

Appendix A

S.W.O.T. Analysis

Background

On February 26, 2024, the City of Duncan Department of Community Development hosted a public forum to discuss the Quality-of-Life planning process and engaged residents about the Strengths, Weaknesses, and Opportunities that exist in the community. Staff further engaged Freshmen and Sophomore students at Duncan High School on April 4, 2024, gathering information that matters to the young adults that will be Duncan's future leaders.

The bold and highlighted strengths, weaknesses, opportunities, and threats are those items that citizens indicated were the most important and should be considered as priorities in the planning process.

Strengths

- Kiddie Land/Fuqua Park
- School System (Pre-k thru 12)
- Arts/Museums
- Growth Opportunities
- Humane Society
- Parks/Walking Trail
- Low Crime Rate
- Community Band Concerts
- Think Ability
- Delta Community Action
- Gabriel's House
- Red River Technology
- Cameron University
- Leadership
- DETA/Beautification
- Beautiful Day Organization
- Duncan Regional Hospital
- Friendly Community
- Rise Together in Need
- Simmons Center
- Fairgrounds
- Business Opportunities
- Family Feel
- Churches
- Library
- Downtown District
- Airport
- Lake/Recreation
- Tax Liabilities – Opportunity/Low Taxes
- DAEDF
- Affordable Community
- Chisholm Trail Arts Council
- DSPAC
- Halliburton
- DLT & Entertainment
- Douglass Center
- 80+ Non-Profit Organizations
- McCasland Foundation
- Small/Family-Owned Businesses
- Chamber of Commerce
- Proximity to Larger Markets
- Local Newspaper
- Chickasaw Nation
- Forward Thinking
- Duncan Sports (school and little leagues)
- Plenty of Positive Growth
- Shows and Concerts
- Heritage Trails
- People Helping People
- Duncan Lakes
- Duncan's History
- Safe Center
- Leadership Duncan Program
- Local Gas Stations
- Local Banks
- Good Restaurants
- Many Blue Collar Workers
- Locally Owned Businesses
- Centralized Downtown/Businesses
- School Zones
- Friendly Neighborhoods
- Small Businesses Growth
- Summer Sno
- Options for Fast Foods
- Ross Store

- Local Grocery Stores
- Support for Small Businesses!
- We Support Local Businesses that Offer Unique Shopping Experiences
- Police Department
- Duncan Regional Hospital
- Fire Department
- Hotels
- Overall Care for People
- Good Population Size
- Most Businesses Take Pride in Appearance
- Oil Field History – Celebrate This
- Haliburton
- Duncan Public Schools
- Local Healthcare
- Unique Mix of Shops and Restaurants
- The Hospital is Town's Best Achievement
- Trail System is Getting People Outside
- Technology Center
- Public Parks
- Opportunities Exist for High School Students (scholarships)
- Job Opportunities
- Local Businesses Owned by Local People
- Plenty of Quick Serve Restaurants/Drink Establishments
- Fairgrounds
- Moose Lodge
- Kochendorfer (activities they provide for social gatherings)
- Harbor Freight
- Walking Trails
- Rib Crib
- Braum's
- New Businesses Feel Safe
- The Bond Between People
- Pinky's Ice Cream
- Strong/Resilient Community
- Local Leaders
- Able to Hang Out/Enjoy Parks and Lakes
- Great Museums
- Our Businesses are Clean
- Great Culture and Community
- Fire Stations
- Response Time for Police Department
- Citizens and Leaders Care About Duncan
- Affordable Utilities
- Affordable Food Costs
- Small Town Charm/Feel
- Family-Owned Businesses
- Good Mix of Restaurants
- Great High School
- Kiddie Land
- Variety of Restaurant Choices
- Local Churches



Weaknesses

- Infrastructure – Roads
- Infrastructure – Water
- Lack of Public Transit
- Dark Streets
- Lack of Sidewalks in Residential Districts
- Food Deserts Exist
- Lack of Inclusion – Need More Involvement
- Lack of Community Publicity
- Limited Access Points to Cross Town
- Limited Behavior Mental Health and Services
- City Offices Closed on Fridays (impacts Real Estate Closings)
- Accessible Public Meeting Times
- Aging Public Infrastructure – Pools, Simmons Center, Splash Pads, etc.
- Aging Public Infrastructure – Streets, Water, Electric, etc.
- Homeless Camps
- Vandalism/Graffiti
- Limited Recreational Opportunities (14yr – 22yr)
- 60% School Children on Reduced/Free Lunches at Schools
- Closed Shops along Highway 81
- Opioid Impact on Working Population
- Lack of Competitive Employment Opportunities
- VFW Non-Existent
- Lack of Quality Sit-Down Restaurants
- Lack of Church Member Involvement
- Need for Competitive Pay for Non-Skilled Workers
- Homelessness
- Lack of Choice on Utilities
- Lack of Access to Weather Information
- Lack of Communication between City and Citizens
- Lack of Adequate Housing
- Low Housing Vouchers and Stipends
- Limited Upscale Jobs – Recruitment
- Limited Female Owned Businesses
- Lack of Reverse 911 Calls
- Juvenile Crime
- Dog Problem – Slow Response Time
- Lack of Spay and Neuter Animals
- Lack of Enforcement on Leash Laws
- Lack of Community Gateways
- Junk Yard Mentality – Citywide
- Junk Yards along Highway 81
- No Pharmacy on East Side
- No Library Annex on East Side
- No Grocery Store on East Side
- Lack of Recycle Opportunities
- Low Taxes – Bond Issues – Need Education
- Lack of Creative/Art Centers
- Lack of Bulk Buy Soil/Compost for Gardeners
- Poverty Levels
- Open Fields look Terrible
- Complaining without Action
- Lack of Involvement from Community
- Lack of Pride in Personal Property
- Lack of Pride in Community
- Trash Everywhere
- Trashy Properties
- Buildings Not Used to Fullest Potential
- Not Many Popular Restaurants
- Lack of Mall Investments
- Potholes in Roads
- Lack of Teen Employment Opportunities
- Reliance of Vehicles
- Lack of Mall Reinvestment
- Lack of Entertainment/Food Mix Opportunities
- Abandoned Buildings
- Lack of Entertainment
- Bad Drivers
- Lack of Healthy Food Options
- Lack of Clothing Stores
- Cost of Development
- Lack of Areas for Development Expansion
- Run-down Businesses/Structures
- Blight
- Abandonment (Structures)
- Homelessness
- Crime
- Rundown Businesses Along Highway 81
- Rundown Businesses on East Main Street
- Inconsiderate and Rude People – Acting Before Thinking
- Lack of Nursing Homes
- Lack of Hotels
- Condition of Streets and Roads

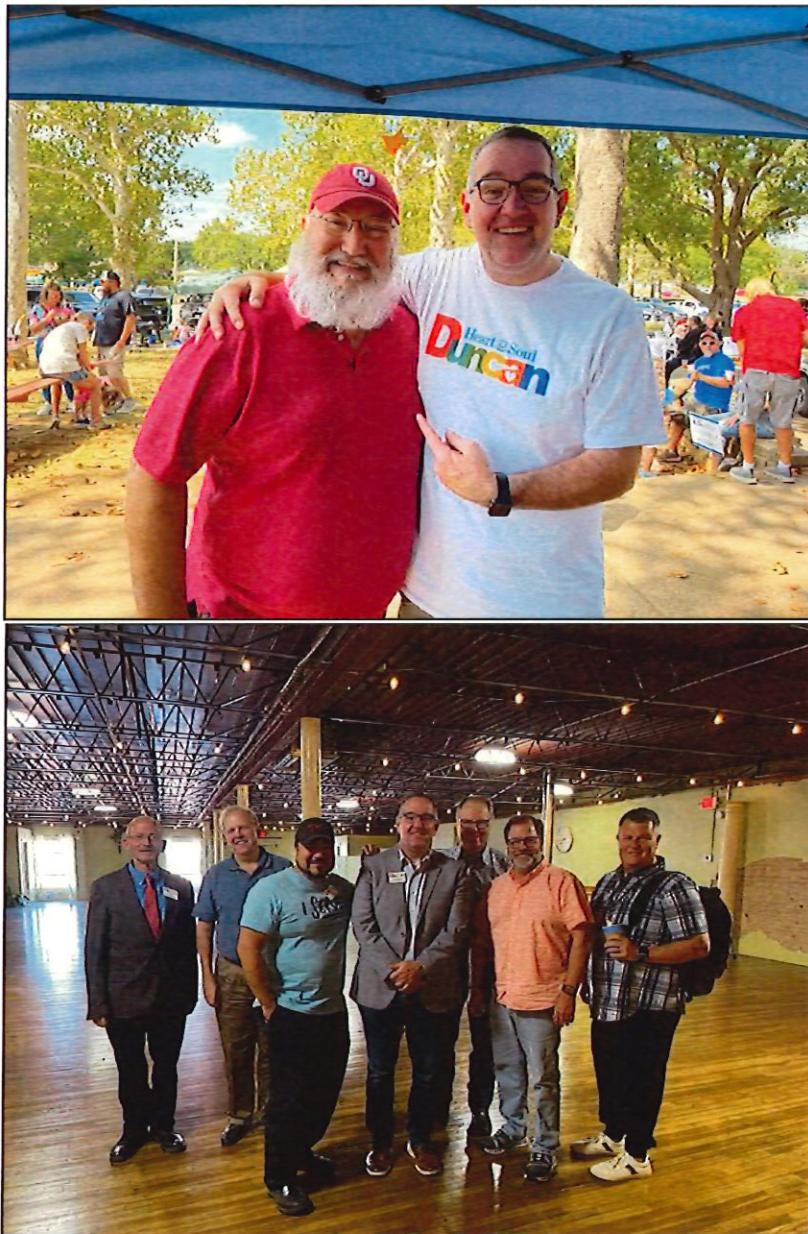
- Condition of Infrastructure
- Empty Lots and Open Spaces
Unused/Underused
- Lack of Storage Units/Facilities
- Lakes Need Updated
- Parks Need Updated
- Architecture of Existing Buildings
- Nothing for Teens
- Potholes
- Nothing Exciting to Bring People Here
- Not Enough “Cute” Stores
- Lack of Entertainment Opportunities
- General Level of Education of Population
- No Place to Hang Out
- Run Down Neighborhoods
- Broken Down Homes/Houses
- Rund Down Businesses
- East Main Street
- limited Activities for Teens
- Vacant Hotel
- Lack of Community Pride
- People Not Taking Care of Their Own Things
- Up and Coming Sporting Activities
- Not Enough Shelters (human)
- Limited Shelter Space (animals)
- People Leave Duncan to Shop
- People Going to Lawton or OKC to Shop
- Need More Skilled Doctors
- Poor Quality of Homes
- Poor Quality of Roads
- Duncan Feels Like a “Pass Through” Town
- Lack of Amenities/Entertainment
- Lack of Good Paying Jobs
- Abandoned Buildings Take Up Space
- No Pharmacy on East End
- Limited Shopping Opportunities on East End
- Lack of Higher Paying Jobs
- Existing Drainage Infrastructure
- Lack of Sidewalks
- Empty Buildings
- Healthy Living/Lifestyle Activities Lacking
- Lack of Attention/Awareness to Environmental Concerns
- Abandoned Homes
- Rude People
- Lack of Affordable Housing



Opportunities

- Volunteers
- Pickleball Courts – Reuse Tennis Courts
- Parks
- Elected Officials – State Level
- Elected Officials – Rural Voice
- Downtown District
- Team Roping Events/Facility
- 3rd Street and Bois D'Arc – Kids at Play Signage
- Murals and Outdoor Art
- Public Art Displays
- Attractive Businesses
- Hispanic Population Outreach
- Trails/Sidewalks to Connect Community
- Personal Investment and Involvement
- Code Enforcement
- Lakes
- Planned Senior Housing/PUD
- Reinvestment in Existing Facilities
- Recreation Opportunities
- Beautification
- Safe Space for Kids at Bus Stops
- Crapemyrtle Capital of Oklahoma
- Day Labor Opportunities
- Spend Local – Increase Value of Dollar Circulated
- Parades
- Food Truck Festivals
- Citywide WiFi
- Amphitheater
- Main Street Duncan Pocket Park
- Community Billboard/Marque
- Think Ability – Opportunities and Growth
- Reliable Taxi Services
- Big Event Potential
- School Credits for Volunteering
- Big Arts Festival
- Bigger Farmer's Market
- More Community Events
- History of the Chisholm Trail
- Activities for 18 – 45 Year Olds
- Improve Trails at Lakes
- Mud Runner Event at Lakes
- Establish a Big Brother Big Sister Program
- Christmas Displays
- Pantry or Closet for Teens to get Essentials
- Job Creation/Responsibilities for Youth
- Pathways for Healthier Living
- Cameron Duncan
- Duncan Public Schools – programs offered
- Opportunities for New Restaurants
- Opportunities for New Shops
- Potential for Popular Places
- Potential for Job Creation
- Community is Driven to Bring Entertainment/Restaurants
- Ideal Population Size
- Simmons Center
- Better/Healthier Food Choices (Restaurants)
- More Healthy Food Options
- Opportunity to Grow as a Community
- Mall Improvements and Expansion
- Stores that Sell Name-Brand Make-up
- More Trails and Bike Lanes
- More Housing
- More Sidewalks
- Infill Development Opportunities
- Online Business Opportunities
- More Outdoor Hangout Spots
- Internships at Duncan Hospital
- Oil Field Jobs/Supporting Jobs
- Vo-Tech and Camron University
- Duncan Regional Hospital
- Internship Program Opportunities (existing and potential)
- Opportunities for Fairs and Festivals
- Internet – Potential for Growth
- Fitness Activities
- Trade Business Opportunities
- Chisholm Mall Potential
- Park Improvements to Compliment Trails
- Development/Redevelopment Along Hwy 81
- Red River Vo-Tech
- Lake Improvements
- Pursue Housing Grants/Incentives
- Opportunities to Pursue Skills After High School
- Expand the Mall
- Potential for Higher Paying Jobs
- Teenager Employment
- Highway 81 Traffic

- Arcade/Internet Café
- Parks and Outdoor Spaces
- More Social Care Facilities
- Entertainment Facilities in the Mall
- Duncan Lake to Attract Tourism
- Opportunity for More Welding Jobs
- Recreational Opportunities for Teens/Young Adults
- Age Appropriate Pool Hall
- Build Up Tourism
- Workforce is Motivated and Hardworking
- Drainage Improvements
- Neighborhood Sidewalks
- Additional Street Lights
- Park Improvements for Outdoor Events
- Ethnic Food Festivals
- Great Places to Work
- Historic Downtown
- Build on Community Pride
- Vacant Commercial Building Redevelopment
- Abe Raizen Park/Sports Complex
- Housing Improvements on East End



Threats

- Drugs
- Being Beaten Out by Other Communities
- Non-Profits Fighting for Same Funds
- Businesses Fighting for Same Funds
- Food Insecurities
- Affordable Housing vs Job Creation
- Hygiene
- Aging Donors/Volunteers
- Taking Advantage of Programs that are Available (ex: Citizen Police Academy)
- Low Investment in City (Reinvestment)
- Missed Opportunities
- Lack of Opportunities for Kids
- Apathy
- Lack of Volunteers
- Publicity – Our Needs
- Not Always Working Together
- Stability – Employment
- Stability – Opportunities
- Stability – Attractions
- Rates and Costs – Utilities
- Rates and Costs – Cost of Living
- Babies Having Babies
- Home Ownership
- Water Rates
- We Wait for Others to Create Opportunities
- Lack of Affordable Housing
- Lack of Willingness to Work with Neighboring Communities – Need to be a Leader
- Low Investment by City – Quality of Life
- Low Investment by City – Stagnant
- Streets with Pot Holes
- High Levels of Poverty
- Crime
- Business Outflow
- Stigma of Mental Health
- Substance Abuse
- Poverty
- Neighborhood Safety
- Not Enough Recreational Opportunities
- No Clothing Stores
- Lack of Affordable Income Housing
- Restaurants and Businesses Closing
- Neighborhoods
- Unsafe Intersections
- Drug Use
- Nighttime Traffic in Residential Areas
- Traffic Around Schools
- Traffic/Pedestrian Safety
- Other Cities – Positioned to Land New Development Quicker than Duncan
- Urban Sprawl
- Bigger Towns Collecting Our Sales Tax Dollars
- Water Pollution
- Building Abandonment
- Southside of Town Needs Reinvestment
- Unused/Underused Land
- Crime
- Appearance of East Main Street
- Appearance around Railroad Tracks
- Mental Health
- Store Security Needed
- Better Protection for Citizens Needed
- Safety at Walmart
- Low Investment in East End
- Police Department (staff) Small
- Drunk Drivers
- Storms/Disasters Impact
- People Moving Away to Find Activities
- Current Road/Street Conditions
- Sketchy White Vans
- Neighborhood Blight
- Sometimes Feel I Might be Abducted
- Too Much Fast Food, Not Enough Casual Dining
- Too Many Chicken Restaurants
- Don't Feel Safe as a Young Female
- Human Trafficking Concerns
- Lack of Traffic Control Near Schools
- Lack of Street Lights
- School Zone Safety (traffic)
- Neighborhood Character
- Neighborhood Safety
- Gun Threats
- Burglary and Theft
- High School Lot Goons
- Lack of Redevelopment in Southeast Duncan
- Bypass Area is Dangerous

- Parks Need to be Cleaned (dangerous items on the ground)
- Rising Prices of Organic Groceries
- Food Deserts
- Armed Robbery
- No Place to Shop for Clothes
- Bypass Takes People Away from Town
- Elk and Bypass Intersection is Dangerous
- Marijuana Use and Driving Under the Influence
- Drug Use
- Tap Water Doesn't Taste Good
- Power Grid/Infrastructure is Aging
- Unsafe Drivers
- Windows on Homes Need to be Gun Proof
- Localized Flooding During Heavy Rain
- Not Enough Sidewalks
- Streets Need Marked Crosswalks
- Too Many Dollar Stores in Town
- Community Needs to Support Local Businesses
- Not Much to Draw People to Duncan
- Drug Violence
- Flooding Events
- Harmful People
- Stray Animals
- Oil Production Fluctuation
- Condition of Pool
- Lack of Workers Wanting to Work
- Reliance on Oil Production (economy)
- County Roads Need Repairs Too
- Lack of Landscaping Around Businesses
- Not Many Shop Local
- Lack of New Job Opportunities
- Crime Near Railroad



Appendix B

"Big Ticket" Items

Background

During the initial meeting with citizens on February 26, 2024, citizens attending shared with city staff their "Big Ticket" items that would make Duncan a better place to live, work and play. Citizens were instructed to dream big, and not to worry about what items might cost, as this planning process was seeking to gather a better understanding of what the community desires. Staff explained that as the plan is developed, and supporting information is provided, then some of the items could be funded in the future.

Students in Mr. Loafman's High School STEM classes were also asked to provide their desires by sharing "Big Ticket" items that they felt would help keep them in Duncan upon graduation and as they enter the workforce. Many of the items considered by the Freshman and Sophomore students were specific businesses and opportunities that they would like to see in Duncan.

"Big Ticket" Items

- Develop an amenity like Great Wolf Lodge Water Park
- Develop a Pickleball Complex
- Reestablish a Local Television Station
- Better promote and grow Local Radio Stations
- Development Downtown Amenities that will lead to an Active Night Life
- Develop and Aquatic Center/Facility that can host State Swim Meets
- Develop a system that build greater Non-Profit Cooperation
- Develop a "Teen Town" in a park like Tulsa, OK
- Establish a long-range plan to reconstruct streets and eliminate potholes
- Develop a Family Life Center that provides affordable opportunities for families to grow and learn together
- Improve and grow opportunities at the Abe Raizen Sports Complex
- Complete the 17 miles of the Heritage Trails
- Build an Amphitheater and host small and mid-size concerts
- Provide safe access for foot traffic to cross Highway 81
- Get more restaurants to develop in Duncan
- Provide greater access to technology to help grow and improve life skills



High School Students "Big Ticket" Items

- Canes Chicken Restaurant
- Wingstop Restaurant
- More Entertainment Opportunities
- Clothing Stores
- More Mall Improvements
- Chik-fil-A Restaurant
- Chipotle Restaurant
- Zoomiez
- Urban Outfitters
- Free or Low-Cost Entertainment Opportunities
- Panda Express Restaurant
- Mall Reinvestment

- Sit Down/Casual Restaurants
- Target Store
- Ulta Beauty Store
- Waterpark/Aquatic Center



- Olive Garden Restaurant
- Sanrio/Hello Kitty Shop
- Job Opportunities for High School Students
- Starbucks Restaurant
- Academy Sports Store
- Another Veterinarian Office
- Teen Entertainment Opportunities
- Texas Roadhouse Restaurant
- Dave and Busters Restaurant
- Laundromat
- Public Transportation: Rentable Bikes and Scooters
- Urban Air Experience
- Chucky Cheese Restaurant
- Arcade or PC Café
- Bring More Festivals to Town
- Recreation (bowling, axe throwing, etc.)
- Events that Support/Build Local Economy
- Pickleball Courts
- Club Setting for Teens
- Freddy's Restaurant
- Chicken and Pickle Development
- Another PGA Rated Golf Course
- Bowling Alley
- Trampoline Park



- What-A-Burger Restaurant
- In & Out Burger Restaurant
- Bigger Movie/IMax Theater
- More Sit-Down Restaurants
- Evening and Night Activities
- Top Golf Facility
- Vegan/Healthy Restaurants
- Small Boutiques
- Deli Style Restaurant
- Entertainment Center with Lots of Activities
- More Main Street Events
- More Higher Education Opportunities in Duncan
- Hot Topic Store
- Five Below Store
- Sam's Club/Costco
- Aldi's
- Dillard's Store
- Old Navy Store



- Amusement Park
- Buffalo Wild Wings Restaurant
- Garden Parks
- More Grocery Stores
- Updated Pool/Aquatic Center
- Jumbo Juice/Smoothie Place
- McAlister's Restaurant
- Homeless Shelter
- Butterfly/Flower Gardens
- Bigger Splash Pad
- Dick's Sporting Goods Store

Appendix C

Duncan Heart and Soul

Background

Mayor and City Council's vision for a better Duncan

In 2021, the Mayor and City Council determined the best course of action to see new economic growth for the City of Duncan needed to stem from improvements to the overall quality of life of its citizens. City leadership, fresh of a conference that discussed quality of life issues and potential organizations that could partner with municipalities presented successful steps that other communities across the nation were taking to become leaders in quality of life, economic development, and civic engagement. Duncan's leaders realized this was what needed to occur for their community and when they returned from the conference began meeting with the city's leadership team to encourage exploration of programs and ideas.

Department of Community Development researching programs

The City of Duncan Department of Community Development, with a professional planner on staff, took the lead in researching possible programs and funding that could assist in gathering input from all citizens wishing to share their ideas and experiences that would help make Duncan a better place to live, work and play. Staff found a program called "Community Heart and Soul" founded by Lyman Orton out of Vermont. Mr. Orton believed that to build a stronger community we need to engage the residents to identify what they love about their town and use that to achieve their desired future in the community.



Staff found that Mr. Orton's "Community Heart and Soul" program really captured the idea of community planning and community development in that it focused on engagement with citizens, was a community-driven process, and allowed for all residents to buy into the process and ultimately the priorities and projects that come from taking time to listen to what matters most within the community and neighborhoods.

Working with community leaders to move Duncan forward

Based on the information gathered by the Mayor and City Council, and the research by staff with the Department of Community Development, the concept of bringing "Community Heart and Soul" to Duncan as a program that would focus on making improvements to the overall quality of life, the information was presented to several community leaders for their thoughts and buy in. This led to the community team involved with the Leadership Duncan program making a presentation to Class 26 to see if they would be interested in taking the lead in raising matching funds to qualify for Heart and Soul to be organized in Duncan. The community leaders in Class 26 quickly bought into the program and ideas and made it a class priority and ultimately raised enough money to provide a match for a grant to make Duncan Heart and Soul a reality.



Community Heart and Soul

Community Heart and Soul is a resident-driven program that engages the community's population to identify what they love most about their hometown, what future they want to see for themselves and future generations, and how to obtain it. The process was developed and tested in partnership with over 120 small cities and towns across the United States and has a proven track record for citizen engagement and shaping a community's future. This is accomplished by focusing on three powerful principles:

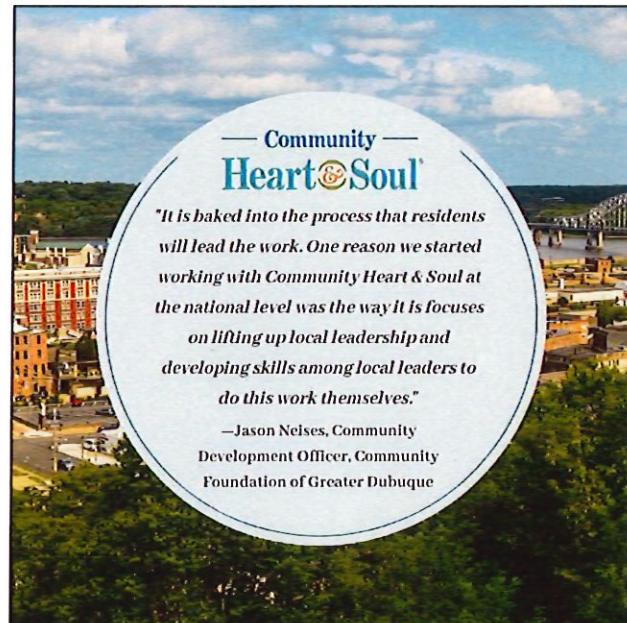
1. **Involve Everyone** – people need to feel included to get involved, and they often need to be invited to feel included.
2. **Focus on What Matters Most** – identifying items that matter most by the residents will set the foundation for future planning efforts that will become future projects.
3. **Play the Long Game** – the planning and development phases take time and require buy in from the community to support shaping the future



Doing so will help bring residents closer together as they work towards creating a brighter and more prosperous future for the entire community.

The Community Heart and Soul process begins with a four-phase, step-by-step process that works to bring residents together to identify and honor the unique character of the community. The information gathered in each of these steps will provide local leaders with a clear understanding of the residents' desires for a better community and begin developing private/public partnerships that will help see the plan forward.

- **Phase 1: Imagine** – the residents begin coming together to build awareness, interest, and commitment to building a better community
- **Phase 2: Connect** – stories are gathered from residents that will lead to the development of Heart and Soul statements which identify what matters most and sharing what citizens love most about the community
- **Phase 3: Plan** – residents work to develop action steps that will guide the future of the community as part of a planning process based on their Heart and Soul statements
- **Phase 4: Act** – The Heart and Soul statements are officially adopted by city council which are then incorporated into future comprehensive plan revisions and other community plans that will guide future decisions and policies



Leadership Duncan Class 26

Leadership Duncan is a community leadership program that is run by the Duncan Chamber of Commerce with a mission to identify and grow new community leaders through a series of “courses” that provide information about the Duncan community, non-profit organizations, community and economic development, and community engagement. The selected class, approximately 24 to 28 residents, participate in monthly meetings that are intended to help build leadership skills and fostering community involvement and at the end of their session the class is expected to select a class project to help raise funds and/or awareness about within the community that will help benefit residents.



In 2022, Leadership Duncan Class 26 selected as their class project to bring and participate in the Community Heart and Soul program to Duncan, Oklahoma. The group raised enough funds to match the “seed grant” that Community Heart and Soul had available, hosted several initial meetings with community leaders that had participated in past planning efforts, re-established the Community Foundation fund for tax-deductible donations, and selected a local program director to help run Duncan Heart and Soul.

Duncan Heart and Soul

Duncan Heart and Soul officially kicked off in 2023 with the core team following the tested and proved approach of community engagement set forth by the Community Heart and Soul program. Local team members focused on engaging all citizens by hosting multiple events throughout the community at churches, community centers, local businesses, and meeting with citizens during a variety of festivals and events – following the first principle of “Involve Everyone.” The engagement process created a positive buzz throughout the community and more citizens wanted to have an opportunity to share their stories, what Duncan means to them, and what they see for Duncan’s future.

As input was gathered through public meetings and surveys conducted on the streets during different festivals and events, Duncan Heart and Soul began transitioning the discussion to “Focusing on What Matters Most” from Duncan’s residents. These items begin to tell Duncan’s story, and why people live and visit the community.

Some of the general categories of these things that matter most can be grouped into:

- Sense of community and friendly people that live in Duncan;
- Sense of pride in the unique amenities that Duncan has to offer;
- The enjoyment of seasonal festivals and events that bring people together; and
- The rich mix of culture that exists in Duncan, Oklahoma



Duncan Heart and Soul is in the midst of “Playing the Long Game” now – meaning the group is compiling all of the information gathered to date to put it into a plan that will help supplement this Destination Duncan: A Quality-of-Life Plan that will help shape a stronger and more resilient future for all citizens of Duncan, Oklahoma.

Appendix D

Implementation Matrix

Actions and Initiatives Implementation Matrix

The following Implementation Matrix will be used by the City of Duncan City Council, the City of Duncan Department of Community Development, multiple City of Duncan boards and commissions, and several community stakeholders in guiding the implementation of the "Destination Duncan: A Quality-of-Life Plan." This matrix provides a summary of each of the "Actions and Initiatives" found in each of the topics of focus contained within the "Work Plan" portion of this document. As components are completed, the items will be moved to the next section of this plan "Completed Actions and Initiatives Matrix" and any new items approved by the citizen core team will be added, thus providing a plan that is continuously evolving to benefit the citizens of Duncan.

Transportation

Number	Description	Key Stakeholder	Timeframe
T-001	Utilize grants to fund transportation projects	Public Works	Ongoing
T-002	Maintenance of traffic light sensors and timing	Public Works, Duncan Power	Ongoing
T-003	Adopt Complete Streets Program	Community Development, Public Works, City Council	Short-Range
T-004	Establish and revise street classification hierarchy	Community Development, Public Works, City Council	Short-Range
T-005	Main Street Corridor improvements	Main Street Duncan, Community Development, Public Works, ODOT	Mid-Range
T-006	2 nd Street Corridor improvement	Community Development, Public Works, City Council	Long-Range
T-007	Conduct Elk Avenue (Bypass to Hwy 81) study	Community Development, Public Works, City Council, ODOT	Short-Range
T-008	Conduct Beech Avenue (Bypass to Hwy 81) study	Community Development, Public Works, City Council, ODOT	Short-Range
T-009	Identify and evaluate dangerous intersections	Duncan Police Department, Community Development, Public Works, City Council	Mid-Range
T-010	Implement streetscape designs and traffic calming techniques	Community Development, Public Works, City Council	Long-Range

T-011	Amend local ordinance to encourage ride share programs	Community Development, City Council	Short-Range
T-012	Encourage and promote local taxi services	Community Development, City Council	Short-Range
T-013	Expand Red River Transportation opportunities	Red River Transportation, Community Development, City Council	Long-Range

Alternative Transportation

Number	Description	Key Stakeholder	Timeframe
AT-001	Utilize grants to fund alternative transportation projects	Public Works, Community Development	Ongoing
AT-002	Utilize streetscapes and traffic calming techniques to improve safety for non-vehicular traffic	Public Works, Community Development, City Council	Mid-Range
AT-003	Adopt local ordinance for sidewalks and pathways	Community Development, Public Works, City Council	Short-Range
AT-004	Adopt 50/50 repair program for sidewalks and pathways	Community Development, Public Works, City Council	Short-Range
AT-005	Implement ADA improvement program for sidewalks and pathways	Community Development, Public Works, City Council	Mid-Range
AT-006	Sidewalks connecting residential areas to commercial districts	Community Development, Public Works, City Council	Long-Range
AT-007	Complete Simmons Center Loop	Public Works, Community Development, City Council, Simmons Center, Heritage Trail Committee	Mid-Range
AT-008	Design and begin construction of Douglass Center Trail Loop	Public Works, Community Development, City Council, Heritage Trail Committee, ODOT	Long-Range
AT-009	Design and begin construction of Abe Raizen Trail	Public Works, Community Development, City Council, Heritage Trail Committee, ODOT	Long-Range
AT-010	Design improvements for Main Street Duncan Trail	Public Works, Community Development, City Council, Heritage trail	Long-Range

		Committee, Main Street Duncan, ODOT	
AT-011	Expand additional hanger access	Public Work, City Council, Airport Authority Board	Mid-Range
AT-012	Airport to be a destination/experience hub for aviation	Public Works, City Council, Airport Authority Board, Visitor's Bureau	Long-Range
AT-013	Establish commercial/industrial aeropark plan	Public Works, Community Development, City Council, Airport Authority Board	Long-Range
AT-014	Preserve land for potential freight terminal/yard	Community Development, DAEDF, City Council	Mid-Range
AT-015	Revise ordinances and policy to protect rail access	Community Development, DAEDF, City Council	Mid-Range
AT-016	Evaluate, improve, or separate grade crossings	Public Works, Community Development, Duncan Police Department, City Council, Union Pacific Railroad	Long-Range
AT-017	Conduct feasibility study for passenger terminal/use	Community Development, City Council, Union Pacific Railroad	Mid-Range

Infrastructure

Number	Description	Key Stakeholder	Timeframe
I-001	Ensure City of Duncan is addressing utility bill accuracy for residents and businesses	Duncan Utility Billing, City Council	Ongoing
I-002	Improved communication by utility providers to residents and businesses about upcoming projects and improvements	Community Development, Public Works, Utility Providers, City Council	Ongoing
I-003	When feasible, bury utility lines to create a more aesthetically pleasing community	Duncan power, Cotton Electric, PSO, Community Development, City Council	Long-Range
I-004	Continue to work with utility providers in providing infrastructure and services that allow current and future businesses to prosper and be competitive in future markets	Community Development, Public Works, Utility Providers, City Council	Ongoing
I-005	Continue to work with utility providers and residents seeking to operate homebased	Community Development, Public	Mid-Range

	businesses so that all utility and infrastructure needs are met	Works, Utility Providers, City Council	
I-006	Continue to work with utility providers and identify necessary resources to address entrepreneurial needs and allow for greater success	Community Development, Public Works, Utility Providers, City Council	Mid-Range
I-007	Protect existing water supply for current and future residents and businesses	Public Works, City Council	Ongoing
I-008	Establish policies for sustainable and renewable energy sources	Community Development, City Council	Mid-Range
I-009	Identify potential water supply sources that are more drought resistant	Public Works, Community Development, City Council	Long-Range

Public Facilities

Number	Description	Key Stakeholder	Timeframe
PF-001	Grow additional community gardens in areas designated as being food deserts	Community Development, City Council	Mid-Range
PF-002	City of Duncan to conduct a feasibility study for a mobile library and/or satellite facility east of the railroad tracks	Community Development, Duncan Public Library, City Council	Long-Range
PF-003	City of Duncan to conduct a feasibility study of acquiring Resthaven Cemetery	Community Development, Public Works, City Council	Completed
PF-004	Ensure all public facilities accommodate citizens with disabilities	Community Development, Public Works, City Council	Mid-Range
PF-005	Senior and community centers grow additional programs that benefit citizens (tax assistance, social security assistance, cooking and nutrition, life skills, etc.)	Community Development, Senior Centers, Community Centers, Non-Profits	Mid-Range
PF-006	Public facilities with digital signage utilize display to share upcoming community events	Community Development, Non-Profits, Local Businesses	Short-Range
PF-007	Community center activities focus on program development for neighborhood youth	Community Development, Community Centers, Non-Profits	Long-Range
PF-008	Senior and community centers establish programs that encourage interactions between youth and seniors	Community Development, Senior Centers, Community Centers, Non-Profits	Long-Range

Public Safety

Number	Description	Key Stakeholder	Timeframe
PS-001	Make educational materials available regarding "being prepared" for natural events common to our area	Emergency Management	Short-Range
PS-002	Encourage businesses and citizens to complete National incident Management System (NIMS) Training	Emergency Management, Local Businesses	Long-Range
PS-003	Ensure staffing (Police Department) needs and resources are met for anticipated population growth	Police Department, Community Development, City Council	Ongoing
PS-004	Update local ordinances to address U-Turns on Main Street	Police Department, Community Development, Duncan Legal, City Council	Mid-Range
PS-005	Implement a "Youth Explorer" Program with the Police Department	Police Department, Duncan Public Schools, City Council	Mid-Range
PS-006	Ensure staffing (Fire Department) needs are met for anticipated population growth	Fire Department, Community Development, City Council	Ongoing
PS-007	Continue to update equipment and facilities to lower community ISO Rating	Fire Department, City Council	Ongoing
PS-008	Continue to work Duncan Public Schools internship program	Fire Department, Duncan Public Schools	Ongoing
PS-009	Develop a Fire Protection Citizen Academy	Fire Department, City Council	Mid-Range
PS-010	Design and develop a fire training facility for Duncan and surrounding community use	Fire Department, Community Development, Public Works, City Council	Long-Range
PS-011	Provide regular "What to do to Prepare" resources communitywide	Emergency Management	Ongoing
PS-012	Investigate private/public partnerships to provide public storm shelters	Emergency Management, Community Development, Local Businesses, City Council	Long-Range
PS-013	Continue to focus on blight removal communitywide with demolition of unsafe structures	Community Development, City Council	Ongoing
PS-014	Educate property owners and renters about healthy housing conditions	Community Development	Short-Range

Parks and Recreation

Number	Description	Key Stakeholder	Timeframe
PR-001	Make recreational opportunities more accessible for those with disabilities	Public Works, Parks Board, Community Development, City Council	Ongoing
PR-002	Improve the safety at parks and lakes	Police Department, Public Works, Parks Department, City Council	Ongoing
PR-003	Develop "Friends of the Parks" and "Friends of the Lakes" programs	Public Works, Community Development, City Council	Short-Range
PR-004	Make the parks and lakes destinations through placemaking practices	Public Works, Parks Board, Lakes Commission, Community Development, City Council	Mid-Range
PR-005	Continue to improve landscaping and beautification	Public Works, Parks Board, Lakes Commission, DETA, City Council	Mid-Range
PR-006	Conduct a feasibility study to develop an Aquatic Center to replace aging water/pool features in the community	Public Works, Community Development, City Council, Duncan Public Schools, Simmons Center	Short-Range
PR-007	Make restrooms more available for public use	Public Works, Parks Department, City Council	Mid-Range
PR-008	Establish a pickleball court/complex	Public Works, Simmons Center, Community Development, City Council	Mid-Range
PR-009	Address aging park infrastructure and plan for sustainability	Public Works, Parks Board, Parks Department, City Council	Long-Range
PR-010	Establish more multi-generational activities and opportunities in city parks	Public Works, Parks Board, Parks Department, City Council	Long-Range
PR-011	Research and investigate programs that provide rental equipment at the lakes for public use	Public Works, Lakes Commission, Community Development	Short-Range
PR-012	Grow existing programs and opportunities that already exist at the lakes	Public Works, Lakes Commission, City Council	Mid-Range
PR-013	Improve fishing docks, fish house, and hunting activities at the lakes	Public Works, Lakes Commission, City Council	Mid-Range
PR-014	Establish design guidelines for potential developments along current and future trails, sidewalks, and greenways	Community Development, City Council	Short-Range

PR-015	Continue to work towards completion of the entire trail system	Public Works, Community Development, Simon's Center, Duncan Regional Hospital, City Council	Long-Range
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Environment

Number	Description	Key Stakeholder	Timeframe
EN-001	Continue to identify and protect floodway and floodplain areas	Community Development, City Council	Ongoing
EN-002	Ensure that future access to clean water and sanitation are protected and provided	Public Works, Community Development, City Council	Long-Range
EN-003	When feasible, invest in green technology and infrastructure	Public Works, Duncan Power, City Council	Long-Range
EN-004	Promote green economic growth and development	Community Development, DAEDF, City Council	Long-Range
EN-005	Grow and promote Duncan as the Crepe Myrtle Capital of Oklahoma	Community Development, DETA, City Council	Ongoing
EN-006	Promote and grow Highway 81 as an Alternative Fuel Corridor	Community Development, ODOT, City Council	Short-Range
EN-007	Promote Wildflower designation	Community Development, DETA, City Council	Short-Range
EN-008	Become a designated Tree City	Community Development, DETA, City Council	Mid-Range
EN-009	Encourage butterfly, bee and pollinator habitats	Community Development, DETA, City Council	Mid-Range
EN-010	Grow educational programs with Duncan Public Schools Agriculture Department	Community Development, Duncan Public Schools, City Council	Mid-Range
EN-011	Utilize Oklahoma State University resources for future projects and programs	Community Development, OSU Extension Office, City Council	Mid-Range
EN-012	Develop educational opportunities and stewardship programs that partner with the Chickasaw Nation	Chickasaw Nation, Community Development, City Council	Mid-Range

Social Services

Number	Description	Key Stakeholder	Timeframe
S-001	Continue fire department program which issues and installs smoke detectors in homes	Fire Department, City Council	Ongoing
S-002	Establish and grow transportation services to assist citizens to reach resources in the community	Red River Transportation, ASCOG, Duncan Regional Hospital, Community Development	Mid-Range
S-003	Establish and promote Resource Hubs located throughout the community for citizens seeking assistance	Duncan Public Library, Douglass Community Center, Duncan Senior Center, Police Department, Fire Department, Duncan Regional Hospital, Community Development	Mid-Range
S-004	Continue training for police and fire to assist citizens with special needs and conditions	Police Department, Fire Department, ASCOG, Think Ability, Community Development	Ongoing
S-005	Promote services provided by Gabriel's House, One True Light, CASA	Gabriel's House, One True Light, CASA, United Way, Community Development	Ongoing
S-006	Promote and expand Food for Kids Program	Chamber of Commerce, United Way, Community Development	Ongoing
S-007	Establish multiple public facilities and senior centers as Safe Place for children and youth	Douglass Community Center, Duncan Senior Center, Simon's Center, Police Department, Fire Department, Community Development	Short-Range
S-008	Establish a teen afterschool program similar to Gabriel's House	Second Chance Ranch, Gabriel's House, Churches, Duncan Public Schools, Community Development	Long-Range
S-009	Promote services that assist in rehabilitation and employment opportunities	Duncan Rescue Mission, Agape Freedom Ministry, Ambrosia, Second Chance Ranch, Community Development	Ongoing
S-010	Ensure food banks and community gardens are available to marginalized population	Christians Concerned, Churches, Think Ability, Community Development	Ongoing

S-011	Set policies for homelessness assistance	Community Development, City Council	Long-Range
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Health and Nutrition

Number	Description	Key Stakeholder	Timeframe
HN-001	Continue to recruit nurses and doctors to Duncan	Duncan Regional Hospital	Ongoing
HN-002	Continue to provide educational information about public health, vaccines, and water quality to residents	Duncan Regional Hospital, Duncan Public Schools, Community Development	Short-Range
HN-003	Promote education outreach by Duncan Public Schools regarding health and nutrition	Duncan Regional Hospital, Duncan Public Schools	Mid-Range
HN-004	Ensure transportation and access is available to health services and nutrition opportunities	Red River Transportation, ODOT, Public Works, Community Development, City Council	Long-Range
HN-005	Promote access to physical activities for adults and seniors throughout the community	Simon's Center, Douglass Community Center, Duncan Senior Center, Duncan Public Library, Community Development	Short-Range
HN-006	Promote access to physical activities for children that are affordable throughout the community	Simon's Center, Duncan Public Schools, Public Works, Community Development	Short-Range
HN-007	Provide educational information about staying hydrated, getting a good night's sleep, and flexibility/mobility exercises	Simon's Center, Duncan Public Schools, Duncan Regional Hospital, Duncan Public Library	Short-Range
HN-008	Provide educational information to parents about healthy food choices	Duncan Regional Hospital, Duncan Public Schools	Short-Range
HN-009	Create and promote a healthy eating environment for families and children	Duncan Regional Hospital, Duncan Public Schools, Community Development	Mid-Range
HN-010	Establish "Learn to Grow" programs for residents	Duncan Public Schools, Oklahoma State University Extension Office, Think Ability, Community Development	Mid-Range

HN-011	Address food deserts as they exist in the community	Community Development, City Council	Long-Range
HN-012	Ensure family activities exist throughout the community	Simmon's Center, Community Development, City Council	Ongoing
HN-013	Encourage communication between children and parents	Duncan Public Schools, Churches, Community Development	Ongoing
HN-014	Provide community events that bring families together	Churches, Non-Profits, Community Development, City Council	Ongoing

Economic Development

Number	Description	Key Stakeholder	Timeframe
ED-001	Ensure that permitting and approval process is simple and quick	Community Development, City Council	Ongoing
ED-002	Promote Municipal Airport for future economic development opportunities	Public Works, Community Development, City Council	Mid-Range
ED-003	Increase inventory of available buildings suitable for economic growth	DAEDF, Community Development, City Council	Mid-Range
ED-004	Install necessary infrastructure to the site so that the properties are build ready	Public Works, Duncan Power, Community Development, City Council	Long-Range
ED-005	Highway 81 from Duncan to Texas needs to be four lanes	ODOT, Community Development, City Council	Long-Range
ED-006	Ensure training opportunities are available to meet the needs of a skilled workforce	DAEDF, Community Development, Red River Technology Center, Cameron University, Duncan Public Schools	Mid-Range
ED-007	Ensure a comprehensive incentive package program exists for future economic growth opportunities	DAEDF, Community Development, City Council	Mid-Range
ED-008	Develop and implement a strategy that helps existing businesses grow and expand	DAEDF, Community Development, City Council	Mid-Range

ED-009	Develop and implement a strategy that helps recruit new businesses that match well with Duncan's desire for economic diversification	DAEDF, Community Development, City Council	Mid-Range
ED-010	Develop and implement a strategy and policies that promote building a more sustainable tax base	Community Development, City Council	Mid-Range
ED-011	Develop and implement a strategy and supporting policies that promote stable property values that will benefit schools and other essential services benefitting from property tax	Community Development, City Council, Duncan Public Schools	Mid-Range
ED-012	Continue to grow the partnership with Oklahoma Film and Music to attract new opportunities to Duncan	Convention and Visitor's Bureau, Community Development, City Council	Ongoing
ED-013	Give people a reason to visit Duncan, Oklahoma	Chickasaw Nation, Convention and Visitor's Bureau, Community Development, City Council	Long-Range
ED-014	Codevelop a strategic plan with Duncan's Conventions and Visitor's Bureau to market Duncan	Convention and Visitor's Bureau, Community Development, City Council	Long-Range
ED-015	Promote Highway 81 as the Meridian Highway and raise awareness of its importance to Oklahoma and the United States	Community Development, City Council, ODOT, State of Oklahoma	Long-Range

Education

Number	Description	Key Stakeholder	Timeframe
E-001	Ensure teacher pay is competitive with other districts and states	Duncan Public Schools, State of Oklahoma	Ongoing
E-002	Elevate state support for public schools in Oklahoma	Duncan Public Schools, Community Development, State of Oklahoma	Ongoing
E-003	Develop and promote afterschool activities and programs	Duncan Public Schools, Gabriel's House, Second Chance Inc, Simmon's Center, Community Development	Mid-Range
E-004	Develop and promote Family Night Opportunities that engage parents, children and educators	Duncan Public Schools, Community Development	Mid-Range

E-005	Promote community programs that focus on soft skills training	OSU Extension Office, Duncan Senior Center, Douglass Community Center, Community Development	Mid-Range
E-006	Minimize the migration of skilled and educated citizens	Community Development, City Council	Long-Range
E-007	Continue to promote the High School Internship Program throughout the community	Duncan Public Schools, DAEDF, Community Development	Ongoing
E-008	Continue to grow STEM programs and opportunities in the Middle and High Schools	Duncan Public Schools, Red River Technology Center, Cameron University	Ongoing
E-009	Continue to provide resources to assist those seeking their G.E.D.	Duncan Area Literacy Council, Duncan Public Schools	Ongoing
E-010	Continue to grow and promote the Red River Career Fair	Red River Technology Center, DAEDF, Community Development	Ongoing
E-011	Continue to work with employers in building curriculums and continuing education opportunities at Red River Technology Center	Red River Technology Center, DAEDF, Community Development	Ongoing
E-012	Continue to grow and promote concurrent education opportunities through Cameron University	Duncan Public Schools, Cameron University	Ongoing
E-013	Continue promoting the Murray State College School of Nursing located in Duncan	Duncan Public Schools, Duncan Regional Hospital, Murray State College	Ongoing
E-014	Promote and grow the Leadership Duncan Program	Chamber of Commerce, Community Development	Ongoing
E-015	Promote and grow Chamber's Young Professional Program	Chamber of Commerce, Community Development	Ongoing
E-016	Develop intergenerational relationship opportunities for seniors, young adults, and children	Duncan Public Schools, Gabriel's House, Second Chance Inc, Duncan Senior Center, Douglass Community Center, Community Development	Long-Range
E-017	Develop a Fifth Grader goes to Work Program	Duncan Public Schools, Community Development	Long-Range

Arts and Culture

Number	Description	Key Stakeholder	Timeframe
AC-001	Utilize existing digital signage and marques to share information with the public about upcoming events	Local Businesses, CTAC, Convention and Visitor's Bureau, Community Development	Short-Range
AC-002	Develop mobile art exhibits that can be shared with schools, senior centers, and nursing homes	CTAC, Museums, Duncan Public Schools, Duncan Senior Center, Douglass Community Center, Nursing Homes	Mid-Range
AC-003	Attract weekly events and performance to the Simmon's Center	Simmons Center, Convention and Visitor's Bureau, CTAC	Long-Range
AC-004	Revisit the Leadership Duncan Class Project that was working to develop multiple murals downtown	Main Street Duncan, CTAC, Leadership Duncan, Community Development	Ongoing
AC-005	Establish a plan for more public art throughout the community	Main Street Duncan, CTAC, Community Development, City Council	Mid-Range
AC-006	Allow local artists the ability to show their art in public buildings and spaces	CTAC, Community Development, City Council	Mid-Range
AC-007	Map all public art and market the ability to visit and view unique pieces throughout the community	CTAC, Convention and Visitor's Bureau, Community Development	Long-Range
AC-008	Continue to promote and grow youth in art programs	CTAC, Duncan Public Schools	Ongoing
AC-009	Include Art in STEM – STEM to STEAM	CTAC, Duncan Public Schools, Community Development	Long-Range
AC-010	Expand and promote exhibits and resources offered by the museums located in the community	Museums, Convention and Visitor's Bureau	Ongoing
AC-011	Develop a local festival that celebrates the rich Chickasaw Nation Culture in the community	Chickasaw Nation, Convention and Visitor's Bureau, Community Development	Mid-Range
AC-012	Develop and grow cultural events and festivals throughout the community	Convention and Visitor's Bureau, Community Development	Long-Range

Neighborhood Engagement

Number	Description	Key Stakeholder	Timeframe
NE-001	Develop a program that celebrates minority-owned and female-owned businesses throughout Duncan	Local Businesses, Chamber of Commerce, Convention and Visitor's Bureau, Community Development	Mid-Range
NE-002	Ensure programs and policies include and benefit all citizens of different socio-economic backgrounds	Community Development, City Council	Mid-Range
NE-003	Utilize public spaces, convenience stores, and laundromats to share community events with residents	Local Businesses, Chamber of Commerce, Community Development	Long-Range
NE-004	Develop mobile programs that encourage social engagement for the community's aging population	Community Development, City Council	Mid-Range
NE-005	Develop mobile programs that enables social engagement for households that have restricted access to transportation	Community Development, City Council	Mid-Range
NE-006	Host events and programs in community centers and public venues to develop trust and build relationship	Community Development, City Council	Mid-Range
NE-007	Encourage neighborhood holiday decoration strolls	Community Development, Convention and Visitor's Bureau, City Council	Ongoing
NE-008	Establish "Ward Ambassadors" that can serve as a liaison between local government and residents that may have a difficult time getting to community meetings	Duncan Heart and Soul, Community Development, City Council	Mid-Range
NE-009	Develop a "Mobile Block Party" trailer that citizens can use for neighborhood events	Duncan Heart and Soul, Community Development, City Council	Mid-Range

Housing

Number	Description	Key Stakeholder	Timeframe
H-001	Promote infill residential development in areas where infrastructure is already available	Community Development, City Council	Short-Range
H-002	Promote policies that help provide resources that allow improvements to existing dwellings to be made that encourage "Aging in Place" for Duncan's residents	NORCs, Pathways to a Healthier Community, ASCOG, Community Development, City Council	Long-Range

H-003	Develop a partnership with Habitat for Humanity to allow new affordable housing to be developed in Duncan	Habitat for Humanity, Community Development, City Council	Long-Range
H-004	Investigate and explore programs that may assist through funding and/or grants to assist in first-time home ownership	Financial Institutions, ASCOG, Community Development	Long-Range
H-005	Research and amend adopted codes and ordinances that allow for greater flexibility on density and housing types within the designated residential district classifications	Community Development, City Council	Mid-Range
H-006	Research and amend city codes and ordinances to allow the development of ADUs (Accessory Dwelling Units) to be developed on existing residential lots with existing homes in place	Community Development, City Council	Long-Range
H-007	Establish codes that help guide the development of tiny homes and tiny home communities	Community Development, City of Duncan	Long-Range
H-008	Provide information to the public about the differences of "Unhoused" versus "Homeless"	Community Development	Short-Range
H-009	Establish a task force to begin setting policies that will be humane and help address homelessness in Duncan	State of Oklahoma, Local Churches, Duncan Heart and Soul, Community Development, City Council	Long-Range
H-010	Make information available from non-profit organizations that can assist those that are homeless	Non-Profits, Churches, Duncan Public Library, Duncan Senior Center, Douglass Community Center, Community Development	Long-Range

Completed Actions and Initiatives Matrix

The following matrix has been developed by the City of Duncan Department of Community Development to track the implementation of the various “Actions and Initiatives” contained within this quality-of-life plan. The intent of this plan is to serve as a document that sees regular citizen input, amendments, and replacement of action steps for completed progress. As such, this section will provide details and an ongoing history of Duncan’s accomplishments in the efforts to improve the quality of life for all current and future residents.

Transportation

Number	Description	Completion Documentation

Alternative Transportation

Number	Description	Completion Documentation

Infrastructure

Number	Description	Completion Documentation

Public Facilities

Number	Description	Completion Documentation
PF-003	City of Duncan to conduct a feasibility study of acquiring Resthaven Cemetery	City Council approved the purchase of Resthaven Cemetery during their Regular Meeting on October 8, 2024.

Public Safety

Number	Description	Completion Documentation

Parks and Recreation

Number	Description	Completion Documentation

Environment

Number	Description	Completion Documentation

Social Services

Number	Description	Completion Documentation

Health and Nutrition

Number	Description	Completion Documentation

Economic Development

Number	Description	Completion Documentation

Education

Number	Description	Completion Documentation

Arts and Culture

Number	Description	Completion Documentation

Neighborhood Engagement

Number	Description	Completion Documentation

Housing

Number	Description	Completion Documentation