



An Initiative of the Norman Economic Development Coalition



“For time and the world do not stand still. Change is the law of life. And those who look only to the past or the present are certain to miss the future.”

John F. Kennedy

ONE VISION. ONE VOICE. ONE NORMAN.



Citizens of Norman and Cleveland County,

On behalf of the ONE Norman Steering Committee, ONE Norman Task Force, and the hundreds of individuals who engaged in our Stakeholder Summit and/or Town Hall Meeting, we offer this document as a ten-year roadmap for our collective future and seek your assistance and participation to ensure we achieve it.

In 2021, the Norman Economic Development Coalition (NEDC) Board of Directors commissioned a study and learned through nearly 200 hundred confidential interviews that Norman lacked a citywide vision for the future. Additionally, Coalition members learned that Norman is a fractured community, with some voices excluded and others marginalized. After a series of small group meetings from July to December of 2022, and recognizing the inherent need of the community to find common ground, the Sooner Centurions of NEDC agreed to invest nearly \$100,000 into a thoroughly vetted process used in more than 100 communities nationwide, including a statistically valid quality-of-life survey by a Washington DC polling firm, and professional facilitation by the non-partisan, statewide Oklahoma Academy.

In January 2023, NEDC selected a 36-member Steering Committee, which in turn selected a 100-member Task Force through a public application process. For added transparency, we invited the public to choose additional at-large members during the April 2023 Stakeholder Summit. We believe this process and our commitment to public debate and real-time transparent voting on goals allowed a thoughtful, thorough, civil discourse to occur. That is not to say it was easy because it was not. In fact, it was difficult, with participants occasionally realizing their opinion was not held by the majority.

But as Benjamin Franklin lamented when approving the US Constitution, *“there are several parts of this Constitution which I do not at present approve. I am not sure I shall never approve them. Thus, I consent, Sir, to this Constitution because I expect no better, and because I am not sure, that it is not the best. The opinions I have had of its errors, I sacrifice to the public good.”*

Like Mr. Franklin, we do not have unanimous agreement on every goal, but we do have compelling common ground on all of them. For the public good, please join us and put your “John Hancock” on this effort by becoming a “Vision Partner.” Together, we can achieve anything.

David Nimmo, Co-Chair
President, Chickasaw Nation Industries
Vice Chair, NEDC

Matt Peacock, Co-Chair
Principal, Peacock Design
Council member, City of Norman

INTRODUCTION

ONE Norman is a coalition of Norman citizens, community activists, businesses, community organizations, and elected/appointed leaders brought together under the leadership of the Norman Economic Development Coalition. Our mission is to make Norman stronger, healthier, and more vibrant through the long-term implementation of a shared vision and action plan.

It has been over a generation since Norman residents attempted a comprehensive visioning process. In our view, based on extensive feedback from community leaders, that void has contributed to a decline in civic-mindedness, participatory community goals, and private-sector leadership. Like the speed of light in physics, you cannot break the speed of trust in a community. In the ever-evolving landscape of community development, trust, collaboration, and partnerships emerge as essential catalysts for propelling growth and prosperity, moving “wealth off the sidelines.” The intricate and nuanced threads that weave together a prosperous community and robust economy require a concerted effort from trusting stakeholders, each contributing their own unique expertise and resources.

As we have experienced since ONE Norman began, the most significant benefits of a community visioning process are its ability to build trust, inspire collaboration, and create partnerships. When citizens are willing to recognize that their shared values and aspirations are at the heart of the vision, they become more willing to set aside differences and work towards common objectives. Business leaders, in turn, see the potential for sustainable growth and innovation that aligns with the community's values. Public officials find a framework to guide policy decisions harmonizing with the greater good. While skeptics may doubt the efficacy of collective efforts, it is essential to recognize that progress and innovation often stem from the constructive interaction of diverse perspectives and talents. Those differing viewpoints have the potential to be the catalyst for transformative change when harnessed constructively. It is within this context that the power of forging a community vision emerges—a shared aspiration that not only bridges differences but also guides us toward a more comprehensive, synergistic, and impactful future.

This document is just the beginning. As a “Vision Partner” adopts goals, we will introduce them to other similarly focused vision partners. Over the ten-year time horizon, these partnerships will adopt strategies, tactics, and metrics to advance our community goals. As we move forward with partner organizations, we hope you will join us to elevate our aligned priorities. We look forward to hearing from you soon, but until then, please scan this QR code, visit www.OneNorman.org, or email info@OneNorman.org for the latest updates.

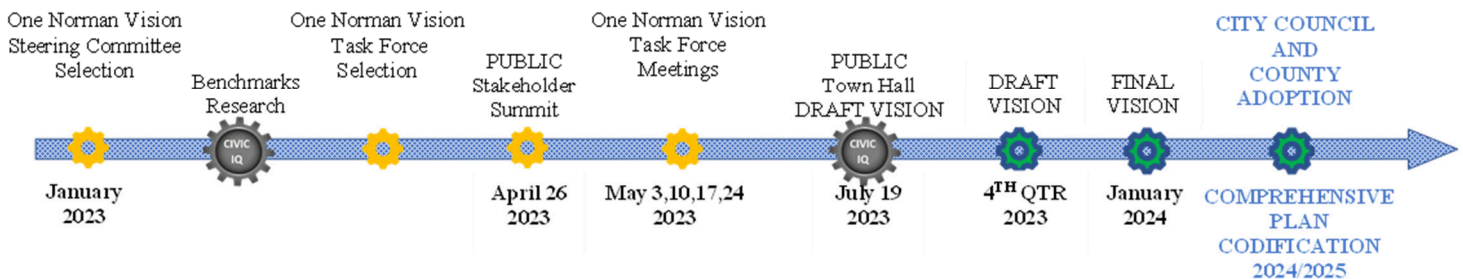


TIMELINE

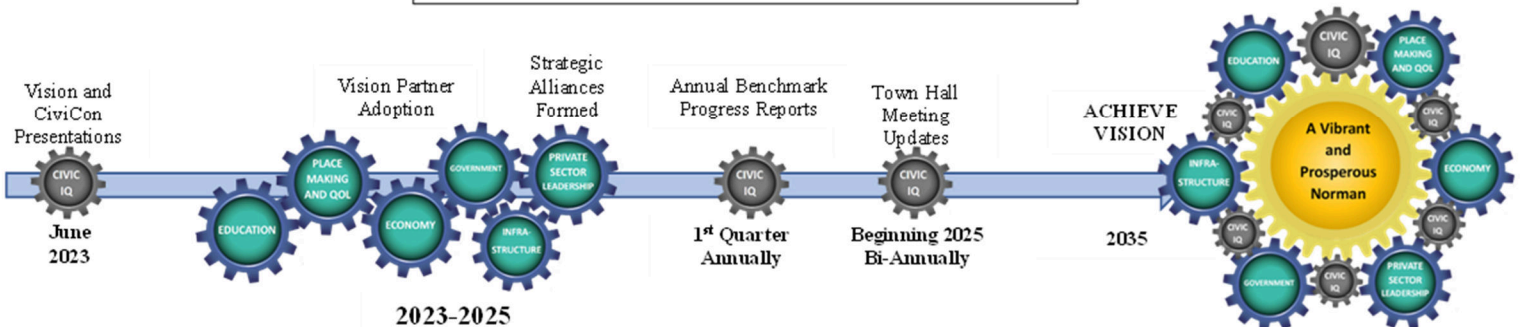
By facilitating and developing broad-based community consensus on the opportunities and challenges facing Norman, city and county officials can incorporate solutions into their long-range plans, giving residents and businesses a roadmap for the next ten years.

The Norman Economic Development Coalition looks forward to administering and funding this community program, seeking out Vision Partners, facilitating unconventional partnerships, reporting metrics annually, and hosting a Town Hall Summit every two years. We are committed to achieving the goals the community has identified. For up-to-date information and participation forms, interested parties should visit www.OneNorman.org.

TIMELINE TO DEVELOP VISION 10 MONTHS



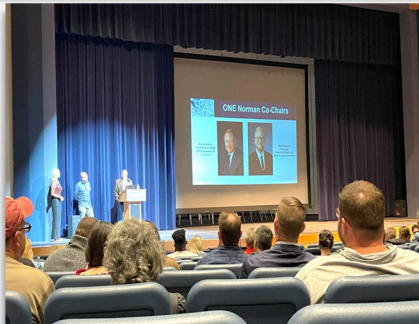
TIMELINE TO IMPLEMENT VISION 10 YEARS



PROCESS

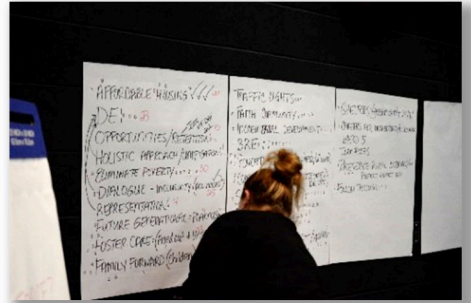
ONE Norman task force hears residents', leaders' concerns, visions for city's future

Peggy Dodd, senior news reporter and Ismael Lele, news reporter
Apr 27, 2023



TRANSPARENCY

- SELECT STEERING COMMITTEE
- PUBLIC APPLICATION
- DIVERSE TASK FORCE
- CITIZEN SUMMIT
- CITIZEN SELF-SELECTION
- NON-PARTISAN FACILITATION
- GROUP DISCUSSIONS
- GROUP PRIORITIZATION
- REAL-TIME PUBLIC VOTING
- USING MENTIMETER



Norman task force seeks collaboration, vision for future

BY RYAN SNEYD
The Journal-Record

Norman is a city of 120,000 people and is the largest city in Oklahoma. It is a city of diverse people and cultures. It is a city of opportunity and growth. It is a city of innovation and leadership. It is a city of pride and honor. It is a city of hope and dreams. It is a city of love and compassion. It is a city of faith and belief. It is a city of strength and courage. It is a city of wisdom and knowledge. It is a city of peace and harmony. It is a city of justice and equity. It is a city of freedom and democracy. It is a city of liberty and justice. It is a city of truth and honesty. It is a city of integrity and honor. It is a city of respect and dignity. It is a city of compassion and empathy. It is a city of kindness and generosity. It is a city of love and compassion. It is a city of hope and dreams. It is a city of love and compassion. It is a city of hope and dreams. It is a city of love and compassion. It is a city of hope and dreams.

GREAT NEWS IS WORTH REPEATING
Share your story with us. We're looking for great news and solutions. Email bigideas@thejournalrecord.com for details.

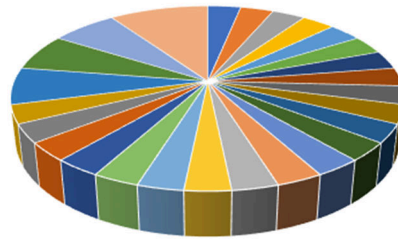
THE JOURNAL RECORD

VISION STEERING COMMITTEE

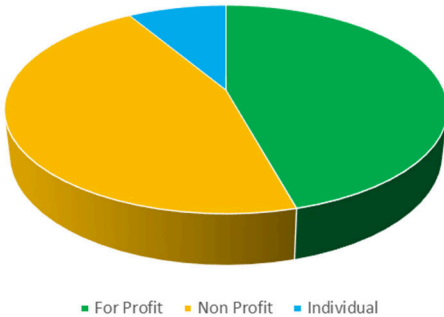


NEDC was intentional in its selection of the Steering Committee, ensuring that all major sectors of the Norman economy were represented. Chaired by David Nimmo, CEO of Chickasaw Nation Industries, and Matt Peacock, City Councilmember and Principal of Peacock Design, the Steering Committee raised the bar with high expectations for actionable outcomes.

Workplace Diversity



Motivation Diversity



- Architects
- Arts
- Aviation
- Banking
- Commercial Developers
- Engineers
- Entrepreneurs
- Foundations
- Government
- Healthcare
- Homeless
- Housing Developers
- Investments
- Music
- Non Profits
- Planners
- Realtors
- Students
- Tourism
- Utilities
- Young Professionals
- Youth Development
- Manufacturers
- Media
- Small Business
- Education

VISION STEERING COMMITTEE

Jim Adair – Adair and Associates – Downtown
Lucien Bridges – Hitachi America – Manufacturers
Rod Cleveland – Cleveland County – Government
Shavonne Evans – Keller Williams – Home Buyers
Jayke Flaggert – OU – College Students
Erinn Gavaghan – Norman Arts Council – Arts
Patrick Grace – Oklahoma Electric Coop – Utilities
Lee Hall – Retired – Homeless and Preservation
Shane Hampton – OU – Institute for Quality Communities
Joe Harroz – OU – Education and Large Employers
Larry Heikkila – Mayor – City of Norman
Brian Holderread – Max Westheimer Airport – Transportation
Melissa Houston – 929 Strategies – Small Business
Craig Knutson – Potts Family Foundation – Child Dev.
Mary Elizabeth Mach – Garver – Water and Wastewater
Scott Martin – Chamber of Commerce – Business
Elizabeth McKinney – ESP – Community Development
Vernon McKown – Ideal Homes – Home Builders

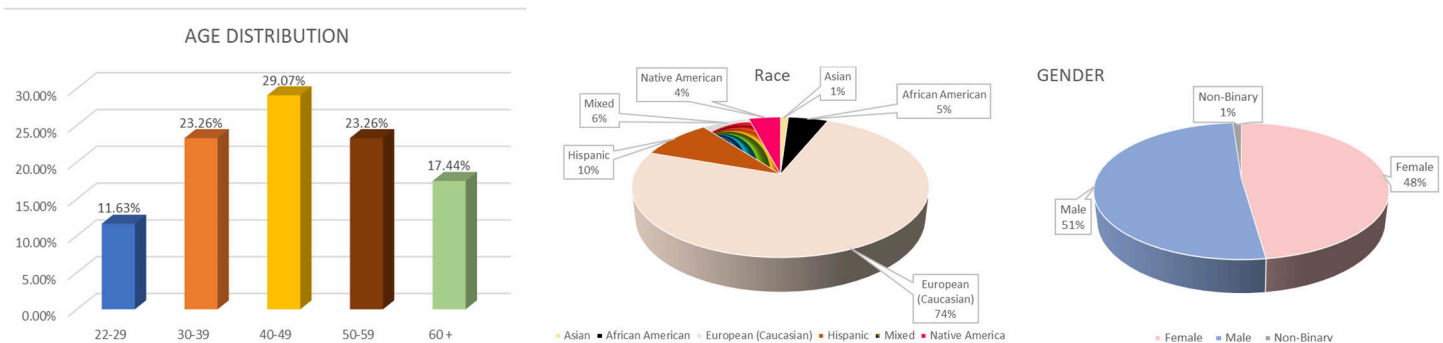
Nick Migliorino – Norman Public Schools – K-12 Education
Katherine Miller – Norman Transcript – Print Media
David Nimmo – Chickasaw Nation Industries – Manufacturers
Matt Peacock – Peacock Design – Architects and Place Making
Darryl Pyle – City of Norman – Comprehensive Plan
Brian Ruttman – MNTC – Technical Education
Dan Schemm – VisitNorman – Tourism
Andy Sherrer – First United Bank – Community Banking
Kelly Sitzman – Pioneer Library System – Young Professionals
James Spann – Boyd Street Ventures – Venture Capital
Richie Splitt – Norman Regional Health System – Healthcare
Sowmya Sridhar – Xyant Services – Talent Attraction
Darry Stacy – CLEET – Law Enforcement
Ed Taylor – LoveWorks – Youth Education
Chuck Thompson – American Investment Group – Community
Bob Thompson – Midway Deli – Small Business and Music Venues
Casey Vinyard – KREF – Broadcast and Print Media
Daren Wilson – United Way – Non-profit Agencies

VISION TASK FORCE

The public was invited to apply for the 100 available seats on the Task Force. Applicants were chosen by the Vision Steering Committee to ensure that all ages, genders, and race/ethnicities were represented, as well as equal representation from each of the city Wards.

A SUCCESSFUL VISION TASK FORCE WILL BE A BLEND OF THREE ELEMENTS:

- 1) The enthusiastic leadership of people with resources to make change occur.
- 2) The insights of people with the expertise and knowledge to recognize realistic opportunities.
- 3) The participation of many people representing a diverse cross-section of Norman.



MEMBERS OF THE TASK FORCE

Joshua Adkisson - Foundant Technologies
Adrian Arambula - A+ Landscaping
Carla Atkinson - Norman Public Schools
Jennifer Baker - The Sooner Theatre
Ryan Barnett - University Student
Trey Bates - HeyDay Entertainment
Rebecca Bean - Stash
Paul Bell - University of Oklahoma
Gabriel Bird - Self-Employed
Katie Blair - University of Oklahoma
Cameron Brewer - T. Bank N. A
Jordan Brown - University Student
Kelly Callahan - Self-Employed
Robyn Castleberry - MNTC
Scott Christian - Prosperity Bank
Christine Cleveland - Arbonne International
Matthew Clinton - Peak Property
Matt Clouse - Valliance Bank
Judith Coker - Retired
Kara Cornell - Norman Regional Health System
Mary Cornelsen - Charity Navigator
Ashley Creed - Self-Employed
Tracy Curtis - OU Foundation
Jared Deck - OK House – District 44
Travis Dennis - Plainview Legal Group
Scott Dixon - NCS Multistage
Josh Edge - Armstrong Bank
Leigh Edwards - University of Oklahoma
Susan Ford - Century 21 Goodyear Green
Jonathan Fowler - Fowler Holding Co.
Adrian Francisco - Norman Regional Health System
Marla Freeman - Oklahoma Natural Gas
Michael Friedman - I-Drive Norman
Josaih Galdean - University Student

Randy Gardner - Rose Rock Habitat for Humanity
Inger Giuffrida - Wild Care Oklahoma
Janice Goetzinger - Retired
David Goodspeed - OEC Fiber
Helen Grant - Norman City Council
Clarence Hill, Jr. - Antioch Community Church
Karen Hill - Self-Employed
Shawn Hime - Oklahoma State School Board Assoc.
Joshua Hinkle - First United Bank
Elaine Hobson - Self-Employed
Stephen Tyler Holman - Norman City Council
James Howard - Larson Design Group
Angela Hughes - OK Dept. of Envir. Quality
Kyle Hurley - Norman Regional Health System
Shari Jackson - Norman Music Alliance
Kathleen Kennedy - Ctr. for Comm. Engagement
Chan Klingensmith - Regional Food Bank of OK
Melissa Klink - Center for Children and Families
Jake Krattiger - GableGotwals
Doris Kupfer - Retired, League of Women Voters
Katherine Leidy - Red River Youth Academy
Tory Tedder-Loffland - OEC Foundation
Richard McKown - Green Earth Land Design
Kyla McMoran - Self-Employed
Scott Meier - McFarlin United Methodist Church
Lynne Miller - Retired
Amy Million - Self-Employed
Chip Minty - Minty Communications
Amanda Nairn - University of OK Water Center
Jolene Nauman - Edward Jones
Xavier Neira - Logatoré
Robert Norman - Cheek & Falcone
Scott Norman - Thunderbird Casino
Selena Ordaz - Abbott House Child Advocacy

Daniel Zavala-Paramo - University of Oklahoma
Melissa Peterson - Norman Chamber of Commerce
Rainey Powell - Campus Corner
Elaine Purvis - Norman Regional Health System
Jonathon Quinonez - Farmers Insurance
Erin Rice - Oklahoma DHS
Russell Rice - Care-a-Vans
John Richardson - Self-Employed
Katie Ringer - VisitNorman
Evan Rink - Prosperity Bank
Alberto Rivas - Center for Children & Families
Cynthia Rogers - University of Oklahoma
Adam Ross - CEC
Colleen Roux - Old Town Realtors
Aubrey Sanchez - Self-Employed
Carla Schaeperkoetter - State Chamber of OK
Patrick Schrank - Keller Williams Mulinix
Lauren Schueler - Norman City Council
Jayne Shelton - Self-Employed
Christa Simmons - MNTC
Phillip Sipe - TVC Pro Driver
Chase Spivey - Spivey Media
Lauren Stone - IMMY
Rachel Wyatt-Swanson - Northrop Grumman
Michael Tupper - District Court- OK
Jim Wade - BancFirst
Kayla Wade - OEC
Letty Watt - Retired
Jerry Weber - Retired
Kelly Wells - Vision Bank
George Wilson - Retired
Amish Zaver - Champion Hotels
Jennifer Zumwalt - Victory Family Church

QUALITY OF LIFE SURVEY

GENDER ID	Number	Percent
MALE	306	49%
FEMALE	315	50%
OTHER	4	1%
Total	625	100%

LENGTH OF RESIDENCE	Number	Percent
<5 YEARS	94	15%
5-9 YRS	98	16%
10-19 YRS	143	23%
20+ YEARS	288	46%
REFUSED	2	0%
Total	625	100%

AGE	Number	Percent
18-34	98	16%
35-49	199	32%
50-64	190	30%
65+	136	22%
REFUSED	2	0%
Total	625	100%

EDUCATION	Number	Percent
HIGH SCHOOL	119	19%
SOME COLLEGE	135	22%
COLLEGE GRAD	252	40%
GRAD DEGREE	118	19%
REFUSED	1	0%
Total	625	100%

CHILD UNDER 18 IN HOME?	Number	Percent
YES	201	32%
NO	424	68%
Total	625	100%

PARTY REGISTRATION	Number	Percent
DEMOCRAT	240	38%
REPUBLICAN	246	39%
INDEPENDENT	139	22%
Total	625	100%

EMPLOYMENT	Number	Percent
FULL-TIME	312	50%
PART-TIME	48	8%
RETIRED	151	24%
HOMEMAKER	87	14%
STUDENT	5	1%
UNEMPLOYED	17	3%
OTHER	2	0%
REFUSED	3	1%
Total	625	100%

RACE/ETHNICITY	Number	Percent
WHITE	464	74%
BLACK	27	4%
HISPANIC	46	7%
NATIVE AMERICAN	25	4%
OTHER	58	9%
REFUSED	5	1%
Total	625	100%

INCOME	Number	Percent
<\$25,000	88	14%
\$25k-\$39,999	107	17%
\$40k-\$74,999	125	20%
\$75,000+	205	33%
REFUSED	100	16%
Total	625	100%



Jim Clifton: Why do some cities thrive?

They retain those local companies that receive revenue from outside the area

They help grow and support start-ups

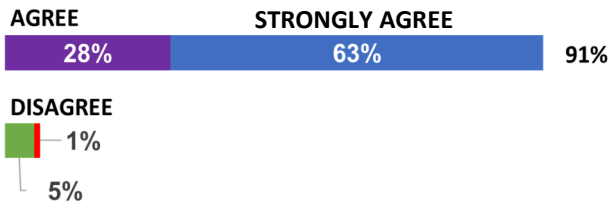
They have a Vibrant Downtown

*Bonus – local college and/or university

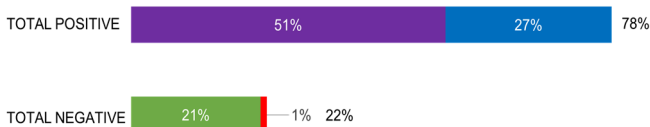
Four basic categories citizens will fall into

- **The All-in people:** The one people call when something needs to get done
- **The Usually in:** However- need more facts/reasons
- **The Usually Not in:** Skeptics- point out what wrong with little or no solutions
- **The Against:** Don't know what it is but I don't like it

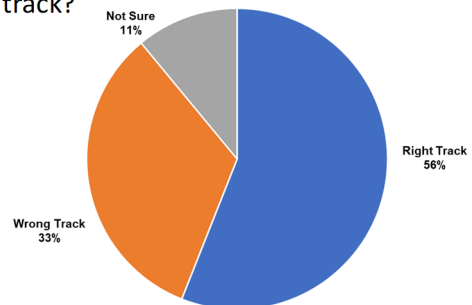
Successful efforts to improve the quality of life requires community input, a shared vision, planning and transparency.



How would you rate the overall quality of life in Norman?



Do you think that things in the City of Norman are heading in the right direction, or are things on the wrong track?



- This poll was conducted by Mason-Dixon Polling & Strategy, Inc. of Washington, D.C. from April 24 - 28, 2023. A total of **625** registered voters (18+) were interviewed by telephone.
- Those interviewed were selected randomly from a commercially available list of registered voters. The resulting sample fairly reflects the demographic profile of registered voters in the City of Norman.
- The margin of error, according to standards customarily used by statisticians, is no more than plus or minus 4.5 percentage points. This means that there is a **95 percent probability that the "true" figure would fall within that range** if the entire population were sampled. The margin for error is higher for any subgroup, such as a gender, income or race.

QUALITY OF LIFE SURVEY

For the full QOL Survey, please visit www.OneNorman.org.

RECOGNIZE AND CELEBRATE

- High quality of life rating
- The availability of quality healthcare
- Norman is a welcoming and inviting place
- A great place for families with children
- A good place for young single people, retirees and minorities
- A positive place for entrepreneurs
- People are positive about the university
- Cultural Opportunities
- Parks and Playgrounds

Availability of Quality Healthcare



OPPORTUNITIES

- Diagnose deeper why 44% feel the QOL is going to deteriorate in the next 5 years.
- Is this connected to 48% being concerned about their own job or someone in their family?
- Public safety and crime
- Ability to go place to place
- Increase effort to keep college graduate home by utilizing the positive outlook for entrepreneurs and start-ups
- Early brain development

Public Safety + Crime



How likely are you or an immediate family member to move from Norman area in the next 5 years; very likely, somewhat likely, not very, or not at all likely?



Reasons given for moving from area (of the 35% saying they are likely to leave)

JOB OPPORTUNITY	27%
POOR ECONOMY	26%
FAMILY REASONS	16%
POOR SCHOOLS	15%
POOR LEADERSHIP	8%
GROWTH SPRAWL	6%
LACK OF CULTURE	1%

FOUNDATION I: QUALITY OF LIFE

Citizens recognize that a sense of place and belonging is vital for nurturing a strong community spirit, and that can best be accomplished through the continued creation and funding of unique mixed-use districts and entertainment experiences through Norman Forward and other resources. Rooted in the Native American belief that our own well-being is intrinsically tied to the health of our natural environment, Norman residents believe that access to nature and outdoor recreation is fundamental to our high quality of life, health, and safety. Because of our visionary placemaking success, by 2035, Norman will be recognized consistently as one of the best places to live in America, offering special experiences to residents and visitors alike.

COMMUNITY GOALS

- 1. Norman will have walkable, safe, green neighborhoods, mixed-use sustainable development, and affordable housing for all income levels.**
- 2. Norman will have multiple distinct districts with unique identities.**
- 3. Norman will be a forward-thinking community continuing to create Norman Forward concepts.**
- 4. Norman will be a recreational hub with low-impact economic development, and an activated river with South Canadian Park and a connected trail system across town.**
- 5. Norman will have a safe and attractive mixed-use entertainment district with an arena for a regional draw.**
6. Norman will have an affordable and available variety of housing options for all, including the unhoused.
7. Norman will be recognized nationally as the safest city.
8. Norman will have collaborative and volunteer-minded citizens (nonprofit support/civic-minded).
9. Norman will emphasize placemaking.
10. Norman will have a connected Walk/Bike/Trolley trail.
11. Norman will have a vibrant University of Oklahoma Performing Arts District/Community Experience.
12. Norman is the place to go to get your “Create On.”

FOUNDATION II: EDUCATION

Norman residents believe that the foundation of our educational vision depends on the quality of our educators and the quality of their instruction. Investing in the well-being and growth of all learners through top-tier educators and early childhood development initiatives is paramount to Norman's future. Partnerships and collaboration that prioritize the importance of nurturing each student's unique abilities and fostering a lifelong love for learning are vital to developing a prepared, skilled workforce. By 2035, Norman will be recognized nationally as a beacon of educational excellence, a transformative community resource that cultivates knowledge, skills, and values.

COMMUNITY GOALS

- 1. Norman will attract, retain, and support quality teachers and administrators.**
- 2. Norman will have the premier education system in the state with cutting-edge, innovative, and expanded programs to prepare students/adults for future jobs.**
- 3. Norman will be one of the most outstanding cities in the nation for comprehensive early childhood development programs for children 0-5 and their parents.**
- 4. Norman will have a safe and secure environment for all students.**
- 5. Norman will have an inclusive and diverse education system to address the needs of all children and their families.**
6. Norman will be a community free from all student barriers to ensure a quality education for all.
7. Norman will increase collaboration between the K-12, Career Tech, and the University of Oklahoma systems.
8. Norman will be a community with a high-quality, seamless education from Pre-K through 20.
9. Norman will have the best facilities in the state, including safe shelters.
10. Norman will have excellent programs to ensure the availability of resources for school readiness that are available to parents.

FOUNDATION III: GOVERNMENT

Citizens desire a responsive, nimble government that builds collaborative partnerships, fosters sustainable growth, and enhances our quality of life through effective governance, innovative solutions, and meaningful civic engagement. At the core of this vision are servant leaders who build and uphold the values of integrity and trust. By 2035, the city government will be recognized as the most influential in Oklahoma.

COMMUNITY GOALS

- 1. Norman will build/collaborate public-private partnerships aligning leadership as an innovative way to solve problems and build a prosperous community.**
- 2. Norman will have a flexible city government that strives to partner with businesses, non-governmental organizations, and others to develop creative and innovative incentives to remove barriers.**
- 3. Norman will be consistent, predictable, and reliable in implementing the vision within local government and create an accountability process to ensure there is follow through.**
- 4. Norman will be a city with stable leadership and unassuming leaders of great civility using best practices, community input, and data to solve problems.**
- 5. Norman will increase civic engagement and Civic IQ, using multiple means, including social media, to educate the public and communicate plans.**
6. Norman will achieve fiscal sustainability by diversifying revenue sources.
7. Norman maintains support for current and new Norman Forward projects.
8. Norman is a transparent, efficient entity with creative and equitable placemaking known as the best place to do business based on policy and customer service.
9. Norman will implement the timeline of the home-based study to address homelessness in the city.
10. Norman will have a justice system focused on serving people and connecting resources rather than a punitive approach that cycles individuals through it.
11. Norman is a leader within governments in the region and collaborates with connected cities.

FOUNDATION IV: INFRASTRUCTURE

We believe that collaboration, partnerships, and forward-thinking planning will build the foundation for a prosperous and resilient future. We believe the natural assets of the area should be integrated into all modes of transportation, creating a connected city that fosters a high quality of life. Citizens desire multi-modal options where all can move freely and easily, feel safe, and thus create a unified sense of place and pride. By 2035, Norman will have infrastructure that supports economic growth, protects the environment, and enhances social equity.

COMMUNITY GOALS

- 1. Norman will have a safe and secure long-term water supply and focus on water when growth is considered.**
- 2. Norman will develop a fiscally responsible, thoughtfully developed, and funded infrastructure and maintain a plan to support a more dense/growing population, trails to turnpikes.**
- 3. Norman will be a top-rated city for multi-modal transportation, including bike paths and trail systems.**
- 4. Norman will create a municipal capital improvement program for infrastructure.**
- 5. Norman will have top-rated public safety resources to meet future needs.**
6. Norman is a city with well-defined cultural districts with great connectivity between them.
7. Norman will have safe and secure streets and sidewalks on thoroughfares, eliminating “stroads.”
8. Norman will improve and maintain assets that make Norman unique.
9. Norman will have the best urban trail system and bike paths.
10. Norman is a city with a robust RTA program.
11. Norman will provide authority to subject matter experts to make infrastructure decisions.

FOUNDATION V: ECONOMIC DEVELOPMENT

Norman recognizes the catalytic nature of entrepreneurship, regional events, infill redevelopment, and targeting high-paying jobs for sustainable growth and prosperity. Utilizing best practices in data, research, and community partnerships, by 2035, Norman will be a thriving, sustainable economic engine that empowers individuals, fosters innovation, creates an inclusive opportunity for prosperity, drives long-term growth, and enhances our quality of life and overall well-being.

COMMUNITY GOALS

- 1. Norman will create an entrepreneurial ecosystem that fosters startups and provides resources, space, and capital for innovators, especially local graduates.**
- 2. Norman will utilize research and data to drive decisions to invest in targeting quality businesses that add value and create high-paying jobs.**
- 3. Norman will support and highlight festivals, arts, sports tourism, and other regional events that drive visitors into local businesses.**
- 4. Norman will be the most business-friendly community regarding city codes, zoning, and permits/licensing.**
- 5. Norman will revitalize and make best use of existing and lower-income businesses and infrastructure, building up to create mixed-use developments.**
6. Norman will expand and capitalize on its natural assets, creating a destination for ecotourism and wellness.
7. Norman will have a robust workforce development program.
8. Norman has an adequately funded, forward-thinking, and environmentally sustainable economic development organization.
9. Norman will be the business headquarters capital of the country.

FOUNDATION VI: PRIVATE SECTOR LEADERSHIP

Norman values collaboration and public-private partnerships that elevate the Civic IQ of our citizenry and maximize the engagement of the private sector in solving complex community issues such as talent retention, housing stock, homelessness, and job growth. We believe strong partnerships between government and business facilitate trust, civic pride, and vision achievement. By 2035, Norman will be the premier Oklahoma community with enlightened, engaged, and aligned private sector leaders, providing our region and state with unparalleled influence.

COMMUNITY GOALS

Presented By:

- 1. Norman public officials will utilize incentives and collaborate with private partners, education institutions, and the public sector to be the leader in Oklahoma for attracting and creating high-paying jobs.**
- 2. Norman will be a city that is easy to work with at all levels, with public-private partnerships that fund and support infrastructure investments and initiatives.**
- 3. Norman will create programming and foster collaboration that enhances communication and elevates the Civic IQ of all residents and voters, thereby building trust.**
- 4. Norman will have collaborative public-private partnerships to create diverse, affordable housing types.**
- 5. Norman's private sector will reduce the brain drain by collaborating with higher education to develop and retain a talent pipeline through job placement opportunities.**
6. Norman will have a culture of civility and unity where all stakeholders have civic pride and are cheerleaders for the community.
7. Norman has a diverse set of stakeholders at the table for decision-making and implementation of the vision.
8. Norman is a place for bold, innovative risk-takers who invest their time, talent, and treasure.
9. Norman prioritizes density through mixed-use developments.
10. Norman incentivizes high-priority projects.
11. Norman is the world center for weather and radar tech jobs.



ONE VISION

ONE VOICE

ONE
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