

Economic Development

Goal and Work Plan Priorities

Goal Statement

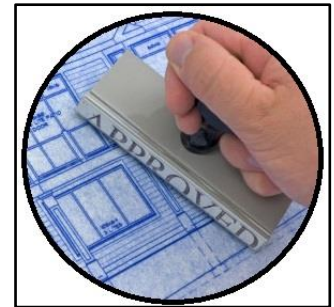
Work towards a diverse, sustainable economic and workforce development which will enhance our access to quality jobs, goods, and services, help local entrepreneurs establish business, and improve pathways to job opportunities and connect residents to local employers which will strengthen and diversify the economy and enhance the standard of living for all citizens of Duncan.

Work Plan Priorities

General Economic Development Priorities

Ensure that permitting and approval process is simple and quick

Since 2016, the City of Duncan has focused on ways to improve the permitting process for economic growth and development, seeking to streamline the process and assist developers through the process. Permit applications need continued review and modification to meet the building and fire codes, but also to ensure that the application is easy to understand and fill out. Yearly review of all permit applications and standards should continue to occur yearly to serve as a benefit to the community and developers to help limit potential delays that might occur in the approval and development process.



Promote Municipal Airport for future economic development opportunities

The Duncan Municipal Airport is a wonderful asset to the community and should be considered a key component in attracting new economic growth to the community. This will require a strategic plan for the airport that considers hanger expansions, infrastructure and runway improvements, and potential development of commercial and industrial uses in and around the airport grounds. An airport district should be considered as part of the strategic planning process that can also guide future land use decisions and development activities that complement the airport, the existing uses, and allow for new opportunities.



Increase inventory of available buildings suitable for economic growth

In the competitive world of economic development, having an inventory of buildings available for both commercial and industrial uses is critical for the future of Duncan. A mix of building sizes is needed to better attract potential developers and businesses to the community and having a strategic plan in place to obtain and/or build future building space needs to be a priority. Available building space can be used as part of incentive packages, allow for quick transition and expansion for businesses, and can allow for entrepreneurship opportunities that will benefit the future workforce and tax base of Duncan.



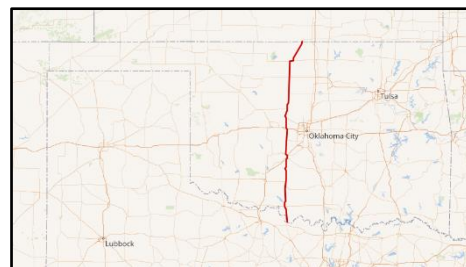
Install necessary infrastructure to the site so that the properties are build ready

Corporations and businesses are looking to expand and locate in communities that have properties that are ready for development. This means that Duncan needs to look at potential future development sites and begin driving infrastructure to those sites so that there are multiple locations that are build ready. Financing infrastructure projects are expensive, but there are State Statutes that provide opportunities for communities to seek funding, apply for grants and loans, and partner with other entities that can assist in addressing current and future infrastructure needs to potential economic development sites and zones.



Highway 81 from Duncan to Texas needs to be four lanes

Highway 81 is an important north south corridor for both Duncan and the State of Oklahoma, connecting Texas to Canada and is often referred to being part of the Meridian Highway. As a major north south corridor, and with growing opportunities to see future economic growth throughout the State of Oklahoma, Highway 81 south of Duncan should be considered for future expansion into a four-lane highway. This should be a priority given that Oklahoma has already identified Highway 81 as an Alternative Fuel Corridor which will drive additional traffic through this part of the state. Duncan should take the lead in this planning process working with the ODOT and the State of Oklahoma and working towards a regional economic growth plan that serves all South-Central Oklahoma.



Job Creation Priorities

Ensure training opportunities are available to meet the needs of a skilled workforce

Having a skilled workforce is a crucial component of economic development that allows businesses to grow and expand, increase overall productivity, attract new investment opportunities to the community, and provides stability in economic growth in the region. Duncan will need to continue to work with Duncan Public Schools, Red River Technology Center, and Cameron University to develop a well-trained workforce that increase innovation and entrepreneurship, create higher wage opportunities and improved quality of life, and allow the region to be more competitive in efforts to attract new growth and investment. Continuing programs like Duncan Public Schools' internship program, Red River's ever-expanding curriculum, and Cameron's continued pursuit of providing career-focused education is the foundation for Duncan's economic opportunity.



Ensure that a comprehensive incentive package program exists for future economic growth opportunities

To be competitive in the process of attracting new businesses and job opportunities to Duncan, local leaders need to have readily available a robust incentive package program. Incentives to consider include the use of tax credits, establishing Tax Increment Finance (TIF) districts, job development credits, property improvement grants, and performance-based financial incentives. In addition to programs to

bring new jobs and businesses to the community, consideration should also be given to establishing a housing or relocation incentive package that can help bring new talent to the community.

Develop and implement a strategy that helps existing businesses grow and expand

Retention and expansion of existing businesses that already provide services and job opportunities is an important component to the economic development strategies of a community. Duncan should develop a strategy that includes resources that can help with workforce development to meet the changing needs of the businesses, ensure that infrastructure improvements are planned to allow growth, and have local grants and incentive packages that will help with the expansion of existing operations within the community, region, and globally. Doing this will lead to higher job retention, economic stability, and community engagement that is important to raising the overall quality of life of Duncan.



Develop and implement a strategy that helps recruit new businesses that match well with Duncan's desire for economic diversification

Throughout this citizen engagement process, residents have provided information about what the future of Duncan should look like. Growth is encouraged but needs to be done in a manner that does not cause Duncan to lose its small city identity and caring nature. For this, local leaders need to develop a



strategic plan that considers the “feel” of Duncan and balance that with the growth potential that exists with the existing skilled workforce. The strategy will need to identify local skills, resources, infrastructure availability, land availability, and housing to properly balance the future growth and diversification of the local economy. The strategy planning process also needs to consider potential funding and incentives that will be used in the recruitment process to maximize the investment in the community's future.

Increasing Local Tax Base Priorities

Develop and implement a strategy and policies that promote building a more sustainable sales tax base

As communities throughout the State of Oklahoma operate solely on sales tax, it is imperative that local leaders work to develop a strategy and set policies that promote a more sustainable sales tax base. Having a plan that helps guide retail, restaurant, and businesses that pay a use tax will help stabilize funding streams that local government utilizes. A strategy that encourages diversification is also important given the effects seen from virus pandemics, global and geopolitical conflicts, trade fragmentation, and the impacts of a changing climate will help stabilize Duncan's ability to provide the necessary services for a higher quality of life.



Develop and implement a strategy and supporting policies that promote stable property values that will benefit schools and other essential services benefiting from property tax

When feasible, priority should be given to site for potential economic development that fall within the Duncan Public Schools district so that a greater benefit can be felt for future educational opportunities through the collection of local property taxes.

Economic Tourism Priorities

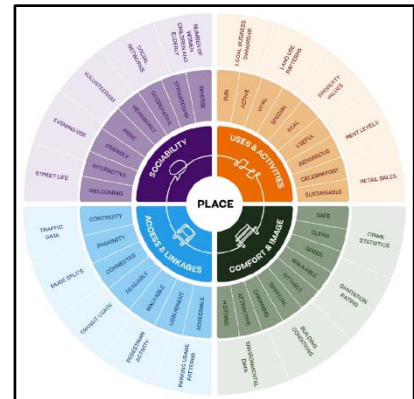
Continue to grow the partnership with Oklahoma Film and Music to attract new opportunities to Duncan

The Oklahoma Film and Music Office helps to promote Oklahoma's rich musical heritage by connecting emerging artists to local music venues and businesses. The Film and Music Office also works in supporting and connecting local, national and international filmmakers with Oklahoma's talent and production services while promoting the diverse locations that span across Oklahoma's 12 unique eco-regions. In 2021, the City of Duncan realized the importance and benefits of the Film and Music Office work and, through an adopted resolution, joined the Film Friendly Community Program becoming one of about forty communities looking to benefit from the economic impacts of music and film.



Give people a reason to visit Duncan, Oklahoma

Continued work with the Chickasaw Nation and the regional Placemaking Project needs to continue to provide visitors and guests a reason to come to Duncan, Oklahoma. The Placemaking Project began with an invitation by the Chickasaw Nation to participate as one of ten selected communities to work together in developing spaces throughout the community and region that are inviting to the public to gather, socialize, and experience the wonderful opportunities that exist. Community leaders representing Duncan selected ten locations to begin focusing on seeking to untap the hidden potential that will serve as the gateway to welcoming people to the community.



Codevelop a strategic plan with Duncan's Convention and Visitor's Bureau to market Duncan

Utilizing a complete community profile that include demographic data and information about the local economy, the City of Duncan should work with the Duncan Convention and Visitor's Bureau to develop a marketing plan that helps grow local events, vibrancy in districts, and build strong connections with residents. The plan should establish a target audience, set marketing objectives and strategies, and be able to evaluate and measure success of reaching both residents and guests. This will enable Duncan to better promote the community, attract new residents, and enhance the overall quality of life.



Promote Highway 81 as the Meridian Highway and raise awareness of its importance to Oklahoma and the United States

Many across the United States are familiar with the importance of Route 66, and Oklahoma has embraced and marketed this to foster new development and opportunities to the state. Equally important though is Highway 81 that runs north/south through the State of Oklahoma and beyond. The highway is also known as being part of the Chisholm Trail, U.S. Route 81, and served by the Meridian Highway connecting Mexico to Canada. All important historical components of early, and present, transportation. Duncan should take a lead in raising awareness of the importance of this highway and the opportunities that it possesses while working with State Legislators and the Oklahoma Department of Transportation and bringing excitement to Highway 81.

Work Plan Priorities Matrixes

General Economic Development Priorities	Start	Timeframe	Key Stakeholders
Ensure that permitting and approval process is simple and quick	Ongoing	Ongoing	Community Development, City Council
Promote Municipal Airport for future economic development opportunities	2025	Mid-Range	Public Works, Community Development, City Council
Increase inventory of available buildings suitable for economic growth	2025	Mid-Range	DAEDF, Community Development, City Council
Install necessary infrastructure to the site so that the properties are build ready	2025	Long-Range	Public Works, Duncan Power, Community Development, City Council
Highway 81 from Duncan to Texas needs to be four lanes	2026	Long-Range	ODOT, Community Development, City Council

Job Creation Priorities	Start	Timeframe	Key Stakeholders
Ensure training opportunities are available to meet the needs of a skilled workforce	2025	Mid-Range	DAEDF, Community Development, Red River Technology Center, Cameron University, Duncan Public Schools
Ensure a comprehensive incentive package program exists for future economic growth opportunities	2025	Mid-Range	DAEDF, Community Development, City Council
Develop and implement a strategy that helps existing businesses grown and expand	2025	Mid-Range	DAEDF, Community Development, City Council
Develop and implement a strategy that helps recruit new businesses that match well with Duncan's desire for economic diversification	2025	Mid-Range	DAEDF, Community Development, City Council

Increasing Local Tax Base Priorities	Start	Timeframe	Key Stakeholders
Develop and implement a strategy and policies that promote building a more sustainable sales tax base	2025	Mid-Range	Community Development, City Council

Develop and implement a strategy and supporting policies that promote stable property values that will benefit schools and other essential services benefiting from property tax	2025	Mid-Range	Community Development, City Council, Duncan Public Schools
--	------	-----------	--

Economic Tourism Priorities	Start	Timeframe	Key Stakeholders
Continue to grow the partnership with Oklahoma Film and Music to attract new opportunities to Duncan	Ongoing	Ongoing	Convention and Visitor's Bureau, Community Development, City Council
Give people a reason to visit Duncan, Oklahoma	2025	Long-Range	Chickasaw Nation, Convention and Visitor's Bureau, Community Development, City Council
Codevelop a strategic plan with Duncan's Convention and Visitor's Bureau to market Duncan	2025	Long-Range	Convention and Visitor's Bureau, Community Development, City Council
Promote Highway 81 as the Meridian Highway and raise awareness of its importance to Oklahoma and the United States	2026	Long-Range	Community Development, City Council, ODOT, State of Oklahoma