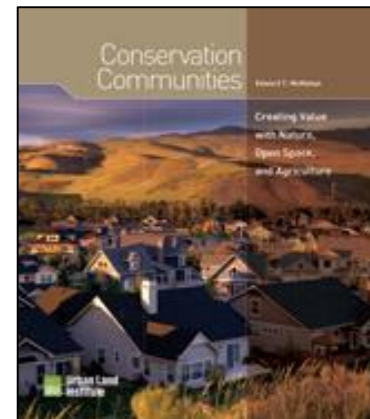


# An Advisory Services Panel for Norman, OK



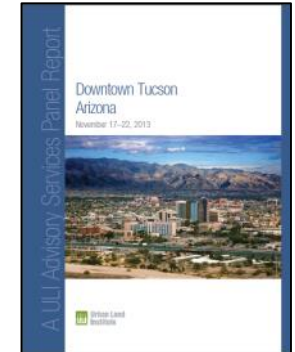
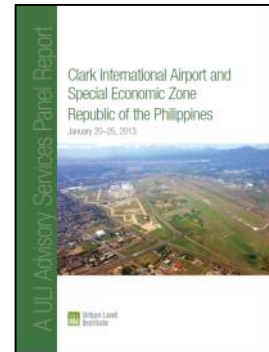
# About the Urban Land Institute

- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
- ULI is a membership organization with over 34,000 members worldwide representing the spectrum of real estate development, land use planning, and financial disciplines, working in private enterprise and public service.
- What the Urban Land Institute does:
  - Conducts Research
  - Provides a forum for sharing of best practices
  - Writes, edits, and publishes books and magazines
  - Organizes and conducts meetings
  - Directs outreach programs
  - Conducts Advisory Services Panels



# The Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process
  - Review background materials
  - Receive a sponsor presentation & tour
  - Conduct stakeholder interviews
  - Consider data, frame issues and write recommendations
  - Make presentation
  - Produce a final report



## The Panel

- **Glenda Hood**, triSect LLC  
Orlando, FL
- **Dick Galehouse**, Sasaki  
Associates Boston, MA
- **James Lima**, James Lima  
Planning + Development  
New York, NY
- **Nancy Montoya**, TTA  
New Orleans, LA
- **John Orfield**, BOKA Powell  
Dallas, TX
- **Zane Segal**, NorthGulf ZSP  
Houston, TX
- **Tamara Zahn**, Zahn Associates  
Indianapolis, IN



## Panel Assignment

- **How can the City of Norman bring together public and private interests for development to create a vibrant mixed-use development at the Griffin Memorial Hospital Site?**
- **To realize the State's goal of new facilities, what types of land use sales should be first?**
- **How does the State and City begin this process?**

## Thanks to the following sponsors:

- City of Norman
- State of Oklahoma Department of Mental Health and Substance Abuse Services (ODMHSAS)

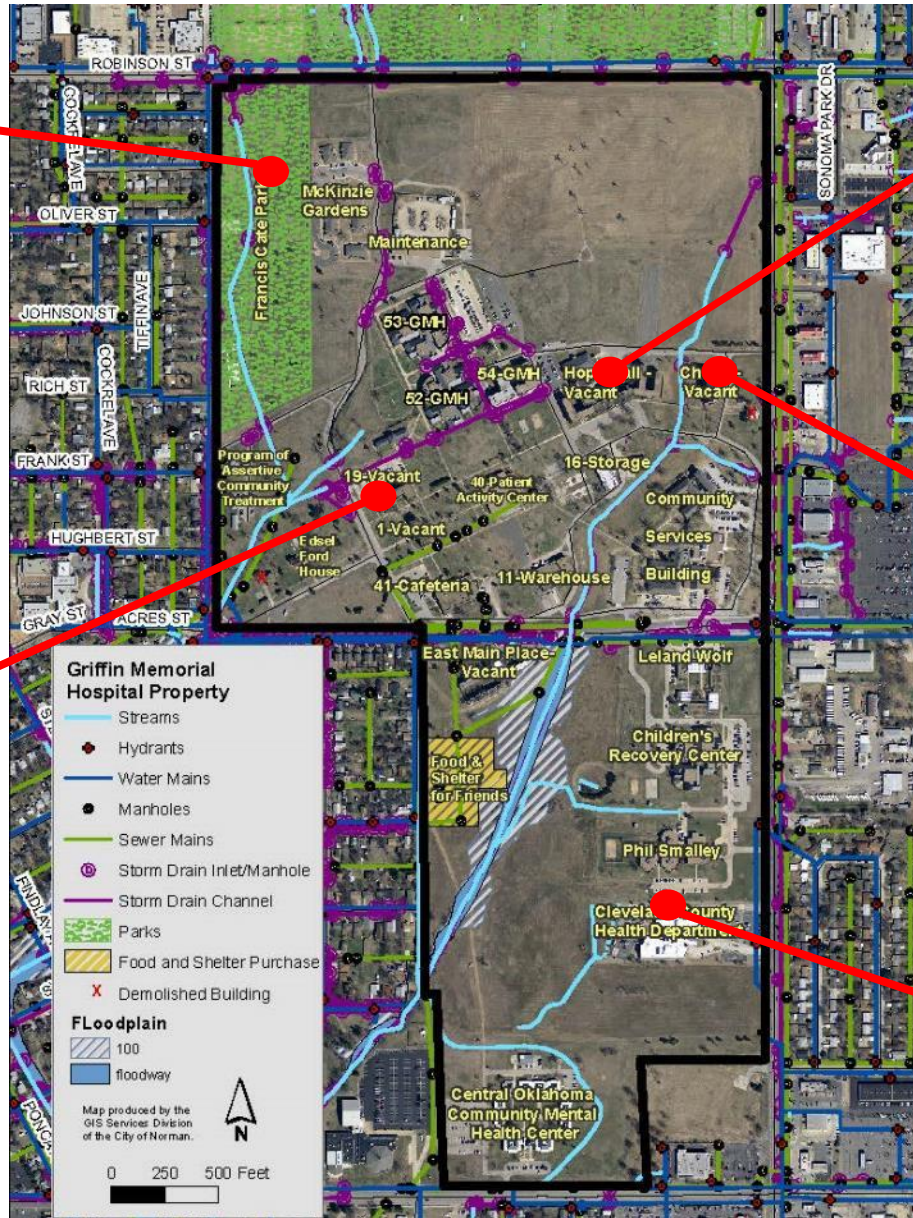


## Overarching Priorities

- Relocate Griffin Memorial Hospital
- Unlock the value of the property to meet economic and public benefit objectives
- Create a campus for community services
- Focus on health & well-being with new, related uses
- Create a new urban center with connectivity and access to surrounding neighborhoods and downtown



# The Study Area





## Presentation Overview

- I. Market Potential
- II. Development Opportunities
- III. Planning & Design Concepts
- IV. Implementation
- V. Conclusion
- VI. Comments & Questions

# Building Healthy Places



## Urban Land Institute

### Building Healthy Places Initiative



# Market Potential

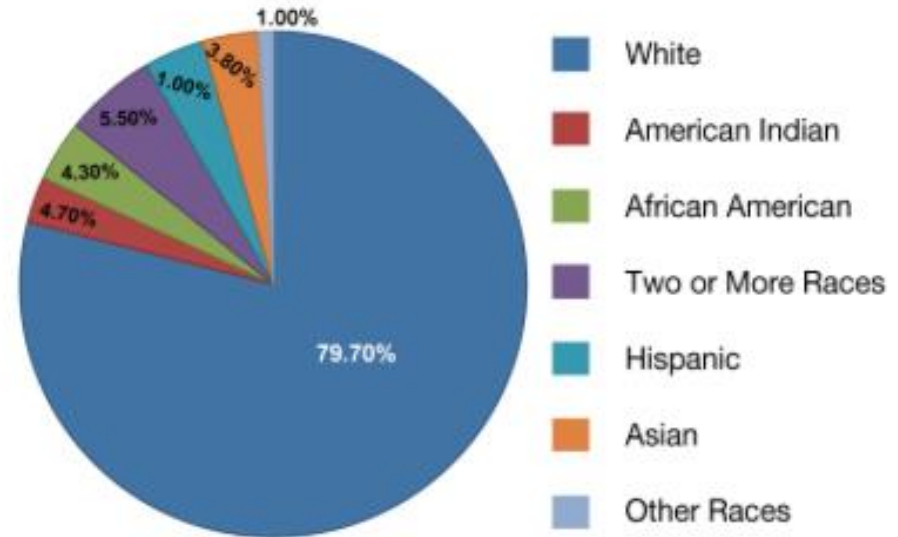


# Demographic Profile

## Population

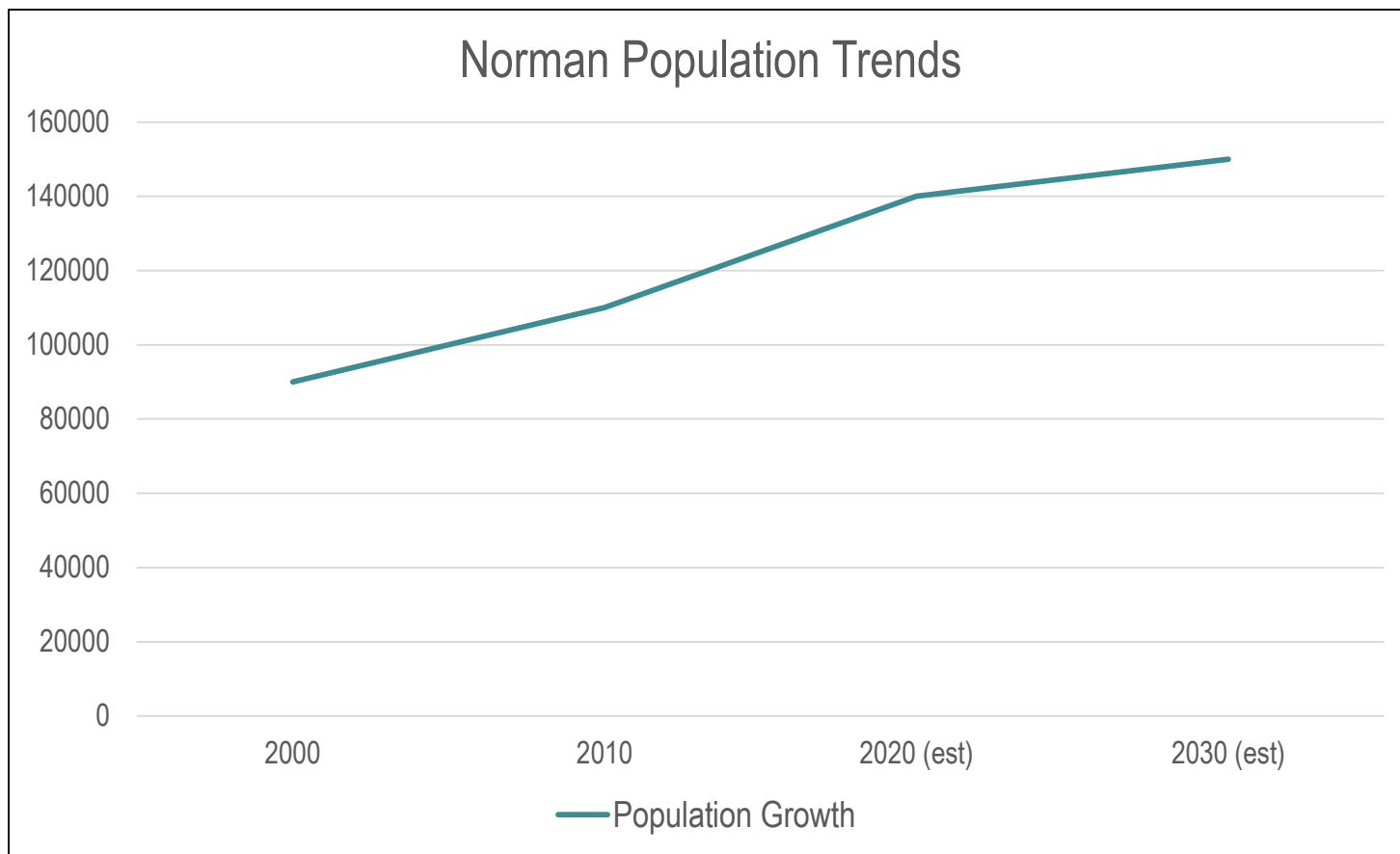
- City of Norman: 117,528
- Cleveland County: 269,908
- Oklahoma City MSA: 1.3 million

## Race & Ethnicity (City of Norman)



Sources: City of Norman, U.S. Census Bureau, Norman Economic Development Coalition/census.gov

# Demographic Profile



Source: Norman Economic Development Coalition/census.gov

## Major Employers

The University of Oklahoma	12,266
Norman Regional Hospital	2,874
Norman Public Schools	1,951
Johnson Controls	1,200
Riverwind Casinos	963
Walmart Supercenters	950
City of Norman	829
Hitachi	440
SYSCO Foods	420
National Oceanic & Atmospheric Administration (NOAA)	400
SuperTarget	380
Oklahoma Veterans Center	356
U.S. Postal Services	350
SITEL	300
Moore-Norman Technology Center	233
AT&T	225
Astellas Technologies	180

## Income & Employment

- **Income**

Median Income per Household (2013): \$48,508

- **Employment**

Unemployment Rate: 3.8%

Unemployed workers willing to work: 4,304

Workers Underemployed: 12,131

Source: Norman Economic Development Coalition/census.gov

# Housing Profile

## 5 minute travel distance:

- 1,649 houses owner occupied (45%)
- \$94,440 median home value
- 1,702 renter occupied (46%)
- \$552 median rent
- 9% of units vacant
- 30% commute to work outside Cleveland County

Source: ESRI





## Housing Profile

### 15 minute travel distance:

- 25,132 houses owner occupied (51%)
- \$146,578 median home value
- 18,470 renter occupied (43%)
- \$610 median rent
- 6% of units vacant
- 30% commute to work outside Cleveland County

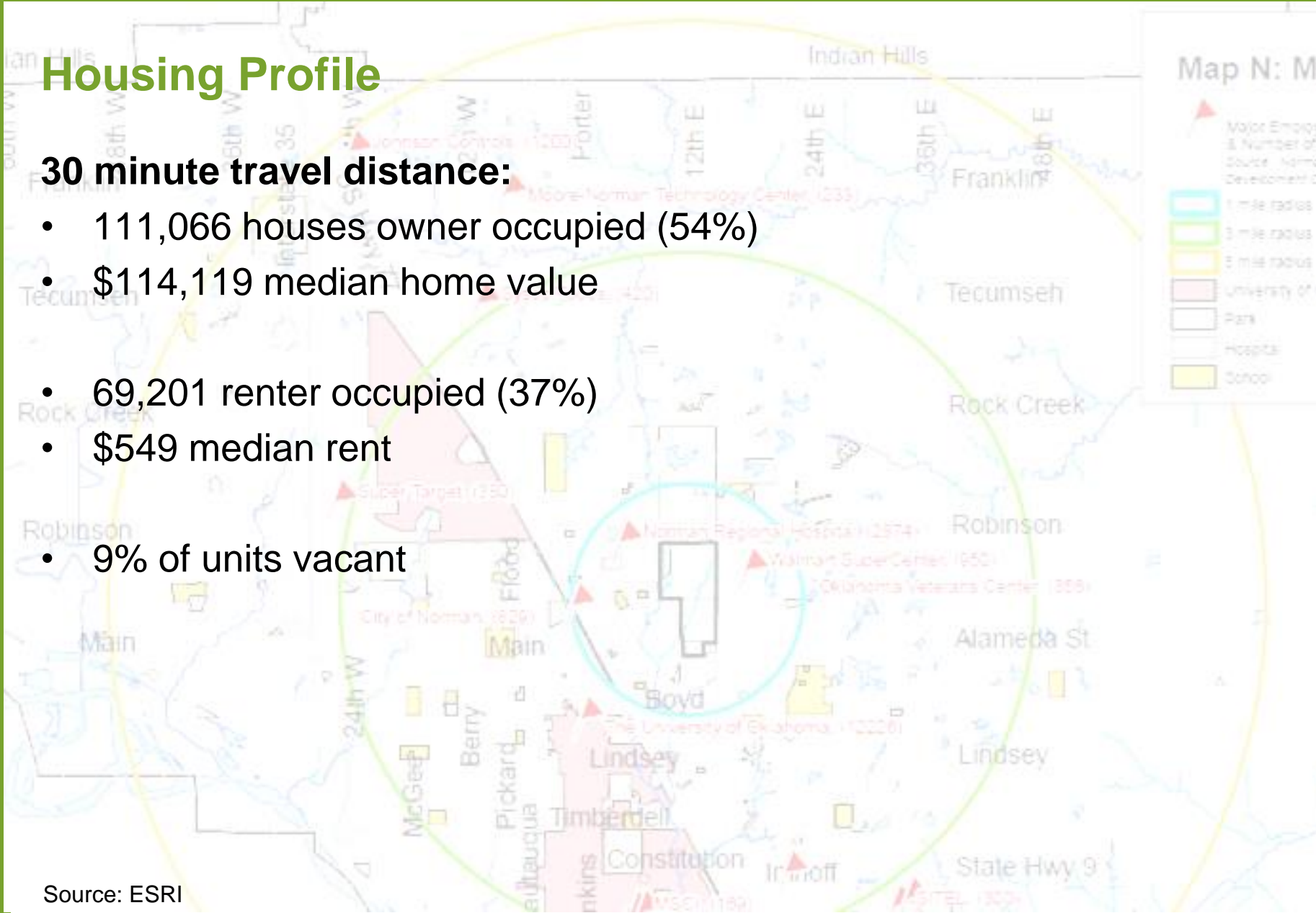
Source: ESRI



# Housing Profile

## 30 minute travel distance:

- 111,066 houses owner occupied (54%)
- \$114,119 median home value
- 69,201 renter occupied (37%)
- \$549 median rent
- 9% of units vacant



Source: ESRI

## Office Profile

### **Norman:**

Class A: 70,000 sf in construction @ \$25.00

Class B: 900,000 sf @ \$17.27

Class C: 1,809,000 sf @ \$14.07

### **OKC Metro Area:**

Class A: 7,558,754 sf @ \$20.33

Class B: 30,193,728 @ \$15.40

Class C: 17,129,404 @ \$12.67

Source: ESRI

# Retail Submarket: Cleveland County

Oklahoma City - Year-End 2014



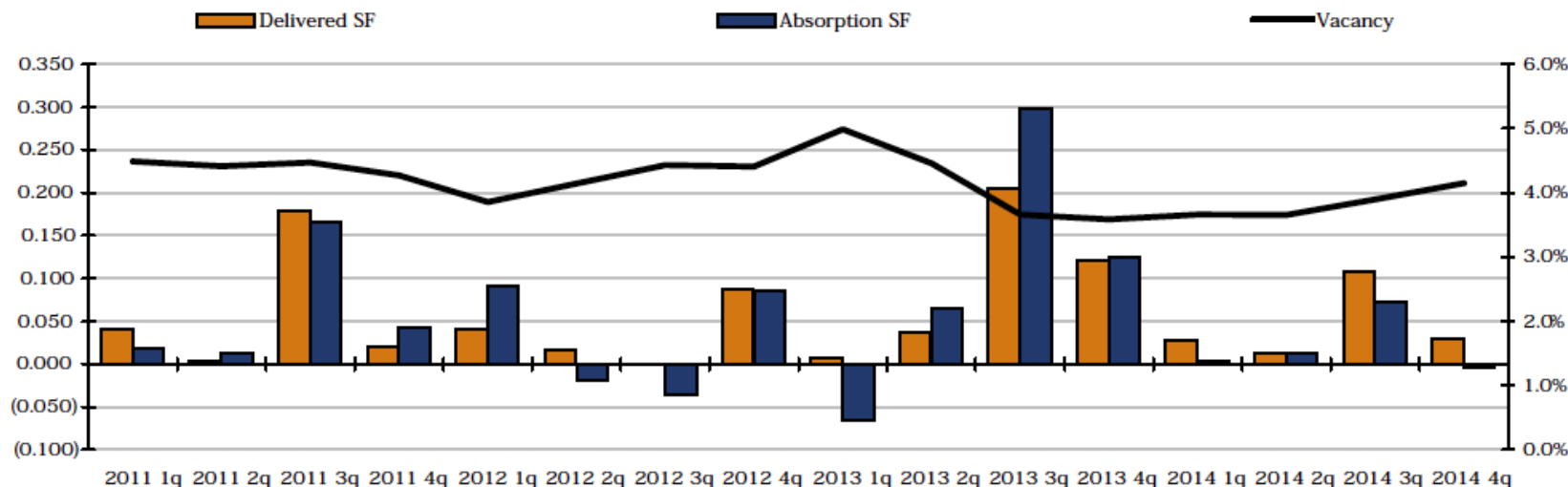
## Oklahoma City Retail Market

Cleveland County Market

Market Highlights - Class "A, B & C"

### Deliveries, Absorption & Vacancy

Historical Analysis, All Classes



Source: CoStar Property®

4.2% vacancy  
 \$14.01 average rent  
 12,893,957 sq. ft. in 1,159 buildings

# Development Opportunities



# Development Opportunities

## Redevelopment Scenario

### Best Practices:

- Quality of Life
- Transportation Access / Flexibility
- Environmental Conservation
- Walkability
- Energy Efficiency
- Universal Design
- Mixed-use
- Public Art
- Branding
- Phasing



## Objective: Maximize Land Value

# Development Opportunities

## Research

- Market Condition: Sector, City, Region
- Demographic Studies
- Sponsor Briefing
- Site and Area Tours
- Stakeholder Interviews
- Retail Assessment
- Housing Study



# Development Opportunities

## Redevelopment Plan

- New hospital on ODMHSAS site to east
- Northern 160 acres to be redeveloped
- Southern 80 acres – sell parcels to current and future users

## Site Assets

- Proximity to downtown, Main Street, hospital, and university campus
- No ecological or environmental problems
- 12<sup>th</sup> Avenue commercial corridor
- Abundant adjacent park land
- Grocery and drug stores
- Good schools
- City is financially sound





# Development Opportunities

## Objections to Development

- Streams which can flood
- Area perceptions
- Busy train track
- Traffic
- Low current rents
- Adjacent neighborhoods



## Retail

### Potential Uses

#### Stores

- Furniture
- Clothing
- Electronic
- Luggage
- Sporting goods
- Music
- Florists
- Cosmetics

#### Food and Beverage

- Drinking places
- Sit-down restaurants



# Offices

## Potential Types

- Medical office buildings
- Professional offices above retail
- Incubator spaces
- Future corporate campus



## Residential

### Potential Types

- Townhomes
- Stacked flats
- Condominiums
- Apartments with structured parking
- Senior housing
- Special populations



# Cultural and Arts Center

## Potential Anchors

- 500 / 1,000-seat live performance theater
- 99-seat black box theater
- Outdoor public plaza for performances & festivals
- Arts school with exhibition spaces
- Offices for cultural groups
- Supplement, not supplant, existing facilities/groups
- Reuse of Chapel
- Interim uses



# Phases

## Potential Uses

Initial phases: Northern parcel

- Main Street Promenade
- Retail village

Future phases: Northern parcel

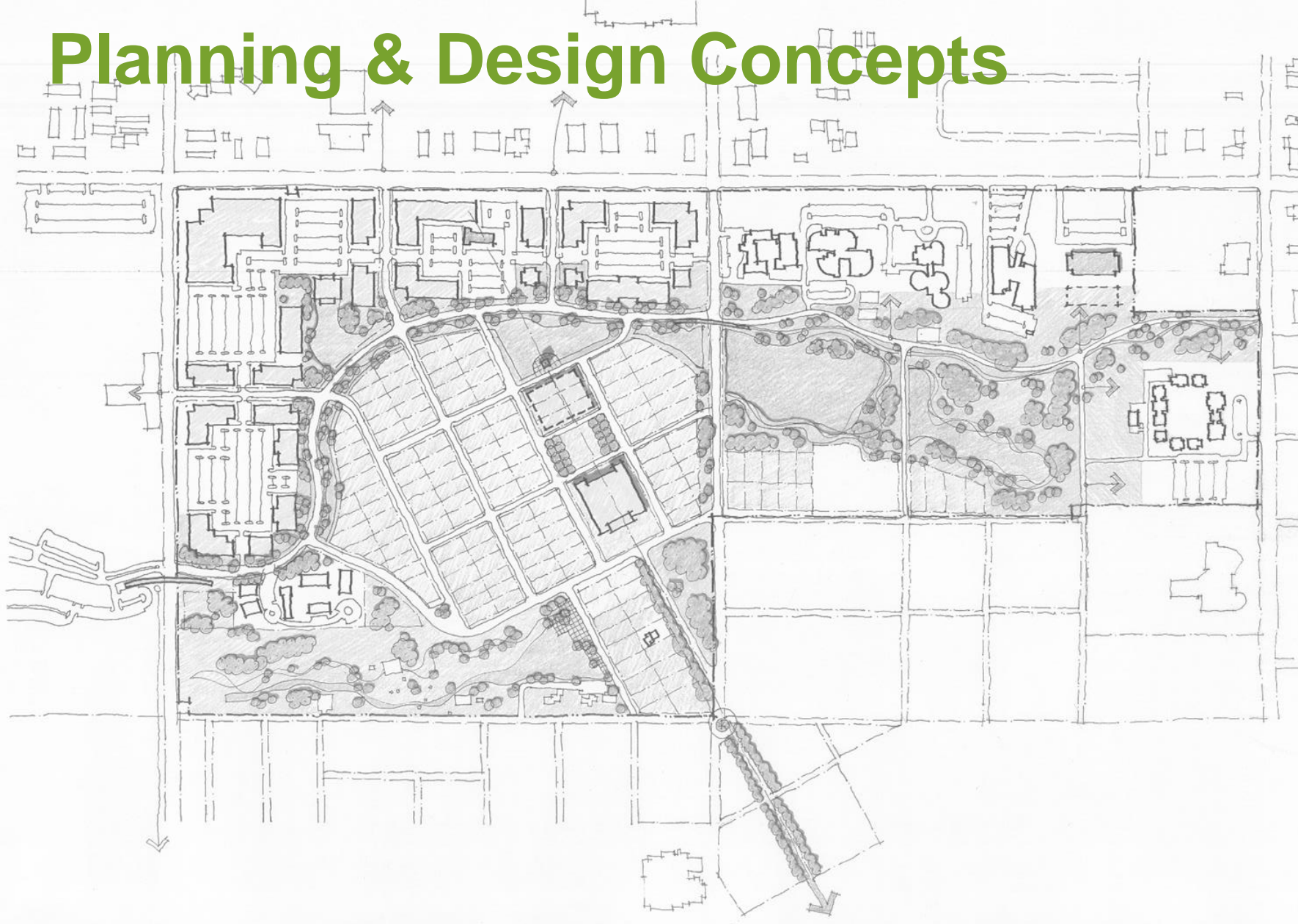
- Institutions
- Hospitality

Southern parcel

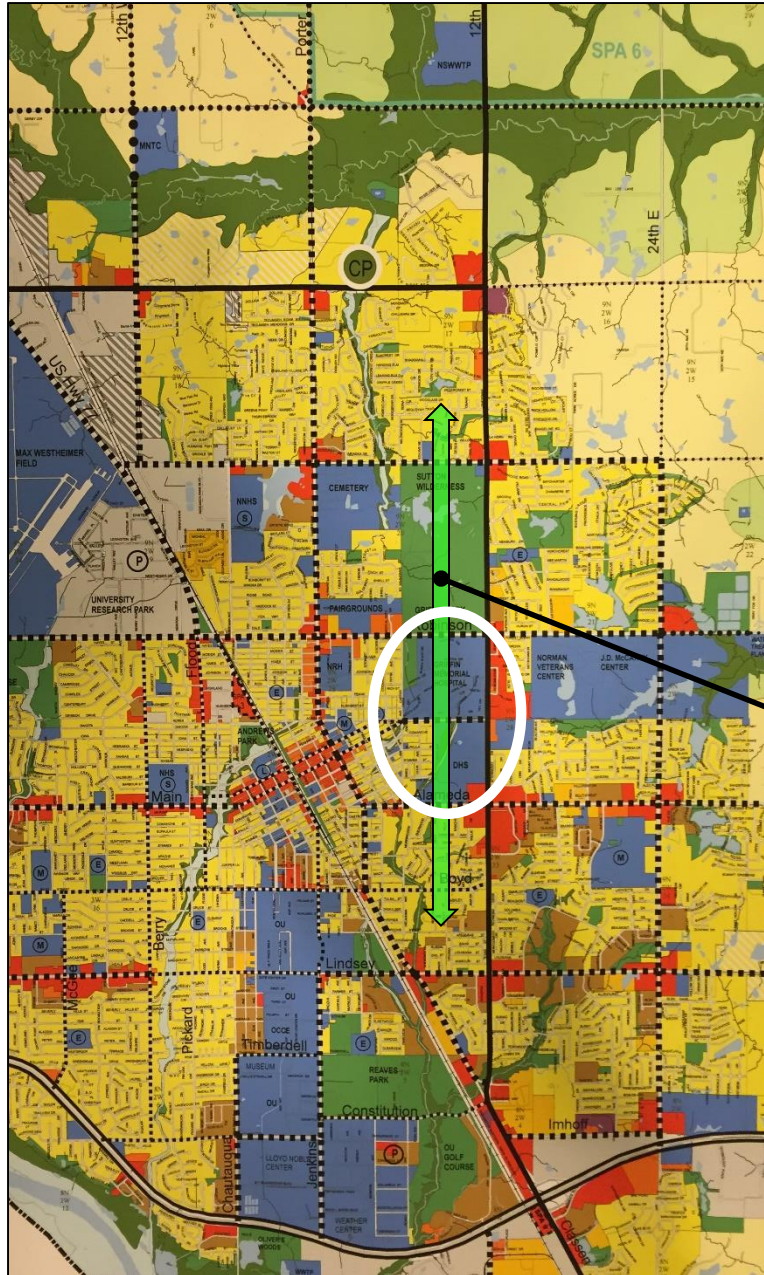
- Additional housing
- Wellness campus
- State to sell all surplus properties



# Planning & Design Concepts



# Regional Context



Sutton Wilderness

Connectivity to  
Proposed Greenway  
System

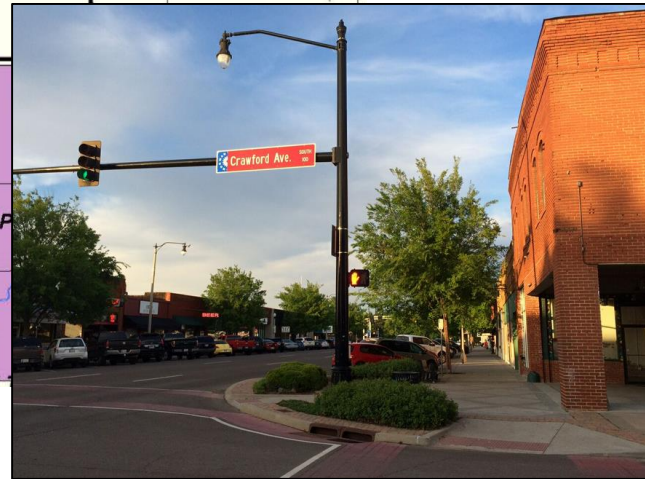


# Regional Context

Map G: Core Norman Neighborhoods & Porter Corridor Commercial Development Limit



Connection to Historic Main Street



# The Existing Site



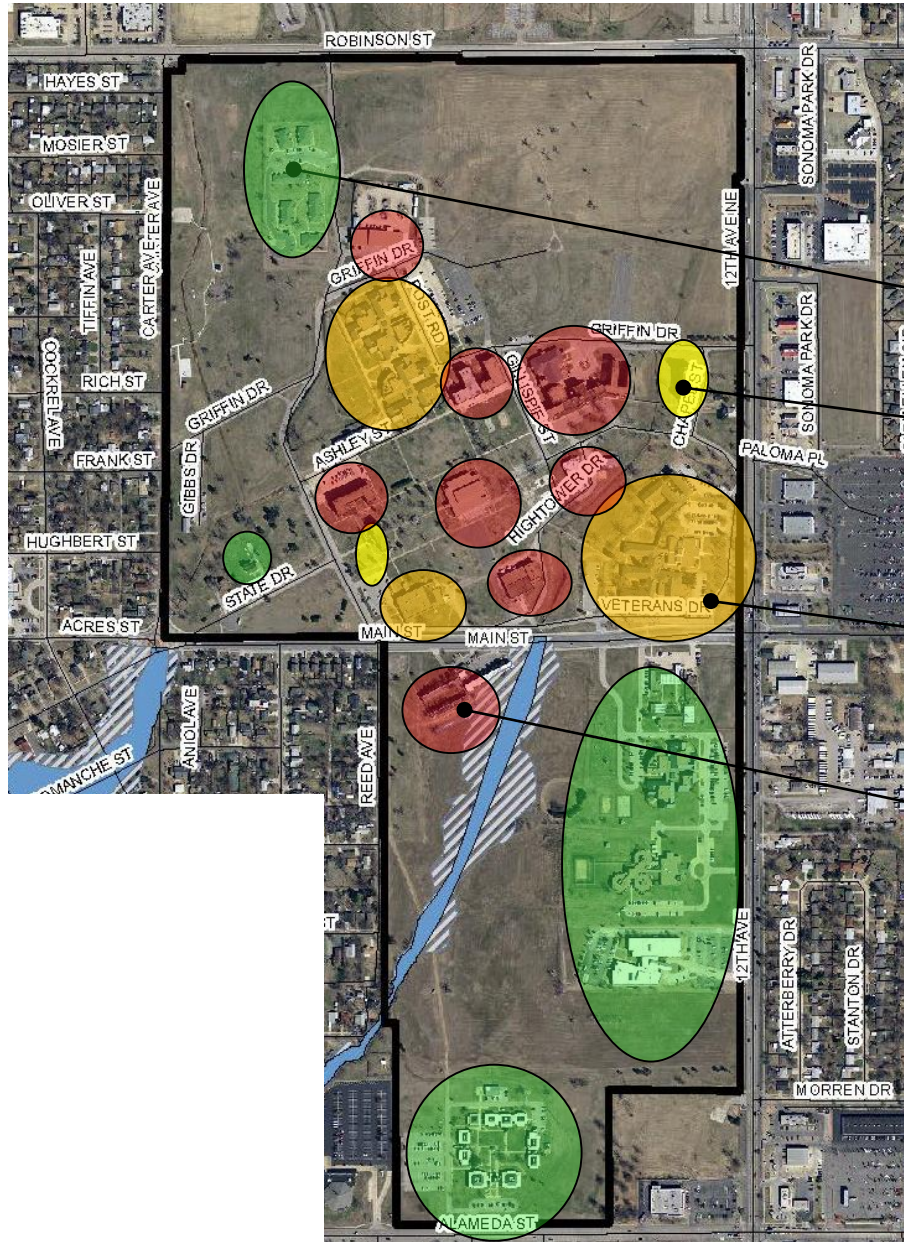
# Site Evaluation

## Property Evaluated For:

- Highest/Best Use
- Aesthetic Significance
- Historical Significance
- Physical Condition
- Operational Efficiency
- Adaptability
- Compatibility to Vision Plan



# Site Evaluation



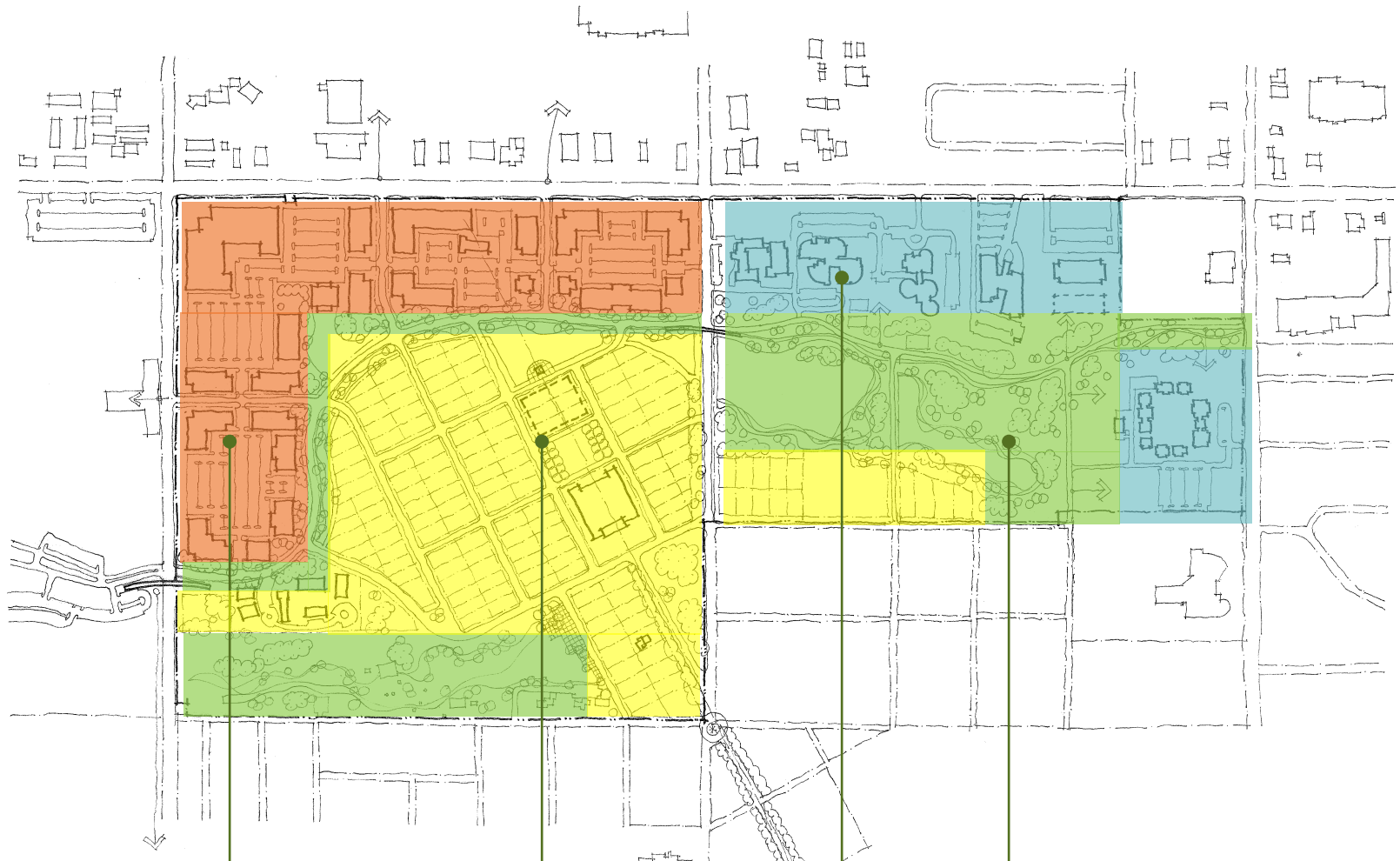
Facility to Remain

Building to be Repurposed

Function to be Relocated  
Facility to be Demolished

Facility to be Demolished

# Proposed Land Use



Retail Mixed Use

Residential Mixed Use

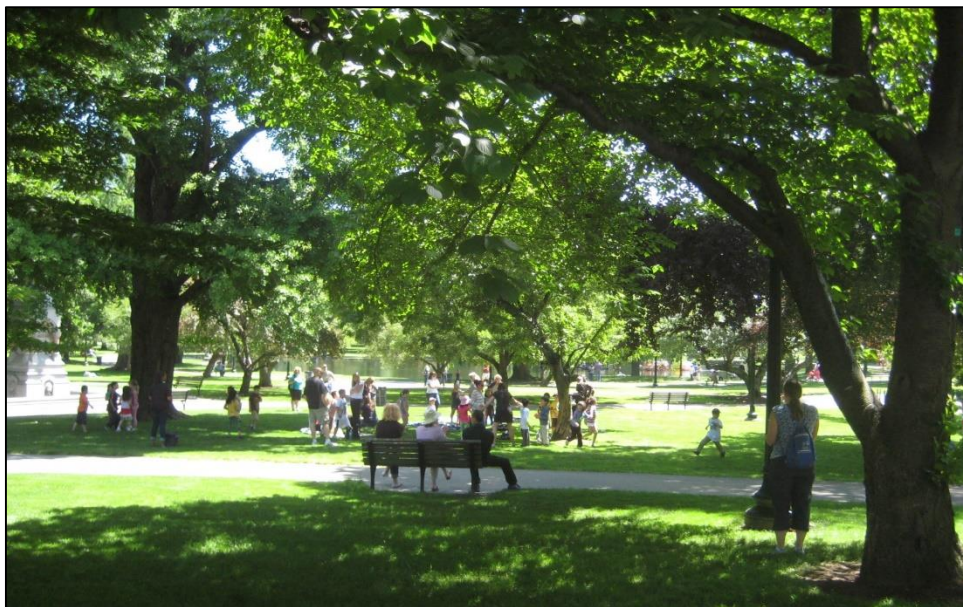
Wellness

Park

# Vision Plan



# The Vision Plan: Parks



# The Vision Plan: Parks





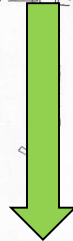
# The Vision Plan: Parks



Connection to  
Griffin Park and  
Sutton  
Wilderness



Connection to  
Fairground and  
Farmers Market



# The Vision Plan: Wellness Campus



# The Vision Plan: Commercial Mixed Use District



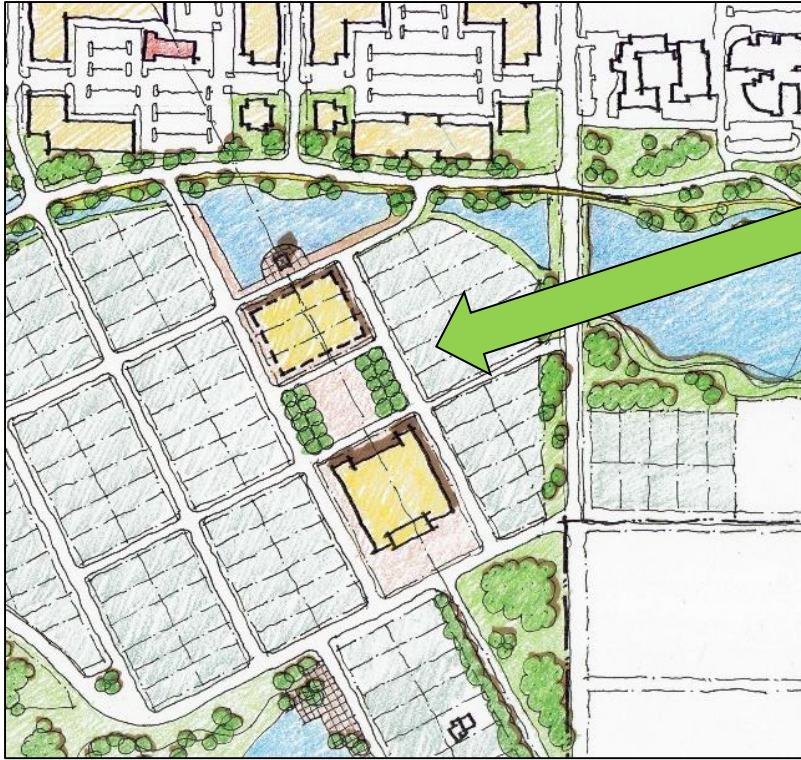
# The Vision Plan : Commercial Mixed Use District



# The Vision Plan: Residential Mixed Use District



# The Vision Plan : Residential Mixed Use District



# The Vision Plan : Residential Mixed Use District



# Implementation





## Guiding Principles

transparent  
stewardship  
well-being  
beauty  
excellence inclusive  
natural  
flexible  
responsible  
health collaborative

## Pre Development Tasks

- Execute MOU between State and City
- Begin Stakeholder Engagement Process
- Consensus on Vision Plan
- Identify Redevelopment Entity
- Hire Development Feasibility Consultants
  - Infrastructure/Utilities
  - Site Development Plans

## Pre Development Tasks

- Issue Master Developer Request for Expressions of Interest (RFEI)
- Issue RFP to Qualified Developers
- Remediate and Demolish Buildings
- Ongoing Property Management
- Launch Interim Uses/Special Events

## Structure



- City
- State
- Redevelopment Entity
- Subcommittees
- Other Partners (e.g. University and private sector)

## Roles and Responsibilities

### State

- Retain interim ownership of property
- Collaborate with City on predevelopment tasks
- Invest in site preparation
- Support the City to establish Redevelopment Entity
- Engage with other partners
- When appropriate, work with the Redevelopment Entity to sell and transfer property

### City

- Work with State to create and embrace guiding principles
- Apply code, zoning and design guidelines
- Help identify funding sources
- Work with Redevelopment Entity to establish appropriate funding mechanisms
- Minimize roadblocks to development

### Redevelopment Entity

- Develop Request for Proposal soliciting Master Developer(s)
- Lead selection process
- Work to secure financing
- Draft and negotiate developer agreement
- Facilitate relationships
- Execute communications strategy

## Maximize Community Assets: Well Norman Coalition

- Convene community service providers
  - 10 year strategic plan
  - Resource and funding analysis
- Adopt an entrepreneurial approach
- Explore:
  - ✓ joint or coalition ownership
  - ✓ innovative financing structures
  - ✓ generate revenue  
(e.g. New Market Tax Credit)
- Establish a Coalition relationship with the State and Redevelopment Entity

## Norman Forward

- Includes site-located public amenities in their plan
  - Health and well-being services
  - Bike and walking paths, Bishop Creek nature trail
  - Arts and culture
- Champion Griffin Commons and Wellness Campus community services and amenities along with other quality of life initiatives with key decision makers
- Dedicate funding to community services and amenities in proposal to City Council



## Funding



- Foundations
- Bonds
- Federal
- County
- City
- State



## Possible Funding Sources

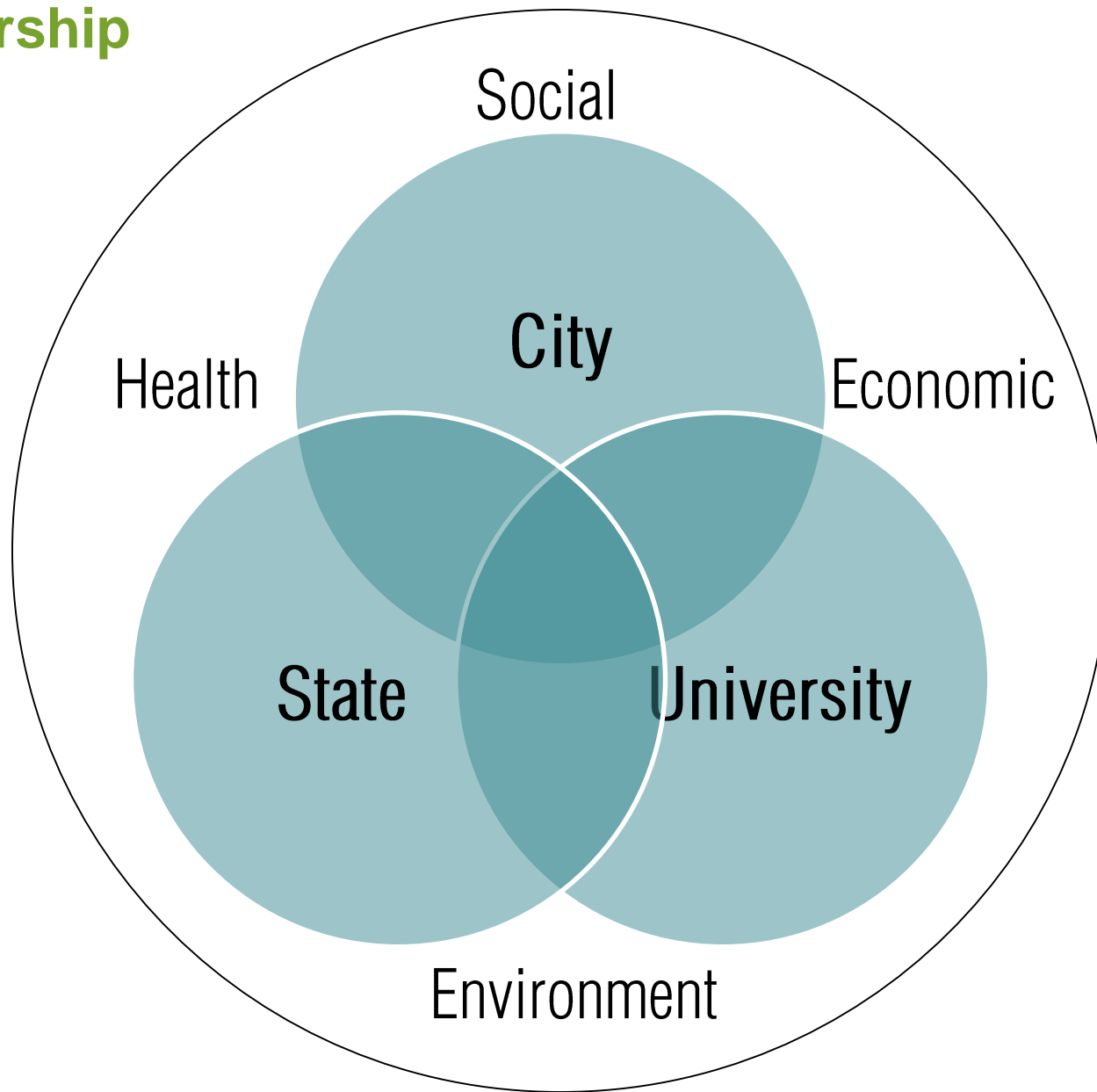
- Bond Funding
- BID (Business Improvement District) and/or SAD(Special Assessment District)
- City of Norman
- Cleveland County
- Community Land Trust
- EDA (Economic Development Administration) Grants
- EPA (administered through State Dept. of Environment Quality)
  - Brownfields
  - Environmental Assessments
  - Urban Stream Restoration
- Federal Home Loan Bank
- Federal and State Historic Tax Credits
- Foundation Grants (Local, State, and National)
- HOME
- Housing Trust Fund
- HUD (Housing and Urban Development)
  - 811 and 202 Funding
  - CDBG (Community Development Block Grants)
- LIHTC (Low Income Housing Tax Credits)
- New Market Tax Credits
- Norman MAPS Project (Metropolitan Area Projects Strategy)
- OHFA (Oklahoma Housing Finance Authority)
- Private Developers/Investors/Donors
- Sales Tax
- SAMHSA (Substance Abuse and Mental Health Services Administration)
- State of Oklahoma
- Tax Increment Financing
- University of Oklahoma

Source: City of Norman staff, Urban Land Institute

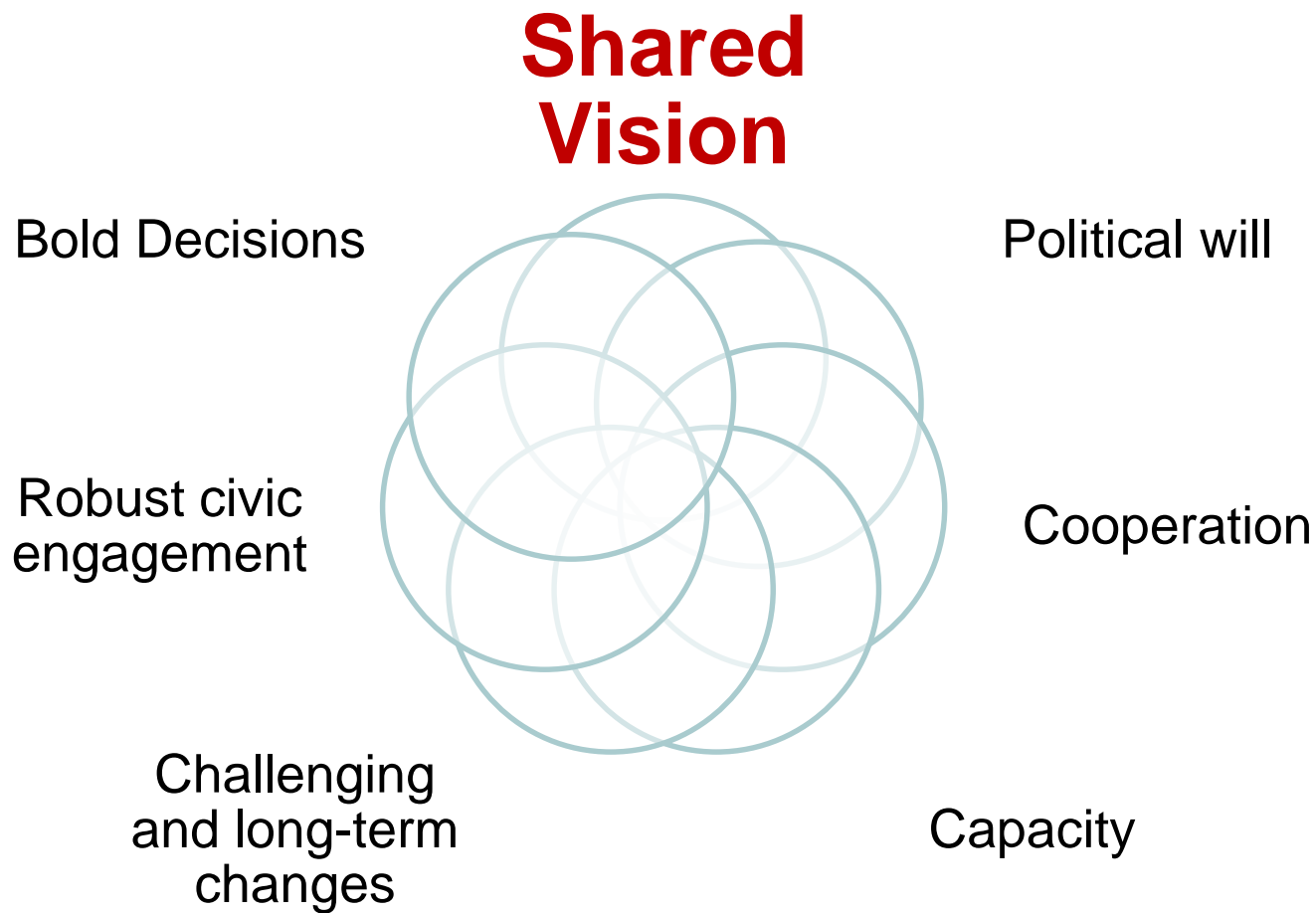
# Conclusion



## Partnership



## Conclusion



## Thank you to our stakeholder interviewees...

Hon. Kyle Allison | Dave Annis | Dominic Barone | Trey Bates | Linn Blohm | Jeff Bryant | Dave Boeck | Jane Bowen | Karen Canavan | Teresa Caps | Ian Carlton | Hon. Robert Castleberry | Susan Connors | Mike Cordial | Durand Crosby | Susan Connors | Mike Douglas | Rosario Douglas | Jim Eller | Eric Fleske | Jud Foster | Anthony Francisco | Rachel Francks | Christy Fuentes | Jim Fullingim | Jim Gassaway | Erinn Gavagahn | Steve Gillis | Bob Goins | Cindy Gordon | Alisha Grayson | Ben Graves | David Guest | Diane Hartley | Judy Hatfield | Nick Hathaway | April Heiple | Hon. Greg Heiple | Pia Hildebrandt | Charles Hollingsworth | Hon. Stephen Holman | Lex Holmes | Keith Humphrey | Dawn Jourdan | Sara Kaplan | Tom Knotts | Ken Komiske | Lisa Krieg | Debra Krittenbrink | Hon. Jerry Lang | Steve Lewis | Angelo Lombardo | Bryce Lowery | Carol Martin | Scott Martin | Anne Masters | Richard McKinney | Gene McKown | Richard McKown | Doug Meyers | Nick Migliorino | Hon. Lynn Miller | Christy Moore | Anthony Natale | Stephanie O'Hara | Shawn O'Leary | Renee Porter | Kendal Posey | Rohit Rai | Andrew Rice | Andy Rieger | Cindy Rogers | Mayor Cindy Rosenthal | Susan Sasso | Dan Schemm | Joe Siano | Karleene Smith | Hon. Darry Stacy | Senator Rob Standridge | Aondover A. Tarhule | Chuck Thompson | Paul Tryggestad | David Whitaker | Terri White | Clint Williams | Judith Wilkins | John Woods | Don Wood | Brad Worster | Taylor Yewell | Nancy Yoch

**And everyone else!**

ALL GREAT CHANGES ARE PRECEDED BY CHAOS

# Comments & Questions?