

# Video

## Revisiting the Downtown OKC ASP after the 1995 Bombing

Date: June 13, 2024

00:00:07 --> 00:00:11: Well, the history of this state and certainly the city  
 00:00:11 --> 00:00:15: is one of people who have built out of nothing.  
 00:00:18 --> 00:00:22: I remember passing the Murrah Building a few minutes  
 before  
 00:00:22 --> 00:00:25: 9:00, saw the Ryder truck sitting there and did not  
 00:00:25 --> 00:00:27: think anything about it.  
 00:00:28 --> 00:00:32: A few minutes later there was this tremendous explosion.  
 00:00:33 --> 00:00:37: We knew something incomprehensible had occurred.  
 00:00:37 --> 00:00:37: Those.  
 00:00:39 --> 00:00:41: 168 chairs outside are not tombstones.  
 00:00:42 --> 00:00:45: They're representative of the lives taken from us too soon.  
 00:01:09 --> 00:01:12: Before we had the panelists speak, I wanted to give  
 00:01:12 --> 00:01:15: you guys a brief introduction to what was going on  
 00:01:15 --> 00:01:18: in Oklahoma City prior to the bombing.  
 00:01:19 --> 00:01:22: I understand that you had a pretty good introduction to  
 00:01:22 --> 00:01:26: the MAPS program last night and so we're not going  
 00:01:26 --> 00:01:29: to go too far to that, but certainly our panelists  
 00:01:29 --> 00:01:32: are going to be very knowledgeable on that topic as  
 00:01:32 --> 00:01:36: well and we can ask them some questions as follow  
 00:01:36 --> 00:01:36: up.  
 00:01:37 --> 00:01:40: One of the really key moments in the history of  
 00:01:40 --> 00:01:43: our city was the Penn Square bank collapse that occurred  
 00:01:43 --> 00:01:46: in the early 1980s and that was related to some  
 00:01:46 --> 00:01:49: loans that were parlayed up into the larger banks across  
 00:01:50 --> 00:01:53: the country, Seattle, Chicago, that eventually led to the  
 collapse  
 00:01:53 --> 00:01:54: of several banks.  
 00:01:55 --> 00:01:58: So at a local level that had a tremendous impact  
 00:01:58 --> 00:02:00: on our economy for a very long time.  
 00:02:00 --> 00:02:04: Throughout the 80s during various research, I've seen

numbers at  
00:02:04 --> 00:02:07: five of our six major city banks collapse.  
00:02:07 --> 00:02:10: During that time across the state, we had over 130  
00:02:10 --> 00:02:11: banks collapse.  
00:02:12 --> 00:02:14: And it when you talk to people that were of  
00:02:14 --> 00:02:17: the age that were they starting to move into the  
00:02:17 --> 00:02:20: working world, there really is a sense of a lost  
00:02:20 --> 00:02:23: narration of professionals that would have been starting in  
the  
00:02:24 --> 00:02:24: 1980s.  
00:02:25 --> 00:02:27: And there also was this large loss of civic pride  
00:02:27 --> 00:02:28: as a result.  
00:02:28 --> 00:02:31: There was a sense that and and throughout the time,  
00:02:31 --> 00:02:33: the city leaders tried various things to try to kind  
00:02:34 --> 00:02:36: of continue to get people to be the value of  
00:02:36 --> 00:02:36: reinvesting.  
00:02:37 --> 00:02:39: And that's why the the story of maps is so  
00:02:40 --> 00:02:43: much more powerful is because led by people like Mary  
00:02:43 --> 00:02:46: Norick, there was finally an effort to to see the  
00:02:46 --> 00:02:49: value of starting to invest through that first maps program.  
00:02:50 --> 00:02:52: So this this photo, we could have shown you a  
00:02:52 --> 00:02:54: series of different photos of what our downtown look like.  
00:02:54 --> 00:02:57: And I think Jim has has some interesting insight into  
00:02:57 --> 00:02:59: what he felt like our dad home look like.  
00:03:00 --> 00:03:02: And certainly Ron and Kathy can address that as well  
00:03:02 --> 00:03:02: later.  
00:03:02 --> 00:03:05: But this just kind of gives you a sense of  
00:03:05 --> 00:03:08: this is our breakdown urban warehouse district.  
00:03:08 --> 00:03:11: It was really our first district to revitalize and to  
00:03:11 --> 00:03:13: be the brand itself with a strong name.  
00:03:14 --> 00:03:16: And so at that time of the bombing, this would  
00:03:16 --> 00:03:19: have already been a few years into it's, it's revitalization,  
00:03:19 --> 00:03:22: but you know, there still was a lot of missing  
00:03:22 --> 00:03:22: teeth.  
00:03:22 --> 00:03:24: There was a lot of opportunity for redevelopment.  
00:03:25 --> 00:03:27: And this was really the story of all over our  
00:03:27 --> 00:03:27: downtown.  
00:03:28 --> 00:03:30: If you were to, if I were to show you  
00:03:30 --> 00:03:33: photos of our Auto Alley district that is along Broadway,  
00:03:33 --> 00:03:35: it was a lot of pawn shops and check cashing  
00:03:35 --> 00:03:37: places, a lot of vacancy on one of our our  
00:03:37 --> 00:03:39: primary streets through our downtown.

00:03:40 --> 00:03:44: So maps gets buttered in in the early 90s in  
00:03:44 --> 00:03:45: a couple of years.  
00:03:46 --> 00:03:50: So this is maps that passed \$350 million.  
00:03:51 --> 00:03:55: So it passes in I think 9293, I'm trying to  
00:03:55 --> 00:03:55: 93.  
00:03:56 --> 00:03:58: And so you notice that the first project didn't really  
00:03:58 --> 00:04:00: come out of the ground until 1998.  
00:04:01 --> 00:04:02: So there is this.  
00:04:02 --> 00:04:04: Where the public is seeing that the money is collected.  
00:04:04 --> 00:04:07: There's, there is certainly a lot of questions that are  
00:04:07 --> 00:04:09: getting asked around that time.  
00:04:09 --> 00:04:11: And so the bombing happens in 95.  
00:04:11 --> 00:04:13: And so there really hasn't been anything that's come out  
00:04:13 --> 00:04:14: of the ground yet.  
00:04:15 --> 00:04:17: And that becomes a, a major point after the bombing  
00:04:17 --> 00:04:19: of, of whether or not that that would have been  
00:04:20 --> 00:04:22: a big turning point for a community about whether or  
00:04:22 --> 00:04:24: not we continue down this path.  
00:04:24 --> 00:04:27: And you start having people actually run on the chant  
00:04:27 --> 00:04:29: on the idea of maybe ending maps prematurely or not,  
00:04:30 --> 00:04:32: or just not continuing to the, the full vision of,  
00:04:32 --> 00:04:33: of what was promised.  
00:04:35 --> 00:04:38: So this is the mural bombing prior to the, to  
00:04:38 --> 00:04:39: the, the bombing.  
00:04:39 --> 00:04:42: I'm sorry, the mural building prior to the bombing course.  
00:04:42 --> 00:04:45: You saw this in the video of what it looked  
00:04:45 --> 00:04:47: like during the rescue recovery efforts.  
00:04:47 --> 00:04:50: What we wanted to talk about today, because you're going  
00:04:50 --> 00:04:52: to get a good chance to see a lot of  
00:04:52 --> 00:04:54: a lot more of this at the, the, the museum  
00:04:54 --> 00:04:56: if you, if you do get a chance to go  
00:04:56 --> 00:04:56: inside.  
00:04:57 --> 00:04:59: But I wanted to show you some images that we  
00:04:59 --> 00:05:01: don't show so much, which is the damage that occurred  
00:05:02 --> 00:05:03: across the rest of our downtown.  
00:05:04 --> 00:05:07: So the overall impact, 169 people killed, there were over  
00:05:08 --> 00:05:12: 1000 displaced employees, \$150 million estimated total  
00:05:13 --> 00:05:16: repair cost, which  
00:05:16 --> 00:05:20: in today's dollar would be almost \$308 million and the  
00:05:22 --> 00:05:24: economic impact was good and hundreds of millions of  
00:05:22 --> 00:05:24: dollars.  
00:05:22 --> 00:05:24: This is the image on the left, the black and

00:05:25 --> 00:05:27: white image that is a series of images that the  
00:05:27 --> 00:05:30: panel that themselves took during their trip.  
00:05:31 --> 00:05:34: And these are all buildings that were caddy corner or  
00:05:34 --> 00:05:37: across the street from the Murrah building itself.  
00:05:38 --> 00:05:40: You'll see on the one on the right, most of  
00:05:40 --> 00:05:42: the windows in the church have been blown out.  
00:05:43 --> 00:05:45: That was a very common issue that most of the  
00:05:46 --> 00:05:49: buildings dealt with with were the loss of windows, some  
00:05:49 --> 00:05:50: structural damage.  
00:05:51 --> 00:05:54: The museum itself is in the Journal Record building.  
00:05:54 --> 00:05:56: That's the building there on the left.  
00:05:56 --> 00:05:59: So in that photo, it's kind of hard to see  
00:05:59 --> 00:06:02: it, but that photo shows a lot of the window  
00:06:02 --> 00:06:02: damage on it.  
00:06:03 --> 00:06:05: And that the photo on the right would have show  
00:06:06 --> 00:06:08: you the cars that were across the street as well  
00:06:08 --> 00:06:11: as the survivor tree, which I'm sure you'll get a  
00:06:11 --> 00:06:12: chance to see.  
00:06:13 --> 00:06:15: This is our old YMCA.  
00:06:15 --> 00:06:18: This was a really fun find from a historical standpoint  
00:06:18 --> 00:06:20: to see the inside of that because I had actually  
00:06:21 --> 00:06:23: never seen what the damage was like inside.  
00:06:23 --> 00:06:25: So they did have a nursery in the upper right.  
00:06:26 --> 00:06:28: There is a very touching story if you go through  
00:06:28 --> 00:06:31: the museum about parents arriving on site and not being  
00:06:31 --> 00:06:33: confused because of directed to the nursery.  
00:06:33 --> 00:06:36: Of course, there was a nursery in the mirror building  
00:06:36 --> 00:06:38: itself and they were directed to the children that were  
00:06:38 --> 00:06:39: at the YMCA nursery.  
00:06:41 --> 00:06:43: So you can see if you imagine being a parent  
00:06:43 --> 00:06:46: that you know you've got that damage inside the nursery  
00:06:46 --> 00:06:50: itself, inside the gymnasium, that there's actually some some  
00:06:50 --> 00:06:53: photos,  
00:06:53 --> 00:06:57: there are shards and some of the workout equipment.  
00:06:57 --> 00:07:00: So this map shows you the full extent to give  
00:07:00 --> 00:07:03: you some sense of of distance.  
00:07:03 --> 00:07:04: The the yellow is the Murrah building itself and that's  
00:07:05 --> 00:07:08: on the South side of 5th St.  
00:07:09 --> 00:07:09: and that map ends at on the north at 13th  
00:07:09 --> 00:07:12: St.  
00:07:12 --> 00:07:15: So that's almost eight city blocks away that you have  
00:07:12 --> 00:07:15: damage to the north and really in every direction.

00:07:15 --> 00:07:17: And so if you tour any of our historic buildings  
00:07:17 --> 00:07:20: in downtown, surely the question or the topic that comes  
00:07:20 --> 00:07:23: up about what sort of damage they may have been  
00:07:23 --> 00:07:26: dealing with, especially in a lot of the churches.  
00:07:26 --> 00:07:28: So overall impact.  
00:07:28 --> 00:07:31: Shortly after that, I had a chance to give Lynn  
00:07:31 --> 00:07:34: and Jim a tour this morning and we ended up  
00:07:34 --> 00:07:38: having something put in place called the Murrah Revolving  
Loan  
00:07:38 --> 00:07:41: Fund that assisted many of these buildings in their attempts  
00:07:41 --> 00:07:42: to rehabilitate.  
00:07:43 --> 00:07:46: So some of this data is from that Murray Revitalization  
00:07:46 --> 00:07:46: program.  
00:07:46 --> 00:07:51: So 330 buildings were damaged, 15 were destroyed or  
demolished.  
00:07:51 --> 00:07:55: There were 269 applications for assistance submitted in 169  
of  
00:07:55 --> 00:07:59: those were funded and over 200 separate structures were  
repaired.  
00:08:01 --> 00:08:03: So with that, I'm going to go ahead and introduce  
00:08:03 --> 00:08:04: our panelists.  
00:08:04 --> 00:08:07: So very first, we have Jim Lingbill and I'm going  
00:08:07 --> 00:08:09: to read just a short bio on Jim.  
00:08:09 --> 00:08:13: He is currently Chairman of Ping Bell Capital Management,  
the  
00:08:13 --> 00:08:18: investment manager for multifamily value added investment  
funds and other  
00:08:18 --> 00:08:20: cling bill family investments.  
00:08:20 --> 00:08:23: In 1958, while attending Ohio State University is something  
we  
00:08:23 --> 00:08:24: share.  
00:08:25 --> 00:08:27: Jim built a 19 unit garden apartment.  
00:08:27 --> 00:08:29: This was the first step in a more than 60  
00:08:29 --> 00:08:31: year career developing multifamily and residential products.  
00:08:32 --> 00:08:35: Subsequently, he and the entities have and the entities have  
00:08:35 --> 00:08:40: affiliated, developed, acquired, managed and sold 185  
diversified apartment communities,  
00:08:40 --> 00:08:44: selling over 43,000 units and 47 metropolitan markets.  
00:08:44 --> 00:08:46: Throughout his career in real estate, Jim has been an  
00:08:46 --> 00:08:46: industry leader.  
00:08:46 --> 00:08:50: A particular import is his involvement in the Urban Line  
00:08:50 --> 00:08:53: Institute, of which he was a president from 1991 to  
00:08:53 --> 00:08:56: 1993, served on various committees and as a trustee for  
00:08:56 --> 00:08:57: over 30 years.

00:08:57 --> 00:08:59: So Gabba, right of applause for Jim.

00:09:04 --> 00:09:08: And then our other out of town guest is Professor

00:09:08 --> 00:09:11: Lynn Sagalin and she is the Earl W Kayzis and

00:09:11 --> 00:09:16: Benjamin Schorr, Professor Amoretta of real estate at Columbia Business

00:09:16 --> 00:09:19: School as well as a real estate professional.

00:09:19 --> 00:09:22: She has authored several articles and books on the topic

00:09:22 --> 00:09:25: of urban redevelopment and some of New York's most important

00:09:25 --> 00:09:28: spaces, as notably, in 2016, she published Power at Ground

00:09:28 --> 00:09:31: Zero Politics, Money in the Remaking of Lower Manhattan, which

00:09:31 --> 00:09:34: received continuous praise and is regarded as a definitive account

00:09:34 --> 00:09:36: of that rebuilding challenge.

00:09:36 --> 00:09:39: Our earlier books include Times Square Roulette, We're Making the

00:09:39 --> 00:09:43: City icon, Downtown Inc, our America Rebuild Cities, and Times

00:09:43 --> 00:09:45: Square Remate is when I give her a round of

00:09:45 --> 00:09:45: applause.

00:09:46 --> 00:09:49: Thank you for joining us and then our two in

00:09:49 --> 00:09:54: town guests that are going to add some additional history

00:09:54 --> 00:09:56: to the conversation today.

00:09:56 --> 00:09:58: Kathy O'Connor is the founder of the Coaline Group, providing

00:09:58 --> 00:10:02: expertise in real estate development and specializing in navigating complex

00:10:02 --> 00:10:05: financing structures, entitlements and municipal processes.

00:10:05 --> 00:10:07: Prior to finding founding the Coaline Group, Kathy served as

00:10:07 --> 00:10:10: President of the Alliance for Economic Development of Oklahoma City,

00:10:10 --> 00:10:14: a non profit corporation designed to coordinate public participation in

00:10:14 --> 00:10:16: economic development projects and her role as the President of

00:10:16 --> 00:10:17: the Alliance.

00:10:17 --> 00:10:20: Kathy has been instrumental in furthering development throughout Oklahoma City

00:10:20 --> 00:10:21: and promoting job creation.

00:10:21 --> 00:10:24: She loved the efforts to create tax increment finance districts

00:10:24 --> 00:10:27: and was instrumental in many key downtown projects, including the

00:10:27 --> 00:10:30: Omni Commission Center Hotel to complement the new Maps 3

00:10:30 --> 00:10:34: Commission Center, redevelopment of the Skirvin Hotel, which we're in

00:10:34 --> 00:10:37: today, and the GE Global Energy Research Facility and several

00:10:37 --> 00:10:38: projects at Tinker Air Force Base.

00:10:38 --> 00:10:39: Thank you Kathy.

00:10:44 --> 00:10:46: And then last but not least, Ron Bradshaw began his

00:10:46 --> 00:10:48: career in banking, real estate development and manufacturing.

00:10:48 --> 00:10:51: In August of 2001, he and his son founded Colony

00:10:51 --> 00:10:54: Partners, the real estate development and investment company.

00:10:54 --> 00:10:58: They acquired an operative portfolio of office buildings to lean

00:10:58 --> 00:11:00: 200 and 1000 square feet.

00:11:00 --> 00:11:03: Colony Partners has developed numerous downtown multi family projects in

00:11:03 --> 00:11:05: the Deep East neighborhood including the brownstones at Maywood Park,

00:11:05 --> 00:11:06: 2nd St.

00:11:06 --> 00:11:08: Lofts and the Maywood Apartments.

00:11:08 --> 00:11:10: In 2012, Colony Partners acquired the Page Woodson School from

00:11:10 --> 00:11:12: the Oklahoma City public school system.

00:11:12 --> 00:11:15: Built in 1911, it was home to Douglas High School

00:11:15 --> 00:11:18: from 1934 to 1954 and said vacant for nearly 25

00:11:18 --> 00:11:19: years.

00:11:19 --> 00:11:22: The property has undergone a \$28 million renovation, transforming it

00:11:22 --> 00:11:25: into 60 affordable apartment units with an additional 60 affordable

00:11:25 --> 00:11:27: units constructive adjacent to the school.

00:11:28 --> 00:11:28: Very impressive.

00:11:28 --> 00:11:29: Thank you, Ron.

00:11:33 --> 00:11:36: So we're going to talk through a couple of things

00:11:36 --> 00:11:38: that are the main takeaways from the report.

00:11:38 --> 00:11:42: I'm going to encourage Jim and Lynn especially to jump

00:11:42 --> 00:11:44: in at any point and with any thoughts that they

00:11:44 --> 00:11:47: have or else I will ask you questions to make

00:11:47 --> 00:11:48: you jump.

00:11:49 --> 00:11:50: Not a shy bunch, yeah.

00:11:50 --> 00:11:52: So there may be some copies laying around on the

00:11:52 --> 00:11:52: table.

00:11:53 --> 00:11:54: We encourage you guys to take a look at it.

00:11:54 --> 00:11:55: Yeah.

00:11:55 --> 00:11:57: You mind holding that up so they can see it?

00:11:58 --> 00:11:58: Yeah.

00:11:59 --> 00:12:00: Thank you for the additional copies of that.

00:12:02 --> 00:12:03: So this was the study area.

00:12:03 --> 00:12:06: I wanted to ask you guys, Jim and Lynn first,

00:12:06 --> 00:12:09: what were your initial impressions of Oklahoma City when you

00:12:09 --> 00:12:10: first got here?

00:12:12 --> 00:12:15: Well, I met with the mayor Sunday.

00:12:15 --> 00:12:18: That the way these panels work is we come in

00:12:18 --> 00:12:22: about 10 or 12 of us sunny evening and then

00:12:22 --> 00:12:26: spend the rest of the week both studying, analyzing, trying

00:12:27 --> 00:12:31: to wear and do a tremendous number of interviews.

00:12:31 --> 00:12:35: And then on Friday afternoon we sort of give our

00:12:35 --> 00:12:37: results as chairman.

00:12:37 --> 00:12:41: I can tell you like on Wednesday night, I thought

00:12:41 --> 00:12:43: we will never make it, never make it.

00:12:44 --> 00:12:46: But the mayor said to me when we met on

00:12:46 --> 00:12:48: Sunday night, he said, well, what do you think of

00:12:48 --> 00:12:49: our downtown?

00:12:49 --> 00:12:51: And I said, where is it?

00:12:53 --> 00:12:56: And he took a little umbrage at that.

00:12:56 --> 00:13:00: But honestly, you know, it was laid out in 1995,

00:13:00 --> 00:13:02: I mean, as I recall.

00:13:02 --> 00:13:03: And and it was not.

00:13:04 --> 00:13:09: And we had three land planners on our panel.

00:13:09 --> 00:13:12: They looked at all of the, there really were no

00:13:12 --> 00:13:16: parts to speak of in Oklahoma City as an example.

00:13:16 --> 00:13:20: And they just thought about the vacant land and the

00:13:20 --> 00:13:23: relative cost of the land and thought, my gosh, we

00:13:23 --> 00:13:24: can create.

00:13:24 --> 00:13:26: And one of them talked about Central Park.

00:13:26 --> 00:13:28: I said, whoa, whoa, whoa, not so fast.

00:13:29 --> 00:13:33: But we, we were there really to hopefully guide and

00:13:33 --> 00:13:38: give some direction to Oklahoma City in the recovery of

00:13:38 --> 00:13:39: the bombing.

00:13:39 --> 00:13:42: And it had not been, as you said, AJ, you

00:13:42 --> 00:13:46: know, with the, with the collapse of, of, of the

00:13:46 --> 00:13:47: banking system.

00:13:47 --> 00:13:50: And I mean, you were already kind of down and

00:13:50 --> 00:13:51: out anyway.



00:13:51 --> 00:13:53: And then the bombing was sort of the last thing.  
00:13:53 --> 00:13:56: But so we saw a lot of opportunity in in  
00:13:56 --> 00:14:00: in the vacant land and, you know, in a lot  
00:14:00 --> 00:14:04: of different things, but we weren't sure.  
00:14:05 --> 00:14:09: We really didn't appreciate the importance of maps.  
00:14:09 --> 00:14:11: I mean, we heard about it.  
00:14:11 --> 00:14:15: There hadn't been any real action And and so we  
00:14:15 --> 00:14:19: kind of had AI guess an inspired view of what  
00:14:19 --> 00:14:21: you could accomplish.  
00:14:22 --> 00:14:24: And I just have to give you a tribute that  
00:14:24 --> 00:14:25: you did accomplish.  
00:14:25 --> 00:14:28: I mean to this is one of the most impactful,  
00:14:28 --> 00:14:31: I think panels that has been done by ULI and  
00:14:31 --> 00:14:34: it's just amazing to see the Oklahoma spirit, I'll call  
00:14:34 --> 00:14:38: it, of the private and public and you know, national  
00:14:38 --> 00:14:38: interest.  
00:14:38 --> 00:14:45: I mean, you've accomplished a tremendous amount and and  
that  
00:14:45 --> 00:14:51: just a general enthusiasm and and morale of what you  
00:14:51 --> 00:14:51: have.  
00:14:51 --> 00:14:55: I mean you, you're much more optimistic today than you  
00:14:55 --> 00:14:58: were in 1995, which is natural, but so I'm my  
00:14:58 --> 00:15:01: hat's off to what you've accomplished it.  
00:15:02 --> 00:15:05: I mean, I, I certainly would echo what Jim said,  
00:15:05 --> 00:15:08: just just sort of give you a personal cast on  
00:15:08 --> 00:15:09: it in two ways.  
00:15:09 --> 00:15:12: One is I was coming from the East Coast and  
00:15:12 --> 00:15:15: I didn't have a great vision of what was in  
00:15:15 --> 00:15:17: the middle of the country.  
00:15:17 --> 00:15:20: You know, we got they don't teach geography very well  
00:15:20 --> 00:15:22: when you're in New York City.  
00:15:22 --> 00:15:27: And honestly, and so I was just overwhelmed by the  
00:15:27 --> 00:15:33: scale of the downtown and the the expansiveness of it.  
00:15:33 --> 00:15:37: And I think coming here after the bombing, I personally  
00:15:37 --> 00:15:39: felt we it was a mission.  
00:15:40 --> 00:15:44: There was something very special about one being involved  
in  
00:15:45 --> 00:15:48: this panel and to the mission of the panel to  
00:15:48 --> 00:15:51: help Oklahoma City think long term.  
00:15:51 --> 00:15:55: And I would add to what Jim said, we were,  
00:15:55 --> 00:15:58: maybe I should say, naively ambitious.  
00:15:58 --> 00:16:01: We, you know, when you come into this kind of  
00:16:01 --> 00:16:05: panel situation, you really don't know the political culture of

00:16:05 --> 00:16:08: the place until you start talking to people at interviewing  
00:16:08 --> 00:16:11: and learning and you have to learn really quickly.  
00:16:12 --> 00:16:17: But we were incredibly ambitious in what we viewed as  
00:16:17 --> 00:16:19: the potential of this.  
00:16:19 --> 00:16:22: And I would say, you know, the second point about  
00:16:22 --> 00:16:25: it is a retrospective point and that, you know, I'm  
00:16:25 --> 00:16:29: looking at these pictures of the, you know, damage and  
00:16:29 --> 00:16:31: the collateral damage all around.  
00:16:31 --> 00:16:35: And my mind is also the echo of 9/11 that,  
00:16:35 --> 00:16:39: you know, brings to mind all of this and the  
00:16:40 --> 00:16:42: importance of resilience.  
00:16:42 --> 00:16:49: And what the city achieved can't really be overestimated  
because  
00:16:49 --> 00:16:54: it's really hard for a city to recover from this  
00:16:55 --> 00:16:58: kind of traumatic sudden event.  
00:16:59 --> 00:17:01: And it takes a long time.  
00:17:01 --> 00:17:05: And I'm impressed that the first project from maps was  
00:17:05 --> 00:17:10: not that much longer that much after the the bombing.  
00:17:10 --> 00:17:14: And so it's really quite special to be back here  
00:17:14 --> 00:17:19: at to celebrate the achievements of what has gotten done.  
00:17:20 --> 00:17:24: And you know, turning around at downtown, whether it's a  
00:17:24 --> 00:17:27: big project or a series of projects is a decades  
00:17:27 --> 00:17:28: long process.  
00:17:28 --> 00:17:32: And it's not one decade, it's usually not even 2,  
00:17:32 --> 00:17:36: but it's really two to three decades of what it  
00:17:36 --> 00:17:41: takes to build the the public political capital to do  
00:17:41 --> 00:17:45: it and then the private investment going hand in hand  
00:17:46 --> 00:17:46: with it.  
00:17:46 --> 00:17:48: So it's really quite an achievement.  
00:17:49 --> 00:17:50: This might be a good time to talk about some  
00:17:51 --> 00:17:51: of your later work.  
00:17:51 --> 00:17:54: You as we mentioned in your bio, you published power  
00:17:54 --> 00:17:57: at Ground Zero politics money and they were making of  
00:17:57 --> 00:17:59: lower Manhattan in 2016.  
00:17:59 --> 00:18:04: I'm curious if you how these two events in your  
00:18:04 --> 00:18:06: career maybe connect or?  
00:18:07 --> 00:18:12: Yeah, Well, I, Oklahoma City went when when I sat  
00:18:12 --> 00:18:16: down to write this book, which took 12 years.  
00:18:16 --> 00:18:18: By the time, you know, when you write current history,  
00:18:18 --> 00:18:20: it takes a long time because history is being made  
00:18:20 --> 00:18:20: as you go along.  
00:18:21 --> 00:18:24: But there was no precedent for what you, this city,

00:18:24 --> 00:18:26: had to do to build a memorial.

00:18:26 --> 00:18:29: And by the time 9/11 and New York City had

00:18:29 --> 00:18:33: to think about it, the only precedent that existed was

00:18:33 --> 00:18:34: Oklahoma City.

00:18:34 --> 00:18:35: And it was.

00:18:35 --> 00:18:37: And it was a different kind of precedent.

00:18:37 --> 00:18:40: I mean that the different, the main difference was that

00:18:40 --> 00:18:43: at Ground Zero we were dealing with a graveyard, we

00:18:43 --> 00:18:46: were dealing with a cemetery in which at least 1200

00:18:47 --> 00:18:48: bodies were never recovered.

00:18:49 --> 00:18:52: But I want to just read a short number of

00:18:52 --> 00:18:55: points of what we took away from the Oklahoma City

00:18:55 --> 00:18:56: process.

00:18:56 --> 00:19:01: And Anita Cantini, who was running the memorial process for

00:19:01 --> 00:19:04: the 9/11 effort, came to Oklahoma City.

00:19:04 --> 00:19:08: And, and what we took away was that not only

00:19:08 --> 00:19:12: we took away insights from your process because we

00:19:12 --> 00:19:15: couldn't,

00:19:15 --> 00:19:17: you know, it's not one to one, but we took

00:19:17 --> 00:19:18: away the process.

00:19:18 --> 00:19:18: So what were those?

00:19:18 --> 00:19:19: What were those points?

00:19:19 --> 00:19:24: Well, process takes precedence more so than design.

00:19:24 --> 00:19:27: If you don't get the process right, you're not going

00:19:28 --> 00:19:32: to have the political cohesion to actually implement it.

00:19:32 --> 00:19:34: Enable all voices to be heard.

00:19:34 --> 00:19:36: Engage the community.

00:19:36 --> 00:19:40: Involve family members of the victims and survivors.

00:19:40 --> 00:19:46: Now the professionally run open call design, international

00:19:46 --> 00:19:50: design competition

00:19:50 --> 00:19:51: with blind submissions judged by a jury that is totally

00:19:52 --> 00:19:55: independent.

00:19:56 --> 00:20:00: No interference from any kind of politics.

00:20:00 --> 00:20:04: Be mindful of the inevitable hierarchy of memorialization that

00:20:04 --> 00:20:06: exists

00:20:06 --> 00:20:11: between family members and survivors and 1st responders.

00:20:11 --> 00:20:15: That becomes a really.

00:20:15 --> 00:20:18: Touchy issue, except that the media enfranchises the public

00:20:18 --> 00:20:20: to

00:20:20 --> 00:20:24: be part of the bereavement community and value the process

00:20:24 --> 00:20:28: of developing a mission statement.

00:20:28 --> 00:20:32: And the mission statement is really critical.

00:20:32 --> 00:20:36: So we in New York, we learned a lot from

00:20:24 --> 00:20:28: how you people had to pioneer a process that was  
00:20:28 --> 00:20:29: unprecedented.

00:20:32 --> 00:20:34: Kathy, I'll start with you and then go to Ron.

00:20:34 --> 00:20:37: Can you give us a little any more background in  
00:20:37 --> 00:20:40: terms of what downtown was like, what you were doing  
00:20:40 --> 00:20:43: personally during that time and and how you tie into  
00:20:43 --> 00:20:44: this larger story?

00:20:45 --> 00:20:49: Well, on April 19th, 1995, I was the business manager  
00:20:49 --> 00:20:52: of the Oklahoma City Fire Department.  
00:20:52 --> 00:20:53: So I did not.

00:20:53 --> 00:20:56: I wasn't involved in real estate or any of the  
00:20:56 --> 00:21:00: things that I would later get involved in, and in  
00:21:00 --> 00:21:03: fact managed all of the city's financial recovery from the  
00:21:03 --> 00:21:04: bombing.

00:21:05 --> 00:21:07: So that was my life at the time of the  
00:21:08 --> 00:21:08: bombing.

00:21:08 --> 00:21:11: When they were doing this panel, I was spending a  
00:21:11 --> 00:21:13: lot of time with FEMA mostly.

00:21:15 --> 00:21:19: Later I would become the city's budget director and finance  
00:21:19 --> 00:21:24: director and that's when I got involved in economic  
development  
00:21:24 --> 00:21:28: and some of the recovery efforts, managed to help to  
00:21:28 --> 00:21:33: manage the Murrah revitalization program while we were still  
repairing  
00:21:33 --> 00:21:37: bomb damage and then later created the Revitalization Loan  
Fund.

00:21:37 --> 00:21:41: So that's where I was in 1995 and later became  
00:21:41 --> 00:21:46: an assistant city manager, ran all of the city's economic  
00:21:46 --> 00:21:51: development program, so was very much involved in some of  
00:21:51 --> 00:21:55: the public tools that we decided to use to try  
00:21:55 --> 00:21:59: to revitalize all of downtown and rebuild.

00:22:00 --> 00:22:03: How would you characterize downtown back then prior to the  
00:22:03 --> 00:22:04: bombing?

00:22:04 --> 00:22:06: There was not much to downtown back then.

00:22:07 --> 00:22:11: You know, if you think about it in 1991 was  
00:22:11 --> 00:22:16: the first time that we really saw a decline in  
00:22:16 --> 00:22:17: assessed value.

00:22:17 --> 00:22:21: So even though Penn Square Bank failed in 1982, it  
00:22:21 --> 00:22:24: took the next 10 years for some of those economic  
00:22:24 --> 00:22:29: impacts to really accrued Oklahoma City and where you  
begin  
00:22:29 --> 00:22:31: to see a real decline in values.  
00:22:31 --> 00:22:34: And so that spilled over into downtown.

00:22:34 --> 00:22:38: You know, all the major the the long time financial  
00:22:38 --> 00:22:41: institutions that were part of our city's history were no  
00:22:41 --> 00:22:42: longer there.  
00:22:42 --> 00:22:48: We had different banks, we had major businesses leaving  
downtown.  
00:22:51 --> 00:22:51: Yeah.  
00:22:51 --> 00:22:54: The IM pay plan was a big part of urban  
00:22:54 --> 00:22:55: renewal at the time.  
00:22:56 --> 00:23:00: So urban renewal had been acquiring property and, and  
tearing  
00:23:00 --> 00:23:03: down historic buildings from back in the late 70s and  
00:23:03 --> 00:23:04: 80s.  
00:23:04 --> 00:23:07: And you know, when, when I first started working at  
00:23:07 --> 00:23:09: Oklahoma City, which I'm not even going to tell you  
00:23:09 --> 00:23:11: when, but I'd like to say I was 12 years  
00:23:11 --> 00:23:12: old, but I wasn't.  
00:23:14 --> 00:23:17: We had a really active retail district downtown.  
00:23:17 --> 00:23:20: The the first National Center was full of stores and  
00:23:20 --> 00:23:22: we would go shopping at lunchtime.  
00:23:22 --> 00:23:26: All of that was gone by 1995 S Oklahoma City  
00:23:26 --> 00:23:30: downtown really was kind of a ghost town.  
00:23:30 --> 00:23:34: There was a City Council person years ago, IG Purser  
00:23:34 --> 00:23:34: said.  
00:23:35 --> 00:23:37: Downtown is dead and we killed it.  
00:23:37 --> 00:23:40: So there was a big recognition on the part of  
00:23:40 --> 00:23:43: the city that we had turned our backs on downtown  
00:23:43 --> 00:23:46: and there there really just wasn't much to it at  
00:23:46 --> 00:23:46: all.  
00:23:47 --> 00:23:49: Through what at the time was very well meaning economic  
00:23:49 --> 00:23:50: development activity.  
00:23:50 --> 00:23:52: That all very well intended.  
00:23:52 --> 00:23:54: Did not break well for us, Ron.  
00:23:54 --> 00:23:55: Ron is it?  
00:23:55 --> 00:23:57: What I didn't say here is Ron is really, I  
00:23:57 --> 00:24:01: think, one of our longest champions for adding the housing  
00:24:01 --> 00:24:02: to our downtown area.  
00:24:02 --> 00:24:05: You have been through so many different iterations of this  
00:24:05 --> 00:24:08: and it was fascinating to be going back and through  
00:24:08 --> 00:24:08: this.  
00:24:09 --> 00:24:11: Ron is one of the few locals actually photographed in  
00:24:11 --> 00:24:12: the report.  
00:24:12 --> 00:24:14: And that was one of the reasons we really wanted  
00:24:14 --> 00:24:17: him because he was he did, yeah, did.

00:24:17 --> 00:24:17: Right.

00:24:18 --> 00:24:21: So, but, but Ron was part of what at the

00:24:21 --> 00:24:24: time was the downtown steering committee and, and, and I

00:24:24 --> 00:24:27: guess did some of the introduction of of the panel

00:24:27 --> 00:24:28: before they spoke.

00:24:28 --> 00:24:30: What you want to talk a little bit about what

00:24:30 --> 00:24:32: you thought of downtown and that process?

00:24:33 --> 00:24:38: I was, I was in the automotive and automotive parts

00:24:38 --> 00:24:40: manufacturing business.

00:24:41 --> 00:24:45: I had the Fred Jones companies and I had we

00:24:46 --> 00:24:52: office downtown as active on the various commissions and things

00:24:52 --> 00:24:56: within the city of Oklahoma City.

00:24:57 --> 00:25:00: And I remember there was just a hall when the

00:25:00 --> 00:25:03: bombing occurred for weeks afterwards.

00:25:03 --> 00:25:07: And and I got to say that God forbid that

00:25:07 --> 00:25:12: ever happens to any of your cities or where you

00:25:12 --> 00:25:16: live and that we were going downhill anyway.

00:25:17 --> 00:25:20: And we like I said, I was a kid.

00:25:20 --> 00:25:24: I was 51 years old and, and I thought I

00:25:24 --> 00:25:31: was going to retire running this manufacturing operation and God's

00:25:31 --> 00:25:35: Providence took me a different way and led me to

00:25:36 --> 00:25:40: wondering what I was going to do when I when

00:25:40 --> 00:25:41: I was about 60.

00:25:41 --> 00:25:43: What am I going to do with the rest of

00:25:43 --> 00:25:43: my life?

00:25:44 --> 00:25:48: And I got acquainted with Kathy who is coming up

00:25:48 --> 00:25:52: through the city of Oklahoma City and became aware of

00:25:52 --> 00:25:56: the, the urban renewal properties that we're owned.

00:25:56 --> 00:25:59: But I just my point is to go to go

00:25:59 --> 00:26:03: back, I've kind of got off a tangent.

00:26:03 --> 00:26:06: My point is that we were headed down anyway.

00:26:07 --> 00:26:09: We needed to change in leadership as well.

00:26:09 --> 00:26:15: And we got it with some fantastic mayors that the

00:26:15 --> 00:26:22: provided younger, more unselfish leadership and reach out to Uli.

00:26:22 --> 00:26:25: At the time, I didn't even I didn't know what

00:26:25 --> 00:26:25: Uli was.

00:26:26 --> 00:26:30: And I think back now I'm 80 years old, I

00:26:30 --> 00:26:34: think back what a magnificent thing.

00:26:35 --> 00:26:40: And for your communities as well, or anyone in the

00:26:40 --> 00:26:44: United States that sees an issue with their city.

00:26:45 --> 00:26:49: Uli brings in the most people with the most wisdom  
00:26:49 --> 00:26:50: and understanding.  
00:26:51 --> 00:26:54: I can't believe what they picked up on in a  
00:26:54 --> 00:26:54: week.  
00:26:55 --> 00:26:58: And yeah, I was head of the steering, the steering  
00:26:58 --> 00:27:00: committee, Mayor Norick asked me to do that.  
00:27:01 --> 00:27:01: I didn't.  
00:27:01 --> 00:27:04: I was in the manufacturing business and card business.  
00:27:04 --> 00:27:04: I didn't know that.  
00:27:05 --> 00:27:05: I did.  
00:27:05 --> 00:27:08: You know, we built a plant and things like that,  
00:27:08 --> 00:27:11: but I didn't do any commercial development at that point.  
00:27:12 --> 00:27:14: So it was devastating.  
00:27:14 --> 00:27:17: I mean, we had Tulsa, OK laughed at us that  
00:27:17 --> 00:27:20: we were we had nothing going for us.  
00:27:20 --> 00:27:23: But you know, that's the nature of this this part  
00:27:23 --> 00:27:24: of the country.  
00:27:24 --> 00:27:26: I guess we we did pick ourselves up by our  
00:27:26 --> 00:27:29: bootstraps and said, OK, we got to make a change.  
00:27:31 --> 00:27:34: These guys provided an outline.  
00:27:34 --> 00:27:36: I didn't even aware of it, Kathy.  
00:27:37 --> 00:27:39: I was amazed at everything we've done.  
00:27:39 --> 00:27:42: We followed that and I never was a part of  
00:27:42 --> 00:27:45: the agenda or reviewed the agenda.  
00:27:45 --> 00:27:48: You, you did and the city and the but guys  
00:27:48 --> 00:27:51: like me that were just out trying to make a  
00:27:51 --> 00:27:51: living.  
00:27:51 --> 00:27:56: I'd I wasn't aware of all these things, but I,  
00:27:57 --> 00:28:01: I got the bug and and worked with Kathy on  
00:28:01 --> 00:28:07: on on developing some of this vacant urban real land.  
00:28:08 --> 00:28:10: And but it was it was bad.  
00:28:10 --> 00:28:14: And you know, there's a real sense of pride, right?  
00:28:14 --> 00:28:17: A lot of things happen possible here, but this is  
00:28:17 --> 00:28:18: the beginning of.  
00:28:18 --> 00:28:19: That's a good intro.  
00:28:20 --> 00:28:23: So I had a off tree to to research several  
00:28:23 --> 00:28:26: of the individuals on this panel.  
00:28:26 --> 00:28:28: And I, I really want to say this was I  
00:28:28 --> 00:28:31: think of a truly a a blue ribbon panel and  
00:28:31 --> 00:28:33: I think it really goes to the work that you  
00:28:33 --> 00:28:36: all at the time and and Jim, might I assume  
00:28:36 --> 00:28:38: you had some some role in helping pick some of

00:28:38 --> 00:28:38: this.

00:28:39 --> 00:28:40: I don't know if there's anything you want to do

00:28:40 --> 00:28:42: to preface this, but I've got a couple of of

00:28:42 --> 00:28:44: of things I wanted to to shout out on.

00:28:45 --> 00:28:48: Well, one of the things about the panels as the

00:28:48 --> 00:28:53: chairman doesn't really have much role that the the Uly

00:28:53 --> 00:28:56: staff tries to get the best possible individuals.

00:28:57 --> 00:29:02: And unfortunately or fortunately the chairman inherits them

and then

00:29:02 --> 00:29:05: tries to amalgamate and create a team.

00:29:05 --> 00:29:08: And in five days, and these were as Lynn said

00:29:09 --> 00:29:13: earlier today, we were talking about, there's some really,

really

00:29:13 --> 00:29:17: strong personalities involved on this particular panel.

00:29:17 --> 00:29:20: I mean, now Albert Ratner for example, was for City

00:29:20 --> 00:29:24: Enterprises out of Cleveland, OH and really single handedly

that

00:29:25 --> 00:29:27: company did a lot of the Cleveland renewal.

00:29:27 --> 00:29:31: Charlie Shaw was one of the leaders in Chicago politics

00:29:31 --> 00:29:33: and development, etcetera.

00:29:33 --> 00:29:36: And and and Marty was from Enterprises.

00:29:36 --> 00:29:42: I mean it, it, it was really a very experienced

00:29:42 --> 00:29:44: visionary group.

00:29:45 --> 00:29:48: I mean with a lot lot of bit city building

00:29:48 --> 00:29:50: variance I may have.

00:29:50 --> 00:29:53: Yeah, just to to piggyback on some of those.

00:29:53 --> 00:29:56: So, you know, you mentioned Albert Ratner, Charles Shaw

was

00:29:56 --> 00:30:00: involved in both the development of the United Nations Plaza

00:30:00 --> 00:30:03: and Lake Point Tower, which is probably the furthest north

00:30:03 --> 00:30:06: tower if you're looking across the lake at the Chicago

00:30:06 --> 00:30:09: skyline has been home to numerous celebrities in Chicago.

00:30:10 --> 00:30:14: Louis Bolin was part of the team that started the

00:30:14 --> 00:30:17: ULI Emerging Trends report in 1978.

00:30:17 --> 00:30:20: I thought that was pretty fascinating for the ULI folks

00:30:20 --> 00:30:20: in the room.

00:30:21 --> 00:30:23: He has an interesting connection.

00:30:23 --> 00:30:26: He was part of this effort, but he actually worked

00:30:26 --> 00:30:29: at Victor Gruner International, who were the that was the

00:30:30 --> 00:30:33: company that updated the the infamous pay plan in 1974.

00:30:34 --> 00:30:35: Martin Millspaw.

00:30:35 --> 00:30:37: He was incredibly prolific.

00:30:37 --> 00:30:40: He was a reporter, won a Pulitzer in Boston in



00:30:40 --> 00:30:45: Baltimore, became involved with James Rouse, which should be a

00:30:45 --> 00:30:49: very important name for many in the developed redevelopment world,

00:30:49 --> 00:30:53: including the development of the Baltimore Harbor and see what

00:30:53 --> 00:30:55: was the other one.

00:30:57 --> 00:31:00: Oh, and then lastly, Homer Russell and I, I want

00:31:00 --> 00:31:04: to just briefly mention Homer, who was beloved, if you

00:31:04 --> 00:31:09: ever get a chance to read the Boston newspaper article

00:31:09 --> 00:31:10: on his death.

00:31:11 --> 00:31:14: He died in 2014, but he actually was raised in

00:31:14 --> 00:31:17: Great Bend, KS and I kind of went down a

00:31:17 --> 00:31:18: rabbit hole.

00:31:19 --> 00:31:22: So Homer was involved in the Big Dig project in

00:31:22 --> 00:31:25: Boston, which reconnected Boston to its waterfront.

00:31:25 --> 00:31:28: But in going down that rabbit hole, I realized that

00:31:28 --> 00:31:32: his sister, Susan Russell Stewart, is in Oklahoma City.

00:31:32 --> 00:31:33: She's joining us here at the front table.

00:31:34 --> 00:31:39: And Susan actually ended up working with several of the

00:31:39 --> 00:31:44: at a nonprofit that helped several of the the bombing

00:31:44 --> 00:31:48: survivors in the years after and recently ran was the

00:31:48 --> 00:31:51: full marathon, the full marathon?

00:31:51 --> 00:31:52: What year was that?

00:31:54 --> 00:31:55: I had dark.

00:31:57 --> 00:31:59: Hair when I but we wanted to thank her for

00:31:59 --> 00:32:01: joining us really appreciate it.

00:32:02 --> 00:32:04: Just I really I told her that I would I

00:32:05 --> 00:32:07: would be very pleased if people talked about me the

00:32:07 --> 00:32:10: way they talk about Homer in this article and all

00:32:10 --> 00:32:13: he did as a as a community planner and designer

00:32:13 --> 00:32:13: for Boston.

00:32:16 --> 00:32:18: Let is there anything else you would you would add

00:32:18 --> 00:32:21: about the panel members that we haven't touched on what

00:32:21 --> 00:32:22: what was like with that panel?

00:32:23 --> 00:32:24: A lot of strong opinions.

00:32:24 --> 00:32:27: You know, I, I, I, I've been on several panels.

00:32:27 --> 00:32:28: This was the most memorable of them.

00:32:28 --> 00:32:32: And I would call it the workaholics vacation, the commas,

00:32:33 --> 00:32:34: you do nothing.

00:32:34 --> 00:32:36: It's like non-stop work.

00:32:36 --> 00:32:40: And there is something, there's a, there's a, a dynamic

00:32:40 --> 00:32:44: to that that you don't experience in your everyday work

00:32:44 --> 00:32:47: life And, you know, layered on top of the what  
00:32:47 --> 00:32:52: I call the mission of doing something special for downtown.  
00:32:52 --> 00:32:55: And it was basically it was a blank slate as  
00:32:55 --> 00:32:57: both Ron and, you know, Kathy said.  
00:32:57 --> 00:33:01: So that what's striking to me when you took us  
00:33:01 --> 00:33:04: on the tour was the amount of housing and we  
00:33:05 --> 00:33:09: in the report, you know, talked about the need for  
00:33:09 --> 00:33:09: housing.  
00:33:09 --> 00:33:12: You, you really can't revive a downtown on the basis  
00:33:12 --> 00:33:13: of commercial development.  
00:33:14 --> 00:33:15: You, you need people.  
00:33:15 --> 00:33:17: You need people to be there as much of 24  
00:33:18 --> 00:33:19: hours a day as possible.  
00:33:20 --> 00:33:24: And we were being very visionarily aggressive in saying you  
00:33:24 --> 00:33:28: in the housing because it was really a hope and  
00:33:28 --> 00:33:31: a prayer when you, you looked at downtown 30 years  
00:33:31 --> 00:33:35: ago to believe that there would be now, you know,  
00:33:35 --> 00:33:38: 11,000 people when they were watching 514.  
00:33:39 --> 00:33:44: Well, there's 514 living dwellings downtown as what, which  
now  
00:33:44 --> 00:33:49: occupied by something 55, I think 5600 dwellings today, 20%  
00:33:49 --> 00:33:52: of which this gentleman built.  
00:33:53 --> 00:33:55: And, and, and you know, I've been involved in a  
00:33:55 --> 00:33:57: lot of redevelopment over the years.  
00:33:57 --> 00:34:00: I've built a lot of apartments that operate in a  
00:34:00 --> 00:34:00: lot of cities.  
00:34:01 --> 00:34:04: And then the key to to rejuvenation of downtown is  
00:34:04 --> 00:34:09: apartment dwellers, because they're the people that grease,  
if you  
00:34:09 --> 00:34:12: will, or that, that, that, that you know, that go  
00:34:12 --> 00:34:15: to the restaurants, go to the bars, go to the  
00:34:15 --> 00:34:16: theater events.  
00:34:16 --> 00:34:19: All of a sudden all the cultural stuff is what  
00:34:19 --> 00:34:23: space that they come home from work and they've been  
00:34:23 --> 00:34:26: there and they're out and and I really, really try  
00:34:26 --> 00:34:31: to stress that and ownership when you first start rejuvenation,  
00:34:31 --> 00:34:33: which I can tell you, I think I was right.  
00:34:35 --> 00:34:36: It's hard to get ownership.  
00:34:36 --> 00:34:40: We had one particular right I Catherine, well, the she  
00:34:41 --> 00:34:44: felt we should get home ownership downtown.  
00:34:44 --> 00:34:46: We couldn't get people downtown.  
00:34:47 --> 00:34:50: So and I kept saying what you know, she's well,

00:34:50 --> 00:34:52: they they should go to schools in downtown.  
00:34:52 --> 00:34:53: We did a survey.  
00:34:53 --> 00:34:56: There weren't any schools downtown because there weren't any need  
00:34:56 --> 00:34:56: for them.  
00:34:56 --> 00:35:02: And so the multifamily thing, we were pretty ambitious with  
00:35:02 --> 00:35:02: it.  
00:35:03 --> 00:35:07: I think there's still room because what happens is that  
00:35:07 --> 00:35:08: it's sort of a life cycle.  
00:35:08 --> 00:35:11: Once it gets started, it keeps keeps growing and get  
00:35:11 --> 00:35:12: get getting better.  
00:35:12 --> 00:35:16: But so they, they've accomplished that and I think it's  
00:35:16 --> 00:35:19: made a real difference because you now see a vibrancy  
00:35:19 --> 00:35:22: down here and, and the hotels have helped.  
00:35:22 --> 00:35:26: I mean, it was, I think Schrimmer was closed.  
00:35:26 --> 00:35:29: There was one other one that was occupied and there  
00:35:29 --> 00:35:32: was no effort to pull the people in off 40  
00:35:32 --> 00:35:32: and 35.  
00:35:32 --> 00:35:36: I mean, here you have this gigantic interchange and, and  
00:35:36 --> 00:35:39: there was, you didn't even know it was here.  
00:35:39 --> 00:35:42: And so we, we, we, we recommended side.  
00:35:42 --> 00:35:43: Well, I guess we'll get to that.  
00:35:43 --> 00:35:45: We'll recommended side Asian, a lot of trying to make  
00:35:45 --> 00:35:48: it more welcoming and you've accomplished that in spades,  
which  
00:35:48 --> 00:35:49: is, you know, a tribute.  
00:35:49 --> 00:35:50: To you.  
00:35:50 --> 00:35:51: So let me wrap up on this.  
00:35:51 --> 00:35:54: I didn't even mention Daniel Biederman, who is probably one  
00:35:54 --> 00:35:56: of the most recognizable names on this list.  
00:35:56 --> 00:36:00: Without question, Daniel Biederman, very famous for the  
redevelopment of  
00:36:00 --> 00:36:01: Bryant Park in New York City.  
00:36:02 --> 00:36:05: His, their approach there in terms of the public private  
00:36:05 --> 00:36:09: partnership that brought that part is now being reused across  
00:36:09 --> 00:36:13: the country, including locally with, with some of our major  
00:36:13 --> 00:36:14: public spaces.  
00:36:14 --> 00:36:17: And then you mentioned Catherine Wilde that she at the  
00:36:17 --> 00:36:19: time, I guess was a, it was a pretty big  
00:36:19 --> 00:36:20: housing advocate.  
00:36:21 --> 00:36:22: I I I gather.  
00:36:22 --> 00:36:23: Still.  
00:36:23 --> 00:36:24: Is still is.

00:36:24 --> 00:36:26: Now, now she is been named one of the most  
00:36:26 --> 00:36:29: powerful women in New York City and she's with the  
00:36:29 --> 00:36:31: is it the Partnership for New York City?  
00:36:31 --> 00:36:31: Still.  
00:36:32 --> 00:36:35: Representing the major CEO's across the New York City  
region.  
00:36:35 --> 00:36:42: So incredibly, incredibly fascinating career from her as well.  
00:36:43 --> 00:36:46: Not too bendable in terms of her views, not too.  
00:36:47 --> 00:36:48: We were all strong voices.  
00:36:50 --> 00:36:52: Do you We have a couple photos to run in  
00:36:52 --> 00:36:54: just to see if this triggers anything.  
00:36:54 --> 00:36:56: Does this remind you guys of anything here?  
00:36:57 --> 00:36:57: The people.  
00:36:58 --> 00:36:59: Charlie.  
00:36:59 --> 00:37:01: Charlie telling him what to do that's.  
00:37:01 --> 00:37:02: What he does?  
00:37:05 --> 00:37:08: So what I'll mention on this one, which we'll talk  
00:37:08 --> 00:37:11: about later, but they actually did recommend keeping the  
fence.  
00:37:12 --> 00:37:13: I don't know if that was an idea that came  
00:37:14 --> 00:37:15: from the panel or if that was something that came  
00:37:15 --> 00:37:16: from the community.  
00:37:16 --> 00:37:18: And you said that's just a really good idea.  
00:37:18 --> 00:37:21: But that has become a major part of the experience  
00:37:21 --> 00:37:21: for everyone.  
00:37:21 --> 00:37:24: And I know that they have to to to take  
00:37:24 --> 00:37:27: off things off that fence because it fills up so  
00:37:27 --> 00:37:29: frequently and they and they put it into storage.  
00:37:30 --> 00:37:30: I would.  
00:37:30 --> 00:37:35: And one thing, one of the real lessons of urban  
00:37:35 --> 00:37:40: renewal was that you cannot clear, you can't demolish history  
00:37:40 --> 00:37:41: completely.  
00:37:42 --> 00:37:45: And there was a sense that preservation was an integral  
00:37:45 --> 00:37:47: part of redevelopment.  
00:37:47 --> 00:37:50: And that sort of evolved in the clearly in the  
00:37:50 --> 00:37:51: late 70s.  
00:37:51 --> 00:37:54: So by the time you had something like this, I  
00:37:54 --> 00:37:58: think of the, of preserving the fence as part of  
00:37:58 --> 00:38:02: the importance of history in reminding people of the past  
00:38:02 --> 00:38:06: and how the future is different because of the past.  
00:38:06 --> 00:38:08: And so I, I, I don't remember the origins of  
00:38:08 --> 00:38:12: why we said that, but that's my current interpretation.

00:38:12 --> 00:38:15: Yeah, I think in in the times I've interacted with  
00:38:15 --> 00:38:17: with staff at the memorial, this there really is a  
00:38:17 --> 00:38:20: sense that this is the people's memorial, this is the  
00:38:20 --> 00:38:23: organic, this is what just it came across overnight and  
00:38:23 --> 00:38:25: and and it it would be very easily to have  
00:38:25 --> 00:38:27: it replaced with the larger mass.  
00:38:29 --> 00:38:30: The trees in the.  
00:38:30 --> 00:38:32: Yeah, the survivor tree.  
00:38:32 --> 00:38:33: So there's Ron.  
00:38:33 --> 00:38:35: We did find evidence of Ron in the lower left  
00:38:36 --> 00:38:36: picture there.  
00:38:38 --> 00:38:38: Yeah.  
00:38:41 --> 00:38:42: And Jim, that's you, the bottom right.  
00:38:42 --> 00:38:43: Yeah, yeah, yeah.  
00:38:43 --> 00:38:45: Because I wouldn't recognize it.  
00:38:48 --> 00:38:51: So they you did some great graphics of the time.  
00:38:51 --> 00:38:52: They feel so very mid 90s.  
00:38:52 --> 00:38:56: They're actually, we were at, we were pursuing something  
00:38:56 --> 00:38:58: this  
00:38:58 --> 00:38:58: week and I was like, let's do something like this.  
00:38:58 --> 00:39:00: We never do these things anymore.  
00:39:01 --> 00:39:04: The one that really, really jumps out at me is  
00:39:04 --> 00:39:05: the golf course.  
00:39:05 --> 00:39:07: And that was actually the idea that came up again  
00:39:07 --> 00:39:08: in Quarter Shore.  
00:39:08 --> 00:39:11: We had people telling us to do golf courses down  
00:39:11 --> 00:39:11: there too.  
00:39:12 --> 00:39:14: Anything that triggers for you guys?  
00:39:14 --> 00:39:17: You had a lot of land and.  
00:39:17 --> 00:39:20: And remember that this was 30 years ago so that  
00:39:20 --> 00:39:24: some of these recommendations like the golf course are  
00:39:24 --> 00:39:28: dated  
00:39:28 --> 00:39:31: Yeah you know, but we were striving to figure out  
00:39:31 --> 00:39:32: what to do with all this land that would create  
00:39:33 --> 00:39:35: immediate activity.  
00:39:35 --> 00:39:36: OK, because that's the most important thing is to get  
00:39:36 --> 00:39:36: a momentum going.  
00:39:37 --> 00:39:38: I.  
00:39:39 --> 00:39:41: Thought it was a great idea.  
00:39:41 --> 00:39:44: But we wanted to close the, we wanted to close  
00:39:44 --> 00:39:45: the concourses, which was not passed, I mean didn't didn't  
00:39:45 --> 00:39:48: happen.  
00:39:45 --> 00:39:48: But the reason we did was we wanted people.

00:39:48 --> 00:39:50: We wanted people out doing things.  
00:39:51 --> 00:39:53: And, and you have a, you had a lot which  
00:39:53 --> 00:39:56: open spaces you had were pretty empty.  
00:39:56 --> 00:39:58: So we were that was part of the bargain.  
00:39:58 --> 00:40:00: By the way, that young lady at the podium there.  
00:40:00 --> 00:40:04: Is that is that you OK, you also I noticed  
00:40:04 --> 00:40:08: you you you proposed a park it looked like going  
00:40:08 --> 00:40:13: several blocks to the north from the original bombing site  
00:40:13 --> 00:40:14: as well.  
00:40:14 --> 00:40:15: Near the memorials.  
00:40:15 --> 00:40:15: Yeah, yeah.  
00:40:16 --> 00:40:19: And interestingly enough that that did not occur, but we  
00:40:19 --> 00:40:22: did end up talking a lot about the Hardy spine  
00:40:22 --> 00:40:25: in the the lead of the Quarter Shore and that  
00:40:25 --> 00:40:28: of course played at which would have been one street  
00:40:28 --> 00:40:28: over.  
00:40:29 --> 00:40:31: And I did end up becoming one of the the  
00:40:31 --> 00:40:33: primary elements of what became the Quarter Shore park to  
00:40:33 --> 00:40:34: the South.  
00:40:34 --> 00:40:36: And I think that came up in the Devon building  
00:40:36 --> 00:40:37: design as well.  
00:40:39 --> 00:40:41: So we're going to talk to you through some of  
00:40:41 --> 00:40:43: the recommendations we took.  
00:40:43 --> 00:40:44: We think we took.  
00:40:44 --> 00:40:46: You guys can argue with us if you want.  
00:40:46 --> 00:40:49: They told us we needed to convert our one way  
00:40:49 --> 00:40:51: to two way, which was finally achievable.  
00:40:51 --> 00:40:53: Once I-40 came down.  
00:40:54 --> 00:40:57: They recommended that we relocate I-40 to the South, which  
00:40:57 --> 00:40:57: we did.  
00:40:58 --> 00:41:01: At that time, it was still very much taking shape.  
00:41:01 --> 00:41:04: It would be another decade before that would fully be  
00:41:04 --> 00:41:05: realized.  
00:41:06 --> 00:41:09: They proposed a streetcar that would include the Mura site.  
00:41:09 --> 00:41:11: That took us well over 20 years I think to  
00:41:11 --> 00:41:13: get to, but we got to that.  
00:41:14 --> 00:41:17: And then in terms of organizational placemaking, they said  
00:41:17 --> 00:41:20: that  
00:41:17 --> 00:41:20: we should be more creative in marketing to promote our  
00:41:20 --> 00:41:21: downtown districts.  
00:41:22 --> 00:41:24: We started a downtown BID in 2001 and they went  
00:41:25 --> 00:41:28: out about starting to to brand the different districts to

00:41:28 --> 00:41:31: have their own personality and then also to create and

00:41:31 --> 00:41:35: strengthen our downtown districts with that second bullet.

00:41:36 --> 00:41:38: And then lastly, they suggested we create a rural a

00:41:38 --> 00:41:41: Bureau gateway to Bricktown under the Santa Fe overpass.

00:41:42 --> 00:41:46: And I think this, this always kind of blows me

00:41:46 --> 00:41:50: away that we actually did that not exact blows in

00:41:50 --> 00:41:51: our what's that?

00:41:51 --> 00:41:52: That blows me away.

00:41:52 --> 00:41:53: That's Tony Gazzardo.

00:41:54 --> 00:41:54: Yeah.

00:41:55 --> 00:41:58: So I don't that's another one where I'm like, did

00:41:58 --> 00:42:01: did somebody suggest that and the and the panel picked

00:42:01 --> 00:42:03: up on it or was that Tony's idea and and

00:42:03 --> 00:42:05: we picked up on it?

00:42:06 --> 00:42:07: I think he drew that, Yeah.

00:42:08 --> 00:42:10: I mean, I I think that came out of the

00:42:10 --> 00:42:10: analyze.

00:42:11 --> 00:42:12: Draftsman on our panel.

00:42:13 --> 00:42:17: Three land planners and they just went crazy.

00:42:17 --> 00:42:20: So is there anything else on on there that I'll

00:42:20 --> 00:42:23: put this to, Ron, Cathy, is there anything else?

00:42:23 --> 00:42:27: I would say that underlying that, that the points about

00:42:27 --> 00:42:32: organization placemaking was the need to leverage the kind

00:42:32 --> 00:42:36: of leadership that existed in the community and to unify as

00:42:36 --> 00:42:40: Kathy did in, in bringing those organizations together.

00:42:40 --> 00:42:46: Because it's one thing, it's relatively it's an easier job

00:42:47 --> 00:42:48: to create a plan.

00:42:49 --> 00:42:52: It's much harder to implement it and the implementation is

00:42:52 --> 00:42:54: what makes it happen.

00:42:54 --> 00:42:58: And and the leadership and the single focus organization is

00:42:58 --> 00:43:03: absolutely essential and and plus the political capital that

00:43:04 --> 00:43:06: goes along with that of the financing.

00:43:06 --> 00:43:10: But it's that leadership that you seem to have in

00:43:10 --> 00:43:11: spades.

00:43:13 --> 00:43:16: You know, you're so right.

00:43:16 --> 00:43:21: And I, I enjoyed that part of this because cities

00:43:21 --> 00:43:26: don't have many risk takers in their governments.

00:43:27 --> 00:43:33: And when Kathy became head of all those organizations, she

00:43:33 --> 00:43:38: spent a lot of time trying to figure out what

00:43:38 --> 00:43:44: what developers, how they think, what they need the tools

00:43:44 --> 00:43:49: and was willing to go and and back her job

00:43:49 --> 00:43:54: on so many projects that we that we did because  
00:43:54 --> 00:44:00: it took an education to to to each city councils  
00:44:00 --> 00:44:02: and, and and staff.  
00:44:03 --> 00:44:05: What what's needed.  
00:44:05 --> 00:44:06: It takes someone.  
00:44:06 --> 00:44:09: I tell you, I'm not sure where we'd be if  
00:44:09 --> 00:44:12: Kathy O'Connor had been in that position.  
00:44:13 --> 00:44:14: I mean.  
00:44:14 --> 00:44:15: Somebody.  
00:44:17 --> 00:44:22: Else developers have AI have but then Steve.  
00:44:22 --> 00:44:26: I know, talk about that a little bit.  
00:44:26 --> 00:44:29: You know, after the bombing, you know, we really began,  
00:44:29 --> 00:44:32: or at least I did began to believe that we  
00:44:32 --> 00:44:35: did have to take some pretty big chances to make  
00:44:35 --> 00:44:37: things start happening.  
00:44:37 --> 00:44:40: That it wasn't, you know, maps is one thing, but  
00:44:40 --> 00:44:44: trying to get the private sector engaged into investment was  
00:44:44 --> 00:44:45: was another challenge.  
00:44:45 --> 00:44:51: And the Oklahoma financial community is a very, very  
conservative  
00:44:51 --> 00:44:52: bunch.  
00:44:52 --> 00:44:54: And, you know, they had just come off of the  
00:44:54 --> 00:44:58: Penn Square bank failures, the, you know, the destruction of  
00:44:58 --> 00:44:59: the financial industry here.  
00:45:00 --> 00:45:02: And they're still a little bit like that.  
00:45:02 --> 00:45:06: You know, we, we, we still deal with this very  
00:45:07 --> 00:45:12: cautious, risk averse Financial Group in Oklahoma City.  
00:45:12 --> 00:45:17: So what I remember is putting together a team of  
00:45:17 --> 00:45:18: people.  
00:45:18 --> 00:45:21: And it wasn't just me, it was the guy who  
00:45:21 --> 00:45:24: ran Urban Renewal at the time, Jo Van Bullard and  
00:45:24 --> 00:45:28: me and Dan Bachelor and Leslie Bachelor, who were in  
00:45:28 --> 00:45:32: the video all trying to put our heads together, John  
00:45:32 --> 00:45:35: Michael Williams, to try to come up with a structure  
00:45:35 --> 00:45:38: that would make these projects possible.  
00:45:38 --> 00:45:41: And so, you know, you don't talk about it in  
00:45:41 --> 00:45:44: the video, but Bricktown became kind of a a place  
00:45:44 --> 00:45:46: where we wanted to try to start.  
00:45:46 --> 00:45:49: And Bass Pro Shops was one of the first projects  
00:45:50 --> 00:45:53: that we did together as a team, and it was  
00:45:53 --> 00:45:54: urban renewal land.  
00:45:57 --> 00:46:00: The Redevelopment Authority built that building.



00:46:00 --> 00:46:03: We built the building and own it and lease it.  
00:46:03 --> 00:46:06: The Bass Pro, we'll probably the only city in the  
00:46:06 --> 00:46:08: country whoever did that.  
00:46:08 --> 00:46:10: But we did it because we knew we had to  
00:46:10 --> 00:46:11: take a chance.  
00:46:11 --> 00:46:12: So we own that building.  
00:46:12 --> 00:46:13: They pay us rent.  
00:46:14 --> 00:46:15: We still own it.  
00:46:16 --> 00:46:18: They still pay us rent and and it is the  
00:46:18 --> 00:46:22: reason why good investment there, that it's the reason why  
00:46:22 --> 00:46:26: Harkins Theater is there and the Residence Inn and all  
00:46:26 --> 00:46:27: of the restaurants.  
00:46:27 --> 00:46:30: And it's the reason everything else worked.  
00:46:30 --> 00:46:33: And I mean, I had to stand up in front  
00:46:33 --> 00:46:36: of City Council and say this is the catalyst and  
00:46:36 --> 00:46:38: I knew I would lose my job if I was  
00:46:38 --> 00:46:40: wrong and I wasn't.  
00:46:40 --> 00:46:43: Thank goodness, because I not working there for a long  
00:46:43 --> 00:46:43: time.  
00:46:43 --> 00:46:46: And then the next project that was really underway pretty  
00:46:46 --> 00:46:48: much at the same time was this building.  
00:46:49 --> 00:46:51: And this is another example.  
00:46:51 --> 00:46:53: The city bought the building from a private owner.  
00:46:54 --> 00:46:57: In the report it talks about there's this private owner  
00:46:57 --> 00:47:00: who's going to spend \$30 million renovating it.  
00:47:00 --> 00:47:01: That never happened.  
00:47:01 --> 00:47:07: That guy left the country, literally left the country and  
00:47:07 --> 00:47:11: left this building with 6 feet of pigeon poop under  
00:47:12 --> 00:47:13: the top floors.  
00:47:15 --> 00:47:19: So the city purchased the building and did a process  
00:47:20 --> 00:47:22: to select a redeveloper.  
00:47:22 --> 00:47:23: Found a redeveloper.  
00:47:24 --> 00:47:28: We retained a ground lease, sold the building to the  
00:47:28 --> 00:47:30: developer Marcus Hotels.  
00:47:30 --> 00:47:32: They renovated the building.  
00:47:32 --> 00:47:37: We had over \$15 million in incentives, public incentives in  
00:47:37 --> 00:47:38: this.  
00:47:38 --> 00:47:40: We kept an ownership interest.  
00:47:40 --> 00:47:44: We got ground lease payments and mortgage payments on  
00:47:44 --> 00:47:46: building and made our money back.  
00:47:46 --> 00:47:49: We made probably about recently, it sold to a group

00:47:49 --> 00:47:51: of local investors.

00:47:51 --> 00:47:55: They bought the ground lease out, they bought the loans

00:47:55 --> 00:47:58: out, and I think we made about \$14 million on

00:47:58 --> 00:48:00: top of all of the rent payments and the tax

00:48:00 --> 00:48:03: payments that have happened through the years.

00:48:03 --> 00:48:06: So, and this was one that really was a big

00:48:06 --> 00:48:07: risk.

00:48:07 --> 00:48:10: And, but, but I think because of the work of

00:48:10 --> 00:48:13: ULI and because MAPS was going on and because we

00:48:13 --> 00:48:17: knew that we had to overcome what had happened through

00:48:17 --> 00:48:21: the bombing, you were willing to take a bunch of

00:48:21 --> 00:48:21: chances.

00:48:21 --> 00:48:25: But it was really this team of people that we

00:48:25 --> 00:48:30: then later institutionalized and formalized through the

00:48:30 --> 00:48:35: creation of the Alliance for Economic Development that that really makes

00:48:36 --> 00:48:39: that kind of, you know, cooperation and focus possible.

00:48:39 --> 00:48:41: And I think we still have that today.

00:48:42 --> 00:48:44: We, we can tell a whole lot of war stories

00:48:45 --> 00:48:45: here.

00:48:45 --> 00:48:48: I'm not sure how how much people are interested in

00:48:48 --> 00:48:49: all that.

00:48:49 --> 00:48:53: But the other thing that Kathy was, is she was

00:48:53 --> 00:48:57: fair and but she was hard nosed Urban renewal on

00:48:57 --> 00:49:02: 10 acres, for example, urban renewal South of the Medical

00:49:02 --> 00:49:06: Center here, urban renewal of 10 acres around a vacant

00:49:06 --> 00:49:11: school that was built in 1911 and had been vacant

00:49:11 --> 00:49:12: for 20 years.

00:49:12 --> 00:49:15: And I, I had just developed some apartments in north

00:49:16 --> 00:49:17: of Bricktown came to Kathy.

00:49:17 --> 00:49:21: I said, look, I why didn't someone build apartments down

00:49:21 --> 00:49:25: around in the South South area around the medical school?

00:49:26 --> 00:49:30: And she said, well, there's this, this, this, it's cool

00:49:30 --> 00:49:31: there.

00:49:31 --> 00:49:32: It's vacant.

00:49:32 --> 00:49:33: And I said, well, why?

00:49:33 --> 00:49:37: She says you figure out a solution for that school

00:49:37 --> 00:49:39: and then you can bid on this 11 on this

00:49:39 --> 00:49:40: 10 acre.

00:49:40 --> 00:49:41: And he did.

00:49:41 --> 00:49:42: He did.

00:49:42 --> 00:49:43: I mean and so.  
00:49:43 --> 00:49:44: But I bid on the school.  
00:49:44 --> 00:49:45: Too, but we.  
00:49:45 --> 00:49:48: Bet we We bet against each other at an auction  
00:49:49 --> 00:49:50: at the school board.  
00:49:50 --> 00:49:52: We finally got together.  
00:49:52 --> 00:49:53: I said you do.  
00:49:54 --> 00:49:56: And I'll do what you want me to to it.  
00:49:58 --> 00:49:59: She agreed.  
00:50:00 --> 00:50:03: And I found a guy, an oil friend of mine  
00:50:04 --> 00:50:08: that put up the 900,000 fifty \$940,000 to buy a  
00:50:08 --> 00:50:10: school full of asbestos.  
00:50:12 --> 00:50:14: And I, my son and I walked out of that.  
00:50:15 --> 00:50:17: My son Jason said, Dad, what are we going to  
00:50:17 --> 00:50:18: do with this?  
00:50:18 --> 00:50:21: I said, I have no idea, but we needed to  
00:50:21 --> 00:50:21: do this.  
00:50:22 --> 00:50:25: So you know that that's what she made you get  
00:50:25 --> 00:50:28: out and do things and, and, and take risk and  
00:50:28 --> 00:50:31: work because you knew she had you knew she had  
00:50:31 --> 00:50:33: your back on this kind of stuff.  
00:50:33 --> 00:50:36: So you know this, like I said, these are all  
00:50:36 --> 00:50:39: war stories, but they happen in every community.  
00:50:40 --> 00:50:42: There's always kind of a lot of rules and regulations  
00:50:42 --> 00:50:43: you've got to follow.  
00:50:43 --> 00:50:46: The seems like how are we going to ever get  
00:50:46 --> 00:50:46: through this?  
00:50:46 --> 00:50:49: The the thing that I think I'm beginning to appreciate  
00:50:49 --> 00:50:52: now that Skirvin has been redeveloped for so long is  
00:50:52 --> 00:50:54: there's not a pack out there telling that whole story  
00:50:54 --> 00:50:57: that is set empty for 2530 years or that Paige  
00:50:57 --> 00:50:58: Woodson set empty for 2530 years.  
00:50:58 --> 00:51:01: Those are things that you almost have to say, like  
00:51:01 --> 00:51:02: on a conversational.  
00:51:02 --> 00:51:02: Level and I.  
00:51:03 --> 00:51:03: Don't know.  
00:51:03 --> 00:51:03: Yeah.  
00:51:03 --> 00:51:05: I wish there was a better way to to make  
00:51:05 --> 00:51:08: sure people understood how hard people fought for those  
buildings  
00:51:08 --> 00:51:09: to to still understanding.  
00:51:09 --> 00:51:12: And if you haven't seen Paige Woodson, I really would

00:51:12 --> 00:51:14: encourage you guys to take a trip over there.  
00:51:14 --> 00:51:14: It's very impressive.  
00:51:14 --> 00:51:17: And Ron is now working on the phases around it  
00:51:17 --> 00:51:18: to, to better support it.  
00:51:18 --> 00:51:22: But that's that's probably a good pivot on this other  
00:51:22 --> 00:51:26: the the second-half of this with redevelopment  
recommendations that we  
00:51:26 --> 00:51:29: took, we think we needed to manage a public land  
00:51:29 --> 00:51:30: inventory.  
00:51:30 --> 00:51:33: We needed to offer creative development financing tip.  
00:51:34 --> 00:51:36: They debated where to put the library.  
00:51:36 --> 00:51:39: They actually said that we should put the library on  
00:51:39 --> 00:51:42: the site located S in the courthouse, which we did  
00:51:42 --> 00:51:44: to reinforce the the urban experience there.  
00:51:45 --> 00:51:48: For those that don't know where our Devon tower sat,  
00:51:48 --> 00:51:51: that was an empty parking lot for years and years  
00:51:51 --> 00:51:54: and it was being held for a downtown mall that  
00:51:54 --> 00:51:57: never materialized after we chased all of our retail out  
00:51:57 --> 00:51:58: of our downtown.  
00:51:59 --> 00:52:02: And so it became a really great opportunity when Devon,  
00:52:02 --> 00:52:05: the Devon opportunity became available.  
00:52:05 --> 00:52:08: But there was probably at that time the thought of  
00:52:08 --> 00:52:11: maybe putting the library down in in in that that  
00:52:11 --> 00:52:11: block.  
00:52:12 --> 00:52:14: They recommended preservation of First National.  
00:52:14 --> 00:52:17: Hopefully you all have had a chance to walk down  
00:52:17 --> 00:52:20: to First National and our Santa Fe train station, which  
00:52:20 --> 00:52:21: we also have done.  
00:52:22 --> 00:52:25: And then they suggested that we needed enhanced  
downtown to  
00:52:25 --> 00:52:26: build the families.  
00:52:26 --> 00:52:28: And we worked on a maps for kids or second  
00:52:28 --> 00:52:32: maps, a downtown charter school that is down known as  
00:52:32 --> 00:52:32: John Rex.  
00:52:33 --> 00:52:36: And then in the memorial, these these I thought were  
00:52:36 --> 00:52:38: especially prescient.  
00:52:38 --> 00:52:41: They they wanted the journal building to be the site  
00:52:41 --> 00:52:43: of the memorial Museum, which it is.  
00:52:44 --> 00:52:48: They suggested, as Lynn said, an international design  
competition for  
00:52:48 --> 00:52:48: memorial.  
00:52:49 --> 00:52:52: It did get ended up being designed by a bit  
00:52:52 --> 00:52:54: of a surprise team, which I I assume Kerry will

00:52:54 --> 00:52:56: talk about a little bit later.

00:52:57 --> 00:52:59: The National Memorial.

00:52:59 --> 00:53:03: It was a National Memorial that was created through the

00:53:03 --> 00:53:05: National Park Service, the parks Rangers.

00:53:06 --> 00:53:08: There are a wealth of information if you get a

00:53:08 --> 00:53:09: chance to talk to them.

00:53:09 --> 00:53:13: And then also this makeshift, makeshift fencing.

00:53:13 --> 00:53:16: Mementos serve as immediate memorial and a precursor to the

00:53:16 --> 00:53:17: permanent memorial.

00:53:18 --> 00:53:20: Anything else, anything else on that?

00:53:20 --> 00:53:20: What do we do?

00:53:20 --> 00:53:23: With idea I'm at the fire service idea which I

00:53:23 --> 00:53:23: think.

00:53:25 --> 00:53:29: Yeah, I think you should may not be fully aware

00:53:29 --> 00:53:33: that Park Service as a manager of the memorial is

00:53:34 --> 00:53:38: really special because at Ground Zero, it's not.

00:53:38 --> 00:53:39: They were not involved.

00:53:39 --> 00:53:42: I think the only explanation I can come up with

00:53:42 --> 00:53:43: is that it was a federal building.

00:53:44 --> 00:53:48: But we have no input from the feds for the

00:53:48 --> 00:53:52: 9/11 memorial, not even though we've tried as a city

00:53:52 --> 00:53:57: several times, because the expense of running the 9/11

00:53:57 --> 00:53:58: memorial

00:53:57 --> 00:53:58: is huge.

00:53:59 --> 00:54:02: And so you should feel quite fortunate that the feds

00:54:02 --> 00:54:05: are running it in, in perpetuity, you know.

00:54:07 --> 00:54:11: They're not, no Kerry can explain it, but we now

00:54:11 --> 00:54:15: the the memorial is run by a private foundation.

00:54:15 --> 00:54:17: That's the way it is and we that.

00:54:17 --> 00:54:20: Hire the Park Service Rangers to provide the services.

00:54:20 --> 00:54:21: I think I'm getting it right.

00:54:21 --> 00:54:24: I'm on board, but I just, I just joined up.

00:54:25 --> 00:54:26: So I can tell you whoops.

00:54:28 --> 00:54:29: They were involved very early on.

00:54:29 --> 00:54:31: I mean it was in the early.

00:54:32 --> 00:54:33: But Park Service is still on the.

00:54:33 --> 00:54:37: Site, yes, but we pay to have.

00:54:37 --> 00:54:37: Them.

00:54:39 --> 00:54:39: OK.

00:54:40 --> 00:54:42: So one of the ones I thought was really interesting

00:54:42 --> 00:54:44: going back and looking at the articles, is in that.

00:54:44 --> 00:54:47: After 95 S, this would have been July of 96.

00:54:48 --> 00:54:51: They're still planning discussing what to do for Memorial.

00:54:52 --> 00:54:55: There was actually discussion of reopening 5th St., which is probably a pretty crazy idea, but for many of our

00:54:55 --> 00:54:58: locals to understand.

00:54:58 --> 00:54:59:

00:54:59 --> 00:55:03: And this snippet actually talks about the proponents of keeping

00:55:03 --> 00:55:03: 5th St.

00:55:03 --> 00:55:07: closed using the advisory service panel report as as the

00:55:07 --> 00:55:09: reason why you should have it closed.

00:55:10 --> 00:55:12: So how different that experience could have been if if

00:55:12 --> 00:55:13: they had taken that path.

00:55:17 --> 00:55:18: So these are the recommendations.

00:55:18 --> 00:55:21: We didn't take the Galleria site, which I mentioned was

00:55:21 --> 00:55:25: held for retail center that eventually became Devon, the Arena

00:55:25 --> 00:55:25: location.

00:55:27 --> 00:55:31: They that would have blocked the Convention Center expansion.

00:55:33 --> 00:55:35: We they suggested that we eliminate our, you know, quote

00:55:35 --> 00:55:39: UN quote beg buttons, the pedestrian activated crossy signals.

00:55:39 --> 00:55:40: We're still fighting that battle.

00:55:41 --> 00:55:43: For those of us that are urbanists.

00:55:44 --> 00:55:47: They suggested the gradual elimination of downtown tubs.

00:55:48 --> 00:55:50: This is an interesting one because I actually had to

00:55:50 --> 00:55:53: manage those tunnels for a portion of my career.

00:55:54 --> 00:55:57: And instead of eliminating them, we actually kind of doubled

00:55:57 --> 00:55:58: down and we redesigned.

00:55:59 --> 00:56:01: And I can say from a personal experience, I wouldn't

00:56:02 --> 00:56:03: want to be the person who had to explain to

00:56:03 --> 00:56:05: the people that do their mall walks down there every

00:56:05 --> 00:56:07: single day why the tunnels are going away.

00:56:08 --> 00:56:10: Anything you guys want to add on that?

00:56:10 --> 00:56:12: OK, everybody wants to touch the tunnels.

00:56:14 --> 00:56:17: We just wanted more people on the street and we

00:56:17 --> 00:56:18: didn't care where we got them.

00:56:20 --> 00:56:22: I mentioned the 9 hole community golf course along the

00:56:22 --> 00:56:22: river.

00:56:23 --> 00:56:26: They, as I mentioned, creation of an expanded park north

00:56:26 --> 00:56:27: of Murray site.

00:56:28 --> 00:56:31: I think we to some degree took that idea and

00:56:31 --> 00:56:34: we ended up doing scissors Tail Park further to the

00:56:34 --> 00:56:35: South.

00:56:35 --> 00:56:37: But we recognize that we really didn't have much of

00:56:37 --> 00:56:40: a larger gathering space outside of the mirror Gardens at

00:56:40 --> 00:56:40: the time.

00:56:40 --> 00:56:43: And then this is another interesting one.

00:56:43 --> 00:56:46: They suggested that displaced federal agencies should be encouraged to

00:56:46 --> 00:56:49: move into vacant office space instead of constructing a low

00:56:49 --> 00:56:52: rise campus north of central business history.

00:56:52 --> 00:56:54: So this is well that I made sure to show

00:56:54 --> 00:56:57: Jim and Lynn on our tour first and foremost, because

00:56:58 --> 00:57:01: I know that this was a big fight, especially during

00:57:01 --> 00:57:04: Mayor Humphrey's term, to keep the feds in downtown.

00:57:04 --> 00:57:07: As you can imagine, they had a lot of strong

00:57:07 --> 00:57:11: feelings about moving to something that they felt could be

00:57:11 --> 00:57:12: more secure.

00:57:13 --> 00:57:15: But we also were dealing with the huge office vacancy

00:57:15 --> 00:57:17: problem at the at that time and I'm assuming that

00:57:17 --> 00:57:19: was also part of what went into this.

00:57:20 --> 00:57:22: Anything you guys would add many of those?

00:57:22 --> 00:57:22: Nope.

00:57:24 --> 00:57:27: Well, the the golf course is a good idea, but

00:57:27 --> 00:57:31: he got replaced for the World Flat Roy, that's true.

00:57:32 --> 00:57:35: Well, the other thing I would add is that that

00:57:35 --> 00:57:40: what our three land planners believe wrongly was that when

00:57:40 --> 00:57:44: Oklahoma City was settled in 1895, you just didn't provide

00:57:44 --> 00:57:45: for parts.

00:57:45 --> 00:57:48: And so they wanted parts wherever they could get them

00:57:49 --> 00:57:51: in scissors, the scissors tail, whatever.

00:57:51 --> 00:57:53: I think that's just outstanding.

00:57:54 --> 00:57:55: Forget the fact that it's not where we had it

00:57:55 --> 00:57:57: doesn't make any difference.

00:57:57 --> 00:58:00: We just wanted more green downtown, more trees, more of

00:58:00 --> 00:58:00: this.

00:58:01 --> 00:58:03: And you did that and it's and then what is

00:58:03 --> 00:58:04: it?

00:58:04 --> 00:58:04: Scissortail South.

00:58:05 --> 00:58:06: You lower lower the lowest.

00:58:06 --> 00:58:08: That to me is outstanding.

00:58:08 --> 00:58:12: I mean, you know, it's you're taking that vacant ground

00:58:12 --> 00:58:15: with the time and utilizing it so.

00:58:16 --> 00:58:18: So I think that was the end of our structured

00:58:18 --> 00:58:19: presentation.

00:58:20 --> 00:58:22: Before I throw it out to Q&A, is there anything

00:58:22 --> 00:58:24: else you guys want to say in terms of your

00:58:24 --> 00:58:26: overall experience in Oklahoma City?

00:58:26 --> 00:58:28: You got a chance to drive around with me this

00:58:28 --> 00:58:28: morning.

00:58:29 --> 00:58:31: I asked at the end, do you recognize anything?

00:58:31 --> 00:58:34: And you said not to, not to embarrass you, but

00:58:35 --> 00:58:37: to to say how much we've changed.

00:58:37 --> 00:58:39: It's enormous.

00:58:39 --> 00:58:42: I mean, I, well, my, my vision of 30 years

00:58:43 --> 00:58:49: ago was just vacant after vacant lot, extraordinarily wide

avenues.

00:58:49 --> 00:58:53: And now there are medians, there are trees, there are

00:58:53 --> 00:58:55: buildings, there are people on the streets.

00:58:58 --> 00:59:01: I, I, I'm just, I was amazingly impressed that I'm,

00:59:01 --> 00:59:03: I'd say add more apartments.

00:59:03 --> 00:59:05: Other than that, I think you.

00:59:05 --> 00:59:07: Really done an outstanding job.

00:59:09 --> 00:59:12: Outstanding just.

00:59:14 --> 00:59:16: I want to point out.

00:59:16 --> 00:59:19: Something about the city of Oklahoma City, I guess this

00:59:20 --> 00:59:22: city is in a boom or bust kind of city

00:59:22 --> 00:59:26: because it's been based on natural resources or in gas.

00:59:28 --> 00:59:34: There's never been a huge capital amount of capital here.

00:59:35 --> 00:59:35: All this.

00:59:35 --> 00:59:39: How much do we spend on maps now trailing a

00:59:39 --> 00:59:41: few minutes to get us \$3 billion.

00:59:42 --> 00:59:45: None of it came from the from the private sector

00:59:45 --> 00:59:47: number came from anyone's capital.

00:59:48 --> 00:59:52: It came for 1/4 of a penny sales tax, one

00:59:52 --> 00:59:57: of the 11 penny sales tax that the residents in

00:59:57 --> 01:00:03: Oklahoma City put on themselves and invested back in the

01:00:03 --> 01:00:04: city.

01:00:05 --> 01:00:09: And there's always you know, and there is four corners

01:00:09 --> 01:00:12: to that city and and and maps was intended to.

01:00:12 --> 01:00:15: To improve the life of all the people at all

01:00:16 --> 01:00:19: four quarters of the city and downtown is important.

01:00:19 --> 01:00:21: It's the pride of the city.

01:00:21 --> 01:00:22: And that's what you guys pointed out.

01:00:22 --> 01:00:25: And that's what we, I think we tried to do.

01:00:25 --> 01:00:32: But MAPS has just been a tremendous spark plug source.



01:00:32 --> 01:00:32: Yeah.

01:00:33 --> 01:00:35: So in closing, there is one last thing we wanted

01:00:36 --> 01:00:38: to announce and you all, I asked me to do

01:00:38 --> 01:00:38: this.

01:00:38 --> 01:00:44: So Jim and his wife, it's Sally, have recently announced

01:00:44 --> 01:00:49: that they are going to donate \$1,000,000 to support of

01:00:49 --> 01:00:53: the advisory service panel process at ULI.

01:00:54 --> 01:00:55: A huge gift.

01:01:04 --> 01:01:07: And I don't know if Jim knew that I was

01:01:07 --> 01:01:11: going to say that or not, but we did want

01:01:11 --> 01:01:15: to just really thank him for his long term support

01:01:15 --> 01:01:17: of this of this resource.

01:01:18 --> 01:01:19: Jim, I don't know if you want to say anything

01:01:19 --> 01:01:19: about that.

01:01:19 --> 01:01:23: How meaningful is he's have been to you throughout your

01:01:23 --> 01:01:25: life or or why you said advisory?

01:01:25 --> 01:01:27: Service panel service or whatever.

01:01:27 --> 01:01:31: It's probably the finest thing you will I does and

01:01:31 --> 01:01:34: that the key to it is to have these real

01:01:34 --> 01:01:38: estate professionals donate a week of their time at no

01:01:38 --> 01:01:41: at no reimbursement to, to give that kind of, I

01:01:41 --> 01:01:46: mean, this particular panel was really fascinating because I

01:01:46 --> 01:01:50: knew

01:01:46 --> 01:01:50: most of these people individually, but not in a cohesive

01:01:50 --> 01:01:51: way.

01:01:51 --> 01:01:54: And I'm really proud of what we came up with

01:01:54 --> 01:01:57: boy, on Monday morning that when we started, I didn't

01:01:57 --> 01:02:01: have any idea that we would come up with this,

01:02:01 --> 01:02:01: what we did.

01:02:02 --> 01:02:04: But you, you, the Oklahoma City used to be given

01:02:04 --> 01:02:07: real credit because you actually pulled it off.

01:02:07 --> 01:02:11: And, but I, I do think these public interest panels

01:02:11 --> 01:02:15: and I think all of you from district councils, you

01:02:15 --> 01:02:19: let us think about the ULI resource, Kelsey down here,

01:02:19 --> 01:02:22: we're trying to raise enough money so that we can

01:02:22 --> 01:02:26: do these public service panels, let's say 6A year where,

01:02:27 --> 01:02:30: where we come and try to help various cities or

01:02:30 --> 01:02:32: different kinds of problems.

01:02:32 --> 01:02:36: I mean, Columbus, OH, we had a penitentiary that had

01:02:36 --> 01:02:40: been there since the Civil War right downtown and it's

01:02:40 --> 01:02:43: only claim to fame was it burn up 180 people

01:02:43 --> 01:02:46: prisoners and one of the one of the great fires.

**01:02:46 --> 01:02:49:** But and finally you and I came in and say,  
**01:02:49 --> 01:02:53:** you know, knock it down and create in this where  
**01:02:53 --> 01:02:58:** our hockey stadium or hockey arena is the blue, whatever  
**01:02:58 --> 01:03:02:** we call them Blue Jays and we totally restored that.  
**01:03:02 --> 01:03:05:** So those are the kinds of things that I think  
**01:03:05 --> 01:03:07:** they invited service can do and it's a reason for  
**01:03:07 --> 01:03:10:** the gift and we're going to try to follow with  
**01:03:10 --> 01:03:10:** some more.

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