

CITY COUNCIL CONFERENCE MINUTES

July 24, 2018

The City Council of the City of Norman, Cleveland County, State of Oklahoma, met in a conference at 5:00 p.m. in the Municipal Building Conference Room on the 26th day of June, 2018, and notice and agenda of the meeting were posted at the Municipal Building at 201 West Gray and the Norman Public Library at 225 North Webster 48 hours prior to the beginning of the meeting.

PRESENT:

Councilmembers Bierman, Carter,
Castleberry, Clark, Hickman, Holman,
Scott, Wilson, Mayor Miller

ABSENT:

Councilmember Bierman

Item 1, being:

CHANGE ORDER NO. TWO TO CONTRACT K-1718-117 WITH LIPPERT BROS., INC., INCREASING THE CONTRACT AMOUNT BY \$66,171 FOR A REVISED CONTRACT AMOUNT OF \$937,723 TO RELOCATE THE POWER FOR THE LIGHT POLES BETWEEN FIELDS 8 AND 9, REVISE THE GRADING ON FIELD 8 DUE TO RAISING THE HEIGHT FOR THE RETAINING WALL AND REVISE THE GRADING ON FIELD 9 DUE TO THE ELEVATION OF THE EXISTING IRRIGATION MAIN LINE.

Mr. Jeff Evans with Planning Design Group (PDG) said Council approved Contract K-1718-117 in the amount of \$900,000 on May 22, 2018, that included Change Order No. One in the decreased amount of \$28,448 for a revised contract amount of \$871,551 for the Griffin Park Phase I - North Field Improvements Project. He said Change Order No. One reduced the contract amount due to various engineering changes. He said Change Order No. Two increasing the amount by \$66,171 will allow for the relocation of power for light poles between Fields 8 and 9 due to existing power lines being in the area of the footing for the new retaining wall. The Change Order will also revise the grading on Field 9 due to the elevation of the existing irrigation sprinkler main and revise the grading on Field 8 to accommodate raising the height of the retaining wall to allow for greater expansion on Field 7 to the south.

Items submitted for the record

1. Text File K-1718-117, Change Order No. Two, dated July 10, 2018, by Matt Hendren, Park Superintendent
2. Change Order No. Two to Contract K-1718-117
3. Letter dated July 10, 2018, from Geoffery Evans, PLA, ASLA, Project Manager, Planning Design Group, Landscape Architecture/Land Planning

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Item 2, being:

CHANGE ORDER NO. ONE TO CONTRACT K-1819-1 WITH CENTRAL CONTRACTING SERVICES, INC., INCREASING THE CONTRACT AMOUNT BY \$95,961 FOR A REVISED CONTRACT AMOUNT OF \$1,547,476, TO ADD THE EAST SIDE RECYCLING CENTER PAD TO THE FYE 2019 URBAN CONCRETE PAVEMENT STREET MAINTENANCE BOND PROGRAM.

Mr. Ken Komiske, Director of Utilities, said Central Contracting Services, Inc., was the lowest bidder for the FYE 2019 Urban Concrete Pavement Street Maintenance Bond Program and the Norman Utilities Authority (NUA) would like to utilize the favorable concrete prices to construct a paved area (75 feet by 110 feet) for the East Norman Recycling Drop Off Center to be located near the Norman Public Library East. Change Order No. One in the amount of \$95,961 will allow for the concrete paved area that will be paid for with Sanitation Utility Funds.

Mayor Miller asked where the pad will be located and Mr. Komiske said in the library parking lot near the drainage area.

Councilmember Wilson understands there will not be a bin for glass and asked Mr. Komiske to address that. Mr. Komiske said recycling commodities vary on price depending on the market and while cardboard and metal have always been good, glass has been more problematic because it is heavy and it breaks. When glass breaks it is similar to putting sand in the recycling machines so it is not good for the machinery plus the City has to pay \$20 per ton to the recycling facility to take glass. He said glass can be accepted at the east side facility if Council wants because glass is accepted at the other recycling centers, but he would rather wait until the City does not have to pay the recycler to accept the material. Councilmember Wilson said east side residents want glass recycling because it is accepted at the other recycling centers and Mr. Komiske said Staff will be happy to add a recycling bin for glass.

Councilmember Clark asked when recycling drop-off will be available at the location and Mr. Komiske said it should be installed and operable by fall.

Items submitted for the record

1. Text File K-1819-1, Change Order No. One, dated July 2, 2018, by Tony Mensah, Capital Projects Engineer
2. Change Order No. One to Contract K-1819-1

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Item 3, being:

CHANGE ORDER NO. ONE TO CONTRACT K-1819-4 WITH CENTRAL CONTRACTING SERVICES, INC., INCREASING THE CONTRACT AMOUNT BY \$112,200 FOR A REVISED CONTRACT AMOUNT OF \$441,750 TO UTILIZE THE FULL BUDGET AMOUNT FOR THE FYE 2019 CONCRETE SIDEWALK PROJECTS.

Mr. Scott Sturtz, City Engineer, said the FYE 2019 Concrete Sidewalk Projects consist of five programs; Citywide Sidewalk Reconstruction Program, Sidewalk Accessibility Program; Sidewalks for Schools and Arterials Program, Downtown Area Sidewalks and Curbs Program, and Sidewalks and Trails Programs. Council is scheduled to consider Contract K-1819-4 with Central Contracting Services in the amount of \$329,550 with Change Order No. One for an increase in the amount of \$112,200 for a revised contract

Item 3, continued:

amount of \$441,750 on tonight's agenda. Change Order No. One will add \$7,015 to the Sidewalk Accessibility Program to construct four additional curb ramps along Cherry Creek Drive; \$48,075 to the Sidewalk

Program for Schools and Arterials to provide additional work on the next identified highest ranked school sidewalk and ramps on Fairlawn Drive in the Eisenhower Schools area; \$9,740 to the Downtown Area Sidewalk and Curbs Program to repair additional sidewalk or curb in the downtown area; and \$47,370 to the Sidewalks and Trails Program to allow for additional sidewalks improvements on the south side of Main Street.

Items submitted for the record

1. Text File K-1819-4, Change Order No. One, dated June 27, 2018, by Jack Burdett, Engineering Assistant
2. Change Order No. One to Contract K-1819-4

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Item 4, being:

PRESENTATION BY MARKET STREET SERVICES, INC., OF THE DAFT COMMUNITY ASSESSMENT AND COMPETITIVE SCORECARDS REPORT PREPARED FOR THE NORMAN ECONOMIC DEVELOPMENT COALITION.

Mr. Jason Smith, Executive Director of Norman Economic Development Coalition (NEDC), said NEDC has been working under an economic strategy that was developed in 1996. He said NEDC could continue to amend that strategy and move forward or consider preparing a new economic development strategy to encompass all aspects of the community and determine the best way to create new job opportunities. The NEDC Board decided to move forward with a community-wide strategic plan to set goals and objectives for the Economic Development Program. NEDC partners appointed several representatives to serve on a committee that began meeting in July 2017, to employ a consultant and direct activities of community engagement and planning. The Committee was created to review consultants and Market Street Services (Market Street) was determined to be the most qualified company. He said Market Street promised to deliver a well-researched plan that relied on both empirical and anecdotal evidence as the basis of a project that could be adopted by NEDC as well as its partners across the City. He introduced Mr. Matt Tarleton, Executive Vice-President of Market Street Services, to make the presentation.

Mr. Tarleton said Market Street Services was founded in 1997 to support communities interested in holistic community, economic, and workforce development. Located in Atlanta, Georgia, Market Street maintains a staff of professionals that excel in quantitative analysis, facilitation, and helping communities create actionable strategies for positive change. Market Street's commitment is to a definition of economic development and community improvement that, at its core, is about personal wealth creation for all citizens and building better communities. Market Street has worked in over 165 communities across 34 different states.

Item 4, continued:

Mr. Tarleton said the project consisted of several phases, Phase I – Public and Stakeholder Input, Phase II – Research and Analysis, and Phases III and IV – Strategic Planning and Implementation Guidelines. In Phase I, Market Street held interviews, spoke with focus groups, and deployed an online survey in which over 1,600 responses were received. He said there was great representation from Norman High School students as well with 300 students responding to the survey.

Mr. Tarleton said in Phase II, a community assessment and target sector analysis was done to ensure evidence based strategies are being developed that meet the wants and needs of the residents. The community assessment and competitive scorecards evaluate the competitiveness of Norman as a place to live, work, and do business; incorporates stakeholder input and quantitative research; examines data in context by benchmarking against the competition; and identifies the strategic implication of findings. He said Market Street spends hours and days sifting through data figuring out what matters, what to tell the City, what is relevant and important, and how that relates to the community input.

A community assessment tells the story of changing preferences and regional growth patterns; emerging threats to workforce competitiveness; economic transition towards a more innovative economy; public education and developing and retaining talent in Norman; quality of life in a university town; and growth, development, and community visions. Mr. Tarleton said an issue confronting a lot of suburban communities in larger metropolitan areas and has confronted them over that course of the last ten years is the changing residential location preferences within metropolitan regions and how that is influencing growth dynamics within those regions. He said according to population growth compared to other communities in Ann Arbor, Michigan; Boulder, Colorado; Lawrence, Kansas; and Oklahoma City Metropolitan Statistical Area (MSA), the city of Norman is growing and improving at roughly the same rate as the region, double the national rate, and faster than other prosperous communities.

Councilmember Castleberry asked if Oklahoma City MSA growth population figures include Norman and Mr. Tarleton said it includes Cleveland County.

Mr. Tarleton said Norman, within Cleveland County, is growing at almost double the rate of the regional average and double the rate of many suburban county peers within the region. He said that began to change over the last ten years as Canadian, Logan, and McClain Counties growth rate have nearly doubled. He said this changes migration patterns and over the last ten years growth has come from predominantly rural counties outside the metro area within Oklahoma. He said from 2004 through 2014, more than 1,000 net new residents have moved from Oklahoma County to Cleveland County, which is more than those moving from Cleveland County to Oklahoma County each year; however, this dynamic is starting to change. He said what is being seen across the nation is core urban counties, like Oklahoma County, moving from a status of being a net source of migration of residences to suburban counties to being a net destination within their regions. He said this has happened as millennials have suddenly exhibited a different preference than past generations for urbanity, density, walkability, transit access, etc., that is not prevalent in suburban or rural areas. In 2013 and 2014, according to the Internal Revenue Service (IRS) and Census data, this three decade trend of Cleveland County being a source of net destination for new migrants is suddenly changing to a net source of new migrants to other parts of the region. He said this data ends in 2014; however, 2016 data reveals the numbers are returning to a substantive net positive; however, that was not included in this report.

Item 4, continued:

He said once Millennials reach 35 to 40 years of age and have school age children will they begin to move to a suburb with better schools, lower crime, more affordable housing, white picket fences, etc.? What Market Street is starting to see in the survey and quantitative data from regions around the country is that suburbs can compete. For years there has been the narrative that suburbs are dead and could not compete with center cities, but that is not true. What is true and starting to become abundantly clear is that rural and small town America can compete.

One of the things Market Street looks at to understand sustainability of a workforce is its age composition and whether there are enough young people in a community to replace those that are at retirement age or approaching retirement age over the next decade. Mr. Tarleton said nationwide, there are just enough young people to replace those at or approaching retirement age over the next ten years. He said Norman is in a great position from a sustainability standpoint because 2016 depicts a nice rosy picture for replacing retirees over the next ten years; however, problems start to emerge when looking at change over time. He said in looking at percentage point changes in population for key age groups of 25 to 34 years as well as 35 to 44 years, there is a decline in their share of the population in the community, but underlying these numbers is an absolute net decline in the number of 25 to 44 years olds in the community from 2011 through 2016. He said the school age child population is declining and prime age workers between 25 to 64 years old supporting economic development represent just 19% of all population growth in this community as compared to 42% regionally and 37% nationwide.

Mr. Tarleton said the economy side is most commonly reflected by educational attainment and Norman being a university town has an exceptionally educated community relative to the national average. He said Ann Arbor, Michigan, and Boulder, Colorado, are two of the most exceptionally well educated communities in the country with over 70% of their population obtaining a Bachelor's Degree or higher. He said Norman has a 42.5% population with a Bachelor's Degree or higher, which is substantively above the national average, but challenges emerge when looking at these changes over time. In reviewing changes between 2011 and 2016, the percentage of the population with no high school diploma is growing and the percentage of the population with a Bachelor's Degree or higher is shrinking. This is obviously contrary to trends seen nationwide as the adult workforce is up-scaled and contrary to the trends seen across the region. He said complimenting that is the population moving into the community is slightly less well educated than existing residents and that is a trend not often seen in many prosperous communities because these communities generally attract a more substantively well-educated population than their existing population. He said this gives a picture of what was repeatedly heard in the public input portion of the study, which was concerns from employers about their ability to retain their employees in Norman as well as concerns about their ability to attract new employees that are relocating from outside the region. He said net out-migration; declining population of ages 25 to 44 years; percentage of adults with Bachelor's Degree or higher; and in-migrants that are less educated than existing residents is problematic.

Norman is a young, growing, well-educated community, but trends illustrate this positions may be threatened. It does not mean that Norman is suddenly a crippled community, but it does mean that Norman, once a prosperous, successful community, is starting to see some signs that the things citizens love and value about Norman may be eroding. He said great communities do exactly what Norman is doing now by studying the problem, coming to a consensus, and developing pro-active strategies to tackle them.

Item 4, continued:

Mr. Tarleton said studying workforce sustainability ensures there are enough workers to allow existing and perspective employers to grow and prosper in the community. One of the things Market Street looks at in a suburban community is the ratio of employed residents to employed workers. He said a figure greater than one means a community is a “job center” and compared to other university communities, Norman is not much of a job center that is on par with what is seen regionally. He said Ann Arbor, Michigan, and Lawrence, Kansas, have built economies that have really affectively leveraged their university, not just their degree output, but their research output, commercialization, and technology transfer and have built economies around those research strengths. He said Norman’s public sector jobs have been deeply hurt by State cuts over the course of the last ten years, which is an immense job loss number to overcome.

On the encouraging side, private sector job creation has seen an 18% job growth, which is considerably faster growth than what is seen nationwide. What drove that growth is retail trade, accommodation and food services, health care, and social assistance, which are by and large local serving sectors. He said these types of jobs do not attract new income from outside the community, but they do add critical quality of life elements in a community. When looking at the ultimate goal of economic development to elevate standards of living and support wage and income growth, these are relatively low wage sectors that recycle local income and do not bring in new wealth or substantively elevate wages. Over the last ten years median household income has not grown quite as fast as the rest of the region and sluggish income growth compared to the rising rate of inflation is not a characteristic unique to Norman, but is something communities are experiencing nationwide. These job sectors do not align with the economic vision that so many residents expressed for the future of this community, which is to evolve from a “University Town” to a university anchored economy. He said this community has received growth and benefits in areas where it has made investments, such as retail, health services, and research.

Mr. Tarleton said Market Street asked 1,600 residents and business owners to share their opinions on a number of factors, but limited certain questions to certain constituent groups, young professionals, high school students, business owners, and business executives. He said these evaluations are not substantively different than what is seen in other communities. He has yet to work in a community where code enforcement and the permitting process receive an A-plus from business owners. The important thing to emphasize is the degree to which this topic came up in the in-person conversations with the business community as it was truly almost overwhelming. Market Street asked business owners to talk about the degree to which the community has succeeded in a few key areas and Norman has been successful in marketing its community and telling its story, but has not succeeded in taking care of its existing business and entrepreneurs.

When reviewing self-employment statistics, Norman has a relatively strong base of underlying entrepreneurs. Very rarely does Market Street see self-employment rates that exceed 10% in a community and while the downward trend can be concerning there are still strong entrepreneurship rates in the community.

Mr. Tarleton said public education is a source of pride in the Norman community, but it is one that residents expressed concerns about it being a strength or asset to the community that could potentially erode relative to the competition in the region. In particular there were conversations about school facilities and their competition with neighboring districts to the north of Norman. When looking at student outcomes relative to peer districts, Norman’s school system is producing relatively good student outcomes, especially compared to social economic outcomes.

Item 4, continued:

Survey respondents were asked about the greatest strengths and weaknesses of the community and the University of Oklahoma (OU) was mentioned as the greatest strength of the community. What is missing and does not often get recognized is that Norman has a tremendous asset to its education pipeline in Moore-Norman Technology Center. One of the advantages not explicitly discussed is the percentage of Norman population with an Associate's Degree, which is relatively strong for a university town.

Councilmember Clark said she had concerns that when measuring education this report did not measure those that have attended a trade school so she is glad Moore-Norman Technology Center was mentioned because it is an asset not only to OU, but to Norman Public Schools as well.

Mr. Tarleton said one of the studies Market Street loves is the John and James L. Knight Foundation and Gallup Study known as The Soul of the Community where almost 20,000 residents were surveyed across the country to try to understand what makes a community "sticky." What attaches residents to the place they call home? Everyone expected quality education to be number one with availability of jobs being second and public safety being third, but what came out surprised a lot of people. He said social offerings, aesthetics, and openness were the top three attributes for quality of life. He said recent graduates and young professionals express a feeling of a void in this community. In looking at responses from residents, there were really positive evaluations in terms of volunteer opportunities, arts, shopping, entertainment amenities for families, dining, safety, and affordable housing options. He said some of the more concerning issues are connectivity, walkability, access to transit, public transportation, quality development, planning, and land use. He said these are things that relate strongly to providing that quality of place in an urban setting.

Another element of quality of place is the means of transportation to work, but transit access is not emphasized in this report. He said in Ann Arbor, Michigan, and Boulder, Colorado, one in five people in each community walks or bikes to work. This data shows that Ann Arbor and Boulder have enabled that choice by providing residents with the opportunity to walk and bike safely to work. Mr. Tarleton said preference means nothing without the infrastructure to enable that choice.

Another area of the study that dominated every conversation regarded growth and development. Mr. Tarleton said what Market Street heard repeatedly throughout the input was that while a number of residents seek to preserve a lot of what they have come to love about this community whether that is environment, access, character, etc. The development community constantly stated their costs in the community are objectively higher and those costs are either passed onto home owners in the form of higher prices or development goes elsewhere. He said there is concern about how this is affecting the community and whether or not people find this community as desirable and attractive as other communities in the region. He said development fees for sewer and water connection are higher in Norman relative to other communities in the region and these costs make a community potentially more expensive, less accessible, and drive residents and development to other parts of the region. While there are plenty of disagreements about this topic in the community, there is also consensus and vision about the community. He said Norman wants a community that provides economic opportunity for all and there is more in common than the things that divide us related to development, but what seems to be at the heart of the division is who pays for it and where does it go. Market Street felt this was a conversation that was too often trivialized into just about cost or self-serving one side of the debate.

Item 4, continued:

Mr. Tarleton said five scorecards looking at five key categories compared to benchmark communities included the following:

- Economic Performance: employment, output, wages, income, poverty;
- Workforce Sustainability: age composition, educational attainment, migration;
- Innovation and Entrepreneurship: R&D expenditures, self-employment, small business lending;
- Business Environment: business costs (utility rates, lease rates), labor productivity; and
- Quality of Life: crime, commuting, COLI, health outcomes, recreational amenities.

The target sector analysis takes a deeper dive into the economic composition discussed earlier, specifically the private sector job creation as sources of growth. He said targeting is a very simple practice of focusing limited resources as a community or an economic development organization on those sectors of economic activity that Market Street believes holds the greatest prospects for job and wealth creation in a community. A community cannot be competitive for everything and in the past many communities stated they were the biotech capital of the world and they did not succeed in that endeavor. Targeting is about recognizing a community has limited resources and needs to spend them wisely so this assessment better identifies those opportunities that fit with the asset base, attributes of the workforce, vision of the community, and competitive base. The five sectors discussed in the report include Aerospace, Bioscience, Energy, Information and Technology, and Weather and Radar Technologies. Mr. Tarleton said Norman has a remarkable opportunity to develop an economy around weather and radar technology. He said Market Street works with communities all across the country, large and small, urban and rural, and all they want is that unique economic identity, but very few communities have a sector they can lay claim to that other communities do not have strengths in. There are really only two or three parts of the country that have the same level of concentrated subject matter expertise and activity in weather and radar technology as Norman. He said Norman already has an immense asset base that is untapped and has serious potential to drive job and wealth creation in the community.

Mr. Tarleton said for many years, Norman has prepared land and community for industrial recruitment and it has paid dividends in certain respects, but this is a community that input in quantitative research suggests needs to turn inward. Norman is at a point where existing businesses are concerned they cannot access the talent they need in this community and if they cannot they might have to look elsewhere for a business location. Too many communities neglect their existing businesses and do not understand that between 60 to 90% of the community's job creation comes from their existing businesses. He said the Steering Committee has begun working on formalizing a business retention and expansion outreach program that will focus on alleviating the specific individual concerns of the existing business community. They are also taking existing approaches to talent retention, talent attraction, and refocusing that inward. This will tell the story of Norman and what a great place it is to live and raise a family, which is an important piece of the process, but Norman has a tremendous asset base that so many clients would love to have and Norman has four to six years to convince thousands of undergraduate students that they are in love with this community. He said that is a talent pool so many other communities do not have so Norman can spend its resources shouting from the rooftops that Norman is an amazing place to live or Norman can spend four years trying to develop really strong connections with those kids that are already here. Evidence shows that young people involved in community service and connected to internships are much more likely to stay in that job and stay involved in that community service.

Market Street has recommended creating a consortium to bring people together to drive forward the singular mission of putting Norman on the global stage and giving Norman a globally recognized economic identity.

Item 4, continued:

Mr. Tarleton said as far as permitting and development services, Norman needs an objective evaluation of the process and what works in other communities and implement that. He said transparent, efficient development review processes are in the best interest of all stakeholders and it is important to get that right.

Another issue important to communities is the intentional and proactive development of activity centers. Norman, unlike many university towns, has a number of existing nodes of activity. A lot of university town's downtown area is the same as their campus area and they do not have two distinct downtowns. They definitely do not have a research campus, a Lindsey Street, a Lake Thunderbird, they do not have these diverse nodes that Norman has. Norman has an opportunity to enable a choice in this community and to continue enabling choice by proactively developing these nodes and centers in a very proactive and intentional way. One of the way communities are doing this around the country is by using enabled mechanisms, such as Economic Trust Authorities, to issue debt, acquire land, and proactively guide development in a manner that aligns with community vision and resident needs. In other communities, Development Authorities are advancing affordable housing objectives, advancing job creation projects, advancing transit oriented development, and Norman has all these opportunities in different nodes that need reinforcing.

Mr. Tarleton said next steps include Steering Committee meetings to wrap up recommendations and an implementation plan. He said all documents can be accessed at www.normanedplan.com.

Councilmember Hickman said, as an attorney, he has been involved in litigation with Development Authorities and through that experience he has seen where Development Authorities are able to purchase land to further a community need whether that is a commercial project or affordable housing project. If Norman created a Development Authority, could Norman acquire land to help fill missing middle housing needs and Mr. Tarleton said yes. He said Norman could release a Request for Proposal (RFP) stating the City would like proposals from developers that are interested in meeting that particular criteria. Councilmember Hickman said the City currently owns property in the Center City area they are trying to develop into an urban node to attract young professionals.

Mayor Miller asked what communities who have active trust authority's use for funding and Mr. Tarleton said in Georgia, most of the funding is from bond proceeds and Oklahoma City's Strategic Investment Program is backed up by General Obligation (G.O.) Bonds for economic development purposes. There are a few communities who receive funding through a one cent sales tax.

Councilmember Hickman said in regards to talent retention and attraction, he would love to see Norman having a more robust internship program. He asked if Market Street sees a lot of robust internship programs in other communities and is that something the Steering Committee is discussing for Norman and Mr. Tarleton said yes, it is definitely being discussed by the Steering Committee. The Committee wants to keep the program small and is focusing on 100 or less students because the challenge seems to be incentivizing employers to create internship programs.

Councilmember Holman said he agrees Norman has unique nodes and asked what the City is not doing downtown, in campus corner, on Lindsey Street, and at Lake Thunderbird that it should be doing. Mr. Tarleton said Market Street has not delved into that too deeply, but has suggested ideas based on public input that includes façade grants and creating Business Improvement Districts (BID) that provide financing mechanisms for some of the place making. He said existing retail centers or employment centers are lacking complimentary night time population because they do not have residential nodes. He said providing that mixed use can create jobs and keep young people in Norman.

Item 4, continued:

Councilmember Holman asked if other communities help compensate businesses that may be directly impacted by construction projects and Mr. Tarleton said he sees communities investing in people. He said great communities have Staff that meet with business owners six months before the construction begins to discuss what the City can do that will make the project the least impactful for the business. He said having a good working team of partners willing and responsive to those business needs is also important.

Mayor Miller said she was very fortunate to be a part of the Committee and has learned a great deal about the community she cares so much about. She said there is a verse in Proverbs that says, "Where there is no vision, the people fail." She said this is a strategic plan, not a vision, but it gives the community an opportunity for real public input and buy-in. The communities that have been successful have not been successful by accident, they have done it through hard work, partnerships, leadership, tenacity, and investment and that is what Norman will need to do as well in order to be a thriving, prosperous community.

Items submitted for the record

1. Letter dated July 19, 2018, from Jason Smith, President and Chief Executive Officer (CEO), Norman Economic Development Coalition (NEDC)
2. PowerPoint entitled, "Community Assessment & Process Update Economic Development Strategic Plan," by Market Street Services

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The meeting was adjourned at 6:25 p.m.

ATTEST:

City Clerk

Mayor