

**MINUTES OF THE SPECIAL MEETING
OF THE AMES CITY COUNCIL**

AMES, IOWA

JANUARY 8, 2011

The Ames City Council met in special session at 8:30 a.m. on the 8th day of January, 2011, in the Parks and Recreation Activity Room, 1500 Gateway Hills Park Drive, pursuant to law with Mayor Campbell, Council Members Davis, Goodman, Larson, Orazem, and Wacha and *ex officio* Member England present. Council Member Mahayni was brought in telephonically for parts of the session. City Manager Steve Schainker, Assistant City Manager Bob Kindred, City Attorney Doug Marek, and City Clerk Diane Voss were also in attendance. Assistant City Manager Sheila Lundt arrived at 10:10 a.m.

UPDATE ON EXISTING CITY COUNCIL GOALS/OBJECTIVES: Mayor Campbell stated that she had met with individual Council members last week to receive their input on what they preferred to discuss at the goal update meeting. The discussion will center on common themes raised during those one-on-one conversations..

The Mayor asked each Council member to state a summary of how they felt 2010 had gone. Council Member Goodman stated that he thought a lot had been accomplished. Council Member Larson said that he felt the goals had resonated with the public, as he had heard many comments about them. Council Member Wacha pointed out the large issues, e.g., the flood and Rental Housing Code, which took a great deal of time. He would like the Council to continue working to accomplish the goals that they have already been set. Council Member Davis said he had hoped that more could have been accomplished. In order to do that, he suggested that the Council members do less micro-managing in the future. Council Member Orazem also alluded to the amount of time that the larger issues had taken. He thought the list of accomplishments was impressive, but more work needs to be done. *Ex officio* Member England agreed that much had been accomplished; more could have been done if there had not been a flood.

Mayor Campbell highlighted several of the opportunities she, in her capacity as Mayor, has to network with other cities, Story County, the state, and state and national agencies.

Common themes to be discussed at this session were reported by the Mayor, as follows:

1. Flooding – what is being done by the state, FEMA, and what is the City’s role
2. Industrial Land
3. Human Services – increasing needs of the Ames community that are not being addressed
4. Diversity (Inclusive Community)

City Manager Schainker suggested the following guidelines for the City Council to consider when setting its goals:

1. What does the Council have passion for?
2. What does Council and staff have time for?
3. What does the community have the emotional energy for?

Council Member Larson noted that there are three levels of the Council’s goal-setting procedure: Goals, Objectives, and Specific Tasks. He is personally very passionate about all six of the Council’s previously set broad-based goals. Council Member Goodman shared his

belief that micro-managing occurs when the Council members disagree with one part of the staff's analysis. Several examples were given. Council Member Wacha said that Council members want to be very responsive to the community. He also believes that Ames City Government wants to be everything to everybody; however, the Council must be willing to admit that some issues, although important to a someone in the community, may not be important enough to be referred to staff.

The Mayor said the Council needs to spend some time at the goal-setting session deciding the following:

- Does the Council want the same goals?
- Have any goals been completed?
- Are there new tasks that need to be placed under the previously set goals?
- Does the Council want to set any new goals with new tasks?

City Manager Schainker then reviewed the goals that the City Council had set at its three goal-setting sessions held in January 2010; those were confirmed on January 22, 2010. The status of each was presented by Mr. Schainker, as follows:

Goal No. 1: Go Green to Promote Environmental Sustainability.

a. Promote and educate Ames residents about community-wide sustainability. A plan is anticipated to be presented by August 2011 by the Sustainability Task Force to guide the community in electricity use reduction. Council Member Larson noted that after the report has been presented, and the City Council will need to decide where to go from there.

b. Increase availability of alternative forms of transportation. Council Member Goodman expressed his passion to meet with the Ames Community School District to discuss future mass transit needs. He acknowledged that the Ames School Board is obligated to a long-term agreement with its current contractor and dealing with the busing issue would not be possible at this time.

Discussion ensued concerning the shared-use path system. City Attorney Marek advised that the City has 25 miles of shared-use paths. Pertaining to the shared-use path system, Council Member Davis noted that he was very disappointed over the most-recent settlement agreed to by ICAP. It was noted that staff had already been directed to review the processes to be followed before settlements are agreed to. He would like the City to pursue other carriers to see what they have to offer.

Goal No. 2 Promote Economic Development.

a. Promote Ames as a regional center. Mr. Schainker has regular contact with Mr. Wolford, and Mr. Wolford remains committed to moving forward with the development of the regional commercial area along E. 13th Street as soon as economically feasible. The City Manager continues to serve on a committee that is developing recommendations for the creation of additional flat space. Staff has been working with the leadership of the South Ames Business District on the entryway project. The idea of a joint promotional campaign has not yet been discussed.

b. Support private sector growth to improve quality of life, increase number of jobs, develop stronger tax base. A request for financial support for the new industrial park

was made by the Ames delegation; however, to date, no sources of federal funding have been identified by Congressman.

Council Member Larson advised that the Ames Economic Development Commission has been discussing other sites for an additional industrial park due to the events that have occurred, i.e., annexation of land by Nevada, the development moratorium agreed to with the City of Nevada, etc. The AEDC is contemplating land on the north side of Highway 30.

- c. **Beautify entrances to Ames.** The Chamber of Commerce committee charged with developing a concept for wayfinding signs is waiting to offer a final recommendation until the visioning/branding process is completed. Reference was also made to the results of the Resident Satisfaction Survey.

Goal No. 3: Create and Promote a Community Vision.

- a. **Lead major entities in Ames to create a community vision.** A report to Council summarizing the Dubuque experience has been made. It was learned that Dubuque did not engage in a community visioning exercise, but rather identified major projects for consideration. A recommendation regarding the preferred visioning consultant is planned for January 25, 2011. The recommendation is to go with Brand Endeavor of Marina del Rey, California.
- b. **Once established, promote the community vision.** The vision has not yet been established. Action will be taken after that is accomplished.

Goal No. 4: Rejuvenate Campustown.

- a. **Partner with ISU, GSB, and private sector to redevelop and revitalize Campustown.** A committee was led by the City Manager, an RFP was developed, interviews were held, and Lane4 was selected as the Master Developer for the Campustown Revitalization Project. A Memorandum of Understanding will be on the January 25, 2011, Agenda for approval. The Mayor has met with the ISU President on the Council's desire to have a cooperative plan regarding what services will be provided by the University in Campustown. The formal meeting has not yet been held.
- b. **Increase safety, security, and cleanliness of Campustown.** The Police Chief has met with various rental property owners over the past year to explain the program. In response to an inquiry from Debbie Lee, the Council provided a report outlining another approach utilized in Davenport and West Des Moines concerning safe apartment buildings. One local apartment building owner, Keith Denner, has stepped forward to become involved in such a project in Ames. He has experience with the same type of project in West Des Moines. The Student Affairs Commission has taken on this project. The Police Chief compiled results of the safety walk held last fall. Issues that remain are whether there is support for security cameras and increased lighting in the area. Council Member Davis said he would like to see what the results of the neighborhood police program indicate before moving forward with other programs. Council Member Orazem would like additional information from Chief Cychosz. He will send his questions to City Manager Schainker to furthering to Chief Cychosz. The answers to those questions will then be passed on to the City Council. Discussion will need to ensue by the City Council on the possibilities of adding security cameras and increased lighting in certain areas.

- c. **Work to support an enduring Campustown Action Association.** The Mayor sent a letter to the Director of the Ames Economic Development Commission asking for assistance for re-energizing the Campustown Action Association. Council Member Goodman stated that he is serving as the Association's Vice-President and highlighted some of the activities that are occurring to entice existing commercial establishments and others to invest in Campustown. He noted that the Association has due-paying members for the first time. Non-monetary assistance has been provided by the AEDC. Ex officio Member England shared what the Government of the Student Body is embarking on in an effort to clean up Campustown.

Assistant City Manager Sheila Lundt arrived at 10:10 a.m.

Goal No. 5: Strengthen and Protect Neighborhoods for a United Ames.

- a. **Work with ISU and GSB to enhance interactions between students and residents.** Ex officio Member England enlightened the remainder of the Council of the work done by the Student Affairs Commission to develop a new web site and working with GSB to establish a new web site to disseminate relevant rental information. This is in lieu of establishing a new landlord/tenant service.
- b. **Find creative and bold ideas to address crime.** The Safe Neighborhoods Team will be initiated in January 2011, headed by Sergeant Howard Snider.
- c. **Continue working toward a more-welcoming community.** A VISTA volunteer provides staff support. Section 8 customers are now provided with a packet that includes information from a variety of sources. A future endeavor might be to provide the Story County Resource Guide from MICA to all human service customers. The City would need to work with the agencies to provide for the distribution of similar packets. There would be some cost for staff time and printing. Additional costs to provide a Guide to City Services in that packet would also be a factor.
- d. **Council's commitment to outreach techniques.** Council Members shared how they are connecting with Ames residents.

Goal 6: Further Streamline and Improve Government Processes.

- a. **Work to make City Council meetings and City processes more efficient and effective.** Statistics regarding the number of meetings and hours met from 2008 through 2010 were given.
- b. **Revisit City Codes, policies, and procedures to streamline processes.** An overview of the Land Use Policy Plan (LUPP) was presented to the Council on March 9, 2010. A developer workshop was held on April 20, 2010.
- c. **Promote Ames as a welcoming place to do business by embracing a "can do" attitude.** A comprehensive review of the development review process was completed with results presented to the Council on August 24, 2010. Staff is completing a new web-based survey to be distributed to all customers related to planning and building code issues. The AEDC will be using a new software for its biennial survey that will allow them to obtain feedback from a broader business community and not just from major manufacturers. Results will be available some time this year.

Summarizing the Council's activities over the past year, City Manager Schainker distributed a list of pending formal referrals made by the City Council to the staff. Seventy-four (74) were accomplished during 2010; there are 16 pending. Staff was directed to provide the pending referrals report to the Council on a regular basis. Council Member Davis asked that if letters come in after the Council packet has been sent out, they be held until the next packet. It was clarified that if the correspondence pertains to an agenda item, it will be placed around the dais.

The meeting recessed at 10:50 a.m. and reconvened at 11:05 a.m.

City Manager Schainker asked the Council to provide more information on the four common themes.

1. Flooding. Topic that must be dealt with; should be a public statement.
 - a. Flooding from the rivers
 - b. Flash-flooding caused by City infrastructure's inability to handle the onslaught of water.

Assistant City Manager Bob Kindred gave an update of what the City is currently doing. The City is going to take the lead and bring in other entities. Discussion ensued what that entailed, e.g., funding, who is involved. Mr. Kindred described activities being done by the Iowa Flood Center.

City Manager Schainker advised that \$250,000 had been allocated for the study. City Council members concurred that the City should take a leadership role to deal with flooding from the rivers and involve ISU (Administration/Professional), Story County, and the Iowa Flood Center.

Council Member Goodman adamantly expressed the problem that he has with all taxpayers being assessed retroactively for recurring problems in certain areas of the community that could have been avoided by different development practices. The Council members agreed that new local policies need to be enacted to deal with flash flooding.

2. Industrial Land. Mr. Schainker noted that there are two issues: (1) get infrastructure across the Interstate and (2) financing. He said that E. 13th Street was chosen because it was the most cost-efficient location. Discussion ensued about sites at E. 13th Street, Lincoln Way, and out to 590th. Mr. Schainker said that costs could be calculated for a different site if it were identified. It was concurred to direct staff to look at a site on Lincoln Way that has railroad access and is closest to the City limits. The City Manager was also directed to update the E. Ames Industrial Study previously done for the approximately 2,000 acres on E. 13th Street and analyze a "land swap" with Mr. Wolford, if possible. It was agreed that these items will be new tasks under Goal 2a.
3. Human Services. Council Member Larson said there were four items to be dealt with under this heading: (1) the City's relationship with ASSET – understanding the City's role and sending the message to the other providers regarding the amount of each funder's contribution, (2) Section 8, (3) Heartland, (4) Richmond Center. He noted that the City's liaison to ASSET has been Assistant City Manager Sheila Lundt for over 20 years. Sheila is retiring, and Mr. Larson expressed his concern over the transition to another person. Mr. Larson suggested that Goal No. 5 be changed to "Strengthen and Protect our Community for a United Ames" (striking the word *Neighborhoods*). Ms. Lundt provided an update on the

Richmond Center. The Joint Funders' meeting is scheduled for January 20.

It was agreed that Human Services should be a new goal. Council Member Larson suggested that the ASSET funders meet to discuss what services are being provided and who is paying for them. Ms. Lundt suggested that the Ames School District and Mary Greeley Medical Center be invited to be members of the ASSET team, even if they do not make any monetary contributions. It was decided that Council should make a stronger commitment to working with the Joint Funders through the ASSET process. It was decided that the City Council meet with the Joint Funders to determine funding increases by each funder and how funding is allocated to agencies.

Discussion occurred on the Section 8 Housing Program. Council Member Wachha summarized staff's findings that there is no non-profit agency that could legally assume the responsibilities of the Program. The agencies that are eligible to take on the City's Section 8 Program have requirements that are as strict as or stricter than the City's; however, nothing prevents those agencies from changing their requirements.

4. Inclusive Community. The Mayor noted that several persons in the community raise the issue of what Ames is doing to make people feel more welcome. It was noted that this would be included under an existing goal.

City Manager Schainker reviewed each of the six current goals. It was concurred as follows:

Goal 1

A: Tasks 1 and 2 have been completed. Tasks 3, 4, and 5 are still being worked on.

B: Task 1 has been completed. Task 2 has been delayed.

Goal 2

A: Task 1 remains with a new task added: Explore Wolford land swap. Task 2 has been completed. Task 3 will be dropped.

B: Task 1 has been completed.

Task 2 is ongoing.

Three new tasks were added under Goal 2: Update the E. Ames Industrial Study, update the cost of the sanitary sewer line from Dayton Road east to the regional commercial area, and explore E. Lincoln Way adjacent to the City that has railroad access as a possible location for an Industrial Park.

C: Task 1 is delayed.

Goal 3

A: Task 1 has been completed. Task 2 will be done on January 25, 2011.

B: Task 1 is ongoing.

Goal 4

A: Task 1 has been completed. Tasks 2 and 3 are delayed.

B: Task 1 has been completed. Task 2 is ongoing.

C: Task 1: added share how the CC might be a partner. Task 2 has been completed.

Goal 5

A: Task 1 has been completed. Task 2 is ongoing.

B: Tasks 1 and 2 are completed

C: Task 1 remains with a wording change: "...to support the continued staffing of United Ames." Task 2 has been completed. Task 3 is ongoing.

D: Added new tasks:

1. Meet with Joint Funders to determine relative funding increases and how to appropriately allocate funding to agencies.
2. The Mayor will appoint two Council members to participate with the Mayor in Joint Funders' meeting.

The meeting recessed at 2:00 p.m. and reconvened at 2:10 p.m.

Goal 6

Discussion ensued concerning the number and length of Council meetings. Council Member Mahayni said he wants the Mayor to be empowered to use her authority in controlling City Council meetings by making the Council remain focused. He told the Mayor to be more forceful to make Council members not to go into minute detail. Mr. Mahayni suggested that the Council actually adopt resolution that future meetings would not go beyond four hours. Council Member Goodman said that he was not comfortable giving the Mayor the prerogative to decide when discussion on a particular topic should be over. He adamantly does not want to limit the amount of time to be taken on any topic. Council Member Orazem noted that limiting debate on each issue is not going to ensure that Council will arrive at a resolution sooner. Discussion ensued on whether the agenda should indicate an "expected time" in the left margin. *Ex officio* England pointed out that if the debate seems to be going on and on, a Council member could always call for the question. Council Member Goodman suggested that the Council members attempt to keep meetings to four hours or less. Council Member Davis said that he would be agreeable to saying that the meetings would adjourn by 11 PM. Mr. Goodman: said he wanted the Council members to be empowered to "stand up for themselves" when the Mayor wants to curtail the discussion.

A: All tasks remain with new tasks added:

1. Members will make every attempt to adjourn Council meetings by 11 PM.
2. Mayor will keep track of time of deliberation of each item and bring it to the Council members' attention.

3. Staff will structure meeting agendas and the Mayor may use her prerogative to re-order items on the Agenda to minimize waiting time for interested persons present.

B. Tasks 1 and 2 have been completed.

Regarding a new task, discussion ensued as to whether a new economic development position should be part of the City or the Chamber. It was concurred that the mission is to ensure that a potential business owner has a positive experience after working with the City of Ames. Council Member Davis suggested that City Manager Schainker give a report to the City Council as to how the position would be structured internally and how it would be structured through the Chamber. Council Member Goodman prefers that the position be created in the City; that way, the City would have control over the tasks accomplished by that employee.

New task: Direct City Manager to work with AEDC Director to develop options for creating a Business Development Specialist position.

New task: The City Council will hold a workshop to seek input from business stakeholders to determine issues experienced by some in renovating existing commercial spaces.

C: Tasks 1, 2, and 3 have been completed.

Goal 7. Added new goal: **Mitigate Flooding**, with new tasks:

City will take a leadership role to deal with flooding from the rivers and involve ISU (Administration/Professional), Story County, and the Iowa Flood Center.

Enact new local policies to deal with flash-flooding.

ADJOURNMENT: The meeting adjourned at 3:27 p.m.

Diane R. Voss, City Clerk

Ann H. Campbell, Mayor