

Dublin City Council Work Session
Monday, April 29, 2019
Council Chambers

Minutes of Meeting

Mayor Peterson called the Monday, April 29, 2019, Work Session of Dublin City Council to order at 6:00 p.m. at Dublin City Hall.

Members present were: Mayor Peterson, Ms. Alutto, Ms. De Rosa, and Ms. Fox. Mr. Keenan and Mr. Reiner were absent. Vice Mayor Amorose Groomes arrived at 6:04 p.m.

Staff members present: Mr. McDaniel, Ms. Gilger, Ms. Goss, Ms. Mumma, Ms. Burness, Mr. Dearth, Ms. Ray, Mr. Earman, Mr. Kridler, Mr. Gracia and Ms. Crandall.

Economic Development Strategic Plan Update - #2

Deborah Cummings, Ryan Helwig and Joe Simkins were present from TEconomy Partners LLC, to continue discussion regarding the analysis of innovation and talent needs for Dublin's industry clusters (Presentation provided is attached and incorporated herein as Exhibit A).

Ms. Cummings reviewed the agenda for this meeting's discussion. The first two items for discussion, workforce and talent analysis and industrial innovation assessment were part of the original scope of this project. The third item was added as a result of some of the questions from the previous work session, so the quality of place indicators will also be discussed.

- **Workforce and Talent Analysis**

Mr. Helwig stated that at the last meeting, industry clusters were discussed and how they play out in Dublin. Job growth, areas of expansion and areas of strength were all explored as part of that discussion. Workforce and talent are the lifeblood behind those industries. The workforce and talent analysis will continue to evolve as they continue conversations with key industry players and discover what their needs are. He began with a very high level assessment of industry skills demand to inform what is happening in the economy broadly and then in Dublin more specifically - finding the greatest areas of need through an occupational lens that can play out across many industries. There are three broad categories of occupations by typical entry-level education/experience requirements: High-Skilled Occupations, Middle-Skilled Occupations and Low-Skilled Occupations.

- High-Skilled Occupations: General requiring a Bachelor's and higher degrees;
- Middle-Skilled Occupations: Requiring significant education, experience, and/or training beyond high school but less than a Bachelor's degree; and
- Low-Skilled Occupations: Generally requiring less than a high school diploma or a diploma and only short-term training.

In Dublin, what immediately stands out is the high skilled workforce in the Dublin economy. Thirty-five percent of the workforce in Dublin are the high skilled occupations, which is a higher percentage than both the Columbus metro area and the U.S. The largest percentage of workforce in Dublin, as well as the U.S. and Columbus metro, is the low-skill occupations (40%). The share of high-skilled workers has been growing since 2010 and lower-skilled workers' share has decreased. He referred to the presentation where high-skilled, middle-skilled and low-skilled occupations were listed to illustrate the growth rates of each since 2012 (Exhibit A). He stated that the takeaway from the high-skilled occupations slide is that there is a lot of growth in the

managerial, business and financial areas. He reviewed the information on the middle-skilled occupations slide.

In response to a question from Ms. De Rosa regarding the total growth numbers, Mr. Helwig stated that the Dublin employment figure is actual positions. Ms. De Rosa referred to the previous slide (high-skilled occupations) and stated that she thought the numbers would be greater around IT and computer occupations.

Mr. Helwig stated that they selected a small sub-set of all occupations representing only the high growth occupations. He reviewed the low-skilled occupations slide. IT and Computer related occupations are vital to the Dublin economy. There are more than 7,000 jobs that are highly specialized and are showing rapid growth. This concentration is three times the national average. The growth percentage has been in the double digits since 2010.

He stated that IT employment is found as a share of many industry clusters such as finance and insurance, medical and healthcare services.

He summarized the workforce and talent discussion by stating that:

- Dublin's industry talent demand is increasingly high-skilled during the economic expansion;
- A mix of high-skilled, high-demand occupations are helping to drive these trends among a varied set of occupations (business, engineering and healthcare);
- Keep awareness around the City's single largest skills grouping – low skilled jobs, as it is an important segment in delivering services and amenities to residents every day; and
- IT and computer-related jobs represent an important occupational and skills segment for Dublin and is emphasized in many industry clusters.

Vice Mayor Amorose Groomes inquired about the middle-skilled positions -- how close do they need to live to their community? What is the radius for the middle-skilled job seekers?

Mr. Helwig stated that middle-skilled jobs haven't been discussed separately, however employers they have spoken with have indicated that a 20-minute commute is reasonable.

Ms. Cummings reiterated that when they speak to industry leaders, they believe a 20-minute commute is reasonable. When high-skilled jobs are discussed, they begin to look at what other quality of place amenities there are that employees may want to work around. What are the environments in which people want to work, live and play? Industry leaders do think about whether or not they are in a competitive space in that regard.

Vice Mayor Amorose Groomes stated that it is good to know about the workers that are in Dublin, but also to explore what is the pool of workers in a 20-minute radius. Both are good barometers to determine how we are doing as a City and how we are doing when trying to attract economic development.

Ms. Cummings stated that a skill level requires perspective. Historically a high-skilled job meant that a four-year degree was required. IT is the best example in that it is more about stackable certificates and the efforts of the Emerald Campus that draws IT companies. She stated that they are trying to identify: What are the demands and how is Dublin preparing to meet them?

Ms. Gilger stated that many site selectors that she works with look within a 30-minute commute radius.

Ms. Cummings stated that another factor when looking at an emerging industry is the number of opportunities in the area; so if one emerging company fails, are there other opportunities that employees can tap into?

Vice Mayor Amorose Groomes referred to the strength in demand numbers that were provided in the presentation (Exhibit A), and asked if there are weakness in demand numbers available also.

Mr. Helwig stated that the presentation provided was an initial cut that they believed would be informative. They are happy to provide information showing areas with big declines as well.

Vice Mayor Amorose Groomes stated the other important piece is why they are declining.

Ms. Alutto stated that some industries are heading more in the way of apprenticeship style training, so she wanted to know if that was a part of their research or not.

Ms. Cummings stated that they are still in the midst of analysis, but she knows that there are many ways to obtain training, citing Allied Health as an example.

Ms. De Rosa referred to a chart that was provided at the meeting (included hereto as Exhibit B), and stated that in looking at both the number of establishments and then the employment per establishment, there doesn't seem to be much movement.

Mr. Simkins stated that the share of employment related to IT has increased. When stacked up to the entire workforce, it may not seem as substantial, but the growth is real.

He added that the trends (as shown on Exhibit B) indicate there is growth, but the shares attributed to those industry clusters are stable.

Ms. Cummings stated that actual numbers can be given, but they charted the information in this way to show that there is not a single dominant player.

Ms. De Rosa stated that IT is critical, but we must be careful of the others.

Ms. Cummings stated that these are companies that have coded themselves as an IT company. The analysis that Mr. Helwig reviewed in his presentation showed the demand for the IT worker across a myriad of industry clusters.

Ms. De Rosa stated she is looking at total numbers of growth and what Dublin is doing to attract new in each of these segments. She stated the data would be useful.

- Industrial Innovation Assessment for Dublin

Ms. Cummings stated that they have done the industry cluster analysis and know where the strengths are in Dublin and the diversification. But if innovation drives future growth, then we need to understand what is happening, how it is tied to the broader region and what is unique to Dublin. She continued the presentation (Exhibit A). The first chart details five or more patents assigned to Dublin companies. Honda was included in this chart because when considering intellectual capacity, patent assignees and engineers are living in Dublin. Patent technology classes are highly concentrated in key clusters, primarily auto manufacturing, IT and digital finance, bio-medical, etc. -- indicative of local operations of leading companies.

Ms. De Rosa asked if the Honda number represented Honda worldwide, Honda USA or Honda Ohio.

Ms. Cummings stated that the number refers to the Honda plant in Marysville. She stated that exploring where risk capital has been invested in Dublin is another indicator of innovation. The slide illustrates that \$67 million has been invested in nine Dublin companies since 2010. Vast investments have been made in the healthcare industry. The final indicator that was explored was the disbursement of Federal SBIR (Small Business Innovation Research) Program awards since 2010. Ten Dublin companies received \$27.4 million (52 awards) in that timeframe in the areas of bio-medical, IT and mechanical engineering. She summarized this portion of the presentation by stating that within the industry clusters that have been identified as strengths, are there innovations that are making Dublin well-positioned globally? She referred to a chart in the presentation (Exhibit A) showing patent activity, emerging companies, and presence of high-skilled workers to support innovation. She noted they would also be exploring the area of renewable fuels to see if that is an area that is just beginning to emerge.

Ms. De Rosa stated that the areas that have no checkmarks in the boxes represent areas that Dublin is highly dependent upon, so she would like to see more information regarding risk areas as well as growth areas.

Ms. Cummings responded that they can provide that, but some of it is dependent on the industry itself. Mr. Helwig stated that they will ultimately take all the analyses and put them together. That will better inform what we are targeting and where the opportunities are.

Ms. Fox stated that while Council wants to see data about what foundational businesses are keeping Dublin going and where the growth opportunities are, Council also wants to understand where the new growth is and where the "bread and butter" companies are. She doesn't want to concentrate too much on new growth and neglect "bread and butter" companies or not support them in their workforce needs.

Ms. De Rosa stated that there is comfort in the level of diversity.

- Quality of Place Indicators for Dublin

Ms. Cummings stated that the last section of the presentation (Exhibit A) focuses on "Quality of Place" indicators. She stated it is not a perfect analysis and it is subjective. The five broad categories of indicators include:

- Income Distribution Indicators: how much wealth residents in a community have and how much socioeconomic segments are changing over time;
- Housing Indicators: the availability and desirability of places for a community's population to live;
- Education Indicators: in conjunction with metrics related to education levels of talent and labor force, can show the availability of highly desirable education infrastructure and resident bases;
- Public Infrastructure Indicators: access to and investment in public resources and amenities which attract residents to a community and improve its desirability; and
- Other Indicators of Community Vibrancy: culture, arts, entertainment and availability of services.

Dublin's income distribution indicators show that household incomes in Dublin have risen steadily over time, which creates a growing base of wealth in the population. The housing indicators show that Dublin's median home value is quite high compared to the region. The housing vacancy rate is at 3.6%.

Vice Mayor Amorose Groomes referred to the slide showing income distribution, and asked what those charts would look like if they represented Central Ohio, then Ohio and the United States.

Mr. Simkins stated that it would generally go the other way -- the lower income distributions would be going up, not significantly, but it would be inclining.

Ms. Cummings stated that she was uncertain about Central Ohio, but Ohio and the United States would certainly be the opposite of the chart shown.

Vice Mayor Amorose Groomes stated that this is a revealing slide regarding the loss of the middle class. It tells a good story if the middle class is trending toward joining the upper-middle class rather versus trending to the lower class.

Ms. Cummings stated that it is looking at what jobs are being created and what those jobs are paying. In 2000, there was a broader spectrum of pay scales living in Dublin.

Ms. Fox clarified that it could also mean that those who were making less money in 2000 are now making more and can afford to live in Dublin.

Ms. Cummings stated in regard to education indicators that Dublin ranks extremely well. The column on the chart listed as "Other Leading School Districts in the Region" included: New Albany, Westerville, Worthington, Hilliard, Olentangy schools, Upper Arlington and Bexley.

Ms. Alutto stated that she was surprised by the operating spending per pupil and the student-teacher ratio, which are very close between Dublin and Columbus.

Mr. Simkins stated that there is going to be an interactivity with the quality of teacher; the higher quality teachers do more with classroom instruction.

Ms. Alutto wondered what the salary comparisons would be for the two.

Ms. Cummings stated that the spending per pupil could be affected by districts that have a higher rate of students that are behind academically and require IED or special programming.

Ms. Alutto stated that the size of the school district that is almost twice the size of the City and the surrounding developments can really impact the students. She is interested in what that will look like going forward.

Ms. Fox stated that, dollar for dollar, the education is not dependent on how much money you invest in the child -- it is about the Dublin environment.

Ms. Cummings continued, noting that public infrastructure indicators shows the number of workers whose travel time to work is 20 minutes or less.

Ms. Cummings then focused on the chart regarding community attributes, specifically local services and entertainment. The questions that this tries to answer are: What are the detailed industry clusters that people would buy from and are they present here? Were you able to access services that you would expect to find? The demand column represents how much in dollars Dublin is purchasing of these services. Then they attempted to identify how much of these services were fulfilled locally. Can you find these services in Columbus? These were all considerations for the chart that was provided.

The second chart regarding community attributes focused on healthcare and childcare. Ms. Cummings offered different examples of what might be occurring to affect the numbers shown.

Ms. De Rosa inquired whether the number regarding childcare reflects two working parents.

Ms. Cummings stated that it would, because if there was a parent staying home, they wouldn't be demanding the childcare service.

Mr. Simkins noted that the leading suburbs column are all averages.

Ms. De Rosa asked if this was a different data source than EMSI data. Mr. Simkins stated this was the same data source.

Ms. De Rosa stated that to look at the local suburbs (Worthington, Westerville etc.) on the business and employment side of the data is very important.

Ms. Cummings stated that they are able to do some analysis, but it is important to be clear about what comparisons we are trying to make.

Ms. De Rosa stated that the suburbs are important.

Mr. Simkins stated that the analysis was better to pull at the zip code level. If the desire is to look at the number of businesses etc., then they would need to acquire other sources.

Mr. Helwig stated that the high level employment analysis was by zip code, but the data that was purchased was around the business dynamics of Dublin. They can determine the employment growth across the region at the zip code level.

Ms. De Rosa stated that looking at it in segments may be helpful – IT, for example.

Ms. Cummings clarified the request from Council is to see data to compare the industry clusters in other suburbs to determine whether or not something is occurring in Dublin that is notable, or if Dublin is doing the same things as other suburbs.

Ms. De Rosa stated that it is about market share and who is “winning” the market share in the areas that we would like to win. She wants to know how Dublin compares to the “friendly competition.”

Ms. Gilger asked for a list of who Council considers those competitors to be.

Ms. De Rosa listed the following: Worthington, Westerville, New Albany, Hilliard, Olentangy, Upper Arlington, Bexley and maybe some zip codes in Columbus proper.

Ms. Gilger offered the suggestion of looking at Polaris and Easton.

Ms. Fox stated that if we are able to see where we are gaining and losing market share and to whom, would it also be helpful to understand what the quality indicators are that allow them to gain market share?

Ms. Cummings stated that they could look at that, adding that she has heard Council wants not only the quantitative standpoint, but also if there are other policies, tool kits in place that are the cause.

Ms. Fox stated that this analysis will help determine where to put investment dollars.

Ms. Cummings summarized the “Quality in Place” discussion and slides.

Vice Mayor Amorose Groomes asked for the weakness in demand analysis to be included as well.

Ms. Fox inquired what training opportunities exist in Dublin regarding the IT field.

Ms. Cummings stated that there are three primary providers: Ohio University, Columbus State and Dublin City Schools.

Ms. Gilger stated that there are several providers of IT training in Dublin and regionally that the City has relationships with.

Ms. Cummings summarized next steps:

- Finalize quantitative analysis based on feedback;
- Continue interviews with key stakeholders and thought leaders; and
- Facilitate focus groups around key areas of opportunity to help inform strategic plans.

Mayor Peterson inquired if they could provide salary ranges for the three different levels of workers.

Mr. Helwig stated that salary ranges can be seen by occupation.

Mayor Peterson thought this information would also be helpful.

Tree Replacement on Private Property with Public Funds Discussion

Mr. Earman stated that most of the conversation regarding tree replacement on private property has centered on the Avery Muirfield buffer zone. The Indian Run Meadows development was approved 40 years ago. There are specific treatments for each side of the road as well as the median. The edge of the roads are the responsibility of the respective property owner and the median is the responsibility of the City. The text of the development itself does not indicate who is ultimately the responsible party for any of this. Inventories of the area have been conducted and letters have been sent to property owners asking them to replant trees. Some residents have complied with the request and others have not.

Ms. De Rosa inquired how we request action on the part of the resident if it is not documented anywhere who is responsible for the landscaping.

Mr. Earman stated that it is the intent of the text that the property owner is the responsible party but it does not explicitly articulate that.

Mayor Peterson stated that this situation is somewhat unique because ordinarily the HOA would be involved to address the situation.

Mr. Earman stated that the inventory today indicates that if the area were to be brought up to the intended screening, it would require 184 trees and \$92,000 to accomplish.

Mr. Earman stated that the question is can public dollars be used for trees placed on private property. The legal opinion is that public dollars can be used on private property as long as it is determined that it is in the best interest of the entire community.

Mayor Peterson inquired if the City can force a tree to be planted on that private property if the homeowner does not want a tree in this location.

Ms. Readler stated that the City would have to take the property by eminent domain. The best interest of the City language is broad, but Legal staff can find no case law regarding landscaping buffers.

Mayor Peterson clarified that public dollars can be spent on planting a tree, but if the homeowner doesn't want the tree, the City would have to take it by eminent domain.

Mr. Earman referenced the four different options that staff provided to Council for suggested for conversation and discussion. The options are:

- **Option I**

- Enforce the current landscape requirements per the development text and hold each landowner accountable for violations to the existing standards. This could be challenging due to the ambiguity of the development text standards and requirements, which could be contested to some degree if enforced to the fullest extent.
- It is important to note that the landscape maintenance of the median throughout this corridor is the responsibility of the City. Currently, the inventory of trees and plantings (particularly evergreen trees) is deficient to the degree that by adding the required number would necessitate the removal of established deciduous and ornamental trees to achieve the standard. In addition, changes to the number of trees, size of trees, or species would be in violation of the approved development text. The City could sponsor an application to the Planning and Zoning Commission to review and approve a Minor Modification to the development text as part of an amended final development plan as noted below.

- **Option II**

- Establish a comprehensive preferred planting plan for the Indian Run Corridor's edge. Given that the buffer requirement is part of the development text for Indian Run Meadows, any deviation from the existing development text standard would require review by the Planning and Zoning Commission to approve a Minor Modification as part of an amended final development plan. The City would need to sponsor such application.
- If approved, staff could seek quotes from several landscape contractors for the entirety of the buffer zone enhancement project providing an itemized cost per parcel to implement the planting plan.
- Each owner would then have access to potentially discounted costs through voluminous pricing, which in turn could be executed by contract between the property owner and contractor. This would minimize any risk to the City, would require no public funds to implement and would provide the property owners with cost savings incentives to comply with the landscape standard.

- **Option III**

- Establish a landscape easement along the edge of the buffer, which would require each property owner to approve, giving the City the ability to plant and maintain the landscaping along the corridor.
- More recent developments have achieved high quality buffering from roadways by requiring similar landscaped buffers on final plats with planting details approved at the final development plan stage.
- Through the establishment of a landscape easement along the buffer, a higher quality buffering could be established and maintained by the City similar to these more recent development successes.
- The challenge with this option would be to obtain easements from each property owner of the parcels.
- Funding for this option would come from the City's General Fund, including the reforestation funds generated by the payments in lieu of tree replacement (balance at year-end 2018 was \$458,834). Once those funds are expended, additional general fund dollars would need to be appropriated.

- **Option IV**

- In general, establish a new "Greenway Enhancement Program" similar to the Historic Dublin Economic Development Façade Grant Program by which specific landscape corridor enhancements and funding allocations could be determined eligible on an annual basis.
- With the likelihood that the scope of each project would vary from one to the next, total eligible grant award amounts and limits could be pre-determined as part of the recommendation for each project.
- A Landscape Enhancement Program account could be established utilizing the reforestation funds (as noted above, to the extent available) or other general fund dollars with the intent to fund enhancements made on private property within designated corridors in highly visible areas (i.e.: City gateways, scenic roads, etc.)
- Grant applications would be reviewed by staff based on detailed application submissions by eligible property owners to ensure the intent of the project is consistent with desired outcome(s.) Staff's role could be to guide applicants through a review process, and provide recommendations for approval to the Community Development Committee. The Community Development Committee could then make its recommendations to City Council for final approval prior to implementation.

Vice Mayor Amorose Groomes stated that the City has an existing easement for the shared-use path along the east side of Avery Muirfield.

Mr. Earman stated that is correct, and it is a 10-foot easement for the path and for utilities.

Vice Mayor Amorose Groomes stated that an additional easement of 15-20 feet would likely be needed for this purpose. She likes the idea of trying to pursue Option three, beginning with a neighborhood conversation to obtain feedback from the property owners. Option four is concerning because there would be no consistency in the plantings. The property owners would purchase a variety of trees from a variety of nurseries, and it would appear as a nursery sale. She would prefer a hybrid of Option 2 and Option 4 -- Option 4.2 with a specified contractor and with specified plant material. But she would like to begin with a community conversation.

Ms. Fox stated that she likes option four the best, possibly merging with option two. She is concerned about the long-term cost of maintaining all the easements, so she does not support

option three. She agrees that a conversation should be initiated about what is desired, where it is desired and about the property owner's willingness to maintain it.

Ms. De Rosa clarified that the HOAs would not likely maintain them. Ms. Fox agreed the HOA would not maintain the areas, the private property owner would do so.

Vice Mayor Amorose Groomes stated that maintenance is critical. She is not advocating funding this with public dollars, but the consistency will not be obtained absent a single entity that is responsible for maintenance.

Ms. Readler stated that a maintenance agreement could be required.

Ms. De Rosa stated that there is \$458,000 in the City's restoration funds for this purpose.

Mayor Peterson stated that he is concerned that this could "open the floodgates." If there is a public meeting, it needs to be clear that this is not the City's responsibility and that it is the property owner's responsibility. There is no easy solution. The residents that want to maintain the area are already doing so. It is important for Council to take a stand and represent the people who have been doing what they were supposed to do all along. He agrees that uniformity is important. If the City were to bid the project and provide a list of trees to select from, he can understand how some residents wouldn't want to do that.

Ms. De Rosa stated that there are some very large existing trees along this roadway. It is possible that the resident may have desired to take care of the landscaping, but removal of such large trees is very costly. The price tag may be too high for some.

Ms. Alutto stated that, regardless of what option is chosen, the City needs to take the step to clarify the zoning text. She is supportive of merging options four and two. She likes the idea of the property owner having some ownership of the trees to keep it maintained.

Ms. Fox questioned the \$92,000 cost stated earlier. Is that just the cost of the replacement trees or does it include the labor to remove existing trees.

Mr. Earman stated that the amount does not include the removal of the old trees.

Ms. Fox stated that forcing people to purchase trees would not be well received. She believes buy-in from the community is very important and that the community be part of the solution.

Ms. Alutto agreed that a community conversation needs to occur. It is possible that the residents could propose a solution.

Ms. De Rosa asked if it is known how many trees would have to be removed.

Mr. Earman stated that the yellow and orange dots on the map provided (Exhibit C) represent the trees that would need to be removed.

Ms. De Rosa stated that it is essential to have that information before a community conversation is scheduled.

Mayor Peterson asked if there were other stretches of roadway in Dublin similar to this one.

Mr. Earman stated that he is unaware of any.

Mr. McDaniel expressed caution regarding how this is piloted from a policy perspective.

Ms. Fox asked Mr. McDaniel his opinion regarding the options.

Mr. McDaniel stated that he supports reforestation where feasible and using the funds that are available for that purpose. He struggles with government coming in and fixing a problem that belongs to the property owner. He understands there are hardship situations, but they can work with the property owners.

Vice Mayor Amorose Groomes asked if there were other areas that are in need of those funds for reforestation.

Mr. Earman stated that one area is near the Scioto River where the pedestrian bridge is being constructed. The majority of the City's tree plantings are street tree plantings.

Mr. McDaniel stated that street trees have a life cycle as well.

Vice Mayor Amorose Groomes stated that she would like to understand what other needs the City has for these reforestation dollars.

Ms. Alutto stated that maybe an option would be to target a smaller area for a pilot program, then have a conversation with the residents and determine how to go forward.

Vice Mayor Amorose Groomes asked if there has been any push-back from other businesses in the City on the façade improvement program. Mr. McDaniel stated he is not aware of any.

Ms. Fox referred to the map provided (Exhibit C), and stated that a lot of the trees in the area are street trees. There also seems to be a disproportionate number of trees in some backyards.

Ms. De Rosa stated that there are sections where the trees are very old and would need to be removed. The City would have to invest in an example of what is expected. Some prep work is necessary before a community conversation is scheduled.

Ms. Fox stated that one approach would be to start small and show them what it could look like to in order to have buy in.

Mayor Peterson stated that there seems to be support for a program designed somewhat like the Historic Dublin façade grant program, together with Vice Mayor Amorose Groome's suggestion of looking at a collective bid and providing property owners with some options to select from. What should the next steps be?

Mr. Earman he recommends fleshing this out and packaging it as a zoning text amendment for Council's further review and consensus prior to moving forward.

Mr. McDaniel stated staff needs to first think through the engagement process and how it is undertaken. Perhaps a smaller pilot would be a good option.

Mayor Peterson noted that the water and sewer line extension project was different in that people were not forced to pay for connection until it was necessary for their own property's health and safety. This is a bit different. He reiterated that the messaging is critical.

Mr. Earman stated that amending the text too soon may result in the need to amend the text again. This process needs to be fleshed out to package this into a zoning text amendment.

Mayor Peterson noted that it needs to be clear that the responsibility came with ownership of the property.

Mr. Earman added that the City adapted the evergreen species along the median due to their lack of survival.

Vice Mayor Amorose Groomes stated that there may be understory plantings that could be done versus removing the large trees. It is important to speak to the intent, versus identification of species.

Mr. Earman agreed. The requirements in the existing development text are very objective, but the nature in which they were written is very subjective.

Vice Mayor Amorose Groomes suggested terms such as opacity, dormancy, etc.

The meeting was adjourned at 8:04 p.m.