

**THE COMMON COUNCIL OF THE CIVIL CITY OF NEW ALBANY, INDIANA,
HELD A COUNCIL WORK SESSION IN THE THIRD FLOOR ASSEMBLY
ROOM OF THE CITY/COUNTY BUILDING ON THURSDAY, JUNE 30, 2016 AT
1:30 P.M.**

The meeting of the **New Albany City Council** was called to order by Mr. McLaughlin at 1:30 p.m.

PRESENT: Council Members, Mr. Caesar, Mr. Phipps, Mr. Nash, Mr. Blair, Mr. Aebersold, Mr. Barksdale, Dr. Knable and President McLaughlin. Mr. Coffey was not present.

OTHERS PRESENT: Ms. Smallwood and Mrs. Glotzbach

Mr. McLaughlin stated that the North Y Project is finished so if any council members have a chance, go by to check it out.

Ms. Smallwood asked what the expectations for today are.

Mr. Barksdale stated that he would like to get to know the council members a little better and learn what their goals are.

Ms. Smallwood stated that part of what she has done is researched all of the work that the council has done in the past five years and the objective of this session is to kind of get the members on the same map and going in the same direction to make the best decisions for New Albany. She stated that she knows of a vision driven municipality that is 43 square miles, employs 60,000+, is community driven, has a transportation system, is clean, safe, attractive, fun and growing. She asked the council members where they would think it is. She then revealed that it is Disney, which is a municipality that is vision driven. She said that some of the things that she likes to teach from is how we can learn from those people who are doing it successfully and what can be done to implement it here. She said that Disney is not the one she wants to talk about today. She said she visited McDonough, Georgia, which is the geranium city. She said is it adorable and is small town USA, Main Street USA and has been warned that growth is coming. She said that they started on infrastructure first by working on sewers, expanding roads and working on annexations. She stated that they are purposely getting ready for that while keeping Main Street USA revitalized. She said that another community that she visited was Inverness, Florida that is 7 square miles but they have a capital action plan of what they want to implement in their community, which she showed the council. She said they want to be a community that welcomes a slower lifestyle. She said there are other examples out there of communities that are doing what this council is setting out to do. She added that here we know that the bridges are going to affect major change such as slowing traffic for sure.

Dr. Knable stated that he doesn't think the bridge impact will be as big as River Ridge in the long run.

Mr. Caesar stated that he thinks the bridge impact will about a weeklong.

Dr. Knable stated that River Ridge will be the next generation.

Ms. Smallwood then went over the strategic planning process that she used and reviewed it with the council. She went over foundation, vision, objective/goals, tactic actions, comprehensive plan, scorecard, implementation and monitoring.

Mr. Barksdale stated that he sort of looks back to see where we were 5-10 years ago and he feels that we are making strides already and have a really good foundation for people wanting to come to our city.

Ms. Smallwood then went over communication clarity and asked everyone to fill out the personality combination test. She went over everyone's scores and explained them. She then passed out a list of values and asked each member to pick their top five. She went over the results and reviewed them with the members. She went over the definition of the roles of city councils from the National League of Cities. She then asked the council to come up with definitions of their own and some of the definitions were community leader, advocates, voice and liaison with executive branch.

Mr. Caesar stated that currently their only job is to make sure we have a balanced budget.

Ms. Smallwood asked the council what their role is and how they are playing all of this out for the purpose of what they want to accomplish which is to grow New Albany.

Mr. Caesar stated that the way it is set up, that is actually the administration's job to decide how it is going to grow.

Ms. Smallwood stated that what she is finding in her research is that there is not a set clear communication of what the vision is for New Albany primarily because of the advertising. She said that there is not a strong promotion behind it to the community. She said that you want to attract and how we are attracting is the bottom line to how that gets messaged out. She said that the message of it is the result of all of the council's work and in a marketing sense you can be intentional about that. She said that they go back to tactics and actions, which is the comprehensive plan that comes from the administration. She added that the council gives their stamp of approval by paying for things through appropriations. She also added that the communication from the administration helps when the council knows how things fit into the vision.

Mr. Phipps stated that the reason that he thinks that she didn't find the vision is because there isn't one. He explained that is no criticism to the administration or the council but he doesn't think that New Albany has had a vision for decades. He said that we have done things to make progress but there is no masterplan or strategic plan that is guiding it. He stated that he has been involved in those in other places and sometimes you put a lot of work into doing those and you still don't do it but at least there is a template to go by.

Ms. Smallwood stated that she hopes that through this process today the council will see that there can be somewhat of a template for decision-making. She is going to recommend that the different departments that have projects explain to you how it will grow New Albany.

Mr. McLaughlin stated that he has seen what has gone on for about four or five administrations and what has happened in the last six years has really been progressive.

Mr. Nash stated that we went through a period of about 15 years of not having a mayor reelected and he felt that held us back a little bit because it is hard to get a lot done in only four years.

Mr. Barksdale stated that he thinks the continuity is going to help New Albany coming up.

Dr. Knable asked if any of those previous executive officers articulated a vision because he agrees with Mr. Phipps that there really hasn't been a vision.

Mr. McLaughlin stated that what he observed was almost as if a council would make or break an administration and that was the culture. He added that it wasn't really a party issue but mostly personality issues.

Dr. Knable stated that you could still articulate a vision on day one and communicate what you would like to accomplish. He also stated that even if the mayor has a bad relationship with the council, he could still go to the people and communicate what he wants to do. He said there are some short-term projects that are very promising on the books but New Albany needs a target or we are never going to get anywhere.

Mr. McLaughlin stated that it was politics for the past 20 years so we didn't have the opportunity but now we have that opportunity.

Mr. Phipps stated that he thinks New Albany has been more reactive than proactive. He said that Clarksville developed Veteran's Parkway when it was a field and when you build it, people will come. He said that we wait until there is traffic congestion somewhere and we widen ½ mile of the road that barely does anything for the traffic problem. He explained that we wait until there is an issue and then we try to fix it as opposed to trying to be on forefront like creating a Veteran's Parkway.

Dr. Knable stated that some of the examples that Ms. Smallwood provided were literally built from the ground up and New Albany has been here 200 years so we have a lot of infrastructure that is decaying around us and a lot of ingrained cultural inertia to change.

Mr. Blair stated that having a blank canvass is an advantage but we have a lot of heritage and a lot of positive things that we can build on so maybe that's our vision to just continue to build on what we have.

Mr. Barksdale stated that the Main Street in Disney recreates something that we have.

Dr. Knable commented that theirs is only 40 years old and ours is 200 years old.

Mr. Caesar stated that about the only thing that he campaigned on were the two words clean and safe.

Ms. Smallwood stated that Disney has a trash can every 30 feet so they have a full strategic plan to keep everything clean because that is a huge value to them.

Dr. Knable stated that he loves Disney and has read several biographies but one advantage they have is that if someone repeatedly dumps trash cans over there they can be escorted out of the park but we can't remove people from the city.

Ms. Smallwood passed out a tally of ordinances passed since 2012 and an ordinance recent activity report that she went over with the council.

Mr. Blair stated that it is just based on the number of ordinances and not on actual time spent because the council spent an enormous amount of time on the parks department but it was just one ordinance.

Ms. Smallwood stated that instead of time spent it was just the percentage of the number of ordinances. She then passed out a spreadsheet of resolutions and reviewed it with the council. She said that she noticed their biggest resolutions come through giving tax

benefits to businesses and in the last couple of years the council has done more cultural resolutions. She said that this information shows that the council is putting out in the community what they stand for and it also shows that the council is very business friendly and economic development is important as well.

Break time was 2:50 p.m. – 3:00 p.m.

Ms. Smallwood stated that she wanted to talk about vision and what New Albany will look like in 1-5 years, 10-15 years, etc. She also wanted to talk about what the council will be known for. She went over the 2010 Census information for the zip code of 47150 using the 80/20 rule and stated that it included the city and county so the numbers were slightly off. She stated that the bulk of the council's constituency falls in Gen X and Gen Y so you will want to look at the things they are interested in, their lifestyles and their values.

Mr. Nash stated that part of the problem with this is that the first two groups are electing the people that are governing the next two groups because X and Y aren't voting very well yet.

Ms. Smallwood stated that council members can become community mentors for the next generation. She said that another way to tell who is in your constituency is through a tapestry which is free online at www.esri.com. She then went over the tapestry information for the zip code 47150 and reviewed it with the council. She said that this area is 20% traditional living, 13% rustbelt traditions and 11% hardscrabble road.

Dr. Knable asked about the other 56%.

Ms. Smallwood stated that it wasn't listed in the tapestry so this was all she included. She added that these were the top three.

There was a lengthy discussion regarding attracting more voters.

Ms. Smallwood stated that she sees it as an opportunity to set yourselves apart as a city. She explained that if the council through community advocacy and leadership outside of here increases voter rate that sets the city apart from everyone in the region. She added that the more you have people engaged the stronger your vision is going to be supported.

Mr. Phipps stated that he thinks they want informed voters.

Mr. Nash stated that he thinks it goes back to the mayors not being reelected. He explained that they tried to do something and it made people mad so those people that didn't vote before went ahead and voted because they were against the people in charge.

Mr. Barksdale stated that they weren't really voting for someone they were voting against someone.

There was a lengthy discussion regarding Gen X and Gen Y.

Ms. Smallwood stated that Gen X needs life/work balance and Gen Y is not doing themselves any favors by not stepping up to take leadership roles. She also stated that millennials have a sense of entitlement and an instant fear reaction. She said that mentorship from Gen X is very important. She also said that convenience is a big deal for Gen X and innovation and the cool factor are big deals for millennials so when you can combine the two together, you have a winner for the bulk of those groups. She then went over the needs of the community and the strengths and weaknesses that the council

pointed as well as threats and opportunities. She explained that strengths and weaknesses are internal and threats and opportunities are external.

Dr. Knable stated that he believes that typically all of the threats could become opportunities.

Ms. Smallwood stated that having a vision and guiding it effectively along the way is a big deal. She went over missions and visions of other groups such as Develop New Albany, The Ohio River Greenway Commission, One Southern Indiana and Mayor Gahan's Administration. She then described the pillars as the values that drive decisions. She asked for values from the council and they came up with safety, cleanliness, strong foundation to build on and live on, good leadership, communication, integrity, fun and business-friendly. She then suggested that perhaps all of these values could be grouped into livability.

Break time was 4:20 p.m. – 4:30 p.m.

Ms. Smallwood asked if anyone had seen One Southern Indiana's strategic plan or how they have structured it. She said that she is a big fan of this method and stated that they have core values which are collaborative, proactive, resourceful, integrity and results oriented. She also said that there is a description of each of the values. She then moved on to their strategic priorities and reviewed them with the council and said that this is the direction that a clear cut strategic plan works and produces results toward the vision. She explained that having these pillars is a really great way for the council to ask if it fits the vision. She said that she wants to know how deep the council wants to go with the strategic priorities to accomplish the vision for New Albany. She also said that if you were to be proactive about something then your strategic priorities would be your strengths and opportunities.

Mr. Blair stated that he is looking for the council to have a shared vision and then focusing on accomplishing that vision.

Ms. Smallwood asked what a vision looks like for him.

Mr. Blair stated that he is back to livability issues as far as asking if we need to put high priority on things like flooding, street paving, sidewalks, etc. He added that sometimes the council will have a presentation on something and then will not follow up with taking the next steps to getting it accomplished. He gave the example that four years ago storm water had \$6M for projects and have spent only half of that so he questioned if that was all they could accomplish in a four year period. He said that he feels if the council would stay more focused on it then we would probably see more done. He then discussed walkable sidewalks and stated that is going to mean different things to different people because he just thinks of walkable sidewalks as they are not crumbling and in good repair but others may think of a walkable sidewalks as a walkable city as far as the two-way streets issue.

Dr. Knable stated that at the very least we should have functional sidewalks that are maintained and ADA compliant.

Ms. Smallwood then discussed infrastructure such as streets and storm water and asked what that looks like when it is working well.

Mr. Caesar stated that we had it working pretty well.

Mr. Blair stated that to him it is that people's basements aren't flooded which is the very minimum. He said that you then have to worry about water in the streets and yards.

Mr. Caesar stated that sanitation is a big deal as well but we are good on that right now.

Dr. Knable stated that there is a little bit of a hiccup with the new contract because people aren't aware that they have to call ahead for large bulk removal. He said that he knew a memo went out in the last bill but it wouldn't have hurt to have it in the last three bills. He then discussed projects like McDonald Lane where the streets are already torn up and stated that every time that the ground is being broken we should be putting in municipal fiber optic that we can charge for the service on. He added that a lot of businesses are looking for that and want to know the capacity.

Ms. Smallwood asked what else goes into livability.

Mr. McLaughlin stated that fun needs to be thrown in there.

Dr. Knable stated good public education, employment opportunities and comfort level.

Ms. Smallwood asked if there was anything else on livability.

Mr. McLaughlin stated street accessibility whether it be one-way or two-way.

Mr. Blair stated that he thinks paved streets would go in there too.

Dr. Knable stated that in larger cities public transportation is one. He added that with being part of Louisville Metro and with the greenway, we have opportunities to at least talk to TARC and at the very least maintain public transportation.

Mr. McLaughlin stated that he has always thought about New Albany having some sort of bus or trolley that sets up downtown and rotates through the hotels.

Dr. Knable agreed and said it could have ten stops running on the hour and have a couple of vehicles in the fleet.

Ms. Smallwood stated that basically you have the buildings of your vision for livability for New Albany and the goal would be to get it down to one sentence. She said the next pillar is integrity and asked the council what that looks like in action.

Dr. Knable stated that he would use the word transparency because it does convey the idea of a concept where people can have trust and access to the process.

Mr. Aebersold stated that a good one would be for this group and the administration to work together.

Dr. Knable stated that it looks like the council responding to concerns of citizens and respecting one another at the meetings.

Mr. Phipps added professional conduct at the meetings.

Dr. Knable added following through on what we say we are going to do.

Mr. Blair stated not only following through on what we pass but also enforcement on different codes and so forth. He added that he thinks the administration is making a good

attempt but sometimes they don't have the resources to do it so that comes back on the council to approve additional resources.

Ms. Smallwood moved on to good communication and asked the council what that looks like to them when it is working well.

Mr. Phipps stated an updated website.

Mr. Aebersold stated that he thinks the mayor should be at the council meetings occasionally.

Mr. Caesar stated a clear and concise message.

Mr. Aebersold stated department involvement.

Mr. Barksdale stated continuous communication with the mayor.

Mr. Phipps stated feedback loop on projects such as WIFI to let the council know when plans change or when things are implemented.

Mr. Aebersold stated that the mayor sends a representative to the meetings but that is nothing.

Mr. McLaughlin stated that he has asked the mayor about that and when he attends a mayor convention he finds that is the norm that mayors do not attend the meetings. He added that in the past when a mayor would come to the meeting it was seen by some as an opportunity to attack the mayor publicly. He also added that he is not saying this council would be that way.

Dr. Knable stated that it would be interesting to have him come in quarterly or every other month just to share a vision of where we are. He said that he has found him to be very open and engaging one on one and he would like the community to see us all being on the same page.

Mr. Blair stated that he thinks that the council would have to give him some assurances that we will be professional. He added that he would like him to give a state of the city address.

Dr. Knable stated that if there was something really significant to say he would like for the mayor to present that himself.

Mr. Blair stated that he has done that in the past on a few of the ordinances that we passed.

Ms. Smallwood stated that integrity is the pillar and that looks like respect and professional conduct. She said let's say for a moment that the mayor showed up and presented X,Y,Z and someone in the audience was not respectful. She told the council that they have everything to stand on to say that is not allowed here and if you cannot conduct yourself accordingly you are out.

Mr. McLaughlin stated that he doesn't let that happen with the public that often but his problem is with the council engaging the public and that's on him. He said he does tell the council that they can say "point of order" anytime in a meeting but he doesn't feel that is getting across to the members.

Mr. Blair stated that he and Mr. Nash are closest to the public and hear all of the comments and it gets to be a distraction.

Ms. Smallwood suggested implementing the pillars on a half sheet of paper with the agenda to let the public know what you are about and what you expect.

Mr. McLaughlin stated that to demand it of the public, we have to demand it of ourselves.

Dr. Knable said that the council also has to demand that of the representatives of the administration who sometimes sit in the back and talk a little too loudly.

Mr. Blair stated that in the back couple of rows there are sometimes conversations going on that are not real favorable.

Mr. Phipps asked if it is department heads.

Mr. Blair replied yes.

Mr. Aebersold stated that sometimes when the council asks questions department heads act like they are defending themselves instead of just explaining how something works. He added that we need to work together on everything.

Ms. Smallwood stated that is the opportunity of leadership and the council can lead by example.

Mr. Nash stated that sometimes the department heads are quizzed at the podium and they may not have the information on hand that is requested but had they gotten an email beforehand they could have that information.

Mr. Blair asked Mr. Nash what to do when you've updated and met with them on specific information and they still don't deliver.

Dr. Knable stated that you publically make note that you requested the information and they don't have it. He then stated that he is very pleased with this council taking input from the public where other communities have shut that off. He said he would phrase that as being on ongoing commitment to listening to the citizens of the City of New Albany.

Ms. Smallwood then asked the council what business friendly looks like.

Mr. McLaughlin stated helping businesses grow.

Dr. Knable stated that we need to be more service-oriented and streamline the processes that businesses have to go through to grow. He also stated that we want to send the message of consistency.

Mr. Blair stated that we need to keep property taxes for businesses as low as possible.

Dr. Knable stated that we have to have a competitive tax environment for sure. He said that the businesses also need an availability of a workforce that is educated with good work habits. He added that is why he is in favor of the school referendum because at the head of that spear is Prosser and we need a good, educated workforce.

Mr. Blair stated that a clean, attractive community attracts businesses.

Dr. Knable stated that you need good housing stock across all levels of income.

Mr. Caesar stated that there is a problem with business owners parking in front of stores downtown and he feels that two hour parking needs to come back as well as 15 minute parking.

Ms. Smallwood stated that they are now at the decision making process and asked what the council needs from other people to make vision driven decisions.

Mr. Caesar stated that a big part of it is legal.

Dr. Knable stated that the council needs legal support to make sure that an ordinance we write can stick and we're the legislators so we need direct communication back from the executive branch that those are going to be enforced.

Ms. Smallwood asked what the council needs to make an ordinance and could there be a template to streamline the process before it gets to the council to make it easier.

Dr. Knable stated that it is intentionally difficult because it shouldn't be easy to make a law.

Ms. Smallwood asked if there are certain types of ordinances that flow easier than others.

Dr. Knable stated that to him the public safety ones go more easily.

Mr. Caesar said that he thinks it is far too easy to bring up an ordinance. He feels that it should be brought up by two people and should be presented to the president before it ever comes out.

Dr. Knable stated that if you look at our bylaws, it is supposed to go back to a committee for revision before it comes down for the second vote. He then said that he was expecting a synopsis of the commonality of the council that she got from the individual interviews because it would be nice to know where we already have common ground and don't know it.

Ms. Smallwood stated that she can put that in a written format. She then asked the council what they want from her from this point.

Mr. Blair asked how they get back to the vision statement.

Ms. Smallwood stated that she could recommend a few options or we can do another work session but in a shorter amount of time.

Mr. Blair stated that he would like for her to come up with some options and let them modify them.

Mr. Barksdale asked if the administration should be included in the vision statement if we want open communication.

Mr. McLaughlin stated that it would be the opportunity to pull them in.

Mr. Barksdale stated that he would like to come up with a vision statement together.

Mr. Blair asked Mr. Barksdale to try to bring them onboard.

Ms. Smallwood stated that she would give the council options and will incorporate the mayor's verbiage that she went over earlier.

ADJOURN:

There being no further business before the board, the meeting adjourned at 5:30 p.m.

Pat McLaughlin, President

Vicki Glotzbach, City Clerk