Destination Duncan:
A Quality-of-Life Plan

Prepared by:
Community Development
City of Duncan, Oklahoma
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Acknowledgments

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Executive Summary

Who is Duncan, Oklahoma

Duncan is centrally located in Stephens County, Oklahoma and became the county seat soon after Oklahoma achieved statehood in 1907. Globally, Duncan is known as the birthplace of the Halliburton Corporation that was established in 1919 but also known for its rich history with cattle as the Chisholm Trail passed to the east of Duncan prior to the city's founding. Duncan had a population of 22,310 at the time of the 2020 census. The population has maintained between 20,000 to 23,500 residents since the 1960s with a peak population occurring in 2010 with a population of 23,431.

Duncan sits along Highway 81, also known as the Meridian Highway, that connects southern Texas to the Canadian border with much of the route being established as part of the Chisholm Trail which longhorn cattle were herded between Texas and Kansas. Duncan also sits along Highway 7 which allows easy access to Interstate 35 that is approximately 50 miles to the east. These transportation routes place Duncan about 30 miles away from Lawton, Oklahoma, 80 miles from Oklahoma City, Oklahoma, and 165 miles from Dallas, Texas.

Duncan has also been designated as Oklahoma's official "Crapemyrtle Capital" in 2008. A Crapemyrtle trail was designated connecting important commercial districts, parks, and attractions within the community. One of these important commercial districts is the Historic Downtown District of Duncan. The district, celebrated by Main Street Duncan – one of the oldest designated main street programs in Oklahoma, is truly the Heart of the Community and many festivals and events are hosted in the downtown district bringing visitors in from all over Oklahoma and the southern states.

Duncan is also home to several notable people that include politicians, professional athletes, singers and songwriters, actors and actresses, and an ambassador to the United Nations. This helps prove that Duncan, Oklahoma has been – and will continue to be – a global player.

Past Community Planning Efforts

Duncan Airport Industrial Park Development Plan

In 2006, the City of Duncan commissioned Guernsey Engineers Architects Consultants to prepare an industrial park plan to complement Duncan Airport. The design work proposed as part of the plan shows improvements to the main entrance, the terminal, and hanger areas to be more inviting to travelers and guests alike. The plan also showcased how the land west of the existing runways could be developed with a mix of commercial and industrial space that would bring a new economic development element to Duncan Airport.

Dream Duncan Destiny

Dream Duncan Destiny was a citizen driven initiative completed in 2007 that focused on several communitywide topics to make Duncan a better place to live, work and play. These topics included Social Values, City Government, Drug-Free Community, Economic Development, Education, Facilities and Activities, Health, and Tourism. Each of these topics designated co-chairs to help implement a series of goals, areas of focus, and objectives. Examples of the goals established in 2007 with this project include:

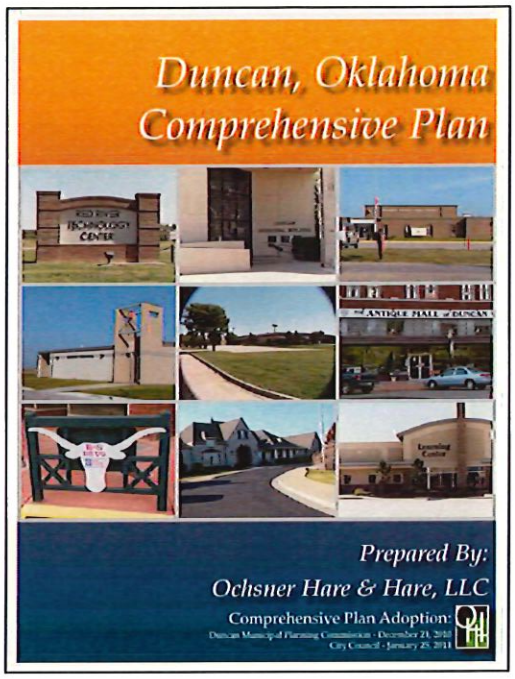
- To be a community that cares for all.
- To have leadership that creates and supports a progressive city infrastructure.
- To be a safe and drug-free community.
- To be a diverse, pro-business economy that attracts investment in the community.
- To be a community that encourages and provides educational opportunities for all individuals to reach their maximum potential.
- To have and support diverse activities and physically, economically, and socially accessible facilities.
- To be a well-informed and healthy community for all ages.
- To be the destination of choice in Oklahoma.

The Dream Duncan Destiny program was a community success that is undercelebrated for the accomplishments of the citizens driving Duncan forward during this time as many of the benchmarks were met. The program had much more potential though and several of the citizens involved with tis process have indicated that it would have been beneficial to have continued yearly meetings to grow new objectives and visions for the community.

Comprehensive Plan

The City of Duncan adopted the most recent version of the citywide Comprehensive Plan in January 2011, and this document was prepared by Ochsner Hare & Hare, LLC. The intent of the comprehensive plan is to evaluate the strengths and weaknesses of the community and then envision where Duncan should be in twenty-five years and beyond. The plan is to be used as a reference for local stakeholders and leaders, and as a roadmap to a better future for all citizens, should guide future land use and development. The process and creation of this plan relied on input from citizens and stakeholders of

the community that wanted to move Duncan forward, and as a result a series of goal statements including:



- Develop and orderly and balanced growth pattern, through adequate infrastructure, preservation of natural resources, while maximizing development and infill opportunities.
- Establish a strong, high-quality commercial base providing diverse, accessible, and convenient services.
- Promote industrial growth to expand the employment base and strengthen local financial health.
- Provide access to safe, well-maintained housing for all residents of the community.
- To continue to enhance the transportation system to be safe, efficient and aesthetically pleasing through multi-modal travel and connectivity.
- Ensure that future land development and public facilities and services are mutually supportive.
- Introduce parks and green spaces throughout the community; improve neighborhood access to parks and green spaces; increase usage and amenities in existing parks and recreation facilities; utilize lakes for residential development, tourist attractions and alternative recreational activities.
- To develop a broad tax base for economic stability through recreation, expansion and recruitment of commerce and industry providing stable employment opportunities in the city.

In addition to setting these goals, comprehensive plans as prescribed by state statute, serve as a means for communities like Duncan to be able to set developmental regulations that help establish and protect community character, conserve the value of land and buildings, and encourage the most appropriate use of land throughout the municipality.

Heritage Trails Plan

The Chisholm Heritage Trail Master Plan was adopted on March 22, 2011, and was prepared by E.D. Hill Surveying & Engineering to serve the Duncan community in relation to quality of life, recreation, and transportation. The planning process for the trail system included components on benefits to health, recreation, education, economic development, safety, and quality of life standards through the development of local trails. Public/private partnerships were identified which led to the creation of the following goals:

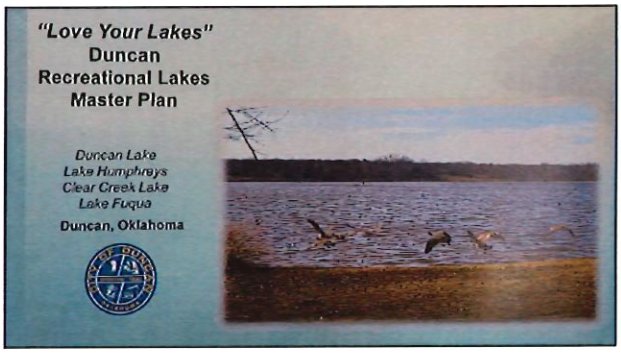
- Ensure a safe environment for the community.
- Create a place where the community can exercise and enjoy the outdoors.
- Educate the public about the benefits of exercising as well as making them aware of the local ecology.

- Improve the economic health of the area by increasing property values and enabling the city to host events.
- Enhance the life of the trails for the community to enjoy for years to come.
- Enhance the local environment by improving air and water quality, conserving floodplain ecosystems, restoring landscapes and protecting wildlife habitat.

The Heritage Trails Plan offers exceptional potential to improve the quality of life for the residents of Duncan. The trails plan guides the community to improve the access to outdoor resources, connect residents, stimulate economic growth, interconnect facilities and amenities throughout, and provide an educational benefit to the community. The key to the success of this plan is through its ongoing implementation process by our local leaders.

City of Duncan Lakes Plan

In September 2017, the City of Duncan accepted a Lakes Recreational Master Plan that was prepared by Crafton Tull to begin revitalizing Duncan's recreational lake system. Significant input from citizens through surveys, stakeholder meetings, and public forums provided the necessary guidance for future improvements and priorities. The plan prepared strategies for lake improvements that included:



- Develop a robust and collective promotion, fundraising, implementation, and maintenance program.
- Replace existing components that are dated and/or unsafe in nature.
- Repair and maintain existing amenities offered at the lakes.
- Develop new lake amenities and improvements.
- Promote activities and awareness of existing lake amenities.
- Develop a simple, contemporary means of paying permit fees for lake users.

This master plan also provided a robust inventory and analysis of the lake conditions, provided a capital improvement plan, an implementation component, general maintenance guidelines to be followed, and a potential funding menu that local stakeholders and leaders could use to make the lakes updated with new amenities, safe for users, and provide a more modern recreational system that better reflects the user experience.

Duncan Enhancement Trust Authority (DETA) Five-Year Plan

The Duncan Enhancement Trust Authority (DETA) that was formed in 2016 to help beautify and improve public spaces throughout the City of Duncan, updates a revolving Five-Year Beautification Plan which allows funding to be allocated by the City of Duncan City Council to make amenity improvements that can be enjoyed by all. The basis for this five-year plan was driven by citizen input that was provided in 2017 and included items that focused on:

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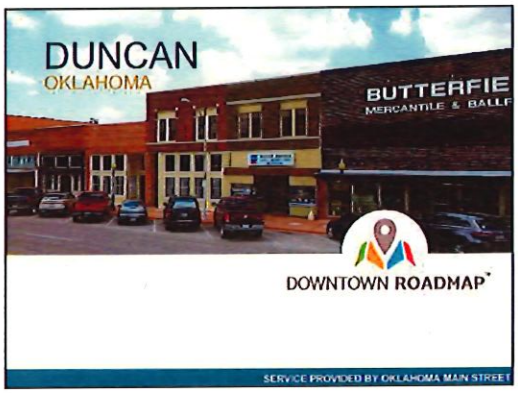
- Improve walkability throughout the community (paths, sidewalks and trails).
- Improving and beautifying creeks and streams that run through Duncan.
- Establish and provide new signage at each of the parks.

- Improve the gateways entering the City of Duncan.
- Make Duncan a more beautiful and attractive community for residents and guests.

Several of these general goal statements have already been completed while others continue to be focused upon by board members, stakeholders, and local leaders. In addition, the plan has begun focusing on larger community projects that showcase an element of pride during different holidays and festivals.

Downtown Roadmap: Duncan, Oklahoma

In 2018, Main Street Oklahoma provided a grant to allow Main Street Duncan (the organization) to hire a consultant to prepare a downtown revitalization plan. Consultants worked closely with business and property owners, Main Street Duncan board members, citizens, and city officials to gather input as to what matters most for Duncan. The result of this process was the completion of the Downtown Roadmap: Duncan, Oklahoma which continues to be used today to see improvements to the heart and soul of the community. This roadmap includes information on:

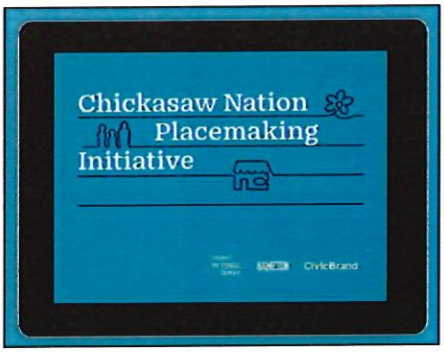


- Branding of the district
- Animate the space, create vibrancy, the experience and environment are more important than the architecture
- Create manageable chunks while working through the redevelopment process, create "districts" within the Main Street District
- Parking capacity, management and awareness – parking is not a problem, the "want" for those parking to be in front of the store is the challenge
- Connect the alleys – use them as outdoor event spaces and pedestrian pathways
- Implement a façade grant program that will allow property owners to reinvest while maintaining the character that citizens and visitors enjoy
- Streetscape plan proposal – work with ODOT, create a human scale that is safe for pedestrians, turn the district into an extension of community events

The Main Street Duncan board has been very successful in implementing several components of the Downtown Roadmap plan and continues to make improvements that foster the desire for property and business owners to reinvest. Main Street Duncan truly is the heart and soul of the community.

Chickasaw Nation Placemaking Initiative

In February 2022, the City of Duncan was invited to participate in the Chickasaw Nation Placemaking Initiative which is a collaborative process of people coming together to create the great places at the heart of their communities. The notion behind the initiative is that all communities have space, but a space is without meaning but with effort and human investment that space can become a place. The investment process must include sociability, uses and activities, access and linkages, and comfort and image that will develop a desire of our citizens to come together. The placemaking process focuses on:



- Promotes a sense of comfort
- Improve accessibility
- Builds the local economy

- Fosters social interaction
- Supports tourism
- Promotes health

Utilizing the foundation of the Chickasaw Nation Placemaking Initiative serves as a strong foundation for this Destination Duncan: A Quality-of-Life Plan."

Partnership with Duncan Heart and Soul

Duncan Heart and Soul is a resident-driven process that engages the entire populations of a community in finding what they love most about their community, what future they want for it, and how to achieve it. The program was developed and field-tested over a decade in partnership with over 120 small cities and towns across America, Community Heart and Soul is a proven process for engaging a community in shaping its future.

Through Leadership Duncan Class 27, the group chose for their class project to better Duncan by partnering with the Duncan Chamber of Commerce to bring the Heart and Soul program to the community in 2023, with an official kick-off event occurring in April 2024. Duncan was the first community to sign up with the Heart and Soul program in the State of Oklahoma and continues to lead the way for making Duncan a better community to live, work and play.

The Heart and Soul program provides local and elected leaders with a clear understanding of what matters most to all residents and forges a partnership that builds on the first thing everyone has in common: they all live here. The program is not a report that sits on a shelf, but it is a way of coming together making Duncan a better place to live in and visit. As a result of this mission statement, it was important that a partnership be formed between Duncan Heart and Soul and Duncan staff working on "Destination Duncan: A Quality-of-Life Plan."

Plan Background

About the Plan

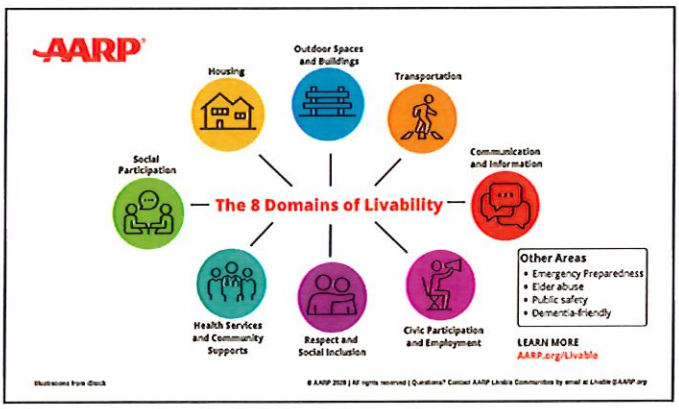
How to Use this Plan

The "Destination Duncan: A Quality-of-Life Plan" brings together the voices of Duncan's citizens sharing their vision for several topic areas that establish future work plans that represent the dreams and desires of hundreds of hardworking, passionate, and creative Duncanites. The plan not only captures the vision but aims to guide future decisions in specific ways that will lead to implementation of numerous strategies and action steps to make Duncan a better place to live, work and play for current and future generations.

This planning document is intended to be a living document that is used frequently by local government, education institutions, developers, non-profits, churches, and all citizens seeking a higher quality of life to enjoy. It is intended that this document be updated regularly through quarterly town hall meetings where citizens and stakeholders work together to ensure steps towards the various topic goals are being met – and when the goal is met, the citizens and stakeholders will continue to work together to establish new goals, priorities, and actions/initiatives that will continue to propel Duncan forward. These quarterly town meetings should be properly advertised so that citizens may engage in this positive process of making a difference in their community.

Equity in the Planning Process

Staff involved with the "Destination Duncan: A Quality-of-life Plan" recognized that this planning process has the potential of having a significant impact on the future of Duncan, including the marginalized voices in the community, so it was imperative that a strong focus be given to inclusivity. Community and elected leaders prioritized efforts that included inclusivity and equity through various outreach methods and techniques, hosting open meetings at multiple locations and times of the day, utilizing multiple forms of social media, and raising awareness through traditional forms of media. These efforts allowed for greater interaction, input, and understanding from all citizens throughout the planning process to develop a more inclusive plan that will leave lasting, positive impacts.



Although the community and elected leaders strived to be as inclusive as possible, not every single citizen was able to be included in the planning process and the plan is known to be not perfectly equitable. To continue to promote equity throughout the Duncan community and the planning process, this plan will continue to seek input and involve all citizens through open meetings, social media, and traditional media.

Fundamental Policy Guide

The policies for the overall quality of life, the development and growth of Duncan are outlined in this document and should be sued in conjunction with the adopted zoning codes, building codes,

subdivision regulations, and other codes and ordinances related to the fundamental development of Duncan. It is intended that future studies, public hearings, and official changes to the Comprehensive Plan, zoning codes, building codes, subdivision regulations, and other codes and ordinances be completed before the City of Duncan Planning Commission with recommendations made to the City of Duncan City Council.

Review of Plans and Policies

The plans and policies expressed herein should be reviewed annually by the City of Duncan Planning Commission. As part of the review, the Planning Commission should ensure that the goals continue to support the desires and direction of the community. Further, citizens should be given the opportunity to engage in the planning and discussion process multiple times each year to ensure that the established priorities are being worked toward completion, and upon completion replaced with new priorities that will benefit the overall quality of life for current and future residents.

Planning Context

Location and Regional Setting of Duncan

The City of Duncan is located with Stephens County in the southwest area of Oklahoma. Duncan is the County seat of Stephens County. The city is comprised of approximately 42 square miles within the City Limits, with additional milage contained within the Sphere of Influence – the area where Duncan's input can be given for future development potential. Duncan is located approximately 80 miles from Oklahoma City, 37 miles from Lawton/Fort Sill, and 45 miles from Interstate 35. Other nearby communities that are integral to the future of Duncan include Comanche, Marlow, Bray, Central High, Empire City, and Velma as each of these communities contribute to Duncan's work force and sales tax base.

Similar Communities in Oklahoma

The City of Duncan Department of Community Development began this planning process by looking at several communities throughout Oklahoma, Texas, Kansas and Arkansas of similar demographics to look at quality of life scoring. The scoring came from various real estate websites and the AARP Community Scoring Guide. These resources allowed city staff and officials to compare qualities of Duncan, as well as deficiencies to communities such as Ada, Oklahoma; Bixby, Oklahoma; Fredericksburg, Texas; Bentonville, Arkansas; and Branson, Missouri.

Existing Community Conditions

Community Profile

Utilizing 2020 Census Data, and other demographic resources, the following community conditions are acknowledged and play an integral role in the quality of life for Duncan's citizens. This information should be reviewed and updated on a regular basis in order to illustrate support for the proposed priorities contained within each of the fourteen topics dealing with quality-of-life components for the City of Duncan, Oklahoma.

Historic Population Trends

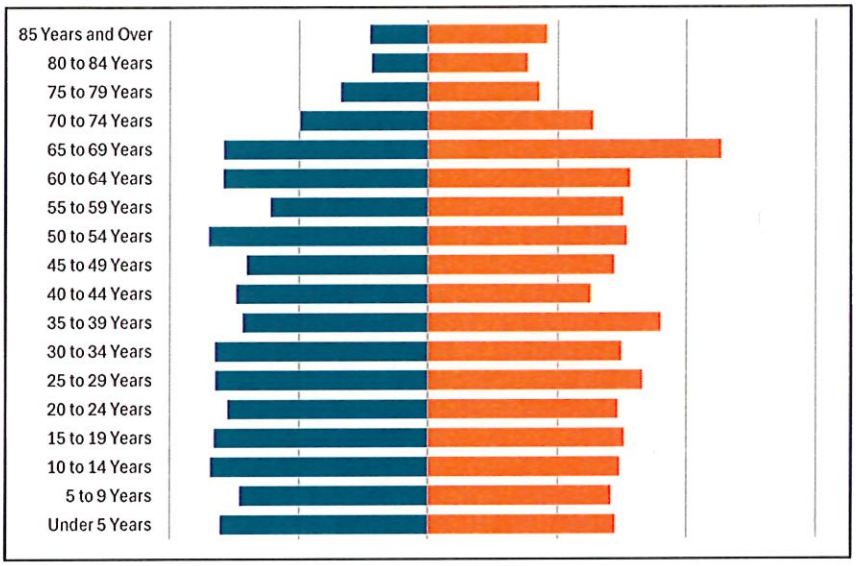
Driven by the early oil and gas booms of the early and mid-20th century, Duncan saw substantial population growth mirroring the advancements in technology that grew Halliburton Energy. The latter half of the mid-20th and early part of the 21st centuries, Duncan's growth has been relatively stagnant. Part of the reason for this stagnant growth period can be attributed to Halliburton Energy relocating many of its services and main headquarters out-of-state, but keeping a strong presence in Duncan, Oklahoma. The most recent planning efforts, that of the Comprehensive Plan adopted in 2011, indicated that Duncan could see continued population growth and hit 35,000 residents by 2040. The likelihood of getting to 35,000 by 2040 is slim, but not impossible given the efforts to diversify the local economy and efforts to utilize existing infrastructure (in-fill development) and implementation of strategies contained in the Comprehensive Plan as they relate to future land use and zoning.

	Historical Population	
Census Year	Population	Percent Change
1900	1,164	
1910	2,477	112.8%
1920	3,463	39.8%
1930	8,363	141.5%
1940	9,207	10.1%
1950	15,325	66.4%
1960	20,009	30.6%
1970	19,718	-1.5%
1980	22,517	14.2%
1990	21,732	-3.5%
2000	22,505	3.6%
2010	23,431	4.1%
2020	22,692	-3.2%

Noting the suggestions of the Comprehensive Plan adopted in 2011, the strategies for economic and community development, and the efforts by elected officials and other city stakeholders in advancing infrastructure improvements, the Destination Duncan: A Quality-of-Life Plan utilizes this information in setting its topics of focus and work priorities to accomplish the desires of its citizens.

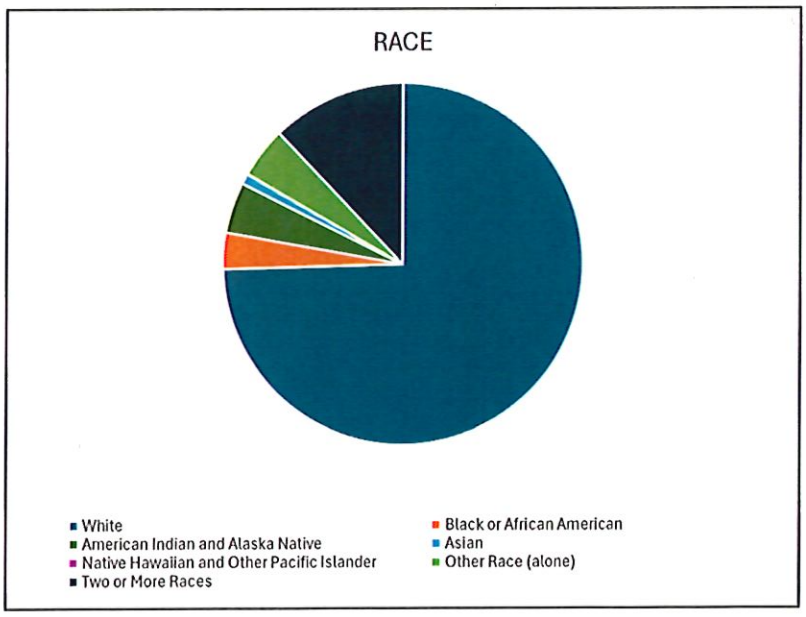
Population by Age

It is important to understand the trends of the community's "Population by Age" or the age cohorts of the community. Looking at this information will help illustrate if Duncan is an aging population (future decline), a static population (no change), or a growing population (future growth). Based on the chart below, Duncan appears to be in static period meaning there is not an anticipated change in overall population unless new residents are attracted from new development opportunities.



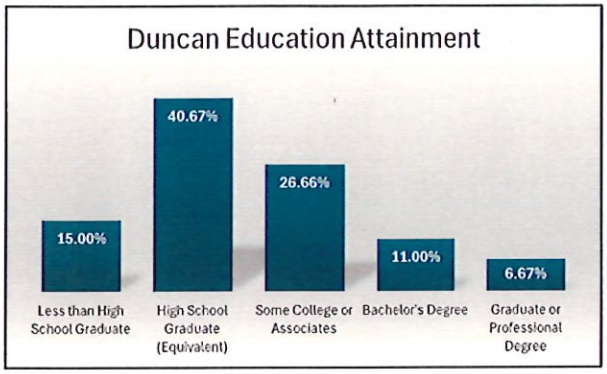
Population by Ethnicity

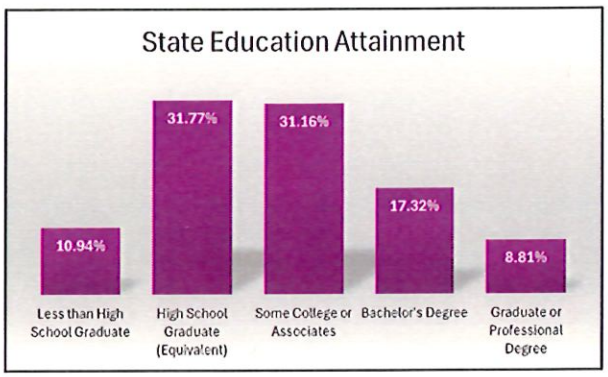
Duncan is a relatively diverse community seeing growth in those identifying a Black/African American, Asian, Native Hawaiian/Pacific Islander, and Two or More Races. This information, for the purposes of this quality-of-life plan, indicates that rich cultural and ethnic backgrounds should be embraced and celebrated.



Education Attainment

Education attainment, or the highest level of education a person has completed, is an important indicator of a person's overall quality-of-life and has been linked to improved economic, health, and social outcomes of individuals. Duncan has been trending in the right direction for younger adults graduating from high school (or equivalent) and pursuing higher education opportunities. As our local population base achieves greater attainment, future economic growth and community development can occur.





Some economic benefits associated with higher educational attainment include:

- Better jobs – higher levels of education often equate to employment opportunities that pay higher wages
- Reduced unemployment – statically educated populations have lower unemployment rates
- Improved workforce quality – educated populations have a high-quality workforce which helps the economy compete globally

Health benefits that are often tied to higher education attainment include:

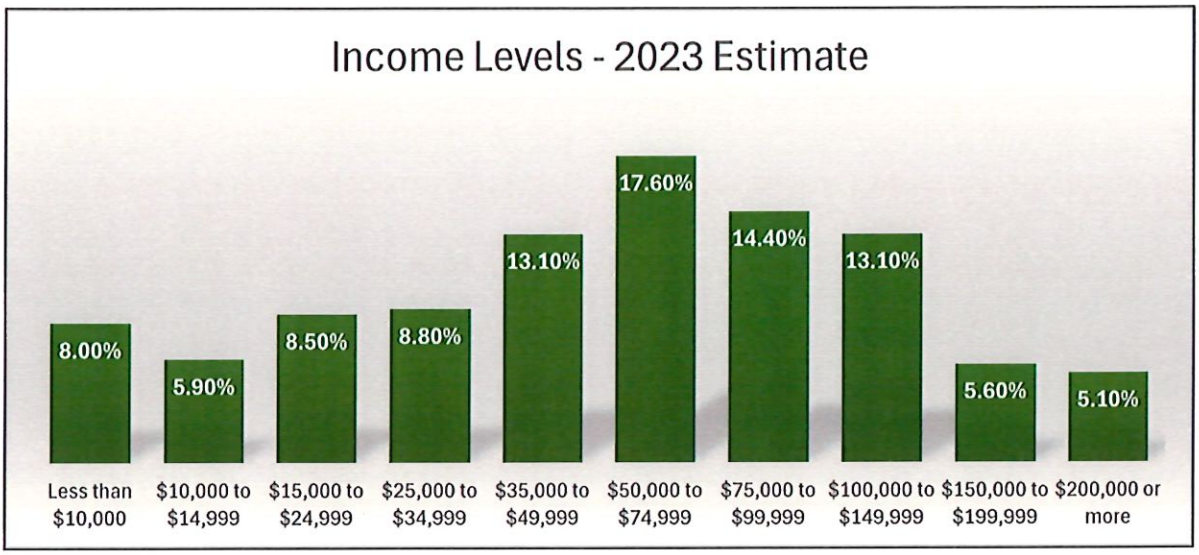
- Improved health – educated populations have better health outcomes
- Reduced risk of incarceration – persons without a high school diploma are more likely to be incarcerated
- Reduced mental stress – a good education can lead to a good job which can help relieve mental stress

Social benefits that are associated with populations with higher education attainment include:

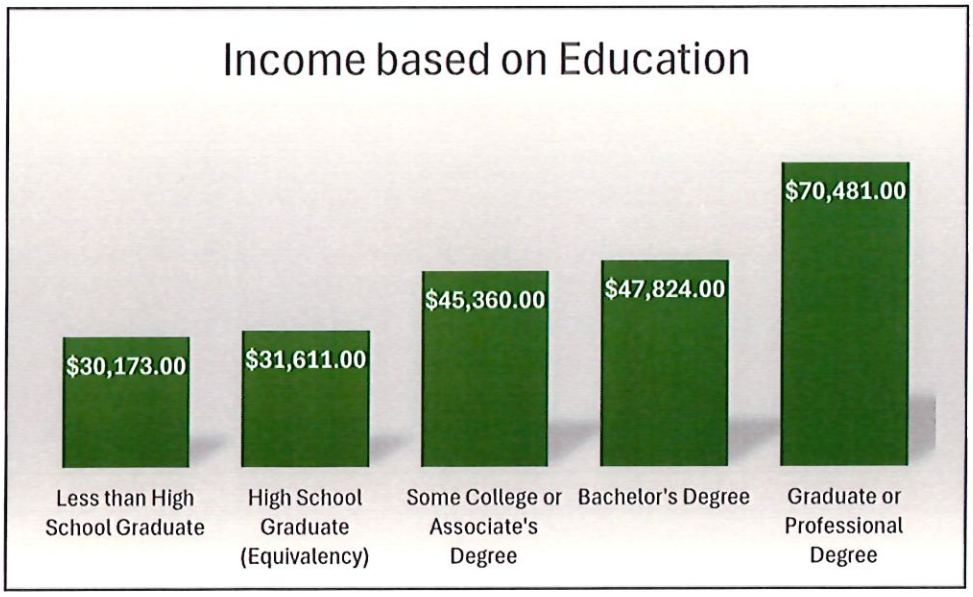
- Reduced dependency on public assistance and programs
- Greater civic engagement and volunteerism
- Improved cognitive abilities, problem solving abilities, and decision-making skills

Income Levels

The median income per household in Duncan is $57,020.00 while the mean income is $80,585.00. Approximately 31% of the households make less than $35,000 while nearly 24% of all households make more than $100,000.00.



Household income also has a strong relationship to education attainment with those obtaining a bachelor's degree earning approximately $16,000.00 more each year than a person only obtaining a high school diploma while a person earning a graduate or professional degree more than doubles those with only a high school diploma.

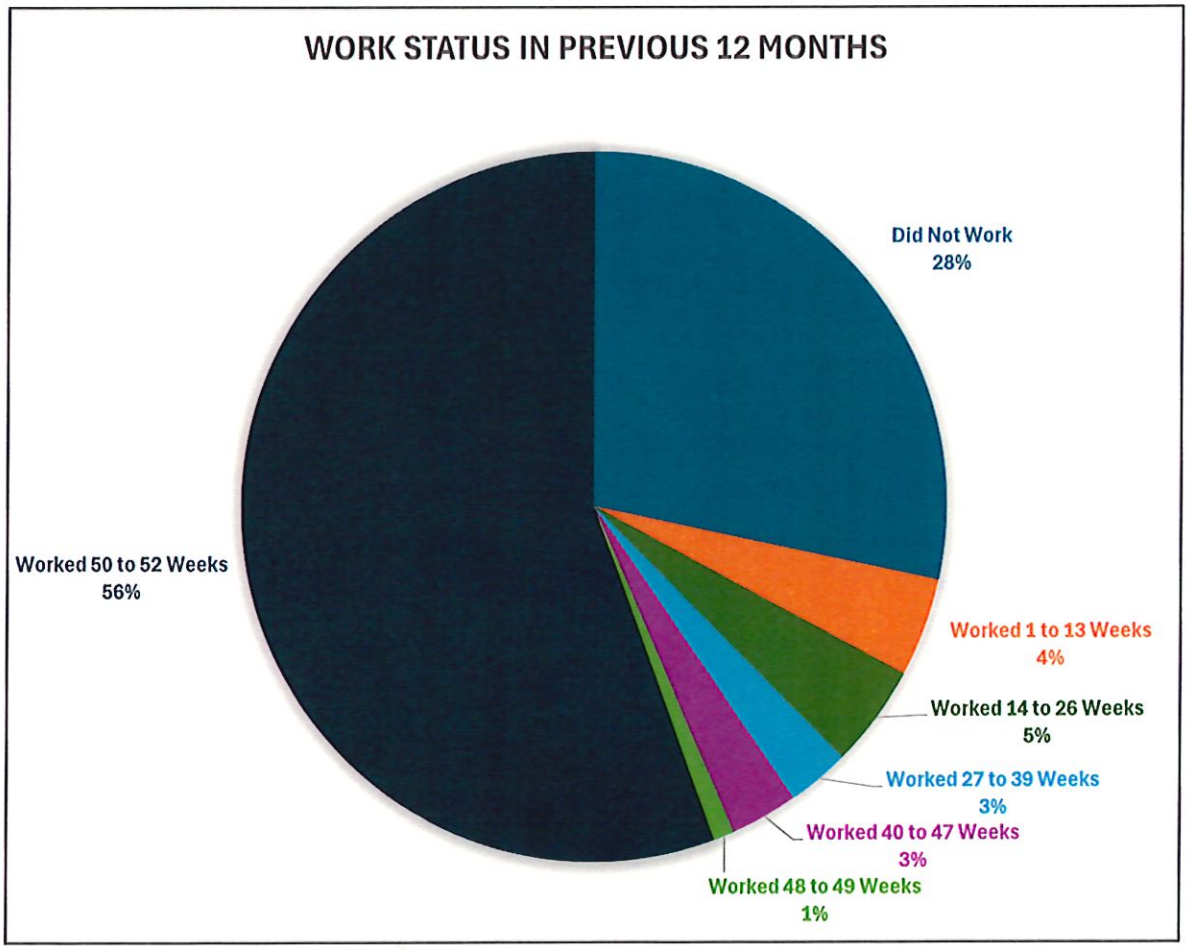


Poverty Rates

Based on the 2020 Census Data, the City of Duncan saw 20.42% of its total population falling below the poverty rate which is an increase from the previous Census data which had about 19% of the population falling below the poverty rate. This data is also supported by the expansion of additional census block groups being added to Enterprise Zones – geographic areas that offer incentives to businesses to invest in operate with the goal to stimulate economic growth, create jobs, and revitalize communities.

Work Status in Previous 12 Months (2023

A contributing factor to the increasing poverty rates for Duncan is that of individuals between the ages of 16 and 64 and their work status for the previous 12 months. Based on Census data, in 2023, over 28% of this population range did not work a single week and nearly 37.5% failed to work half of the year. In comparison, nearly 56% of this population worked fifty weeks or more during 2023. This information may be slightly skewed given that young adults between the ages of 16 and 18 are included and it is anticipated that this age category would be attending high school classes and any job held would be considered part-time.



Community Economic Profile

Employment by Industry

Data obtained from the Duncan Area Economic Development Foundation website shows the following employment numbers by industry:

Retail Trade	1,669
Health Care / Social Assistance	1,356
Manufacturing	972
Accommodation / Food Services	909
Construction	746
Educational Services	711
Other Services	696
Mining / Quarrying / Oil & Gas Extraction	629
Admin / Support / Waste Management Services	468
Transportation / Warehousing	434
Finance / Insurance	388
Professional / Scientific / Tech Services	285
Public Administration	246
Arts / Entertainment / Recreation	225
Real Estate / Rental / Leasing	139
Wholesale Trade	133
Agriculture / Forestry / Fishing / Hunting	103
Information	57
Management of Companies / Enterprises	0

Duncan's primary industry is manufacturing and energy, which includes national and international companies calling Duncan home. The workforce is known for their quality production, adaptability, and continual learning environment that includes skilled machinists and welders.

The skilled workforce, and the educational opportunities that current exist in and around Duncan, there is anticipation that health care/social assistance and educational services will see continued growth based on recently investments in Duncan Regional Hospital and Duncan Public Schools – all supported by the residents of Duncan.

Largest Employers

The largest industries in Duncan are retail trade, health care and social services, and manufacturing. The highest paying industries are:

- Public Administration: $79,716.00
- Mining, Quarrying, and Oil & Gas: $70,020.00
- Agriculture, Forestry, Fishing and Hunting: $66,058.00

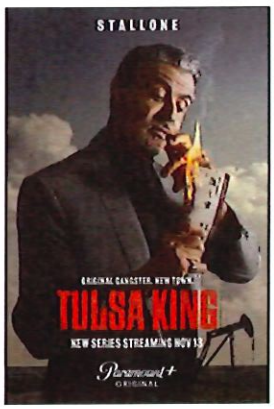
The retail trade industries are extremely important to the future growth of Duncan as the services provided by the local government are funded by sales tax revenue. It is important that elected leaders ensure that the community is primed to accommodate future growth demands on land availability, infrastructure access, and ease of obtaining permits and approvals. Land is a premium, and the 2011 Comprehensive Plan has indicated areas that are prime for future

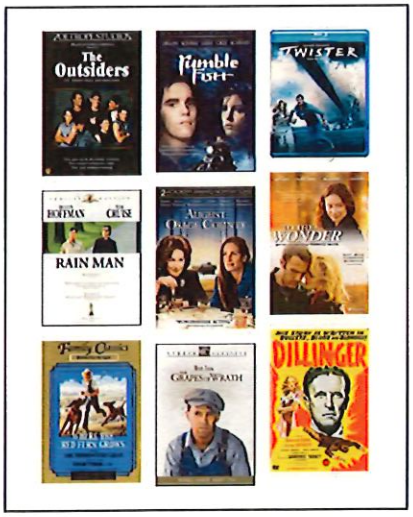
commercial growth and development given community trends and site selector requirements for placement of new commercial, retail, and restaurants.

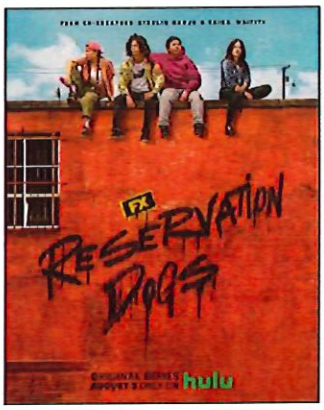
Oil and gas will always be an integral part of Duncan given its rich history with Halliburton Energy, but trends over the previous 20 to 30 years illustrate a slight movement away from this industry sector and skills being utilized to grow more manufacturing opportunities in Duncan. Oil and gas, as well as manufacturing in general, is the "job creation" sector that helps drive the local economy by advancing household buying power. To help continue growing the manufacturing sector, the local leaders need to ensure that there is adequate acreage for development, infrastructure to the sites, and suitable spec buildings that are nearly move-in ready for prospective industries considering Duncan.

Looking at Oklahoma as a whole, and seeing where investment trends are occurring, Duncan should continue to diversify its local economy to include aerospace and defense, agriculture and agribusinesses, technology and IT, education, and healthcare and biosciences. With the skilled labor force that already exists, expansion of these sectors is an ideal step in economic diversification. Duncan is already seeing local investment in education (Duncan Public Schools), healthcare (Duncan Regional Hospital), biosciences (Dream Team Prosthetics) and aerospace (Duncan Municipal Airport) which all help to attract new residents and businesses to the community.

Another growing sector in Oklahoma is its entry to becoming a film and music hub in the United States. Efforts by the state have brought producers, actors, and artists that have realized that the environment and culture is ideal for the visual and performing arts. The City of Duncan, with help from the Convention and Visitor's Bureau and the Department of Community Development, is a "Film Friendly" community that is registered with the Oklahoma Film and Music Office. This state designation, and entry in the database, allows Duncan to be part of a clearinghouse of information that potential productions can consider as more film and music activity occurs throughout the state.







Community Housing Profile

Median House Value

Based on Census data, the median home value in Duncan is $139,909.00 while the median home value in Oklahoma is $245,300.00. Information obtained from the City of Duncan Department of Community Development; new home starts in 2024 saw the average single-family home being constructed ranged between $350,000.00 to $475,000.00. These ranges and trends place most of the housing market outside "affordable" based on housing costs should cost no more than 30% of the gross household income. As per Census data, with the median household income being $57,202.00 a home in the range of $125,000 to $150,000 would be considered affordable. The number of homes in this range is shrinking making it more difficult for families and young professionals to find housing.

Rental Demographics

Approximately 38% of housing available in Duncan are renter occupied (3,586 properties). Based on a housing study that was done in conjunction with the 2011 Comprehensive Plan, and trends observed by the Department of Community Development, affordable rental options are also lagging throughout the City of Duncan. Many rental properties see little to no reinvestment and habitable conditions continue to decline impacting that ability of Duncan to attract new residents and businesses. This is further compounded by the fact that there are no moderate- to high-income apartment options in Duncan as most complexes participate in HUDs low-income housing tax credit programs that benefit developers and landlords that offer rental units to low-income individuals or families at below-market rates. The adopted Comprehensive Plan has identified areas, based on development trends and available ground, for the development of multi-family and apartment style housing that meets moderate- to high-income thresholds and the community should ensure that the necessary infrastructure is in place for these developments to occur when presented.

Vacant Housing Units

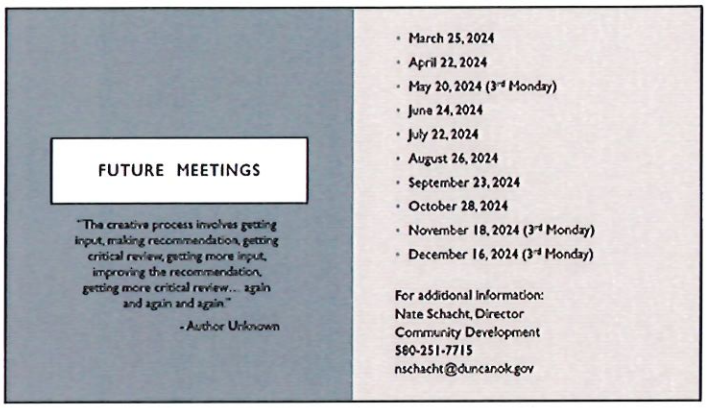
Approximately 16% of all housing units available in Duncan are classified as vacant per Census data. Many of these homes are deemed to be uninhabitable as they lack the appropriate amenities as required by the International Residential Building Codes as adopted by the State of Oklahoma and the City of Duncan. A portion of these home, approximately 8% to 10% of the vacant houses, have been identified by the City of Duncan's Code Enforcement as being dilapidated to a point where the substantial repairs required will likely outweigh the cost of demolition – Code Enforcement is currently processing 20 to 30 residential properties for demolition utilizing city funds.

Community Engagement

Introduction

Citizen driven initiatives

When the City of Duncan Department of Community Development set out to begin working on the Destination Duncan: A Quality-of-Life Plan, staff knew immediately that success would only occur with citizen engagement and input. City staff focused on hosting multiple public forums for discussion, ensuring the voices of the people were heard and recorded as part of the planning process, and to engage residents in multiple locations around the community. The fourteen topics of importance to the plan were set by citizens sharing their thoughts on the Strengths, Weaknesses, Opportunities, and Threats of the community and how those items could be built upon to promote the successes and eliminate the obstacles to a better future for all citizens.



The public forum process was also unique for the City of Duncan, as focus was given to those in the community that are typically underrepresented or unable to be heard. Staff made it a point to hold regular meetings at City Hall but also held multiple meetings in each of the wards in a partnership with Duncan Heart and Soul – allowing those that may not have the ability to access a public forum the opportunity to share their visions for Duncan. Staff also made it a point to hear from high school students noting that these young adults are the future of Duncan, and their stories, ideas, and dreams needed to be represented in the planning process.

Meaningful input – in-person and digital media

In each of the meetings, focus and priority was given to meaning input and dialogue. No thought or opinion was discredited, and no topic was excluded from potential discussion. This empowered Duncan's citizens to be involved and allowed more citizens to be invited to the table and share their input. During the public forums, citizens were encouraged to bring friends and family to future meetings to be part of the planning process while staff invited "experts" in each of the fourteen topics to share information back to the community in a town hall format. This interaction and connection with citizens and leaders helped build a trust in the planning process that had not previously existed in Duncan. With the adoption process of Destination Duncan: A Quality-of-Life Plan, it is up to local community leaders to fulfill the desires of the community.

City staff also engaged the public through various social media outlets, providing updates to the planning process while also encouraging additional input from citizens that may not be able to attend meetings. Several citizens followed regular social media postings pertaining to Destination Duncan: A Quality-of-Life Plan sharing their dreams and desires, their concerns and obstacles, and what a better quality-of-life would mean for them and their families. This information through social media, as well as face-to-face meetings, all became part of this planning process to ensure that the citizens of Duncan were well-represented.

Core Team Meetings

Core Team Meeting 1 Summary:

On Monday, February 26, 2024, the City of Duncan Department of Community Development hosted the first public meeting to gather citizen input on quality-of-life matters that have an impact on Duncan's future. Approximately 65 citizens attended this initial meeting and staff shared that the purpose behind these meetings would be to prepare a document that would ultimately be accepted by City of Duncan City Council and serve as way to improve the lives of our citizens. The completed plan will include goals, project priorities, actions steps and initiatives and potential funding sources to drive Duncan forward. Staff shared that this plan would be a document that is revisited yearly to ensure actions towards the goals is occurring and that every five years the plan would include a major meeting with the public to reevaluate "Big Ticket Desires."

General census data, the AARP Livability Index scoring system, and quality-of-life data from real estate websites were shared and included comparisons from other communities the size of Duncan. Citizens inquired about additional details regarding cost-of-living components and comparisons with other communities of similar size. Citizens also began sharing why they like to travel to other communities with all indicators pointing to various quality-of-life components that Duncan may be lacking or are underdeveloped.

LIVABILITY SCORES
AARP LIVABILITY INDEX

	Overall	Housing	Neighborhood	Transportation	Environment	Health	Engagement	Opportunity
Oklahoma	46	56	40	49	49	41	42	45
Duncan, OK	45	57	38	52	50	33	31	52
Ada, OK	52	62	40	55	60	39	37	70
Boby, OK	50	41	42	53	51	51	53	55
Fredericksburg, TX	58	57	48	48	54	59	82	59
Bentonville, AR	52	50	46	54	51	59	50	54
Branson, MO	55	58	36	50	60	36	70	72

Staff shared with citizens that a grassroots project in Duncan is already underway gathering additional information that will be used in conjunction with the quality-of-life planning process, this being Duncan Heart and Soul. The Heart and Soul program is also a community driven process that is

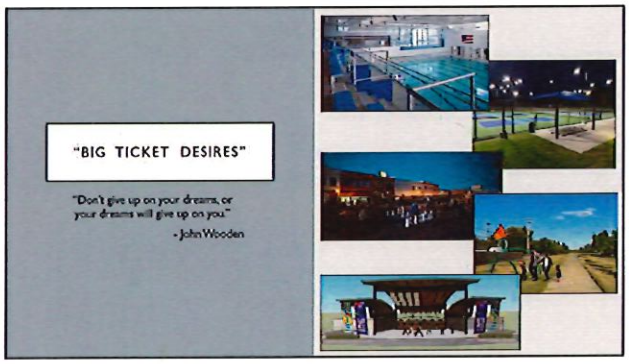
seeking to engage the entire population and identify what they love most about Duncan and what future they want for the community. The principles behind Heart and Soul are to Involve Everyone, Focus on What Matters Most, and Play the Long Game.

Staff then engages the 65 citizens in a S.W.O.T. exercise that focused on:

- Strengths – What does Duncan do well?
- Weaknesses – Where does Duncan fall short and need improvement?
- Opportunities – What does Duncan have that we are not fully utilizing/untapped potential?
- Threats – What things must be addressed by Duncan that could be detrimental to our future?

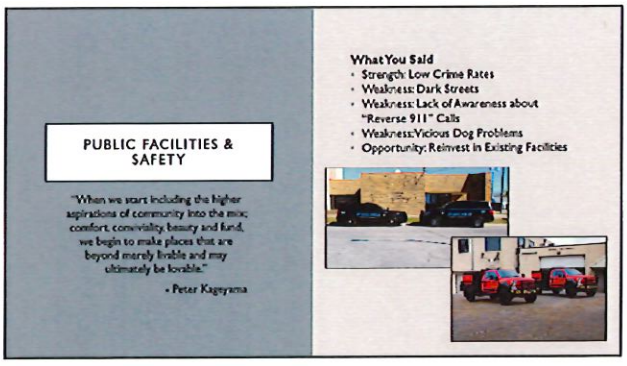
As citizens shared their thoughts on these topics, staff wrote down these items and displayed them for all to see. Staff then engaged the citizens in discussion about "Big Ticket Desires" that, regardless of costs, citizens want to see in Duncan with the intent of dreaming big. Once the S.W.O.T. and "Big Ticket Desires" exercises were completed, citizens were given stickers to place next to the items that they felt most important.

Core Team Meeting 2 Summary:



The Core Team gathered on Monday, March 25, 2024, and began the process of diving into potential topics that our citizens feel is important to the overall quality of life in the community. The potential topics were driven by the information provided through the S.W.O.T. analysis that occurred at the meeting on February 26, 2024. Focus for this meeting was given to 1) Housing, 2) Neighborhood Engagement and Opportunity, 3) Transportation, 4) Alternative Transportation, and 5) Infrastructure. For each of these categories, the team provided additional information on questions that still needed to be addressed by the community, discussion on current codes that might restrict progress, inventorying existing amenities and programs, and identifying stakeholders and leaders that need to be involved with the planning process.

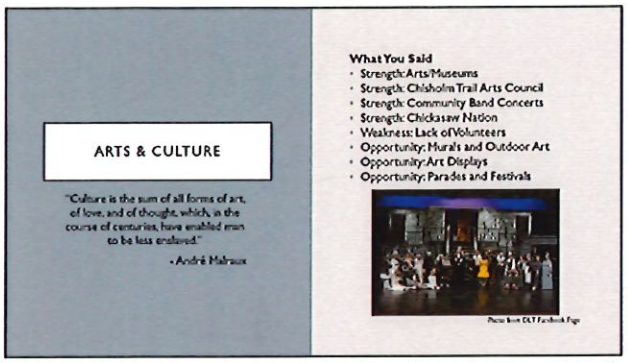
Core Team Meeting 3 Summary:



Citizens of the Core Team met on Monday, April 22, 2024, and shared what they love most about Duncan as part of the Duncan Heart and Soul program. Citizens then continued discussions from the March meeting and focused their discussion on 1) Public Facilities and Safety, 2) Recreation and Environment, 3) Health and Nutrition, and 4) Education within the community. Diving deeper into these topics, citizens shared their desires that would have a great impact on our community, provide access to amenities and programs for all persons, and promote the existing opportunities. Citizens also discussed, and encouraged staff to pursue, designating Duncan as an AARP Age-Friendly Community.

Core Team Meeting 4 Summary:

The Core Team met on May 20, 2024, started with a brief presentation from Mr. Mike Conn with Duncan Heart and Soul which included discussion on upcoming Ward Meetings and the partnership with city staff working on the quality-of-life plan. Team members then finished their discussions on potential topics that included 1) Arts and Culture, 2) Economic Development, and 3) Social Services. The team then presented their thoughts on potential activities that could benefit the topics, shared amenities, and businesses that the community needs, and ways to further engage citizens that may not know what activities and opportunities exist in Duncan.

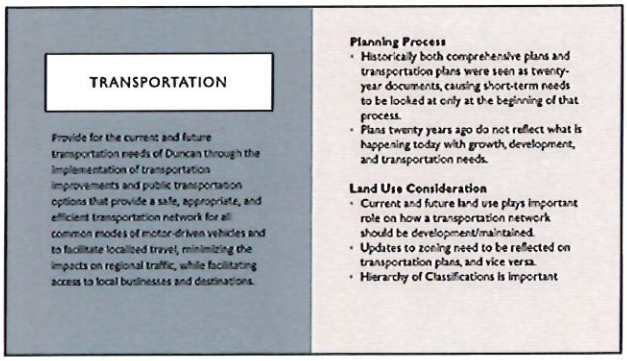


Core Team Meeting 5 Summary:

On June 24, 2024, the Core Team met and worked together on formulating the fourteen goal statements. Citizens started in small groups to discuss what they believed to be important components of each topic, identify key words that they felt needed to be emphasized in a goal statement, and focused on what matters most to the community. The groups then came together and shared their thoughts while staff took detailed notes and engaged in further discussion to ensure that the group's intents were being met in the preparation of the final goal statement. Citizens also shared a few ideas that will be used in future meetings as objectives and strategies are identified. At the conclusion of this meeting, staff shared that the next three-monthly meetings would focus on specific topics and stakeholders will receive personal invitations to engage in the conversation for objectives and strategies.

Core Team Meeting 6 Summary:

On July 22, 2024, the Core Team met with several stakeholders affiliated with transportation and alternative transportation throughout the Duncan community to review goal statements and discuss potential objectives for consideration in this plan. Citizens expressed that as the community grows it should be done in a manner the maintains our small-town charm and appeal while capitalizing on local talents and entrepreneurship. The stakeholders not only shared their expertise in the fields discussed but also shared future projects planned, continued partnerships with Duncan, and a regional look at transportation needs and services.



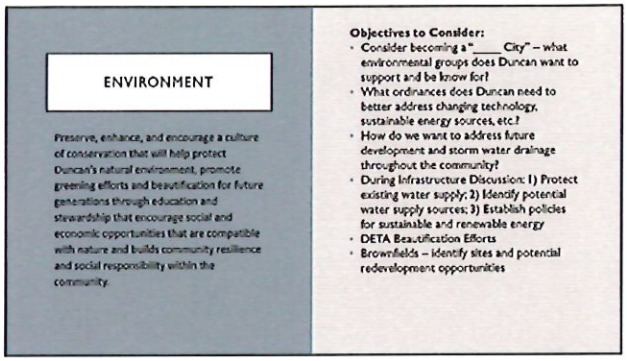
Core Team Meeting 7 Summary:

The Core Team of citizens met on August 26, 2024, with leaders in the fields of infrastructure, public facilities, and public safety in which the proposed goal statement was reviewed and discussion of potential objectives occurred. The leaders shared their organizations' short-term and long-term community goals, how projects are selected within their organizations, and innovation in technology that will have a positive impact for Duncan. Citizens shared their thoughts on potential projects that

would complement the information that was shared and how continued partnerships between private and public entities would benefit the community.

Core Team Meeting 8 Summary:

On September 23, 2024, citizens of the Core Team gathered and discussed improvements and priorities for parks and recreation as well as identifying priorities for environmental improvements. Community leaders were also invited in these fields to share what steps they have taken with past planning exercises, projects that have been recently completed, and projects that are being proposed for future funding. The leaders expressed that funding is becoming more difficult and the reliance on grants and philanthropic donations help keep projects and programs moving forward.

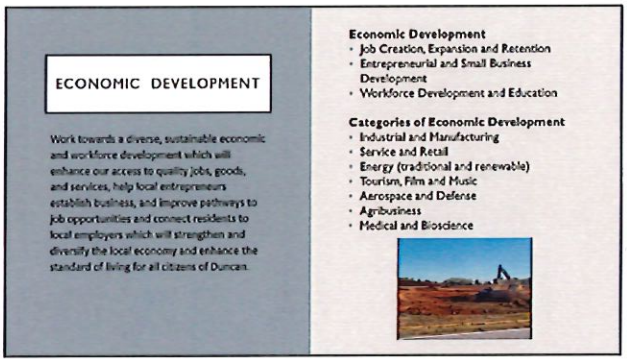


Core Team Meeting 9 Summary:

Citizens met on October 28, 2024, to discuss Social Services, and Health and Nutrition as topics for the Quality-of-Life Plan. Leaders representing Duncan Regional Hospital, state health department, nursing homes, Think Ability, Safe Center, and Charis Pregnancy were invited to share their experiences and how they deal with these topics on a day-to-day basis. Leaders shared their long-term visions with the Core Team and how working together can make a positive difference in the lives of our citizens.

Core Team Meeting 10 Summary:

On November 18, 2024, the Core Team gathered to discuss Economic Development and Education. Community leaders representing the Chickasaw Nation, DAEDF, Duncan Public Schools, Cameron University, Red River Technology Center, and the State of Oklahoma were invited to share their past accomplishments and future goals for the Duncan area. The discussion illustrated both the importance and connection that economic development and education have together and improvements in these areas can greatly impact the overall quality of life.



Core Team Meeting 11 Summary:

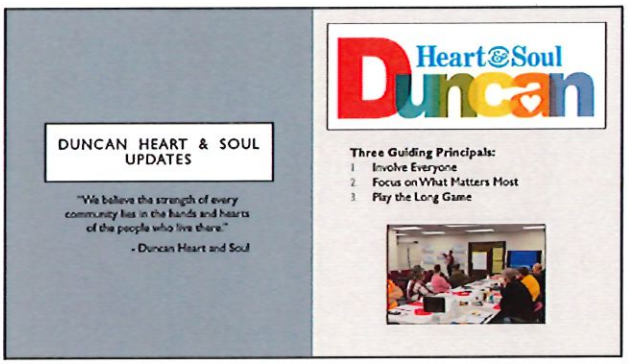
Arts and culture, neighborhood engagement, and housing were the topics of focus during the December 16, 2024, meeting with the Core Team. Special invitations were sent out to community leaders deemed to be experts in these fields so that citizens could hear more about the different groups and organizations that are focusing on improving the quality of life for Duncan's residents and guests.

Duncan Heart and Soul Meetings

June Ward Meetings Summary:

Duncan Heart and Soul held meetings in all four wards during June where approximately 50 citizens gathered in total to share what they love about Duncan and what improvements they would like to see occur. Some citizens did express that "actions will speak louder than words" as the community and city work towards projects. Citizens were encouraged to stay engaged with the Heart and Soul program and invite friends and family to upcoming meetings.

July Ward Meetings Summary:



The Heart and Soul Core Team met with citizens from the four Wards in the month of July and began gathering stories that better illustrates the caring nature of Duncan as a community, the values of the families that call Duncan home, and what it really means to live in Duncan. Citizens shared stories about the past, present, and what they hope for as a bright future for Duncan and shared some thoughts as things they would like to see happen. Citizens expressed their desires for some nationally known commercial development strategically located but also shared they wanted to grow from within through the entrepreneurial spirit. The citizens also noted that activities within the neighborhoods and wards that could bring a new level of pride should be given priority.

August Ward Meetings Summary:

Duncan Heart and Soul Core Team continued hosting ward meetings through August with a focus on hearing what citizens love about Duncan and how these items make our community better. Citizens also shared items that they believe Duncan needs to become a better community (economic development, recreation, social engagement) and how these items would be impactful for current and future residents. The information that is being shared by the citizens is beginning to evolve into the story of who Duncan is, who Duncan wants to become, and how Duncan will get there.

Surveys and Data Collection

Duncan Public Schools: Freshmen & Sophomores

The Department of Community Development for the City of Duncan also reached out to Duncan Public Schools to visit freshman and sophomore classes regarding community development as part of a guest lecturer program with the STEM coursework. Staff took advantage of this opportunity to engage the students regarding the Strengths, Weaknesses, Opportunities, and Threats that impact Duncan as well as what "Big Ticket" items should be pursued by city leaders for community and economic development. The students were excited to share their thoughts and visions for Duncan and indicated what types of development

would encourage them to call Duncan home after graduation – important information given that the future of Duncan will rely on attracting young adults and professionals to the community. The information obtained from the discussion with the Duncan High School students is included in Appendix A: S.W.O.T. Analysis and Appendix B: Big Ticket Items.

Ward Meetings with Duncan Heart and Soul

In partnership with Duncan Heart and Soul, the Department of Community Development attended several ward meetings to hear what matters most to citizens regarding the city, their ward, and their neighborhood in which they call home. The ideas shared during these ward meetings were more intimate than the other public meetings hosted by Community Development and were shared back to those attending the other public forums – helping to affirm thoughts from previous discussions. Through these ward meetings, the idea of community and neighborhood importance was shared multiple times and that future planning efforts need to focus on the neighborhood as well as citywide. This will allow more residents to feel connected with the planning process and celebrate the accomplishments of community and economic development.

Stakeholders

For each of the fourteen topics that citizens indicated were important to the future quality-of-life for Duncan's residents, the Department of Community Development reached out to key stakeholders that were "experts" in their fields to share ideas, programs, and upcoming projects that would impact each topic. During these public forums, citizens indicated that hearing from the local and regional stakeholders was inspiring and informative and have asked that future meetings be held to allow discussions to occur. The stakeholders, likewise, indicated that it was a great experience to have the opportunity to connect with residents wanting to know more about their fields, how their work plays an important role in the quality-of-life, and how citizens may be able to partner in future discussions and projects. Through this planning process, and an ongoing recommendation of the Destination Duncan: A Quality-of-Life Plan will be to host future public forums that allow community stakeholders and citizens to engage in meaningful conversations.

Transportation

Goal and Work Plan Priorities

Goal Statement

Provide for the current and future transportation needs of Duncan through the implementation of transportation improvements and public transportation options that provide a safe, accessible, appropriate, and efficient transportation network for all common modes of motor-driven vehicles and to facilitate localized travel, minimizing the impacts on regional traffic, while facilitating access to local businesses and destinations.

Work Plan Priorities

General Transportation Priorities

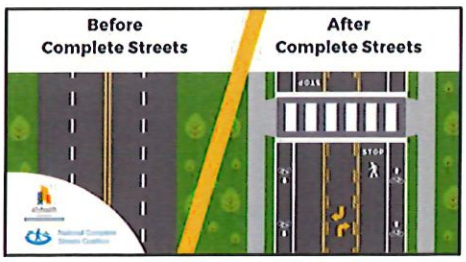
Utilize grants to fund transportation projects

With over 200 lineal miles of an aging road network throughout the City of Duncan, it is important that ongoing repairs and maintenance occurs and at approximately $14,000 per city block for major repairs, outside funding is critical for the community to pursue. There are several funding opportunities that are made available through the U.S. Department of Transportation that need to be considered (SMART Grants, ROUTES Grants, RAISE Grants, and others) as potential sources of additional funding. Duncan has also been successful in the past in securing grants through the CDBG Small Cities Program to assist in road improvements in neighborhoods meeting certain income criteria. Grants should also be sought for any future studies that the City of Duncan may undertake regarding transportation needs and improvements.

Maintenance of traffic light sensors and timing

Ongoing maintenance of traffic signals, and the timing mechanisms used, that help control traffic patterns is vital in moving people around the community. Currently our intersections with traffic lights and signals are oriented towards vehicular traffic only and with future plans for the Heritage Trails, it will be important to integrate pedestrian safety into the future plans and maintenance of traffic lights and signals. Currently the traffic signals use traditional equipment that senses traffic at the intersection and balance timing sensors to help traffic flow in a controlled manner. New technology is emerging that is improving this overall system to be more efficient in how vehicles are observed at the intersections as well as how changes, repairs, and maintenance may occur by city staff. This new equipment is considerably more expensive but with other plans and programs being considered, such as Complete Streets, the new technology should be considered when feasible.

Adopt Complete Streets Program



The Complete Streets Program is an approach to planning, design, construction, and maintenance of streets that promotes safe access for all people that use them. This includes pedestrians, bicyclists, motorists and public transit riders of all ages and abilities. With the development of sidewalks and trails throughout Duncan, it is important that policies be established that guide the decision-making process. The Complete Street Program is an established system that communities across the United States have implemented to improve all forms of

transportation that occurs within the community. As of August 2024, eleven communities across Oklahoma have adopted resolutions, policies, and ordinances for Complete Streets making their communities more accessible, safer, healthier, and desirable. The Complete Streets Program can be written by city staff with community input and support.

Establish and revise street classification hierarchy

Most governing bodies, including Duncan, have adopted a hierarchy of road classifications that are used when considering future land uses, development and construction requirements, and how future repairs and improvements projects are prioritized. The system adopted by Duncan was part of the 2011 Comprehensive Plan and the categories are adequate for the current and future needs of Duncan, but development trends have changed with time and the specific classification given to some roads and corridors need to be revised to represent current and future trends that reflect the needs of the community.

Transportation and Economic Development Priorities

Main Street Corridor improvements

Main Street commissioned a streetscape plan in 2018 that was funded by Main Street Oklahoma. The plan illustrated several opportunities to make the downtown district more vibrant and inviting to both pedestrian and vehicular traffic. As Main Street is still part of the ODOT maintained network of roads, the strong partnership between the state and local agencies can begin implementing some improvements that will help solidify Main Street Duncan as a destination.

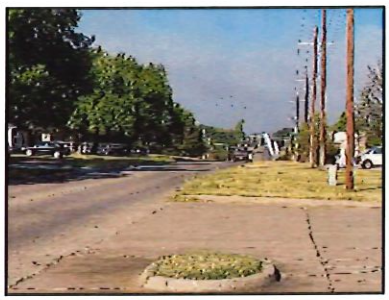
2nd Street Corridor improvements

2nd Street from Highway 7 to Main Street has great potential of serving as a major corridor for future development in Duncan. Currently there is a mix of open (undeveloped) properties, residential uses, commercial uses, and industrial uses along 2nd Street making it viable for future mixed-use development to occur with its existing infrastructure. With additional improvements, take a fresh look at revisions to the city's comprehensive plan, and working with Main Street Duncan the City of Duncan can benefit by investing in this corridor to help meet the needs and desires of the community.

Conduct Elk Avenue (Bypass to Hwy 81) study

With plans for improvements being presented by ODOT for the Elk Avenue and Bypass interchange, the City of Duncan needs to be prepared to guide future growth and development along Elk Avenue. It is also known that there are plans for Duncan Regional Hospital, there is potential to see Elk Avenue becoming a commercial and medical corridor into Duncan and this study will need to guide future planning and development to complement the existing Highway 81 Corridor and drive traffic to the downtown district. Consideration in this study should also include the use of frontage roads that may connect to Beech Avenue and Plato Avenue.

Conduct Beech Avenue (Bypass to Hwy 81) study



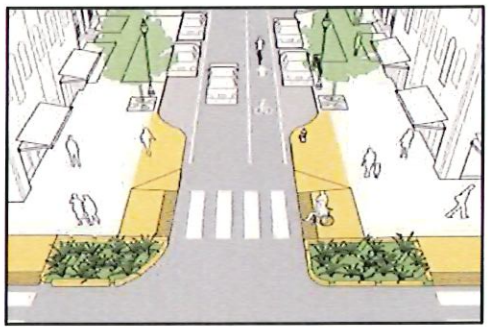
Originally the Beech Avenue corridor between Highway 81 and the Bypass was designated as a potential commercial corridor in the late 1970s, which is why ODOT made overpass improvements at this intersection first. A study will need to be completed to help determine if commercial uses along this corridor are still viable or if a mixed-use approach is needed. The corridor is also important in that there are future plans, as part of the Heritage Trails, to have increased pedestrian use along Beech connecting the Simmons Center to Fuqua Park and beyond. The focus of this study will also need to look at potential frontage road connections along the Bypass connecting Elk Avenue.

Transportation and Safety Priorities

Identify and evaluate dangerous intersections

Working with the Duncan Police Department, the City of Duncan should monitor and document where accidents occur at an above average rate and the evaluate potential causes for this higher rate and what changes or policies can be implemented to help reduce the number of accidents. Typically, dangerous intersections carry the bulk of accidents because of poor design, blind or hidden drives, lack of sidewalks, or other distractions that may inhibit a driver's ability to safely traverse the area. Historically, dangerous intersections were addressed by designing larger intersections to provide additional room for vehicular traffic, but more case studies are now showing that this design policy has flaws. More appropriate design measures include identifying the dangers and adding design components that bring a more human scale to the intersection. This may include introduction of crosswalks, narrowing the intersection to aid in speed control, and changes in texture of the driving surface.

Implement streetscape designs and traffic calming techniques



Streetscape design and traffic calming techniques help motivate drivers to be more aware of their surroundings and focused on the road. Adding design elements that bring a human scale to the roadway reduces traffic speeds, improves driver focus on the road and surroundings, and makes a safer means of travel for both vehicular and pedestrian traffic in the area. Implementation of these streetscape designs and traffic calming will need to begin with the adoption of standards that can be established by city staff and approved by city council.

Public Transportation Priorities

Amend local ordinances to encourage ride share programs

Ride share programs, like Uber and Lyft, are basically nonexistent in Duncan but there are perceived opportunities that exist with the growth of medical services provided in the community, limited districts for shopping and services, and the proximity to larger communities like Lawton and Oklahoma City. As these services are currently limited, the City of Duncan should take a proactive approach to this opportunity and set policies that allow such programs to be successful, allow for marketing and promotion of services, and build community trust.

Encourage and promote local taxi services

Duncan currently has ordinances that cover taxi services and set very basic requirements for licensing, but more can be done to open opportunities for the entrepreneurial spirit. Staff should consider policies in other communities of similar size that have successful taxi services, promote the availability of services, and provide a means that allows for private services to obtain success.

Expand Red River Transportation opportunities

There is a growing need to provide transportation resources to the citizens of Duncan. A growing population has limited or no access to a personal vehicle and therefore must rely on public transportation opportunities that might exist. Currently, Red River Transportation offers some limited resources throughout the community and is a program that the city must explore further to help ensure residents can get to medical appointments, grocery stores, shopping centers, and potential employment opportunities. The City of Duncan and Red River Transportation need to work together to review the current services for efficiency and effectiveness, and to consider future expansion opportunities that benefit all parties.

Work Plan Priorities Matrixes

General Transportation Priorities	Start	Timeframe	Key Stakeholders
Utilize grants to fund transportation projects	Ongoing	Ongoing	Public Works
Maintenance of traffic light sensors and timing	Ongoing	Ongoing	Public Works, Duncan Power
Adopt Complete Streets Program	2025	Short-Range	Community Development, Public Works, City Council
Establish and revise street classification hierarchy	2025	Short-Range	Community Development, Public Works, City Council

Transportation and Economic Development Priorities	Start	Timeframe	Key Stakeholders
Main Street Corridor improvements	2025	Mid-Range	Main Street Duncan, Community Development, Public Works, City Council, ODOT
2nd Street Corridor improvements	2025	Long-Range	Community Development, Public Works, City Council
Conduct Elk Avenue (Bypass to Hwy 81) study	2026	Short-Range	Community Development, Public Works, City Council, ODOT
Conduct Beech Avenue (Bypass to Hwy 81) study	2026	Short-Range	Community Development, Public Works, City Council, ODOT

Transportation and Safety Priorities	Start	Timeframe	Key Stakeholders
Identify and evaluate dangerous intersections	2025	Mid-Range	Duncan Police Department, Community Development, Public Works, City Council
Implement streetscape designs and traffic calming techniques	2025	Long-Range	Community Development, Public Works, City Council

Public Transportation Priorities	Start	Timeframe	Key Stakeholders
Amend local ordinance to encourage ride share programs	2025	Short-Range	Community Development, City Council
Encourage and promote local taxi services	2025	Short-Range	Community Development, City Council
Expand Red River Transportation opportunities	2025	Long-Range	Red River Transportation, Community Development, City Council

Alternative Transportation

Goal and Work Plan Priorities

Goal Statement

Expand pedestrian access for Duncan residents and visitors to parks, schools, and businesses by expanding access to safe, well-designed sidewalk and trail infrastructure and promote the economic opportunities that exist with the airport and rail systems serving the community.

Work Plan Priorities

General Alternative Transportation Priorities

Utilize grants to fund alternative transportation projects

The City of Duncan should actively seek grants and other funding opportunities to assist with alternative transportation projects given the rising costs of infrastructure construction and improvements. Some potential sources to consider in the grant and funding process includes state and federal transportation programs, state health initiatives and programs, and non-profit and philanthropic groups. Funding streams may also be available through public/private partnerships with aeronautic organizations and Union Pacific Rail serving our community. For several components of the Heritage Trails system, consideration to tying the trail to local schools can make sections eligible for "Safe Routes to School" grants.

Utilize streetscapes and traffic calming techniques to improve safety for non-vehicular traffic

Traffic calming are the design techniques that communities implement to help make the roads safer for pedestrians and cyclists while also reducing the negative effects on motor vehicles. Some examples of traffic calming techniques include the use of speed humps or speed tables that encourage drivers to use additional caution, intersection chokers which is the creation of "bump outs" at the intersection that allows a pedestrian/cyclist more room to safely wait to cross a street, a technique of "road diet" which reduces the number of lanes to allow street parking/dedicated turn lanes. Other techniques commonly used are landscaping along the street, changes in road surface texture (asphalt to concrete, stamped asphalt/concrete, etc.), and use of different colors in the street (colorful crosswalks, stained concrete, etc.) all of which add to making a safer environment for those utilizing alternative means of transportation.

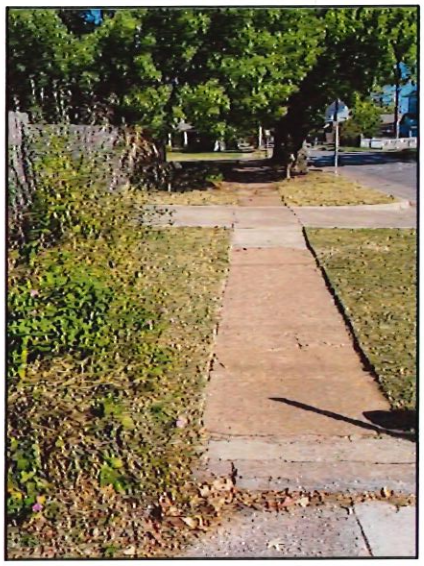
Sidewalks and Pathways Priorities

Adopt local ordinance for sidewalks and pathways

Once upon a time, the City of Duncan had a sidewalk ordinance that required new residential, and some commercial, developments to include the construction of sidewalks to allow walkability throughout the community. In the late 70s or early 80s, several developers petitioned to have this requirement removed as at that time more priorities were given to the family vehicle. Now communities see the power of having sidewalks and paths for citizens to use for health benefits and connectivity. The City of Duncan

needs to reestablish a local ordinance regarding when and where sidewalks need to be included in future development requests, design standards for materials and widths, and when completion of sidewalk installation will occur with regards to the overall development project. The ordinance should also be more specific on what is expected of current and future property owners relating to sidewalks that traverse through the property.

Adopt a 50/50 repair program for sidewalks and pathways



With the addition of new sidewalks, paths, and trails throughout the City of Duncan, local leaders need to think about perpetual maintenance of this alternative transportation infrastructure. Several communities across the United States have adopted local ordinances for sidewalks that also includes language that allows property owners to improve the accessibility and walkability within their neighborhoods. A common program that has been adopted is that of a 50/50 Sidewalk Replacement Program that can be used to address sidewalk defects and hazards. In this program, the property owner in which the sidewalk/path runs are not fully responsible for the maintenance as a partnership is formed between private property owner and the municipality to make necessary repairs that will continue to improve community walkability. For those properties that are at the intersection of two streets and/or improved alley, the city will be responsible for the full cost of the installation of required ADA (Americans with Disabilities Act) compliant curb ramp.

Implement ADA improvement program for sidewalks and pathways

As Duncan adds and improves sidewalks throughout the community, focus and attention needs to be given to the Americans with Disabilities Act (ADA) and how design and construction should be completed to allow users of all abilities an opportunity to use and enjoy the network. As part of the ADA Improvement Program, city staff needs to prioritize existing sidewalks/paths that lack the appropriate ADA design components and begin preparing a plan of action to make the necessary repairs and improvements. Priority should be given to those areas that see high use, have a mix of residential and commercial activity, and allow for safe maneuverability of residents throughout the community.

Sidewalks connecting residential areas to commercial districts

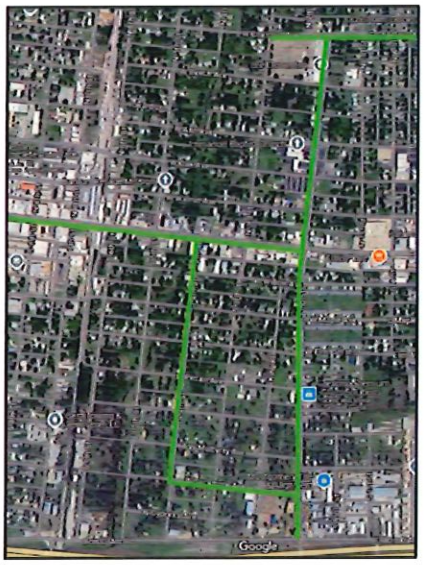
Through the public input process during several planning forums, residents have expressed a strong desire to see more connection between residential areas and nearby commercial districts. Though several of these routes may be served by future construction of the Heritage Trail system, the City of Duncan needs to look at other paths that may be suitable to accommodate pedestrian use to access major commercial districts to better serve those residents that may have limited or no access to a vehicle.

Heritage Trails Priorities

Complete Simmon's Center Loop

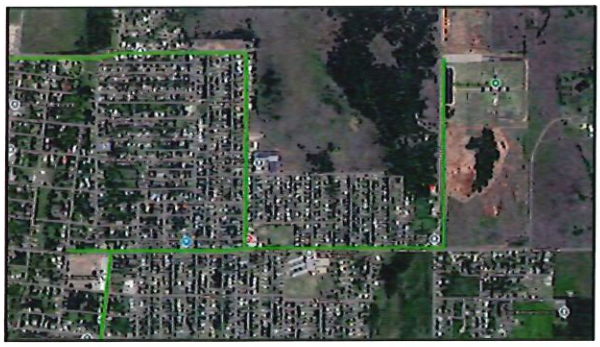
The Heritage Trails Committee, partnering with the Simmon's Center and the City of Duncan, has been working on the Simmon's Center Trail Loop with funding received from local donations and ODOT grants. This loop is nearing completion but still needs some additional funding to complete to already designed network of trails serving this area. Work to still be completed follows the existing Whisenant Park Trail, improvements along Beech Avenue, improvements along Chisholm Trail Parkway and additional nature trails throughout the approximate 5K system. This trail system, being the initial stages of an approximate 17-mile trail system serving all of Duncan, has shown to be very successful as usage grows monthly with more residents using this amenity to improve self-health and to travel to other community locations without the sole reliance of a vehicles.

Design and begin construction of Douglass Center Trail Loop



As part of the conceptual plan for the Heritage Trail System, a proposed trail loop and connection to Main Street was included for citizen consideration and ultimately approved by City Council. This trail loop looks to utilize existing right-of-way along South 2nd Street from Chestnut Avenue to Bois D'Arc Avenue, Sycamore Avenue between South 2nd Street and 4th Street, and South 4th Street from Sycamore Avenue to Main Street. This will provide approximately two additional miles to the Heritage Trails network and connect the Douglass Center, Douglass Park and Main Street. Funding for this project should consider Community Development Block Grant (CDBG) Programs, ODOT funding streams, as well as programs that focus specifically on trail systems such as the National Trails Fund, Trails Capacity Program, and National Recreational Trails Funding Program. As this area has a higher than national average poverty rates, additional funding may be available to our community.

Design and begin construction of Abe Raizen Trail Loop



The Abe Raizen Trail Loop was also part of the conceptual design for the Heritage Trail system that was approved by City Council and contains approximately 2.5 miles of trails/pathways that connects Abe Raizen Park, Olen Sledge Park, Hillcrest Park, and Woodrow Wilson Elementary School. The trail is conceptually proposed to follow the right-of-way along North N Street, Chestnut Avenue, North D Street, and Forest Hills Drive/Elder Avenue.

Design improvements for Main Street Duncan Trail

Main Street Duncan, with its existing historic story trail in front of local businesses, is a key component to the overall conceptual design of the Heritage Trail system. The Main Street area will serve as the central location that all other proposed trail networks ultimately connect to that will ultimately provide access to over 17 continuous miles of trails in our community. The conceptual design for this series of trails follows Main Street from South 19th Street (to the Duncan Cemetery) to South 2nd Street, along North 9th Street from Main to Elder Avenue, and branches that follow Pine Avenue between North 9th Street and Highway 81 and along Beech Avenue from North 9th Street across Highway 81.

General Airport Priorities

Expand additional hanger access

With continued growth and expansion of services at the Duncan Airport, there is a growing need for additional hanger space, as well as reconfiguration of existing hanger facilities. Recently, there have been some private/public partnerships formed to allow construction of larger hangers to accommodate some of the larger planes and jets that utilize our airport, and these partnerships should continue to enhance the amenities. The existing facilities are dated but are currently leased which means coordination will be required as to not displace those leaseholders while new and improved hangers are configured and constructed.

Airport to be a destination/experience hub for aviation

Duncan is proud of its airport and has every right to be as the services that are provided are top notch and not seen in many facilities serving communities of less than 25,000 people. Because of the community support, public/private partnerships that have formed, and the existing amenities that Duncan's airport offers, the next step is to really establish the airport as a destination/experience hub for aviation. Oklahoma's dedication to aeronautics has proven that airport communities can attract new economic activities, and Duncan is no different. Our citizens and pilots expressed that we need to focus on branding our airport for the future, establish it as a Please of Sense that engages travelers, and ensure that it serves as an important civic gateway into Duncan, Oklahoma.

Establish a commercial/industrial aeropark plan

Communities across the nation seeking to utilize their local municipal airports to propel future economic growth work to establish and implement a commercial/industrial aeropark plan that helps create a compact, mix of land uses, and an overall design that helps attract new firms, promote research, foster new technology, and boost new and expanding businesses. Duncan has previously commissioned a company to provide conceptual renderings and potential land use designations in and around the Duncan Municipal Airport that needs to be reconsidered by local leaders and pilots. Duncan can benefit

from State initiatives in aviation that could bring new economic opportunity and diversification to our community.

General Railroad Priorities

Preserve land for potential freight terminal/yard

The Oklahoma State Rail Plan – 2021, includes the Oklahoma Freight Transportation Plan (OFTP) that is to serve as a long-range freight planning document, fully integrated with other state planning initiatives, and aligns with the National Freight Goals. The plan outlines the need for safe and secure travel; infrastructure preservation; economic vitality; environmental responsibility; and efficient system management and operation as primary goals. Duncan should also consider these goals while identifying potential lands that could be suitable as potential sites for freight terminal/yards so that proper policy, future growth considerations, and future land use designations can properly align with local economic opportunities.

Revise ordinances and policy to protect rail access

The current ordinances, as adopted by the City of Duncan, lack strong policy that would help protect future rail access through zoning, growth management practices, and future land use maps. A minimum radius of nearly 600 feet is needed to properly accommodate long freight trains and spurs need to occur in areas where there is a minimum of 200 feet of straight line (not near a curve, near a bridge/tunnel, near road crossings, or near other spurs/turnouts). Because of these large turn radiuses and required straight runs of rail to accommodate spurs and turnouts, proper policy needs to be in place that compliments future economic growth objectives and land use plans for the City of Duncan.

Evaluate, improve or separate grade crossings

For the safety of our citizens, vehicles, and the rail system throughout the City of Duncan, a program should be implemented to evaluate, improve and/or separate grade crossings when feasible. ODOT has been partnering with communities to improve railroad crossings throughout Oklahoma with various safety devices and design improvements thanks to a $100 million investment. Projects can include signage, active warning systems, and audible alerts all to lower and prevent loss of life and property. The first step for Duncan will be to evaluate all rail crossings throughout the community and determine what features may be impactful and have a plan that can be presented for future consideration for funding and grant opportunities.

Conduct feasibility study for passenger terminal/use

Currently, the Heartland Flyer, which began in 1999 as a joint venture between Amtrack and the Oklahoma Department of Transportation, is the only passenger rail that is available in Oklahoma. This

system currently connects travelers from Oklahoma City to Fort Worth, Texas where connections are available to Dallas, Chicago, and San Antonio via the Texas Eagle. Someday, there may be an opportunity to see a connection to the Heartland Flyer line that is connected to Lawton via Duncan, Oklahoma.

Work Plan Priorities Matrixes

General Alternative Transportation Priorities	Start	Timeframe	Key Stakeholders
Utilize grants to fund alternative transportation projects	Ongoing	Ongoing	Public Works, Community Development
Utilize streetscapes and traffic calming techniques to improve safety for non-vehicular traffic	2025	Mid-Range	Public Works, Community Development, City Council

Sidewalks and Pathways Priorities	Start	Timeframe	Key Stakeholders
Adopt local ordinance for sidewalks and pathways	2025	Short-Range	Community Development, Public Works, City Council
Adopt a 50/50 repair program for sidewalks and pathways	2025	Short-Range	Community Development, Public Works, City Council
Implement ADA improvement program for sidewalks and pathways	2025	Mid-Range	Community Development, Public Works, City Council
Sidewalks connecting residential areas to commercial districts	2026	Long-Range	Community Development, Public Works, City Council, ODOT

Heritage Trails Priorities	Start	Timeframe	Key Stakeholders
Complete Simmons Center Loop	2025	Mid-Range	Public Works, Community Development, City Council, Simmons Center, Heritage Trail Committee
Design and begin construction of Douglass Center Trail Loop	2026	Long-Range	Public Works, Community Development, City Council, Heritage Trail Committee, ODOT
Design and begin construction of Abe Raizen Trail Loop	2026	Long-Range	Public Works, Community Development, City Council, Heritage Trail Committee, ODOT
Design improvements for Main Street Duncan Trail	2027	Long-Range	Public Works, Community Development, City Council, Heritage Trail Committee, Main Street Duncan, ODOT

General Airport Priorities	Start	Timeframe	Key Stakeholders
Expand additional hanger access	2025	Mid-Range	Public Works, City Council, Airport Authority Board
Airport to be a destination/experience hub for aviation	2026	Long-Range	Public Works, City Council, Airport Authority Board, Visitor's Bureau
Establish commercial/industrial aeropark plan	2027	Long-Range	Public Works, Community Development, City Council, Airport Authority Board

General Railroad Priorities	Start	Timeframe	Key Stakeholders
Preserve land for potential freight terminal/yard	2025	Mid-Range	Community Development, DAEDF, City Council
Revise ordinances and policy to protect rail access	2025	Mid-Range	Community Development, DADEF, City Council
Evaluate, improve, or separate grade crossings	2025	Long-Range	Public Works, Community Development, Duncan Police Department, City Council, Union Pacific Railroad
Conduct feasibility study for passenger terminal/use	2026	Mid-Range	Community Development, City Council, Union Pacific Railroad

Infrastructure

Goal and Work Plan Priorities

Goal Statement

Support Duncan with adequate services that meet the needs of existing and new residential, commercial and industrial development with community facilities, infrastructure, and services which allow for sustainable growth and that are accessible, equitable, efficient, cost-effective, and sensitive to the environment.

Work Plan Priorities

General Infrastructure Priorities

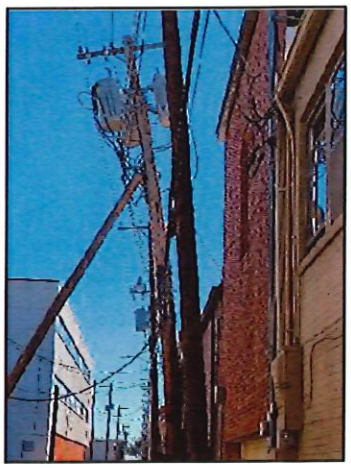
Ensure City of Duncan is addressing utility bill accuracy for residents and businesses

With recent technological changes and installation of advanced metering systems, citizens have requested that the City of Duncan provide more information regarding the accuracy of bills to residents and businesses. Regular updates from City Hall, use of downloadable apps, and use of official City of Duncan social media outlets prove to be beneficial to get the desired information out to the public and should be continued.

Improved communication by utility providers to residents and businesses about upcoming projects and improvements

Like many communities across the nation, Duncan is faced with an aging infrastructure system that requires continued repairs and maintenance. In some instances, these repairs and maintenance may be perceived as an interruption to the daily lives of our citizens and businesses. To help mitigate the interruptions, local utility providers can communicate in advance upcoming projects and improvements that have been planned. In the event of emergency repairs, utility providers can utilize social media and other forms of communication to let residents and businesses know the location and duration of the event.

When feasible, bury utility lines to create a more aesthetically pleasing community



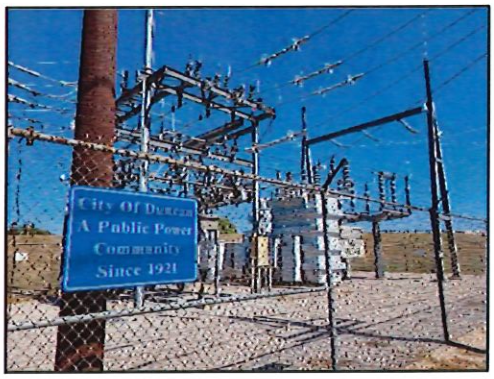
Duncan residents have asked that local utility companies that have hanging or above ground services consider, when feasible, burying their services to create a more aesthetically pleasing community. The areas and districts where this practice should be focused would include residential districts and commercial areas where the design and streetscape encourage a more pedestrian and human-scale feel. These visual improvements will potentially recreate the feel and quality of the different neighborhoods, drive residential rehabilitation and reinvestment, help to build upon Duncan's "charm" for new tourism opportunities, and allow businesses to utilize outdoor spaces on temporary basis that are currently underutilized for activities and events. Balancing the implementation of this community work plan needs to consider not only the visual impacts but also what added costs may be associated with future repairs and maintenance as additional time and resources will be required with utilities that have been buried.

Infrastructure Accessibility Priorities

Continue to work with utility providers and residents seeking to operate homebased businesses so that all utility and infrastructure needs are met

In the last five years, the ability to work remotely or from home has grown across several industries and has provided new opportunities for individuals and families to be more productive while also allowing for flexibility and balance with home/family life. As these trends continues, citizens have asked that the City of Duncan look at several potential policy changes that would better accommodate this form of work and employment and to ensure that there are adequate utilities and infrastructure made available to the residential districts.

Continue to work with utility providers and identify necessary resources to address entrepreneurial needs and allow for greater success



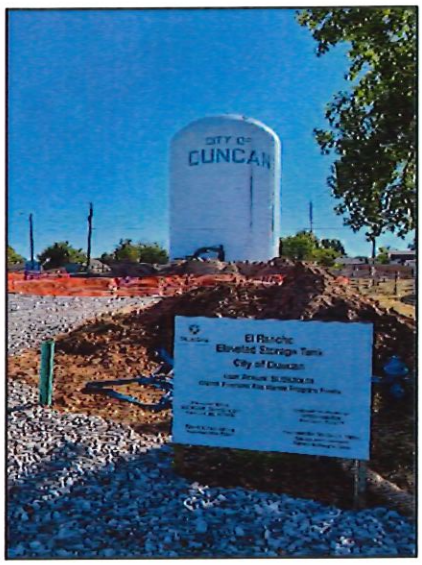
There are approximately 31 million entrepreneurs in the United States (approximately 16% of the adult workforce population) and it is estimated that over 50% of adults have started a business at some point in their lives. The State of Oklahoma has also established itself as an environment where entrepreneurship is celebrated and cultivated as we grow our own through investment that fosters the innovative ideas and our pioneering spirit. Duncan is also proud of the entrepreneur spirit that exists and has established several industrial leaders, and this spirit needs continued support by ensuring that our utility providers continue to identify and implement the necessary resources to address the needs of our citizens that will maximize success. These items include telecommunications, fiberoptics, and power supply needs.

Continue to work with utility providers in providing infrastructure and services that will allow current and future businesses to prosper and be competitive in future markets

Technology is advancing now at its fastest rate in history, and as technology advances our citizens and businesses need to be able to remain competitive at the global market level. This means that access to this new cutting-edge technology, infrastructure, and utilities will need to be made available as soon as possible. To ensure this occurs, the City of Duncan will need to work with multiple service providers to ensure the local policies align with technological advancements, the zoning and land use codes acknowledge and permit these advancements, and the necessary rights-of-way and easements are available to support the installation of new technology that supports Duncan's current and future businesses so that they may remain competitive in future markets.

Infrastructure Resilience and Efficiency Priorities

Protect existing water supply for current and future residents and businesses

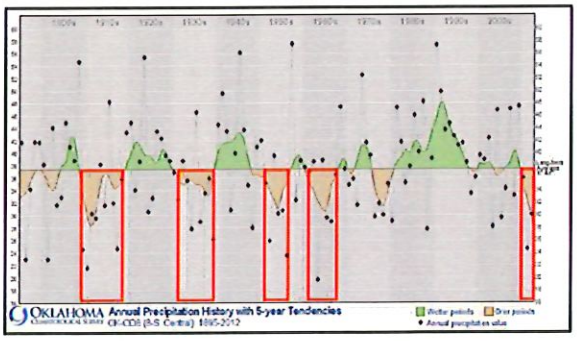


To effectively protect our water supply from potential contamination will require the City of Duncan to work with several key partners that exist across organizational and jurisdictional boundaries. The initial steps will need to focus on education and information and demonstrate the need for protecting our local drinking water sources. Volunteer groups and stewardship programs can be beneficial to the education and information stage and is strongly encouraged. The next step will be to offer several action steps that local, tribal, regional, and state officials can consider for watershed protection, conservation, regulation, planning, and economic development. These steps should not only look at the existing water sources that Duncan utilizes, but also potential future sites and sources that could be considered. Finally, through the established partnerships, programs, and planning, the action steps to protect our water supply will need to be adopted and implemented.

Establish policies for sustainable and renewable energy sources

With continued advancement in technology related to sustainable and renewable energy sources, Duncan needs to consider policies that can help guide the residential, commercial, and industrial investments within the community. Currently, Duncan allows private installation and use of solar and small-scale wind (depending on overall height) but does not have a program in place to buy back excess energy produced. Commercial and industrial applications, such as production and long-distance transmission of power generated at "farms" is not fully covered by adopted land use code so there is a need to consider policies that address this potential development and how it may impact existing land uses and developments.

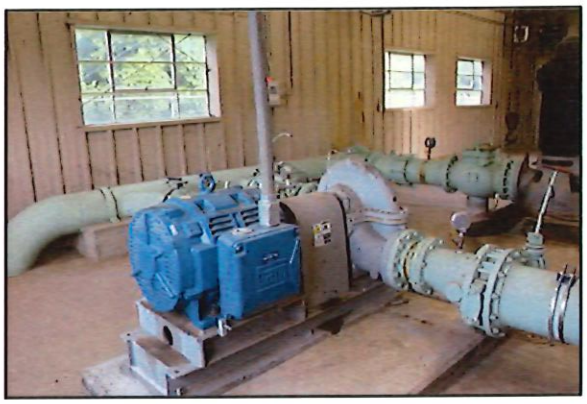
Identify potential water supply sources that are more drought resistant



With Duncan seeing approximately 35 inches of rain each year, and more frequently the region finds itself in drought conditions, it is necessary for the community to look at other sources of water that can be available and used for the potential population growth and economic growth opportunities that are projected. Currently, Duncan pulls water from Waurika Lake with additional water supplies from Fuqua Lake and Lake Humphreys which all have their levels monitored regularly by the United State Geological Survey (USGS). This surface water source is susceptible to drought conditions, evaporation, and use which can result in water use restrictions being applied as necessary.

Infrastructure Capacity Building Priorities

Ensure City of Duncan has water capacity for future population growth and economic development



Historically, the City of Duncan was projected to reach a population of over 25,000 by 2030. This estimate was based on information obtained for the Comprehensive Plan that was adopted in 2011 and the trends appear to be on track. However, our citizens desire more in the form of restaurants, stores, and amenities that are typically found in larger communities and to achieve these local leaders need to be looking towards development opportunities that could eventually bring the population to 30,000 or more. To help achieve, and accommodate, the potential population growth and to encourage future economic development and opportunities, the City of Duncan needs to continue making improvements to the water infrastructure and distribution. These improvements will be costly, but necessary, and consideration of future budgets should begin as soon as possible with the establishment of a 5-year and 10-year capital improvement plan.

Ensure City of Duncan has wastewater capacity for future population growth and economic development

As an important complement to future water improvements, wastewater is equally important for the future growth and development of the City of Duncan. The wastewater infrastructure that currently serves Duncan is a gravity feed system, meaning there are no pumps or lift stations that are publicly maintained. Because of this, future growth is limited to certain watershed and elevations thus limited where future growth may be able to occur and be serviced with Duncan utilities. Current leadership and staff have indicated being open to the installation of future pumps and lift stations to help future economic development opportunities and have also shared that improvements are necessary to the existing treatment facility. These pumps, lift stations, network of sewer mains, and the treatment facility are all expensive infrastructure components and are necessary for the future growth potential of Duncan and therefore consideration of future budgeting for maintenance and additions needs to begin as soon as possible with the establishment of a 5-year and 10-year capital improvement plan.

Ensure City of Duncan has electrical capacity for future population growth and economic development

It is anticipated that the United States will see an approximate 50% increase in energy consumption by 2036 and likely double by 2050. To handle these project loads, communities need to ensure that both the transmission network and the distribution network are adequately designed and maintained to handle the demand rates. It is also important that Duncan begin looking at network improvements that include flexible use and storage of electricity as the transition to renewable and sustainable sources supply more of the electrical grid as the burning of fossil fuels are reduced.

Work Plan Priorities Matrixes

General Infrastructure Priorities	Start	Timeframe	Key Stakeholders
Ensure City of Duncan is addressing utility bill accuracy for residents and businesses	Ongoing	Ongoing	Duncan Utility Billing, City Council
Improved communication by utility providers to residents and businesses about upcoming projects and improvements	Ongoing	Ongoing	Community Development, Public Works, Public Information and Civic Engagement, Utility Providers, City Council
When feasible, bury utility lines to create a more aesthetically pleasing community	2025	Long-Range	Duncan Power, Cotton Electric, PSO, Community Development, City Council

Infrastructure Accessibility Priorities	Start	Timeframe	Key Stakeholders
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	Ongoing	Ongoing	Community Development, Public Works, Utility Providers, City Council
Continue to work with utility providers and residents seeking to operate homebased businesses so that all utility and infrastructure needs are met	2025	Mid-Range	Community Development, Public Works, Utility Providers, City Council
Continue to work with utility providers and identify necessary resources to address entrepreneurial needs and allow for greater success	2025	Mid-Range	Community Development, Public Works, Utility Providers, City Council

Infrastructure Resilience and Efficiency Priorities	Start	Timeframe	Key Stakeholders
Protect existing water supply for current and future residents and businesses	Ongoing	Ongoing	Public Works, City Council
Establish policies for sustainable and renewable energy sources	2025	Mid-Range	Community Development, City Council
Identify potential water supply sources that are more drought resistant	2026	Long-Range	Public Works, Community Development, City Council

Infrastructure Capacity Building Priorities	Start	Timeframe	Key Stakeholders
Ensure City of Duncan has water capacity for future population growth and economic development	Ongoing	Ongoing	Public Works, Community Development, City Council
Ensure City of Duncan has wastewater capacity for future population growth and economic development	Ongoing	Ongoing	Public Works, Community Development, City Council
Ensure City of Duncan has electrical capacity for future population growth and economic development	Ongoing	Ongoing	Duncan Power, Community Development, City Council

Public Facilities

Goal and Work Plan Priorities

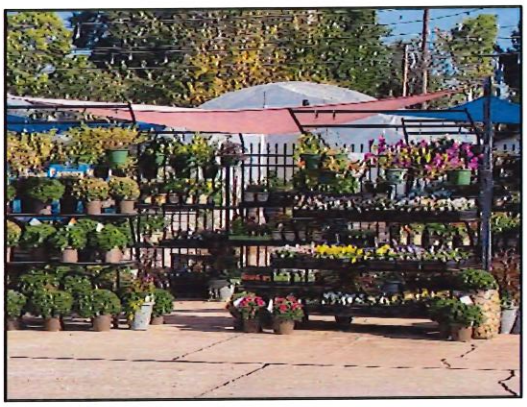
Goal Statement

Provide responsive, high quality, effective, and efficient public facilities, and services that establishes Duncan as a place that creates, restores, and preserves a connected and accessible community through a resilient and sustainable built and natural environment for the current and future residents.

Work Plan Priorities

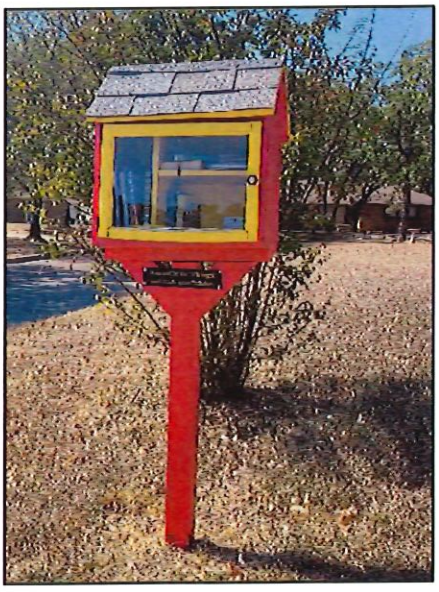
General Public Facilities Priorities

Grow additional community gardens in areas designated as being food deserts



According to a recent study conducted by Oklahoma State University, a century ago about 90% of Americans were farmers but that has drastically dropped to a mere 2%. This means that much of our fresh fruits and vegetables are imported from other states and countries which puts a significant strain on our local food system. Further, we are seeing more and more "food deserts" occurring as socioeconomic and transportation conditions are limited ease of access to healthier foods. This is occurring in Duncan, and one way to begin reversing the negative impacts of these conditions is to establish community gardens and farmer's markets in key locations that can serve our citizens. Think Ability established the first set of community gardens and operates a farmer's market and partnerships with this organization can be a great opportunity for Duncan.

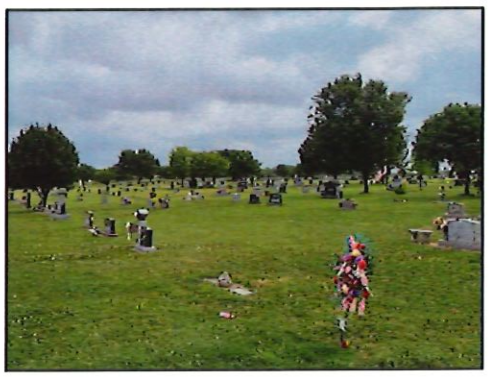
City of Duncan to conduct a feasibility study for a mobile library and/or satellite facility east of the railroad



Public libraries are expected to provide free and equal access to their resources and services to all citizens of the community in which they serve. Andrew Carnegie believed that giving the opportunity to gain knowledge to the "industrious and ambitious; not those who need everything done for them, but those who, being the most ambitious and able to help themselves, deserve and will be benefited by help from others" when asked why 1,689 Carnegie Libraries were built in the United States. This access to knowledge is critical for our future leaders, entrepreneurs, and those that seek to better themselves. Duncan's Public Libraries understands there is still a need to provide resources throughout the community and that access is often difficult for those challenged with socioeconomic and transportation hardships that need to be addressed. Consideration of a mobile library or satellite facility on the east end of Duncan would improve the quality of life for those residents.

City of Duncan to conduct a feasibility study of acquiring Resthaven Cemetery

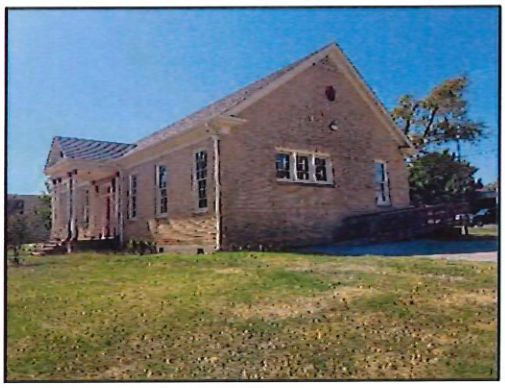
Resthaven Cemetery on the north end of Duncan has fallen into a state of disrepair which has caused citizens to seek help from the City of Duncan leadership. Duncan's City Council has listened to the publics' request and has struck a deal with the private ownership group of Resthaven and is in the final stages of acquiring the property. City staff have already begun inspections of the property with the intent of putting together a proper plan of action to move forward with general maintenance and improvements that our citizens with loved ones buried at this location deserve. This acquisition will not only provide for the families that have family at Resthaven, but also provides an opportunity to enhance an important Gateway to Duncan on the north end.



Public Facilities and Accessibility Priorities

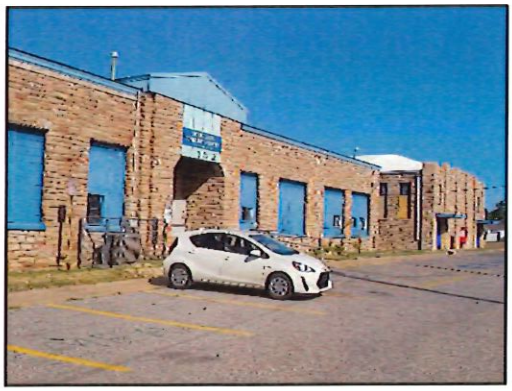
Ensure all public facilities accommodate citizens with disabilities

About 17.5 of all Oklahomans (more than one in six) have a disability. These disabilities include visual, hearing, ambulatory, cognitive, self-care, and independent living disabilities. Knowing this, and realizing these numbers continue to grow, it is important to ensure that all public facilities are designed and maintained to accommodate citizens with disabilities. The ability to enter, use, and enjoy public buildings and facilities is a right that all should enjoy but many of our public spaces and buildings lack the appropriate improvements to accommodate citizens with one or more disabilities. The City of Duncan, while partnering with local non-profits, should prepare a plan that begins focusing on improvements needed and funding sources to begin making our community accessible for all.



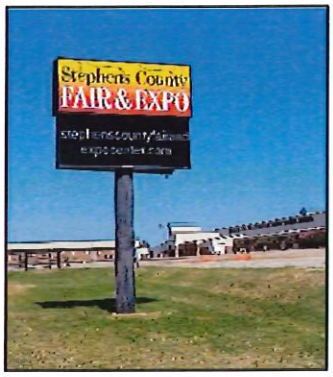
Senior and community centers grow additional programs that benefit citizens

Senior and community centers are great assets for communities as we continue to see growth in the aging population. The centers often provide a means for socialization, group activities, opportunities to explore new hobbies, and even exercise. What more citizens have asked for would be to see an expansion of services that may include the teaching of "life skills" that could benefit multiple generation such as tax assistance, social security assistance, cooking and nutrition, minor repair to electronics, and sewing. Many of these mentioned "life skills" are things our seniors have already learned to do and have a new opportunity to share their knowledge with others in the community.



Public Facilities and Connectivity Priorities

Public facilities with digital signage utilize display space to share upcoming community events



Information is knowledge, and knowledge is power. Providing our citizens with information about upcoming events, projects, and programs can help our citizens better prepare, plan, and engage with activities and occurrences. Duncan residents have noted that there are several public facilities and private businesses that now utilize digital signage and have asked that consideration be given to utilize these for sharing information with the public. Key locations include the Stephens County Fairgrounds, Duncan Public Library, Duncan Public Schools, and several churches and financial institutions have incorporated digital signage at their facilities where partnerships can be formed to allow the disbursement of community information.

Community center activities focus on program development for neighborhood youth

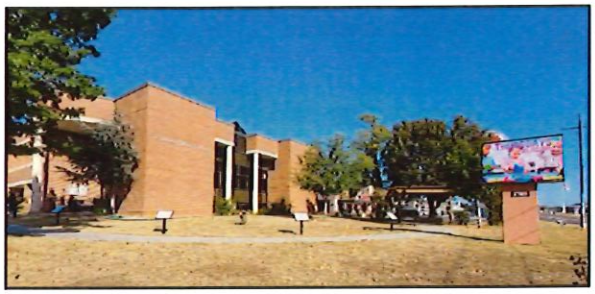
Every generation understands the importance of having opportunities for youth to develop and mature, improve social skills and work ethics, build stronger relationships, and improve mental and physical health. This is equally true for Duncan as multiple surveys conducted throughout Duncan have shown that youth represent the future of the community. A stronger focus on establishing a balance of programs and opportunities that are easily accessible by all is desired throughout the community and there are several potential partnerships that should be explored with several non-profit agencies, Duncan Public Schools, local churches, and other community organizations that can provide opportunities and purpose to the youth of Duncan.

Senior and community centers establish programs that encourage interactions between youth and seniors

Multiple studies have shown that there are multiple benefits of connecting youth and seniors that includes sharing of wisdom/experiences to learning new technologies, mentorship of life skills to digital literacy, build a stronger sense of community, and improve physical and mental health. The intergenerational programs that encourage interactions enhance the well-being of both generations where the youth feel useful and engaged and the elderly feel valued and celebrated. With existing senior centers, both Duncan Senior Center and Douglass Community Center, being near parks there are loads of opportunities for the community to come together and encourage these interactions and engagement.

Existing Public Facility Improvement Priorities

Continue to grow and expand opportunities offered to the public through the Duncan Public Library



The Duncan Public Library strives to connect our citizens with the opportunities, ideas and resources that are necessary for lifelong learning. Not only does the local library offer books and other reading materials, but the library also provides multiple events daily that allow children, teens and adults opportunities to learn new skills, interact with new friends, and has resources to help citizens discover their family's history. It is important that the City of Duncan continue to provide the resources needed to grow new opportunities and expand existing programs that will help residents learn, grow and accomplish their personal goals.

Continue to maintain and expand cemeteries owned by the City of Duncan

With the passing of our loved ones, residents expect that the cemetery in which they are buried is constantly cared for, attractive, and can provide a pleasant experience for times of visitation. Duncan Public Cemetery, Henderson-Harris Cemetery, and the newly acquired Resthaven Cemetery represent cultural, historical, and environmental treasure troves that need to be preserved for future generations. Local leaders need to provide the necessary resources, when economically feasible, to perform the daily maintenance and allow for future expansion of the community cemeteries.

Continue to grow and expand events hosted by the Stephens County Fairgrounds

The Stephens County Fairgrounds and Expo Center hosts several major events each year bringing thousands of guests to Duncan, Oklahoma. Rodeos, livestock shows, coin shows, craft shows, concerts, weddings, family reunions, and the Stephens County Free Fair are just a handful of the events that occur and showcase the rich history the community has to offer. Continued support is needed to make sure these events stay in Duncan, and through partnerships with private businesses, citizens and the Stephens County Commissioners the future of the fairgrounds will be prosperous.

Work Plan Priorities Matrixes

General Public Facilities Priorities	Start	Timeframe	Key Stakeholders
Grow additional community gardens in areas designated as being food deserts	2025	Mid-Range	Community Development, Think Ability, City Council
City of Duncan to conduct a feasibility study for a mobile library and/or satellite facilities east of the railroad	2025	Long-Range	Community Development, Duncan Public Library, City Council
City of Duncan to conduct a feasibility study of acquiring Resthaven Cemetery	2025	Long-Range	Community Development, Public Works, City Council

Public Facilities and Accessibility Priorities	Start	Timeframe	Key Stakeholders
Ensure all public facilities accommodate citizens with disabilities	2025	Mid-Range	Community Development, Public Works, Think Ability, City Council
Senior and community centers grow additional programs that benefit citizens	2025	Mid-Range	Community Development, Senior Centers, Community Centers, Non-Profits

Public Facilities and Connectivity Priorities	Start	Timeframe	Key Stakeholders
Public facilities with digital signage utilize display to share upcoming community events	2025	Short-Range	Community Development, Non-Profits, Local Businesses
Community center activities focus on program development for neighborhood youth	2025	Long-Range	Community Development, Community Centers, Non-Profits
Senior and community centers establish programs that encourage interactions between youth and seniors	2025	Long-Range	Community Development, Senior Centers, Community Center, Non-Profits

Existing Public Facility Improvement Priorities	Start	Timeframe	Key Stakeholders
Continue to grow and expand opportunities offered to the public through the Duncan Public Library	Ongoing	Ongoing	Duncan Public Library, Friends of the Library, City Council
Continue to maintain and expand cemeteries owned by the City of Duncan	Ongoing	Ongoing	Public Works, Cemetery Department, City Council
Continue to grow and expand events hosted by the Stephens County Fairgrounds	Ongoing	Ongoing	Stephens County Fairgrounds, Stephens County Commissioners

Public Safety

Goal and Work Plan Priorities

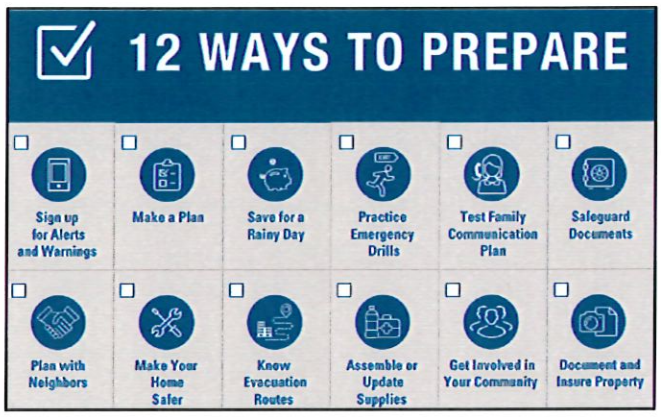
Goal Statement

Create a responsive environment where residents, community organizations, businesses, law enforcement and government agencies, elected officials, and other stakeholders work together to build and maintain a peaceful community that focuses on quality of life by enhancing health, safety, and welfare of all those that live, work, play, and prosper in Duncan.

Work Plan Priorities

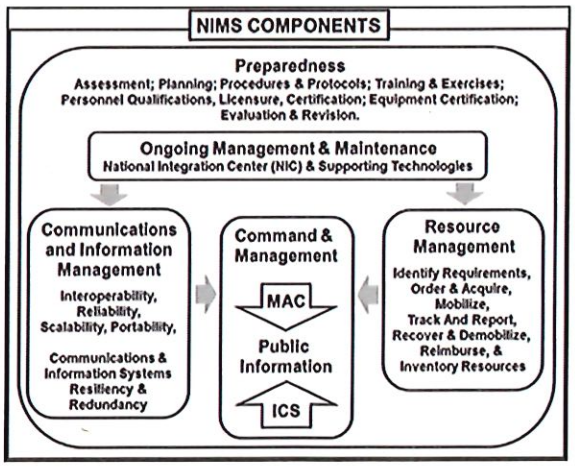
General Public Safety Priorities

Make educational materials available regarding "being prepared" for natural events common to our area



Oklahoma has the potential to see many different natural events that might bring destruction to the area. Tornados, earthquakes, extreme heat, droughts, and flash flooding are relatively common to the area, so it is important that our residents and businesses have information on how to prepare for these potential events. There are many resources available online, but the City of Duncan can also serve as a clearinghouse of information that can be included in social media, available inside public buildings, and presented in other forms of media that are available to our citizens. Providing information on what to prepare for and how not only provides valuable knowledge that can help protect life, limb and property but also can help provide the confidence and skills that could be necessary should an event result in prolonged situations that would otherwise be stressful.

Encourage businesses and citizens to complete National Incident Management System (NIMS) Training



Like all local, state, and tribal jurisdictions, the City of Duncan has adopted the National Incident Management System (NIMS) to be compliant with federal regulations that allows our community to be eligible for federal preparedness grants. This program helps to mitigate risk by achieving greater preparedness, facilitates training and qualification of emergency management personnel, and helps to identify a method to develop and maintain a standard operating procedure should an event arise. The program offers different tiers of certification with several being available to the public. It is encouraged that residents that are interested in assisting in future disaster relief events take a few of the online courses that are free through FEMA.

Public Safety and Police Priorities

Ensure staffing needs and resources are met for anticipated population growth

Knowing that the City of Duncan is seeking ways to grow both economically and its population, the needs and resources that are available for proper police protection be supplied. Currently the police department is funded through funds that are collected through local sale tax and the department has prepared an immediate need and a five-year capital plan to properly supply current police force, animal control, and dispatch positions. Currently, the City of Duncan employs 72 within these departments. Vehicles, body protection, and equipment that is used daily eventually will wear out and need replaced, and with any population grown more personnel will be required to property protect our residents and businesses.

Update local ordinances to address U-Turns on Main Street

Residents and businesses along Main Street have indicated a growing concern about the number of vehicles that conduct U-Turns in the district and have asked that the City of Duncan consider amending the current codes and ordinances to make these traffic maneuvers illegal in this area. The concern is raised for the safety of pedestrians and other vehicles in the area and with new economic development opportunities and community events occurring along Main Street as well as fitting with the Main Street's Downtown Roadmap Plan that was prepared in 2018.

Implement a "Youth Explorer" Program with the Police Department

The Duncan Police Department used to offer a "Citizens Academy" which allowed adults to attend several classes and presentations to learn more about the duties of a law enforcement officer as well as things to consider while keeping an eye open for illegal activities within their neighborhoods. This program was offered when the police department was fully staffed before Covid-19 disrupted our daily lives. Now that the Duncan Police Department is much closer to being fully staffed, the citizens have requested that this program be restarted and to also include a component for community youth that have an expressed interest in law enforcement. A "Youth Explorer" program can potential help reduce future drug use rates, build trust throughout the community, allows officers to serve as mentors to the youth, helps youth understand how and why police respond to different situations, and may provide future opportunities as children grow up and select a career path that may one day having them serve the Duncan community.

Public Safety and Fire Priorities

Ensure staffing needs and resources are met for anticipated population growth

As the community grows, both in population and economically, the City of Duncan must maintain certain staffing levels and provide the needed resources for the fire department to properly perform their duties. Currently, Duncan has 47 employees and three fire stations that serve the community of approximately 23,500. Ideally, the fire department will have at least 4 employees per station per shift with staff working 24-hour shifts. A new fire station is currently being designed that will be located on Camelback Road near Highway 81 and will better serve the north end of town, especially the north industrial park. Going from three stations to four will require funds to be set aside to properly equip the station with a new engine and brush truck as well as the other tools and supplies necessary to serve our community.

Continue to update equipment and facilities to lower community ISO Rating

The City of Duncan is constantly striving to improve its ISO (Insurance Services Office) Rating through the Public Protection Classification (PPC) program which evaluates the quality of public fire protection within the community. Insurance companies use this information to establish fair premiums and municipalities use it as a benchmark for measuring the effectiveness of their fire protection services. The ISO Rating system scores communities on emergency communications, fire department staffing and resources, water supply, community risk reduction (prevention, education, investigation, etc.), and other community efforts to reduce the risk of fires. By continuing to provide the Duncan Fire Department with the resources and staffing that will be required for growth, the more likely the community will maintain its current ISO Rating of 3 or better.

Continue to work with Duncan Public Schools internship program

Duncan Public Schools has a great internship program with seniors seeking opportunities with local businesses to learn more about potential career choices. This program has resulted in a strong partnership with the City of Duncan for students seeking future employment as fire fighters, first responders, or emergency management specialists. The City of Duncan has enjoyed having students shadow, assist, and learn about several different careers in the public sector and looks forward to future opportunities and partnerships with students seeking work in public safety.

Develop a Fire Protection Citizen Academy

With the historic success of the Police Department's "Citizen Academy" Program, citizens have expressed interest for a similar program through the Duncan Fire Department to learn more about the resources and equipment that the fire department relies upon during different emergency situations. The proposed "Citizen Fire Academy" can also provide a basic understanding of how fires occur and spread, how rescue operations occur, and what emergency medical operations the local department regularly responds to and assists with in the Duncan community. Attendees will also gain knowledge of the local department's capabilities as well as build relationships between staff and the citizens that are served.

Design and develop a fire training facility for Duncan and surrounding community use

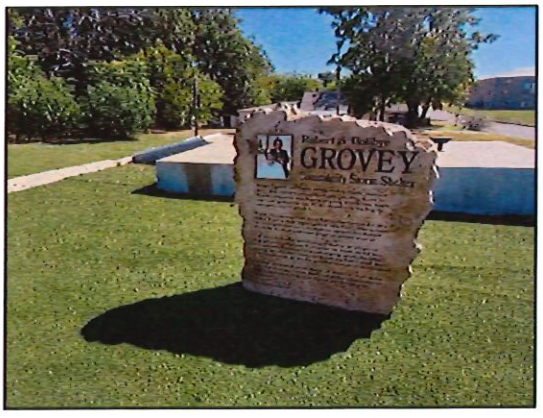
Opportunities for continued fire training are vital for both the firefighters and the community that is served by local fire departments. Response time, ability to evaluate conditions, determining points of access, and various external factors all play a role in how a fire is to be addressed and ultimately put out to maximize protection of life and to limit the loss of property. In most instances, training must occur outside the community because of lack of available training facilities and opportunities in the City of Duncan and in Stephens County. Knowing that training is important, adding a training facility that can be used by both Duncan's firefighters as well as volunteer programs in the area, should be considered. The facility should include opportunities with a live burn room, forcible entry door, ventilation prop, confined space prop, and rappelling station. A facility like this can not only provide the necessary training at a more affordable cost, but also serve the greater area for firefighter training needs.

<u>Public Safety and Emergency management Priorities</u>

Provide regular "What to do to Prepare" resources communitywide

As Duncan is geographically located where several types of natural disasters could occur, having a well-informed community as to how to prepare and respond to events is critical to ensure loss of life and property is kept to a minimum. There are a lot of resources available to the public, and the Department of Emergency Management can serve as the information clearinghouse.

Investigate private/public partnership to provide public storm shelters

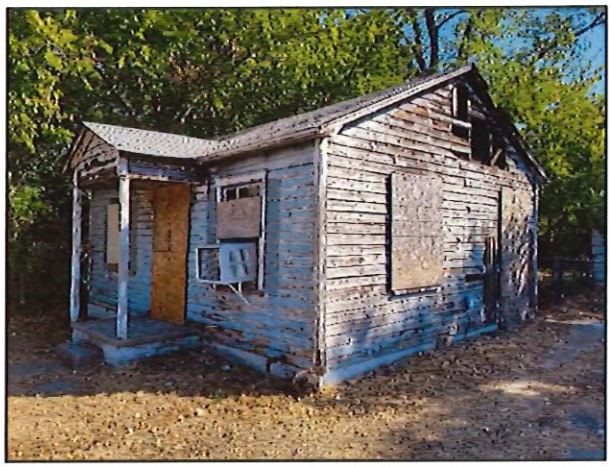


As Oklahoma is in the heart of "tornado alley" it is important that residents and businesses be prepared should an event occur. Over the years, the City of Duncan has installed and maintained 28 storm sirens with plans to install an additional eight sirens to provide maximum coverage to those that might be outside during a storm event. As these sirens are activated, and citizens are encouraged to seek shelter, there are those that may not have adequate shelter opportunities in their home or place of businesses and are strongly encouraged to seek shelter in an interior room away from doors and windows. In some instances, if there is

enough advanced warning of a potential storm, there may be an opportunity to seek shelter in public shelters if available and only if there is no immediate threat. Discussions should occur between private and public entities to determine the feasibility of providing such shelters throughout the community.

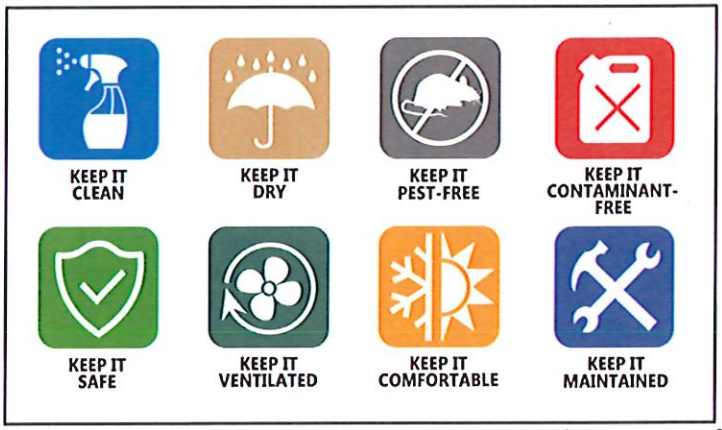
Public Safety and Code Enforcement Priorities

Continue to focus on blight removal communitywide with demolition of unsafe structures



Code Enforcement for the City of Duncan is constantly asked to address more blight and unsafe conditions that are occurring throughout the community by both residents and local leaders. Most complaints filed with the department deal with tall grass/weeds and trash/debris that occur on privately owned properties which are processed in accordance with State Statutes. On average, it costs the City of Duncan approximately $250 to properly clean up based on local and state regulations. Another category that staff processes, often without complaints being registered by citizens, is enforcement of unsafe or unsecured structures. These structures not only impact surrounding property values but are also an attractive nuisance in which children may explore or potentially bring other unwanted activities to the neighborhood. Between 2020 and 2024, the average cost to remove a structure is approximately $4,750.

Educate property owners and renters about healthy housing conditions



Healthy housing conditions are those components that help support a person's physical, mental, and social well-being. Components include the physical structure, free of hazards and pests, comfort and accessibility, environment and indoor air quality, and general maintenance. Many communities across the United Stated, including Duncan, have adopted the International Property Maintenance Code (IPMC) which helps address many of these components as well as providing regulation and safe use of existing structures in the interest of the social and economic welfare of the community. Housing is an important component to one's quality of life, and through education the City of Duncan can help provide the knowledge to residents on no-cost and low-cost actions that can elevate the local housing standards.

Work Plan Priorities Matrixes

General Public Safety Priorities	Start	Timeframe	Key Stakeholders
Make educational materials available regarding "Being Prepared" for natural events common to our area	2025	Short-Range	Emergency Management
Encourage businesses and citizens to complete National Incident Management System (NIMS) Training	2025	Long-Range	Emergency Management, Local Businesses

Public Safety and Police Priorities	Start	Timeframe	Key Stakeholders
Ensure staffing needs and resources are met for anticipated population growth	Ongoing	Ongoing	Police Department, Community Development, City Council
Update local ordinances to address U-Turns on Main Street	2025	Mid-Range	Police Department, Community Development, Duncan Legal, City Council
Implement a "Youth Explorer" Program with the Police Department	2026	Mid-Range	Police Department, Duncan Public Schools, City Council

Public Safety and Fire Priorities	Start	Timeframe	Key Stakeholders
Ensure staffing needs and resources are met for anticipated population growth	Ongoing	Ongoing	Fire Department, Community Development, City Council
Continue to update equipment and facilities to lower community ISO Rating	Ongoing	Ongoing	Fire Department, City Council
Continue to work with Duncan Public Schools internship program	Ongoing	Ongoing	Fire Department, Duncan Public Schools
Develop a Fire Protection Citizen Academy	2026	Mid-Range	Fire Department, City Council
Design and develop a fire training facility for Duncan and surrounding community use	2026	Long-Range	Fire Department, Community Development, Public Works, City Council

Public Safety and Emergency Management Priorities	Start	Timeframe	Key Stakeholders
Provide regular "What to do to Prepare" resources communitywide	Ongoing	Ongoing	Emergency Management
Investigate private/public partnership to provide public storm shelters	2025	Long-Range	Emergency management, Community Development, Local Businesses, City Council

Public Safety and Code Enforcement Priorities	Start	Timeframe	Key Stakeholders
Continue to focus on blight removal communitywide with demolition of unsafe structures	Ongoing	Ongoing	Community Development, City Council
Educate property owners and renters about healthy housing conditions	2025	Short-Range	Community Development

Parks and Recreation

Goal and Work Plan Priorities

Goal Statement

Strive to enrich the lives or our residents and visitors by providing essential parks, greenways, trails and recreational facilities and access and to provide programs, cultural experiences, and services that accentuate the experience and protect our natural environment found throughout Duncan's parks and lakes.

Work Plan Priorities

General Parks and Recreation Priorities

Make recreational opportunities more accessible for those with disabilities

One in four individuals in the United States has a disability and many more will experience disabilities through the course of their lives. Duncan needs to continue to remove barriers of the past that limit access by individuals that may not be as mobile so that all can enjoy the recreational experiences that the community offers. To ensure access is available to all, Duncan needs to implement policies and plans that remove physical barriers while building spaces that serve everyone, provide information to citizens letting them know what is waiting for them at their destination before they arrive, make sure those with disabilities are included in future planning efforts, and raise awareness and promote inclusion for everyone. These steps will help build Duncan as a community that cares and provides opportunities for all to enjoy.

Improve safety at parks and lakes

Recreational spaces, whether that is the city parks or city lakes, need to feel safe to be inviting to the public. Safety not only means that of personal wellbeing, which is very important, but also the perception of the public space needs to be clean, attractive, and inviting. Citizens have shared their concerns about some sites in the community that have debris on the ground, signs of drug use occurring, and areas that seem overgrown that could allow someone to hide with ill intent. To combat this, steps need to continue to focus on providing proper trash receptacles, regular maintenance that identifies areas that are "hidden" and regular patrols by both city staff and the Duncan Police Department. These steps will foster citizens' desire to use the space which in turn will lead to more use and improved safety.

Develop "Friends of the Parks" and "Friends of the Lakes" programs

Duncan's residents care about our local parks and city owned lakes and understand that added value that these amenities and experiences offer to our community. To help further enrich these amenities and build upon the experiences that residents and guests enjoy, consideration is needed for the creation of non-profit organizations like "Friends of the Parks" and "Friends of the Lakes." Establishing these types of organizations will allow those that have a greater attachment to outdoor recreation to help fund future projects that may otherwise go unaddressed. To help

guide these non-profit organizations, the City of Duncan will need to maintain active plans for the parks and lakes that will allow for greater success with the private/public partnerships.

Make the parks and lakes destinations through placemaking practices

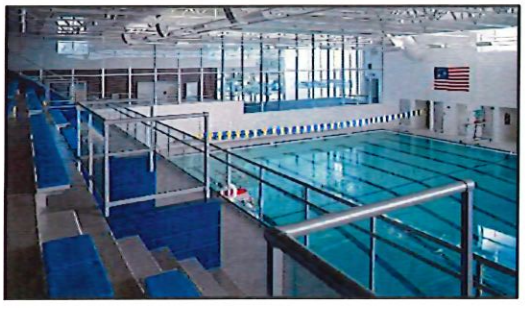
To be a destination, the parks and lakes need to offer diverse and engaging amenities, unique natural features, ability to host and promote community events, be accessible for all, and be actively marketed for community events that go beyond the immediate neighborhood or district. Common components implemented in other communities include adding multi-generational amenities, improved water features, establish sports facilities, allow for nature exploration and education, and install sculptures or interactive art pieces to enhance the aesthetic appeal. Once these amenities have been identified or added, regular programming for community events will need to be prioritized – an outdoor stage does the community no good if there is not an organization that is actively seeking talent to use the stage. This, along with ensuring the destination is accessible and inclusive, will create a vibrant space that will attract residents and visiting guests to take part and enjoy Duncan.

Continue to improve landscaping and beautification

The Duncan Enhancement Trust Authority, DETA, was established in 2016 as an effort to focus on beautification and image improvement and is funded through fees included in citations that are processed through municipal court. DETA has been integral in replacing park signs, setting design standards for wayfinding, involved in placemaking practices, and driving Duncan to be a more attractive community for residents and businesses. The beautification efforts have also begun to spill over into projects that the parks board and lakes commission recommend, improvements at the airport, and celebrating the culture and heritage of Duncan. Continuing these efforts will help drive increased use of our parks and lakes but will also help drive future economic growth opportunities and tourism in Duncan.

City Parks Priorities

Conduct a feasibility study to develop an Aquatic Center to replace aging water/pool features in the community



The municipal pool in Fuqua Park was a WPA project and is now nearly 90 years old and is at a point where ongoing maintenance is quickly outpacing any fees collected during the limited summer use. To better serve the Duncan community, citizens have expressed the desire to see a new aquatic center be built that could host future state high school swim events as well as being home to the Penguins Swim Team – a team that

has traveled internationally and brought medals back to Duncan! Ideally the new facility would meet the state requirements to host larger events which will bring new tourism opportunities to Duncan, be a facility that could see year-round use, and with new technology in pools and aquatic systems see a reduction in operational costs. The aquatic center also has potential for a strong partnership between the City of Duncan, Duncan Public Schools, and the Simmon's Center.

Make restrooms more available for public use

The citizens of Duncan have indicated that they want to see the public restrooms in our parks become available for public use again. It is understood that vandalism has dictated when and how the public restrooms are made available, but as the community grows events and opportunities at our parks there will be a growing need for public access while balancing security. Design of new restrooms will also be integral to limiting vandalism in public restrooms, so as funding becomes available research will be required to find the right materials and construction to limit potential damage.

Establish a pickleball court/complex

The growing sport of pickleball has come to Duncan, and residents would like to see outdoor courts developed at our parks. Currently, pickleball players use the Simmon's Center for regular play and will occasionally set up on an underused tennis court as weather permits. With proper planning, establishing a network of pickleball courts or a pickleball facility could result in more citizens engaging in physical activity as well as being a program that draws leagues and tournament play to Duncan.

Address aging park infrastructure and plan for sustainability

Many of our parks have been updated with new playground equipment that includes accessible activities for the inclusion of children regardless of the physical abilities, social status, or economic situation. This effort began in 2017 when Duncan was awarded a grant that allowed for updated equipment to be installed at Olen Sledge Park. Since then, each year the City Council has allocated capital improvement funds for park upgrades and the parks board has worked diligently with the parks department to make sure neighborhood needs and desires are being met. There are still several parks that have dated equipment, or not equipment at all, and continued efforts and funding is needed to address these needs and sustainability.

Establish more multi-generational activities and opportunities in city parks

Multi-generational parks are designed for children ages 1 to 100 to enjoy physical, emotional, and social benefits that are found within the park environment. Currently, Duncan has one park that has begun to meet the multi-generational needs of the community – the Ron Burton Rotary Park and the musical instruments, picnic tables, traditional playground equipment, and access to the Duncan Senior Citizens Center within a short walking distance. Citizens

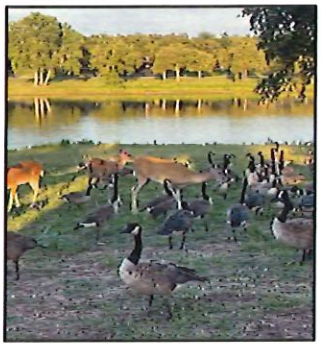
have taken notice and would like to see similar components added to other parks throughout the community to attract greater use and enjoyment for all that live, work and play in Duncan.

City Lakes Priorities

Research and investigate programs that provide rental equipment at the lakes for public use

With ongoing reinvestment in the four lakes owned and operated by the City of Duncan, and growing interest in visitors to our community wanting to enjoy amenities at the lakes, the City of Duncan is encouraged to investigate public/private partnerships with companies that operate equipment rental programs. The ability to rent a canoe or kayak to enjoy a day on the water, yard games to play at your campsite, or necessary items to enjoy a family cookout that might have been left at home would be a beneficial opportunity to improve the quality use of our lakes. Several communities throughout Oklahoma have already implemented these partnerships with success and are seeing increased usage at their lake facilities. This would be another quality amenity to bring to the Duncan owned lakes that are already seeing increased recreational use based on recent improvements being made.

Grow existing programs and opportunities that already exist at the lakes



Like the parks throughout the City of Duncan, improvements have been ongoing for programs and opportunities at the four lakes owned by Duncan. Reinvestment in fishing houses has been ongoing, city departments are seeking grants to rebuild fishing docks and install walking trails, improved patrols by Duncan Police Department and Code Enforcement is now occurring, and lake staff continues to upgrade and maintain the grounds for residents and guests alike. It is anticipated that these actions will continue, and local leaders are now able to begin considering new improvements based on the Lakes Improvement Plan that was prepared in 2018. The plan not only addresses current amenities but lists several new amenities that can be added to improve the quality of life, and the quality of use, for our lakes.

Improve fishing docks, fish houses, and hunting activities at the lakes

Over the years, the city lakes have been neglected due to financial constraints and the need to invest capital funding into other infrastructure projects. As such, the fishing docks, fish houses, and amenities tied to hunting activities have deteriorated over time. Thankfully the current leadership team for Duncan understands the benefits and return on investment that is associated with the four lakes and the opportunities to grow and improve the existing amenities. The City of Duncan is actively seeking state and federal grants that can be matched with local dollars to be used to rebuild fishing docks, improve the fish houses, allow for continued

hunting activities, promote wildlife restoration, and install walking trails that are accessible to all citizens and guests. Our citizens have also expressed the strong desire to see these improvements and maintenance plans continue as the lakes have been identified as an important community asset that can be used for tourism, economic growth, and improved quality of life.

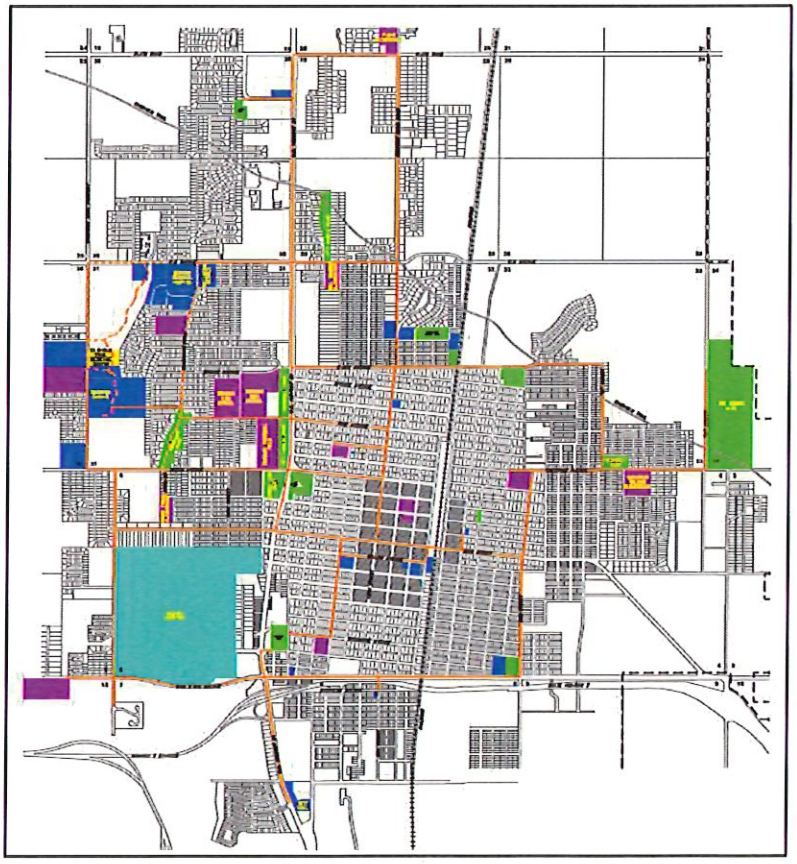
Trails and Greenways Priorities

Establish design guidelines for potential developments along current and future trails, sidewalks, and greenways

Historically, Duncan has not been motivated to be a walkable community, but that mindset is beginning to change across all demographics. Throughout this planning process, citizens have stressed the importance of amenities and resources being accessible, and much of that can be addressed through proper design guidelines and ordinance proposals for future development. Such design guidelines that need to be considered include pedestrian-friendly designs, well-lit spaces, mixed-development access, ADA accessible components, and a strong sense of community built around the trails, sidewalks and greenways. The city will also need to set policies for perpetual maintenance as future legs of the Heritage Trail and the interconnecting network of sidewalks are built.

Continue to work towards completion of entire trail system

The first 5K of the Heritage Trails is nearly complete and the system already sees extensive community use day and night, thus showing that the community's desire to be interconnected with trails and sidewalks exists. The early success has already inspired those that have been involved with the initial segment to begin planning for the next set of phases, and the City of Duncan staff has been working on mapping out what the larger trail network will look like and how potential funding can be secured. Based on community engagement conversations about walkability and the trail system, the city's Public Works Department has updated the original map produced in the early 2000s to better represent connectivity to neighborhoods, public facilities, schools, and city parks. Implementation of this plan should continue to occur as funding is available, and public input will be needed if future modifications to the trail network is required to make Duncan a more walkable community.



Work Plan Priorities Matrixes

General Parks and Recreation Priorities	Start	Timeframe	Key Stakeholders
Make recreational opportunities more accessible for those with disabilities	Ongoing	Ongoing	Public Works, Parks Board, Community Development, City Council
Improve the safety at parks and lakes	Ongoing	Ongoing	Police Department, Public Works, Parks Department, City Council
Develop "Friends of the Parks" and "Friends of the Lakes" programs	2025	Short-Range	Public Works, Community Development, City Council
Make the parks and lakes destinations through placemaking practices	2025	Mid-Range	Public Works, Parks Board, Lakes Commission, Community Development, City Council
Continue to improve landscaping and beautification	2025	Mid-Range	Public Works, Parks Board, Lakes Commission, DETA, City Council

City Parks Priorities	Start	Timeframe	Key Stakeholders
Conduct a feasibility study to develop an Aquatic Center to replace aging water/pool features in the community	2025	Short-Range	Public Works, Community Development, City Council, Duncan Public Schools, Simmon's Center
Make restrooms more available for public use	2025	Mid-Range	Public Works, Parks Department, City Council
Establish a pickleball court/complex	2025	Mid-Range	Public Works, Simmons Center, Community Development, City Council
Address aging park infrastructure and plan for sustainability	2025	Long-Range	Public Works, Parks Board, Parks Department, City Council
Establish more multi-generational activities and opportunities in city parks	2025	Long-Range	Public Works, Parks Board, Parks Department, City Council

City Lakes Priorities	Start	Timeframe	Key Stakeholders
Research and investigate programs that provide rental equipment at the lakes for public use	2025	Short-Range	Public Works, Lakes Commission, Community Development
Grow existing programs and opportunities that already exist at the lakes	2025	Mid-Range	Public Works, Lakes Commission, City Council
Improve fishing docks, fish houses, and hunting activities at the lakes	2026	Mid-Range	Public Works, Lakes Commission, City Council

Trails and Greenways Priorities	Start	Timeframe	Key Stakeholders
Establish design guidelines for potential development along current and future trails, sidewalks, and greenways	2025	Short-Range	Community Development, City Council
Continue to work towards completion of entire trail system	2025	Long-Range	Public Works, Community Development, Simmon's Center, Duncan Regional Hospital, City Council

Environment

Goal and Work Plan Priorities

Goal Statement

Preserve, enhance, and encourage a culture of conservation that will help protect Duncan's natural environment, promote greening efforts and beautification for future generations through education and stewardship and encourage social and economic opportunities that are compatible with nature and builds community resilience and social responsibility within the community.

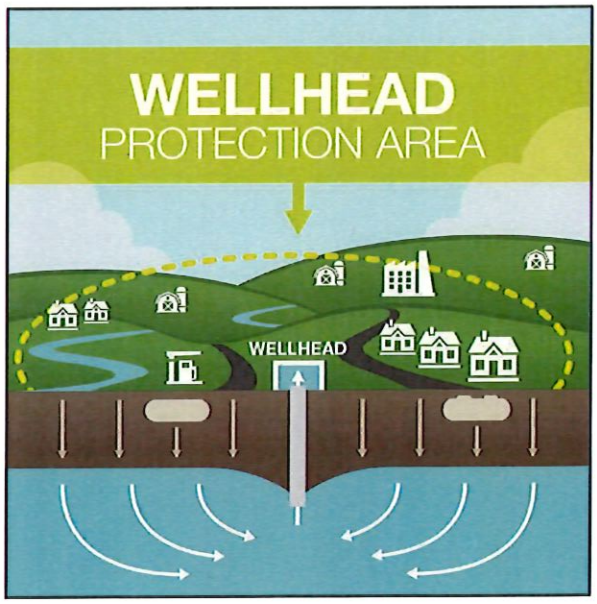
Work Plan Priorities

General Environment Priorities

Continue to identify and protect floodway and floodplain area

The City of Duncan was audited by FEMA in 2024 regarding floodplain and floodway development practices and was found to be in very good standing with only one property that was discussed for review to minimize flood damage from occurring within the community. The positive review and discussion are because of city efforts to regulate the floodplains and floodways of the community and the measures being taken to safeguard areas near creeks and streams running throughout Duncan. FEMA has encouraged Duncan to build a database of identified properties, with and without structures, that can be used as a tool for future community and economic development purposes.

Ensure that future access to clean water and sanitation are protected and provided

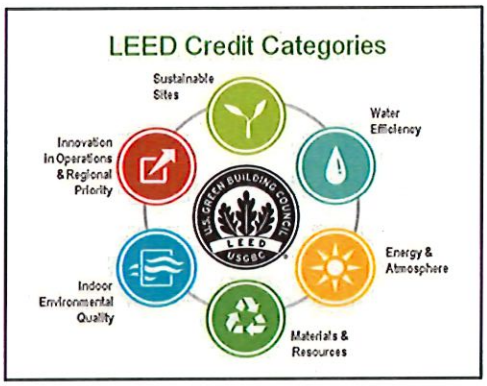


Access to clean water and sanitation is considered a fundamental human right and is essential for maintaining good health and preventing disease. Across the United States, it is estimated that 2.2 million Americans and because of aging infrastructure and failing septic systems, tens of millions more lack adequate sanitation facilities for the safe disposal of human waste and wastewater treatment. These conditions are also being observed throughout the City of Duncan, and it is prudent that a capital improvement plan be developed that identifies and evaluates our local infrastructure with a repair/replacement plan. It is equally important that local leaders take steps to identify additional sources of water that can be used for human conception as the community grows and becomes more sustainable.

When feasible, invest in green technology and infrastructure

Green technology and infrastructure is a growing market for community and economic development to consider as more federal and state regulations are passed with the intent to preserve the environmental future. A common form of infrastructure that has really reembraced green technology is that of stormwater management with the use of rain gardens, green roofs, and permeable pavements that not only slow the rate of water runoff but also serve as filters for contaminants before these particles can migrate to our clean water sources. Duncan is encouraged to utilize green technology and infrastructure, when feasible, to meet the future needs of the community and environment.

Promote green economic growth and development



Green economic growth is a model of economic progress that aims to balance economic growth with environmental sustainability. The process looks to reduce environmental impacts, create new markets, free up resources, create jobs, and reduce business costs – all which are important components to consider when attracting new businesses and residents to the community. During the public forums of this planning process, the up-and-coming generation that is beginning to enter the workforce have indicated that the environment policy and action is an important component that they are considering when they choose their path into the future. Duncan needs to set policies, and act on those policies when economically feasible, to not only work towards a more sustainable environment but also a community that is attractive to our future employers and workforce.

Environmental Identity and Designations Priorities

Grow and promote Duncan as the Crapemyrtle Capital of Oklahoma

In 2008, the City of Duncan was designated as the Crapemyrtle Capital of Oklahoma when the Resolution passed both chambers unanimously. This designation was set in motion by work done during Dream Duncan's Destiny, a planning effort much like this Destination Duncan: A Quality-of-Life Plan, to help promote tourism, economic development, and promoting the community. The community needs to now move forward to the next phase in installing and maintaining crapemyrtles throughout the community, in public spaces, and along the Heritage Trail to serve as a greater catalyst for tourism and economic growth.

Promote and grow Highway 81 as an Alternative Fuel Corridor

The U.S. Department of Transportation Federal Highway Administration (FHWA) has been designating a national network of electric vehicle (EV) charging and hydrogen, propane, and natural gas fueling infrastructure along the national highway corridors. Highway 81, running through Duncan, is currently designated as a "pending corridor" for EV and hydrogen vehicles and as such the City of Duncan needs to be positioned to support future development that includes charging these charging stations. Duncan also should be a future leader in the discussion of transportation corridors for liquified natural gas,

liquified petroleum gas, and compressed natural gas – alternatives not yet designated throughout the State of Oklahoma but are designated in our neighboring states. By establishing Duncan as a part of the Alternative Fuel Corridor, the community can capture future transportation funding and economic development opportunities that other communities will be seeking to attract as future corridors come online at part of this FHWA project.

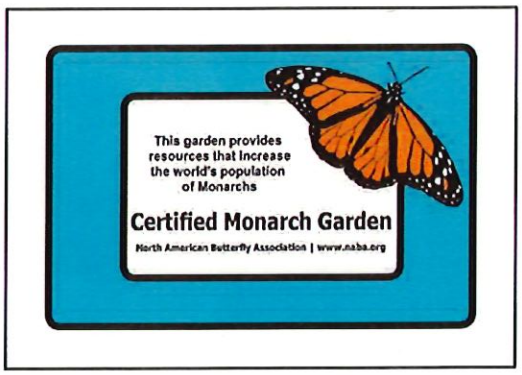
Promote Wildflower Habitat designation

Wildflowers provide food sources to pollinators, birds, and other small animals that are necessary for an encompassing biodiversity that is native to this region of Oklahoma. Duncan is encouraged to seek certification with the National Wildlife Federation's Wildlife Habitat program and the Oklahoma Wildscapes Program. Not only will striving to obtain these designations benefit our local pollinators, overall soil health, and low maintenance and cost savings of common areas but can also serve to attract tourism, new businesses, and job opportunities to Duncan. To obtain these designations, Duncan will need to set policies for public spaces to include at least 50% native plants, food and water sources for local wildlife, and natural shelter settings for wildlife year-round.

Become a designated Tree City

To be designated a Tree City, a community needs to have a tree board (parks board often serves in this capacity), has adopted a tree ordinance, has an annual budget of at least $2.00 per capita, and observes and proclaims Arbor Day each year. At first glance, the $2.00 per capita investment may seem a bit of a challenge, but with a bit of investigation it can be quickly realized that the community is already spending this on planting, care, and removal of public trees in our parks and public spaces. This designation can cultivate civic pride while committing to a healthier, happier, and more livable community. To begin this process, the City of Duncan will need to work with the Oklahoma Forestry Services.

Encourage butterfly, bee and pollinator habitats



Pollinators are responsible for about one-third of the food we consume, and having established pollinator habitats, areas that provide food, water and shelter for bees, butterflies, moths, beetles, and birds, are essential for the reproduction of flowering plants and production of most fruits and vegetables. As the City of Duncan strives to be designated at a Wildflower Habitat community and a Tree City, local leaders need to support and encourage residents and local businesses to set up their own butterfly, bee and pollinator habitats. The use of native plants is both important to our local ecosystem and can reduce costs for maintenance (less frequent mowing and minimized or eliminated use of pesticides and herbicides) and can have a positive economic impact to our local farmers, community gardens, farmer's markets and family-owned gardens.

Environmental Education and Stewardship Priorities

Grow educational programs with Duncan Public Schools Agricultural Department

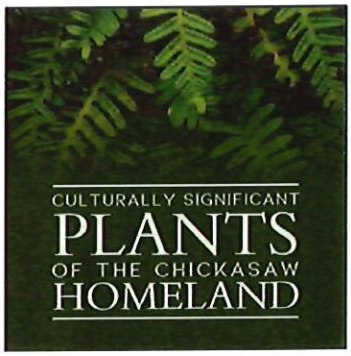
Agriculture and forestry continue to be leading industries within the State of Oklahoma and prepare future generations to be competitive in a broad sector of crop production, livestock, aquaculture, and forestry. Duncan High School also has a Future Farmers of America (FFA) program which helps prepare students for careers in agriculture and leadership. Thought Duncan's FFA program is very active with its students, in general this valuable resource is underutilized by the community and there is great potential for public/private partnerships to be formed that will help in preparing our future community leaders in the field of agriculture, leadership, and other community interests.

Utilize Oklahoma State University resources for future projects and programs

Not only does the Oklahoma State University Extension Office help Oklahomans solve local issues and concerns, promotes leadership, and manage resources wisely but they also provide a host of programs and services that benefit our community. OSU Extension offers educational information, expertise related to human and animal health, 4-H Youth Development, and assistance in community and rural development that continue to raise the overall quality of life of our citizens. Historically, local leaders have not fully utilized the offerings of the OSU Extension in Duncan in local projects and proposal and a priority should be given to do so when moving forward with the implementation process of this, and future, plans for the community.

OSU EXTENSION
4-H YOUTH DEVELOPMENT

Develop educational opportunities and stewardship programs that partner with the Chickasaw Nation



In 2024, the Chickasaw Nations signed a memorandum of understanding with the U.S. Environmental Protection Agency (EPA) to establish a framework for cooperation and coordination in the effort to help ensure sustainable management of water, land, and other natural resources. This partnership, along with the Chickasaw Nation's leadership in environmental issues, should serve as a catalyst for future research, development, and assessment of our locally rich environment and setting policies that not only protect the and enrich our local natural settings but also drive future community and economic growth that benefits both the Chickasaw Nation and the City of Duncan.

Work Plan Priorities Matrixes

General Environmental Priorities	Start	Timeframe	Key Stakeholders
Continue to identify and protect floodway and floodplain areas	Ongoing	Ongoing	Community Development, City Council
Ensure that future access to clean water and sanitation are protected and provided	2025	Long-Range	Public Works, Community Development, City Council
When feasible, invest in green technology and infrastructure	2025	Long-Range	Public Works, Duncan Power, City Council
Promote green economic growth and development	2025	Long-Range	Community Development, DAEDF, City Council

Environmental Identity and Designations Priorities	Start	Timeframe	Key Stakeholders
Grow and promote Duncan as the Crapemyrtle Capital of Oklahoma	Ongoing	Ongoing	Community Development, DETA, City Council
Promote and grow Highway 81 as an Alternative Fuel Corridor	2025	Short-Range	Community Development, ODOT, City Council
Promote Wildflower Habitat designation	2025	Short-Range	Community Development, DETA, City Council
Become a designated Tree City	2025	Mid-Range	Community Development, DETA, City Council
Encourage butterfly, bee and pollinator habitats	2025	Mid-Range	Community Development, DETA, City Council

Environmental Education and Stewardship Priorities	Start	Timeframe	Key Stakeholders
Grow educational programs with Duncan Public Schools Agriculture Department	2025	Mid-Range	Community Development, Duncan Public Schools, City Council
Utilize Oklahoma State University resources for future projects and programs	2025	Mid-Range	Community Development, OSU Extension Office, City Council
Develop educational opportunities and stewardship programs that partner with the Chickasaw Nation	2025	Mid-Range	Chickasaw Nation, Community Development, City Council

Social Services

Goal and Work Plan Priorities

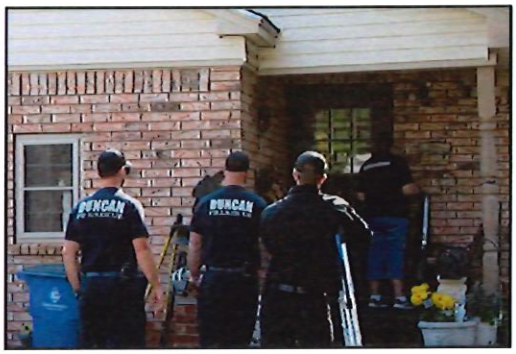
Goal Statement

Strive to be a community known for safeguarding the well-being of children, supporting and protecting vulnerable older adults and persons with disabilities, improve mental health therapy and wellness, and committing to diversity, equity and inclusion while being committed to continuous quality improvement.

Work Plan Priorities

General Social Services Priorities

Continue fire department program which issues and installs smoke detectors in homes



The Duncan Fire Department has a program in which they make residential smoke detectors available to the public that needs them and will help install the detectors for those families that request assistance. This valuable resource provided by Duncan Fire helps to ensure that families are alerted to a potential fire giving them time to safely evacuate or prevent the fire from spreading. Through the planning process, citizens have expressed that this benefit to the community should continue, and those resources be made available to ensure that every household has proper smoke detectors.

Continued training for police and fire to assist citizens with special needs and conditions

Officers working at the Duncan Police Department receive Crisis Intervention Team (CIT) training to reduce the risk of injury or death during interactions with people with mental illness. This training emphasizes a basic understanding of mental illness and incorporates the development of communication skills, practical experience, and role-playing scenarios. The officers are also introduced to mental health professionals, consumers and family members to gain experience in seeing different stages of mental illness and learn appropriate ways to communicate and interact with an individual that may need specialized help and attention to prevent harm. With mental illness on the rise throughout the Untied States, it is necessary that the Duncan Police Department receive the resources and training to better assist the community in need.

OKLAHOMA C.I.T.

Establish and promote Resource Hubs located throughout the community for citizens seeking assistance

Informational resource hubs provide a centralized point of access for citizens seeking various community information, services and support. Having resource hubs located throughout the community, and easily accessible, helps those that are seeking access to essential services, housing assistance, food and nutrition, healthcare, and even employment. Based on citizen input, these resource hubs should be made available in all municipal buildings, medical facilities, at senior and community centers, local churches, and at food banks. Groups, such as Leadership Duncan, can assist in setting the foundation for this program given they already dedicate a day to Social Services and have many of the contacts and information already available.

Establish and grow transportation services to assist citizens to reach resources in the community

Access to resources and services is critical for the success of the individual seeking assistance and having their needs met. Based on community discussions, which is supported by demographic and census data, there are many citizens that are unable to find a means of transportation creating a difficult barrier to overcome when seeking assistance or care that is needed. Growing the local Red River Transportation network, improving walkability, and making changes to our local land use codes that would allow mixed development to occur that complement residential and commercial districts. This will take collaboration between several public and private entities throughout the community, working together with the public, to develop action steps that improve the overall access for Duncan's citizens.

Children and Youth Priorities

Promote services provided by Gabriel's House, One True Light, and CASA

Gabriel's House, founded in 1998, provides a safe, affordable and nurturing after school environment for elementary aged children. The programs offered by Gabriel's House seeks to "fill the gap" of time, nutrition, academic achievement, socialization, and character development through the daily experiences of art, play, reading, movies, field trips and service projects. One True Light, incorporated in 2012, works to "Link Generations to Learn, Love, and Live Together" through school mentoring and free meals offered to children during the summer. Another child advocacy group operating in Duncan is the Court Appointed Special Advocates (CASA) of Southwest Oklahoma which provides specially selected and trained community volunteers to advocate for the best interests of abused and neglected children to find safe, loving, and permanent homes. These programs, as well as others in Duncan, aim to protect and nurture the children who will grow to be our future community leaders and sharing their stories and missions is necessary in improving the overall quality of life.

Promote and expand Food for Kids program

With a mission to eliminate child hunger, community leaders work together to raise money for backpacks and school pantry programs. With local poverty rate and food insecurity rate continuing to increase in Duncan, it becomes more important to find ways to combat and eliminate child hunger throughout the community. The Food for Kids program in Duncan has raised over $1 million over 12 years to fund the backpack program (benefiting over 400 students), supporting the school pantry program (benefiting nearly 200 students, and assisting two Kids Cafés (benefiting over 100 students). Continued outreach and community support is needed for this program to meet the growing demands of ensuring that our youth have access to nutritious food.

Establish multiple public facilities and senior centers as Safe Place for children and youth

Safe Place is a nationally recognized youth outreach and prevention program for young people under the age of 18 that may find themselves in need of immediate help or safety. The program designates local businesses and organizations as a Safe Place making help accessible and often includes libraries, senior and community centers, fire and police stations, social service facilities, and various businesses in the community. Safe Places can, and should, also provide information that is made available in the established community resource hubs so young adults can get the answers and support they need. Duncan, as a community, should strive to be a Safe Place community.

Establish a teen afterschool program similar to Gabriel's House

Duncan is blessed to have an organization like Gabriel's House that provides after school programs intended to provide safe, nurturing, and an enriching environment for elementary aged school children that helps foster healthy mental, physical, and spiritual growth. The program was created to fill the gaps that exist in a child's life that may be the result of working parents that are already committed to work that is necessary to support their family unit. This program is only available currently for elementary aged students and there is a growing need for children that are in middle school. Thankfully, Duncan has an organization – Second Chance Ranch – that is working with local leaders to establish a program that will fill the community's need. Support is needed for the success of this program that will benefit older youth that are still in their development stages of physical and mental growth.

Vulnerable Persons Priorities

Promote services provided through Charis Center

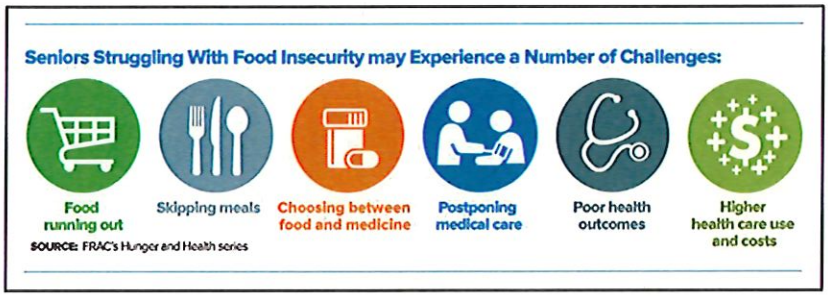
Charis Pregnancy Center provides a "hand up" to women in need who may be experiencing an unplanned pregnancy by providing free services, access to resources, referrals to non-profits, and educational material to help empower them through the challenges and opportunities that lie ahead. Charis also offers programs for young families, with children up to 18 months old that can learn additional parenting skills, budgeting, and life skills to allow the family unit grow stronger and completion of classes are rewarded with "baby bucks" that can be used in the Charis Center baby boutique for clothes, food, car seats, and other items that will benefit the child and parents. Since the center was founded, more and more dads have stepped forward and wanted to "learn to be a dad" to which the center has added to their facility a place where dads can gather to attend fatherhood classes. These efforts are transforming family values back into the community and need to be promoted, celebrated, and grown.

Promote services offered through Duncan Literacy Council

The Duncan Area Literacy Council promotes literacy awareness and provides free tutoring and basic literacy skills for all persons ages 15 and older in order to prepare them to lead more productive lives. The program also provides resources and assistance to those seeking to get a G.E.D., and filling out employment applications, which are necessary for future employment opportunities and improve their quality of life. The Duncan Literacy Council also aids those that are seeking citizenship and assistance with learning English as a second language. As Duncan has a rich mixture of ethnicities residing and calling the community home, it is important that people know that the Duncan Literacy exists and offers many wonderful programs and resources back to the residents.

Ensure nutritional needs are met for seniors and other vulnerable persons

Older adults already experience nutritional deficiencies than younger people due to how medications alter the absorption of vitamins and minerals, gastrointestinal issues, reduced calorie intake, limited income, or other lifestyle factors that have contributed to nutritional deficiencies. For these and other potential causes, it is important that our seniors and other vulnerable persons have access to food that is nutritious and contains the proper vitamins and minerals that our bodies need. To help address in Duncan, the community needs to be active in ensuring that proper education and information is provided to seniors and caregivers, nutritious options are available and accessible, and these foods are affordable to those on fixed incomes. Food co-ops and community gardens, along with senior and community centers, can help bridge the gaps that exist.



Establish a communitywide volunteer program that assists citizens with day-to-day activities

There are many great organizations in Duncan that rely on volunteers to provide opportunities, experiences, and enrichment in the community and the number of volunteers available seems to be decreasing each year. The community needs to seek partnerships with local businesses and community leaders that will establish a reliable and growing base of individuals that want to work together in making Duncan a better place to live, work and play! Residents of Duncan have proven time and time again that when called upon they are ready to help – organizations need to continue to ask for the support and show the benefits to physical and mental health, building new social connections, potential to advance careers, and provide a sense of purpose through volunteering. The Department of Community Development has indicated that they are willing to help serve as a clearing house for future volunteer events that focus on community-based projects and improvements.

Audible intersections for the blind and seeing impaired

Audible intersections are devices that provide an audible indication for pedestrians seeking to cross at an intersection that may be blind or seeing impaired. The audible indicator informs the pedestrian when it is safe to cross, provides directions to assist in crossing multi-lane or non-perpendicular intersections, and is synced with traffic lights to ensure safety is provided. The Duncan Council of the Blind have indicated that they would like to see these audible intersections installed throughout the community and have noted that priority should be given to the Highway 81 and Beech Avenue intersection as their group meets at the Stephens County Historical Museum.

Marginalized Individuals Priorities

Promote services that assist in rehabilitation and employment opportunities

For those willing to accept help through means of providing support and intervention to individuals belonging to the marginalized, excluded, or disadvantaged with the goal of improving their quality of life the community can begin to dismantle the systemic barriers that perpetuate marginalization. These community public and private services need to address systemic inequalities such as discrimination, allow for access to quality education and healthcare, engage through a community-based approach, and ultimately empower and promote self-advocacy for those participating in the recovery process. Churches and local non-profits will be called upon to be the leaders in the process and assistance through policy changes by Community Development will assist in the rehabilitation and healing process.

Ensure food banks and community gardens are accessible for at-risk and marginalized populations

Having access to healthy, fresh foods that are nutritious and rich in vitamins and minerals not only impacts our physical health but also our mental health. However, a growing population is losing access to sites that have these foods affordable and available which in turns perpetuates a trend of poorer health among the at-risk and marginalized populations. Duncan does have several food banks and a community garden that are starting to put nutritious foods into the hands that need them the most but there is still a lot that needs to happen in Duncan to really make a powerful impact. Private and public partnerships are needed to develop additional community gardens that can utilize public or semi-public spaces to be used while schools and community centers can provide educational opportunities so that families can grow, prepare, and preserve their own food.

Set policies for homelessness assistance

More and more communities across the nation are being forced to find solutions to address the issue of homelessness. Some communities have chosen to impose rules and regulations, such as passing anti-camping ordinances, in hopes of forcing the issue out of their community. Through the public forum process, the citizens of Duncan have indicated they would prefer to address homelessness by utilizing local resources that would help those in need recover from the root of homelessness. This would include developing partnerships that would seek opportunities with housing, education, employment and social activities to help those in need.

Work Plan Priorities Matrixes

General Social Services Priorities	Start	Timeframe	Key Stakeholders
Continue fire department program which issues and installs smoke detectors in homes	Ongoing	Ongoing	Fire Department, City Council
Continued training for police and fire to assist citizens with special needs and conditions	Ongoing	Ongoing	Police Department, Fire Department, ASCOG, Think Ability, Community Development
Establish and promote Resources Hubs located throughout the community for citizens seeking assistance	2025	Mid-Range	Duncan Public Library, Douglass Community Center, Duncan Senior Center, Police Department, Fire Department, Duncan Regional Hospital, Community Development
Establish and grow transportation services to assist citizens to reach resources in the community	2025	Long-Range	Red River Transportation, ASCOG, Duncan Regional Hospital, Community Development

Children and Youth Priorities	Start	Timeframe	Key Stakeholders
Promote Services provided by Gabriel's House, One True Light, CASA	Ongoing	Ongoing	Gabriel's House, One True Light, CASA, United Way, Community Development
Promote and expand Food for Kids program	Ongoing	Ongoing	Chamber of Commerce, United Way, Community Development
Establish multiple public facilities and senior centers as Safe Place for children and youth	2025	Short-Range	Douglass Community Center, Duncan Senior Center, Simmons Center, Police Department, Fire

			Department, Community Development
Establish a teen afterschool program similar to Gabriel's House	2025	Long-Range	Second Chance Ranch, Gabriel's House, Churches, Duncan Public Schools, Community Development

Vulnerable Persons Priorities	Start	Timeframe	Key Stakeholders
Promote services provided through Charis Center	Ongoing	Ongoing	Charis Center, United Way
Promote services through Duncan Literacy Council	Ongoing	Ongoing	Duncan Literacy Council, United Way
Ensure nutritional needs are met for seniors and other vulnerable persons	2025	Short-Range	ASCOG, Delta Community Center, Think Ability, United Way, Duncan Regional Hospital, Community Development
Establish a communitywide volunteer program that assists citizens with day-to-day activities	2025	Mid-Range	Churches, United Way, ASCOG, Boy Scouts, Girl Scouts, Community Development
Audible intersections for the blind and seeing impaired	2025	Long-Range	ODOT, Public Works, Council for the Blind, Community Development, City Council

Marginalized Individuals Priorities	Start	Timeframe	Key Stakeholders
Promote services that assist in rehabilitation and employment opportunities	Ongoing	Ongoing	Duncan Rescue Mission, Agape Freedom Ministry, Ambrosia, Second Chance Ranch, Community Development
Ensure food banks and community gardens are accessible for at-risk and marginalized populations	Ongoing	Ongoing	Christians Concerned, Churches, Think Ability, Community Development
Set policies for homelessness assistance	2025	Long-Range	Community Development, City Council

Health and Nutrition

Goal and Work Plan Priorities

Goal Statement

Foster innovative partnerships to ensure all community members have access to health, nutrition, wellness, and family strengthening resources while addressing health inequities through education, healthcare access, and advocate to improve the overall physical health, mental health, and wellness of the community.

Work Plan Priorities

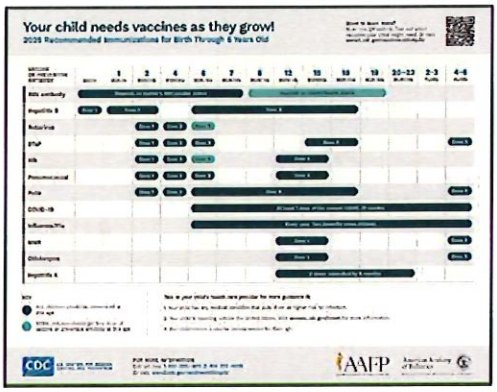
General Health and Nutrition Priorities

Continue to recruit nurses and doctors to Duncan

Duncan Regional Hospital is a leader when it comes to healthcare provided to residents of Southcentral Oklahoma because of the continued drive to grow services and opportunities offered. For this, continued recruitment of nurses and doctors to Duncan is necessary and the community needs to ensure that there are proper amenities and quality-of-life components in place that will help attract the new medical staff. To assist Duncan Regional Hospital, the community needs to focus on housing opportunities, cultural and recreational experiences, and retail/services necessary to raise the overall quality of life.

Continue to provide educational information about public health, vaccines, and water quality to residents

Promoting information, knowledge, and understanding about health issues is important to improving and protecting the overall health of the community. Accurate and reliable information coming directly from Duncan Regional Hospital, Stephens County Health Department, and local medical providers will help ensure that our citizens are provided with the opportunity to make positive choices for their wellbeing. Working closely with other public organizations, the information can be distributed through established information hubs, social media, and local alert systems as necessary.



Promote education outreach by Duncan Public Schools regarding health and nutrition

Schools provide education on health and nutrition through health and science classes as part of the regular curriculum, and when taught at an early age there is greater potential for improving health outcomes, improved academic performance, and personal empowerment of the students. Most of these curriculums include education about the food groups and essential nutrients, dietary guidelines, potions control, and the impacts foods have on personal health but should also include food demonstrations, taste tests, and gardening projects. Allowing these other teaching methods to occur will further engage students, and their families, in making healthier eating choices.

Ensure transportation and access is available to health services and nutrition opportunities

Access to health services and nutrition opportunities is a significant hurdle for more and more households in Duncan. Operating a personal vehicle can be a financial burden and public transportation is very limited, if not nonexistent, for many of the citizens. Red River Transportation plays an important role in providing access and steps to ensure effective and efficient access is not only maintained but improved for citizens of Duncan. Other barriers that impact access include limited financial stability, readily available locations nearby or not, scheduling delays and conflicts, or other systemic barriers that create a real or perceived burden. The Duncan Library, Duncan Senior Center and Douglass Community Center can be access points for citizens to access the internet for telehealth options, serve as hubs for mobile clinics, and a location that education materials can be made available to help address these other barriers to healthcare.

Physical Health Priorities

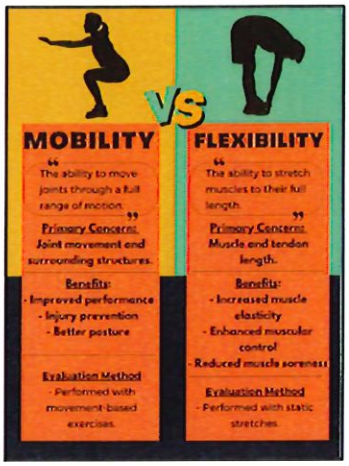
Promote access to physical activities for adults and seniors throughout the community

As we age it becomes more important to pursue a variety of exercises to maintain optimal health benefits with a mix of aerobic activities, strength training, flexibility, and balance exercises. This will help prevent, or delay, the onset of many health problems that seniors face as well as reducing the dependency of others for day-to-day activities. To help promote physical exercise, our local parks should look to install outdoor fitness equipment that encourages movement, maintains mobility, increases strength, and is in a setting that will also promote social engagement with others.

Promote access to physical activities for children that are affordable throughout the community

Children between the ages of 3 to 5 need to be active throughout the day while children ages 6 to 17 need to be active for at least 60 minutes each day. This will help build stronger bones and muscles, develop fundamental movement and balancing skills, improve attention, aid in social skills and development, and improve academic performance. Duncan Public Schools does a great job in providing curriculums that include physical education, and elementary aged students get a recess where they can be active. This begins tapering off when students get to Middle School and High School and opportunities become a bit less available. Therefore, there needs to be activities identified and promoted throughout the community that provide young people with affordable opportunities to get the recommended amount of exercise.

Provide educational information about staying hydrated, getting a good night's sleep, and flexibility/mobility exercises



Utilizing resource hubs, senior centers, and community centers, information about staying hydrated, getting a good night's sleep, and flexibility/mobility exercises should be provided to the public for each age group. Proper hydration keeps our organs functioning properly, helps to prevent infections, and aids in the delivery of nutrients to our cells. A good night's sleep helps improve our mood, improves health, and allows for better brain and memory function. Flexibility and mobility exercises will help improve posture and balance, help to decrease the risk of injury, and can help to reduce stress and physical pain. All these components are vital to living a better life and having information readily available for each age group can lead to a healthier community.

Mental Health Priorities

Continue to reduce the stigma associated with mental health issues through public awareness programs

Great strides have been made to begin reducing the stigma associated with mental health conditions, and groups like Pathways to a Healthier You have done a wonderful job in raising awareness and providing resources to those in need. By encouraging conversations about mental health to be open, educational, compassionate, and supportive, Pathways has continued to help many citizens obtain the help and support they need. Continued outreach by Pathways and other organizations will need to continue to fully address the behavioral health needs of our community and remove barriers that restrict access to needed treatment opportunities.

Continue to improve access to mental health services and ensure that services are coordinated

One of the leading causes of limited access to mental health care is a lack of understanding about the conditions, limited information readily available, and perceived lack of support within the community. Thankfully, Duncan has Pathways to a Healthier You that makes information and resources available to the community and allowing help to be obtained. Additional resources and information developed by Pathways should be made available at multiple information hubs throughout the community which will allow greater access for Duncan's citizens.

Continue to improve recognition and assessment of mental health needs of our citizens

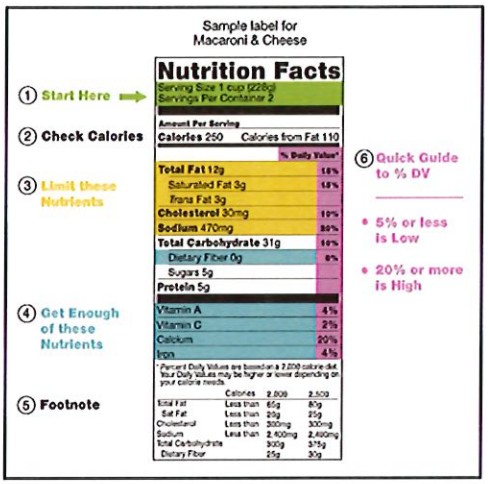
Pathways to a Healthier You, sponsored by Duncan Regional Hospital, continues to lead the way in the community working to improve recognition and assessment of mental health needs in our community. Pathways has conducted surveys, raising awareness, educating the community, and working with healthcare professionals in developing proper assessment tools regarding mental health and substance abuse. Pathways also continues to provide information regarding the importance of early intervention

and screening, encouraging local employers and workplaces to inform employees of available support networks, and work to address the stigma that has often been associated with mental health and substance abuse. Continued efforts are needed, and other nonprofits and organizations can benefit by partnering with Pathways to a Healthier You to properly address the mental health of Duncan.

Nutrition and Healthy Food Priorities

Provide educational information to parents about healthy food choices

Choosing healthy foods will help improve our overall health, maintain a healthy weight, strengthen our immune system, reduce the risk of disease and illness, and help to maintain proper energy levels throughout the day. Sadly, we live in a day where healthy food choices are difficult to obtain for many in our community and often the unhealthy alternatives are cheaper leading to families choosing unhealthy eating habits on a frequent basis. Therefore, it is important to provide educational information about healthy food choices that can be sent with school-aged children home to their parents, having information available at our churches and community centers, and utilizing all forms of media to share the importance of healthy food choices throughout the community.



Create and promote a healthy eating environment for families and children

Effort must go into creating healthy eating environments for families and children given the access and availability of unhealthy choices that are often cheaper to purchase. Education, access, and positive reinforcement will be required to train our minds in healthier food decisions and often must start with making small changes in our lives. Keeping healthy food available at home and "junk food" out, keeping healthy snacks on hand at home and the workplace, and sharing healthy eating goals and accomplishments with those around you will begin to reinforce our minds and cravings towards healthier options.

Establish "Learn to Garden" programs for residents

Learning to grow a garden is a very rewarding skill that not only provides healthy foods to the dinner table, but also can promote other physical and mental health benefits. Working in the garden is a form of aerobic exercise, improves the heart and joint health, strengthens the immune system, and reduces stress while improving memory function. To begin, a person only needs a pot or bucket, some soil, and some seeds. However, like many skills, there are community leaders and organizations that have advanced their gardening skills that can assist those just beginning. "Learn to Grow" programs can help guide local citizens learning

new skills the knowledge needed to determine how much sun certain plants and vegetables need, what tools will make gardening easier, what vegetables grow best in Oklahoma, and how to properly plan the garden – knowing what plants grow well together will increase the vegetable bounty come harvest time. Groups like Think Ability with their community garden and the Oklahoma State University Extension Office with the wealth of knowledge in horticulture are valuable resources that our citizens should take advantage of to better provide fresh fruits and vegetables to their dinner tables.

Address food deserts as they exist in the community

The U.S. Department of Agriculture (USDA) defines a food desert as a community where at least 33% of the residents live more than one mile away from a grocery store in urban settings or more than 10 miles in rural settings. These food deserts often occur in low-income areas causing residents to rely on small stores that do not carry healthy food options or where these healthy options are much more expensive. Because of these food desert scenarios, low-income areas often see a greater disparity in diet-related conditions like obesity and diabetes. Duncan's officials have worked with USDA data and has identified several neighborhoods that meet the definition of a food desert and are continuing to work with potential developers, investors, and funding institutions to begin addressing these areas so that affordable healthy food options can be made available to Duncan's citizens.

Family Strengthening Priorities

Ensure family activities exist throughout the community

Family strengthening is a means of learning ways to improve parental resilience through stress management, develop positive relationships and social connections, understand child development, and have access to support networks to aid in addressing family needs to increase family strengths and reduce the likelihood of child abuse and neglect. Many activities that aid in the process include things that create shared experiences, help build and develop skills and create a sense of community that can be enjoyed by the entire family. Events like the City of Duncan's Movie in the Park, volunteering as a family with a nonprofit, or working together on a community garden project are activities that need to continue to grow and develop as an asset.

Encourage communication between children and parents

Communication between parent and child is very important to the development of trust and respect, helping the child feel understood and validated, and creating a positive environment that allows the child to grow through positive experiences and reinforcement. Understanding that a child has yet to fully develop emotionally, parents and older adults need to realize that both verbal and nonverbal communication is important and engagement in the conversation is welcoming for the child. It is important to ask open-ended questions, to listen attentively, and reinforce the child for keeping communication open. In this day of technology, and providing a thought in 160 words or less, we are beginning to forget the importance of true conversation and resources may need to be made available to the public to help address the proper ways of communication between an adult and child.

Work Plan Priorities Matrixes

General Health and Nutrition Priorities	Start	Timeframe	Key Stakeholders
Continue to recruit nurses and doctors to Duncan	Ongoing	Ongoing	Duncan Regional Hospital
Continue to provide educational information about public health, vaccines, and water quality to residents	2025	Short-Range	Duncan Regional Hospital, Duncan Public Schools, Community Development
Promote education outreach by Duncan Public Schools regarding health and nutrition	2025	Mid-Range	Duncan Regional Hospital, Duncan Public Schools
Ensure transportation and access is available to health services and nutrition opportunities	2025	Long-Range	Red River Transportation, ODOT, Public Works, Community Development, City Council

Physical Health Priorities	Start	Timeframe	Key Stakeholders
Promote access to physical activities for adults and seniors throughout the community	2025	Short-Range	Simmons Center, Douglass Community Center, Duncan Senior Center, Duncan Public Library, Community Development
Promote access to physical activities for children that are affordable throughout the community	2025	Short-Range	Simmons Center, Duncan Public Schools, Public Works, Community Development
Provide educational information about staying hydrated, getting a good night's sleep, and flexibility/mobility exercises	2025	Short-Range	Simmons Center, Duncan Public Schools, Duncan Regional Hospital, Duncan Public Library

Mental Health Priorities	Start	Timeframe	Key Stakeholders
Continue to reduce the stigma associated with mental health issues through public awareness programs	Ongoing	Ongoing	Duncan Regional Hospital
Continue to improve access to mental health services and ensure that services are coordinated	Ongoing	Ongoing	Duncan Regional Hospital
Continue to improve recognition and assessment of mental health needs of our citizens	Ongoing	Ongoing	Duncan Regional Hospital

Nutrition and Healthy Food Priorities	Start	Timeframe	Key Stakeholders
Provide educational information to parents about healthy food choices	2025	Short-Range	Duncan Regional Hospital, Duncan Public Schools
Create and promote a healthy eating environment for families and children	2025	Mid-Range	Duncan Regional Hospital, Duncan Public Schools, Community Development
Establish "Learn to Grow" programs for residents	2025	Mid-Range	Duncan Public Schools, Oklahoma State University Extension Office, Think

			Ability, Community Development
Address food deserts as they exist in the community	2025	Long-Range	Community Development, City Council

Family Strengthening Priorities	Start	Timeframe	Key Stakeholders
Ensure family activities exist throughout the community	Ongoing	Ongoing	Simmons Center, Community Development, City Council
Encourage communication between children and parents	Ongoing	Ongoing	Duncan Public Schools, Churches, Community Development

Economic Development

Goal and Work Plan Priorities

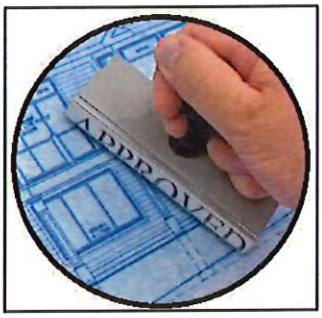
Goal Statement

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

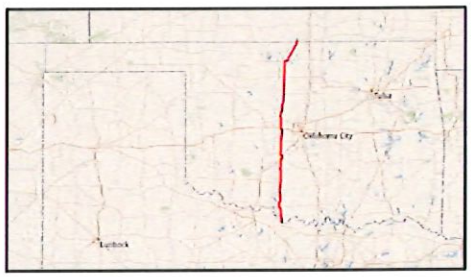
In the competitive world of economic development, having an inventory of buildings available for both commercial and industrial uses is critical for the future of Duncan. A mix of building sizes is needed to better attract potential developers and businesses to the community and having a strategic plan 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 internation 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 form 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 is posses 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

Education

Goal and Work Plan Priorities

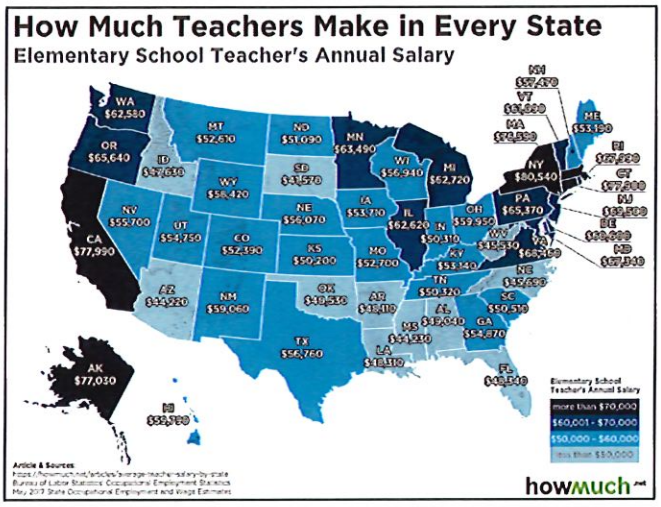
Goal Statement

Support our local public schools, vocational center, and college to continue to increase academic achievement that helps establish Duncan as a place where it is known that residents can engage in high quality learning opportunities, that are accessible and affordable, throughout their entire lifetime.

Work Plan Priorities

General Education Priorities

Ensure teacher pays is competitive with other districts and states

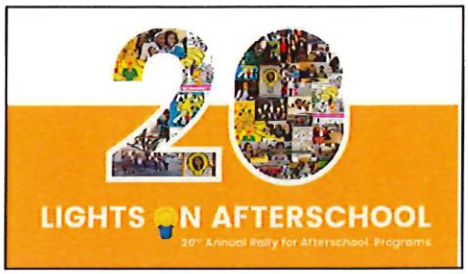


To ensure the future of an educated population that can drive future economic growth in the community, Duncan needs to work to see that our local teachers are receiving a competitive wage within the region as well as compared to neighboring states. The education system is critical for the future of a community, and Duncan Public Schools has done a fantastic job of advocating for their teachers and employees, providing the resources necessary to educate our children and youth, and providing the tools necessary to allow the children to become future leaders in the community. To assist in ensuring that competitive wages are provided, the community needs to continue to stand with Duncan Public Schools and advocate on their behalf.

Elevate state support for public schools in Oklahoma

As a community, Duncan has shown strong support for Duncan Public Schools with the establishment of the Duncan Public Schools Foundation in 1989. The program allows for contributions to be made from the community directly to school programs and to our local teachers, enabling them to better perform in educating the children and youth of the community. However, there may be times when our community needs to advocate further and become more involved in showing support by attending school board meetings, getting involved on a personal level with parent/teacher programming, and writing state officials. By being active locally and illustrating to our state officials the importance Duncan Public Schools has on our local community and economic opportunity, Duncan can help ensure that there is constant state support for the public schools in Oklahoma.

Develop and promote afterschool activities and programs



Afterschool activities not only ensure that the children of the community have a safe place to go after school while parents are still working, but also provides an opportunity for the young minds to explore interests, develop new skills, build social skills, boost self-esteem and mental health, and enhance their academic performance. An obstacle to providing more after-school activities is to find appropriate funding streams that can support the staff and activities that might occur. Many of the educators in Duncan have indicated that they would like to be able to do more with afterschool programming and activities, but the funding is just not available. There are a few non-profit organizations that are trying to fill this gap in the community, but citizens and educators have both indicated that more can be done if funding were available.

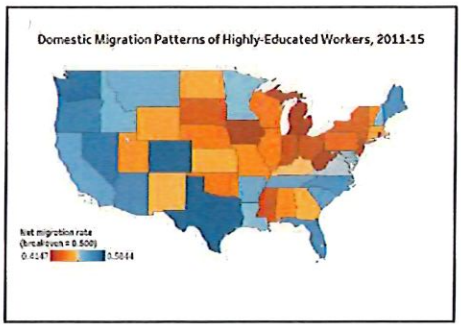
Develop and promote Family Night Opportunities that engage parents, children and educators

Education goes beyond the time spent in classrooms, and having parents involved with their children's education experiences is extremely important. By providing Family Night opportunities at schools, parents are encouraged to engage with their child, the teachers and school staff, and begin building the importance of community. Such activities might include family dances, concert nights in which the school's band and choir perform, art nights where students and parents create together, and family literacy night in which families read, write and share ideas together. The positive experiences will enhance the learning environment for the children, build stronger family ties, and grow civic engagement for generations to come.

Promote community programs that focus on developing soft and life skills training

The education system does a great job in developing skills for those entering and involved in the local workforce, and these efforts should always be applauded. However, there is a growing gap in the development of soft and life skills for students entering adulthood and programs should be developed to apply general knowledge to life (adaptability, emotional intelligence, patience, accountability, etc.) and life (nutritional cooking, automotive maintenance, home/structure maintenance, personal budgets, etc.) that will be required through adulthood to maximize personal success. These types of programs, historically, were taught in schools but because of required programming changes these skills do not receive as much attention as they should. To help fill this gap, afterschool programs and opportunities through mentorship can begin to reintroduce these skills to young adults.

Minimize the migration of skilled and educated citizens



Migration of the skilled workforce, also known as the "brain drain" is the movement of skilled residents and future adults that have obtained specialized training and education leave the community for another place for employment. Often this occurs because of a stagnant local economy, labor shortages, and lack of amenities and entertainment opportunities. Historically, Duncan has witnessed with the oil and gas industry, and needs to be aware that this can occur again so it

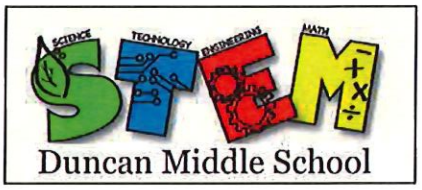
is imperative that the community works together to ensure that there are ample opportunities for community and economic growth, be proactive in driving new economic opportunities to the area, and ensuring that a mix of adequate housing opportunities exist, and there are multiple types of recreational activities to enjoy.

Primary and Secondary Education Priorities

Continue to promote the High School Internship Program throughout the community

In 2016, the State of Oklahoma passed a bill allowing high school students an opportunity to receive an elective credit for an internship. In 2017, DAEDF and Duncan Public Schools worked with local employers to launch Duncan Public Schools' Pathways to Future Careers Internship Program. Since, the program has grown to include more local businesses opening their doors to high school students wishing to learn about various fields, learning business and personal skills, and allowing for an opportunity to aid in a student's decisions for choosing a future career. The program has benefited many students that call Duncan home, and the program needs to continue receiving community support to allow further growth and success.

Continue to grow STEM programs and opportunities in the Middle and High Schools



STEM (Science, Technology, Engineering, and Math) education is a hands-on learning method that helps students apply classroom content to develop problem solving skills, solve real world problems, and see how math and science is applied in the real world. Duncan Public Schools currently provides STEM opportunities to middle and high school students with some introduction in the elementary education system. The Duncan Public Schools Foundation, serving as a non-profit, helps fund STEM education and provides additional resources to the classrooms to enrich the professional development and opportunities for both students and teachers. With advancements in technology, and the global economy becoming more important, STEM programs need to continue to provide access to future job growth and opportunities for Duncan's young adults.

Continue to provide resources to assist those seeking their G.E.D.


Department of Education
State of Oklahoma
HIGH SCHOOL DIPLOMA
THIS CERTIFIES that YOU NAME HERE
Given at Oklahoma City, Oklahoma, this 15th of July, 2012.
OKLAHOMA
State Department of Education

There are many residents of Duncan that do not currently hold a traditional high school diploma, and whether that is a result of not being able to complete high school or coming from a different background in which educational opportunities were not available, being able to obtain a G.E.D. is extremely important to gain employment. Thankfully, Duncan has several organizations that provide resources and opportunities to those seeking to illustrate that the have the same level of academic knowledge as a traditional high school graduate that will open future doors to financial stability and prosperity. Continued support for these organizations is needed, and as the community works together to see that opportunities exist, Duncan can be known for educational opportunities for all.

Higher Education and Continuing Education Priorities

Continue to grow and promote the Red River Career Expo

Each year, Cameron University hosts a career expo in which a wide range of companies, including Fortune 500 corporations, local businesses, non-profit agencies, and government entities are represented. Students have an opportunity to engage representatives and discuss career paths, job requirements, and application processes for perspective employment. The ability for students, and local citizens, to connect with area businesses and organizations is important as it allows for internal community and economic growth to occur through the local education system.

Continue to work with employers in building curriculums and continuing education opportunities at Red River Technology Center

The Red River Technology Center is a valuable resource to the City of Duncan and Stephens County when it comes to opening new opportunities for businesses to thrive. The Center often works with local businesses and industrial leaders in developing short-term programs and curriculums that will aid in developing the skills necessary for both the individual, and the company, to be successful in the global market. Continuation of this program and partnership will need to continue, and grow, for Duncan to diversify its local economy and prove to the world that the community is a global competitor and partner.

Continue to grow and promote concurrent education opportunities through Cameron University

Concurrent enrollment allows qualified juniors and senior high school students the ability to earn college credits from Cameron University while completing high school. This opportunity provides students seeking a traditional college degree a head starts in obtaining the necessary college credit hours, ability to complete core classes, and gradually adjust to college coursework. This great program has grown over the years with Duncan Public Schools, and recently an announcement was made that qualified sophomore high school students will be able to begin taking concurrent courses with Cameron University. This type of program not only gives students a head start with college coursework, but also provides an opportunity for students to determine what fields they wish to explore for future careers.

Continue promoting the Murray State College School of Nursing located in Duncan

Murray State College and Duncan Regional Hospital partnered together to bring top nursing program students to the Duncan area. The partnership will help provide greater opportunities for qualified students to earn their nursing degrees from Murray State. The partnership also allows Duncan Regional Hospital an opportunity to provide additional nursing education opportunities and increased access to local communities in which DRH serves. As the medical fields are some of the

fastest growing "industries" it is important to ensure that there are career paths and opportunities for those seeking to enter the medical fields.

Mentoring and Coaching Priorities

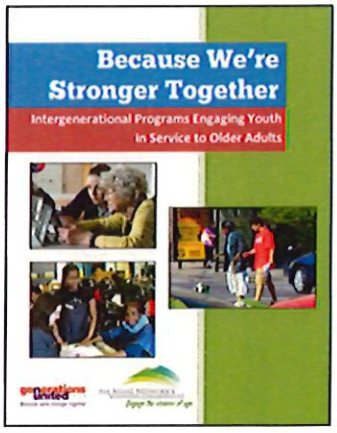
Promote and grow the Leadership Duncan Program

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. Each year, approximately 24 to 28 community members that are identified by past class members and local employers are selected to participate in Leadership Duncan. Not only do students of these classes learn about the community, but they also benefit and gain skills in mentoring, coaching, and develop skills to be a better community leader. Programs like Leadership Duncan are extremely important to the future of the community and continued support should be provided.

Promote and grow the Chamber's Young Professional Program

Late 2024, the Chamber of Commerce kicked off their FORGE Duncan Young Professionals program. The program allows young professionals an opportunity to network, develop leadership skills, access career development opportunities, and build professional connections through Duncan's Chamber of Commerce. The ability to learn from peers and participate in social events with individuals in similar stages of their careers will help ensure future economic and community success and allow for future entrepreneurs an opportunity to chase their dreams and visions in the community.

Develop intergenerational relationship opportunities for seniors, young adults, and children



Intergenerational relationship opportunities are activities that encourage interaction and cooperation between people of different generations and age groups. The activities can help seniors combat isolation, build relationships with seniors and young people, reduce stereotypes and perceptions that groups might have toward each other, and foster growth that will help improve the community. These opportunities also can educate each other about different ethnicities and cultures that should be embraced before they are forgotten. Continued partnerships with Duncan Public Schools, senior centers, and nursing homes can begin fostering the development of intergenerational relationship opportunities and when feasible investment of time and programing should be encouraged.

Develop a Fifth Grader goes to Work Program

Citizens engaging in the quality-of-life planning process indicated that they would like to see a "Fifth Grader goes to Work" program being established. This is an educational initiative where fifth-grade students visit local workplaces, or professionals are welcomed into the classroom for the day, to observe different career paths, learn about the roles and duties of various jobs, and gain insight into the work world. The program may also offer hands-on activities, skill development, and promote engagement and interest in career opportunities. This would require the further development of Duncan Public Schools with local businesses to be successful.

Work Plan Priorities Matrixes

General Education Priorities	Start	Timeframe	Key Stakeholders
Ensure teacher pay is competitive with other districts and states	Ongoing	Ongoing	Duncan Public Schools, State of Oklahoma
Elevate state support for public schools in Oklahoma	Ongoing	Ongoing	Duncan Public Schools, Community Development, State of Oklahoma
Develop and promote afterschool activities and programs	2025	Mid-Range	Duncan Public Schools, Gabriel's House, Second Chance Inc, Simmons Center, Community Development
Develop and promote Family Night Opportunities that engage parents, children and educators	2025	Mid-Range	Duncan Public Schools, Community Development
Promote community programs that focus on developing soft and life skills training	2025	Mid-Range	OSU Extension Office, Duncan Senior Center, Douglass Community Center, Community Development
Minimize the migration of skilled and educated citizens	2025	Long-Range	Community Development, City Council

Primary and Secondary Education Priorities	Start	Timeframe	Key Stakeholders
Continue to promote the High School Internship Program throughout the community	Ongoing	Ongoing	Duncan Public Schools, DAEDF, Community Development
Continue to grow STEM programs and opportunities in the Middle and High Schools	Ongoing	Ongoing	Duncan Public Schools, Red River Technology Center, Cameron University
Continue to provide resources to assist those seeking their G.E.D.	Ongoing	Ongoing	Duncan Area Literacy Council, Duncan Public Schools

Higher Education and Continuing Education Priorities	Start	Timeframe	Key Stakeholders
Continue to grow and promote the Red River Career Expo	Ongoing	Ongoing	Cameron University, Red River Technology Center, DAEDF, Community Development
Continue to work with employers in building curriculums and continuing education opportunities at Red River Technology Center	Ongoing	Ongoing	Red River Technology Center, DAEDF, Community Development
Continue to grow and promote concurrent education opportunities through Cameron University	Ongoing	Ongoing	Duncan Public Schools, Cameron University
Continue promoting the Murray State College School of Nursing located in Duncan	Ongoing	Ongoing	Duncan Public Schools, Duncan Regional Hospital, Murray State College

Mentoring and Coaching Priorities	Start	Timeframe	Key Stakeholders
Promote and grow the Leadership Duncan Program	Ongoing	Ongoing	Chamber of Commerce, Community Development
Promote and grow Chamber's Young Professional Program	Ongoing	Ongoing	Chamber of Commerce, Community Development
Develop intergenerational relationship opportunities for seniors, young adults, and children	2025	Long-Range	Duncan Public Schools, Gabriel's House, Second Chance Inc, Duncan Senior Center, Douglass Community Center, Community Development
Develop a Fifth Grader goes to Work Program	2026	Long-Range	Duncan Public Schools, Community Development

Arts and Culture

Goal and Work Plan Priorities

Goal Statement

Become a thriving and culturally relevant arts community which will support arts-related development projects, increasing awareness, participation, and expression in the arts, hosting annual events, and fostering and supporting a network of local artists by investing in existing spaces and growing partnerships with arts-based organizations.

Work Plan Priorities

General Arts and Culture Priorities

Utilize existing digital signage and marques to share information with the public about upcoming events

Duncan has many festivals and events that take place, but each year citizens express that they "did not know anything about this event." This indicates that the means in which festivals and events are shared with the public is missing a substantial demographic within the community. Unless someone subscribes to a specific news outlet or has liked a social media account, there is a missed opportunity to connect. To help address this, and to share upcoming events throughout the community, organizations should partner with businesses and Duncan Public Schools to share public events on their digital signage and marques. This information that is shared should be for events and festivals and not for off-premises advertising that would potentially conflict with ODOT and City of Duncan guidelines for advertisement.

Develop mobile art exhibits that can be shared with schools, senior centers, and nursing homes

Mobile art exhibits, or a touring exhibition, is an exhibition that is presented at more than one venue and is a way of introducing art and culture to a demographic that might otherwise miss out on the experience. This type of program not only introduces the art by reaching new audiences, but it also aids in cultural exchange and diplomacy and inspires cultural curiosity and enhances education. Though many think of a mobile art exhibit as being of famous and expensive pieces, the local program can also be much simpler in that local artist to the region can contribute pieces that are introduced to schools, senior centers, and nursing homes for enjoyment and discussion.

Attract weekly events and performances to the Simmons Center

The Simmon's Center is a wonderful amenity to the City of Duncan in that many communities with populations less than 25,000 do not have a performance stage, convention center, and workout facility that the public can utilize. What has been noted by citizens regarding the facility is the lack of events that utilize the performance stage. Historically the stage has been used by Duncan Little Theater for local performances and by the Chisholm Trail Arts Council as they bring musical performers to the community leaving ample opportunity to fill

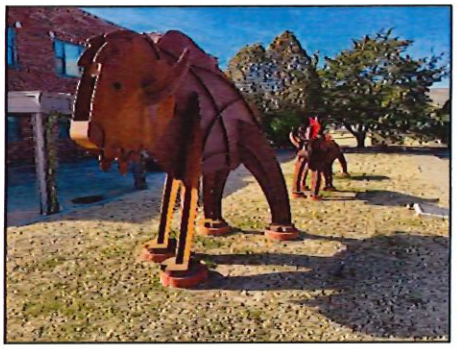
the calendar with musicians, comedians, and lecturers. Consideration should be given to hiring a talent buyer that will assist in identifying appropriate artists for Duncan.

Public Art Priorities

Revisit the Leadership Duncan Class Project that was working to develop multiple murals downtown

Leadership Duncan Class 23 had selected as their class project coordinating with local downtown business owners and local artists to begin painting several murals around the district. Work in coordinating with local businesses was underway, and then the community was impacted by Covid-19 which delayed action for this proposal. Several business owners and local artists have since indicated that they would like to see this project move forward once again and several non-profit organizations, such as CTAC and Main Street, have been working on a plan of action to make this project a reality. Once murals are established, the community should market them to attract new tourism opportunities to the community.

Establish a plan for more public art throughout the community



Public art can play an important role in creating or enhancing the sense of place within a community. Studies have demonstrated that public art can help improve mental and physical wellbeing, decrease stress, foster a more livable community, and help to engage the public with a more inclusive government. There are also economic development impacts of public art in that tourists and new customers can be drawn to the community, festivals and events can grow from efforts of local artists and assists in placemaking practices that help develop the community's identity. Recently Duncan has seen several public art pieces be installed – Bronze Statue of the Old County Courthouse on Main Street and the Metal Buffalo donated by the Weedn family on North 10th Street in the downtown district. Citizens have expressed that they enjoy these works and would like to see more public art added throughout the downtown district as well as citywide.

Allow local artists the ability to show their art in public buildings and spaces

Citizens involved with this planning process have indicated that they would like to see more opportunities for local and regional artists to be able to display their work in public buildings and spaces. This would help to promote our local artists and allow for greater exposure, improve the aesthetics within public buildings and spaces, and provide additional accessibility for those that may not have the means to travel to galleries or museums. By partnering with the Chisholm Trail Arts Council, local artists and their work can be selected for appropriateness and acceptance and displays can be rotated out periodically to provide fresh experiences for those visiting public buildings.

Map all public art and market the ability to visit and view unique pieces throughout the community

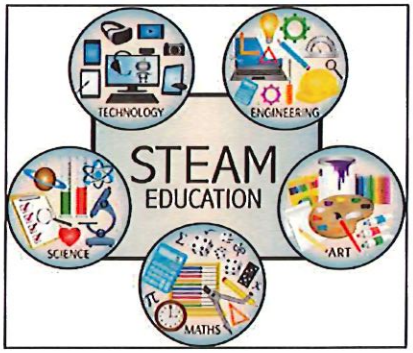
There are several murals and sculptures that already exist throughout the City of Duncan, and these points of interest should be cataloged using mapping software and made public so that residents and visitors can tour the community and learn about the rich history of Duncan. As new pieces are painted, constructed, or displayed then the map should be updated to reflect the new pieces. Doing so will help encourage new works to be added, new local artists to be discovered, and new opportunities for socialization and art/cultural appreciation.

Art and Education Priorities

Continue to promote and grow youth in art programs

Studies have shown that youth that are involved with the arts have improved academic performance, develop higher levels of self-esteem and greater protection against mental illness, grow to be more civic-minded, and have an enhanced cognitive development. These reasons alone should persuade citizens of Duncan to build a future that includes access to the arts for the future generations and to not only encourage, but support, children as they explore the arts. The Chisholm Trail Arts Council and Duncan Public Schools have developed a strong relationship in working together to enhance access to art education and appreciation and these programs need to be supported by the community.

Include Art in STEM education – STEM to STEAM



Duncan Public Schools have adopted a wonderful STEM (Science, Technology, Engineering, and Math) program for students, but Arts should be added to the curriculum to create STEAM. Art is an important component for students that might be interested in the fields of architecture, urban design, landscape architecture, graphic designer, fashion designer, photographer, video game designer, web designer, and advertising/marketing manager to name just a few growing professions. The "A" in STEAM bolsters the rest of the STEM program while adding an element of creativity and problem solving.

Cultural Connection Priorities

Expand and promote exhibits and resources offered by the museums located in the community

Duncan, Oklahoma is lucky to have several museums – Stephens County Historical Museum, Rock Island 905 Railroad Museum, and the Chisholm Trail Heritage Center & Garis Gallery of the American West. Each of these museums serves as a gateway to the rich history of Duncan and its people that helps us better understand our place in the future. Most of these museums have begun to reinvent themselves and what they offer back to the community through new experiences, developing a sense of community, and making a positive social impact that is showcasing different cultures and ethnicities and their contributions to society.

Develop a local festival that celebrates the rich Chickasaw Nation Culture in the community

The Chickasaw Nation, one of the Five Civilized Tribes and the 12th largest Indigenous nation in the United States, has a rich cultural history that needs to be celebrated by Duncan. Local leaders need to work with the Chickasaw Nation to establish a local festival that tells their people's story, help celebrate and preserve their rich culture, and allows the community to enjoy entertainment, fellowship and learning more about the Chickasaw heritage and customs.

Develop and grow cultural events and festivals throughout the community

Looking at the demographics of Duncan, per the US Census data, the community has a mix of races and ethnicities that should be celebrated. By celebrating and embracing the heritage and traditions of those from different backgrounds, the community can better learn and understand about cultures, foster understanding and respect, and embrace diversity – all of which are important if the community has a desire of continuing to be involved in the global market with oil and gas, agriculture, aeronautics, and health industries.

Work Plan Priorities Matrixes

General Arts and Culture Priorities	Start	Timeframe	Key Stakeholders
Utilize existing digital signage and marques to share information with the public about upcoming events	2025	Short-Range	Local Business, CTAC, Convention and Visitor's Bureau, Community Development
Develop mobile art exhibits that can be shared with schools, senior centers, and nursing homes	2025	Mid-Range	CTAC, Museums, Duncan Public Schools, Duncan Senior Cetner, Douglass Community Center, Nursing Homes
Attract weekly events and performances to the Simmons Center	2025	Long-Range	Simmons Center, Convention and Visitors Bureau, CTAC

Public Art Priorities	Start	Timeframe	Key Stakeholders
Revisit the Leadership Duncan Class Project that was working to develop multiple murals downtown	Ongoing	Ongoing	Main Street Duncan, CTAC, Leadership Duncan, Community Development
Establish a plan for more public art throughout the community	2025	Mid-Range	Main Street Duncan, CTAC, Community Development, City Council
Allow local artists the ability to show their art in public buildings and spaces	2025	Mid-Range	CTAC, Community Development, City Council
Map all public art and market the ability to visit and view unique pieces throughout the community	2025	Long-Range	CTAC, Convention and Visitor's Bureau, Community Development

Art and Education Priorities	Start	Timeframe	Key Stakeholders
Continue to promote and grow youth in art programs	Ongoing	Ongoing	CTACT, Duncan Public Schools
Include Art in STEM – STEM to STEAM	2025	Long-Range	CTAC, Duncan Public Schools, Community Development

Cultural Connection Priorities	Start	Timeframe	Key Stakeholders
Expand and promote exhibits and resources offered by the museums located in the community	Ongoing	Ongoing	Museums, Convention and Visitor's Bureau
Develop a local festival that celebrates the rich Chickasaw Nation Culture in the community	2025	Mid-Range	Chickasaw Nation, Convention and Visitor's Bureau, Community Development
Develop and grow cultural events and festivals throughout the community	2025	Long-Range	Convention and Visitor's Bureau, Community Development

Neighborhood Engagement

Goal and Work Plan Priorities

Goal Statement

Engage citizens in contributing knowledge, desires, and visions for a better community that will promote the development of quiet, safe, beautiful, walkable neighborhoods that enhance social interaction that will develop neighborhoods that are supportive of its residents, and engaging in the community through clubs, committees, and councils ensuring that all residents across the entire community have equal opportunities in the shaping of Duncan's future.

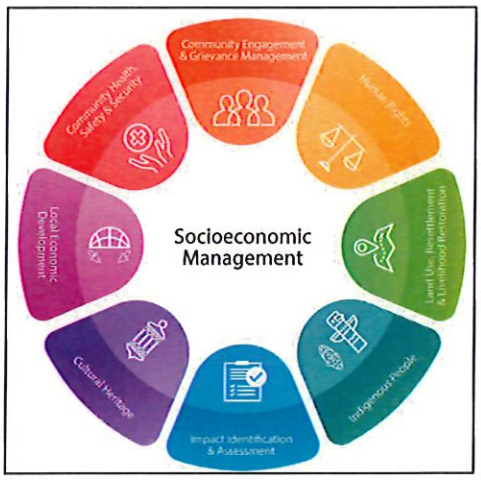
Work Plan Priorities

General Neighborhood Engagement Priorities

Develop a program that celebrates minority-owned and female-owned businesses throughout Duncan

Duncan's diverse cultures and ethnicities are rich with success and should be celebrated so that future entrepreneurs are encouraged to bring their business ideas to the table. Some of the fastest growing demographics for business owners are those lead by minorities and females, and providing a platform to hear their success stories may inspire future generations to chase their dreams. By celebrating these businesses, we recognize their success in the market, we support their business so that they may continue to provide services locally, we highlight their contributions to paving a path for future generations, and we advocate for them and their businesses so that they have stronger representation in the regional and global markets. This will further strengthen and diversify Duncan's local economy.

Ensure programs and policies include and benefit all citizens of different socio-economic backgrounds



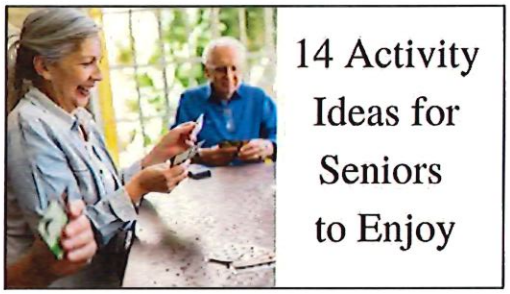
City codes and ordinances regularly need to be reviewed, and amendments made to better reflect the changes that occur in society and with advancements in technology. Often left out is how these amendments may impact different socio-economic classes within the community and may cause additional hardships that could otherwise be avoided. City staff needs to be aware of the potential impacts that changes in policies and programs may have on the diverse population that exists in Duncan, and when possible, the positive impacts should be given priority in any change considered. Policy changes should consider community health, engagement, cultural heritage, and economic development opportunities for all citizens of Duncan, Oklahoma.

Utilize public spaces, convenience stores, pharmacies, and laundromats mats to share community events with residents

To better engage all citizens, information about upcoming events needs to be readily available for those that may not have access to various forms of social media and/or new sources. One option recommended by citizens involved in this planning process is to make sure that information about upcoming events is posted at various public spaces and buildings, in convenience stores, at pharmacies, and at laundromats to reach some of the underrepresented population of Duncan. Sharing information, and inviting residents to attend events, will ultimately build a stronger and resilient community.

Connecting with the Underrepresented Priorities

Develop mobile programs that encourage social engagement for the community's aging population



Social engagement opportunities can help improve our mental health, our physical health, and our longevity but as we age being able to access the opportunities of social engagement becomes more difficult. Working with non-profits, schools, and entities that offer program opportunities, a mobile program can be developed where activities can be provided to neighborhoods, community centers, and nursing homes that will help encourage participation in activities, help support healthy aging and provide some resources and support to caregivers.

Develop mobile programs that enables social engagement for households that have restricted access to transportation

Rasing the quality of life for all residents of Duncan means finding ways to ensure that activities and programs are made available and accessible by those that my have restricted access to transportation – which may mean developing mobile programs that can travel throughout the community bringing the activity to the doorsteps of the citizens. More and more communities across the United States are implementing programs that are held in neighborhood parks, at local churches, and in other public and semi-public spaces to allow social engagement to occur. This not only makes all citizens feel valued, but also allows for relationships that may not otherwise exist form and thrive.

Host events and programs in community centers and public venues to develop trust and build relationships

The Department of Community Development has hosted several public forums in the community – DETA, Duncan Heart and Soul, Chickasaw Placemaking Project to name a few events – that were well attended by citizens. These opportunities allowed for citizens that often feel left out of the conversation to further engage in improving the Duncan community. The Department of Community Development, and other city departments, should continue this

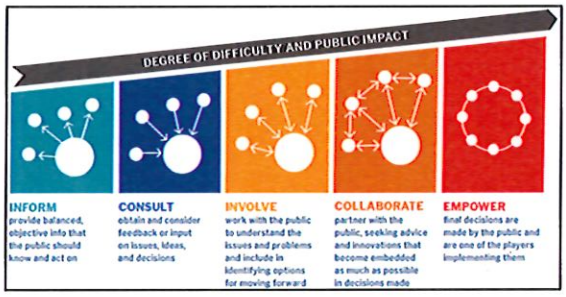
process that will allow citizens to develop trust with city staff and build lasting relationships with community leaders.

Ward and District Development Priorities

Encourage neighborhood holiday decoration strolls

More and more residents are setting up decorations for July 4th, Halloween, and Christmas and citizens are taking notice by seeking locations to walk and enjoy the displays. Much like the Halmark Movies that many enjoy during the holidays, creating an atmosphere of enjoyment and celebration can make Duncan a destination for future businesses and residents making the community feel like home. These actions of setting out decorations and displays need to be encouraged throughout the community as these holiday decoration strolls can promote a new level of social engagement and enjoyment. The City of Duncan regularly posts on social media where clusters of decorations and displays may exist, and with the help of citizens this can grow for public enjoyment.

Establish "Ward Ambassadors" that can serve as a liaison between local government and residents that may have a difficult time getting to community meetings



Coming from the Duncan Heart and Soul program, citizens have expressed the desire to see "Ward Ambassadors" formed that can help serve and a liaison with city staff and leadership to those citizens that want to be involved but are unable to attend community meetings and events. Citizens have stated that these ambassadors should reflect the community in which they reside, able to build lasting relationships with other citizens and local leaders and be able to attend meetings at both city hall and at community centers or churches within the ward to share information and insight. The ambassadors also can help provide updates on various community programs and events to the City Council, city staff, and other local leaders and assist in finding potential resources to allow programs to succeed.

Develop a "Mobile Block Party" trailer that citizens can use for neighborhood events

The Department of Community Development has researched the successes of other communities that have developed a "Mobile Block Party" trailer. The trailer is provided for free to community and neighborhood events as it is seen to engage citizens, promote stronger communities, and build lasting relationships. These trailers often include tables and chairs, various games and activities for all age groups, and supplies that help the community/neighborhood host put together a fun filled event for their friends and family to enjoy. Once funded, hopefully through grants, the trailer can be reserved for the weekend on a first come first served basis by contacting the Department of Community Development.

Work Plan Priorities Matrixes

General Neighborhood Engagement Priorities	Start	Timeframe	Key Stakeholders
Develop a program that celebrates minority-owned and female-owned businesses throughout Duncan	2025	Mid-Range	Local Businesses, Chamber of Commerce, Convention and Visitor's Bureau, Community Development
Ensure programs and policies include and benefit all citizens of different socio-economic backgrounds	2025	Mid-Range	Community Development, City Council
Utilize public spaces, convenience stores, pharmacies, and laundromats to share community events with residents	2025	Long-Range	Local Businesses, Chamber of Commerce, Community Development

Connecting with the Underrepresented Priorities	Start	Timeframe	Key Stakeholders
Develop mobile programs that encourage social engagement for the community's aging population	2025	Mid-Range	Community Development, City Council
Develop mobile programs that enables social engagement for households that have restricted access to transportation	2025	Mid-Range	Community Development, City Council
Host events and programs in community centers and public venues to develop trust and build relationship	2025	Mid-Range	Community Development, City Council

Ward and District Development Priorities	Start	Timeframe	Key Stakeholders
Encourage neighborhood holiday decoration strolls	Ongoing	Ongoing	Community Development, Convention and Visitor's Bureau, City Council
Establish "Ward Ambassadors" that can serve as a liaison between local government and residents that may have a difficult time getting to community meetings	2025	Mid-Range	Duncan Heart and Soul, Community Development, City Council
Develop a "Mobile Block Party" trailer that citizens can use for neighborhood events	2025	Mid-Range	Duncan Heart and Soul, Community Development, City Council

Housing

Goal and Work Plan Priorities

Goal Statement

Establish Duncan as a place that promotes fair, equitable, and affordable housing for all, without regard to income, race, ethnicity, housing status, or class and that improves the community by removing blight while not forcing others out through a process that invests into our community by promoting home ownership, empowering homeowners, and providing safe and affordable residential options.

Work Plan Priorities

General Housing Priorities

Promote infill residential development in areas where infrastructure is already available

To help encourage new affordable housing to be built throughout Duncan, the city will need to make infill residential development where infrastructure and utilities already exist a priority. As running infrastructure to a new site is expensive, and is passed on to the future homeowner, existing vacant lots have great potential for infill development opportunities. There is also an opportunity for city leaders to acquire land that the city has instituted a tax lien against the property for demolition or major clean-up work that was ordered through Code Enforcement that can then be used as an incentive for potential home builders to construct affordable housing in the community. Duncan may also need to look at existing ordinances to ensure that density requirements and setbacks are suitable for existing lots.

Promote policies that help provide resources that allow improvements to existing dwellings to be made that encourage "Aging in Place" for Duncan's Residents

Aging in place is the ability for older adults to live safely, independently, and comfortably in their own homes as they age. Being able to stay in one's home longer has many benefits that include ensuring that a positive quality of life is maintained as an individual can retain a sense of independence, experience a cost-savings over long-term care facilities, sense of familiarity and convenience which can aid in maintain a strong mind, and can provide emotional stability and comfort as the aging adult can maintain a more positive self-image and sense of belonging with their community. To help make this happen, the community will need to ensure that there is access to resources for our aging citizens so that necessary improvements can be made to the home.

Affordable Housing Priorities

Develop a partnership with Habitat for Humanity to allow new affordable housing to be developed in Duncan

For families within a certain income bracket that need a decent place to live, Habitat for Humanity can help build a safe and affordable home within the community. Habitat's proven record of building homes, providing financing, providing financial education, and advocating for policy change allow citizens an opportunity to enjoy the benefits of homeownership. Currently there are Habitat programs in Lawton and Oklahoma City that may be able to provide some assistance in bringing Habitat for Humanity to Duncan. Habitat for Humanity is not a handout, but a hand-up in providing financial stability through home ownership.

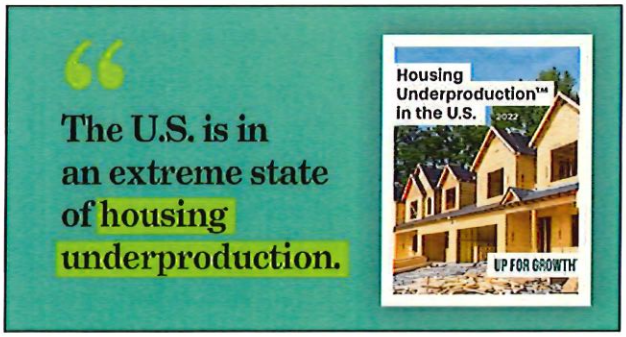
Investigate and explore programs that may assist through funding and/or grants to assist in first-time home ownership

In addition to programs like Habitat for Humanity, there are other programs and entities that assist families seeking first-time home ownership. Some programs offer funds, low-interest loans, and grants that can be used by families seeking stable and affordable housing. Community leaders working together by creating a clearinghouse of funding streams and opportunities will help lead Duncan in becoming a community that seeks to provide affordable housing options for those seeking to live, work and play in Duncan, Oklahoma.

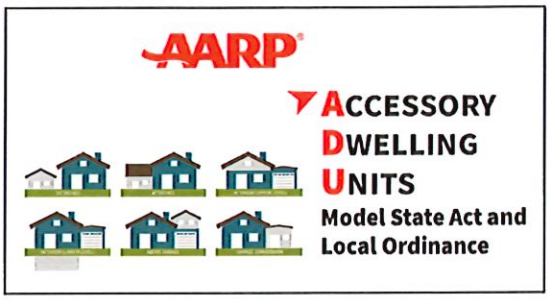
Housing Density and Policy Priorities

Research and amend adopted codes and ordinances that allow for greater flexibility on density and housing types within the designated residential district classifications

The City of Duncan has several different residential zones in which single-family, two-family, and multi-family homes can be developed. Looking at these districts and taking into consideration setback requirements of the land use code, it is difficult to develop two-family and multi-family housing throughout the community without special approvals through variances being granted. Further, the older part of town has a difficult time seeing infill development occurring because of minimum lot size and setback requirements. The City of Duncan should look at other communities that have developed successful residential infill programs and amend local codes and ordinances to allow new development to occur within the designated districts.



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



Accessory dwelling units, also referred to as ADUs, are secondary living spaces on the same property as the primary home. ADUs may also be called granny flats, in-law suites, or cottages and may be a stand-alone structure or built attached to the existing home. The ADU concept can increase housing affordability and create additional housing opportunities for the community, create additional income for the primary property owner, and potentially promote greater security in the area. Many communities across the nation, with a growing number of communities in Oklahoma, are adopting policies that permit ADU development and address existing housing needs. Duncan should consider amending the current land use codes and ordinance to guide and permit ADU development in existing residential neighborhoods where the additional housing options complement the existing developments.

Establish codes that help guide the development of tiny homes and tiny home communities

About fifteen percent of the new home permits issued by the Department of Community Development in Duncan are for homes that are deemed to be "tiny homes" or homes that are 400 square feet or less in size. Citizens are seeking this form of residential development mostly out of financial concerns, but some also value the environmental benefit of a smaller residential footprint or the desire for more freedom as the structures do not obligate the owner with high mortgage payments and property taxes. As this trend of developing tiny homes continues, the City of Duncan should look at the existing ordinances and codes and make necessary amendments that will help guide where these developments may occur. Preference should be given to tiny home communities that cluster several together taking advantage of infill development opportunities and utilize existing infrastructure.

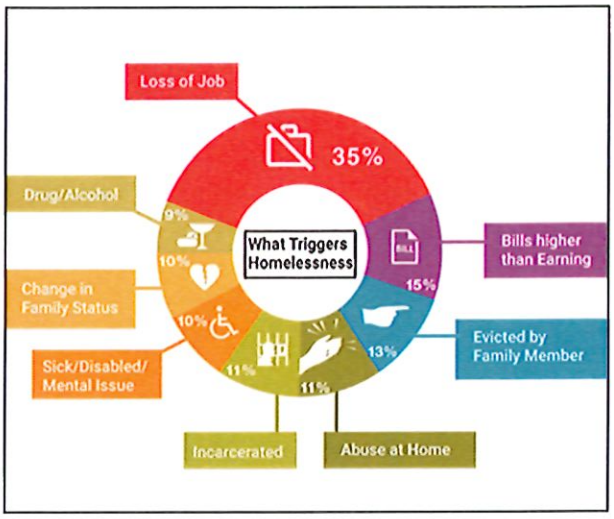
Homelessness Priorities

Provide information to the public about the differences of "Houseless" versus "Homeless"

Houseless is a term that describes those that may not live in traditional houses, but the individual feel they have a home while those that are homeless are exposed to the elements and "staying" in an area that is not meant for human habitation (in a vehicle, on the sidewalk, in a park). Knowing the difference between these, and other, terms will help the community in providing assistance and resources to those that fall within the different situations that may be seeking help to address their shelter needs.

Establish a task force to begin setting policies that will be humane and help address homelessness in Duncan

The Duncan community has a big heart, and this is often seen and heard when we see people living out of their vehicles, in parks and on sidewalks, or traveling through the community without resources of shelter. The community wants to do something to assist those in their time of need, but it is often not known where to start or what direction the community needs to go to address this growing issue. The first step is to form a local task force that is led by citizens and non-profits working with city staff to develop humane policies and programs that will begin addressing homelessness throughout the community.



Make information available from non-profit organizations that can assist those that are homeless

Having resource hubs available throughout the community can be an asset for those seeking assistance or for those that want to help those in need find assistance. Working with non-profit organizations and developing a resource library that can be made available at several locations throughout the community can aid in providing the assistance and available resources to those that find themselves homeless or houseless in Duncan. These information hubs can be in community centers, public spaces, and the Duncan Public Library – all of which provide access to all citizens of the community.

Work Plan Priorities Matrixes

General Housing Priorities	Start	Timeframe	Key Stakeholders
Promote infill residential development in areas where infrastructure is already available	2025	Short-Range	Community Development, City Council
Promote policies that help provide resources that allow improvements to existing dwellings to be made that encourage "Aging in Place" for Duncan's Residents	2025	Long-Range	NORCs, Pathways to a Healthier Community, ASCOG, Community Development, City Council

Affordable Housing Priorities	Start	Timeframe	Key Stakeholders
Develop a partnership with Habitat for Humanity to allow new affordable housing to be developed in Duncan	2025	Mid-Range	Habitat for Humanity, Community Development, City Council
Investigate and explore programs that may assist through funding and/or grants to assist in first-time home ownership	2025	Long-Range	Financial Institutions, ASCOG, Community Development

Housing Density and Policy Priorities	Start	Timeframe	Key Stakeholders
Research and amend adopted codes and ordinances that allow for greater flexibility on density and housing	2025	Mid-Range	Community Development, City Council
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	2025	Long-Range	Community Development, City Council
Establish codes that help guide the development of tiny homes and tiny home communities	2025	Long-Range	Community Development, City Council

Homelessness Priorities	Start	Timeframe	Key Stakeholders
Provide information to the public about the differences of "Houseless" versus "Homeless"	2025	Short-Range	Community Development
Establish a task force to begin setting policies that will be humane and help address homelessness in Duncan	2025	Long-Range	State of Oklahoma, Local Churches, Duncan Heart and Soul, Community Development, City Council
Make information available from non-profit organizations that can assist those that are homeless	2025	Long-Range	Non-Profits, Churches, Duncan Public Library, Duncan Senior Center, Douglass Community Center, Community Development

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 existing 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 Colar 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

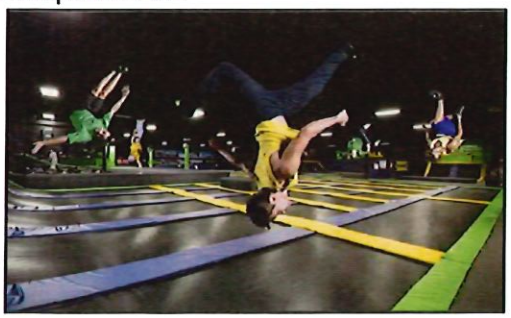
- Develop an amenity like Great Wolf Lodge Water Park
- Develop a Pickleball Complex
- Reestablish a Local Television Station
- Better promote and grow Local Radio Stations
- Development Downtown Amenities that will lead to an Active Night Life
- Develop and Aquatic Center/Facility that can hose State 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.

Community Heart & Soul®
Guided by what matters most

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 buy 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

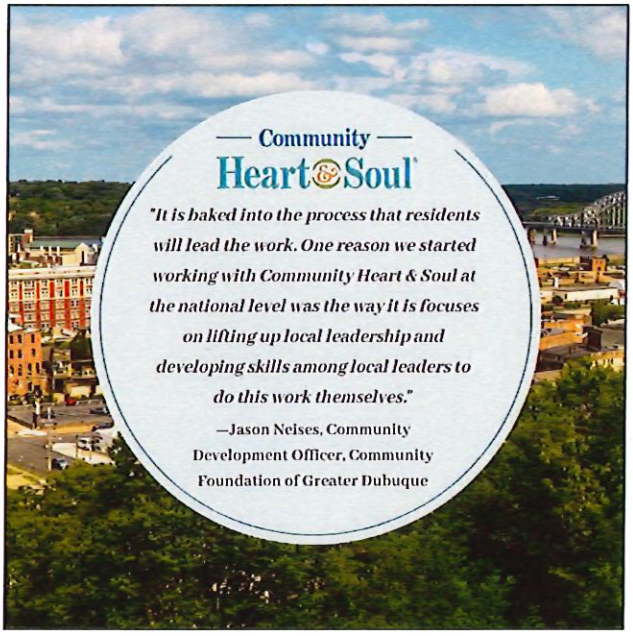
Community Heart and Soul is a resident-driven program that engages the community's population to identify what they love most about their hometown, what future they want to see for themselves and future generations, and how to obtain it. The process was developed and tested in partnership with over 120 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	2nd 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, Simmon's 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, Simmon's Center, Duncan Regional Hospital, City Council	Long-Range

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 Crapemyrtle 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 Cetner, Duncan Senior Center, Simmon'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

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	Simmon'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	Simmon'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	Simmon'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 polices 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 Merdian 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 education 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 are 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