

CITY COUNCIL RETREAT
ANNUAL PLANNING SESSION
MINUTES

August 2, 2018

The City Council of the City of Norman, Cleveland County, State of Oklahoma, met in Retreat at 4:00 p.m. at Norman Regional Education Center, Rooms B and C, located at 901 North Porter Avenue on the 2nd day of August, 2018, and notice and agenda of the meeting were posted at the Norman Regional Education Center, located at 901 North Porter Avenue, Municipal Building at 201 West Gray, and the Norman Public Library at 225 North Webster 48 hours prior to the beginning of the meeting.

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

ABSENT: None

GOAL PLANNING SESSION REGARDING CITY COUNCIL POLICY AGENDA FOR FYE 2019.

Mayor Miller welcomed everyone and the session began with two team building exercises to get everyone going. Ms. Linda Terrell, Facilitator, Educational Alternatives, provided an overview of Council roles and responsibilities. She said characteristics of a good team include a high degree of mutual trust; mutual support characterized by a genuine concern for each other; open and honest communications; and there should be a mission and objective. Councilmembers discussed the importance of communication with one another and citizens and suggested an annual State of the City address by the Mayor.

Ms. Terrell provided an overview of Council roles and responsibilities included in a Council-Manager form of government.

Strengths, Weaknesses, Opportunities and Threats (SWOT) Exercise

Councilmembers participated in an exercise to identify SWOTs facing Norman. Following are a list of those SWOTs.

Strengths

- Location of Norman in proximity to Interstate 35
- Lake Thunderbird
- Historic homes
- Overpass artwork creating an identity that relates to Norman from Highway 9 to Rock Creek Road
- Large revenue streams – state and federal funding for jobs
- Weather Center and Research Park
- World robotics teams at both high schools

Strengths, continued

- Downtown and Campus Corner areas
- Cultural diversity – cultural opportunities
- City of Festivals
- Surrounded by smaller communities that work and/or shop in Norman
- Athletics events
- Revitalized Lindsey Street
- Public school system
- Human capital, i.e., students
- Involved citizenry – non-profits and Boards and Commissions
- Higher than average small business start-ups
- Highest reduced kill ratio of any animal shelter in the state
- Bonding capacity
- NORMAN FORWARD projects
- JD McCarty Center
- Oklahoma City's success – strong region
- Low utility rates
- A lot of land to grow
- Excellent City Staff – do the most with the least

Weaknesses

- Abnormally large geographic area
- Over reliance on sales tax
- Must vote on all utility rate increases
- Known as the hardest city for businesses to work in
- Behind in technology due to funding shortfalls
- Budget challenges
- State of Oklahoma (pre-emption)
- Lack of a Stormwater Utility
- Lack of a 21st Century Senior Center
- Lack of public trust
- Missing middle, affordable and high-end housing
- Not close enough/not far enough from Oklahoma City
- Strong no growth sentiment
- Lack of past planning
- Inadequate public transportation
- Lack of economic development resources and quality jobs creation incentives
- Small business challenges due to the seasonality of population (students)
- Sidewalk accessibility
- Lean City Staff
- Other cities more willing to support and invest in their community
- Perception of high tax burden

Opportunities

- Lake Thunderbird
- Development in weather industry – rebuild relationship with the University of Oklahoma
- Bonding capacity
- Economic Development Strategic Plan
- Parking Authority
- Moore Norman Technology Center training programs
- Be the First – environmentally progressive
- Age Friendly Housing – largest percentage of growing population is seniors
- Regional transit
- Aerospace/Drone businesses
- Norman Regional Health System
- General Fund - changes in the University North Park Tax Increment Finance District (UNP TIF) structure
- Marijuana Industry
- Liquor law changes
- Legacy Trail
- Creation of a Stormwater Utility
- Urban Land Institute – Griffin Redevelopment Plan
- University North Park available land
- Long term water supply – Strategic Water Supply Plan
- Tourism District connected with NORMAN FORWARD facilities

Threats

- Perceived as anti-business environment
- State and federal funding
- Need to diversify job base – 75% of jobs in Norman are government, health care, etc.
- Attractiveness of other communities for relocation
- Pollution of Lake Thunderbird – environmental issues
- State of Oklahoma pre-emption
- Over reliance on sales tax for a revenue source
- The state is tied to oil and gas – impacts the economy
- Union contracts
- Weather related issues, e.g., climate, drought, tornadoes, flooding
- Lack of public trust in government
- University of Oklahoma
- Lack of workforce
- Losing our edge in terms of public education
- Behind the curve in competing with the region

Goals for FYE 2019

After an overview of the SWOT analysis, Councilmembers reviewed last year's goals and discussed what to include and/or update for priority moving forward. Councilmembers also participated in a goal setting exercise for FYE 2019 to add to carry-over goals from the previous year.

FYE 2019 Goals

Carryover from FYE 2018

- Creation of a Stormwater Utility – education, final initiative, ballot language
- Stand-alone Senior Center – funding, location, design, and programming
- NORMAN FORWARD – approval of contracts/construction of projects
- OG&E Franchise renewal
- Parking garage partnership – Multi-Jurisdictional Authority
- Vegetative management in rights-of-way
- Tree Ordinance
- New City website and mobile app
- Sidewalk connectivity/walkable connectivity/bike-ability and new funding sources
- Off street parking requirements
- Residential lighting modifications
- Affordable housing
- Short term rentals/Airbnb – Transient Guest Room Tax
- Review business development processes

New Goals

- Implementation of the Economic Development Strategic Plan
- Strategic Financial Plan
- Reallocation of UNP TIF funds
- Evaluate City fees structure
- Internet service in the rural areas
- Budget changes to address General Fund
- Transportation Bond package
- Medical marijuana regulations
- Municipal Fiber/Broadband/Wi-fi/Hotspots
- Rural road striping and safety corridor
- Low impact development incentives on water conservation/residential
- Outdoor live entertainment
- Single Use Bag Ordinance
- Carports in residential zoning districts
- Building Code amendments requirement baby changing stations in new construction
- Restrictions on wastewater injection wells
- Small cell technology
- Smoking on City property
- Parking at Legacy Park – ADA needs

Mayor Miller thanked everyone for their participation in this goal setting session. She said Ms. Terrell will prepare a final report of the team building and goal setting sessions including a ranking of the proposed goals.

Items submitted for the record

1. SWOT Analysis guidelines
2. City Council Road Map Progress Update dated May 2018

Participants in Discussion

1. Ms. Linda Terrell, Education Alternatives
2. Mr. Steve Lewis, City Manager
3. Ms. Brenda Hall, City Clerk

The meeting was adjourned at 8:00 p.m.

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ATTEST:



City Clerk



Mayor

