

CITY OF NORMAN, OKLAHOMA
CITY COUNCIL COMMUNITY PLANNING AND
TRANSPORTATION COMMITTEE AGENDA

Municipal Building Multi-Purpose Room
201 West Gray

Monday, January 28, 2013

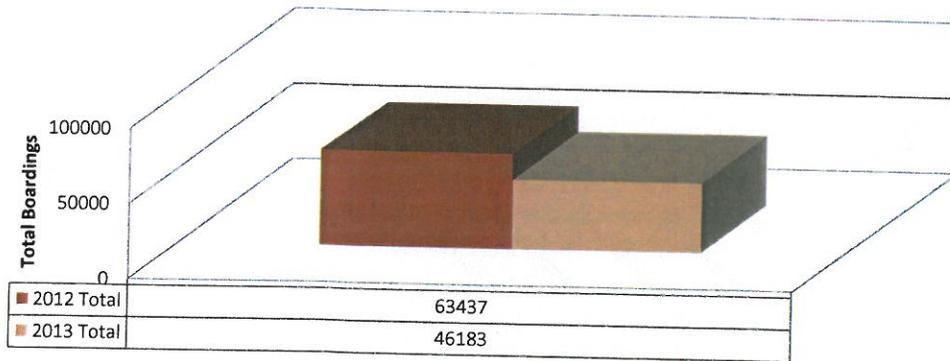
5:30 P.M.

- 1. CART RIDERSHIP REPORT INCLUDING SAFERIDE AND EXTENDED SERVICE.**
- 2. CONTINUED DISCUSSION REGARDING A DRAFT ORDINANCE ESTABLISHING A HIGH DENSITY RESIDENTIAL ZONING DISTRICT.**
- 3. UPDATE REPORT REGARDING THE CITY OF NORMAN WAYFINDING SIGNAGE STUDY.**
- 4. MISCELLANEOUS DISCUSSION.**

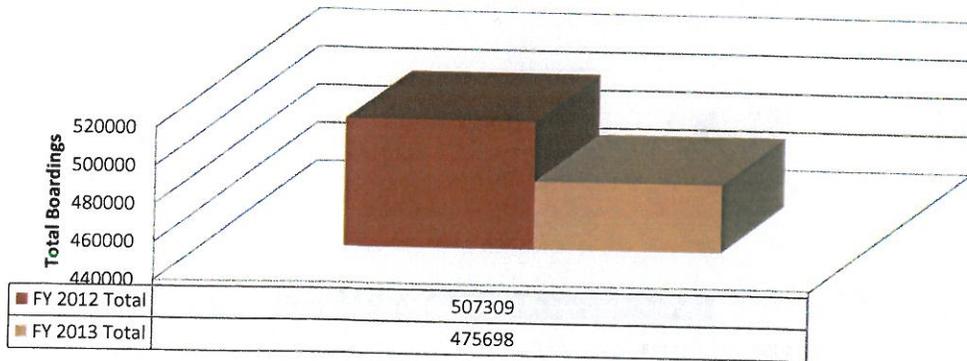
ITEM 1

CART RIDERSHIP REPORT

December Fixed-Route Total Ridership

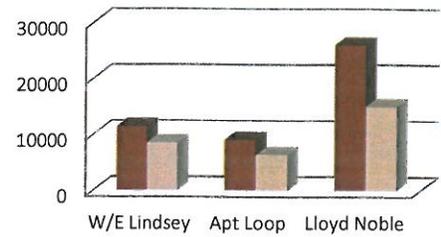
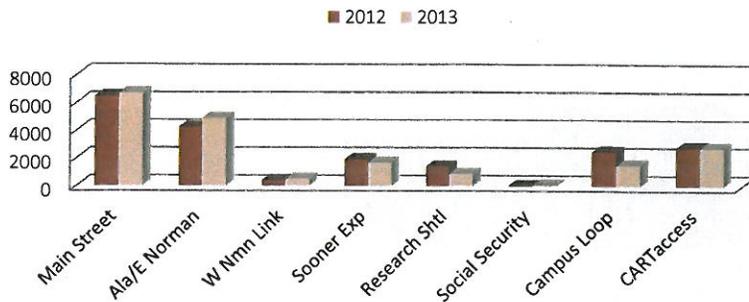


Year-to-Date Fixed-Route Total Ridership

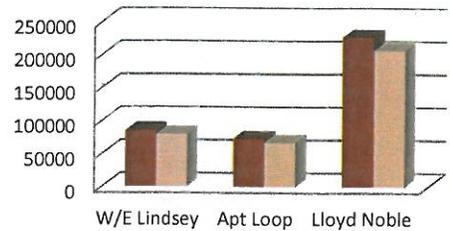
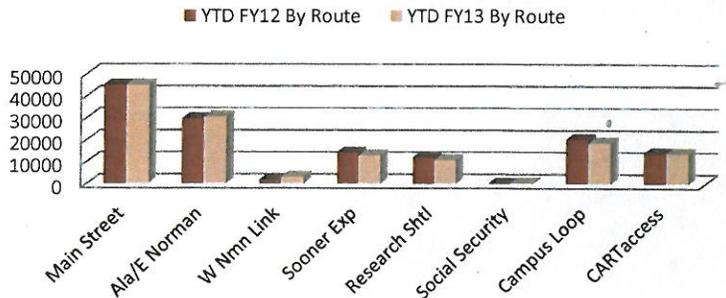


	Dec-11	Dec-12	% Change		YTD FY12	YTD FY13	% Change
Monthly Total	63437	46183	-27%	Annual Total	507309	475698	-6%
Days of Service	24	25	4%		146	146	0%

December Ridership by Route



Year-to-Date Ridership by Route



	Dec-11	Dec-12	% Change		YTD FY12	YTD FY13	% Change
Main Street	6448	6678	4%	Main Street	44967	45092	0%
Ala/E Norman	4218	4858	15%	Ala/E Norman	29577	30443	3%
W Nmn Link	401	497	24%	W Nmn Link	1797	3201	78%
Sooner Exp	1913	1692	-12%	Sooner Exp	14185	12981	-8%
Research Shtl	1415	877	-38%	Research Shtl	11902	10867	-9%
Social Security	31	58	87%	Social Security	274	503	84%
Campus Loop	2463	1501	-39%	Campus Loop	20279	18686	-8%
CARTaccess	2772	2745	-1%	CARTaccess	13967	14006	0%
W/E Lindsey	11447	8550	-25%	W/E Lindsey	85148	79392	-7%
Apt Loop	9065	6394	-29%	Apt Loop	72390	67273	-7%
Lloyd Noble	26036	15078	-42%	Lloyd Noble	226790	207260	-9%

ITEM 2

DRAFT ORDINANCE ESTABLISHING A HIGH DENSITY RESIDENTIAL ZONING DISTRICT



TO: Chairman and Members of the Community Planning and Transportation Committee

FROM: Susan F. Connors, AICP *SFC*
Director of Planning and Community Development

RE: Development of High Density Zoning District

DATE: January 28, 2013

BACKGROUND

At the December 17, 2012 Community Planning and Transportation (CPT) Committee meeting, members discussed the content of a draft high density residential zoning district that staff is developing at the committee's request. The content of the district is based on public input gathered during the high density summer discussion series and on continuing staff research and CPT committee comment.

During the discussion, members weighed potential conflict between honoring public input favoring less high density and lower building heights with developer's stated requirements for economic viability if design parameters were too restrictive. During public comment, residents of neighborhoods adjacent to Campus Corner spoke of the importance of not allowing new development to overwhelm the existing sense of place of Campus Corner and surrounding areas. Members of Norman's development and business community and developers seeking to build high density residential in the Campus Corner area asked for a specific height limit of 75 feet as opposed to defining height by number of stories. They advocated for the use of Floor-to-Area Ratio (FAR) as a flexible method for regulating building height and mass.

Committee members asked staff to research a numerical definition for the height of a story, to continue investigation of density or FAR as a regulatory technique, and to continue research on issues surrounding the economic viability of high density development in Norman. Lastly the committee asked staff to develop a map for the next meeting more clearly defining a boundary for Campus Corner.

In order to provide City Council with a broader picture from which to make future policy decisions, during the past month staff has consulted with development professionals to gather information about what works and what doesn't when building high density residential developments. We consulted with the firm Ochsner Hare and Hare (OHH), asking them to prepare detailed economic analyses of potential development scenarios that are discussed in detail below.

We toured Richard McKown's Level Urban Apartments in Oklahoma City, a high density, mixed use development he has nearly completed near Bricktown and Deep Deuce. On the 2.66-acre site, which includes 228 studio, 1BR and 2BR

office memorandum

units, McKown found that a four-story building that wraps around an interior parking structure was most economically feasible to build and also created the most attractive streetscape for this urban setting. Level also includes two 2,700-square foot ground-floor commercial units: Native Roots Grocery and a restaurant space that is under construction. Though the development is not yet complete, Level is fully leased with a waiting list of prospective tenants.

Staff also interviewed former two-term Austin, Texas City Council member Brewster McCracken, who was on Council during the time that high density developments targeting students were first being considered in the area west of the University of Texas campus.

McCracken touted the success of multiple West Campus high density developments in Austin, but stressed that before they were built, the city developed an overlay district for high density infill with broad citizen participation and support. The plan established which areas were suitable for higher density redevelopment and which lower density residential areas would be protected. McCracken concludes that having this plan and the overlay zone has allowed strategic redevelopment to proceed with community support and has given property owners confidence that single-family neighborhoods will be protected.

The research outlined in this memo deals most specifically with issues related to development of high density in Campus Corner rather than in other parts of central Norman. This is because recent interest in high density development in Norman has focused in and around Campus Corner so that is the area for which data on development costs is most readily available.

CAMPUS CORNER AREA

Committee members asked staff to provide a map of Campus Corner as a basis for discussion. Campus Corner has never been defined as a district with specific boundaries. Rather it is a district defined by local custom, land use and zoning. Exhibit A is a map depicting two views of Campus Corner boundaries: the Norman 2025 Land Use Plan and Campus Corner as defined by land use as observed by City staff (Exhibit A).

The residential area east of Campus Corner between DeBarr east to the railroad tracks is often referred to as the DeBarr Neighborhood. For CDBG purposes the area is also included in the Larsh-Miller Neighborhood. Though not a locally designated historic district, the DeBarr District was listed on the National Register of Historic Places in 1991. It is an area influenced by Campus Corner and staff is suggesting that regulations that pertain to Campus Corner should be extended to this area.

OHH ANALYSIS

Staff asked the firm OHH to analyze the economic viability of high density residential development in Campus Corner because they are very familiar with Norman having worked with the City on the Porter Avenue Corridor planning

effort in 2008-2010. With a 30+-year track record working with developers throughout the region and the country, OHH was able to serve as a neutral analyst of data provided to staff by developers currently seeking to build high density residential developments in the Campus Corner area.

OHH established a set of assumptions as a basis to perform cash-flow analyses of data provided to City staff by B3 Group, the Elsey Brothers and BLW Architects. These assumptions were tested against achievable rents and amenities demonstrated at Crimson Park, an existing apartment development in Norman. Using those assumptions, OHH conducted a variety of multi-year cash flow analyses based on building heights of four and five stories.

Assumptions

- Land acquisition costs based on developer-provided information
- One-acre site
- Building at 100% lot coverage
- Unit sizes and rents based on developer-provided projections
- A unit mix of roughly 1/3 each of studio, 1BR and 2BR units based on developer-provided projections
- Parking all in a garage; one stall per bedroom
- Financing between 3.5-4.5%
- Seeking industry standard internal rate of return (IRR) of 18% over 18 years as “reasonable”, understanding that some projects can/do work with lesser IRR

Why Four-to-Five Stories?

Four and five stories were tested because that is the maximum feasible height for “stick” or wood construction which could include a concrete podium. A concrete podium can be the base of a building or it can serve as a ground floor parking structure. Buildings above five stories require concrete and steel construction which changes the cost dynamics of a project, adding between \$5-\$12/square-foot to total construction costs.

There was a request made by developers that the allowed height be 75 feet. This is the height allowed before a building is designated as a “High-Rise Building” in the International Building Code (IBC). A “High-Rise Building” must comply with additional regulations in the IBC such as construction type, emergency systems, and elevator installation.

How Tall is a Story?

In most cases, a ground story is between 12-16 feet tall. Upper stories are between 10-13 feet tall. Using these assumptions, the tallest 4-story building would be a maximum of 55 feet high. The tallest 5-story building would be 68 feet high.

OHH created 18 multi-year cash flow scenarios based on data provided to City staff by the three developers, with reference to achievable rents at an existing

Norman apartment development, Crimson Park. Among the 18 scenarios, OHH identified seven that generated positive cash flow or IRR.

Scenario #	Stories	Units/acre	IRR	Finance	Other
12	4	148	13.3%	3.5%	30-year mortgage
12A	4	148	22.2%	3.5%	Assumes \$1 land acquisition
13	4	148	9.5%	4.5%	Sale at end of year 10
14	5	175	12.7%	3.5%	30-year mortgage
15	4	148	11.5%	3.5%	30-year mortgage
16A	4	60	11.5%	3.5%	Assumes \$1 land acquisition
17A	4	80	12.5%	3.5%	Assumes \$1 land acquisition

OHH Findings

- By surveying many developments in many US markets over the past several years, OHH found that an assumed IRR of 18% is the industry standard of economic viability for high density residential/mixed use projects.
- OHH found that the number of units and the height of buildings affect a project's economic viability to a point but beyond that point do not generate higher IRR. e.g. Scenarios 12 and 14 are both financed with 30-year mortgages at 3.5%. Scenario 12 with 148 units generates 13.3% IRR; Scenario 14 with 175 units generates IRR of 12.7%.
- On otherwise identical scenarios, selling at the 10-year mark generates a lower IRR than holding onto the property for 18 years.
- Only Scenario 12A generated an IRR above 18%, making identical assumptions to Scenario 12, with an IRR of 13.3% except that Scenario 12A assumed land acquisition cost of \$1.
- Scenarios 16A and 17A demonstrate that it is possible to generate a modest positive cash flow with fewer dwelling units per acre (du/ac)—60 or 80, respectively, roughly half the density of the other scenarios—if land costs are set at \$1.

OHH Observations Regarding High Density Development

Informed by the economic analysis, OHH staff made several observations about the prospect of high density development:

- Four primary factors drive the of cost of development, particularly in Campus Corner:
 - _ Parking garage construction (\$13,000-\$17,000/stall-\$350,000/ level)
 - _ Land costs

- _ Density
- _ Height
- A building height of 55-60 feet (4 stories) would be the minimum height in Campus Corner allowing projects that could be economically viable.
- If 100% lot coverage is allowed so that developers can reach economic goals, then open space requirements can only be met through the use of elevated devices such as balconies and roof-top gardens.
- If the community is to gain any benefit from higher density development at 100% coverage, the architecture must be high quality. Developers themselves also gain value from high quality design.
- The use of setbacks as a technique to allow additional height while preserving the street wall will negatively effect the overall economic viability of a project.
- Scenario 12A suggests that a unit total between 120-148 units could be economically viable at 18% or above IRR and could be realistic in the current market provided that land costs could be removed from the transaction.
- OHH recommends the administration of higher density zoning in Norman through the use of community-supported design guidelines administered by a Council-appointed Design Review Committee or Architectural Review Board.

PROS AND CONS OF FLOOR-TO-AREA (FAR) VERSUS SPECIFIC DEFINITION OF DENSITY

What is FAR?

Floor-to-Area Ratio is a ratio of a building's floor space compared to total area of a site. It is primarily used to control the overall bulk of buildings and to determine how much of a lot can be covered relative to the height of a building on that lot (Exhibits B-1--B-10). For example, an allowable FAR of 2.0 could mean any of the following are possible development scenarios:

- _ 2-story building over entire site
- _ 4-story building over half the site
- _ 8-story building over one-quarter of the site

The use of FAR began in the early 20th Century in cities with many tall buildings as a way to preserve sunlight into adjacent buildings and onto adjacent streets.

What is a Specific Definition of Density?

Specific definitions of density—e.g. 30 du/ac —is a method of setting limits on the density in a specific area or zoning district. Currently in Norman only the MUD zoning district defines density limits to 30 du/acre.

Since the 1920s, conventional zoning wisdom has held that limiting the density of a district preserves quality of life in that place. However using du/acre can convey a false sense of control over actual density because this measurement addresses neither the number of bedrooms per unit nor the number of cars associated with those bedrooms.

As the table below demonstrates, both methods have strengths and limitations. Neither method addresses height limits for buildings nor do they control any issues related to the compatibility of the building with its surrounding context.

FAR		Density Definition	
Pros	Cons	Pros	Cons
Provides straightforward limits for developers	Does not address form, design or compatibility	Straightforward; measurement is easily understood	Does not address form, design or compatibility
Controls massing of buildings	Encourages stacking of mass in corners to gain height, especially when used with traditional setbacks	Creates predictable environment and development rhythm, particularly in single-family neighborhoods	Does not limit number of bedrooms per unit
Requires fairly basic calculations	Calculations of gross allowable floor area vs. mechanical space can be complex to determine and administer	Establishes predictable setback requirements	Contributes to sprawl by requiring more land to satisfy demand as well as regulatory requirements
Allows flexibility in how a site can be developed	Treats all parcels equally—e.g. a corner parcel is given same visual importance as an interior parcel		Does not limit traffic congestion; instead pushes development further from city center which generates more car trips
Sets height limit of building relative to mass	Does not include explicit height limits		Treats all parcels equally—e.g. a corner parcel is given same visual importance as an interior parcel
			Limits investors' ability to maximize IRR

CONCLUSIONS

1. The minimum height for a higher density building is four stories in order for the project to be economically viable.
2. A building taller than four stories could potentially add amenities such as ground floor retail or enhanced architectural detailing.
3. Density is used more commonly than FAR in ordinances. Neither is perfect and both need to be accompanied by design guidelines to achieve high quality, compatible development.
4. Design guidelines should be flexible to allow for varied architectural styles.
5. Densities at or above 100 du/acre are more likely to achieve a reasonable IRR.
6. Parking garages are necessary to make projects compact on smaller parcels.
7. Given the right location, residents will walk more to surrounding amenities and adding density will attract additional amenities.
8. Density should be located in the right place and locations should be chosen to protect the surrounding area.
9. The four primary drivers of the cost of high density development are:
 - a. The cost of land
 - b. The density of the project
 - c. The height of the buildings
 - d. The requirement for the parking garage

EXHIBIT A

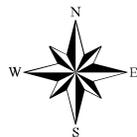


High Density Residential: Campus Corner and DeBarr Neighborhood



Map produced by the City of Norman Geographic Information System.

The City of Norman assumes no responsibility for errors or omissions in the information presented.



0 250 500 Feet

-  Campus Corner
-  DeBarr Neighborhood
-  Parcels

- | | | |
|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
|  Proposed Outer Loop |  Office |  Open |
|  Very Low Density Residential |  Commercial |  Flood Plain |
|  Low Density Residential |  Industrial |  park |
|  Medium Residential |  Institutional |  Lakepool / Floodway |
|  High Density Residential |  County Residential |  Mixed Use |

January 24, 2013

EXHIBIT B-1

Subject Property

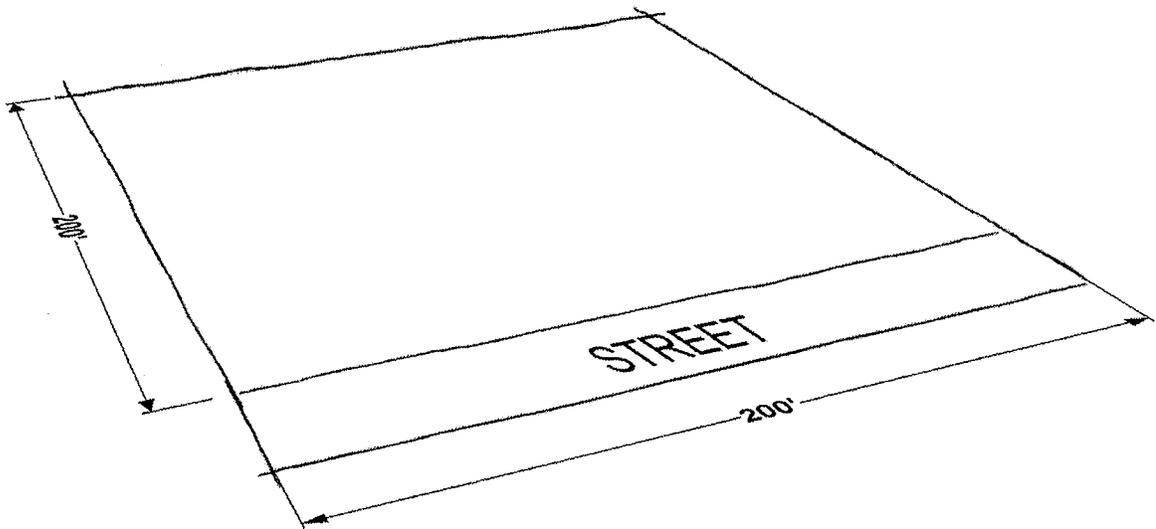


EXHIBIT B-2

FAR 1.0

1 Story Over Entire Site

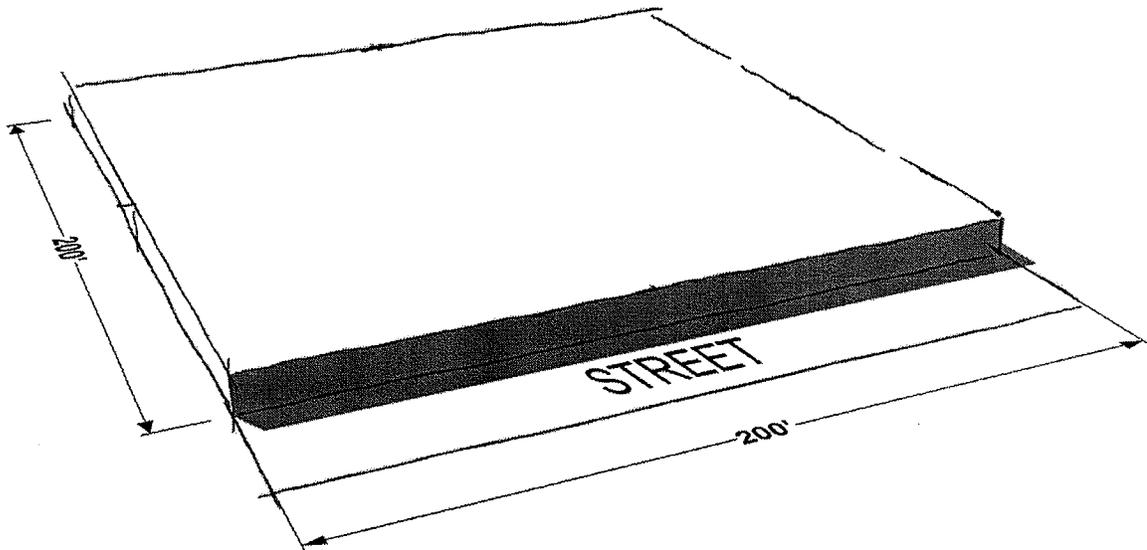


EXHIBIT B-3

FAR 1.0

2 Story on (1/2) Half of Site

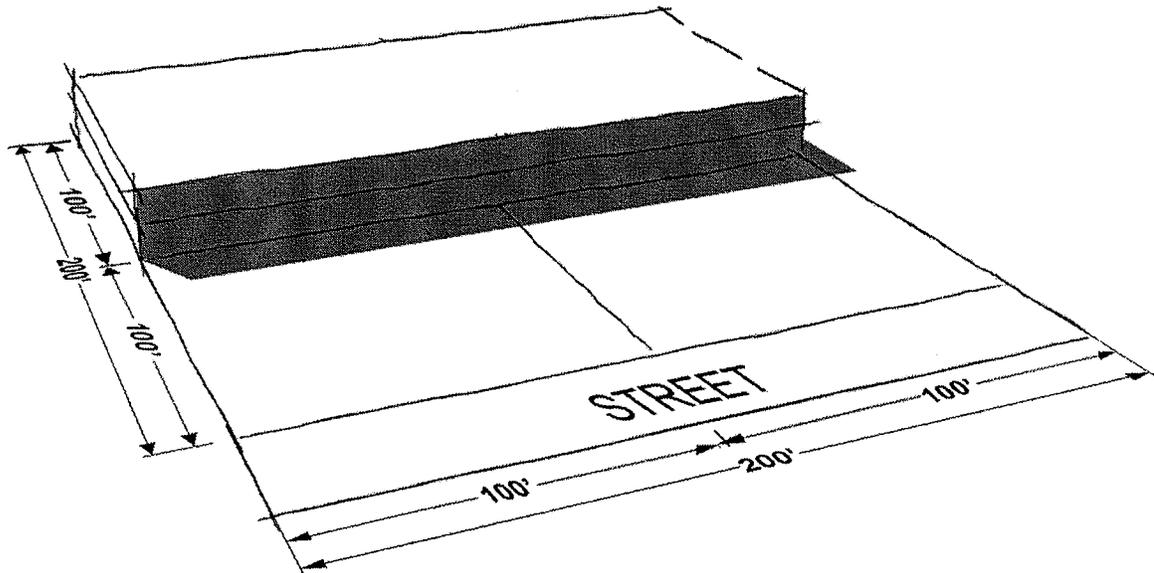


EXHIBIT B-4

FAR 1.0

4 Story on (1/4) One
Quarter of Site

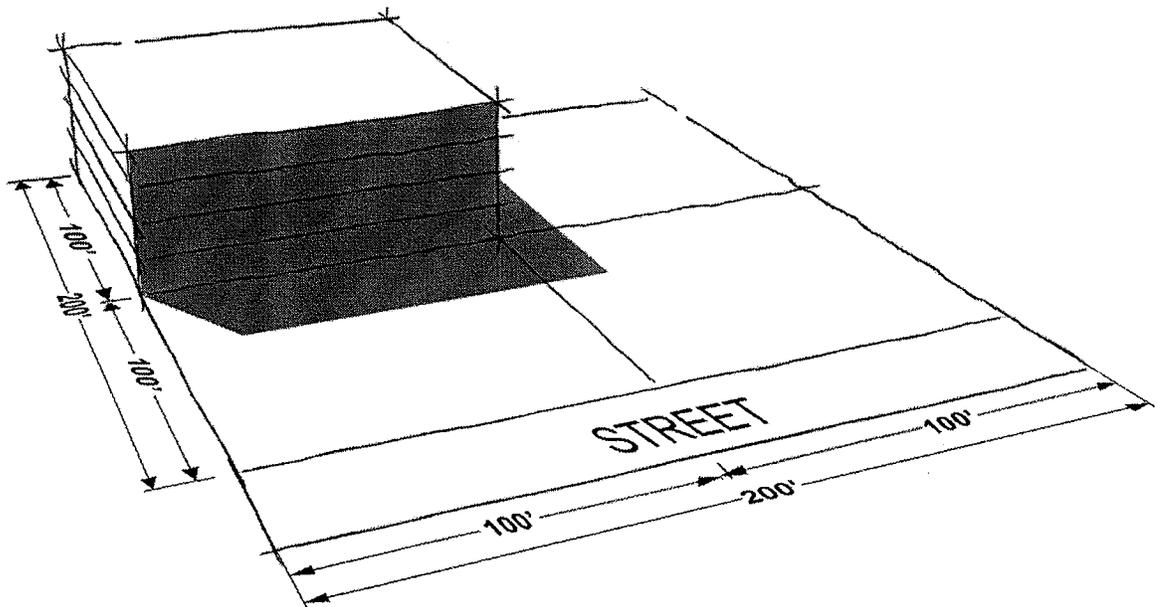


EXHIBIT B-5

FAR 2.0

2 Story Over Entire Site

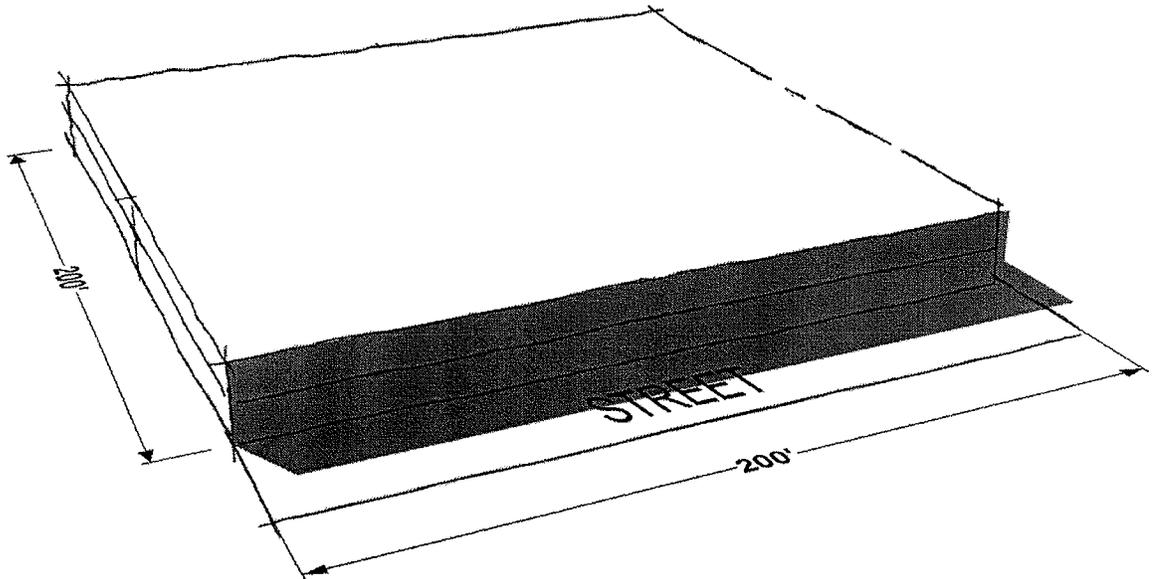


EXHIBIT B-6

FAR 2.0

4 Story Over (1/2) Half of Site

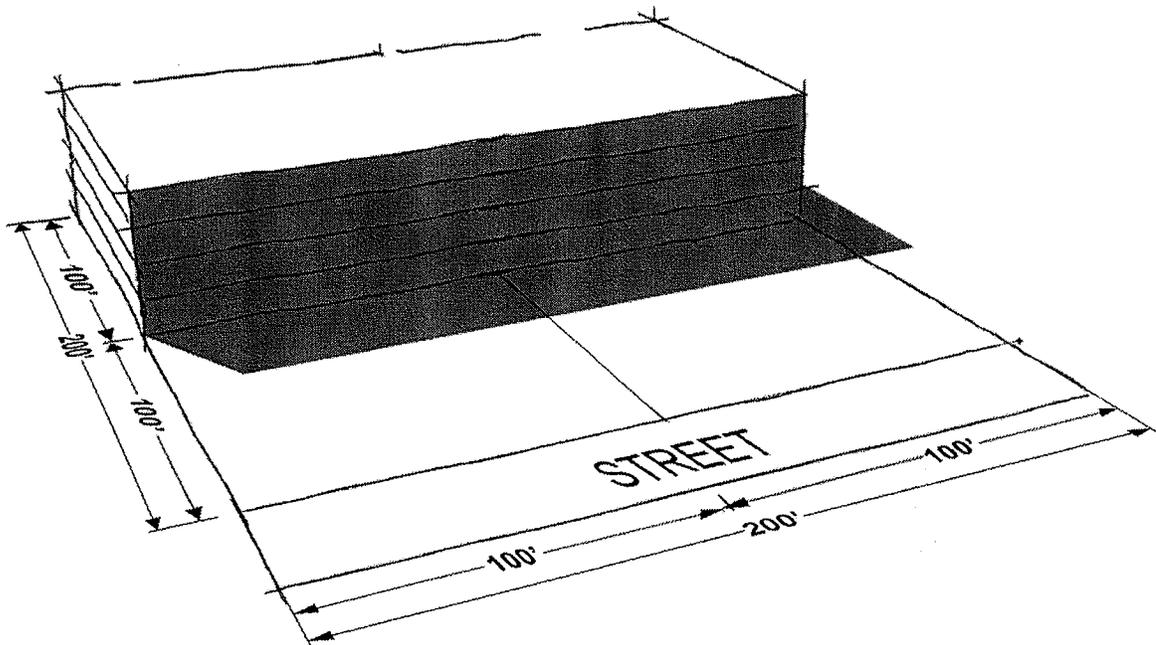
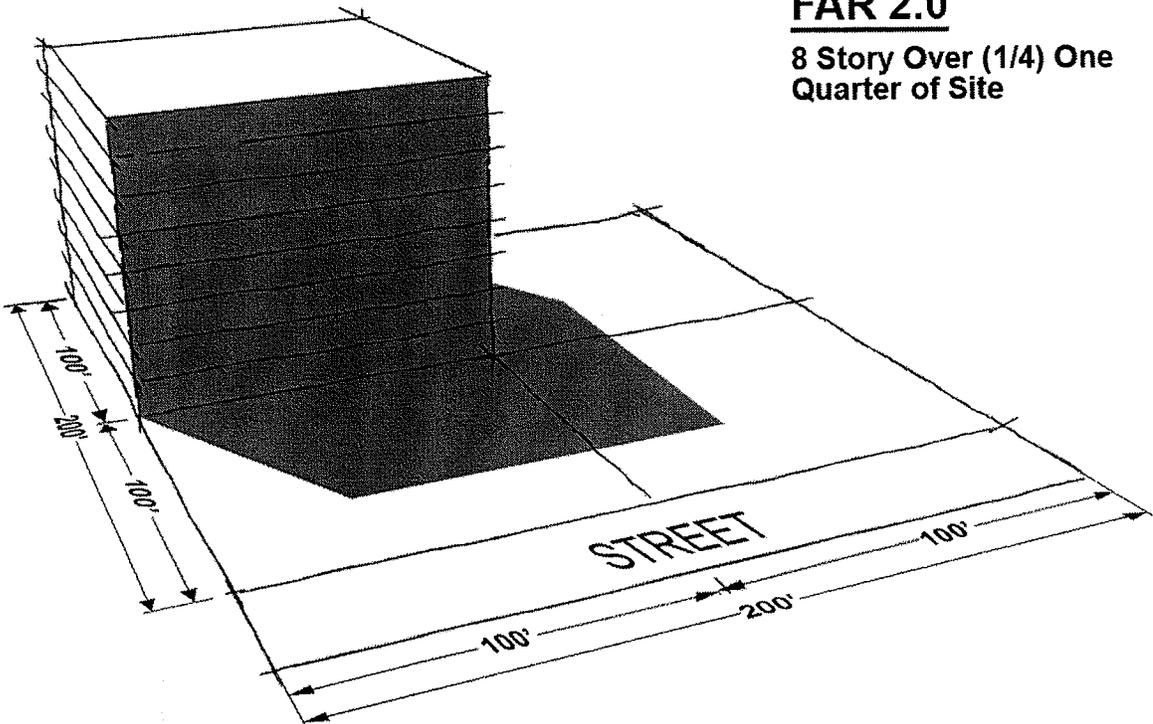


EXHIBIT B-7



FAR 2.0
**8 Story Over (1/4) One
Quarter of Site**

EXHIBIT B-8

FAR 4.0

4 Story Over Entire Site

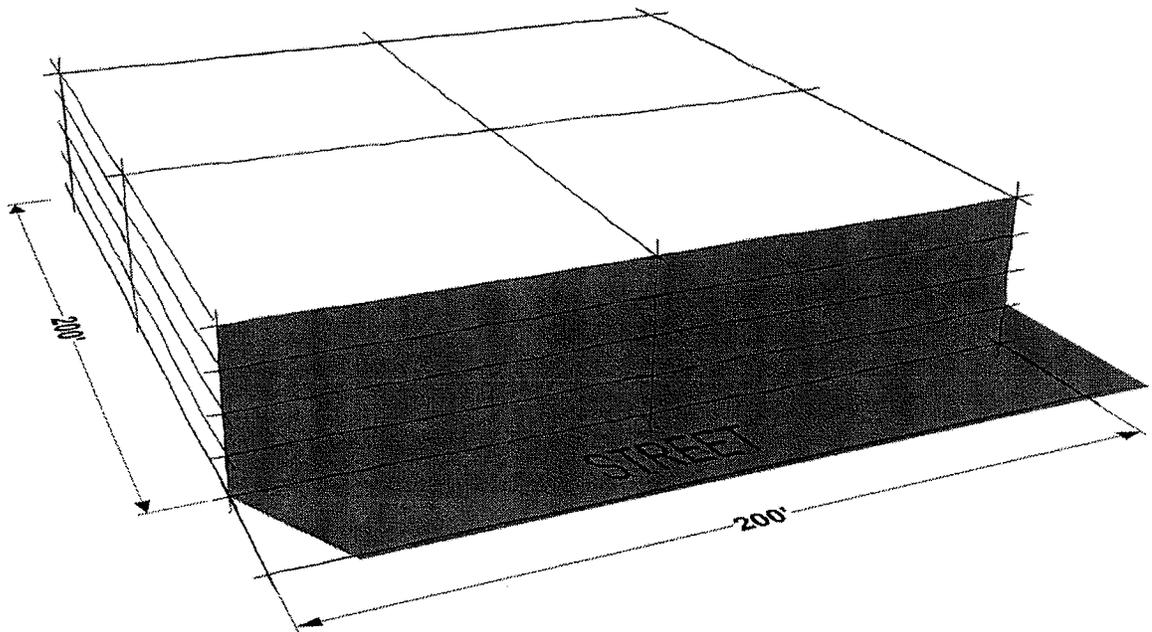


EXHIBIT B-9

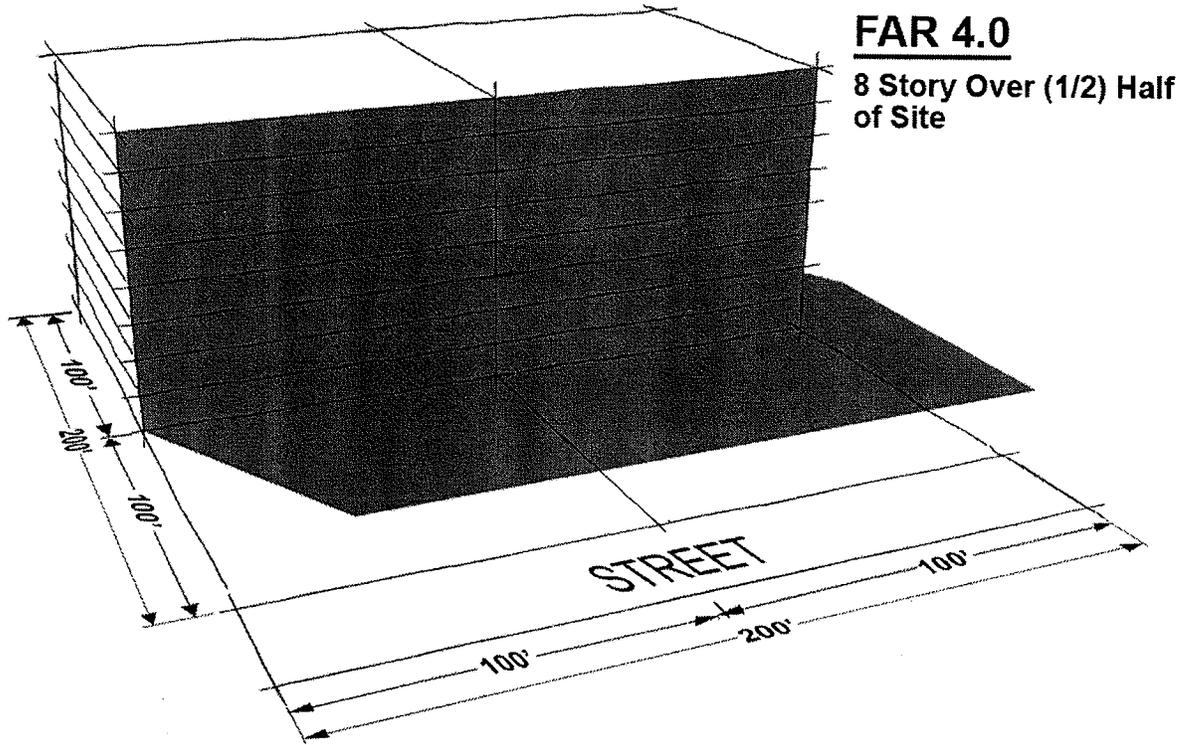
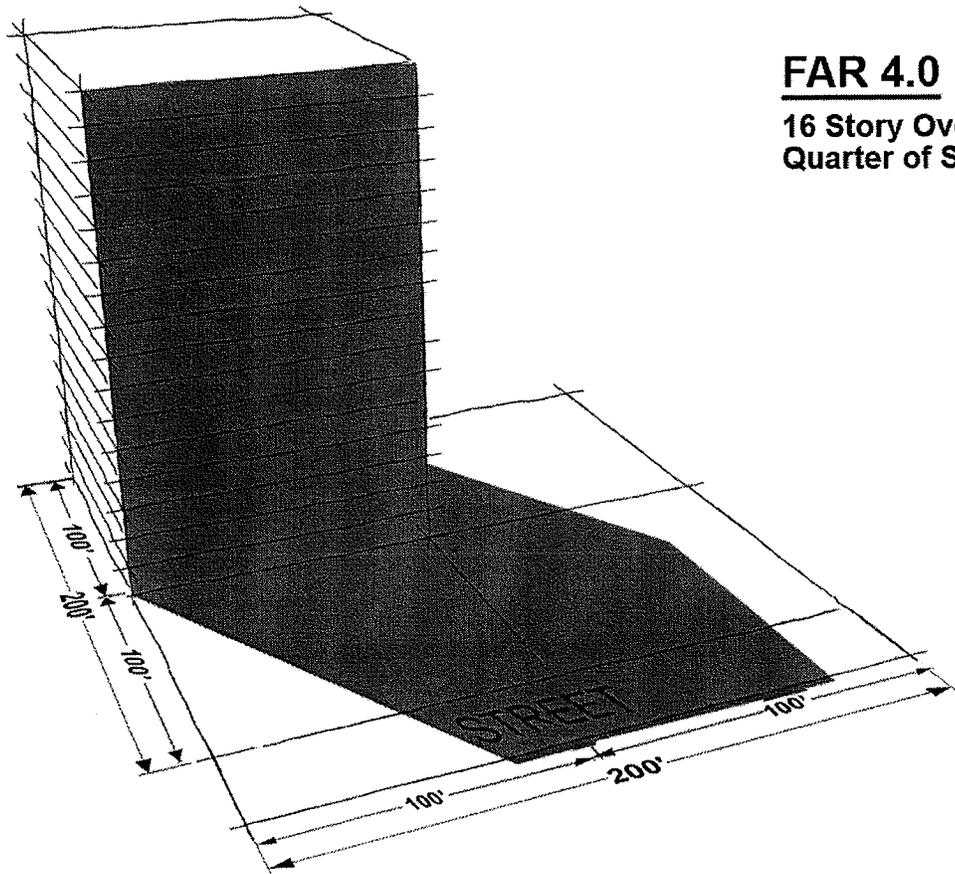


EXHIBIT B-10



FAR 4.0

**16 Story Over (1/4) One
Quarter of Site**

CITY COUNCIL
COMMUNITY PLANNING AND TRANSPORTATION
COMMITTEE MINUTES

December 17, 2012

The City Council Community Planning and Transportation Committee of the City of Norman, Cleveland County, State of Oklahoma, met at 5:38 p.m. in the Multi-Purpose Room on the 17th day of December, 2012, and notice and agenda of the meeting were posted in 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 Gallagher, Jungman, Williams, and Chairman Griffith

ABSENT: None

STAFF PRESENT: Councilmember Robert Castleberry
Ms. Susan Atkinson, Planner I
Mr. Jeff Bryant, City Attorney
Ms. Susan Connors, Planning and Community Development Director
Mr. Ken Danner, Subdivision Development Manager
Mr. Terry Floyd, Development Coordinator
Mr. Jane Hudson, Principal Planner
Mr. Steve Lewis, City Manager
Ms. Leah Messner, Assistant City Attorney
Mr. Shawn O’Leary, Director of Public Works
Mr. Scott Sturtz, City Engineer
Ms. Karla Chapman, Administrative Technician

DISCUSSION REGARDING A DRAFT ORDINANCE ESTABLISHING A HIGH DENSITY RESIDENTIAL ZONING DISTRICT.

Ms. Susan Connors, Director of Planning and Community Development, said Staff presented a draft outline of a High Density Residential (HDR) zoning ordinance for review at the October 22, 2012, Community Planning and Transportation Committee (CPTC) meeting and said the ordinance is being drafted in response to community interest in the question of whether or not to allow higher density residential land uses in Norman. She said the draft was based on input gathered at recent high density community discussion series and the Committee requested Staff develop an ordinance that could achieve the following:

- Allow construction of higher density housing than current ordinances allow, with the possibility of mixed commercial/office/residential land uses, which will broaden the range of housing options available to current and future residents;
- Require new development to be compatible with the existing community character of adjacent development, particularly in Norman’s Core Area; and
- Respond to a growing demand among a diverse group of people for housing in the City’s urban areas with walkable access to daily needs, services, and entertainment.

Ms. Connors said the Committee requested Staff create a single zoning district that would regulate high-density residential land uses in a variety of settings throughout Norman. After reviewing the outline of the proposed HDR zoning ordinance at the November 26, 2012, CPTC, the Committee requested Staff proceed with a fully developed ordinance to be reviewed and discussed at the December CPTC meeting.

Ms. Connors said Staff emailed Committee members an article entitled “Beyond the Density Standard,” by author Norman Wright, AICP, who recommends an approach to regulating higher density residential development that focuses on the physical characteristics, which makes each environment unique, instead of struggling with vague ideas such as “quality of life.” Mr. Wright describes the physical traits of a place which must be measured in order to understand the “DNA” of that environment, adding “these values are not based on vague concepts or arbitrary desires about what looks good and are rooted in plain, detailed numbers that measure the environment a city wants to replicate.” Mr. Connors said the article

includes a list of physical traits that must be evaluated in order to ensure that new higher density development is compatible with the existing environment. The proposed HDR ordinance includes the list of elements which focus on the importance of compatibility when blending new development into an existing neighborhood to include:

- Building Setbacks – How far is a building set back from the front property line and/or sidewalk?
- Building Height – How tall or how many stories? What is the height of the street wall? Is additional height allowed?
- Block Length – How long is the block where a building is/will be situated?
- Street Width – How wide is the street? How many lanes of traffic?
- Lot Coverage – How much of a lot is covered by the building and pavement?
- Density – Highly controlled by all of the above factors.

Ms. Connors said Staff identified a number of issues where it could be feasible to apply one set of regulations throughout all districts in Norman where high density may be feasible and desirable.

Issues that can be addressed through a Single District.

There is a general agreement on the following:

- **Permitted Uses** – Apartments, condominiums, retail sales and service, offices, mixed use buildings and restaurants with no drive-through or drive-in service.
- **Building Coverage** – People are seeking housing near community destinations and amenities; therefore, allowable building coverage is recommended to be very urban – 80%, with usable open space requirements such as rooftop gardens, patios, pools, balconies, plazas, etc., and an intent by the City that all new development will reinforce a street character that is typical of traditional commercial districts such as Downtown and Campus Corner.
- **Open Space and Landscape Standards** – Intended to promote development patterns that anticipate and can accommodate high levels of pedestrian activity. A 20% open space requirement is recommended to provide “breathing room” for residents in the form of outdoor living areas such as individual balconies, as well as commons areas to include patios, pools, plazas, and landscaped walkways. A landscaping requirement provides relief, scale, interest and overall quality to the living environment and landscape standards encourage the addition of shade, color and texture, and the development of features such as rooftop gardens, plaza areas, and amenities such as swimming pools.
- **Pedestrian Standards** – These standards ensure that the HDR district accommodates pedestrians both on site and on the street and connects new developments with the existing sidewalk network in that area.

Architectural Standards

- **Building Materials and Their Application** –The HDR ordinance proposes the requirement of 80% masonry minimums, which is consistent with current regulations, with an emphasis on the use of brick, stone, stucco, and synthetic stone on building facades.
- **Roofs and Parapet Walls** – Allowable forms will be consistent with those used in traditional commercial districts: flat roofs with parapet walls, single, double or asymmetrical gable, and hipped roofs. Allowable roofing materials should include concrete, slate, asphalt shingles, ceramic tile, or metal.
- **Windows/Doors/Porches** – Front entries will be among the most prominent features on the building and high quality design and materials, along with forms that are proportional with both the building itself and surrounding buildings are important.
- **Screening of Mechanical/Service/Trash Areas** – All mechanical, electrical, and trash areas will be required to be screened using landscaping, architectural screening walls, roof enclosures, parapets, or other full screening materials which is similar to current requirements for modern commercial and residential development throughout Norman.

Issues that can be addressed with Existing Regulations.

Staff feels that several issues can be adequately regulated by current standards in use in Norman, i.e., lighting, signage, grading, stormwater, and traffic studies.

Issues that Need to be Discussed Further.

The following issues that are most critical in determining the overall compatibility of new development within the existing urban fabric still need to be discussed.

- **Building Height and Stepbacks** – These two factors are inextricably linked to each other and to the settings where HDR is being considered and have a large impact on the feel of an urban district and the relationship of a new building to its neighbors.
- **Building Setbacks** – Refer to the placement of a building on a parcel. Traditional commercial districts often have a front setback of zero. Setbacks that offer some flexibility but still promote a compact urban form of development are included in the HDR ordinance.
- **Density** – Research suggests that establishing a maximum density does not ensure compatibility between new and existing development, however Staff has suggested options to discuss.

Councilmember Jungman felt the C-3 Special Use zoning category can continue to be a loophole where a high density projects can be presented through a different avenue because there are essentially no requirements and said discussion at the October 2013, CPTC meeting determined that could be accomplished by changing language in the HDR ordinance to address that issue, i.e., so that a developer can not request a C-3 Special Use zoning when submitting an application for a large apartment building simply because it would not have as many requirements and/or regulations. Ms. Connors said that can certainly be done but Staff was asked to create a single zoning district that would regulate high density residential land uses in a variety of settings throughout Norman.

Councilmember Jungman said another concern is that a high density category currently exists within the 2025 Land Use and Transportation (LUP) Plan and he would like it to be made clear that particular category would not be a consideration for new high density projects. Ms. Connors said new high density projects would not be considered in that particular category and the C-3 Special Use zoning would not be appropriate in a lot of locations in Norman, so to a certain extent, that would not be a widespread problem; however, because C-3 Special Use Zoning exists in the downtown and Campus Corner areas, any new applications requesting C-3 Special Use Zoning within those areas would be appropriate. Councilmember Jungman would like developers to utilize the high density options rather than bend or skirt around them by using C-3 Special Use Zoning and Ms. Connors said Staff would research this issue.

Councilmember Jungman said input gathered from citizens who attended the high density dialogues was they preferred the maximum stories allowed in the Campus Corner area be no higher than three (3) stories and up to five (5) stories could be allowed in Downtown Norman. Councilmember Castleberry disagreed and felt the ordinance should be left more open to allow the Council to look at the overall quality and compatibility of proposed high density projects. Councilmember Jungman said compatibility is the factor and on Campus Corner compatibility means staying at three (3) stories or less. He felt the height of Sarkey's Energy Tower and other sizable buildings on the University of Oklahoma (OU) campus were not relevant because Campus Corner has a totally difference sense of place. Councilmember Jungman felt Campus Corner should be treated differently because of the public input that was gathered and a high density ordinance needed to reflect the values of the community. Chairman Griffith agreed and said the desires of the citizens regarding high density should be considered when moving forward with a high density ordinance.

Councilmember Castleberry asked how long and/or big is the Campus Corner area and Ms. Connors highlighted the area(s) for Campus Corner. Ms. Connors said Staff looked at the Campus Corner area and tried their best to designate the commercial area from the residential in order to come up with the proposed map/lines. Councilmember Castleberry felt the Campus Corner area needed to be defined and high density should be in walking distance to Campus Corner.

Councilmember Gallagher agreed and said walkability is a major role of high density, stating the Downtown Norman area is too far. Councilmember Jungman said a high density ordinance needed to maintain a sense of place on Campus Corner and should give the community the assurance that it will do so. Chairman Griffith requested Staff bring back Campus Corner parameters and Ms. Connors said Staff will research to bring back alternative maps that would reflect a more definite Campus Corner area.

Councilmember Jungman felt a seven (7) story height is possible for downtown Norman and Councilmember Gallagher said the downtown skyline deserves consideration. Councilmember Gallagher said each section of the City should be looked at when considering high density and felt downtown Norman is different than Campus Corner, stating downtown Norman should have more height considerations than Campus Corner. Chairman Griffith and Councilmember Jungman agreed. Councilmember Williams felt decisions needed to be made regarding the high density topic, although complex and difficult and said change is not easy for anyone. He suggested using public input gathered during the high density discussions to move this topic forward.

Mr. Dave Boeck, Norman Planning Commission member, said scale is a key factor and it is important not to overshadow significant landmarks in the Campus Corner area such as McFarlin and Whitehand Hall. He said alumni and professors also enjoy living near Campus Corner, possibly more than students might, and felt the Committee should consider the circulation of traffic in determining the amount of density to allow in any area of town.

Developers told the Committee that height restrictions proposed by some for the Campus Corner area is not economically viable. Mr. Chris Elsey, Elsey Partners, felt that an actual height limitation, rather than stories, is needed, stating 75 feet is consistent with recommendations in the International Building Code.

Mr. Sean Rieger, Attorney for Builders Association of South Central Oklahoma (BASCO), said marketing in the Campus Corner area is different than the Norman downtown area and said in theory, story height can mean/be anything. He urged the Committee to consider a 75 feet height limit. He said in reference to the density measurement, BASCO would prefer the Committee look at floor area ratio (FAR) which is a more holistic way of looking at a density than dwelling units per acre.

Ms. Cindy Rogers, 633 Reed Avenue, said she appreciates Mr. Rieger's comments regarding marketability and felt Campus Corner will still be marketable to OU students. She said the City needed to accommodate the traffic regarding high density and felt traffic can be regulated by controlling the Campus Corner parameters.

Ms. Barbara Fife, 323 West Boyd Street, said she is a Campus Corner business owner and felt high density will not help Campus Corner businesses. Councilmember Williams asked Ms. Fife if she felt high density projects would bring more people into the Campus Corner area and therefore provide more customers. Ms. Fife said although students are important to the businesses in the Campus Corner area, it is the non-student citizens, as well as out of town people who are most viable to the Campus Corner businesses.

Ms. Tessa Breder, Norman Chamber of Commerce, felt the overall point is that Norman should not limit itself to a high density ordinance that will not be economically feasible and each proposed high density project should be looked at on its own merits. She felt the ordinance should be broad so that Norman does not lose out on great projects.

Ms. Joy Hampton, [The Norman Transcript](#), felt that the Norman downtown area is less protected than the Campus Corner area and Councilmember Jungman said buildings in the Campus Corner area are different than in downtown Norman.

Mr. Evan Dunn, 1014 Missouri Street, agrees with Ms. Hampton and said OU is not being held to municipal guidelines and felt the City should collaborate with the University to determine and/or conform the building standards.

Ms. Jamileh Wilcox, 322 South University Boulevard, felt hard guidelines should apply to the areas and/or residential neighborhoods around proposed high density and Chairman Griffith agreed, stating surrounding areas where high density is proposed is and should be a primary concern.

Mr. John High, 1705 Dakota Street, said Council should add American Disability Act (ADA) compliance to the ordinance and said ADA compliance is federal law and Staff said they would research this topic.

Mr. Mark Campbell, P.O. Box 3503, asked about underground parking and felt steel construction would be better than wood construction. He said the need to expand the affordable housing and/or public housing in the Campus Corner area needed to be expanded and should be addressed in the high density ordinance.

Chairman Griffith said it is clear that further discussion is needed to determine the appropriate cap on height in various areas of Norman, but felt that there is a consensus on floor area ration (FAR) and architectural guidelines.

Items submitted for the record

1. Memorandum dated December 17, 2012, from Ms. Susan F. Connors, AICP, Director of Planning and Community Development, to Chairman and Members of Council Community Planning and Transportation Committee, with Attachment A, High Density Residential Zoning District Draft 1, dated December 17, 2012
2. Map of Norman 2025 Land Use and Transportation Plan and maps reflecting possible High Density Residential boundaries for Downtown East and West, Porter Corridor, Campus Corner, and Campus Corner Neighborhoods
3. Sign In Sheets for the Community Planning and Transportation Committee meeting dated December 17, 2012

DISCUSSION REGARDING SELLING SURPLUS PROPERTY THAT WAS INITIALLY ACQUIRED BY THE CITY OF NORMAN AS PART OF THE ROBINSON STREET GRADE SEPARATION PROJECT.

Mr. Shawn O'Leary, Director of Public Works, said Staff from Public Works, Planning, and the City Attorney Office reviewed the surplus property from the Robinson Street Underpass Project. He said Staff also consulted with the private land acquisition firm originally hired by the City, Smith-Roberts, L.L.C., to acquire the 53 parcels of property needed to complete the Robinson Street Grade Separation Project. Mr. O'Leary distributed an aerial photograph of the project area, illustrating Surplus Property Parcels A, B, and C; legal descriptions and drawings for Parcels A, B, and C; and the City Attorney legal opinion regarding the following three (3) key questions:

1. ***Are there any federal or state statutes that impact whether the City of Norman may sell any surplus property initially acquired as part of this project?*** The federal Uniform Relocation Assistance and Real Property Acquisition Act of 1970 does have provisions that would limit the sale of surplus property and there are state laws, most generally, 11 O.S. § 22-101, that impact whether the City may sell any surplus property initially acquired as part of the Robinson Street Grade Separation Project. More specifically on the issue of the sale of surplus property initially acquired for public purpose, 27 O.S. § 17(A), states property taken by eminent domain may be offered for resale if it is not used for the purposed under which it was condemned, however, it must be first offered to the person from whom the property was taken or to the heirs of that person at the appraised value or the original price, whichever is less. Notification shall be sent by certified mail, return receipt requested, to the last known address and if the mail is returned, notice of the right of first refusal shall be provided by publication in a newspaper of general circulation in the community where the property is located. If the offer is not accepted within 90 days from the date of notice, the property may then be sold at public sale. An appraisal of the parcel and notice of sale in a newspaper of general circulation in the county where the property is located must be completed before the sale of the property by public auction or by accepting sealed bids can be executed. The property must then be sold to the highest bidder if that bid is for at least ninety percent of the appraised value.
2. ***What are the City of Norman Charter and Code of Ordinance provisions that impact whether the City of Norman may sell any surplus property initially acquired as part of this project?*** The City of Norman Charter states that the City shall have the power to "hold, lease, mortgage, convey or otherwise dispose of any of its property within or without the limits of said city." The Charter permits the sale of real property but does not provide a procedure for doing so; however, Chapter 8 of the Code of Ordinances does have a procedure for declaring property to be surplus and for selling such surplus property. Under Chapter 8, § 8-301, Council must declare "any supplies, materials, or equipment" as surplus prior to the sale of such items if their value exceeds one thousand dollars (\$1000.00) and the property may then be sold through competitive bidding at a public auction either in person or online. Chapter 8, § 8-303 also requires the City Manager and/or his designee to advertise the property to be sold in a newspaper of general circulation in

Norman or to give notice in another manner as he deems necessary. The Code provisions do not specifically list real property as an item that Council must declare surplus prior to the sale of that property, in *State ex rel. Remy v. Agar*, the Oklahoma Supreme Court ruled that real property owned by the municipality for the public use of its citizens must be declared to be surplus by the City Council as a prerequisite to the sale of such real property. Therefore, as Title 27 of the state statutes requires a public sale, using the process in Chapter 8 of the Code would be a way to comply with Title 27 and case law and use an established City process to do so.

3. ***Are there any restrictions in either the purchase agreements for the acquired parcels or in the grant of federal funds that impact whether the City of Norman may sell any surplus property initially acquired as part of this project?*** The City Attorney's Office reviewed deeds provided by the Public Works Staff and the deeds do not contain any provisions that would limit the City's options with the subject properties. As to the grant of federal funds, Mr. John Clink, Capital Projects Engineer, advised the City Attorney's Office that the federal funds were allocated through an earmark contained within the Federal Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) Bill, and, as such there is not a grant application or document to review. Legal Staff also reviewed the Right-of-Way (ROW), § Public Utility, and Encroachment Agreement between the City and the Oklahoma Department of Transportation (ODOT) for the Robinson Street Grade Separation Project and under Section 4(e) of that Agreement, the City may sell any lands which were acquired for highway purposes so long as such sale is conducted in accordance with 69 O.S. § 1001 and § 1004. In addition, prior written permission for the sale is required from the ROW Division Chief for ODOT. Under 69 O.S. § 1001(C), any surplus property, leaving no abutting remainder, shall be sold for cash to the highest and best bidder after notice by publication in a newspaper in the county where the property is located and the notice must be published in two (2) consecutive weekly issues. If the land to be disposed of originally comprised a total taking of less than one (1) acre leaving only one abutting property owner of record, then prior to conducting advertisement and solicitation of bids for the sale, the Commission shall notify the sole abutting property owner of record. 69 O.S. § 1001(D)(2). Legal Staff said there are no abutting parcels to the properties to be potentially declared surplus as all the neighboring parcels are across the street from either of them, and they do not share a border. Therefore, these properties are not required to be offered to abutting owners prior to offering them at public sales.

Legal Staff recommends the following steps if Council chooses to sell property that is no longer needed for the Robinson Street Grade Separation Project in order to comply with pertinent statutes and ordinances as follows:

1. Acquire written permission for the sale from the ROW Division Chief for ODOT as required by the ROW, Public Utility and Encroachment Agreement.
2. Prepare an item for Council to declare the property surplus pursuant to Chapter 8, § 8-301 of the Code of Ordinance.
3. Once Council declares the property surplus, offer the surplus property to the person from whom the property was taken or those persons' heirs pursuant to 27 O.S. § 17(A).
 - The offer should be for the appraised value of the surplus property or the original prices at which that portion of the property was purchased, whichever is less.
 - Notification shall be sent by certified mail, return receipt requested, to the last-known address of the person as provided by the person. 27 O.S. § 17(B).
 - If the mail is returned, notice of the right of first refusal shall be provided by publication in a newspaper of general circulation in the community where the property is located.
 - If the offer to repurchase is not accepted within 90 days from the date of the notice, the property may then be sold at public sales.
4. Sell the property for cash to the highest and best bidder after notice by publication in a newspaper in the county where the property is located pursuant to 69 O.S. 1001(C). The notice must be published in two (2) consecutive weekly issues.
 - Under Chapter 8 of the Code of Ordinances, this sale could be through competitive bidding at a public auction that is conducted either in person or online. However, Legal Staff recommends conducting a public auction as that method is more consistent with 69 O.S. § 1001.

Legal Staff also recommends using the process for a public sale in Chapter 8 of the Code of Ordinances, rather than the Title 74 process that the State of Oklahoma uses, as it is simpler and most likely more familiar to both Council and Staff.

Mr. O'Leary said there are zoning issues and infrastructure/platting issues to consider for the parcels and discussed those with the Committee. He discussed the issues and provided the zoning, estimated value, and Smith-Roberts, L.L.C.'s, recommendation for each parcel as follows:

- Parcel A: 0.93 acres; R-1; Low Density Residential; \$40,630.00 – dispose property as is; the buyer should be held responsible for any rezoning, replatting, relocation of utilities or other necessary public improvements.
- Parcel B: 0.35 acres; C-1 and C-2; Commercial; \$34,675.00 – dispose property as is; the buyer should be held responsible for any rezoning, replatting, relocation of utilities or other necessary public improvements.
- Parcel C: 0.15 acres; R-1; Institutional; \$6,230.00 – dispose property as is; the buyer should be held responsible for any rezoning, replatting, relocation of utilities or other necessary public improvements.

Councilmember Gallagher asked if it would be practical to make parcel A into a small park and Mr. Steve Lewis, City Manager, felt most cities do not want “pocket” parks because they are inefficient. Mr. Lewis said resources such as maintenance and funds should go towards existing parks.

Councilmember Griffith asked Staff if the City would have to refund any money from surplus property sales since ODOT and federal funds were used and Mr. O'Leary said no.

The Committee discussed and requested to move forward with Legal Staff's recommendations.

Items submitted for the record

1. Memorandum dated December 12, 2012, from Mr. Shawn O'Leary, Director of Public Works, and Mr. Scott Sturtz, City Engineer, thru Mr. Steve Lewis, City Manager, to Council Community Planning and Transportation Committee with attached Exhibit 1, March 2010 Aerial Photography of the project area, illustrating Surplus Property Parcel A, B, and C dated September 18, 2012; Exhibit 2, Legal Description Parcel A of the North side surplus property Robinson Street and BNSF Railway Underpass Improvements dated October 23, 2012; Exhibit 3, Legal Description Parcel B of the South side surplus property Robinson Street and BNSF Railway Underpass Improvements dated October 23, 2012; and Exhibit 4, Surveyor's Statement and Legal Description Parcel C
2. Memorandum dated October 30, 2012, from Ms. Leah Messner, Assistant City Attorney, to Mr. Shawn O'Leary, Director of Public Works
3. PowerPoint Presentation entitled, “Surplus Property Robinson Street Underpass Project,” presented by Shawn O'Leary, Director of Public Works, and Scott Sturtz, City Engineer, dated December 17, 2012

CART RIDERSHIP REPORT INCLUDING SAFERIDE AND EXTENDED SERVICE.

Mr. Doug Myers, University of Oklahoma (OU) Parking and Transportation Administrator, (CART), distributed the Cleveland Area Rapid Transit (CART) Ridership Report for November 2012, and said the West Norman Link continues to increase. He asked if anyone had any comments and/or question and no comments and/or questions were received.

Items submitted for the record

1. Cleveland Area Rapid Transit Ridership Totals for the Month of November 2012

MISCELLANEOUS DISCUSSION.

None.

The meeting adjourned at 7:30 p.m.

City Clerk

Mayor

ITEM 3

UPDATE REPORT ON THE WAYFINDING STUDY

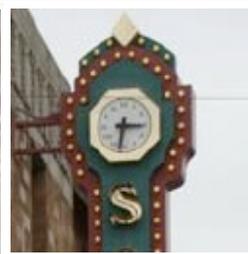
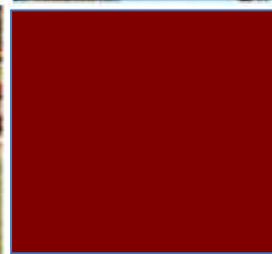
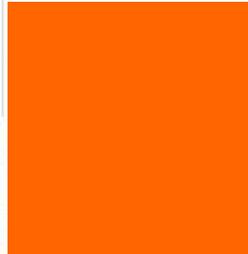


City of Norman

Signage and Wayfinding Plan

Plan Update

January 28, 2013



environments that communicate

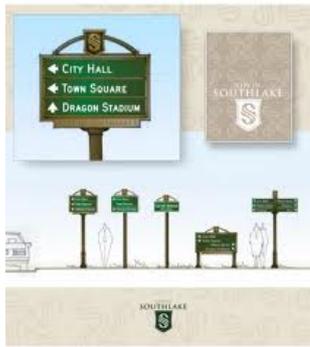
Presented by: Shawn O'Leary, Director of Public Works



What Is Wayfinding?



- A program designed to help visitors “find their way” around a new environment
- People tend to navigate architectural and urban spaces by cognitive mapping, i.e. ...
- Program should be intuitive, easy to quickly grasp including cross cultural and language barriers
- Programs generally include signs, symbols, colors, images



Why is Wayfinding Needed?

- Intended as an economic and business development tool to increase visits to Norman destinations by providing clear and inviting directions
- Economic benefits are especially important to Norman where tourism, convention business, and sales tax generation are significant to our economy
- Local businesses will benefit even if they are not in designating districts because wayfinding routes purposefully leads users past their businesses

Why is Wayfinding Needed?



- Builds awareness of all Norman has to offer
- Critical to drawing visitor traffic off of I-35 and into the heart of the city
- Effort to maximize tourism, improve community image, and unite as one destination
- Helps visitors avoid getting lost and wandering through neighborhoods

Project goals and objectives

Design an easily understood, user-friendly distinct navigational system guiding visitors to and from City destinations

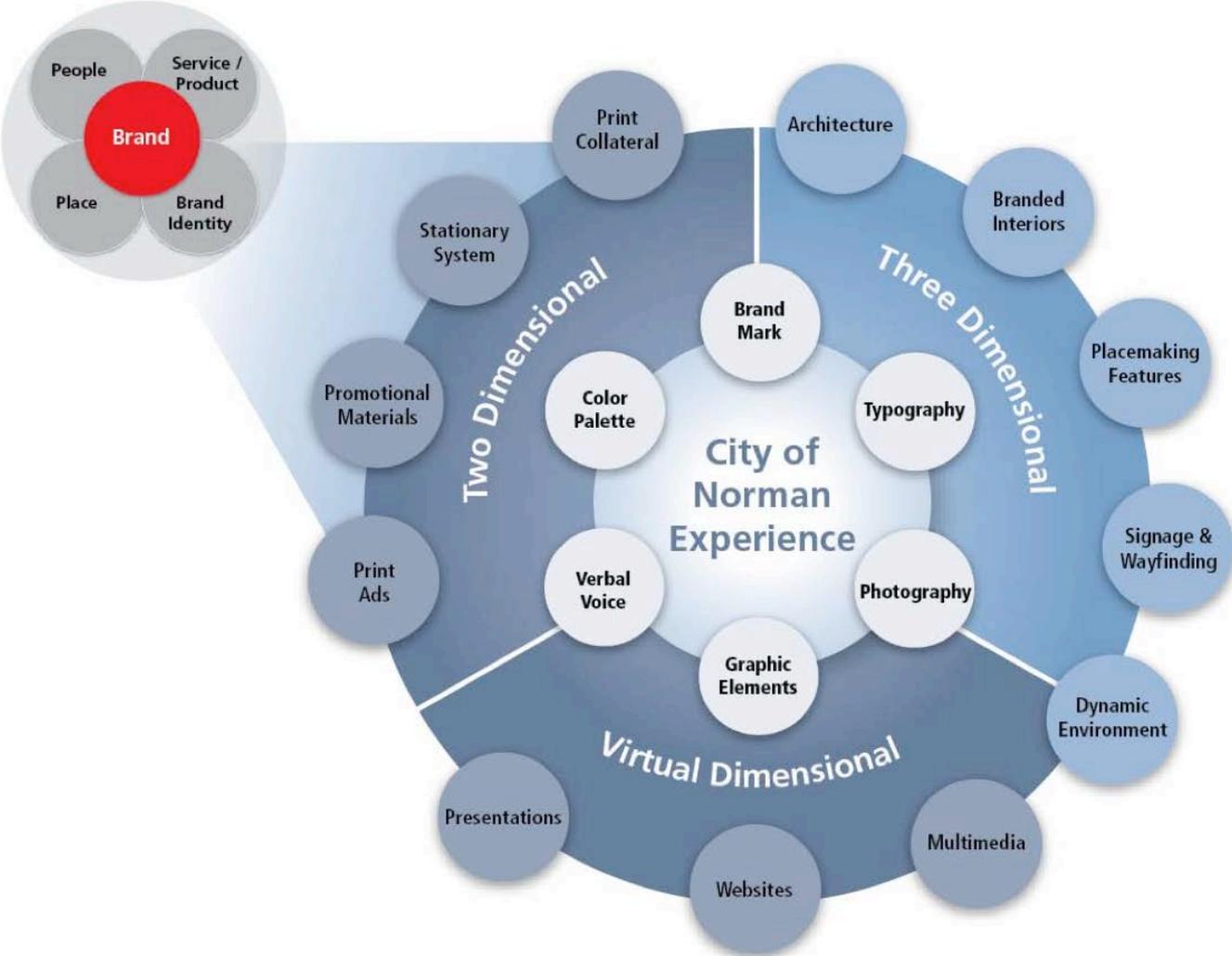
Promote tourist, historical, and cultural destinations, as well as support and assist the local retail market

Build upon existing identity for the City; reflect in the wayfinding components and in overall marketing

Identify potential funding sources for future wayfinding implementation



Build a Brand:



REGIONAL

CITY

ZONES/AREAS

GATEWAYS

DISTRICTS

NEIGHBORHOODS

CORRIDORS



Major Destinations



US 77 (SB only)

Max Westheimer Airport

Tecumseh Road

Norman Healthplex
Univ. North Park
Max Westheimer Airport

Robinson Street

Cleveland Co. Fairgrounds
Norman Regional Hospital
Univ. North Park
Max Westheimer Airport

Main Street

Campus Corner
Downtown
Univ. of Oklahoma

Lindsey Street

Norman Welcome Center
Univ. of Oklahoma
OU Memorial Stadium

Hwy 9

Lake Thunderbird
Lloyd Noble Center
Museum of Nat. History
Nat'l Weather Ctr.



Major Destinations



Primary Destinations

US 77 (SB only)

Max Westheimer Airport

Tecumseh Road

Norman Healthplex

Univ. North Park

Norman Conf. Ctr.

Max Westheimer Airport

Robinson Street

Cleveland Co. Fairgrounds

Griffin Park

Norman Regional Hospital

Univ. North Park

Norman Conf. Ctr.

Max Westheimer Airport

Griffin Hospital

Westwood Park

Main Street

Campus Corner

Downtown

Courthouse

City Hall

Public Library

Santa Fe Depot

Sooner Theater

Univ. of Oklahoma

Lindsey Street

Norman Welcome Center

Univ. of Oklahoma

OU Memorial Stadium

Hwy 9

Lake Thunderbird

Lloyd Noble Center

Museum of Nat. History

Nat'l Weather Ctr.

NCED Conference Center



Primary Destinations

Norman Regional ID



Vehicular Sign Types

ODOT



INTERSTATE HIGHWAY

GATEWAY FEATURE / STREETScape

CITY OF NORMAN ENTRANCE SIGNS

CITY OF NORMAN



MAIN ARTERY ROADS DISTRICT ID / DIRECTIONAL

SECONDARY ARTERY DIRECTIONAL

DESTINATIONS



BUILDING ID (VEHICULAR SCALED)

PARKING ID / REGULATORY (VEHICULAR SCALED)

TRANSIT SYSTEM

NEIGHBORHOOD ID

NEIGHBORHOODS



Pedestrian Sign Types

PEDESTRAIN DIRECTIONALS / MAP KIOSK & POSTING KIOSK



Potential Future Additions to System

Sign Criteria: Distance & Attendance

MAJOR Destinations -

Destinations that have the largest attendance figures and draw from a national and regional audience.
(Meet all ODOT requirements)

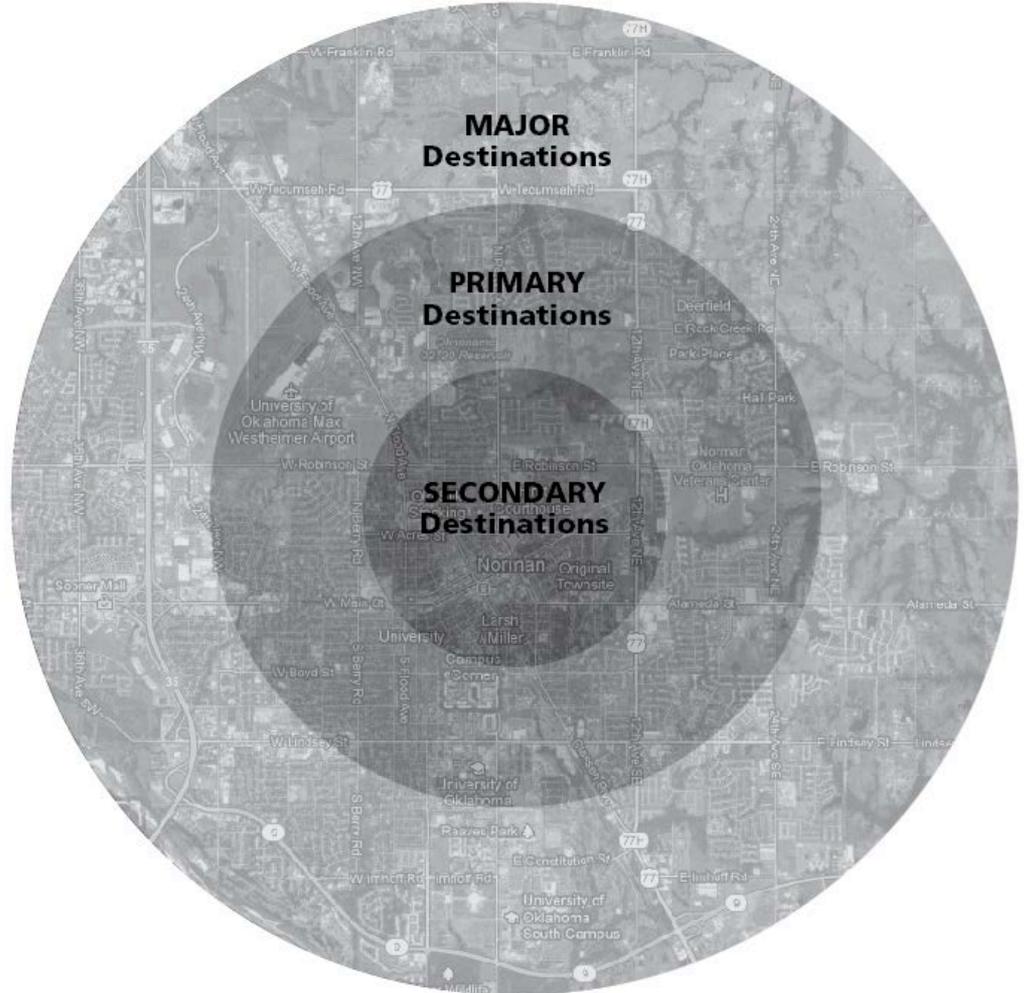
PRIMARY Destinations + Districts

Appear on primary streets LEADING FROM HIGHWAY

Destinations that have large attendance figures and draw from a regional audience.

SECONDARY/TERTIARY Destinations – Street Trailblazing + Pedestrian Signage

Appear on primary streets WITHIN DISTRICTS / CORRIDORS



Destination Selection Criteria

A master list of destinations within Norman was developed, then evaluated based upon ODOT criteria for highway signage. The majority of potential destinations met ODOT criteria, therefore the team developed additional criteria for inclusion in Norman's program.

- Publically owned
- Not-for-profit organization
- Educational institution serving over 400 attendees
- Providing services to the general public (w/ capacity of over 200 visitors)
- Annual attendance (minimum 10,000)
- Regional significance
- Host to major events

Major and Primary Destinations

Destination and Ranking		Public owned	Not-for-profit	Ed. Instit. 400+	Public Svc. 200+	10K+ visitors	Region Signif.	Major Events	Annual Attendance
MAJOR = 100,00+ - Signed from I-35		DESTINATIONS NOT ON THIS LIST WILL BE OMITTED FROM I-35 SIGNAGE							
M	Campus Corner					x	x	x	400,000
M	Cleveland County Fairgrounds	x		x	x	x	x	x	
M	DOWNTOWN								
M	Lake Thunderbird	x			x	x	x	x	650,000-1,000,000
M	Lloyd Noble Center	OU x		x	x	x	x	x	
M	Max Westheimer Airport	OU x		x		x	x		
M	Memorial Stadium Owen Field	OU x		x	x	x	x	x	510,000
M	National Weather Center	OU x	=	x	x	x	x	x	50,000
M	Norman Healthplex					x	x		122,982; HealthPlex
M	Norman Regional Hospital				x	x	x		352,205; Norman Reg.
M	Norman Welcome Center								
M	Sam Noble Museum of Natural History	OU x		x	x	x	x		150,000
M	University North Park				x	x	x		
M	UNIVERSITY OF OKLAHOMA								
PRIMARY = 40,000+- signed on main arterials		PRIMARY DESTINATIONS INCLUDED IN FIRST PHASE							
1	Cleveland County Courthouse	DT x			x	x	x		36,500-182,500
1	Griffin Community Park	x			x	x	x	x	312,920
1	Griffin Memorial Hospital	x			x	x	x		36,500-73,000
1	Moore-Norman Technology Center	x		x	x	x	x		
1	Norman City Hall	DT x			x	x			
1	Norman Conference Center (Emb. Suites)								
1	Norman Public Library	DT x			x	x	x		
1	OU North Research Campus	OU x		x		x	x		
1	NCED Conference Center								
1	Santa Fe Depot	DT x	x			x	x	x	
1	Sooner Theater	DT x	x		x	x	x	x	7,000
1	Westwood Golf Course, Tennis Ctr., & Water Park	x			x	x	x	x	101,871

Secondary Destinations

Destination and Ranking	Public owned	Not-for-profit	Ed. Instit. 400+	Public Svc. 200+	10K+ visitors	Region Signif.	Major Events	Annual Attendance
SECONDARY - FUTURE PHASE / WITHIN DISTRICTS								
SIGNED AS PART OF FUTURE PHASES - WITHIN DISTRICTS								
2					x	x		
2					x			37,500
2	DT	x			x	x	x	
2					x	x	x	
2		x			x	x	x	
2			x		x	x	x	
2								
2		x	x		x		x	1,600
2	OU	x		x	x	x		38,000
2		x			x			32,995
2		x			?	?	?	2014/15
2		x						
2		x			x	x		
2	DT	x	x					
2							x	
2							x	350
2		x		x	x	x	x	
2		x		x	x	x	x	
2								
2		x			x	x	x	
2		x			x	?		
2		x					x	x
2					x	x	x	x
2		x			x	x		32,467

Potential Future Districts, Corridors, and Destinations

Destination and Ranking		Public owned	Not-for-profit	Ed. Instit. 400+	Public Svc. 200+	10K+ visitors	Region Signif.	Major Events	Annual Attendance
Potential Future Districts/Corridors:									
Downtown Arts District									
HWY 9 Tech Corridor									
OU Athletics									
Porter Avenue Corridor									
Future Destinations / Determinations by University of Oklahoma									
Headington Family Tennis Center	OU	x		x	x		x	x	
Jimmie Austin OU Golf Course	OU	x		x	x	x	x	x	
John Jacobs Track	OU	x		x	x	x	x	x	
McCasland Field House	OU	x		x	x	x	x		
OU Rugby Complex	OU	x			x		x	x	
OU Soccer Complex	OU	x		x	x		x	x	
OU Softball Complex	OU	x		x	x		x	x	
Switzer Center / Heisman Park	OU	x		x	x	x	x		
Huston Huffman Recreation Center	OU	x		x	x	x			
L. Dale Mitchell Park	OU	x		x	x		x	x	
Murray Case Sells Swim Complex	OU	x		x	x		x	x	
Catlett Music Center	OU	x		x	x	x			
Jacobson House	OU	x		x	x	x			
OU Visitor Center	OU	x		x	x	x	x		
Western History Collection	OU	x		x	x				

Final Recommended Kit of Parts

District Icons



City of Norman



University of Oklahoma

Color Palette



ODOT Blue



ODOT Red

Typography

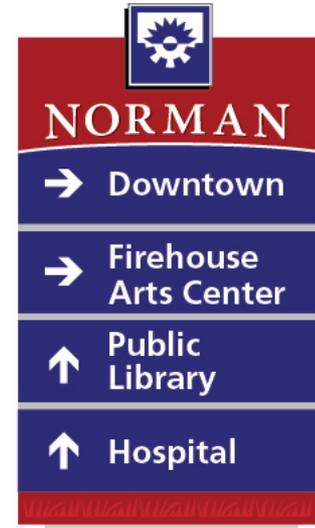
ABCDEFGHIJKLMNOPQRSTUVWXYZ
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Frutiger

ABCDEFGHIJKLMNOPQRSTUVWXYZ
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Times New Roman

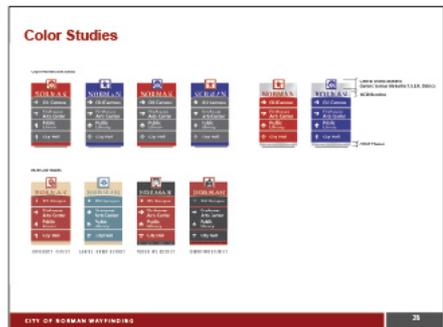
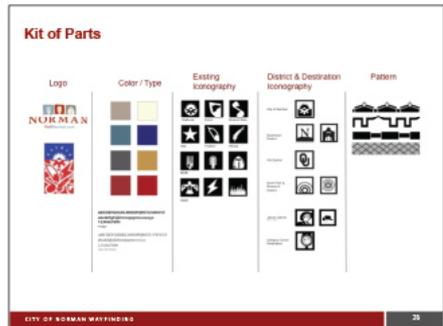
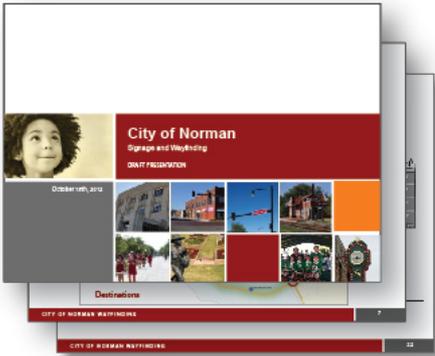
Final Signtype



Pattern



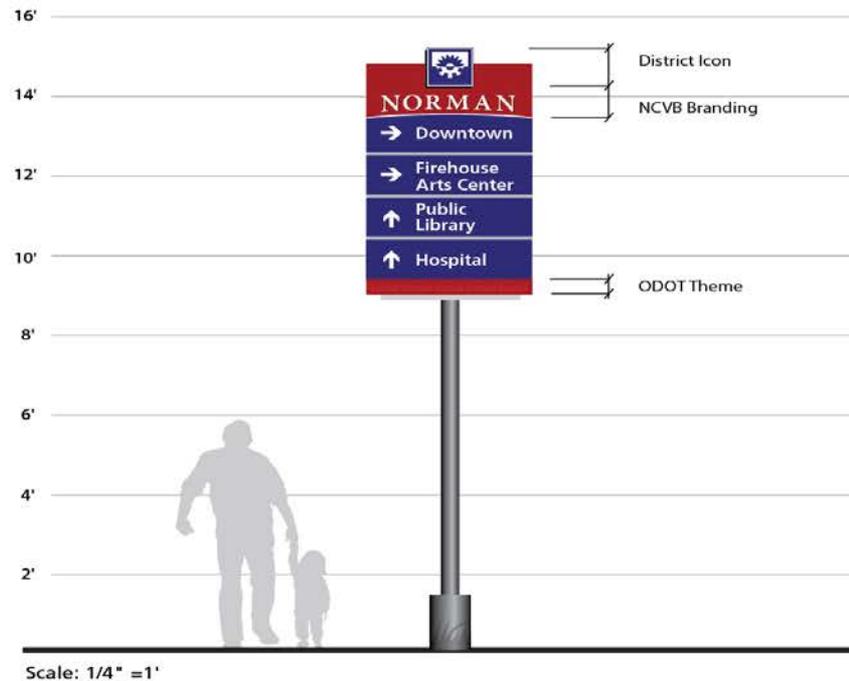
ODOT Prairie Grass



Sign Family



Primary Signage Type



Potential Future Application and Expansion

City of Norman



District



Corridor



Next Steps



- February 2013 - Finalize Wayfinding Report
- March 2013 - Consider adoption by Chamber, NCVB and City Council
- April 2013 - Meet with ODOT Concerning I-35 Signs
- July 2013
 1. Consider pilot project to develop sign specifications and major/primary sign installation on Main Street.
 2. Prepare grant application or other funding opportunities.
- December 2013
 1. Prepare City FYE 2015 CIP Budget.
 2. Implement other Wayfinding Plan elements in partnership with community stakeholders.