

**Iowa City Candidate
Questionnaire Responses**

Kingsley Botchway (Incumbent – Seeking at large seat)

1. Please describe why you are seeking this office, what qualifies you to hold the position, and three goals you would have for your time in office? (*this answer can be up to 500 words*)

I'm seeking re-election to continue the work we have only just started and expand on what I've learned over the last 4 years in order to ensure we are making decisions in the best interests of the entire Iowa City community. Over the last 4 years, I have advocated and been successful in ensuring different communities have been represented at the table when making decisions and I want to continue that work. Additionally, I've brought a level of balance to council ensuring that we continue to move forward on important issues while also ensuring we aren't leaving parts of our community behind in the process. During the next 4 years, I intend to focus our community's attention and engage them on the following issues:

- Continue our work on increasing affordable housing, activities to encourage healthy living, and equitable allocation of resources
- Continue to spur smart growth and support our local, small businesses throughout Iowa City
- Become a leader in addressing mental health through training and providing adequate funding

2. What are your thoughts on the role of economic development incentives (TIF, Workforce housing credits, etc..) in continuing the growth of the Iowa City. Would you support continued use of these incentives to further spur growth in the region.

I believe economic development incentives (TIF, Workforce housing credits, etc...) are important in continuing the growth of Iowa City. However, these incentives must be balanced with the overall community benefit. Continuing to grow our tax base is important in maintaining our current services and expanding services, but this cannot be the only factor. How does this building promote our strategic plan objectives? How many employment opportunities is this building bringing to the Iowa City community? Will this building "fit" well with the particular location? How does this building promote sustainability? All these questions and more are important and need to be carefully considered with continued use of the aforementioned incentives to further spur growth in the region.

3. Transit has been a long standing issue for employers and employees in the region. What would you do to improve Iowa City's transit system, and to improve coordination of this system between other regional governments?

First and foremost, we need to ask Iowa City residents what they would like to see in their transit system. We need to conduct a survey to ascertain Iowa City residents interests in improving our transit system. Additionally, we need to work with employers in the area to appropriately measure the need of their employees. Both these things are crucial in determining our next steps in moving forward. Additionally, we need to utilize our current regional formats

(MPOJC and Joint meetings) to seriously discuss this issue and how we can work together. We are growing at a rapid rate and need to act now to address the region's transportation needs.

4. Affordable housing continues to be a hot button issue in Johnson County. Access to affordable housing is important to the business community, because it contributes to the quality of life for employees and their families, and helps attract and retain the best workers. How will you work to address the affordable housing crisis in Johnson County?

We have made significant steps over the past couple of years and have allocated over \$1.5 million dollars to address this crisis. We need to continue to address the steps laid out in our Affordable Housing Action plan and make it priority to ensure we have implemented every action step in the next two years. Additionally, we need to stretch our mindset on our views of affordable housing. About a year ago, I supported a proposal for micro housing that did not get Council approval. We need to be working on how to foster these types of creative ways to addressing the affordable housing crisis.

5. The general business environment in Johnson County will always be a key issue in mind for the Iowa City Area Chamber of Commerce, including the responsible use of regulation on business. How would you work to ensure business has a seat at the table, and regulation is well thought out and places minimal burden on our community's small business owners?

We need to utilize the current systems in place to ensure businesses have a seat at the table and our able to engage in a thoughtful discussion regarding regulation. For example, the Downtown District and the Chamber are currently systems in place that work with the business community in different ways and provide them a voice. Before a particular regulation or proposal is enacted, these communities need to be able to meaningfully weigh in on important regulations through their representative bodies before it comes to Council. Additionally, Council needs to apply appropriate weight to this feedback as we do with other community groups.

Susan Mims (Incumbent in at-large seat, seeking re-election in District B)

1. **Please describe why you are seeking this office, what qualifies you to hold the position, and three goals you would have for your time in office? (*this answer can be up to 500 words*)**

As a long-time resident of Iowa City, and someone who plans to spend the rest of my life here, I care deeply about this community. We are a vibrant, growing city with a great many positive attributes, but we are also faced with many complex issues from affordable

housing, neighborhood sustainability, and food insecurity to managing growth. It is my desire to continue to be a part of the solution as we address these and many other challenges.

As to my qualifications, I have spent most of my adult life involved in public service in some form or another. When my children were little I started as a Cub Scout den mother. Over the years I have contributed my time, talents, and leadership abilities to Shimek PTO, Little Hawks Club (president), ICCSD booster club (secretary), Iowa City Area Chamber of Commerce Leadership Program (program director), ICCSD Board of Directors (president), National Iowa Varsity Club (first female president), and the last nearly 8 years on the Iowa City City Council, serving 4 years as Mayor Pro tem.

I fulfill a number of positions as a member of council: Economic Development Committee since joining the Council, and Chair of the committee for the last 6 years; Metropolitan Planning Organization of Johnson County, current Chair; Behavioral Access Center Steering and Governance Committees; and Joint Emergency Communications Center, past Chair and current Vice Chair. Additionally, I served as the Chair of the search committee for a new City Clerk. These are positions that my council and committee colleagues have asked me to fill, which I believe reflects their respect for my wide-ranging skill set.

I am open minded, able and willing to listen, hardworking, and have the ability to make the tough decisions. Some people call me a policy nerd. I dig into the details, analyzing issues from all angles with the goal of crafting policy which serves the entire community is the best way possible in both the short and long term.

My campaign platform lists five priorities. The fifth, finances, is important only as it provides support for the other four.

Our People

- Make Iowa City a safe and welcoming community for everyone
- Improve transportation for underserved locations
- Collaborate with non-profits to connect people with resources

Our Neighborhoods

- Develop financial tools for home buyers and promote diverse housing options
- Balance owner-occupied and rental housing in our neighborhoods
- Invest in community parks and safe neighborhood recreation spaces

Our Infrastructure

- Increase the city's attention to street and bridge repairs
- Connect neighborhoods to the downtown with safer crosswalks and biking paths
- Collaborate with the Iowa City Downtown District to create a family-friendly downtown

Our Environment

- Clean up and stabilize the banks of Ralston Creek
- Increase recycling and reduce the waste going to our landfill
- Improve the energy efficiency of city facilities

Our Finances

- Responsibly balance city revenues and spending to fund our long-term goals
- Increase our self-reliance to protect us from decreasing state and federal funding
- Maintain the city's top credit rating, which decreases project costs

2. What are your thoughts on the role of economic development incentives (TIF, Workforce housing credits, etc..) in continuing the growth of the Iowa City. Would you support continued use of these incentives to further spur growth in the region.

Economic development incentives are important tools that must be used wisely. It is necessary to evaluate each project on its own merits within the framework of guiding policies. The question that must always be answered is: What is the public getting in return for the incentives?

First, it is important for the community to understand that there is no bucket of Tax Increment Financing (TIF) dollars. TIF revenues only become available if there is an increase in the taxable value of a particular property, or all of the properties in a TIF district.

For project specific TIFs, the City uses an independent third party to analyze the request, and will only consider granting TIF if there is a "gap" in the developer's finances that needs to be filled. The City also looks at what other benefits the project will provide to the community in addition to the increased tax revenue.

The City's most common use of TIF revenues are project specific. The City has used TIF to support manufacturer's expansion and/or renovations in exchange for new job creation of "high paying" jobs, which is based on state standards.

TIF was used in the Towncrest area to fill the financial gap for redevelopment projects that helped retain offices and health care services in the area. This has been an integral part of revitalizing that area so that it remains attractive to businesses and continues to provide services important to members of the community.

TIF dollars from the entire TIF district were used to help pay for city infrastructure improvements in the Lower Muscatine and Sycamore Street areas.

I support incentives for these types of public improvements, and specific projects which wouldn't be built without public support. The City is very conservative in the use of TIF incentives, and strongly considers the public benefit, including increased tax revenues.

3. Transit has been a long-standing issue for employers and employees in the region. What would you do to improve Iowa City's transit system, and to improve coordination of this system between other regional governments?

The City will be evaluating our bus routes in the near future. We are currently without a permanent Transit Director, and will wait for that position to be filled. Currently our routes cover the entire City, regardless of ridership. The analysis will look at the routes

and ridership to find better ways to serve current and prospective riders. This could mean eliminating some routes and increasing the frequency of others.

This analysis should include input from employers and employees to help determine employment related ridership needs. When and/or where bus transportation isn't financially feasible, other options should be explored to assist low income residents with transportation needs. These might include van pools, taxi vouchers, or other programs.

Ideally, I would like to see Iowa City Transit, Coralville Transit and Cambus combined into one transit service. The realities of federal funding, different constituencies, etc. make this unlikely. Every effort should be made to coordinate schedules to facilitate transportation around the entire metropolitan area.

4. Affordable housing continues to be a hot button issue in Johnson County. Access to affordable housing is important to the business community, because it contributes to the quality of life for employees and their families, and helps attract and retain the best workers. How will you work to address the affordable housing crisis in Johnson County?

As a current member of the Iowa City City Council, I have supported a number of Affordable Housing initiatives:

- set aside \$1,000,000 from the sale of the Linn/Court site for affordable housing
- funding for UniverCity program (FY18 \$250,000); 58 rental houses have been purchased by the City, rehabilitated and sold for home ownership
- funding for GRIP (FY18 \$200,000), ongoing program
- Inclusionary Zoning Code amendment in June of 2016 for River Front Crossings
- zoning code amendments for Housing First in June 2016
- a line item in the FY18 budget of \$650,000 for affordable housing initiatives and projects (anticipated to include another \$650,000 for FY19)
- support for, and coordination with, nonprofits that provide affordable housing
- rent abatement for tenants when housing doesn't meet building codes, but it is not serious enough to require the property to be vacated

These include some programs which have been in place for several years, as well as some that are more recent. The Council approved fifteen affordable housing strategies in June of 2016, some of which are listed above, and others which include possible regulatory changes related to annexation, parking requirements, design standards, and form based code in more neighborhoods.

Adjustments to parking requirements and design standards have the potential to reduce the cost of development, thus increasing the affordability of units. Utilizing a form based code rather than traditional zoning can allow for a mix of housing types in the same neighborhood, from single family houses, to various multi-unit structures. Properly designed, these neighborhoods can have more density and more variation in cost. This can provide new opportunities for developers to provide more affordable housing, while achieving traditional profit margins.

- 5. The general business environment in Johnson County will always be a key issue in mind for the Iowa City Area Chamber of Commerce, including the responsible use of regulation on business. How would you work to ensure business has a seat at the table, and regulation is well thought out and places minimal burden on our community's small business owners?**

When hiring Tom Markus as City Manager in 2010, the council stressed the need for outreach to the business and development communities. In the roughly 7 years since then, the City Manager's Office, now with Geoff Fruin at the helm, has continually improved communication with this constituency. Additionally, the City Manager is an ex-officio member of the Chamber Board, and is positioned to get direct from the Board or staff.

The creation, and renewal, of the Downtown District has streamlined communication between downtown business owners and the City. This has resulted in sign ordinance changes, façade grant programs, and other initiatives, many of which have impacted businesses city wide.

The Council values input from all community members as we craft new policies. Last fall the Economic Development Committee held numerous focus group meetings as we began the process of updating the Tax Increment Policy.

When staff is working on developing new policies for Council's consideration, it is a clear expectation that they have gathered input from those most directly impacted by the policies.

I believe that all our Councilor's want to hear and value that input. I would encourage all Chamber and community members to contact Council members and / or staff on issues of interest.

Angela Winnike (running for one of two at-large seats)

1. Please describe why you are seeking this office, what qualifies you to hold the position, and three goals you would have for your time in office? (*this answer can be up to 500 words*)

Dear Chamber members, I have grown up the majority of my life in Iowa City. I truly believe anyone who is passionate about our community and feels the need to serve our community, should have the opportunity to do so. A very big part of my success as a young person growing up in a low-income household in Iowa City is due to how much this community helped raise me. The hours spent in the Iowa City Public Library. Hours spent hanging out downtown with my friends because of the safe community we lived in. The endless number of Friday Night concerts I've attended with my family. Scholarships which afforded me the opportunity to attend math and writing camps at the University of Iowa. I grew up living in Hawkeye Court, Regency and various other neighborhoods, I've struggled to purchase a home of my own in Iowa City. I believe that creating affordable housing is a key issue in our community. As well as making sure our large property owners are held accountable and providing safe, up to date rental properties for community. I believe we need to create a platform and make our city council more accessible to the young people in our community. We must also continue to work towards keeping our community safe and welcoming without squashing our economic development. We live in an amazing community. I don't believe in creating divisive rhetoric to rally people around a campaign. I believe that we are lucky to live in a community where people care so much about taking care of each other. Where our businesses are so willing to give back to the community to support our local social programs and public arts programs. I want to be a part of a City Council that continues the efforts to support this amazing community!

2. What are your thoughts on the role of economic development incentives (TIF, Workforce housing credits, etc..) in continuing the growth of the Iowa City. Would you support continued use of these incentives to further spur growth in the region.

I wholeheartedly support the continued use of economic development incentives to encourage the growth in Iowa City!

and

3. Affordable housing continues to be a hot button issue in Johnson County. Access to affordable housing is important to the business community, because it contributes to the quality of life for employees and their families, and helps attract and retain the best workers. How will you work to address the affordable housing crisis in Johnson County?

I believe that addressing affordable housing in Iowa City and Johnson County is twofold. We must continue to support the incentives but we must also encourage the development of multi-unit developments for families. There are many ways of developing for the Missing Middle that would create lower cost homes, without further encroaching on our natural resources and smartly using the properties available for redevelopment. This must be the number one topic our city council addresses. This will help us keep our young workforce and families in Iowa City!

4. Transit has been a long standing issue for employers and employees in the region. What would you do to improve Iowa City's transit system, and to improve coordination of this system between other regional governments?

I believe we need to work on expanding our public transit system to accommodate the workforce of Iowa City and also to accommodate the outlying neighborhoods. I believe we have had a significant amount of growth without expanding our bus routes or our time frames for service. I also look forward to Iowa City working with other corridor cities (Cedar Rapids, Coralville and North Liberty) on the high speed rail project. I believe this is so significantly important to becoming a key metro area in the Midwest. I also believe we need to add charging stations in our community to support and encourage the use of electrical & hybrid cars!

5. The general business environment in Johnson County will always be a key issue in mind for the Iowa City Area Chamber of Commerce, including the responsible use of regulation on business. How would you work to ensure business has a seat at the table, and regulation is well thought out and places minimal burden on our community's small business owners?

I have worked for a locally owned small business for the past 10 years, as well as for other retailers in our community for an additional 9 years. I have an in-depth understanding of the impacts of various regulations imposed on businesses in our communities. Though I support and am in favor of higher living wages, more sustainable alternatives to plastic bags and a unified waste system downtown, I believe it is important to involve business owners in these discussions. When these topics are on the platform for discussion, to make an effort to reach out to businesses that will be impacted. I believe it is important to have a council person on our City Council who understands how small businesses work, the process of starting and building a new business and who can relate to and communicate with business owners in our community. This is a strength which I would bring to City Council, I understand the ins and outs of small to medium size businesses as well as possess the ability to communicate with them.

Mazahir Salih (running for one of two at-large seats)

1. Please describe why you are seeking this office, what qualifies you to hold the position, and three goals you would have for your time in office? (*this answer can be up to 500 words*)

I have the education, experience, and proven ability to bring together people from diverse backgrounds to strengthen our community.

I came to this country in 1997 with a civil engineering degree. However, like many immigrants, I had to start over here. I learn quickly and I'm not afraid of a challenge – I became fluent in English, earned my citizenship, completed an early childhood education degree, and recently graduated at the top of my class at Kirkwood as a medical technician. My educational background prepared me to quickly process technical information, which has served me well in understanding city policies and reports.

I have extensive experience engaging with local government and community issues. As a leader in the Sudanese-American Association, the Black Voices Project, and the Center for Worker Justice I have helped bring together low-wage and immigrant residents who are typically disconnected from policy discussions to discuss their concerns and ideas, review existing laws and policies, and meet with elected officials and business leaders to create solutions. I have met with local business owners as a board member of the Iowa City Downtown District. I have also served on two city commissions- the Community Police Review Board and the Iowa City Manager's Roundtable.

Working together, we have changed local policies for the better – improving equity and inclusion in the school district, promoting dignity and fair treatment for workers, improving the relationship between law enforcement and minority communities, creating new plans for affordable housing, and initiating innovative new programs like the Johnson County Community ID and the Iowa Valley Global Food Project. I know from experience that we don't have to be trapped in old ways of doing things, and have proven my ability to do the hard work that it takes to bring diverse views to the table and implement solutions.

As a candidate for City Council my priorities are: Affordable Housing, Economic Development for All, Transportation and Accessibility, Vibrant Neighborhoods, Celebrating and Supporting our Diversity, and Promoting Community Engagement. If I had to limit my goals to three areas, I would focus on expanding affordable housing, improving local transportation, and promoting quality jobs. I think the Forest View development project has been an excellent model for the kind of win-win proposal that establishes new commercial development while preserving and improving affordable housing. It was possible because we brought tenants and developers together into a series of meetings to discuss their goals and concerns – that process works and I would like it to become a model. I know that limitations in the city's transportation system make it hard for low-income workers to get to work and participate in the economy, which hurts workers, businesses, and employers. I want to bring people together to chart out solutions. I also know it takes good jobs with living wages to build a strong economy; poverty and wage theft hurts workers' families, and undermines responsible employers. I

want to work with workers and reputable employers to support good jobs and a stable workforce.

2. What are your thoughts on the role of economic development incentives (TIF, Workforce housing credits, etc..) in continuing the growth of the Iowa City. Would you support continued use of these incentives to further spur growth in the region.

The city needs to use all the tools in its toolbox, including TIF, to influence and shape our city's development in ways that improve the quality of life for everyone in our community. I understand that there is a long-term benefit to the city's tax roll by forgoing some of that benefit for the first decade or two the building exists. I also think that when we are using taxpayer funds, we need to be sure that city-funded projects also promote our goals in important areas such as affordable housing, green building standards, and quality jobs on construction projects. I believe these kinds of expectations can create a win-win for everyone involved.

3. Transit has been a long standing issue for employers and employees in the region. What would you do to improve Iowa City's transit system, and to improve coordination of this system between other regional governments?

While talking to people in the community, I've realized that we need to strengthen our public transportation system in many parts of Iowa City—especially for those who have been overlooked and not well served. Many people are not able to attend evening events such as school board and city council meetings because the bus service stops too early. Low-wage workers struggle every Sunday to get to work or go to the grocery store to buy food on Sunday. A strong public transportation system also helps students and senior citizens too – and it's better for our environment.

As a City Council member I will make it a priority to bring public transportation users, employers, community members, and transportation directors together to find a solution to these long standing transportation issues. If additional funding is clearly needed I will work with other Council members to try to find those funds.

4. Affordable housing continues to be a hot button issue in Johnson County. Access to affordable housing is important to the business community, because it contributes to the quality of life for employees and their families, and helps attract and retain the best workers. How will you work to address the affordable housing crisis in Johnson County?

We need to update our approach on how we do affordable housing development for very low-income families. The creation of the Forest View residential relocation plan offers a new model that we can use in many settings. When the relocation plan is fully implemented residents will be able to lease to own a newly constructed home that is at

least as spacious as their current mobile home for an initial payment equal to current lot rent. The development team is taking advantage of federal assistance to finance much of the relocation cost.

I have been very proud to work with the Forest View Tenants' Association, which for the past 1 ½ years has been bringing together tenants to learn their rights, discuss their concerns, define their goals, and negotiate with the developers. Through a lot of hard work and patience by everyone involved, the tenants, developers, and city have come together to support a joint proposal that meets everyone's goals. This process is an important new example of how a more just development can work – thanks to the council's support for Forest View families, the developer's willingness to negotiate creative solutions, and great organizing by the tenants themselves. I am encouraged by this project and I want to work with residents and developers in other locations to help them learn how to use the methods that have been so successfully applied at Forest View.

5. The general business environment in Johnson County will always be a key issue in mind for the Iowa City Area Chamber of Commerce, including the responsible use of regulation on business. How would you work to ensure business has a seat at the table, and regulation is well thought out and places minimal burden on our community's small business owners?

I am deeply committed to bringing all voices, including business owners, to the table of local decision-making. My record is clear – I have lived by this principle. Although business owners were not officially my constituents in the community groups I have served in recent years, I have made a point of meeting with business leaders, hearing their views, and finding common ground. I have served on the Board of the Iowa City Downtown District. I have talked one-on-one with over 100 local employers about local wage standards. I have participated in meetings with representatives from the Downtown District, the Chamber of Commerce, and the Iowa City/Coralville Convention & Visitors Bureau. I have facilitated meetings between workers and employers to resolve complaints, as well as meetings between tenants and developers. As a member of the City Council, I would represent all members of our community, and would seek out regular meetings with business leaders and their organizations.

Ryan Hall (running for District B seat)

1. Please describe why you are seeking this office, what qualifies you to hold the position, and three goals you would have for your time in office? (*this answer can be up to 500 words*)

I am running for city council because I believe that issues of unaffordable housing, economic and racial segregation, low-wage jobs, poor access to transportation, climate change/natural disasters,

and others that I feel passionate about must be addressed and brought to the center of our dialogue in the community. I believe that it is time that young people, folks that are disenfranchised, and those with less interaction with local issues have a voice on city council.

My qualifications come from my life experience in AmeriCorps through serving others in the fields of public education, wildland firefighting, and home energy efficiency. While serving, I experienced what it is like to live in poverty. I needed the help of food stamps and heating assistance to make ends meet. I also worked very closely with folks who have had less opportunity and resources for multiple generations. I have seen the adverse effects of systemic inequality throughout this country and I see these same issues in Iowa City.

Three of my goals for my time in office will be:

- 1) Make significant progress to make housing more affordable and cost of living more accessible for all people in the community.
- 2) Have Iowa City be a global leader in action on climate change by improving transportation, land use, food production, renewable/efficient energy use, sustainable development, and more.
- 3) Promote and support local and homegrown entrepreneurship that creates livable wage and innovative jobs that will have staying power in the economy of today and tomorrow.

2. What are your thoughts on the role of economic development incentives (TIF, Workforce housing credits, etc..) in continuing the growth of the Iowa City. Would you support continued use of these incentives to further spur growth in the region.

I believe that incentives such as TIF and workforce housing credits must be used very intentionally to make sure that all affected parties, developers, residents, and our natural resources, are benefitting from these incentives and not burdened with extra cost. I support these programs when they pave the way for innovative job creation, affordable housing implementation, and sustainable development. Iowa City must bring all parties to the table when we speak about growth and development. That means working closely with a growing University, willing developers, and residents of this community. I am encouraged by the progress being made with the Forest View community. This is a prime example of how development can include all parties to the table to negotiate a future in which we all benefit.

Each case of incentives must be fully understood and must be thoroughly communicated to the community to make sure that we have all voices accounted for in the decision-making process. I will support incentives when they can improve the entirety of our community. I believe in building bridges and cooperating with all stakeholders. I also believe in the pursuit of clarity and understanding when it comes to standards and regulations set by the city so that both residents and developers know how to move forward.

I believe that we can also harness growth when we embrace the concept of place-making, for older and younger generations, retirees and students alike. We must grow in a way that makes Iowa City a place that folks want to thrive in and sow seeds in. I think we can do more to retain

the wealth of talent and skill that exits our community after every graduation ceremony. I am personally interested in expanding this because I wish to sow seeds here in Iowa City.

3. Transit has been a long-standing issue for employers and employees in the region. What would you do to improve Iowa City's transit system, and to improve coordination of this system between other regional governments?

To improve our transportation system, we must realize that this issue is much larger than our own Iowa City community. I will openly advocate and work with neighboring cities, counties, and states to further seek out solutions to our transportation issue. I will advocate for a high-speed rail system in Iowa and in this region and other inter-governmental transit solutions.

For Iowa City, we can work more closely with CAMBUS and Coralville Transit to develop smarter technologies that maximize ridership and extend services to those not currently being serviced adequately. Because cities often compete for grants and funding and have a hard time overlapping when it comes to moving people, it may take a collective effort to implement a Johnson County Transit Authority. We cannot operate in silos when it comes to transportation, especially if workers and residents are spread throughout different cities in the county.

To me, transportation is an issue of economic justice and should be looked at first through the lens of a low-income worker who is unable to afford the cost of a vehicle. As someone who has lived 4+ years without an automobile, I often rely on public transportation and walking/biking infrastructure to ensure that I can travel with ease and access. We must expand our walk and bike infrastructure by implementing low-cost conversions to protected bike lanes and pedestrian corridors. The Iowa City Bicycle Master Plan is a great place to start to look at cost-effective solutions. I may not have all the solutions to every issue, but I will know to reach out to experts and those more knowledgeable in areas we wish to see improved.

4. Affordable housing continues to be a hot button issue in Johnson County. Access to affordable housing is important to the business community, because it contributes to the quality of life for employees and their families, and helps attract and retain the best workers. How will you work to address the affordable housing crisis in Johnson County?

I am a strong advocate for progress on affordable housing because I know far too many residents, both students and long-term, that are negatively affected by extremely high housing prices. When it comes to solutions, there is no "silver bullet", but there are many ways we can address the issue.

We can continue to support programs like UniverCity that supports property transitions to owner-occupied homes. We can collaborate on student housing solutions with the University, developers, and tenants to make sure that we are growing at a pace that matches the rising numbers in enrollment and our ever-growing city. I wish to encourage more properties to pursue a route of cooperative housing, where all members in that co-op can set their own rent and have agency over their place of residence. I currently live in a housing cooperative and wish to see the expansion of this model because of its ability to provide significantly more affordable rents to a mainly lower-income community. We can build upon existing relationships with developers to

set clear standards on affordable housing requirements, especially when we utilize incentives like TIF to promote this type of growth.

Progress on affordable housing is also contingent upon how Des Moines legislates with or against us. I will advocate for solutions beyond Iowa City because we need a state legislature that we can work with instead of one that makes it harder for us to have autonomy and control over our own decisions. I strongly believe that we can make affordable housing a priority and a reality in Iowa City. This can be done without tarnishing any relationships between residents, businesses, and developers.

5. The general business environment in Johnson County will always be a key issue in mind for the Iowa City Area Chamber of Commerce, including the responsible use of regulation on business. How would you work to ensure business has a seat at the table, and regulation is well thought out and places minimal burden on our community's small business owners?

I recognize that a strong business environment breeds the type of growth and health that our community needs. I am of the mind that when it comes to regulation on businesses, policies must be thoroughly examined, communicated, and negotiated with all affected parties. Business development is made more secure when we have clear standards to follow and we all have a seat at the table. As a city councilor, it would be my job to listen to the concerns of all people and all businesses. Through active listening and relationship-building, I can be effective in changing and implementing policy that brings the whole community together in a positive way. The business community wants certainty and security when it comes to policy, and residents in this community want to be sure that their voices are heard and taken seriously. It is entirely possible, and crucial, to have this balance.

Small and local businesses are a vital part of any community, and I am happy to support these great businesses in Iowa City. These businesses represent a vital part of our community. I think that if we are to implement policies and regulations that truly work for small business owners, we must hear directly from them. I am glad to know many small business owners in Iowa City, and I will continue to build relationships with them so that their voices are heard on council. Iowa City is a great place to incubate business development and I hope to pursue programs and policy that continue this start-up culture.