designer Shapins Assoc Boulder 1986-2008; City of Boulder Downtown Design Advisory Board 1982-1987;1998-2003; Projects completed in Boulder included various projects for Transportation Dept, Planning Dept, Parks and Rec Dept; Chautauqua Assoc; CU Facilities Mgmt; Skills include extensive experience urban/parks/campus site analysis/planning, urban and site design, land development planning, public collaboration/communications, writing, and community engagement. Also extensive skillset analyzing and researching civic design and public space issues..and regularly I am a critic at CU Environmental Design. Key work by Shapins Associates in Boulder included: Colorado Chautauqua Dining Hall Plaza; CU South Campus Plan; CU Grandview Area Plan; CU Broadway Wayfinding Signs; Boulder UniHill Sketch Plan; Boulder Downtown Pedestrian Guidelines; Boulder 9th/Canyon Charette; BURA Design Guidelines; Boulder 13th Street ContraFlow Bike Lane; Boulder Broadway Corridor Streetscape Design; Boulder Valmont Park Master Plan. I also currently practice as an artist and graphic design volunteer for non profits, and have a deep interest in public and community aesthetics. Used to teach History and Theory of Landscape Architecture...and recently conducted a Boulder field session during the 2014 National Meeting and Convention for the American Society of Landscape Architects November 21 2014. I have a great deal of experience collaborating with architects, designers and citizens on various civic and campus projects..and this skill is helpful for the City and BURA. I currently serve on the Downtown Management Commission.

Other work on volunteer boards and non profits include: Goose Creek Neighborhoods 2015-present; Denver Art Museum Guest Services Council 2014-present; Boulder Urban Sketchers Co Leader 2015-present; Boulder International Film Festival Senior Outreach 2012-current; I Have a Dream Foundation 2012-2015; Mapleton Hill PorchFest Steering Committee 2012-2013; Boulder GreenStreets 2012; CU Conference of World Affairs Human Conditions 2012-2014

**2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. \***

As a consultant with Shapins Associates in Boulder we were hired by BURA a few times in the early 1990's to help staff to develop concepts and design visions that were a basis for public discourse and policy changes for urban design and redevelopment at the BVRC and influence areas. These were great experiences for us and challenging work that we were always proud of . We helped to develop a master plan for Boulder Plaza SubArea Plan where we developed the urban design concepts for new development, gateways,landscapes and transportation centered on 26th Pearl; this was the basis for the Dairy moving to 26th, and the redevelopment projects completed near Pearl and 28th; We also helped staff to develop the current guidelines for the BVRC...and developed the text and graphics and organizations for the entire document; Finally, we were hired by BURA to help produce, conduct and document the 9th Canyon Charrette..which creatively invited architects from Boulder to prepare site plans for the signature corner site to accommodate new uses; these amazing results were developed that showed about 6 different ideas for hotel, housing, retail, parking and public spaces to be developed at the former peoples parking lot. Another project we did for BURA was to prepare the Crossroads East SubArea Master Plan. This project was prepared for the board of directors and staff. We developed ideas for improved circulation( Canyon going through to 30th ); public amenities and landscaping; new mixed use and denser redevelopment in the northern quad; and illustrations of other ideas to make this a more friendly place for pedestrians and cyclists; some of the improvements were implemented in the 30th street work; much of it still remains to be done!

**3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? \***

A recent situation occurred while I was a committee member with about ten other neighbors challenged with developing an event concept and operations and marketing strategy for the MapletonHill PorchFest for the fall of 2012 and 2013. I personally wanted the event to attract a broader visitor base and to offer a wider spectrum of music to attendees/neighbors..but there was not agreement about these intentions on the board. We talked through the various conditions and risks associated with my desire..vs other ideas that envisioned a different and more local event. The open and honest discussion that engaged all points of view enlightened us all. We then designed the event based upon what most folks were comfortable with..and also decided to learn from the experiences of the early events before we risked larger crowds and more diverse musical styles. This style of conflict resolution..through open, structured and sometimes facilitated discussion amongst people with divergent opinions, generally works when folks are respectful of others, trusting and committed to goals/mission of their endeavor.

The best way to make progress via volunteer public discourse is to empower and seek leadership who is committed to action via a scheduled and organized discourse with an intended output and action or tangible result or benefit. Meetings should reflect an organized schedule; discussants understand the agreed upon rules of engagement; that different expertise and roles and points of view are encouraged; and that the process ends in a conclusion originally aimed for.

**4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. \***

Former employees, colleagues and neighbors in Boulder and elsewhere may have special interest as applicants or interested citizens in projects that I may review for the City of Boulder. In these unlikely circumstances I will objectively review these submittals and abide by City requirements and laws regarding design review of projects.

**5. What are your views regarding the role that redevelopment of commercial properties can or should play to sustain Boulder's economy? \***

Boulder has a wonderful niche known as a beautiful, creative and happy small city. The demand for space to live, play and work here exceeds our ability to meet this demand. Furthermore, because of our attractive "to die for" community, market forces have created an extreme crisis of affordability for workforce, middle and low income housing. We also do not want to grow in a suburban pattern where it is inefficient and costly to provide public and technical services.

The redevelopment of commercial and potential mixed use/housing properties, particularly those that are located in typical parking intensive suburban strip centers, can provide an incredible stimulus to the city to redo parts of our community to become more attractive, walkable, liveable and sustainable. The opportunities to engage citizens in a discussion about sustainable redevelopment to empower civic leadership can serve to help Boulder to reframe and pay for new infrastructure that supports a more sustainable growth pattern, while also creating and strengthening new economic engines for change in Boulder.

So of course redevelopment of industrial, commercial and underutilized parking centers can be not only a vital economic stimulus, but also to provide new sites for adding to our housing supply along Arapahoe, Broadway, and 28th Street, as well as at BCH, Downtown, North Boulder, Boulder Junction, University Hill and at the intersection of Iris/28th.

Absolutely key is that City Departments need to work together to identify and implement the redevelopment opportunities, rather than having transportation engineers leading redevelopment studies; redevelopment planners and experts should lead that work with a commitment for action developed early on.

**6. Perhaps the City should study redevelopment options for the commercial district on the Hill. What do you think are the key issues and priorities related to redevelopment of this site? \***

What a great question. I think I can remember many of the issues we faced when working for the City on the 1990's UniHill Sketch Plan, and then compare to today's situation.

The existing land owners on the Hill I assume continue to make reasonable profits, so they are not overly enamored with surgical changes that mainly meet politically favorable enhancements for preservation, affordable housing and adjustments to the local streetscapes. But they are an absolutely important stakeholder who likely do not trust the City right now. They were difficult to align twenty years ago and perhaps it's still an issue.

CU has always been a key stakeholder. They are a prime user, neighbor and owner of the Pennsylvania property. That gap is a redevelopment jewel but CU will not move forward either because they likely have too many other priorities to solve, especially the remarkable opportunity on Grandview that can inspire other local development.

And the neighbors who feel the heat of change and especially cut through traffic, noise and unsavory student behavior..well they perhaps are also a skeptical bunch.

But the site, along the main transit corridor, at the west gateway to CU and next to an evolving new Civic Park and thriving downtown..well this site is sooooo special to consider for economic growth that can pay for urban mixed use sustainable more car free development. Another amazing opportunity.

Hopefully an upcoming Central Area Urban Design Framework Plan will identify the growth opportunities here, and implementation strategies that can pave the way for staff, BURA and citizens to guide redevelopment. And it's great to continue to inspire positive change good for businesses, students and neighbors.

**7. Many Colorado cities provide financial incentives to encourage redevelopment of aging properties. Boulder has done so in the past. Do you believe such activities are appropriate? If so, under what circumstances? \***

To me, the successes of Boulder in the past, and in the future, will be dependent upon a pragmatic civic leadership that is able to flex and adapt to changing times and public opinions. Our environmental leadership has been amazing and has yielded results that we all cherish; now we need civic leadership to dive into our lopsided economy which is growing tech jobs and high end housing that are creating unforeseen circumstances; now we need public investments to carve away at the "missing middle" gaps that have been created by market forces; we need BURA to team with BHP and perhaps some non profits to attack redevelopment in a more direct and assertive way than in the past. While the work that was done at the Regional Activity Center (29th Street) has resulted in handsome profits and taxes and retail, we now need more socially responsible redevelopment that provides options for workers, low and moderate income citizens, and built in a sustainable, denser urban pattern that reflects some of the traditional urban features of our community. But it cannot happen with an open bank account; we need smart and sustainable growth and economic success to pay for the redevelopment and infrastructure changes that are valued as community benefits. So absolutely we need to invest in "community benefit" redevelopment by providing financial incentives for sustainable growth and development. The community benefit redevelopment could be the projects and future conditions identified in the current comp plan, or the upcoming Central Boulder Urban Design Framework Plan.

**8. Do you believe that incorporation of a mixture of uses (such as housing) into traditionally commercial districts in Boulder is a good idea? \***

I like these questions. Thank you! The opportunities in East Boulder, to transform industrial and commercial workplaces to unique living places redeveloped with an enhanced green and artistic infrastructure accomodating a new "Boulder Loft" style living areas...and connected via an existing road network and new pathways and public spaces...and created to encourage social interaction in comfortable public spaces...is such an inspiring idea that seems logical in Boulder. We are losing single use industrial and business park uses, and gaining tech industries, recreational and food industries, so we have such an amazing opportunity to revision East Boulder. Whats really special is that if we took an integrated look at East Boulder, and developed a long term and exciting strategy for future transformation..that it could happen and parallel the Rino success in Denver. And yes the ideas to mix in urban housing to Table Mesa, Basemar, and the Meadows shopping centers is a great potential worth the exploration and public investment to create the seeds for change. Finally, exploring the possibility of adding housing to Community Plaza and mixing units in with some retail retail and offices and public amenities/green Goose Creek Infrastructure is also another AMAZING opportunity for BURA that we have talked about in the hood for at least a year now. The city should work hard to lead and inspire more live and work neighborhoods that are compact, include a mixture of uses, serve mixed incomes and help to transform our outlying inefficient unattractive suburban infrastructure to a form that is more sustainable and beautiful for future generations

**Questions Regarding Applications:  
Boulder City Council  
Attention: City Council Support  
[cityclerkstaff@bouldercolorado.gov](mailto:cityclerkstaff@bouldercolorado.gov)  
303-441-3019**

# DOWNTOWN MANAGEMENT COMMISSION



Annual Application - 2016

**Date**

01/25/16

The Downtown Management Commission consists of five members appointed by the City Council, each to five-year terms. Three appointees must either own real property or represent owners of real property in the Downtown Boulder area. Two appointees are residents from the community-at-large. The Commission has the combined responsibilities of the previous Central Area General Improvement District Board and the Downtown Mall Commission. See section 8-4-10 of B.R.C.

Staff Liaison: Molly Winter (303)441-7317

Meetings are held the first Monday of the month at 5:30 PM in the City Council Chambers.

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**The Boulder City Charter requires representation of both genders on City Boards and Commissions.**

**First Name \***

Jerry

**Last Name \***

Shapins

**Home Address (Not available to the public unless you are appointed.) \***

Street Address

Address Line 2

City

Boulder

State / Province / Region

Co

Postal / Zip Code

80304

Country

USA

**Best phone number where you can be reached**

**Home Phone (?)**

**Mobile Phone (?)**

**Work Phone (?)**

720-839-6280

**E-mail Address \***

jshapins1@gmail.com

**Occupation**

artist/designer/community volunteer

**Place of Employment/Retired**

retired

**Do you reside within the city limits? \***

Yes  No

**When did you become a resident of Boulder? \***

2/3/1982

## ANSWER ALL OF THE FOLLOWING QUESTIONS

**1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? \***

Master of Landscape Arch University of Pennsylvania under Ian McHarg/author of Design with Nature 1974; Assistant Professor 1980-1986 Univ of Colo School of Arch and Planning; Principal and lead planner/designer Shapins Assoc Boulder 1986-2008; City of Boulder Downtown Design Advisory Board 1982-1987; 1998-2003; Projects completed in Boulder included various projects for Transportation Dept, Planning Dept, Parks and Rec Dept; Chautauqua Assoc; CU Facilities Mgmt; Skills include extensive experience urban/parks/campus site analysis/planning, urban and site design, land development planning, public collaboration/communications, writing, and community engagement. Also extensive skillset analyzing and researching civic design and public space issues..and regularly I am a critic at CU Environmental Design. Key work by Shapins Associates in Boulder included: Colorado Chautauqua Dining Hall Plaza; CU South Campus Plan; CU Grandview Area Plan; CU Broadway Wayfinding Signs; Boulder UniHill Sketch Plan; Boulder Downtown Pedestrian Guidelines; Boulder 9th/Canyon Charette; BURA Design Guidelines; Boulder 13th Street ContraFlow Bike Lane; Boulder Broadway Corridor Streetscape Design; Boulder Valmont Park Master Plan. I also currently practice as an artist and graphic design volunteer for non profits, and have a deep interest in public and community aesthetics. Used to teach History and Theory of Landscape Architecture...and recently conducted a Boulder field session during the 2014 National Meeting and Convention for the American Society of Landscape Architects November 21 2014. I have a great deal of experience collaborating with architects, designers and citizens on various civic and campus projects..and this skill is helpful for the City and the DMC. I currently serve on the Downtown Management Commission.

Other work on volunteer boards and non profits include: Goose Creek Neighborhoods 2015-present; Denver Art Museum Guest Services Council 2014-present; Boulder Urban Sketchers Co Leader 2015-present; Boulder International Film Festival Senior Outreach 2012-current; I Have a Dream Foundation 2012-2015; Mapleton Hill PorchFest Steering Committee 2012-2013; Boulder GreenStreets 2012; CU Conference of World Affairs Human Conditions 2012-2014

**2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. \***

I currently serve on this board. I have learned a great deal about the complex nature of managing staff, resources and communications in Downtown Boulder to sustain a vital and contributing Downtown experience and economy. Staff does an incredible job of responding to public concerns while coordinating with the business community, public officials and other City departments. Because Downtown is such a successful economic engine, and the perceived heart of the community, a delicate approach to managing the resource is required. The role of the DMC though remains somewhat vague in terms of what are we really responsible for, how we can best advise City Council, and how to make our role more vital. Currently our focus is narrowly conceived where we review and learn about safety; parks operations; retailing and tax income; transportation infrastructure; DBI and their programmed events; and special projects by DMC staff. The monthly meetings include mundane summaries by staff, and cursory review of a long backlog of projects that suffer from too much inaction and dialogue. What we do not do is to weigh in on the broader whole conditions and purposes of Downtown and how this unique district relates to the rest of the City, what its significant issues are, and how to best develop solutions. Our current weighing in on the AMPS plan is a case in point. There have been a few joint board meetings and technical presentations, but for me its hard to offer opinions and comments because we do not have a common frame of reference for Downtown. So I continually advocate for a broader purpose and point of view, and to use our citizen voices more for broader value setting and intentions rather than reviewing highly technical and even academic explorations that seem to run on way too long. I think that the current reorganization to a Dept of Community Vitality is a great step forward to encourage better collaboration across the board aligned along a purpose of vitality rather than management. But given these experiences and perspectives, I have an interest to stay of the board to be able to improve our role in the City, and to join others to weigh in on the current evolution of Downtown Boulder..i.e. how do we best manage and allocate resources to expand our thriving Downtown for all, while integrating the emerging changes from redevelopment at UniHill, the Civic Area, at BCH , East Pearl, 29th/Boulder Junction and Downtown.

**3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? \***

A recent situation occurred while I was a committee member with about ten other neighbors challenged with developing an event concept and operations and marketing strategy for the MapletonHill PorchFest for the fall of 2012 and 2013. I personally wanted the event to attract a broader visitor base and to offer a wider spectrum of music to attendees/neighbors..but there was not agreement about these intentions on the board. We talked through the various conditions and risks associated with my desire..vs other ideas that envisioned a different and more local event. The open and honest discussion that engaged all points of view enlightened us all. We then designed the event based upon what most folks were comfortable with..and also decided to learn from the experiences of the early events before we risked larger crowds and more diverse musical styles. This style of conflict resolution..through open, structured and sometimes facilitated discussion amongst people with divergent opinions, generally works when folks are respectful of others, trusting and committed to goals/mission of their endeavor.

The best way to make progress via volunteer public discourse is to empower and seek leadership who is committed to action via a scheduled and organized discourse with an intended output and action or tangible result or benefit. Meetings should reflect an organized schedule; discussants understand the agreed upon rules of engagement; that different expertise and roles and points of view are encouraged; and that the process ends in a conclusion originally aimed for.

**4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. \***

Former employees, colleagues and neighbors in Boulder and elsewhere may have special interest as applicants or interested citizens in projects that I may review for the City of Boulder. In these unlikely circumstances I will objectively review these submittals and abide by City requirements and laws regarding design review of projects. As well, as an active member of Goose Creek Neighborhoods, if BCH review comes to the DMC, I may also have to excuse myself from that discussion as well.

**5. What are the changes to the management of parking downtown that would enhance the vitality, walkability and functioning of the core of our City? \***

a. Staff should work more effectively with Transportation and Planning Departments. Parking, access, land use and design are all integrated closely in Boulder. The City should strive to encourage staff and boards from these perspectives to work together more. In fact if some of these departments were merged in some way, we could have more effective management of our resources that would benefit the smooth operations of downtown.

b. Use Online Technology to inform visitors about the location and availability of parking. These tools are available now and would benefit folks who want to know ahead of time where to park their car.

c. Price management. To me this is a proven way to get more out of the available parking supply and to encourage more efficient utilization and to manage with costing, flexibility and adaptations to changing conditions during the day.

d. More ADA Drop off and access. While we may be providing the current and acceptable standard for vehicular drop off for disabled, elderly and others, I believe that more dedicated drop off areas at corners and mid-blocks should be built in to the system to allow folks to drop-off passengers more conveniently, and to provide some breathing room along the crowded curbside parking. Retailers will always complain about this..but better service for the wider demographic is important for an accessible downtown for all.

e. Perimeter and Local Parking for Employees and Others. Workers take up way too much valuable parking space in Downtown; available local and perimeter surface lots in outlying sites and shopping areas could use a stimulus of infrastructure redevelopment that provides multipurpose benefits. So it would be GREAT to partner with the private sector to build new outlying parking and additional housing/retail in perimeter shopping areas or other locations. And to use BCH on Broadway asap.

f. Develop Civic Area Parking To best manage our current parking and visitor demand and comfort of users, it would be wise to provide two additional structures and subsurface parking at either end of the Civic Area. This would enable the City to remove surface parking that impacts park visitor uses and experiences, and enable the City to pursue the development of new and vital cultural arts and innovation uses downtown. Careful coordination of impacts to transitional neighborhoods should also be part of the parking management approach. The structures should also be multipurpose with possibly rooftop recreation and be adaptable to new uses as multimodal access to downtown increases.

g. Redevelopment of Wells Fargo and Spruce lot. These lots should be transformed into vital new downtown mixed uses, parking and public spaces. The City should work closely with Wells Fargo, and seek partners to redevelop the Spruce Lot.

By developing a more aggressive approach to meet current and future demands for parking, and to complement these efforts with outstanding enhancements to the cycling, transit and pedestrian infrastructure, more needs will be met that can also adapt to shifting access mode and parking preferences in the future.

It is important as well to continue to encourage and influence a mode shift with education, best practices and facility design, and to offer incentives for people to leave the car home. Providing universal EcoPasses can likely be a wise incentive.

**6. How do you perceive the current balance between automobile and alternate modes access to the downtown? What recommendations or improvements would you make? \***

Personal vehicle access to downtown via the existing arterial and local road network works fine and has the expected urban congestion that is mild compared to other areas; access via the downtown one way loop to the parking structures also works fine. Access via the community bus network and RTD also provides ample service choices for people. The urban grid connecting walking routes that use the sidewalk infrastructure also work well from a functional point of view. The walking experience across the Civic Area and on Canyon Blvd are less than ideal because they are somewhat empty and uninteresting. More development will activate the sidewalks and make them and the entire downtown more interesting, including areas in the Civic park where activation should enhance the uncomfortable urban empty spaces there. Cycling access aside from the 13th Street contraflow could use significant improvement to encourage more direct access. Perhaps a few "road diets" downtown can enhance the cycling porosity and encourage more cycling access.

**7. In your opinion, what are the most important factors to maintaining the aesthetic and economic vitality of downtown and what specific recommendations would you make? \***

Downtown Boulder is a distinctive and special place characterized by its ensemble of modest historic buildings arranged in a traditional grid pattern and enhanced by an impressive mountain backdrop and vital sidewalk activity. The open spaces along Boulder Creek and the Pearl Street Mall provide unique natural and cultural flavors that are the foundation for a vital preservation legacy. The strength of this place is enhanced by the production of regular events and programs to attract users and to enhance the ambiance of an active downtown. The efforts to keep the area comfortable, clean and safe for users also is a key ingredient of Downtown. The uses generate handsome private sector profits and a tax base for the City because uses try to respond to evolving and changing markets and cultural preferences. The mix of government, leisure, office and retail uses and destinations is also a signature characteristic of this district. Accessibility by diverse modes strengthens this urban vitality as does the opportunity to have surprise and serendipitous sidewalk experiences on the active sidewalks. These attributes are the core strengths that the City so artfully manages with support from the business community, public officials and various non profits.

But the current experiences and choices are perhaps under duress and in need of modifications. High rents are causing banks and offices to take up valuable ground floor space and more uniform architectural and market responses to high tech needs can be uninspiring and uncreative. Some of the regular programming and experiences are repetitive year to year and are not always reflective of more creative cultural opportunities and expectations in such an educated community. Performance space outdoors is poorly offered at the Bandshell, and innovation seems to be kept more private than in the public realm. The possibilities for expressing a more artistic and creative civic brand are resisted by many stakeholders, and the attractions downtown for more diverse and interesting cultures are weak. Rooftops and airspace can be better utilized and high quality sustainable modern architecture is blunted by uninspired committees and attachment to the past; Experiences that result from unintended consequences are less common nowadays, and the inspiration from public arts is dominated by a cute bronze zoo. Is this how we should be responsive to citizens? Is public art a marketing tool to encourage shopping or is art meant to enlarge our public consciousness?

So what can be done? Perhaps a shift in leaderships will result in more youthful and open attitude about what downtown should look like and who it should serve. Perhaps more public space planning is needed in the whole district to birth new approaches to sidewalk art, activation and civic activity that goes way beyond the Pearl Street Mall and the Civic Area. Perhaps the downtown urban design guidelines can inspire an outstanding modern green architecture that is celebrated for its contrasts to historicity and suited to our remarkable views, light and setting and new young urban residents and the future. Perhaps in twenty years we will be inspired by the differences in downtown building over time rather than the commonalities and uniform references to the past. Finally, perhaps we will unite together to develop a seam in downtown on Canyon Blvd and in the Civic Area and its bookends, where new green iconic buildings and spaces will inspire all with cultural performances, art and innovation and framed by new public event and staging spaces that engage more diverse users to downtown. But to do this, to look into the future and to critically assess what we have, will require yet another plan..perhaps with an Urban Design and Creative Approach that engages all to envision a future Downtown Boulder with vital neighbors at CU, on the Hill and at the BHS campus/Community Plaza

**8. What is your perspective on how Pearl Street Mall is being managed? Specifically address events, maintenance/improvements, partnerships with Downtown Boulder Inc. and the Business Improvement District and city/county relationships.\***

The events management team does an incredible job given the schedule, legal constraints and resources that they have. Bands on the Bricks, Xmas Lights, ArtsFest, Octoberfest, Iron Man and other weekend events are great contributions to the life of downtown and an incentive for visitors to spend money downtown. But these same events are breeding disinterest with some of the community. I personally do not think the ArtsFest exhibits high quality nor very interesting work. The events on the mall also could relate better to the Civic Area if there was something decent happening there..ie a great outdoor concert..but we do not have a venue for that. The programming does not uniquely pay attention to the changing demographics here...so we fail to engage more people of color.

The mall and downtown parking lots, structures, lighting and other features are maintained in a careful manner. But personally the design sophistication out there is quite basic. There are too many pedestrian obstacles to overcome , its too cluttered, and there are not really many interactive amenities. When art goes up it is a very safe idea..and the banners aim too regular/y at Students and buffalos. There seems to be too many internal roadblocks to inspire sustainable change and physical space improvements. The discourse and "work" on the Civic pad has gone on forever. Why did this have to be a decade long process? What is broken? Can we fix that?

The partnership with Sean/DBI is great. And DBI works very hard to meet everyone's needs. But DMC's discussions do not really address the broader views re how to best manage the downtown Mall and resources, and how will Downtown, the Pearl Street Mall, and the infrastructure that we have serve visitors, businesses and residents in the future. There is very little broad discourse re planning. Decisions and strategy about downtown appear to be made amongst staff and DBI, and the DMC is really not engaged in broader discussions about best management, infrastructure needs, future development etc. It appears that only a very small window of info is given to us so we remain easily managed.

Not sure about City and County relationships. It does seem that DCV works mostly with Transportation and Economic Consultants...rather that with Planning. It was great for me to join other board members on the working group assigned to help staff with the update to the Design Guidelines and to think about the future of Downtown.

**Questions Regarding Applications:**  
**Boulder City Council**  
**Attention: City Council Support**  
[cityclerkstaff@bouldercolorado.gov](mailto:cityclerkstaff@bouldercolorado.gov)  
**303-441-3019**

# TRANSPORTATION ADVISORY BOARD



Annual Application - 2016

**Date**

02/18/16

The Transportation Advisory Board consists of five members appointed by City Council, each to five year terms. The Board advises City Council, Planning Board and City staff on transportation issues; reviews transportation environmental assessments and plans for capital improvements; reviews, monitors and recommends changes to the Transportation Master Plan. The Board works with neighborhood groups, residents and City staff on traffic mitigation issues.

Staff Liaison: Tracy Winfree (303)441-4164

Meetings are held the second and fourth (as needed) Monday of the month at 6 PM in the City Council Chambers.

**The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.**

**The Boulder City Charter requires representation of both genders on City Boards and Commissions.**

**First Name \***

Jennifer

**Last Name \***

Nicoll

**Home Address (Not available to the public unless you are appointed.) \***

Street Address

Address Line 2

City

Boulder

State / Province / Region

CO

Postal / Zip Code

80305

Country

USA

**Best phone number where you can be reached**

**Home Phone (?)**

**Mobile Phone (?)**

**Work Phone (?)**

303-845-0640

**E-mail Address \***

jennifer.c.nicoll@gmail.com

**Occupation**

Product Owner, Athlinks

**Place of Employment/Retired**

Life Time Fitness, Louisville, CO

**Do you reside within the city limits? \***

Yes  No

**When did you become a resident of Boulder? \***

11/1/2009

## ANSWER ALL OF THE FOLLOWING QUESTIONS

**1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? \***

I hold a Master of Business Administration from Georgetown University and have 20 years of work experience in various project management and business development roles. I have a solid understanding of budgeting, P&Ls and general financial accounting principles. As a project manager, I have often been responsible for communicating priorities and outcomes to stakeholders at all levels of an organization both internal and external. I have worked in a variety of industries including financial services, non-profits, the tech sector, and as a contractor for the Federal government. I have also lived in numerous cities and communities in the United States and abroad.

I take pride in being able to weigh varied and sometimes competing interests, and in striving to identify win-win situations for all parties. In those cases where trade-offs must be made, there are often parties that will be unsatisfied regardless of the outcome. In such circumstances, communication and transparency become essential in maintaining trust. I believe in the common good, but also in the idea that we cannot let the "perfect" become the enemy of the "good". I possess strong critical thinking and analytical reasoning skills, and I have the ability to both see the big picture, and to understand and negotiate complex details.

**2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. \***

As a resident of Boulder, I utilize Boulder transportation services on a daily basis. I have the luxury of being able to walk from my home to services like the grocery store, and to ride my bicycle to restaurants and entertainment options. I drive a vehicle on Boulder roads and commute to my place of employment outside of Boulder by both car and bicycle. I enjoy Boulder's multi-use paths as a pedestrian, runner, cyclist and dog walker. I often use RTD to get from my home to downtown Boulder, Denver and the airport.

My interest in serving on the Transportation Advisory Board is grounded in a desire to give back to the community that I love. I want Boulder to continue to be an amazing place to live, work and visit. I recognize the challenges that ever increasing resident and commuter populations pose to the special culture of Boulder. I believe that I since I regularly take advantage of a variety of transportation services, that I would be well positioned to hear, understand and reconcile competing interests.

**3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? \***

As a product owner for a web-based service, I work with teams of business developers and engineers to bring new features and functionality to market. Often conflict arises and compromises are required. Understanding the root cause of the issue and helping others to overcome possible personality conflicts is key to successful conflict resolution. Other techniques include, exercising transparency in acknowledging trade-offs, clearly stating short-term versus long-term goals, and focusing on goals and outcomes that benefit the most stakeholders.

**4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. \***

I do not have any affiliations with organization that would be perceived to be a conflict of interest. Nor do I have a financial stake in any companies in the transportation industry. I do believe that potential conflicts of interest should be clearly stated by all board members and a determination should be made as to the risk that such conflicts might pose to TAB and the city, both financially and reputationally. Because TAB is a 5-member board, it is important that potential conflicts of interest be identified before board appointees are made. If a board member with a conflict of interest must recuse him or herself from a vote, the board runs the risk of not having a quorum to advise on important matters.

In the past, my husband and I have been members of the Boulder Mountain Bike Alliance. I have been a member of running groups that utilize Boulder roads, paths and trails. I have also participated and volunteered for cycling and triathlon events that have taken place on Boulder roads and paths. However, I do not perceive any of these experiences to present a conflict of interest.

**5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? \***

Funding is a primary concern in implementing any public projects. The TMP clearly stated priorities for investment policies as the highest priority is to be given to system operations, maintenance and travel safety, then operational efficiency improvements and enhancement of the transit, pedestrian and bicycle system. The next priority should focus on quality of life, such as sound walls and traffic mitigation. While the lowest priority is given to auto capacity additions (new lanes and interchanges).

Challenges inherent in the TMP lie in the ability of to reflect community values in the role that the transportation system plays in connecting people and places.

Community engagement is paramount to the success of the TMP in creating a world-class transportation system to serve people today, tomorrow, and for generations to come.

**6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? \***

Boulder's Sustainability Framework emphasizes the desire to build resiliency and long term community health. Transportation in general, and the TMP specifically, are major components in meeting the city's Climate Commitment goals, which highlights the need for a multifaceted strategy in greenhouse gas reduction and the need for increased integration of land use and transportation planning.

The Envision East Arapahoe project is an example that will integrate land use, transportation and TDM strategies to support city goals in transportation, climate, and community building. The goal is to realize continuous improvement and coordination among transportation and land use planning to achieve positive results in economic vitality, environmental and public health, and a wide array of community livability goals.

In contrast, the Steel Yards is an example of a neighborhood that could possibly have benefited from more integrated planning. Input for the neighborhood might be sought to help alleviate concerns with parking and access to transport in this multi-use community.

The city can continue to work with the business community, neighborhoods, and interest groups to better understand and overcome barriers to use. This could result in the building of underpasses for busy streets like Baseline and experimenting with bike lane separation as part of Living Labs on University and Folsom.

Understanding neighborhood concerns with connections to RTD, like with the closing of several rapid transit bus stops along Broadway near the Martin Acres neighborhood would help to support First and Final Mile bicycle and pedestrian connections to regional transit to encourage and enable multimodal trips.

Finally, the city should continue to maintain transparency the business community, neighborhoods, and interest groups by providing progress reports every two years and maintain an up-to-date web-based dashboard.

**7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? \***

the most pressing transportation issues that Boulder faces includes promoting liveability while managing growth in resider and commuter populations.

New approaches to addressing these issues include:

1. Increase focus on a comprehensive and integrated planning strategies that includes land use, economic development and environmental considerations.
2. Work to create allies in the local media to promote transparency and foster trust.
3. Leverage best practices, by continuing to experiment with alternative transportation managements techniques that have been tested and proved successful in other cities.

**8. What do you think would be an effective approach for creating regional transportation solutions? \***

Boulder has several ongoing initiatives to create regional transportation solutions. I believe that all have the potential to be effective. They include:

1. Continue to support and participate in coalitions to create multimodal plans and funding for implementing BRT on the identified NAMS corridors of the Diagonal (SH 119), Arapahoe (SH 7), and South Boulder Road
2. Maintain the city's role in supporting the locally preferred improvements and high-quality BRT on the US 36 corridor by active participation in the US 36 Mayors and Commissioners Coalition
3. Provide separate bike facilities on regional corridors to link communities and integrate these connections into the local bike system
4. Increase collaborative planning and funding activities with partner agencies, including Boulder County, Boulder Valley School District, the University of Colorado and the Boulder Chamber
5. Increase the city's activities to create effective regional partnerships and influence policy at the regional agencies of the Denver Regional Council of Governments, RTD, and the Colorado Department of Transportation

**Questions Regarding Applications:**  
**Boulder City Council**  
**Attention: City Council Support**  
[cityclerkstaff@bouldercolorado.gov](mailto:cityclerkstaff@bouldercolorado.gov)  
303-441-3019

# UNIVERSITY HILL COMMERCIAL AREA MGMT COMMISSION



Annual Application - 2016

**Date**

02/16/16

The University Hill Commercial Area Management Commission consists of five members appointed by City Council, each to five-year terms. Three appointees must own real or personal property in the district or be a designated representative of a person who owns real or personal property in the district; the other two appointments are for citizens-at-large. UHGID makes recommendations to City Council and City departments regarding parking issues and land acquisition for parking needs in the district.

Staff Liaison: Molly Winter (303)441-7317

UHCAMC meets on the third Wednesday of the month, 4-6 pm, in the 1777 West Conference Room, Municipal Building, 1777 Broadway.

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**The Boulder City Charter requires representation of both genders on City Boards and Commissions.**

**First Name \***

Karen

**Last Name \***

Gall

**Home Address (Not available to the public unless you are appointed.) \***

Street Address

Address Line 2

City

Boulder

State / Province / Region

CO

Postal / Zip Code

80302

Country

United States

**Best phone number where you can be reached**

**Home Phone (?)**

**Mobile Phone (?)**

**Work Phone (?)**

303-594-4660

**E-mail Address \***

alanurby@comcast.net

**Occupation**

Treasurer, Al's Barber Shop

**Place of Employment/Retired**

Al's Barber Shop

**Do you reside within the city limits? \***

Yes  No

**When did you become a resident of Boulder? \***

9/1/1995

## ANSWER ALL OF THE FOLLOWING QUESTIONS

**1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? \***

I achieved my Bachelor's of Science in Communication Technology from Eastern Michigan University-1990. After graduating I worked for Winter Park Resort (owned by the City of Denver) for five years. When I moved to Boulder in 1995, my husband and I opened Al's Barber Shop on The Hill and I also worked for Revlon Professional-Revlon's Denver regional business which represented approximately \$40mm in sales from 6 professional hair-care product lines (including American Crew) sold within the U.S. The business was previously known as Colomer Beauty Brands (a division of Colomer headquartered in Spain). During my tenure with Revlon I was on the successful ERP selection team for Sales and Distribution where we chose SAP for worldwide implementation.

**2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. \***

For the last two years, I have been active in the Hill Merchants Association and have participated in many decision making processes regarding the successful marketing and improvement of The Hill. I feel that my many years of being a small business owner along with having had years of big corporate experience, I can lend my experience to help continue to improve the district.

**3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? \***

In my 20 years with Revlon (American Crew), I served as a member of the regional Executive Team. This group consisted of the President, Vice President of Sales & Marketing, CFO, Director of Finance, Director of Human Resources and myself. On this team we were responsible for the daily well being of our brands and the employees. There are many examples of conflict when working with a group like this, however the two most important factors in handling these situations is open communication and compromise.

**4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. \***

No conflicts of interest.

**5. What are the greatest challenges facing the University Hill commercial area? What changes, if any, would you recommend as a member of the advisory board? \***

The main challenge is to continue with the forward momentum that the advisory board and members of the merchants association have started. There are many experienced, dedicated and long-time business owners who continue to drive the positive changes that have occurred on The Hill the past few years. It is important to ensure the proper team is in place to DRIVE (Decision=Results, Implemented with Velocity and Excellence).

**6. How can the different Hill stakeholders – the city, CU (faculty, staff and students), the Hill neighbors and the Hill property owners and businesses partner to enhance the Hill commercial district's vitality? \***

To my knowledge, I am impressed with the city's representation (Sarah Weibenson) and the property owners and businesses and all that has been done so far with the revitalization project, however I think there is much work to be done to improve communication with CU and Hill neighbors. CU is a very silo'd organization and we have made some progress in opening doors there, but as long as they continue to be silo'd, more work will need to be done to continue to open the lines of communication. Additionally, I am unclear what has been done to communicate with the neighbors. This seems an untapped resource for the district.

**7. In your opinion, what are the Hill's biggest assets and how can they be enhanced? \***

The biggest assets are the many entrepreneurs and the volume of ideas and commitment to improvement that are generated when together. The next level of enhancement or 2.0, should be sub-committees. We need to look at each of the wonderful ideas that are generated in meetings and discuss implementation. Social media, marketing to CU, communicating and marketing to the neighbors and Boulder at large are a few ideas. The Hill is a unique destination and how can we collectively work together to ensure its success.

**8. A goal of the Hill Reinvestment Strategy is to encourage a greater diversity of uses in the commercial area. What ideas and strategies do you have to achieve this goal? \***

Several things are being done or have been done to help achieve this goal. The event block is one example. We need to ensure the right mixture of events that celebrate our differences and promote the positive culture. We also need more city wide events like Slide The City to draw on the residents to visit The Hill and see the many improvements and unique businesses that DO make The Hill a destination.

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