Steering Committee Meeting #3
October 12, 2016

MEETING SUMMARY

On October 12, 2016, the third meeting of the PlanNorman Comprehensive Plan Steering Committee was convened in the Lowry Room at the Norman Public Library. The purposes of the meeting were: (1) To present and discuss the first draft of the values, vision, and guiding principles that emerged from previous Steering Committee discussions, the first Community Workshop, and numerous stakeholder interviews; and (2) To host an interactive workshop for Steering Committee members to provide input on draft goals for each of the proposed plan elements. The full presentation from Steering Committee Meeting #3 can be found on the PlanNorman website at: http://www.plannorman.com/documents-library.

This summary is organized into three main sections:

1. Summary of Values, Vision, and Guiding Principles discussion
2. Summary of Plan Element Goals work session
3. Appendix with meeting agenda, detailed transcribed notes, and keypad polling results
1. VALUES, VISION AND GUIDING PRINCIPLES

The consultant team began the meeting by presenting an overview of the plan framework and reviewing the definition and purpose of key aspects of the Comprehensive Plan, including:

- **Values** articulate the characteristics, features, and attributes the community supports and aspires to.
- The **Vision** is grounded in the values and key themes as expressed by community and stakeholder input.
- **Guiding Principles** provide a lens through which the strategies and policies identified in this planning process should be evaluated.
- **Goals** express the community’s long-term desires as they relate to specific topics (such as Land Use and Transportation).
- **Objectives** are measurable approaches used to achieve the goals.
- **Actions** are specific procedures to implement the goals and objectives.

Following this introduction, the team presented the values (organized by three vision themes), a draft vision statement, and draft guiding principles. After each section of the presentation, the Steering Committee used keypad polling to provide input about how well the draft materials matched their own understanding of the values, vision, and guiding principles Norman should use to guide this important planning process. For example, when asked to evaluate the draft vision statement, 82 percent of the Steering Committee indicated that it matched their vision “pretty well” (see polling results example below). The team took time after each polling question to get more detailed feedback from Steering Committee members; these ideas and concerns were recorded on the “wall graphic” (see page 6).

Many of the Steering Committee comments called for more aggressive and visionary statements. In addition, there were numerous requests to define some terminology more clearly, and valuable discussion about the merits of using certain words or concepts. The team utilized these comments and created a revised version of the values, vision, and guiding principles the morning after the meeting. This revised version was vetted by the public during the two outreach events in Norman on October 14th and 15th. The revised values, vision, and guiding principles are shown on the next three pages. They will continue to change and evolve over the next couple months based on public input, Survey #1 which is currently online (https://www.surveymonkey.com/r/plannorman1), and future Steering Committee feedback.
Values
Values articulate the characteristics, features, and attributes the community supports and aspires to. The vision framework is grounded in the following values as expressed by the community and commonly agreed to during the planning process. The values are described below in alphabetical order and then organized into three themes that comprise the PlanNorman vision statement. (Moving forward, each value will have a one sentence description to help define it and explain its significance.)

Access to Amenities and Services.
Active Lifestyles.
Adaptive and Intelligent Infrastructure.
Arts and Culture.
Civically Engaged.
Community Heritage.
Diverse.
Environmental Stewardship.
Fiscal Stability.
High Quality of Life.
Housing Choice. Include cost, location, types
Human-Scaled.
Inclusive.
Innovative.
Local and Homegrown.
Preparedness.
Progressive, Vibrant and Creative.
Prosperous and Diverse Economy.
Responsible Growth.
Safe Community.
Small Town Feel.
Strategic and Proactive.
Walkable, Bikeable, and Accessible.
Well Educated.
Values organized by three vision themes:

**PLACES: UNIQUE AND CONNECTED**
- Neighborhoods and Districts
- Places: Unique and Connected

**PEOPLE: HEALTHY, INNOVATIVE, AND INCLUSIVE**
- Active Lifestyles
- Arts and Culture
- Civically Engaged
- Community Heritage
- Diverse
- Equitable
- Progressive, Vibrant and Creative
- Well Educated

**SYSTEMS: SUSTAINABLE AND RESILIENT**
- Adaptive and Intelligent Infrastructure
- Environmental Stewardship
- Fiscal Stability
- Preparedness
- Prosperous and Diverse Economy
- Responsible Growth
- Strategic and Proactive
- Well Balanced
PlanNorman Vision:
Norman aspires to be a city of connected and complete neighborhoods and districts, celebrating the best qualities of a small town, our rural landscapes, a world-class university, and big city amenities. We will have a mosaic of unique places that provide access to a full range of housing, jobs, parks, open spaces, arts, culture and education across our city.

Norman will lead Oklahoma and the region with opportunities for all residents to participate in and benefit from a healthy, innovative, and inclusive community.

Norman will be the model for environmentally, economically, and socially sustainable and resilient mid-sized communities.

Guiding Principles
PlanNorman’s guiding principles provide a lens through which the strategies and policies identified in this planning process should be evaluated. These overarching concepts support the plan vision, set priorities for plan development, and establish a framework for decision making and conflict resolution throughout our process. (Each principle will have a supporting narrative)

1. Proactively Manage for Balanced Growth
2. Provide a Range of Housing Choices for all Norman Residents
3. Create Unique and Amenity-Rich Places
4. Provide Mobility Options Within a Multi-Layered, Inter-modal Transportation System
5. Maintain High Quality Education and Lifelong Learning Opportunities
6. Cultivate a Culture of Innovation and Entrepreneurship
7. Foster Economic Vitality and Diversity
8. Conserve and Protect Water and Other Natural Resources
9. Nurture Norman as a Premier Arts and Cultural Destination
Wall Graphic Recording, Steering Committee Meeting #3, October 12, 2016
2. PLAN ELEMENT GOALS

For the second part of the Steering Committee meeting, the consultant team facilitated a workshop to identify committee preferences regarding the draft goals of the Comprehensive Plan.

During the first part of the exercise, the team presented draft goals to the Committee that were formulated based on community input received during previous meetings. This presentation included an explanation of how the goals fit within the proposed structure of the Comprehensive Plan. The Steering Committee members were then given a list of the draft goals and divided into groups. The groups were instructed to review, discuss and revise the draft goals to reflect what they believed address Norman’s needs and desires.

The following three sections:

1. List the draft goals as originally proposed;
2. Identify all revisions suggested by the Steering Committee break-out groups; and
3. Summarize the main themes emerging from the Steering Committee Suggestions.

Revised goals will be presented at Steering Committee Meeting #4 on December 7th, and will provide the basis for the discussion about specific, measurable objectives for each goal.
Proposed Draft Goals

The draft goals that were presented to the Committee are listed below. The Comprehensive Plan topics and corresponding goals were categorized into the three vision themes (Connected and Complete Neighborhoods, Healthy and Equitable, and Sustainable and Resilient).

Connected and Complete Neighborhoods

Community Character/Design: Promote development and redevelopment with distinct characteristics that preserve and enhance Norman’s unique character.

Future Land Use: Achieve a balance of land uses that offer a variety of housing, economic and employment options, accommodates future growth, and provides amenities to support the overall health, welfare and prosperity of the community.

Transportation and Mobility: Implement Norman’s Transportation Plan to create a multimodal transportation network that offers a wide range of mobility choices.

Housing and Neighborhood Revitalization: Encourage housing diversity, long term stability and reinvestment within Norman’s neighborhoods.

Healthy and Equitable

Community Health and Recreation: Foster active and healthy living through a system of parks, trails, open space and recreational amenities that promote wellness initiatives and allow access to healthy goods and services.

Culture, Arts and Education: Support and celebrate Norman’s identity, diversity, creativity, and educational assets and opportunities.

Sustainable and Resilient

Sustainability: Maintain a sustainable community through the protection of the environment and the responsible use of water and natural resources.

Resiliency: Ensure the community’s ability to adapt to and recover from economic crisis, natural disaster, or other adversity.

Economic Development: Provide a stable, innovative, collaborative and diversified economic environment that supports a range of well-paying jobs.

Infrastructure: Ensure the provision of utilities that adequately meet Norman’s forecasted growth demands in appropriate and targeted areas.
Draft Goals Revised by the Steering Committee

The following list is a compilation of the revisions made by all the groups. The original draft goal is shown in red.

Connected and Complete Neighborhoods

**Community Character/Design:** Promote development and redevelopment with distinct characteristics that preserve and enhance Norman’s unique character.

- Promote distinct development and redevelopment opportunities that preserve and enhance Norman’s **individual and unique districts**.
- Promote development and redevelopment with **distinct neighborhoods** and districts with characteristics that preserve and enhance Norman’s unique character.
- Promote development and redevelopment with distinct characteristics that preserve and enhance the character of **each of Norman’s neighborhoods** with the understanding that **one size does not fit all**.
- Promote development and redevelopment with distinct characteristics that preserve and enhance Norman’s unique character **and include rural districts that are ecologically significant**.
- Promote development and redevelopment with distinct characteristics that preserve and enhance Norman’s unique **neighborhoods**.

**Future Land Use:** Achieve a balance of land uses that offer a variety of housing, economic and employment options, accommodate future growth, and provide amenities to support the overall health, welfare and prosperity of the community.

- Achieve a balance of land uses that offer a variety of housing, economic and employment options, accommodates future growth, and provides amenities to support the overall health, welfare and prosperity of the community **and environment**.
- Achieve a balance of land uses that offer a variety of housing, economic and employment options, accommodate growth, and provides amenities to support the overall health, welfare and prosperity of the community **into the future**.
- Achieve a balance of land uses that offer a variety of housing, **services, employment opportunities and encourage use of existing buildings**.

**Transportation and Mobility:** Implement Norman’s Transportation Plan to create a multimodal transportation network that offers a wide range of mobility choices.

- Implement Norman’s Transportation Plan to create a multimodal transportation network that offers an **integrated** wide range of mobility choices.
- Implement Norman’s Transportation Plan to create a multimodal transportation network that offers a wide range of mobility choices **and access**.
• Implement Norman’s Transportation Plan to create a multimodal transportation network that offers a wide range of mobility choices and provide access to services at a minimum.
• Implement Norman’s transportation plan to create an integrated multi-modal transportation network that offers a wide range of mobility choices. The plan should promote and support projected future land use.
• Implement Norman’s Transportation Plan to create a multimodal transportation network that offers and prioritizes a wide range of mobility choices and connects regionally.
• Implement Norman’s Transportation Plan to create a multimodal transportation network that prioritizes walking, biking, and non-motorized modes of transportation.

**Housing and Neighborhood Revitalization:** Encourage housing diversity, long term stability and reinvestment within Norman’s neighborhoods.

- Encourage the development of amenity-rich neighborhoods and districts – Go Local!
- Encourage aging in place and age-friendly neighborhoods and districts.
- Encourage housing diversity, long term vitality and adaptability and reinvestment within Norman’s neighborhoods.
- Encourage housing diversity, long term stability and reinvestment within Norman’s neighborhoods and incorporate adaptive reuse/community revitalization.
- Encourage housing diversity, long term stability and reinvestment within each of Norman’s neighborhoods.

**Healthy and Equitable**

**Community Health and Recreation:** Foster active and healthy living through a system of parks, trails, open space and recreational amenities that promote wellness initiatives and allow access to healthy goods and services.

- Facilitate access to healthy goods, needed services and healthcare through community partnerships.
- Foster active and healthy living through a system of parks, trails, green space and recreational amenities that promote wellness initiatives and allow access to healthy goods and services.
- Inform, educate and inspire active and healthy living through a system of parks, trails, open space and recreational amenities that promote wellness initiatives and allow access to healthy goods and services.
- Promote wellness, foster active and healthy living through a system of parks, trails, open space, and recreational amenities and allow access to healthy goods and services.
- Encourage events and programs for healthy living.
**Culture, Arts and Education:** Support and celebrate Norman’s identity, diversity, creativity, and educational assets and opportunities.

- Support and celebrate Norman’s arts, identity, diversity, and creativity.
- Support and celebrate Norman’s identity, diversity, creativity, and educational assets and opportunities in partnership with the University of Oklahoma.
- Support and celebrate Norman’s identity, socio-economic diversity, creativity, and educational assets and opportunities.
- Celebrate Norman’s identity, diversity, creativity, and educational assets and opportunities.

**Education (new goal):**

- Invest in an equitable, accessible, and diverse range of educational opportunities and assets that provide for lifelong learning.
- Capitalize on Norman’s rich educational assets, including the University of Oklahoma, Norman Public Schools and the Moore Norman Technology Center, and foster partnerships between the institutions and the community.
- Achieve a successful partnership with the University of Oklahoma.

**Sustainable and Resilient**

**Sustainability:** Maintain a sustainable community through the protection of the environment and the responsible use of water and natural resources.

- Maintain a sustainable community with green infrastructure through the protection of the environment and the responsible use of water and natural resources, as well as maintain a high level of services provided by the City.
- Protect the environment through the responsible use of water and natural resources.

**Natural Resources (rename Sustainability goal):**

- Maintain a sustainable community through the protection of the environment and the responsible use of water and other natural resources.

**Resilience:** Ensure the community’s ability to adapt to and recover from economic crisis, natural disaster, or other adversity.

- Prepare the community to adapt to and recover from economic crisis, natural disaster, climate variability or other adversity.
- Encourage “Risk” management to ensure the community’s ability to adapt to and recover from economic crisis, natural disaster, or other adversity.
**Economic Development:** Provide a stable, innovative, collaborative and diversified economic environment that supports a range of well-paying jobs.

- *Promote* a dynamic, innovative, collaborative and diversified economic environment that supports a range of *employment opportunities and sustains tax revenue*.
- *Promote an entrepreneurial,* innovative, collaborative and diversified *employer base* that supports a range of *quality jobs with job satisfaction*.
- *Promote* an innovative, collaborative and diversified economic environment that supports a range of well-paying and *entry-level quality jobs*.
- Provide a stable, innovative, collaborative and diverse economic environment that *welcomes (incentivizes)* and supports a range of well-paying jobs.
- Provide a stable, innovative, collaborative and diversified economic environment that supports a range of well-paying jobs *as well as a robust retail and commercial base*.

**Infrastructure:** Ensure the provision of utilities that adequately meet Norman’s forecasted growth demands in appropriate and targeted areas.

- *Develop public services and infrastructure* adequately to meet *forecasted/actual growth demands throughout the community*.
- *Provide the physical and technological framework* to support Norman’s forecasted growth.
- Ensure that *adequate infrastructure* meets Norman’s forecasted growth.
- Incorporate cooperation and partnership with the university.
- Ensure the provision of utilities *and public services as well as police and fire protection and road and park maintenance* that adequately meet Norman’s forecasted growth demands in appropriate and targeted areas.
- Ensure the provision of utilities that adequately *exceed* Norman’s forecasted growth demands in appropriate and targeted areas.

**Innovation (new topic and goal)**

- *Advance knowledge creation and dissemination to drive the innovation of new products and services that benefit the community.*
- *Promote a culture of innovation to propel economic growth.*
Emerging Items to Incorporate into the Goals
The following list is a summary of the main revision ideas provided by the Steering Committee. The original draft goal is shown in red.

**Connected and Complete Neighborhoods**

**Community Character/Design:** Promote development and redevelopment with distinct characteristics that preserve and enhance Norman’s unique character.

- Individual and unique districts
- Distinct neighborhoods
- Understanding that one size does not fill all
- Ecologically significant rural districts

**Future Land Use:** Achieve a balance of land uses that offer a variety of housing, economic and employment options, accommodate future growth, and provide amenities to support the overall health, welfare and prosperity of the community.

- The environment
- Look into the future
- Encourage use of existing buildings

**Transportation and Mobility:** Implement Norman’s Transportation Plan to create a multimodal transportation network that offers a wide range of mobility choices.

- An integrated network
- Access to services
- Promote and support projected future land use
- Prioritize walking, biking and other non-motorized modes
- Connects regionally

**Housing and Neighborhood Revitalization:** Encourage housing diversity, long term stability and reinvestment within Norman’s neighborhoods.

- Amenity-rich neighborhoods and districts
- Support local businesses and services
- Aging in place
- Age-friendly neighborhoods and districts
- Long-term adaptability and vitality
- Adaptive reuse/community revitalization
Healthy and Equitable

**Community Health and Recreation:** Foster active and healthy living through a system of parks, trails, open space and recreational amenities that promote wellness initiatives and allow access to healthy goods and services.

- Community partnerships
- Green space
- Inform, educate and inspire active and healthy living
- Encourage events and programs for healthy living

**Culture, Arts and Education:** Support and celebrate Norman’s identity, diversity, creativity, and educational assets and opportunities.

**Culture and Arts (separate goal)**

- Support and celebrate the arts
- Partnership with the University of Oklahoma
- Socio-economic diversity

**Education (separate goal)**

- Invest in an equitable, accessible, and diverse range of educational opportunities and assets that provide for lifelong learning.
- Partner with the University of Oklahoma Norman Public Schools and the Moore Norman Technology Center

Sustainable and Resilient

**Sustainability:** Maintain a sustainable community through the protection of the environment and the responsible use of water and natural resources.

**Sustainability/Natural Resources (rename goal)**

- Green infrastructure
- High level of services provided by the City
- Include other natural resources
- Protect the environment

**Resilience:** Ensure the community’s ability to adapt to and recover from economic crisis, natural disaster, or other adversity.

- Include recovery from climate variability
- Include “Risk” management efforts
**Economic Development:** Provide a stable, innovative, collaborative and diversified economic environment that supports a range of well-paying jobs.

- Sustain tax revenue
- Promote entrepreneurship
- Quality jobs with job satisfaction
- Entry-level jobs
- Incentivize a range of well-paying jobs
- Robust retail and commercial base
- Diversified employer base

**Infrastructure:** Ensure the provision of utilities that adequately meet Norman’s forecasted growth demands in appropriate and targeted areas.

- Public services
- Meet forecasted/actual growth
- Provide infrastructure throughout the community
- Provide both a physical and technological framework
- Ensure police and fire protection, and road and park maintenance
- Exceed Norman’s forecasted growth demands

**Innovation (new topic):**

- Advance knowledge creation and dissemination to drive the innovation of new products and services that benefit the community.
- Promote a culture of innovation to propel economic growth.
3. APPENDIX

Agenda

Steering Committee
Meeting #3 Agenda

October 12, 2016
6:00pm-8:30pm
Lowry Room at Norman Public Library

Meeting Objectives
• Process Update
• Review of Values, Vision, and Guiding Principles
• Workshop on Plan Element Goals

6:00 pm    Welcome and Introductions
6:05 pm    Process Update
6:10 pm    Presentation of Values, Vision, and Guiding Principles (MIG)
6:25 pm    Discussion: Values, Vision, and Guiding Principles (MIG)
7:00 pm    Presentation and Work Session: Plan Element Goals (FN)
            • Small Group Break-Outs
8:25 pm    Concluding Thoughts and Next Steps
8:30 pm    Meeting Close
Detailed Comments
Below are the comments recorded on the “wall graphic” and by Steering Committee members on sticky notes during the facilitated small group discussions.

Vision
- “Norman integrates opportunities for all its citizens to work, play, live, and learn in an inclusive, sustainable city.”
- Include commercial, industrial; emphasize educational
- Not enough of a vision
  - ‘Aspires to be’ vs. ‘is’
- Needs to be more aggressive and creative
  - Too static
- What do we mean by diverse?
  - Socio-economic (needs housing choice)
  - Employment options
  - Everyone feels welcome/inclusive
  - Cultural activities
  - Religious
  - Disabilities
  - Committees
  - LGBT
- Inclusive should be part of the vision – include our full diversity
- Create Districts / unique areas
- Too long and too specific
  - Needs to be more poetic
  - Need rifle approach vs shotgun approach
- OU needs to be a bigger focus

Connected and Complete Neighborhoods
- Connections within and between neighborhoods
  - Accessibility
  - Transit and Auto
  - Prioritization and hierarchy of modes
  - Vancouver approach?
- Need commercial businesses that will sustain the community
  - Need a reasonable balance
  - Large scale retailers site design can be in conflict with walkability
  - Better integrate with neighborhoods
- Include OU as a neighborhood
  - Connectivity – But OU not coordinated with City
- Focus on transitions
  - Walmart site vs Sprouts
  - Plan to be flexible / nimble and responsible
- Housing Choice very crucial
  - Cost, Location and Types

**Sustainable and Resilient**
- Balance of unique – local and national retailers
- Address concerns of a community that runs on sales tax
  - Not just jobs, focus on employers

**Guiding Principles**
- High level makes more sense as long-term evaluation criteria
- Plan for people
  - Should this capture growth? Diversity?
  - Too general
  - Can’t wrap our arms around it
  - Unnecessarily vague
  - Who? Most of Norman / OU/ Rural
  - Change to “Plan for communities”?
- Proactively manage for balanced growth
  - What do we mean by ‘balanced’?
  - Metrics
    - Housing
    - Employment
    - Physical Space
    - Urban/Rural
    - Natural Resources/Water constraints
- Provide a greater range of housing and transportation choices
  - Substitute ‘mobility’ for ‘transportation’
- Create amenity rich places
  - Make sure to define amenities
  - Acknowledge different neighborhoods will want a different mix
  - “desired amenities”
- Develop a multi-layered transportation system
  - Multi-layered vs multi modal (or inter modal?)
  - How to address effect of Uber/Lyft, autonomous cars
- Maintain high quality education and lifelong learning opportunities
  - Need to mention OU specifically?
- Foster economic vitality and diversity
  - Also mention / focus on innovative research and development, business creation, civic and non profit work
- Conserve and protect water resources
  - Add “plus other natural resources”
  - Diversify sources / regional solutions
- Nurture Norman as a premier arts and cultural destination
  - Sports is a part of the culture and a key economic engine
  - Also recreation (community asset)
  - Sports and OU sports a differentiator
• Should we create a 10th GP related to OU? Education? Job Generation? Vibrant, intellectual, creative, energy, etc.

Goals
• Community character and design
  o One size does not fit all
• Split off education as separate plan element
• Replace ‘stable’ in economic development
• Proposed new element: “Innovation”
• Commercial revitalization
  o Adaptive reuse
• Relationship with OU
Keypad Polling Results

How well does this statement match your vision for Norman?

A. Extremely Well
B. Pretty Well
C. Not Well
D. Not at all

How well does guiding principle #1: plan for people contribute to an evaluation framework for plan recommendations and future opportunities?

A. Extremely Well
B. Pretty Well
C. Not Well
D. Not at all
How well does guiding principle #2: proactively manage for balanced growth contribute to an evaluation framework for plan recommendations and future opportunities?

A. Extremely Well
B. Pretty Well
C. Not Well
D. Not at all

How well does guiding principle #3: provide a greater range of housing and transportation choices contribute to an evaluation framework for plan recommendations and future opportunities?

A. Extremely Well
B. Pretty Well
C. Not Well
D. Not at all
How well does guiding principle #4: create amenity rich places contribute to an evaluation framework for plan recommendations and future opportunities?

A. Extremely Well
B. Pretty Well
C. Not Well
D. Not at all

How well does guiding principle #5: develop a multi-layered transportation system contribute to an evaluation framework for plan recommendations and future opportunities?

A. Extremely Well
B. Pretty Well
C. Not Well
D. Not at all
How well does guiding principle #6: maintain high quality education and lifelong learning opportunities contribute to an evaluation framework for plan recommendations and future opportunities?

A. Extremely Well
B. Pretty Well
C. Not Well
D. Not at all

How well does guiding principle #7: foster economic vitality and diversity contribute to an evaluation framework for plan recommendations and future opportunities?

A. Extremely Well
B. Pretty Well
C. Not Well
D. Not at all
How well does guiding principle #8: conserve and protect water resources contribute to an evaluation framework for plan recommendations and future opportunities?

A. Extremely Well
B. Pretty Well
C. Not Well
D. Not at all

How well does guiding principle #9: nurture Norman as a premier arts and cultural destination contribute to an evaluation framework for plan recommendations and future opportunities?

A. Extremely Well
B. Pretty Well
C. Not Well
D. Not at all